

DIGNITY SERVES

Leader's Guide

Pre-Release – Version 3.1

The Polis Institute

www.polisinstitute.org

Phil Hissom
Angie Winn
Amy Lauger
Brian Sullivan
Jennie Hissom

8/6/2009

Table of Contents

Introduction: *Dignity Serves*, a Small Group Study..... 5

The Service Event..... 11

 Choosing where to serve 11

 Choosing when to serve..... 12

 Choosing how to serve..... 12

After Action Review 14

 Facilitating an After Action Review..... 14

 Example Write-up of an After Action Review..... 18

Lesson 1: The Importance of People..... **Error! Bookmark not defined.**

Lesson 2: The Realization of Assets **Error! Bookmark not defined.**

Lesson 3: The Relevance of Place **Error! Bookmark not defined.**

Lesson 4: The Power of Structures **Error! Bookmark not defined.**

Lesson 5: The Impact of Commitment..... **Error! Bookmark not defined.**

Lesson 6: The Promise of Change **Error! Bookmark not defined.**

Appendix A: Tearouts for Lesson Four..... **Error! Bookmark not defined.**

Appendix B: Before and After Service Projects **Error! Bookmark not defined.**

Appendix C: Beyond Service Projects – Development **Error! Bookmark not defined.**

Appendix D: Stewardship of our Time **Error! Bookmark not defined.**

Appendix E: The Vocabulary of Assets..... **Error! Bookmark not defined.**

Participant's Guide

Introduction: *Dignity Serves*, a Small Group Study

Background: Jesus Christ is the standard for human dignity. In him the fullness of deity dwells (Col. 2:9) and through his death humans may be reconciled to God (Col. 1:22). His sacrificial death was the capstone of his obedient life as a servant (Phil. 2:8) and the reason God has exalted him to the highest place (Phil. 2:9). Dignity refers to inherent value and worth. And there is no other person of greater worth than Jesus. This bodes well for the rest of us. For rather than devaluing the rest of humanity, his high value elevates our own. Humans are not only created in God's image (Gen. 1:26), our likeness is how God chose to reveal his eternal son (Phil. 2:7).

Without a standard, human dignity becomes a meaningless concept equally open to anyone's definition. A quick survey of the contemporary use of the word dignity will illustrate the point. For example, human dignity is invoked in arguments both for and against euthanasia. It seems we have a sense that human dignity is important but are not so clear where it comes from or what it means. In 2008, the President's Council on Bioethics convened to define the word but failed to reach consensus. The reports and proceedings of the council shed much light on the problem of defining human dignity (www.bioethics.gov). In sum, their difficulty derived from trying to evaluate something, namely the inherent worth of human beings, without a standard.

In the major English translations of the Bible, 'dignity' is used to translate seven different Hebrew words and two Greek words. Each word conveys a slightly different take on the same theme of high value (exaltation, height, honor, splendor, authority, reverence, seriousness, glory, nobility, distinction, and holiness). The Bible conveys its highest honor on Jesus Christ. In a very real sense, Jesus *is* Dignity. And what he chose to do with his high value is truly amazing – he “made himself nothing, taking on the very nature of a servant” (Phil. 2:7). Dignity Serves. And he does so to enliven other servants - servants of the living God and servants of people who serve that still others might revere Christ and sacrifice for the benefit of others.

Dignity Serves everyone. God graciously provides and cares for all human beings, even those who do not believe that he exists. “He causes his sun to rise on the evil and the good, and sends rain on the righteous and the unrighteous” (Matt. 5:45). This is referred to as “common grace,” the grace of God that we all share and by which we draw each and every breath. By his grace, God affords all of humanity the opportunity to show kindness to others, alleviate suffering, advance our understanding of the world, create amazing works of art, and build the essential infrastructure for our societies.

