

APPENDIX D

CITYVIEW CROSS-CULTURAL LEADER BEHAVIOUR INVENTORY

1= never 2= rarely 3= sometimes 4= often 5= regularly

Initiative

- | | |
|--|-----------|
| 1. On Sunday I introduce myself to other-culture people I do not know: | 1 2 3 4 5 |
| 2. I invite other-culture people to share a meal with me: | 1 2 3 4 5 |
| 3. I find ways to help an other-culture person when they have a need: | 1 2 3 4 5 |
| 4. I share the Gospel of Jesus Christ with an other-culture person: | 1 2 3 4 5 |
| 5. I entrust knowledge or skills to an other-culture person: | 1 2 3 4 5 |
| 6. I have contributed to the spiritual growth of an other-culture person: | 1 2 3 4 5 |
| 7. After the Sunday Service I make a point to interact with other-culture persons: | 1 2 3 4 5 |
| 8. I give up my most comfortable way of doing something to accommodate the way of an other-culture person: | 1 2 3 4 5 |
| 9. I introduce myself or engage in conversation with other-culture neighbours: | 1 2 3 4 5 |
| 10. I correspond by e-mail or phone with other-culture persons: | 1 2 3 4 5 |

Introspection

- | | |
|--|-----------|
| 11. I am aware that my way of viewing reality is not the only way: | 1 2 3 4 5 |
| 12. I pray for "other-culture" persons specifically by name and by need: | 1 2 3 4 5 |
| 13. I think about whether I have understood an other-culture person: | 1 2 3 4 5 |
| 14. I think about whether an other-culture person has understood me: | 1 2 3 4 5 |
| 15. I give careful consideration to communicating well for the benefit of an other-culture person: | 1 2 3 4 5 |
| 16. I reflect on the spiritual growth needs of other-culture persons: | 1 2 3 4 5 |

Interdependence

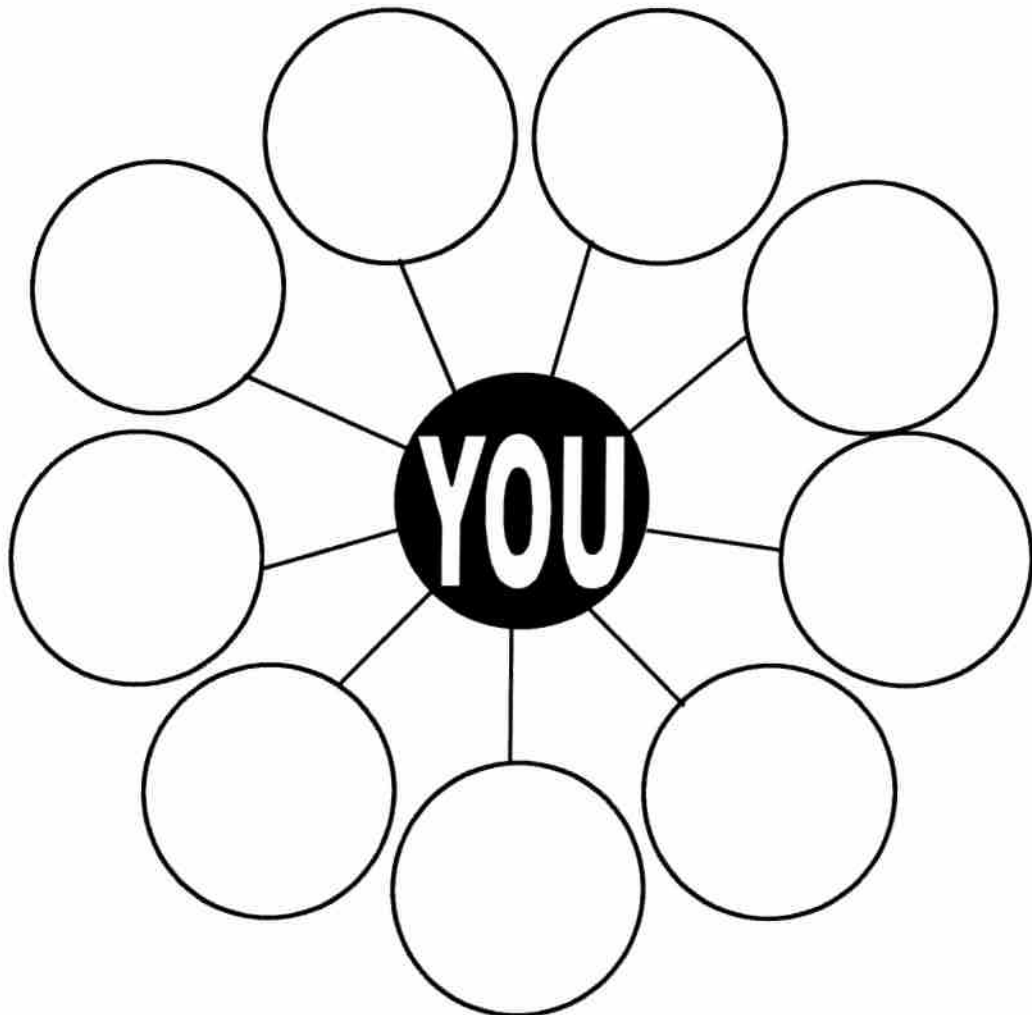
- | | |
|---|-----------|
| 17. I help an other-culture person understand my culture: | 1 2 3 4 5 |
| 18. I ask an other-culture person to help me understand their culture: | 1 2 3 4 5 |
| 19. I ask an other-culture person to help me with a personal need: | 1 2 3 4 5 |
| 20. I ask an other-culture person to pray with me: | 1 2 3 4 5 |
| 21. I enjoy the hospitality of an other-culture person: | 1 2 3 4 5 |
| 22. I am approached by an other-culture person for help: | 1 2 3 4 5 |
| 23. I engage in recreation with an other-culture person or persons: | 1 2 3 4 5 |
| 24. I express warmth and openness to other-culture employees at the businesses I patronize: | 1 2 3 4 5 |

