

## Food Ministry Case Study

### Summary - 10. Commissioning You

But the message to you from the case study is that you can apply the Principles to your life, your family, your church, your work or your neighborhood by using each step we used for food.

Converting each step from food to family, it would be:

- Who are your CUSTOMERS and what are their needs and wants? What TASKS are you doing to meet these needs and are you doing them well?
- Are you using TEAMWORK and are you mentoring each other?
- Do your processes FLOW and are they connected in ways that are kind and enabling? Do you INVENTORY wisely and is it supportive of the prior four questions?
- Do you solve PROBLEMS with kind mentoring and Problem/Cause/Solution/Action/Measure?
- Is YOUR FLOW balanced and constructive for your family?
- Is YOUR MENU for life proper and are you living it right?
- Is your MENU CONNECTED such that your family thrives?
- Is your SUMMARY that YOU are doing these 9?
- Are you willing to put God in all 10 of these?

We did and found Him to be an awesome traveling partner. Joe and Richard did and found that they could feed 1,000 people, approaching the 5,000 Jesus fed in Matthew 14:13-21. You can do it. Try a line, then more. Be guided by God's Principles.

Turnbull, Keith. *Unconditional Love - The High Side of Life: A Love-Linked Life Story* (pp. 206-207). Kindle Edition.

## Chapter 17 - Food Ministry – A Case Study

As a summary to draw together the learning lessons of my book, I've written an actual case study to show you how to apply your learnings to a situation closer to your life than the large Alcoa Corporation was. I pray this example will challenge you to consider how you can transform your work, ministry or home, using the Principles God gave us. You do not need to run a kitchen – the same transformation used for the Food Ministry can be applied in your workplace or wherever. I have chosen the transformation that we did with Food Ministry within our church to describe the broad change, but also the step-by-step smaller details.

When we were a smaller church, we had meals for events like weddings, funerals and special ministry celebrations. People prepared an appropriate meal that they cooked at home or in the church kitchen. Food would be purchased, prepared, cooked and served. The number of people coming was almost always uncertain, so excess food was purchased. The ministries and food preparers believed that it would be very embarrassing to run out of food during a meal.

As the church grew larger, the frequency and size of meals grew. Then ongoing meals were added; every-weekday meals for the children in the six- or eight-week summer day camps, the every-Sunday breakfast and lunch for the multi-service church and the every-weekday lunches for the expanding weekday ministries. Meals were changing in size, frequency, type, duration, presentation and pervasiveness. We therefore upscaled it to become the Kitchen Ministry with a full-time leader, some staff and volunteers. It worked, but it was hard. After several years, the ministries like Adult, Student and Children were disappointed with the price and performance such that they primarily reverted to the do-your-own meals of the small church model. Furthermore, the Kitchen Ministry staff was tired by the overall process and saddened by the complaints. They also had overspent their budget by \$44,000.

### **Reflection Questions:**

**Have you experienced this stress at your work, ministry or home? Has tension emerged even when all of your coworkers desire to do good work?**

## Conventional Problem Solving

A commonly used way to handle such a situation could be to analyze the Kitchen Ministry to look for its problems and then devise and carry out a solution for each. Stay with me as I share the conventional ways that a situation like this might have been addressed. It quickly became obvious that:

The kitchen had Problems:

1. Ministries won't give us accurate headcounts – says the scheduler.
2. They complain that our prices are too high – says the menu writer.
3. Ministries “do food” themselves 80% of the time - says the kitchen head.
4. We're \$44,000 over budget – says the church treasurer.
5. We're worn out and angry with the ministries and each other – say the food workers.

All five are true and are actual problems. Regular problem solving might be to immediately devise a solution for each of the five, as follows:

1. Ministries won't give us accurate headcounts.  
*So, get right numbers by having eaters preregister.*
2. They complain that our prices are too high.  
*So, use cheaper foods and smaller quantities.*
3. They "do food" themselves 80% of the time.  
*So, mandate that they cannot "do food" themselves.*
4. We're \$44,000 over budget.  
*So, we will save \$22,000 with these changes.*
5. We're worn out and angry with the ministries and each other.  
*So, impose punishments for arguing and fighting.*

I admit that these solutions are a bit crass. I did that to catch your attention. But, did you notice? We didn't draw GOD into the problems via His PRINCIPLES. Nor did we seek and find the CAUSE. Read the five again to see how easy it is to skip God and also to rush to a SOLUTION for a problem without first determining CAUSE. Then, did you notice also how grossly out of sync solutions 1, 2, 3 and 5 were with respect to God's loving set of Life Principles? Clearly, it is time to correct our hurriedness of skipping God's Principles and going Problem/Solution instead of Problem / Cause / Solution / Action / Measure.

### **Reflection Questions:**

**How do you solve problems? Did the initial solutions above seem reasonable to you? Did you initially miss the God component? And the CAUSE?**

## **The Problem As Seen Using God's Principles**

So let's start over, addressing these same five problems, but this time bringing in God, His intent and His Principles as we look for the CAUSES we previously ignored.

Problem #1 – "Ministries won't give us accurate headcounts."

- The search for CAUSE often requires five Whys:
  - Why 1 – Ministries don't include headcount when they order a meal.
  - Why 2 – People don't tell ministries if they're coming.
  - Why 3 – People come to WORSHIP GOD; food is incidental.
  - Why 4 – God's principle is "ALL WHO WILL COME," an open door.
  - Why 5 – Wow! Imposing "headcount" impairs GOD'S INTENT.

At this point, we have our CAUSE for Problem 1. Let's move forward to Problem 2 because they're related.

Problem #2 – “They complain that our prices are too high.”

- The search for CAUSE (5 Whys again)
  - Why 1 – Our price is high because our cost is high.
  - Why 2 – We prepare meals without knowing headcount.
  - Why 3 – We oversupply because undersupply is bad.
  - Why 4 – The price to those who eat bears the cost of the excess.
  - Why 5 – OVERSUPPLY due to no headcount IMPAIRS GOD’S MINISTRY.

I’ll skip the details, trusting that you can easily see that Problems 3, 4 and 5 are simply the collateral damage derived from Problems 1 and 2. Before moving on, read the initial Problem/Solution list from 1 to 5 again, this time seeing how the Five Solutions listed would have impaired the ministries and God’s outreach that He intends through food. Sometimes solving problems one by one works well, but for this situation, they behave like the carnival game called whack-a-mole. Every time you “hammer down a mole” – in this case it is “solve a problem” – a new one pops up to replace it.

