

**The Personal Ministries Leader**

## Personal Ministries Leaflets

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## Introduction

You have been chosen as the personal ministries leader of the church. It is normal to experience strong feelings about this assignment. You may be frightened, mystified, humbled, or challenged. Or you may have mixed feelings about the responsibility.

What is involved? How does one begin? Are there secrets to success in leadership in lay evangelism?

This leaflet is designed to help the personal ministries leader find answers to these and related questions. It attempts to supply the basic information about leadership in lay activities and suggests additional sources of information. “Information is power.” Information about this department and its leadership can help in many ways:

1. To give personal assurance
2. To promote confidence on the part of those whom you lead.
3. To enable you to share the information with the members of the church.
4. To make your work more effective.
5. To please God. “Study to show thyself approved unto God, a workman that needeth not to be ashamed” (2 Tim. 2:15).

## Why a Department of Personal Ministries?

Why do we have a Department of Personal Ministries? Why is it essential? What is its purpose? What are its aims and objectives?

The ideals, principles, objectives, and indeed the basic organizational structure of the Department of Personal Ministries, called at different times by various names and terms, have been with the church from the very beginning. It was not initiated and devised as a man-made organization and program, but as a guide to direct a Christian way of life for God’s people. For that reason, lay members’ participation became a natural part of church life.

By God’s design the ministry and laity were knitted together into one dynamic Christian fellowship, with the purpose of taking God’s message of love and grace to every living soul on the globe. Ellen G. White sums it up beautifully: “It was at the ordination of the Twelve that the first step was taken in the organization of the church that after Christ’s departure was to carry on His work on the earth.”—*The Acts of the Apostles*, p. 18. “The church of Christ is organized for service.”—*The Ministry of Healing*, p. 148. “Every son and daughter of God is called to be a missionary; we are called to the service of God and our fellow men.”—*Ibid.*, p. 395. And then we are told that “the work of God in this earth can never be finished until men and women comprising our church membership rally to the work and unite their efforts with those of ministers and church officers.”—*Testimonies*, vol. 9, p. 117.

Notice these terms and what they suggest:

1. “To carry on His work on earth.”
2. “Organized for service.”
3. “Every...[one] a missionary.”
4. “Until...our church membership rally to the work.”

Here it is, the laity organized to accomplish a great task, and for the training and directions of these Christian lay forces the Department of Personal Ministries was organized.

### **History of the Department of Personal Ministries**

As soon as God's remnant church, the Seventh-day Adventist Church, came into existence, the Department of Personal Ministries became a natural part of this living and witnessing church. First, in 1869, it was called "The Vigilant Missionary Society." A year later, as the activities expanded and the work grew, it became "The Missionary and Tract Society." In 1874, as part of the General Conference organization, it was named "The General Conference Tract and Missionary Society of the Seventh-day Adventists." The work then reached across the seas and continents, and in 1882 the name "The International Tract Society" was adopted.

At the General Conference session in 1918 the department was named "The Home Missionary Department of the General Conference of Seventh-day Adventists." It is indeed enlightening to read the General Conference action taken at that time outlining the work of this department in these modern times:

*"We recommend,* That home missionary secretaries, both for the General Conference and the North American Division Conference, be appointed for the promotion of the church missionary work. The duty of the secretaries shall be to cooperate with our conferences and missions, each in his own field, in building up the church tract and missionary work—

“(a) Developing such practical plans and simple instruction as will unite all our churches in a general missionary movement.

“(b) The publication, through the medium of church and conference papers, and personal circular letters, of such missionary reports and experiences as will lead our people everywhere to appreciate their opportunities, and stir themselves to greater activities.”

In 1985, the Lay Activities Department became a part of the Church Ministries infrastructure. Then, in 1995 it joined the Sabbath School Department at the Conference/Mission/Union/ Division levels. However, it is a separate department at the local church level.

### **Qualifications of a Leader**

*Leadership Ability.* One of the great needs in every church is dedicated and well-informed leadership. The personal ministries leader has a very important assignment in the evangelistic program of the church. Somebody has so aptly said that there are three indispensables in every church program—organization, morale, and leadership—but the greatest is leadership!

Experience has demonstrated that where the church has dedicated, energetic, wide-awake personal ministries officers, larger soul-winning results are seen.