Participant's Guide

As helpful and beautiful as these acts of creativity and kindness are, they do not obligate God to allow us into his immediate presence. We remain too unlike him because of sin. Everything we do is tainted with sin – selfish motives and acts that transgress his law and harm other people. In contrast, we are called to serve everyone (Matt. 9:35) to the glory of God (1 Cor. 10:31). By a special act of grace, God makes this possible. He draws those who believe into an intimate relationship with him and teaches us to become servants like his Son.

Relationship is what God seeks with us and for us. And it is in and through relationship that Dignity Serves. The triune God exists in harmonious fellowship and draws people into fellowship with him and with one another. This three-way fellowship between God, others, and ourself is the ideal context for our lives. It is therefore the ideal context for meeting human needs. It is a partnership in which all parties participate. Paul's letter to the Philippians is all about the joy that participating in this partnership brings – what he calls a “partnership in the gospel” (1:5) that shares “in the matter of giving and receiving” (4:15), shares in Christ's suffering (1:29, 3:10), shares a common citizenship (3:20), a common goal (3:14-15), and a common Lord (3:1).

The *Dignity Serves* curriculum is designed to equip us to more fully engage in this three-way partnership, what is referred to in the curriculum as ‘dignified interdependence.’ From this well-supported position we learn to deeply enjoy our dependence on God, being helped by others, and sacrificially serving those God places in our lives. We become more patient, trusting, trustworthy, and committed in our service. We learn to more readily see the image of God in everyone we encounter. We learn to be more faithful to God's calling for us to love our neighbor as ourselves. Our neighbor is the one with whom we come into contact, who God puts in our path and about whom he asks us, “How will you treat this person?” He also calls us to move towards and neighbor those in distress: the poor (needing food, water, shelter, clothes), the persecuted (those suffering injustice, aliens), the lonely (widows, orphans), the ill (in hospitals, in homes), and the slaves (kidnapped, trafficked, imprisoned). God tells us “the entire law is summed up in a single command: Love your neighbor as yourself” (Gal. 5:14) and asks us, again and again, day after day, “Will you love your neighbor?”

Our beliefs, perceptions, and experiences greatly affect the way we respond to these questions. And we do respond. In fact, we respond in a variety of ways – with thoughts, feelings, words, and actions, all of which are important. In some ways, the actions are the easiest to contend with, easiest to change. So we usually spend the bulk of our effort on trying to do the right actions. As important as our actions are, this study does not primarily focus on them. It focuses on the heart.

Participant's Guide

As such, you are going to learn more questions than answers, read more stories than prescriptions, and hear more stats than solutions. The stories, statistics, and questions in the study will teach you a lot about your heart. They will provide opportunities for you to grow in your walk with God. Your role is to trust him and be honest about your perceptions and attitudes, waiting with joyful expectation for him to make your motives more like Jesus, the standard for dignity and the source of hope.

Purpose: The purpose of the *Dignity Serves* curriculum is to challenge the perceptions that support indifference or condescension to the world around us with true stories, statistics, group exercises, and biblical principles. One such principle is found in Philippians 2:5, “your attitude should be the same as that of Christ Jesus.” The perceptions that this study strives to challenge are the attitudes that are unlike Christ, “who being in very nature God, did not consider equality with God something to be grasped but made himself nothing, taking the very nature of a servant” (Philippians 2:6,7). Therefore the primary goal of this study is to discover and nurture the servant’s heart.

Each lesson exposes what obstructs the heart from truly good works - the tendency to look down on others, focus solely on problems, ignore the pain of those nearby, dismiss unjust social structures, and mismanage our time. In short, the obstruction is human sin. The solution is Jesus Christ “who humbled himself and became obedient to death, even death on a cross” (Phil. 2:8). But death could not keep him down. “God exalted him to the highest place and gave him a name that is above every name, that at the name of Jesus every knee should bow in heaven and on earth and every tongue confess that Jesus Christ is Lord, to the glory of God the Father” (Phil. 2:9-11). The servant’s heart, a heart with attitudes towards others like that of Jesus Christ, comes only through repentance which, in turn, comes only through faith – a faith that joyfully serves and draws others to Christ (Phil. 1:25; 2:15-18).