**Reflection Questions:**

**Is your gut reaction to do “whack a mole” problem solving? Is it challenging to do a new way to problem solve?**

### **The Cause As Detected to Root Cause**

Clearly, our problem is large and is showing up as if Problem 1 “can’t get accurate headcounts” is the dominant cause, but is it the root cause? Not really. It is at the center of the fray but isn’t the root cause. Instead, the analysis of these five problems revealed that the food dilemma is a by-product of God’s incredible blessing that moved ACAC from small church to large church, which in turn overstressed our small church food design. The previous standalone meals were so infrequent that they could easily be handled by: a funeral meal, then a gap, a wedding meal, then a gap, a ministry celebration meal, then a gap – days apart. These were suitably handled by a food design called BATCH --- BATCH. Batch is a standalone event, in this case a meal, that has its own design and execution, quite independent of any prior or subsequent event. But now, our batches are bigger and closer together, even to the point of overlapping. We’ve also overlaid summer camp meals and weekday café meals, both of which are extended meals (hours long), not normal BATCH meals.

The five problems, now seen as a linked set, clearly exposed the failure of BATCH---BATCH to service the wide array of ministries God intended for ACAC: the root cause is therefore BATCH. Our meals became randomized like the bumper cars at a carnival that frequently run into each other.

### **The Solution: Continuous Flow Can Solve Root Cause**

This discovery that our church growth had outgrown BATCH---BATCH is extremely important. Why? Because the first five problems were process problems, whereas BATCH---BATCH is a system problem! The people within each of the five problems were victims trapped within an incapable system. Fortunately, there was an alternative system called

CONTINUOUS FLOW. It could be adapted to our Food Ministry and solve our BATCH---BATCH system problem and all five of our process problems. How very fortunate. I have chosen this Case Study

purposely so that you can learn how to apply my book to both the process and system aspects of your life story. CONTINUOUS FLOW was a great way to improve our Food Ministry, but changes of this magnitude scare most people because of the perceived impact the new system may have upon their jobs and lives. Often those fears are warranted because the leaders of change pay too little attention to God's purpose and His Life Principles. Recall how severe and lasting the fears were when Alcoa's system change was announced as "MATURE BUSINESS" and essentially ignored the people concerns. For this transition, our very first step was to seek and discern God's purpose. It was:

God's Chosen People  
Serving God's Food  
to God's Family

The seven of us were His chosen team and each of us would have a role in designing and deploying Continuous Flow while concurrently operating BATCH---BATCH such that no meals would be compromised. Every week, we had a one-hour training session to lessen people's fears and to add the skills required for Continuous Flow.

To equip you for both process and system changes in your life story, I've chosen to write the Food Ministry system transition first, followed by the detailed training sessions.

CONTINUOUS FLOW is a People-Designed Principle with many uses including some restaurants. Flow is attained by linking several processes that people do to satisfy customer needs. Its principles are: sequentially-linked processes, flowing smoothly in the same direction, with easy connections, adaptable to customer need, with built-in problem solving. The linked processes for the food were acquire / prepare / cook / serve. It could be adapted to our church and attached to God Principles as a replacement for BATCH---BATCH. Our adaptation of it would take all of the meal types (funeral, wedding, summer camp, etc.) that I've listed and link them together as if they were a continuous stream of meals varying in type, time and quantity based upon customer need and want. This design worked for us because we could use basic food types like chicken that can be deployed into more than 20 tastes and presentations to accommodate the preference in each meal. Ministries would enter their meal choices to our Event U information system 14 days in advance and list their meal preference and the approximate number of eaters. Since this sounds radical, I will describe it a second time.

Let's consider it to be a single meal 14 days long. But it is a peculiar single meal in that it adapts along the way to accommodate the actual number of people who show up during each time interval, and serves them the food type most appropriate for their meal whenever it is throughout the 14 days. For example, Joe Grondziowski can use chicken over the course of 14 days to provide café meals, then a student ministry event for about 50 people, etc. with more than 20 appropriate taste changes, with chicken being used for chicken parmesan to chicken salad and more. As chefs, Richard Minter and Joe can also design food choices like salads and desserts that can flow from one meal to the next meal.

This is a huge improvement for; God's ministries, the food people, those who eat, the budget guardians and all future users of the system. The budget over-cost that had been caused by oversupply, which had been caused by no headcount, can be reduced from 30-50% down to the 5% that is attainable with continuous flow.

At this stage, we are in great shape. We have sharpened our PROBLEM definition, found its ROOT CAUSE and have an excellent SOLUTION. Furthermore, the solution supports God's design intent to "minister to all who come" by now seamlessly "feeding all who come." All that is left now to solve the Food Ministry problem are the ACTIONS and MEASURES, the last two steps in God's Principles for Problem Solving.

**Reflection Questions:**

**What is BATCH---BATCH? Can you see system designs in your home or at your work? Do you see systems that are impaired and ministry needing redesign? Parenting a 16-year-old requires a different system than one for a three-year-old.**

## **The Actions Changeover Done God's Way**

As we launch into the ACTION step, it is important to recognize that changeover is a very large step for which we need God's direction, protection and empowerment. I will remind you again how badly this went when Alcoa changed its system from MATURE BUSINESS to DIVERSIFY. There was no apparent attention to the 37,000 people side during changeover or their subsequent post changeover roles. Fear and demotivation were the consequence. God's most precious resource – People – were not considered or valued. Therefore, we must do the work that the CONTINUOUS FLOW SOLUTION requires and we must do it in conformance to God's Principles. Concurrently, we must temporarily operate the BATCH---BATCH with its ongoing meals during the changeover period. Thereafter, we must effectively operate the new CONTINUOUS FLOW Food Ministry. See again how important it was that God led us to His intent:

God's Chosen People

Serving God's Food

To God's Family.

What a blessing it is to have such assurance and guidance. Our mantra, the purpose and the methods we were to use were to be in the wisdom of God and the power of God. Our roles were to trust, discern and obey.

Change is not easy, but God can and did shepherd us through it. The Chosen People were Carolyn Hager, Sonya Green, Rico Ed, Richard Minter, Joe Grondziowski, Ken Turnbull and the many volunteers who gifted their time to this important ministry of God. Actions had to be crafted "on the fly" because ministries were still ongoing and food was required every day throughout our buildings. I joined the Chosen People as their consultant. All of us needed to frequently return to those nine words of God to guide all of us through the changes He intended. Humility in leaders of change is important.