A working and vigilant church will be a strong and triumphant church. An effective leader of this large and vital department of the church is one who is thoroughly familiar with all major aspects of the lay

persons' program—Community Services, literature distribution, visitation, witnessing, Bible evangelism, and Ingathering. He will lead his membership in a balanced program, promoting strongly but evenly the various lines of lay evangelistic services. The leader must be God's man!

The personal ministries officers should not lament because certain members are not taking part, but instead should suggest activities for them, laboring with each until all are working together. Timid and retiring church members should be encouraged to take up the most simple lines of work, and soon they will be prepared to launch out into broader fields. Those in need of instruction should be carefully taught, both in theory and in practice.

The personal ministries leader must be the exemplification of cooperation in its broadest sense. He or she deals with the entire church and mingles with leaders of all departments. He or she should not only demonstrate true cooperation in his own contacts but must be able to secure cooperation from fellow workers. It has been well stated that "the professional and lay leaders of the church should be related as are the doctor and the trained nurse. The doctor is in control of the case, but the nurse is trained and competent within their sphere, and the successful outcome of the case depends quite as much upon her as upon him. There will be no conflict between the minister and the helpers, but together they will form a highly efficient organization."

Not only is the personal ministries leader placed in the church to carry out the program of the local church but they will also be called upon to cooperate with the conference in carrying out the plans of the denomination. This will involve close cooperation with the director of the Department of Personal Ministries of the conference/mission. The leader should recognize the conference/mission director is especially interested in his work. There should be real teamwork between the two, and where such unity exists, both church and conference will be strengthened.

*Men of Prayer.* "Nothing is more needed in our work than the practical results of communion with God. We should show by our daily lives that we have peace and rest in the Savior. His peace in the heart will shine forth in the countenance. It will give to the voice a persuasive power. Communion with God will ennoble the character and the life. Men will take knowledge of us, as of the first disciples, that we have been with Jesus. This will impart to the worker a power that nothing else can give. Of this power he must not allow himself to be deprived."—*The Ministry of Healing*, p. 512.

*Men of Faith.* "God's workers need faith in God. He is not unmindful of their labors. He values their work. Divine agencies are appointed to co-operate with those who are laborers together with God. When we think that God will not do as He has said, and that He has no time to notice His workers, we dishonor our Maker."—*Christian Service*, pp. 233, 234.

*Men of Courage.* "Hope and courage are essential to perfect service for God. These are the fruit of faith. Despondency is sinful and unreasonable."—*Prophets and Kings*, p. 164. "Courage, energy, and perseverance they must possess."—*Gospel Workers*, p. 39.

*Men of Action.* "The cause of God demands men who can see quickly and act instantaneously at the right time and with power. If you wait to measure every difficulty and balance every perplexity you meet you will do but little....It is even more excusable to make a wrong decision sometimes than to be continually

in a wavering position, to be hesitating, sometimes inclined in one direction, then in another.”—*Testimonies*, vol. 3, p. 497.

### **Selection of Personal Ministries Leader**

“At the time of the annual election of church officers a lay activities leader should be chosen. This person should be considered as one carrying heavy responsibilities, since he must play an important Lay Activities Council, which meets each month. This council sponsors and coordinates all missionary programs within the local church, and serves as the council for the Department of Lay Activities.”—*Church Manual* (1976 ed.), p. 141.

### **Duties of Personal Ministries Leader**

“Well-organized work must be done in the church, that its members may understand how to impart the light to others and thus strengthen their own faith and increase their knowledge.”—*Testimonies*, vol. 6, p. 435.

To comply with this instruction the leader and personal ministries director work closely together in contacting the church members, becoming acquainted with the circumstances of each, and encouraging, instructing, and providing suitable work for all.

The personal ministries leader is to *lead*. Efficient leadership, however, distributes responsibility so that others are enlisted in the work, and thus the leader succeeds in harnessing the latent forces of the church for the accomplishment of the one purpose—the salvation of men. The various units of the church missionary organization require trained leaders, and the training of these leaders is one of the duties devolving upon the personal ministries leader. These units may be distinguished as follows:

*Service Groups.* Service groups in the church will vary, depending upon the types of activity the church members themselves feel a responsibility to carry out. It is hoped that in every church, groups may be organized in the following areas: Bible Evangelism, literature distribution, Dorcas Welfare Society, and Adventist Men. These two latter groups may form medical missionary bands made up of members interested in health education, such as first aid, home nursing, and/or civil defense courses.