Name: _____

Date: _____

APPENDIX E

THE MULTICULTURAL YOU

My Culture Map**“uncovering your cultural programming”*****You are a culturally diverse being.***

Adapted from Lee Gradenswartz and Anita Rowe, *Managing Diversity: A Complete Desk Reference and Planning Guide*. New York: Pfeiffer and Company, 1993. 21.

APPENDIX F
NINE COMPONENTS OF CULTURE

"our differences uncovered"

"locus of control"

I Control

I'm Controlled



"individual or collective"

Me First

Us First



"cohesiveness"

Loose Ties

Tight Ties



Categories and characteristics developed by Norma Carr-Ruffino, *Diversity Success Strategies* (Boston: Butterworth Heinemann, 1999.) 22-29.

"task-person"**Achievement-First****People-First****"Power"****Equality****Inequality****"capacity for ambiguity"****Take Risks****Play It Safe****"time"****Step-by-Step****Dive-Right-In****"space"****Back Off****Come-Close**

Categories and characteristics developed by Norma Carr-Ruffino, *Diversity Success Strategies* (Boston: Butterworth Heinemann, 1999.) 22-29.



Categories and characteristics developed by Norma Carr-Ruffino, *Diversity Success Strategies* (Boston: Butterworth Heinemann, 1999.) 22-29.

APPENDIX G

SPIRITUAL JOURNEY INTERVIEW

The Ways of Faith: Encountering The Person of Jesus.

1. When did you first hear about Jesus?
2. What were the circumstances around your becoming a Christian?

The Ways of Hope: Enjoying the Peace of Jesus.

3. What people or Scripture was significant for you during this time?
4. What did you find attractive about Jesus and being His disciple?

The Ways of Love: Embodying the Passion of Jesus.

5. What is the most dramatic image or story of God's love for you?

The Ways of Faith:

6. In an e-mail, how would you describe yourself to someone who did not know you?
7. Could you tell me about a time when God answered your prayers?
8. Has there been a time when it was difficult for you to trust Jesus?
9. What kind of habits do you have with the Bible?