*Our roles were to trust, discern and obey.*

Some of the changes were straightforward and easy; others large, even frightening. We looked first at the five original problems, this time engaging God's Principles, the Cause diagnosis and the emerging impact of CONTINUOUS FLOW.

1. We had to submit to the fact that headcounts must always be subordinated to God's open door: "all who will come." This acknowledgement of God's need had clearly exposed its CAUSE, which CONTINUOUS FLOW solves.
2. We had to stop "pricing" our food and switch to "costing." The marking up of cost to price had hidden the many CAUSES underlying our food processes and were painful for the ministry leaders requesting food.
3. When Food Ministry (its new name) solved 1 and 2 by feeding all comers and serving them at cost (number of eaters X purchase cost of food = the charge to ministries), it totally eliminated the incentive of problem number 3 for ministries to "do food" themselves. They did not need a "mandate." The new design was conspicuously superior, so they willingly used it.
4. The burden then moved to the budget. Will the causes now starkly exposed in 1, 2 and BATCH double the overbudget to \$88,000 or trim it to zero? The \$88,000 was an estimate of the possible risk from the price-to-cost change and was frightening, whereas the zero was the possible advantage of reducing overspend. But what does God intend? And how will these CHOSEN PEOPLE discover God's ways and will they have the strength to carry them out? The answer became yes, "they will know" and yes, "they will do" and the savings from overspend reduced the budget problem to zero.
5. Problem number 5 transitioned out of its worn out and angry trauma and into the excitement of changing over "on the fly." The food people did it and they pleased God with their obedience, which has now made them so strong that they could serve children 1,000 meals per day during COVID-19 in 2020.

Many other such improvements were made as we transitioned Food Ministry into CONTINUOUS FLOW. Linked meals were devised by Richard and Joe. Others did the food and its appropriate prepping, cooking and serving. By knowing WHAT was coming in the next 14 days, they neutralized the impact of HOW MUCH any particular meal in the 14 days would consume. They could see 14 days of forward food needs, buy weekly for the first 10 days, store this food frozen, refrigerated or at room temperature and then manage surges by using the 3-day buffer that was provided by the early buy of food that was needed for days 8, 9 and 10. Food types became important. For example, they could purchase and inventory a broad selection of basic food types like chicken from which they could provide a wide range of different tastes and presentation as preferred by each ministry.

Mentoring was necessary, frequent, intentional and caring: Carolyn et al mentoring Ken and me in food and Ken and I mentoring the five through the fears and uncertainties of changing over from BATCH designs to FLOW designs. The solution reduced leftovers (called shrinkage) from 35% to 5% so that the per person cost per meal went down and ministries were only billed for the actual meals eaten. Ministries could focus more on their God-given agendas and turn over virtually all meals to the Food Ministry. The budget balanced. Kind, caring teamwork replaced worn-out and sometimes angry ministry and food people.

The change from BATCH---BATCH to CONTINUOUS FLOW with linked meals 14 days long was a huge change for everyone. Our mantra of God's Chosen People, Serving God's Food, to God's Family was the calming, inspiring source for direction and healing. I included mentoring details in the Appendix so you can use the lessons in whatever way God is leading you in your Life Story so you can see the content and kindness required for the changeover and subsequent operation. Both derive from God's Principles. You can use this chapter and the Appendix as a model to transform your job, ministry or family.

At the very onset of changeover, we addressed the people aspects of changing the system from BATCH---BATCH to CONTINUOUS FLOW. These entailed Customer, Tasks and Teamwork; so in three one-hour sessions, we taught how these three enhanced the ways people work together. Then, we taught Flow and how we could make it continuous. That led to Inventory and Acquisition, the smooth weekly sourcing for each 14-day set of meals. These five are the lessons in PRINCIPLES and MENTORING from Chapter 7 of this book. Thereafter, we added the PROBLEM SOLVING so that the Continuous Flow can be sustained whenever problems occur. With the system and behavioral training thus completed, Richard and Joe used their chef skills to populate it with excellent menus fulfilling God's intent for "all who will come" to be ministered to by: God's Chosen People, Serving God's Food, To God's Family.



# Appendix

I have included the actual Training Lessons that we used to manage the Changeover Process for the huge change from BATCH---BATCH to CONTINUOUS FLOW. This is the third time in the book that the mentoring progression is 10 steps long. I wrote 1 to 7, then Joe Grondziowski wrote 8 and 9, then I concluded by writing the 10<sup>th</sup>. As you read the 10, notice how they connect step by step into the competencies and the processes to convert both the people and their infrastructure into CONTINUOUS FLOW. You can use changeover lessons such as these when you do changeover in your work or ministry or family.

## 1. Customer

<b>A BAD EXPERIENCE AS A CUSTOMER:</b>	<b>A GREAT EXPERIENCE AS A CUSTOMER:</b>
<ul style="list-style-type: none"><li>• Have you ever had one?</li><li>• What made it bad?</li><li>• How did you feel?</li><li>• Is it still fresh in your memory:<ul style="list-style-type: none"><li>○ When? Where? Who?</li><li>○ What organization?</li></ul></li><li>• By contrast, do you recall:<ul style="list-style-type: none"><li>○ Any other event that month?</li><li>○ Any other organization that month?</li></ul></li><li>• Does the disrespectful person remember you?</li></ul>	<ul style="list-style-type: none"><li>• Have you had one?</li><li>• What made it great?</li><li>• How did you feel?</li><li>• Is it still fresh in your memory:<ul style="list-style-type: none"><li>○ When?</li><li>○ Where?</li><li>○ Who?</li><li>○ What organization?</li></ul></li></ul>
<b>Moral: Customers Remember Bad Treatment</b>	<b>Moral: Customers Remember Great Treatment</b>