The lessons are designed to experientially instruct participants how to serve others in a way that honors God, preserves the dignity of both parties, and fosters the type of interdependence that is characteristic of authentic and healthy relationships. Upon completion of the materials, participants will be drawn closer to God and each other; will become more creative and relational in their service; will engage as true neighbors where they live, work, and worship; and will serve others with patience, respect, and commitment. This is our earnest prayer.

Participant's Guide

Issues Addressed: There are many Christians that are willing to show to up to service events but remain unaware that one-way giving and short-term service projects can perpetuate false perceptions of inferiority and superiority. Many Christians have also heard that to truly serve the poor you have to move your household and share the daily burden of life in a potentially difficult neighborhood. Given the choice between service events or relocation, many opt out altogether or choose the service event. This study seeks to equip participants with criteria and questions to evaluate the merits of service opportunities and the volunteers' own motives for serving. The study challenges all of us to serve people in different socio-economic and cultural situations in ways that foster genuine relationships, and to serve those in our immediate environment with renewed and sustained commitment.

Target Audience: The intended audience for *Dignity Serves* is groups that meet regularly and possess a desire to serve others, such as church small groups or home groups. The foundation of the study is biblical Christianity but study groups should feel free to welcome non-Christians to participate.

How It Works: The study consists of six lessons, a service event, and an After Action Review. The After Action Review should be scheduled no later than one week after the service event. The service event may take place at any point during the study. The study, which is provided as a Leader's Guide and Participants' Guides, discusses how to serve in a way that champions people, respects place, and is not fixated on problems. The participants should feel their inability to create change by their own power but become willing to patiently discover God's heart for people, to pursue real relationships with others, and to learn from those they wish to serve. Our prayer is that this will lead to a genuine hope in God's transformative power to bring salvation and healing to the broken-hearted.

Participant's Guide

Overview: The study consists of six lessons, one service event, and the After Action Review.

- I. **Service Event** – The group will schedule a service event to do together. The leader should begin trying to schedule this event as soon as possible and should aim towards finding a service opportunity appropriate to the group. The event can be any activity from which others benefit and can be part of ongoing service.
- II. **After Action Review** – Critical to the study is the After Action Review. Either immediately after the event or sometime over the following week, the group convenes to discuss:
 - a. What did we set out to do?
 - b. What actually happened?
 - c. What went well and why?
 - d. What could be improved and how?
- III. **Six Lessons** – Each lesson has the following format:
 - a. **Preparation/Materials** - Group leader is provided a list of the tasks and a Leader's Training DVD to help prepare for each week. It is important to become familiar with the Participation Exercise and gather appropriate materials such as pens/pencils, index cards, poster board, stickers, and Internet access. A list of the materials needed for each week is provided.
 - b. **Prayer** – Some of the discussions may bring up conviction or frustration and it is vitally important to take this to God in order to truly learn from the study.
 - c. **Scripture** – Insights from Paul's letter to the Philippians.
 - d. **Introduction/Conclusion** – Brief summaries of the lesson and notes related to each week's Scripture are provided at the beginning and end of each lesson.
 - e. **Did You Know?** – Statistics that highlight issues related to the week's topic.
 - f. **Challenging Our Perceptions** – True stories and related teaching to challenge perceptions that can be barriers to dignified, committed service to others.
 - g. **Participation Exercise** – This involves the greatest amount of group time and effort. The exercise allows people to wrestle with the week's topic in a personal way and discuss it as a group.
 - h. **At Home** – Suggested prayers and homework assignments are provided following each lesson.

Participant’s Guide

Example Schedule:

Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7
Introduction	Lesson Two	Lesson Three	Lesson Four	Service Event*	Lesson Five	Lesson Six
Lesson One				After Action Review		Conclusion
Scheduling the Event*						

*NOTE: The Service Event can be scheduled at any time during the study. Simply interrupt the progression through the Six Lessons to do the Event and the After Action Review and then continue with the next Lesson the following week.