*Bible Evangelism Group.* This line of missionary activity embraces giving Bible studies, holding cottage meetings, and conducting lay public efforts and open-air meetings. The technique of instruction to be given members of the Bible evangelism group is found in the following books prepared by the General Conference Department of Personal Ministries and obtainable through the Adventist Book Center:

*Training Light Bearers*

*Lift Him Up*

Leadership Series (*The Church a Training Center, The Divine Blueprint, Message and Messenger, The Art of Obtaining Decisions, Denominational History, The Message We Believe and Share*)

*Witnessing for Christ, Guide for Witnessing Laymen*

*Literature Group.* This group touches more lines of work than any other single service group; hence closer supervision is required. But literature ministry is elastic enough to permit adaptation to the smallest church. Some of the different phases of literature work are as follows: distribution of visitation

and penetration tracts, correspondence school applications and logs, and missionary periodicals (see publishing house catalog for list of tracts); pocket evangelism; periodical and tract rack ministry; community circulating library; sale of small books.

*Dorcas Society and Adventist Men.* For information on these organizations, see the Personal Ministries Leaflet *Community Services*.

The leaders of groups must be trained in the best methods of work. Trained leadership is the ideal toward which every personal ministries leader should work, study, and plan, until the entire church membership is engaged in some type of missionary endeavor. For the accomplishment of this purpose the personal ministries leader should call a meeting of group leaders at least once each month. In some churches the pastor and personal ministries leader call the leaders together once a week. After presenting a carefully thought-out plan, organizing the forces, and assigning definite tasks to individuals, the personal ministries leader will need to supervise the group leadership to see that the plans are carried out.

*Training Classes.* Since the church is a school as well as a workshop, the church personal ministries leader should direct training classes that are arranged with the Personal Ministries Council. It is not necessary for the leader to carry the entire responsibility of teaching the various lines of work, but they are to serve as the principal of this church missionary school. It is their duty to see that qualified instructors are placed in charge of the classwork, and that the instruction is made simple and practical.

*The Monthly Missionary Service.* This service has been established by official action of the General Conference, and it is the plan that it be conducted in every church on the first Sabbath each month. Soul-winning avenues of service for each month are indicated on the church missionary calendar, scheduled by Annual Council action. Wherever there is a pastor in charge of the church, the Personal Ministries leader should cooperate with him in making this an interesting and inspiring service. Where there is no pastor, the church elder and personal ministries leader should work together to make the service one of practical instruction and spiritual uplift.

There is not a stereotyped form for conducting the first Sabbath church missionary service, but there are certain requirements that should not be overlooked. First, in connection with this monthly service, the personal ministries secretary should give a report on the missionary work done by the church during the preceding month, emphasizing the interesting items, and giving thought and attention to preparing a varied and impressive report. Second, the church missionary offering goes to meet the needs of local missionary work, and this fact should be emphasized and a generous response called for. The secretary's report and the church missionary offering should never be crowded out, whatever other changes in the form of service may occur.

*Ten-Minute Missionary Service.* The ten-minute weekly missionary service has been endorsed by the General Conference, and in the 1966 session it was voted that every church conduct the ten-minute missionary service each Sabbath. It was reinstated at the 1996 GC Annual Council. During this service the general church missionary crusades—such as Ingathering, visitation with penetration tracts, and Gift Bible Evangelism—are presented. This service may also include such items as the relating of personal missionary experiences.

The following action was taken at the Annual (Fall) Council in 1947:

*“We recommend,* 1. That in order to facilitate the smoothest possible transition from the Sabbath School session to the ten-minute missionary service, the Sabbath School be not dismissed, but that just prior to the close of the lesson period both the Sabbath School superintendent and the church missionary [now lay activities] leader proceed to the platform. The superintendent shall terminate the lesson recitation at the close of the seventy-minute Sabbath School session by some appropriate signal, whereupon the church missionary [lay activities] leader without announcement shall immediately take charge of the ten-minute missionary service, the superintendent remaining seated on the platform during the missionary service....At the close of the ten-minute missionary period the congregation shall be dismissed with a benediction....

“2. That in order to train the children and youth of the church in missionary activity, they remain in their divisions after the close of the Sabbath School exercises for a ten-minute missionary service adapted to their age interests, dismissal of the children to follow this ten-minute missionary service.”