<p><b>WHO IS YOUR CUSTOMER?</b></p> <ul style="list-style-type: none"> <li>• Do you have one here?</li> <li>• Who?</li> <li>• Anyone else?</li> <li>• When a task is assigned:             <ul style="list-style-type: none"> <li>○ Do you listen to the task?</li> <li>○ Do you do the task?</li> <li>○ Then get another task?</li> <li>○ Without thinking about the customer?</li> </ul> </li> </ul> <p><b>Moral: Your Customers ARE:</b></p> <ul style="list-style-type: none"> <li>• <b>GOD</b></li> <li>• <b>His family &amp;</b></li> <li>• <b>The person to your right.</b></li> </ul>	<p><b>DO YOU MEET CUSTOMER NEEDS?</b></p> <ul style="list-style-type: none"> <li>• Do you know their needs?</li> <li>• Are they different for:             <ul style="list-style-type: none"> <li>○ God?</li> <li>○ His family?</li> <li>○ The person to your right?</li> </ul> </li> <li>• For God, it is ministry:             <ul style="list-style-type: none"> <li>○ He is using His meal to minister,</li> <li>○ To your customers and you.</li> </ul> </li> <li>• For His Family:             <ul style="list-style-type: none"> <li>○ They are eating,</li> <li>○ Fellowshiping,</li> <li>○ And experiencing God.</li> </ul> </li> <li>• For the person to your right:             <ul style="list-style-type: none"> <li>○ God partners you to serve</li> <li>○ And to experience God's presence.</li> </ul> </li> </ul> <p><b>Moral – God is ministering through you.</b></p>
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**Customer Summary**

Serving “does tasks,”

Tasks have customers.

Tasks usually marginalize customers,

But they must not.

So ask:

who is my customer(s)?

what is/are their needs?

How can I do my task to meet their needs?

Can I be pleasant, engaging and smiling such that -

**Moral – God ministers to you and to them.**

## 2. Tasks

THE ASSIGNMENT	THE SETTING
<p>To you – From the assigner.</p> <p>The task - The assignment.</p> <p>The customer</p> <p>Your understanding,</p> <p>Your knowledge,</p> <p>Your skill.</p> <p>Any clarification?</p> <p>The assigner's attitude,</p> <p>Your attitude,</p> <p>The customer's attitude.</p>	<ul style="list-style-type: none"> <li>• For this desired change:             <ul style="list-style-type: none"> <li>○ What do you start with?</li> <li>○ What do you change it to?</li> </ul> </li> <li>• Where do you do it?</li> <li>• What tools do you need:             <ul style="list-style-type: none"> <li>○ Are they here?</li> <li>○ If not, can you get them?</li> <li>○ If you can't get, then what?</li> </ul> </li> <li>• What materials do you need:             <ul style="list-style-type: none"> <li>○ Are they here?</li> <li>○ If not, can you get them?</li> <li>○ If you can't get, then what?</li> </ul> </li> <li>• Do you interact with others?</li> </ul>

<b>THE PROCESSES</b>	<b>THE WORK</b>
<ul style="list-style-type: none"><li>• What processes will you use?<ul style="list-style-type: none"><li>○ Must you set up first?</li><li>○ Then, how many processes?</li><li>○ In what sequence?</li><li>○ With what supplies?</li><li>○ What tools?</li></ul></li><li>• Can you do these processes?<ul style="list-style-type: none"><li>○ Well?</li><li>○ Or just ok?</li><li>○ Or you can't yet do them?</li></ul></li><li>• Will you ask for help?</li><li>• Are they the right processes:<ul style="list-style-type: none"><li>○ Are you now doing them right?</li></ul></li></ul>	<p>Work requires work!</p> <p>Is it your intent to do it?</p> <ul style="list-style-type: none"><li>• To do it safely,</li><li>• To do it well,</li><li>• To meet the needs:<ul style="list-style-type: none"><li>○ Of the assigner,</li><li>○ Of the customer.</li></ul></li><li>• Doing each process well.</li><li>• Validating your output:<ul style="list-style-type: none"><li>○ Right type and quality,</li><li>○ Right quantity,</li><li>○ Right time,</li><li>○ To right person.</li></ul></li><li>• With right attitude.</li></ul>

THE ATTITUDE	WORK WELL DONE
<p>God's Chosen People: God's Food: God's Family.</p> <p>Do you consider yourself chosen?</p> <ul style="list-style-type: none"> <li>• You are.</li> <li>• God is shaping you via work,</li> <li>• Toward His plan for you.</li> </ul> <p>Do you believe it's His food?</p> <ul style="list-style-type: none"> <li>• It is.</li> <li>• You are stewarding it for Him.</li> </ul> <p>Do you believe you're serving God's family?</p> <ul style="list-style-type: none"> <li>• You are.</li> <li>• Food is His ministry,</li> <li>• To His family, His community.</li> </ul>	<p>Matthew 25:21 "Well done, good and faithful servant! You have been faithful with a few things; I will put you in charge of many things. Come and share your master's happiness!"</p>
<p><b><u>Tasks Summary</u></b></p> <p>The Assignment</p> <p>The Setting</p> <p>The Processes</p> <p>The Work</p> <p>The Attitude</p> <p>Work Done Well</p>	

### 3. Teamwork

TEAMWORK	DEFINITION
<p>Have you experienced it?</p> <ul style="list-style-type: none"> <li>• Each of you can think of an instance.</li> <li>• What made that to be teamwork?</li> <li>• Have you experienced the opposite?                             <ul style="list-style-type: none"> <li>○ No teamwork</li> <li>○ What made that happen?</li> </ul> </li> <li>• Do you think teamwork is the norm?                             <ul style="list-style-type: none"> <li>○ People do it all the time?</li> </ul> </li> <li>• Or is it the exception?                             <ul style="list-style-type: none"> <li>○ People usually don't?</li> </ul> </li> </ul>	<p>Let's agree on a definition.</p> <ul style="list-style-type: none"> <li>• Starting with "team":                             <ul style="list-style-type: none"> <li>○ People on a bus are just people,</li> <li>○ But sometimes they team,</li> <li>○ What does it mean to team?</li> </ul> </li> <li>• Let's now consider work.                             <ul style="list-style-type: none"> <li>○ People don't always work,</li> <li>○ But sometimes they work,</li> <li>○ What does it mean to work?</li> </ul> </li> <li>• Now put them together                             <ul style="list-style-type: none"> <li>○ Teamwork is:</li> <li>○ Doing work as a team and</li> <li>○ Doing teaming as you work.</li> </ul> </li> </ul>



### GOD'S DESIGN AND CALLING

- God designed us for teamwork.
  - We're to work,
  - To work well,
  - To be helpmates.
- Not to be
  - Lazy,
  - Sloppy workers, or
  - In isolation.
- So teamwork is a high calling.
  - As God's chosen people,
  - Serving God's food,
  - To God's family, via
  - Teamwork.