The Service Event

One of the most challenging aspects of the study will be to plan and conduct a service event as a group. This service event does not have to be an isolated occurrence. Indeed, it can be part of ongoing service in which your group or someone in your group participates. For the purposes of this study, the group will focus its attention on one particular service project. The service can be anything that involves your group helping another individual or group. Service opportunities often take the form of assisting an existing non-profit or ministry with an influx of people power. Some examples are: helping a group that repairs homes to paint a house, taking meals to the homeless, or assisting at a youth event. The possibilities are truly limitless.

Choosing where to serve

Some people in your group likely already support or run a service-oriented ministry. An ideal option would be to give them a hand accomplishing one of their goals. You may want to ask the leadership of your church if there are active ministries that could use assistance from your group. Considerations for selecting a service project:

1. Pray for God's guidance in revealing a service opportunity.
2. Find out if someone in your group has a pressing need or has a friend or family member who could use some assistance.
3. Ask the group about their interests and current involvements in service to others. Consider the make-up of your group. Are there children, elderly, injured, or disabled in your group? Try to scheduling an event in which all in your group can participate.
4. Ask the leadership of your church about ongoing ministries and partnerships.
5. Search online and visit sites such as volunteermatch.org, guidestar.org, serve.gov, and christianvolunteering.org.
6. Think of creative ideas for serving drawing on your experience in the areas where you live, work, and worship.
7. **Make sure that those you want to help want you to help them!**

Choosing when to serve

The service event is the first thing you need to discuss with your group and start working on. People tend to be busy, and scheduling times when a group can come together can be very difficult. You may want to schedule the service event during the time you already meet as a group to maximize participation. If you cannot schedule a time that works for everyone, choose a time that allows for the greatest possible number of group members to attend.

Choosing how to serve

If you have read the introduction, flipped through the materials, or participated in service events in the past you may be aware of the potential for unintended consequences in these types of projects. If those serving and those being served come from very different walks of life, this potential damage can be compounded. We do not want to induce shame or smugness, or put others in harm's way when we serve, yet these unintended consequences happen all the time.

Despite the harm that can be done in the name of service, God clearly calls us to serve. So how are we to reconcile this? Obey God and serve, striving to do so in a way that allows you to discover the interests of those you seek to help (Philippians 2:4) and sets up the conditions for God to create a servant's heart in you - that you may "consider others better than yourselves" (Philippians 2:3). Serve imperfectly while trying to learn about God's heart for mercy and our tendencies to serve for our own glory. You can't learn these things in a vacuum. You can't do this on your own. You will have to confess. You will have to try. You will fail to do it perfectly but you will see God do amazing things. You will see lives changed, wounds healed, and entrenched despair give way to genuine hope. God transforms people and we have the opportunity to participate in that transformation. He calls us to love. He does not call us to treat people simply as problems to be solved.

Many service events are designed around the principle of meeting immediate needs and involve a one-way distribution of services. Sometimes, especially in times of emergency or dire need, it is entirely appropriate to focus squarely on needs. Problems tend to arise, however, when we treat non-emergency situations as crises to be solved. Crisis mode can lead to impatience and an overzealous exclusion of the capacities of those served. This study is designed to give you the tools to slow down and learn from those you want to serve - learn their hopes, concerns, talents and interests. With these tools you can become a more creative and committed participant in the work of extending the word of life to a hurting world.

In summary, as you schedule an event for this study, a helpful approach is to:

1. **Find** a ministry or non-profit that is benefitting the community in some way.
2. **Ask** them how you and your group can be of assistance.
3. **Trust** their experience and insight, **schedule** the event, and **try** to help them – some of the people most in need of your help are those involved in serving others on a day-to-day basis.
4. **Remember**, as you proceed through the study, no service is perfect.
5. **Pray** without ceasing. God changes people. As you seek to serve others, he will change you and do surprising things in the lives of those around you.
6. **Learn** from this study, God's word, each other, and those you serve.
7. **Teach** others what you've learned from this process.