### **The Personal Ministries Council**

The Personal Ministries Council of the local church should provide training and a definite task for every church member. Covenant and Service cards may be placed in the hands of each member as an aid in enlisting all in some line of service, and then each member should be assigned their responsibilities.

The duties of the council shall be the following:

- “1. To arrange for the missionary meetings of the church, to study its field of missionary activity, to counsel with the church board concerning the missionary program of the church, and to enlist every church member in some definite line of service.
- “2. To direct the laity in, though not limited to, the following specific areas of missionary service sponsored by the Lay Activities Department:
  - a. Literature distribution and circulation of missionary periodicals.
  - b. Bible course enrollments.
  - c. Community Services (welfare and medical-missionary work).
  - d. Plans and provision for any needed disaster-relief operations.
  - e. Bible evangelism, including Bible evangelism crusades (Bible studies, cottage meetings, community Bible schools, lay preaching, street or plaza meetings).
  - f. Ingathering.
- “3. To aid the church board in arranging territorial assignments.
- “4. To train members in Christian witnessing:
  - a. Conducting classes in how to give Bible studies, personal missionary work, and in Community Services and disaster relief service.
  - b. Giving practical demonstrations in how to do this work.
  - c. Leading the members in active missionary service.
- “5. To encourage reporting through the Lay Activities secretary and band leaders.
- “6. To supervise the Community Services of the church and serve as the governing committee of the church’s Community Services center.



“7. To cooperate with the Department of Lay Activities of the local conference in carrying out its program.

“7. To disburse the local church missionary funds.

“8. To plan for and conduct the weekly and monthly missionary meetings as called for in the church calendar.”—*Church Manual*, (1995 ed.), pp. 87, 88.

### **Church Missionary Map**

After the Personal Ministries Council has given study to organizing the members for missionary service, the church personal ministries leader should see that a map showing the church’s missionary territory is displayed somewhere in the church. The personal ministries leader may ask the secretary to secure a map of the city, town, or country where the church is situated, and mark on it the boundaries of the various districts apportioned to the church members for their missionary territory. The territory surrounding a member’s home may be considered as the missionary territory of that member. Such a record will be helpful in outlining the territory for Ingathering, visiting, and other general campaigns.

The leader will then assign to the secretary the task of pasting on cards the portion of the map showing each district, with the streets marked. These should be made in duplicate. One card is given to the member, and another kept on file by the church personal ministries secretary. The cards retained by the secretary should give the name and address of each band leader, and a complete record of the territory assigned to each member. The band leaders should be furnished with a list of the members of their bands along with other important information.

### **Sources of Help for Personal Ministries Officers**

A good starting point for leadership in the personal ministries work is to learn all you can about the purpose, the organization, the functions, the methods, the techniques, and the tools of the Department of Personal Ministries. This leaflet will provide only an introduction and outline. Among the additional sources of information available on the subject, the following are recommended:

1. Personal Ministries Leaflet Series. The titles of these are listed on page 2 of this leaflet.
2. *Christian Service*, by Ellen G. White (also the Study Guide for same).
3. *Welfare Ministry*, by Ellen G. White (also Study Guide for same). Both books and Study Guides are available at your Adventist Book Center
4. *Manual for Community Services*, available from conference Department of Personal Ministries.
5. Personal Ministries Catalog of Supplies, available on request from the conference department of personal ministries.

The duties of the personal ministries leader and their council are so closely allied with the policy of the church board that it is important to seek its cooperation in planning the activities of the church. It is advisable that the personal ministries leader obtain a complete set of the Personal Ministries Leaflet Series and become familiar with each. The orders for these should be placed by the personal ministries secretary and sent to the Adventist Book Center.

## Reporting

At the 1966 General Conference session the following procedure was agreed upon by the Personal Ministries, Missionary Volunteer (now Adventist Youth Society), and Sabbath School departments, and the Ministerial Association:

1. Each Sabbath School teacher is to take individual missionary reports in his or her class at the beginning of the Sabbath School class period. It is to be understood that in no case is reporting time to be used for the promotion of campaigns or for the distribution of missionary items.
2. The recommended method of reporting is the use of individual report cards, which provide for activities of personal evangelism adopted and promoted by the various departments. Each member should fill out his own report card in order properly to designate statistics for the various age groups.