The Ways of Hope:

10. What are you thankful to God for?
11. How have you let others know about your commitments to God and people?
12. When do find it difficult to be humble?
13. Who are your close friends who are believers and how have they been a part of your journey with Jesus recently?
14. After becoming a believer how has your thinking and feeling about previous relationships (parents, friends, coworkers, neighbours) changed?
15. Sometimes we describe people as "broken;" How has Jesus brought healing to your life—physically, emotionally, or relationally?
16. Tell me about a memorable worship experience.

The Ways of Love:

17. With whom have you recently shared the Good News of Jesus?
18. Who have you "gone out of your way" to serve?
19. What is your life ambition?
20. How has giving become a habit in your life?
21. Has there ever been a time when it was difficult to give or to serve?
22. How are you serving God and using your gifts and talents?
23. Who among your friends is most different from you? Why?

APPENDIX H

PROJECT PARTICIPANT PROFILES

701 Gender: M
 Age: 28
 Profession: High School Physics teacher
 Years a Christian: 6
 Years at Cityview: 7
 Ministry Position: Currently none. Has been small group leader; Japan missions team, Kids on Track teacher, Vacation Bible School, summer intern.
 Dominant Cultural Background: Anglo Canadian

CCCLBI:	Initiative	Introspection	Interdependence	
	19 poor	21 fair	28 fair	
	26 fair	15 fair	23 fair	
CCAI:	ER	FO	PAC	PA
	84 high	68 mid	43 low	29 low
	84 high	69 mid	39 low	29 low

702 Gender: F
 Age: 28
 Profession: High School English teacher
 Years a Christian: Not yet.
 Years at Cityview: 1
 Ministry Position: none
 Dominant Cultural Background: Anglo Canadian

CCCLBI:	Initiative	Introspection	Interdependence	
	23 fair	23 good	29 fair	
	23 fair	21 fair	23 fair	
CCAI:	ER	FO	PAC	PA
	78 mid	65 mid	50 high	37 low
	75 low	64 low	46 mid	32 low

703 Gender: F
 Age: 28
 Profession: Film Maker
 Years a Christian: 9
 Years at Cityview: 7
 Ministry Position: Alpha, Co-leader of small group, takes on short-term projects.
 Dominant Cultural Background: Taiwanese but has lived in South Africa and Canada.

CCCLBI:	Initiative	Introspection	Interdependence	
	36 fair	27 good	28 fair	
	43 good	28 good	35 good	
CCAI:	ER	FO	PAC	PA
	80 mid	64 low	50 high	37 high
	85 high	64 low	49 high	37 high

704 Gender: F
 Age: 26
 Profession: Student, Youth Minister
 Years a Christian: 17
 Years at Cityview: Member of another church in our Association
 Ministry Position: Currently youth leader at a Chinese Church.
 Dominant Cultural Background: 2nd generation Filipino

CCCLBI:	Initiative	Introspection	Interdependence	
	31 fair	27 good	32 good	
	no scores available, (was away during the period post-inventory admin.)			
CCAI:	ER	FO	PAC	PA
	90 high	78 high	51 high	28 low
	no scores available			

705 Gender: F
 Age: 26
 Profession: Nanny, previously trained as a nurse
 Years a Christian: 6
 Years at Cityview: 2
 Ministry Position: Kids on Track teacher.
 Dominant Cultural Background: Filipino Immigrant

CCCLBI:	Initiative	Introspection	Interdependence	
	33 fair	24 good	29 fair	
	dropped the course			
CCAI:	ER	FO	PAC	PA
	76 low	68 mid	45 mid	26 low
	dropped the course			

706 Gender: F
 Age: 54
 Profession: formerly a nurse, now Church secretary
 Years a Christian: 4
 Years at Cityview: 5
 Ministry Position: Church secretary, outreach to Punjabi's
 Dominant Cultural Background: 2nd Generation German

CCCLBI:	Initiative	Introspection	Interdependence	
	44 good	25 good	32 good	
	45 good	27 good	36 good	
CCAI:	ER	FO	PAC	PA
	84 high	65 mid	42 low	29 low
	90 high	76 high	43 low	31 mid