### POSSIBLE AND NOW NECESSARY

- Teamwork is made possible in Food Ministry because:
  - Everyone sees customer needs,
  - Work is connected – prep/cook/serve,
  - Tasks are linked
  - Flow is continuous.
- Teamwork is necessary in Food Ministry because:
  - Batches are now removed,
  - The team makes as customers arrive,
  - Continuous flow requires teamwork,
  - Tasks are interdependent,
  - Yet rates change,
  - Isolation would fail.
- Teamwork is both possible and necessary.

LIVING TEAMWORK	THE BETTER WAY
<p>So team members:</p> <ul style="list-style-type: none"> <li>• Do not isolate,               <ul style="list-style-type: none"> <li>○ Do not work at cross purposes.</li> </ul> </li> <li>• Instead they work:               <ul style="list-style-type: none"> <li>○ As a team,</li> <li>○ Serving God and people,</li> <li>○ Intentionally joined together in work,</li> <li>○ Doing tasks well,</li> <li>○ Communicating clearly,</li> <li>○ Meeting their obligations,</li> <li>○ Gaining satisfaction from work,</li> <li>○ And their fellow workers,</li> <li>○ And their satisfied customers.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Teamwork pleases God and is God's better way to work:               <ul style="list-style-type: none"> <li>○ It's respectful,</li> <li>○ Builds us up,</li> <li>○ Gives meaning to work,</li> <li>○ Strengthens us and</li> <li>○ Grows us,</li> <li>○ As we obey and serve God.</li> </ul> </li> </ul>
<p><b><u>Teamwork Summary</u></b></p> <p>Teamwork is an Experience.            Connecting Team and Work.            It is God's Design and Calling,            That is Possible and Now Necessary.            Team Members are Living Teamwork.            It's the Better Way.</p>	

## 4. Flow

<p><b>FLOW</b></p> <ul style="list-style-type: none"> <li>• A special word</li> <li>• So far, you have learned:             <ul style="list-style-type: none"> <li>○ Customers</li> <li>○ Tasks and</li> <li>○ Teamwork</li> </ul> </li> <li>• You will now ADD: flow.             <ul style="list-style-type: none"> <li>○ Flow is a special word:</li> <li>○ A very, very</li> <li>○ Special word!</li> </ul> </li> </ul>	<p><b>DISCOVERING FLOW</b></p> <p>What might flow be: What have you done today?</p> <ul style="list-style-type: none"> <li>• Your homework assignment?</li> <li>• Things you've been asked to do?</li> <li>• A menu?</li> <li>• A prioritized list?</li> </ul> <p>None of the above are flow, no matter how useful.</p>
<p><b>FLOW FLOWS</b></p> <p>Flow is:</p> <ul style="list-style-type: none"> <li>• The linked series,</li> <li>• Of processes,</li> <li>• People do,</li> <li>• To satisfy,</li> <li>• Customer needs.</li> </ul> <p>Thereby: Flow flows. Sometimes discontinuously and sometimes continuously.</p>	<p><b>DISCONTINUOUS FLOW</b></p> <ul style="list-style-type: none"> <li>• Flow usually is discontinuous,</li> <li>• Stop and start, with queues, and waste.</li> <li>• Dissatisfied customers,</li> <li>• Frustrated suppliers.</li> <li>• Discontinuous flow seems necessary</li> <li>• But is not necessary.</li> <li>• Its fluctuation frustrates.</li> </ul>

<p><b>CONTINUOUS FLOW:</b></p> <ul style="list-style-type: none"> <li>• Begins with the customer:             <ul style="list-style-type: none"> <li>○ What is the need,</li> <li>○ Learn it clearly.</li> </ul> </li> <li>• Then the processes:             <ul style="list-style-type: none"> <li>○ Which are needed,</li> <li>○ To do what,</li> <li>○ In what sequence.</li> </ul> </li> <li>• And the people:             <ul style="list-style-type: none"> <li>○ Who do the processes (their tasks),</li> <li>○ Such that they meet customer's needs.</li> </ul> </li> </ul>	<p><b>CONTINUOUS FLOW REQUIRES:</b></p> <ul style="list-style-type: none"> <li>• Knowing customer need,</li> <li>• Right processes,</li> <li>• People:             <ul style="list-style-type: none"> <li>○ Who serve customers</li> <li>○ Who do tasks well</li> <li>○ Who do teamwork</li> </ul> </li> <li>• Tools (and machines),</li> <li>• Material,</li> <li>• Information,</li> <li>• Rhythm and</li> <li>• Problem solving.</li> </ul>
<p><b><u>Flow Summary</u></b></p> <p>Flow is a special word.              Not just scheduling and doing.              Flow Flows: processes/people/customer              Marginalized if Discontinuous              But very effective if Continuous              Read on: Food is becoming Continuous.</p>	

## 5. Inventory and Acquisition

Is more than accounting.  
It is an element within flow.

INVENTORY IN DISCONTINUOUS FLOW:	INVENTORY IN CONTINUOUS FLOW
<ul style="list-style-type: none"> <li>• Separates processes,</li> <li>• Which then run at different rates.</li> <li>• With excess or stock out.</li> <li>• Gets stale and damaged.</li> <li>• Accrues unneeded items.</li> <li>• Such bulking up of inventory prevents replenishment from being clear, so</li> <li>• Such inventory is “Dead.”</li> <li>• “Dead” inventory doesn’t “talk.”</li> </ul>	<ul style="list-style-type: none"> <li>• Connects processes</li> <li>• Which then run at same rates.</li> <li>• No excess or stock out.</li> <li>• Not stale or damaged.</li> <li>• No unneeded items.</li> <li>• No bulking up of inventory enables replenishment to be clear, so</li> <li>• Such inventory is “Live.”</li> <li>• “Responds to requests” and “asks to be replenished.”</li> </ul>

<p><b>LIVE INVENTORY “TALKS”</b></p> <ul style="list-style-type: none"> <li>• Because it’s integrated with flow.</li> <li>• It enables flow to match menus</li> <li>• Even when flow surges or slows.</li> <li>• Because it “buffers” the meals,</li> <li>• Reveals right/wrong, and</li> <li>• Reveals ahead/behind.</li> <li>• Each store lane (food type) “talks”</li> <li>• Talking that:             <ul style="list-style-type: none"> <li>○ Confirms calmness,</li> <li>○ Triggers to replenish.</li> <li>○ By the equation: Rate of use X time to replenish + case pack size.</li> </ul> </li> </ul>	<p><b>ACQUISITION:</b></p> <ul style="list-style-type: none"> <li>• Is calm,</li> <li>• Caused by flow,</li> <li>• And triggered by “live” inventory.</li> <li>• In each store type whether             <ul style="list-style-type: none"> <li>○ Frozen</li> <li>○ Refrigerated or</li> <li>○ Dry.</li> </ul> </li> <li>• When any lane (type) reaches its “trigger”             <ul style="list-style-type: none"> <li>○ Based on menus,</li> <li>○ The surge and slowdowns menus cause,</li> <li>○ Linked directly to food type.</li> </ul> </li> </ul>
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**Inventory and Acquisition Summary**

Food ministry can minister  
Serving God and His family,  
As servers serve,  
In a calm flow of food,  
Drawn from secure inventory:  
Sufficient and fresh.  
In stores of food that “talk”:  
Right/wrong  
Ahead/behind and then  
Trigger replenishment  
Via acquisition linked to  
Triggers and  
Menus.