## Safeguarding Sabbath Sacredness

The personal ministries leader must not overlook that of safeguarding Sabbath sacredness. Promotion of literature circulation falls largely to them, and while it is proper to promote this soul-winning work on the Sabbath, special care should be taken to avoid any plan or presentation that is not in keeping with the sacredness of the Sabbath. Notice the following General Conference actions taken in 1930:

“Recognizing the need of presenting to our congregations on the Sabbath plans whereby the church members may take an active part in giving the truth to others,

*“We recommend,* That appeals for specific missionary objectives, either home or foreign, be so presented as to afford food for spiritual development, and that care be exercised not to allow such specific appeals to take the place of worship and instruction from the Word of God....

“When presenting, on the Sabbath, the question of securing literature for missionary purposes or personal use, it shall be done as far as possible either on the Home Missionary Sabbath [now first Sabbath church missionary service] or during the church missionary service [now ten-minute service], and the following plan shall be adopted:

“1. After a brief, spiritual presentation of the matter, those who desire to make commitments to pay for such literature shall write out their pledges, with names and addresses, on paper furnished, and pass them in, so that the church missionary [now lay activities] secretary may have them for record. Each person making such a pledge shall at the same time be given a Church Order Envelope, with instructions to make out the requisition and enclose the necessary money during the week, the envelope to be placed in the offering basket on the next Sabbath.

“2. Where a fund is to be provided for free literature or any missionary materials, an offering may be taken in the ordinary way.”

The personal ministries secretary encourages the members to use the order envelope, and keeps a list of the members' commitments, which indicates their contributions, subscriptions for papers, orders for books, et cetera.

## Guidance From the Spirit of Prophecy Guiding Principles for the Church

“The church is God’s appointed agency for the salvation of men. It was organized for service, and its mission is to carry the gospel to the world. From the beginning it has been God’s plan that through His church shall be reflected to the world His fullness and His sufficiency. The members of the church, those whom He has called out of darkness into His marvelous light, are to show forth His glory. The church is the repository of the riches of the grace of Christ; and through the church will eventually be made manifest, even to ‘the principalities and powers in heavenly places,’ the final and full display of the love of God.”—*The Acts of the Apostles*, p. 9.

“It was the Saviour’s purpose that after He ascended to heaven to become man’s intercessor, His followers should carry on the work that He had begun.”—*Testimonies*, vol. 9, p. 103.

“Every church should be a training school for Christian workers. Its members should be taught to give Bible reading, how to conduct and teach Sabbath-school classes, how best to help the poor and to care for the sick, how to work for the unconverted. There should be schools of health, cooking schools, and classes in various lines of Christian help work. There should not only be teaching, but actual work under experienced instructors.”—*The Ministry of Healing*, p. 149.

“It is an eternal law of Jehovah that he who accepts the truth that the world needs is to make it his first work to proclaim this truth.”—*Testimonies*, vol. 7, p. 13.

“Christ calls upon us to labor patiently and perseveringly for the thousands perishing in their sins, scattered in all lands, like wrecks on a desert shore. Those who share in Christ’s glory must share also in His ministry, helping the weak, the wretched, and the despondent.”—*Ibid.*, vol. 9, p. 31.

“Now is the time for the last warning to be given. There is a special power in the presentation of the truth at the present time....If there was ever a crisis, it is now.”—*Ibid.*, vol. 6, p. 16.

“The greatest wealth of truth ever entrusted to mortals, the most solemn and fearful warnings ever sent by God to man have been committed to them to be given to the world.”—*Ibid.*, vol. 7, p. 138.

“All over the world men and women are looking wistfully to heaven. Prayers and tears and inquiries go up from souls longing for light, for grace, for the Holy Spirit. Many are on the verge of the kingdom, waiting only to be gathered in.”—*The Acts of the Apostles*, p. 109.

“He has intrusted you with sacred truth; Christ abiding in the individual members of the church is a well of water springing up into everlasting life. You are guilty before God if you do not make every effort possible to dispense this living water to others.”—*Christian Service*, p. 12.

“Truth that is not *lived*, that is not *imparted to others*, loses its life-giving power, its healing virtue. Everyone must learn to work and to stand in his place as a burden bearer. Every addition to the church should be one more agency for the carrying out of the great plan of redemption. The entire church, acting as one, blending in perfect union, is to be a living, active missionary agency, moved and controlled by the Holy Spirit.”—*Testimonies*, vol. 8, p. 47.