707 Gender: M
 Age: 30
 Profession: Computer Software Management
 Years a Christian: 19
 Years at Cityview: 2
 Ministry Position: Shared Hope—street ministry team
 Dominant Cultural Background: 2nd Generation Chinese, Hong Kong

CCCLBI:	Initiative	Introspection	Interdependence	
	32 fair	22 fair	25 fair	
	33 fair	21 fair	26 fair	
CCAI:	ER	FO	PAC	PA
	81 mid	78 high	47 mid	28 low
	72 low	68 mid	43 low	30 low

708 Gender: M
 Age: 72
 Profession: Retired engineer and bivocational church planter
 Years a Christian: 60
 Years at Cityview: 19
 Ministry Position: Church treasurer, formerly pastor
 Dominant Cultural Background: Anglo Canadian

CCCLBI:	Initiative	Introspection	Interdependence	
	34 fair	22 fair	26 fair	
	32 fair	24 good	28 fair	
CCAI:	ER	FO	PAC	PA
	76 low	65 mid	41 low	32 mid
	73 low	70 high	44 low	33 mid

709 Gender: F
 Age: 37
 Profession: Pastor
 Years a Christian: 26
 Years at Cityview: 9
 Ministry Position: Pastor of Spiritual Growth and ESL director
 Dominant Cultural Background: Anglo American immigrant

CCCLBI:	Initiative	Introspection	Interdependence	
	41 good	29 good	35 fair	
	39 fair	26 good	37 fair	
CCAI:	ER	FO	PAC	PA
	85 high	74 high	47 mid	36 high
	86 high	80 high	44 low	38 high

710 Gender: M
 Age: 28
 Profession: Pastor
 Years a Christian: 10
 Years at Cityview: Not, serves at a Chinese Church
 Ministry Position: English Congregation Associate pastor
 Dominant Cultural Background: 3rd Generation Japanese

CCCLBI:	Initiative	Introspection	Interdependence	
	37 fair	23 good	29 fair	
	38 fair	24 good	26 fair	
CCAI:	ER	FO	PAC	PA
	88 high	72 high	50 high	36 high
	85 high	74 high	50 high	32 mid

711 Gender: F
 Age: 48
 Profession: Translator
 Years a Christian: 28
 Years at Cityview: 6
 Ministry Position: Small group leader
 Dominant Cultural Background: Taiwanese immigrant

CCCLBI:	Initiative	Introspection	Interdependence	
	41 good	22 fair	28 fair	
	34 fair	23 good	28 fair	
CCAI:	ER	FO	PAC	PA
	80 mid	70 high	49 high	31 mid
	86 high	74 high	52 high	34 high

712 Gender: M
 Age: 34
 Profession: Pastor
 Years a Christian: 20
 Years at Cityview: 1
 Ministry Position: Pastor of Worship and Emerging Leaders
 Dominant Cultural Background: Zomi tribe of North India, Manipur. Immigrant.

CCCLBI:	Initiative	Introspection	Interdependence	
	40 fair	22 fair	27 fair	
	27 fair	20 fair	28 fair	
CCAI:	ER	FO	PAC	PA
	82 high	69 mid	47 mid	31 mid
	80 mid	65 mid	46 mid	30 low

713 Gender: M
 Age: 35
 Profession: Pastoral intern
 Years a Christian: 20
 Years at Cityview: 1
 Ministry Position: pastoral intern, small group leader, and Student outreach minister.
 Dominant Cultural Background: Anglo American immigrant.

CCCLBI:	Initiative	Introspection	Interdependence	
	31 fair	24 good	27 fair	
	39 fair	27 good	30 fair	
CCAI:	ER	FO	PAC	PA
	79 mid	67 mid	44 low	28 low
	84 high	74 high	45 mid	34 high

714 Gender: F
 Age: 28
 Profession: Student
 Years a Christian: 18
 Years at Cityview: 5
 Ministry Position: Worship team member, Africa outreach
 Dominant Cultural Background: Hutu/Tutsi mix from Burundi, immigrant.