## 6. Problem Solving

ALL OF US HAVE EXPERIENCED PROBLEMS  
AND LEARNED:

	Yes	No
Problems are bad		
Look first for "who"		
Then fix the problem		
And punish the person		
Based on problem severity		
So the person doesn't repeat		
Therefore		
People conceal problems		
So they're not caught		
And don't "rat on friends"		

No wonder problems are bad!



<p><b>LET'S START OVER BY CHANGING KEY WORDS:</b></p> <ul style="list-style-type: none"> <li>• Bad to Good</li> <li>• Who to What</li> <li>• Fix to Cause/Solve</li> <li>• Punish to Engage</li> <li>• Severity to Root Cause</li> <li>• Person to Problems</li> </ul> <p>Therefore</p> <ul style="list-style-type: none"> <li>• Conceal to Reveal</li> <li>• Caught to Engaged</li> <li>• Don't rat to Team With</li> </ul>	<p><b>WHICH REDEFINES PROBLEM SOLVING</b></p> <ul style="list-style-type: none"> <li>• Problems are good</li> <li>• Look first for what</li> <li>• Cause/solve problems</li> <li>• The person engages</li> <li>• Based on Root Cause</li> <li>• So problems don't repeat</li> </ul> <p>Therefore</p> <ul style="list-style-type: none"> <li>• People reveal problems</li> <li>• So they're engaged</li> <li>• And team to grow</li> </ul> <p>People work in the right environment to detect and solve problems.</p>
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<p><b>RIGHT STRATEGY</b></p> <p>Problems that can haunt food servers are prevented from getting started via:</p> <ul style="list-style-type: none"> <li>• Vision             <ul style="list-style-type: none"> <li>○ God's Chosen People</li> <li>○ Serving God's Food</li> <li>○ To God's Family</li> </ul> </li> <li>• Design             <ul style="list-style-type: none"> <li>○ These 9 Design Steps</li> </ul> </li> <li>• Servers             <ul style="list-style-type: none"> <li>○ God's teamworkers</li> <li>○ Obeying God.</li> </ul> </li> </ul> <p>Thereby enabling mentoring via problem solving.</p>	<p><b>BUILD THE RIGHT ENVIRONMENT:</b></p> <p>So that workers can know and meet customer needs</p> <ul style="list-style-type: none"> <li>• Right tasks</li> <li>• With food safety</li> <li>• Linked to customer needs</li> <li>• Via menus</li> <li>• Which flow (continuously)</li> <li>• From acquisitions and inventory</li> <li>• With near zero shrink</li> <li>• Caused by connected menus</li> <li>• And teamwork</li> </ul> <p>Within CONTINUOUS FLOW.</p>
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**GROWTH**

God grows His people via Problem Solving:

- In the fertile soil
- Where work works
- And flow flows
- And teamwork flourishes
- Such that customers are delighted.

Punitive approaches to problems are alien, replaced by constructive mentoring.

- Solve every problem close in:
  - Time
  - Place
  - Person
  - To Its occurrence
- People detect and solve problems
- So that they mentor each other
- As they solve problems as they occur.

**GOD'S METHOD**

Problem Solving is vested by God:

- Every child uses HIS method
- People call it the Scientific Method
- Scientists didn't invent it
- They discovered God's method
- And gave it the fancy name of

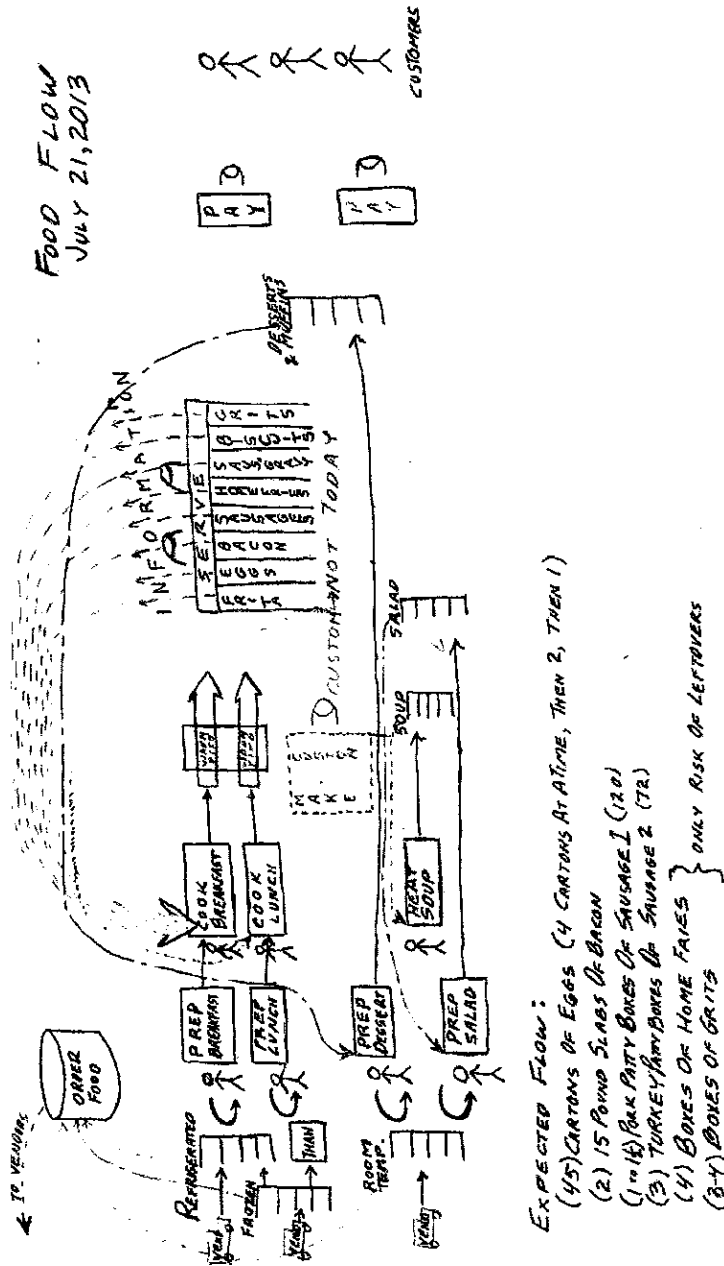
**HYPOTHESIS (which has 5 steps)**

1. Problem
2. Cause
3. Solution
4. Action
5. Measure

Mentored people in fertile soil:

- Aren't repressed or punished
- They use God's method to solve problems
- As they serve God and His family.

# 7. Overall Design for Continuous Flow



## 8. Menu Overview

There are seven steps to Menus and Meals:

- A. Inventory
- B. This Week's Meals and Flow of Food
- C. Customer Tastes
- D. Ordering Process
- E. Receiving
- F. Production
- G. Serve

### A. INVENTORY (Counting, On-hand Food)

Richard inventories all food and supply products in the food pantry areas – ready for use foods includes

Frozen

Fresh

Canned

Paper

This is usually done on Tuesdays in the morning.

Richard does this process because he can multitask other processes as he inventories:

- Check dates of product.
- Check rotation (First In, First Out).
- Checks leftovers.
- Checks temperatures.
- Checks cleanliness.
- Checks organization of products.

## **B. THIS WEEK'S MEALS**

We plan:

- Any catering meals Wednesday through following Thursday, 9 days ahead
- This Sunday's breakfast and lunch and how they can integrate into flowable meals.
- We monitor "shrink" – very powerful word – or waste at every meal

## **C. CUSTOMER TASTES**

- Our catering menus have been created to use "standard" food items
  - Standard = Chicken, 20 different ways,
  - Potatoes, 10 different ways
  - Veggies, 6 different ways, etc.
- Richard has menu items that are proven sellers. The menus also have items that are season specific.
- Menus can change:
  - Customer wants and desires
  - Flow of catered events
  - Holidays
    - Any donated food
    - Excessive leftovers

**D. ORDER PROCESS**

- Richard will order from Sysco, Sam's, Costco, Restaurant Depot.
- Richard replenishes "pantry" items to a par level that will accommodate many meals and some unexpected meals.
  - Par level = how much is needed to serve meals until the next order arrives.

**E. RECEIVING**

- Items are received, inspected, dated and organized on shelves and coolers/freezers.

**F. PRODUCTION**

- Lists are made for each food type that is being served.
    - What we need for a particular menu
    - What we have on hand
    - What we have to produce
- We do this for the entire menu.
- Multiple sections are then divided out into areas for workers to prepare.

**G. SERVING**

Products are assembled into proper serving pans and are hot/cold held or immediately consumed on the serving line, refrigerators, or deli case.

## 9. Connected Menus

**There are five steps to Connected Menus:**

- H. Inventory
- I. The 14-Day Outlook
- J. The Plan
- K. The Menus
- L. Execution – The Flow

### H. INVENTORY

As stated in the previous menu section, we inventory all of our food products, ready-to-eat, canned, frozen and dry goods. Our “pantry” or “store” has levels of food that need to be available for a period of 10 days “cycle.” This cycle time is figured out by:

- Ongoing food needs (standard items = par level)
- The number of days between inventory and when the food arrives in the pantry.

Inventory on Tuesday am

$T+W+R+F+S+S+M+T \text{ (inv)}+W+R \text{ (food arrives)} = 10 \text{ days}$

- Special orders – don’t upset us!
- Increased menus = catering

The orders are placed electronically.

- Sysco Food Service, Sam’s Club, Costco, Restaurant Depot, Giant Eagle for emergency supplies and very small needs, ie small bunch parsley



**I. THE 14-DAY OUTLOOK**

- Event-U – our interministry ordering process
  - Ministries order their food needs through an event menu online. These “events” are scheduled by Tuesday of every week by 4 pm. Ministries are encouraged to order as far ahead of time as possible.
- UP Café is open for business every week from Tuesday thru Friday, 11:30 am to 2 pm
  - Highlighted items – daily lunch specials, stocked self-serve coolers, salad bar each day
- The “Sunday Meals” – average of 330 meals per day
  - Meals created for church family to enjoy on Sunday between 7:30am – 2 pm

**J. THE PLAN**

- Food Ministry compiles information about Event U events (ministries), Sunday meals, UP Café weekly line-up
- Food is ordered from appropriate purveyors.
- Works lists are made.
- People are assembled (staff and volunteers).
- Menus are executed.

**K. THE MENUS**

- Food Ministry has multiple menus that are chosen by a ministry, or Sunday Meal is prepared out of “Core” ingredients.
  - One 6-oz chicken could be: Stuffed chicken, BBQ chicken, Cajun chicken, Crispy chicken, etc.

**L. EXECUTION – FLOW OF MENUS**

**Wednesday**

- Event U menu – Student Ministry – Picnic
  - Grilled chicken, hamburgers, potato salad, fruit
- UP Café
  - Turkey sandwich special, hot dog/fries, salad bar

**Thursday**

- Event U menu – Children’s Ministry Church in the Park
  - Hamburgers, pasta salad, fruit, cookies
- Event U menu – Women’s Bible Study kickoff meal
  - Crispy chicken, French fries, vegetable, fruit
- UP Café
  - Hamburgers, hot dogs, chili, salad bar

**Friday**

- Event U menu – Care Connections kickoff
  - Roast beef, vegetables, redskin potatoes, assorted pie
- Event U menu – Worship Department meeting
  - Lasagna with meat sauce, breadsticks, salad
- UP Café
  - Chicken or ham special, meatball hoagie

**Saturday**

- Event U menu – Growth Group Leaders meeting
  - Frittata, bacon, home fries, fruit
- Event U menu – Student Ministries car wash
  - Eggs, bacon, sausage, home fries, fruit

**Sunday**

- Breakfast – 7:30 to 11:45
  - Special frittata
  - Buffet – eggs, bacon, home fries, grits, biscuits, sausage, fruit, Danish, muffins, yogurt
- Lunch – noon to 2 pm
  - Hot roast beef, vegetables, salad
  - Lasagna, breadstick, salad
  - Salad bar

**Core Items:**

- These Core ingredients are the nucleus to flowable menus.