## Guiding Principles for Personal Ministries Work

1. *Bible Evangelism*. “Every Christian is bound to be a Bible worker, to do something in imparting to others the great present truth for this time. Communicate what you do know. Tell it, sing it, pray it. Work while it is day; for the night cometh, in which no man can work.”—Ellen G. White in *General Conference Bulletin*, vol. 3, no. 2, 1899, p. 38.

“All who commune with God will find abundance of work to do for Him. Those who go forth in the spirit of the Master, seeking to reach souls with the truth, will not find the work of drawing souls to Christ a dull, uninteresting drudgery. They are charged with a work as God’s husbandmen, and they will become more and more vitalized as they give themselves to the service of God. It is a joyous work to open the Scriptures to others.”—*Testimonies*, vol. 9, p. 118.

“If the teachers of His Word are willing, the Lord will lead them into close relation with the people. He will guide them into the homes of those who need and desire the truth, bringing them into the situations best suited to their talents. And as the servants of God engage in the work of seeking the lost sheep, their spiritual faculties are awakened and energized. Knowing that they are in harmony with God, they feel joyous and happy. Under the guidance of the Holy Spirit, they obtain an experience that is invaluable to them. Their intellectual and moral powers attain their highest development; for grace is given in answer to the demand.”—Letter 95, 1896.

2. *Visitation*. “Wherever a church is established, all the members should engage actively in missionary work. They should visit every family in the neighborhood, and know their spiritual condition.”—*Christian Service*, p. 12.

“Jesus came in personal contact with men. He did not stand aloof and apart from those who needed His help. He entered the homes of men, comforted the mourner, healed the sick, aroused the careless, and went about doing good. And if we follow in the footsteps of Jesus, we must do it as He did.”—*Welfare Ministry*, p. 60.

“As those who have an understanding of Bible truth try to seek out the men and women who are longing for light, angels of God will attend them. And where angels go, none need fear to move forward....Much depends on the unceasing activity of those who are true and loyal.”—*Prophets and Kings*, p. 171.

3. *Literature*. “Very much more can be accomplished by the living preacher with the circulation of papers and tracts than by the preaching of the Word alone....Many minds can be reached in no other way.”—*Evangelism*, p. 160.

“Let the leaflets and tracts, the papers and books, go in every direction. Carry with you, wherever you go, a package of select tract, which you can hand out as you have opportunity.”—*Christian Service*, p. 151.

4. *Community Services*. “The followers of Christ are to labor as He did. We are to feed the hungry, clothe the naked, and comfort the suffering and afflicted. We are to minister to the despairing and inspire hope in the hopeless.”—*Welfare Ministry*, p. 74.

“When hearts sympathize with hearts burdened with discouragement and grief, when the hand dispenses to the needy, when the naked are clothed; the stranger made welcome to a seat in your parlor and a place in your heart, angels are coming very near, and an answering strain is responded to in heaven.”—*Ibid.*, p. 35.

5. *Ingathering*. “He is ready to move upon the hearts of worldly men, even idolators, to give of their abundance for the support of His work; and He will do this as soon as His people learn to approach these men wisely and to call their attention to that which it is their privilege to do.”—*Christian Service*, p. 167.

“To all who are about to take up special missionary work with the paper prepared for use in the Harvest Ingathering campaign, I would say: Be diligent in your efforts; live under the guidance of the Holy Spirit. Add daily to your Christian experience. Let those who have special aptitude, work for unbelievers in the high places as well as in the low places of life. Search diligently for perishing souls.—*Ibid.*, p. 169.

### **Promises of Power and Success**

“In working for perishing souls, you have the companionship of angels. Thousands upon thousands, and ten thousand times ten thousand angels are waiting to cooperate with members of our churches in communicating the light that God has generously given, that a people may be prepared for the coming of Christ.”—*Testimonies*, vol. 9, p. 129.

“If set to work, the despondent will soon forget their despondency; the weak will become strong, the ignorant intelligent, and all will be prepared to present the truth as it is in Jesus.”—*Ibid.*, p. 82.

“Success depends not so much on talent as on energy and willingness.”—*Prophets and Kings*, p. 219.