CCCLBI:	Initiative 40 fair dropped the course	Introspection 23 good	Interdependence 32 good	
CCAI:	ER 89 high dropped the course	FO 75 high	PAC 53 high	PA 32 mid

- 715 Gender: F
 Age: 29
 Profession: Structural Engineer
 Years a Christian: 17
 Years at Cityview: 5
 Ministry Position: Director of Kids on Track, small group leader
 Dominant Cultural Background: Anglo Canadian
- | | | | | |
|---------|----------------|----------------|-----------------|--|
| CCCLBI: | Initiative | Introspection | Interdependence | |
| | 32 fair | 21 fair | 28 fair | |
| | 24 fair | 12 poor | 20 fair | |
-
- | | | | | |
|-------|---------------|----------------|----------------|---------------|
| CCAI: | ER | FO | PAC | PA |
| | 80 mid | 73 high | 50 high | 34 high |
| | 79 mid | 72 high | 48 high | 31 mid |
-
- 716 Gender: M
 Age: 30
 Profession: student
 Years a Christian: 7
 Years at Cityview: 2
 Ministry Position: Mandarin Fellowship leader and small group leader
 Dominant Cultural Background: Taiwanese, immigrant.
- | | | | | |
|--------|---------------------------|---------------|-----------------|--|
| CCCLBI | Initiative | Introspection | Interdependence | |
| | 44 good | 29 good | 40 good | |
| | dropped the course | | | |
-
- | | | | | |
|-------|---------------------------|--------|--------|--------|
| CCAI: | ER | FO | PAC | PA |
| | 74 low | 65 mid | 41 low | 29 low |
| | dropped the course | | | |
-
- 717 Gender: F
 Age: 26
 Profession: Student minister
 Years a Christian: 14
 Years at Cityview: 4
 Ministry Position: international student minister, small group leader
 Dominant Cultural Background: Anglo American
- | | | | | |
|---------|----------------|----------------|-----------------|--|
| CCCLBI: | Initiative | Introspection | Interdependence | |
| | 49 good | 29 good | 38 good | |
| | 46 good | 29 good | 36 good | |
-
- | | | | | |
|-------|---------------|---------------|----------------|---------------|
| CCAI: | ER | FO | PAC | PA |
| | 80 mid | 66 mid | 48 high | 35 high |
| | 75 low | 63 low | 50 high | 32 mid |

APPENDIX I

CROSS-CULTURAL ADAPTABILITY INVENTORY: PRE-COURSE

<u>Student ID#</u>	<u>ER</u>	<u>FO</u>	<u>PAC</u>	<u>PA</u>
701	84	68	43	29
702	78	65	50	37
703	80	64	50	37
704	90	78	51	28
705	76	68	45	26
706	84	65	42	29
707	81	78	47	28
708	76	65	41	32
709	85	74	47	36
710	88	72	50	36
711	80	70	49	31
712	82	69	47	31
713	79	67	44	28
714	89	75	53	32
715	80	73	50	34
716	74	65	41	29
717	80	66	48	35

Emotional Resilience

0-76: Low

77-81: Mid

82-108: High

Flexibility/Openness

0-64: Low

65-69: Mid

70-90: High

Perceptual Acuity

0-44: Low

45-47: Mid

48-60: High

Personal Autonomy

0-30: Low

31-33: Mid

34-42: High

APPENDIX J

CITYVIEW CROSS-CULTURAL LEADER BEHAVIOUR INVENTORY: PRE-COURSE

<u>Student ID#</u>	<u>Initiative</u>	<u>Introspection</u>	<u>Interdependence</u>
701	19	21	28
702	23	23	29
703	36	27	28
704	31	27	32
705	33	24	29
706	44	25	32
707	32	22	25
708	34	22	26
709	41	29	35
710	37	23	29
711	41	22	28
712	40	22	27
713	31	24	27
714	40	23	32
715	32	21	28
716	44	29	40
717	49	29	38

Initiative:

0-20: Poor
 21-40: Fair
 41-50: Good

Introspection:

0-12: Poor
 13-22: Fair
 23-30: Good

Interdependence

0-16: Poor
 17-30: Fair
 31-40: Good

APPENDIX K

OUTLINE FOR THE TEACHING MODULE— AGENTS OF RECONCILIATION

Week 1

- Introduction of Course Design and Objectives
- Pre-Evaluation Inventories
 - Cross-Cultural Adaptability Inventory
 - Cityview Cross-Cultural Leader Behaviour Inventory
- Discussion of the Inventories
- What Is a Cross-Cultural Leader?
- My Relationship Map
- Nine Components of Culture
- My Culture Map
- Assignments for the Week

Week 2

- Review
- Nine Components of Culture
- Culture Map
- Culture Clip: Excerpts from *Road Home*
- What Is Culture?
- Biblical Culture Crossings: John 4
- The Discipline of Personal Reflection
- Participating in The Journey: Spiritual Journey Interview
- Assignments for the Week

Week 3

- Culture Map
- Review
- Participating in The Journey: Spiritual Journey Interview
- Nine Components of Culture
- Culture Clip: Excerpts from *City of Joy*
- The Cross-Cultural Leader
- Culture Convergence in Multicultural Church
- Conceptualizing The Way
- Biblical Culture Crossings: Acts 1-2

Week 4

- Culture Map
- Review
- Quote Discussion
- Nine Components of Culture
- Introduction to Reconciliation Realities
- Culture Clip: Excerpts from *The McCourt Family*
- Evaluating Cross-Cultural Distance
- Biblical Culture Crossings: Acts 6-7
- Transformational Fellowship
- Assignments for the Week

Week 5

- Culture Map
- Review
- What is a Cross-Cultural Leader?
- Prayer
- Nine Components of Culture
- Culture Clip: Excerpts from *Hoop Dreams*
- Biblical Culture Crossings: Acts 10-11
- Hospitality as a Cross-Cultural Discipline
- Ministry Project Planning
- Cityview Values
- Assignments for the Week
- Prayer

Week 6

- Culture Map
- Review
- Discussion of Duane Elmer's Book
- The Ministry of Reconciliation: A Study of 2 Corinthians 5
- Culture Clip: Excerpt from *Joy Luck Club*
- The Fine Art of Communication
- Biblical Culture Crossings: Acts 11:19-30; 13:1-3
- Ministry Project Planning
- Assignments for the Week

Week 7

- Culture Map
- Review
- Prayer
- Biblical Culture Crossings: Acts 15
- Group Assignment
- Cross-Cultural Communication Clues

Culture Map
Quote Discussion
The Cross-Cultural Leader & Conflict
Discussion of Elmer's Book
Assignments for the Week

Week 8

Culture Map
Review
Biblical Culture Crossings: Acts 21:37-Acts 23
Culture Clip: Excerpt from *Romero*
Power in Cross-Cultural Ministry and Servanthood
Thinking about Cross-Cultural Discipleship
Ministry Project Discussion
Assignments for the Week
Prayer

Week 9

Culture Map
Review
Conflict Resolution
When I say "conflict"... You...
Biblical Culture Crossings: Romans 14-15
More Than One Way to Solve A Problem
The Cross-Cultural Leader As A Bridge: Mediation
Creating Space for Multicultural People
Conclusion: The Cross-Cultural Leader
Prayer

APPENDIX L

WEEKLY ATTENDANCE

Student ID#	Apr 2	Apr 9	Apr 16	Apr 23	Apr 30	May 7	May 14	May 21	May 28
701	X	X	X	X	X	X	X	X	X
702	X	X	A	X	X	X	A	X	X
703	X	X	X	X	X	X	A	X	X
704	A	X	X	X	A	X	X	X	X
705	X	A	X	A	X	dropped the course			
706	X	X	X	X	X	X	X	X	X
707	X	A	X	X	X	X	X	X	X
708	X	X	X	X	X	X	X	A	X
709	X	X	X	X	X	X	X	X	X
710	A	X	A	X	X	X	A	X	X
711	X	X	X	X	X	X	A	X	X
712	X	A	X	X	A	X	X	X	X
713	X	X	X	X	X	X	X	X	X
714	X	X	A	X	dropped the course				
715	X	X	X	X	X	X	X	X	X
716	X	X	A	A	X	dropped the course			
717	X	X	A	X	X	X	X	X	X

APPENDIX M

CROSS-CULTURAL ADAPTABILITY INVENTORY: POST-COURSE

*Pre-scores are in light print; post-scores are in dark print.