Chicken: used W, Th, chef special F = no shrink

Hamburgers: used W, Th, F, Sun (meat used for lasagna)  
= no shrink

Potatoes: used W, Th, F, Sat, Sun = no shrink

Fruit: used W, Th, F, Sat, Sun = no shrink

Hot dogs: W, Th, chef special = no shrink

**OUR CONTINUED FOCUS**

From meal to meal and day to day, we keep our food safe (ie correct temperatures). We utilize any excess product for the next scheduled meals. Our connected menus are planned and executed for a 1-2% acceptable shrink.

**CATERING MENU EXAMPLE**

God's Chosen People Serving God's Food to God's Family

- List the approximate guest count. \_\_\_\_\_
- Ministry account # to be charged \_\_\_\_\_
- Finance: charge credit total to account 651055  
\_\_\_\_\_
- Total cost – per person unless otherwise indicated.  
\_\_\_\_\_

<p><b>Breakfast ala carte</b>                  Bagel Tray w/cream cheese and jelly - \$.90 pp                  Danish tray (minimum of 6) - \$.97 pp                  Fresh Seasonal Fruit - \$.80 pp                  Yogurt Cup \$.59 pp                  Frittata (similar to quiche but yummiier) (minimum of 12 people) - \$1.50 pp</p>	<p><b>Breakfast Meals</b>                  Hot Breakfast Buffet (minimum of 20 people) - \$4.50 pp                  Includes eggs, potatoes, bacon, sausage, English muffins, and fruit                  (volunteers for preparation and serving may be needed)                  On-Site Hot Breakfast Buffet - \$5 (min. of 20 ppl)</p>
<p><b>Appetizers</b>                  Cubed cheese tray with crackers and dipping sauce (6 people minimum) - \$1.95 pp                  Vegetable Tray with ranch dip (6 people minimum) - \$1.42 pp                  Seasonal fresh fruit - \$.97 pp</p>	<p><b>Snacks</b>                  Trail mix - \$.45 pp                  Assorted 1.5 oz bag chips - \$.60 pp                  Granola bars - \$.45 pp                  Please indicate where your snacks are needed.</p>

## 10. Commissioning You

The Food Ministry is so robust and capable that it stepped into the gap for inner city children when COVID-19 struck in 2020. Drive-through free warm lunches were first, followed by delivery to homes via Urban Impact Foundation. Then, they doubled up to warm lunch plus tomorrow's breakfast given to each child. How many? More than 1,000 meals per day. Why? Because that is how God's Chosen People Serve God's Food to God's Family. Is it hard to do? No! Because CONTINUOUS FLOW is SCALEABLE and ROBUST, capable of serving one person or 10,000.

But the message to you from the case study is that you can apply the Principles to your life, your family, your church, your work or your neighborhood by using each step we used for food. Converting each step from food to family, it would be:

- Who are your CUSTOMERS and what are their needs and wants?
- What TASKS are you doing to meet these needs and are you doing them well?
- Are you using TEAMWORK and are you mentoring each other?
- Do your processes FLOW and are they connected in ways that are kind and enabling?

## UNCONDITIONAL LOVE

- Do you INVENTORY wisely and is it supportive of the prior four questions?
- Do you solve PROBLEMS with kind mentoring and Problem/Cause/Solution/Action/Measure?
- Is YOUR FLOW balanced and constructive for your family?
- Is YOUR MENU for life proper and are you living it right?
- Is your MENU CONNECTED such that your family thrives?
- Is your SUMMARY that YOU are doing these 9?

Are you willing to put God in all 10 of these? We did and found Him to be an awesome traveling partner. Joe and Richard did and found that they could feed 1,000 people, approaching the 5,000 Jesus fed in Matthew 14:13-21. You can do it. Try a line, then more. Be guided by God's Principles.







# About the Author

Keith and Sally Turnbull are a loving couple four years into their fourth generation – old in years yet young in love. So much so that they have Lessons they're compelled to share with you no matter what generation you are now. They learned love to the depth of unconditional as children during the Great Depression and World War II.

Keith is an engineer and scientist whose career advanced to Executive Vice President of Alcoa. Sally majored in business then devoted her life to mentoring children, her five and thousands of others at church.

Keith and Sally are Christians but have written this book for everyone, regardless of your view of God. Love is the story line written with uncommon candor to share with you and the next four generations.

They live at their home next to the lake in Pittsburgh, Pa.

# Acknowledgments

My acknowledgement for the book is YOU – the reader. I know that you will find such a choice to be unusual. But Sally and I are two unusual people who have learned and lived unconditional love and yearn to share that with you. Why? Because each tiny step we took in the direction of our book title deepened our love for each other.

That is why Sally encouraged me to open the journals she intended to be private and to share anything she had written with you. Both of us cried as we read them, looked deep into our hearts and, with uncommon candor, gifted their contents to you. Why? Because we believed that you, our precious reader, just might find one takeaway (or perhaps more) that you will take from our Life Story into your life story and thereby improve your life.

Please read our story, our whole story, anticipating there will be such a finding for you. And then, for whatever you now think about the existence or importance of God, know that He was the very source of our unconditional love and He would like to share that love with you.

# From the Editor

This journey officially started on October 15, 2019 when my grandfather wrote “The Book” at the top of a yellow legal notepad. Exactly one year later – with a dozen notepads and over 400 handwritten pages – we completed this book together. While I had studied journalism in college, I stepped away to raise kids and to pursue a career in social work while living in another city. When I moved home to Pittsburgh in 2019, this book – long discussed – suddenly became a reality. I am immeasurably grateful to hear their story and to be mentored by my grandfather as we spent hundreds of hours sitting at my grandparents’ kitchen table. My kids, Lucy and Paul, now have priceless memories of days spent at the lake, feeding the ducks and looking at family photo albums. His wisdom and humility have always made him a role model in my life, but I never imagined I would receive the intense, challenging, and invaluable one-on-one mentorship of the past year. I am forever changed by it, for the better. God has gifted him with unconditional love, and I pray I will carry forward that love to the next generation.

-Jessica T Weaver  
Editor and granddaughter

UNCONDITIONAL LOVE