<u>Student ID#</u>	<u>ER</u>	<u>FO</u>	<u>PAC</u>	<u>PA</u>
701	84 84	68 69	43 39	29 29
702	78 75	65 64	50 46	37 32
703	80 85	64 64	50 49	37 37
704	90 no scores available	78	51	28
705	76 dropped the course	68	45	26
706	84 90	65 76	42 43	29 31
707	81 72	78 68	47 43	28 30
708	76 73	65 70	41 44	32 33
709	85 86	74 80	47 44	36 38
710	88 85	72 74	50 50	36 32
711	80 86	70 74	49 52	31 34
712	82 80	69 65	47 46	31 30
713	79 84	67 74	44 45	28 34
714	89 dropped the course	75	53	32
715	80 79	73 72	50 48	34 31
716	74 dropped the course	65	41	29
717	80 75	66 63	48 50	35 32

Emotional Resilience

0-76: Low

77-81: Mid

82-108: High

Flexibility/Openness

0-64: Low

65-69: Mid

70-90: High

Perceptual Acuity

0-44: Low

45-47: Mid

48-60: High

Personal Autonomy

0-30: Low

31-33: Mid

34-42: High

APPENDIX N

CITYVIEW CROSS-CULTURAL LEADER BEHAVIOUR INVENTORY:
POST-COURSE

*Pre-scores are in light print; post-scores are in dark print.

<u>Student ID#</u>	<u>Initiative</u>	<u>Introspection</u>	<u>Interdependence</u>	
701	19 26	21 15	28 23	
702	23 23	23 21	29 23	
703	36 43	27 28	28 35	
704	31 no scores available	27	32	
705	33 dropped the course	24	29	
706	44 45	25 27	32 36	
707	32 33	22 21	25 26	
708	34 32	22 24	26 28	
709	41 39	29 26	35 37	
710	37 38	23 24	29 26	
711	41 34	22 23	28 28	
712	40 27	22 20	27 28	
713	31 39	24 27	27 30	
714	40 dropped the course	23	32	
715	32 24	21 12	28 20	
716	44 dropped the course	29	40	
717	49 46	29 29	38 36	

Initiative:
0-20: Poor
21-40: Fair
41-50: Good

Introspection:
0-12: Poor
13-22: Fair
23-30: Good

Interdependence:
0-16: Poor
17-30: Fair
31-40: Good

APPENDIX O

CITYVIEW CROSS-CULTURAL LEADER BEHAVIOUR INVENTORY: POST-COURSE SUMMARY OF CHANGE

<u>Student ID#</u>	<u>Initiative</u>	<u>Introspection</u>	<u>Interdependence</u>	<u># of Beh.'s Changed +</u>
701	+	-	-	8
702	=	-	-	3
703	+	+	+	12
706	+	+	+	10
707	+	-	+	9
708	-	+	+	7
709	-	-	+	7
710	+	+	-	7
711	-	+	=	7
712	-	-	+	9
713	+	+	+	14
715	-	-	-	10
717	-	=	-	1

Thirteen participants completed the inventory.

Ten participants changed positively in at least one area.

Six participants changed positively in at least two areas.

Three participants change positively in at all three areas.

Ten participants changed negatively in at least one area.

Six participants indicated growth in initiative.

Six participants indicated growth in introspection.

Seven participants indicated growth in interdependence.

An examination of all 24 behaviours measured reveals that:

Eleven participants changed positively in at least 7 behaviours.

Seven participants changed positively in at least 8 or more behaviours.

Important note: Although the point totals within the three areas may be negative, examination of the specific behaviours may reveal positive change in one or more behaviours.