After Action Review

The After Action Review is a critical element of the study. After the group participates in a service event, invite the group to review the activity. The review process in *Dignity Serves* is modeled closely on the After Action Review of the United States Agency for International Development (USAID). Either immediately after the event or sometime over the following week, the group should convene to discuss what happened; the sooner the review, the better the recall of the event.

Godly service is ultimately about the heart. We are not learning about these events so that we can perfect them. That will never happen. We want the hearts of those serving to be affected in a way that leads them closer to God and moves them towards serving others in the most dignified and helpful way possible.

We want our service to be intentional. The review helps us towards that goal. The review is an important tool because it creates an opportunity to hear different perspectives on a service event and to process what the event may have been like for those being served. The review sets the stage for the group to build on the positive aspects of the event and to learn from mistakes and difficulties. The results of the review are also invaluable to leaders in our churches and to the ministries we are supporting. They can make use of the information to improve aspects of their program and to help other groups that serve them in the future.

Facilitating an After Action Review

The following section should prove sufficient to guide the facilitator of the review. If you would like to refer to the Technical Guidance on preparing for and conducting a review, please utilize the document found on the USAID website at http://pdf.usaid.gov/pdf_docs/PNADF360.pdf.

As the leader of a *Dignity Serves* group, you are the most likely candidate to facilitate the review. If you believe someone in your group is familiar with this process and would be a better facilitator, by all means allow them to do so. It will be beneficial to the process if the facilitator has attended the event, but not absolutely necessary. Whichever you decide, choose the facilitator you will use and secure their commitment to attend the review.

You may also request that someone from the Polis Institute facilitate the review. To do so, please visit the website at www.polisinstitute.org.

The After Action Review has the following six sections:

1. Introduction & Prayer
2. What did we set out to do?
3. What actually happened?
4. What went well and why?
5. What could be improved and how?
6. Recap

Introduction:

Like every section in the *Dignity Serves* curriculum, the After Action Review has the potential to expose frustration and sin and should be entered into prayerfully. Do not seek merely to become highly efficient at service. The goal of service is to bring glory to God by extending his word of life to a lost and dying world. The word of life saves, changes lives, mends hurts, gives comfort to the oppressed, and grants peace to the afflicted. In some respect, we are all afflicted. We all struggle with our human imperfection and we take this with us as we go forth to serve others. The After Action Review is an attempt to reflect on what we set out to do in the event and to discover what actually happened, what went well, and what can be improved. In discussing these questions we hope to become better stewards of our time and talents and to learn to treat others, and ourselves, with greater respect.

The two most difficult tasks in conducting the review are getting input from everyone and guiding the discussion in order while keeping the discussion informal. For example, some in the group will want to give suggestions for improvement right away but this is the last step in the process. The earlier questions can deeply inform any suggestions. Everyone should be encouraged to participate in the designated order to gather insights from many different perspectives. Ideally, the review will not turn into a complaint session or an overzealous attempt to assess blame for any failings. There are no perfect service outings and no perfect people. All attempts at helping others will have some strengths and some weaknesses. We hope to learn more about each other, ourselves, and the impact the service event has had on all involved.

Involving those who did not attend the service event

It is also likely that some who participate in the review did not attend the event. Determine from the outset who attended and who did not and invite those who did not attend the event to participate in one of two ways, as a **detective** that asks questions which bring out the details of what transpired or as an **ambassador** who represents those served in the event. The ambassador should ask themselves, “How would I have felt to be on the receiving end of this type of help?” or “What would it have been like for those who actually did receive the help?” Having well-defined roles and titles for those who did not attend the event makes them a powerful asset for making the most out of the review. Since both roles serve a useful purpose, seek to divide those who did not attend the event evenly between ‘detectives’ and ‘ambassadors.’ If everyone at the review attended the event, the facilitator assumes more responsibility for asking the best questions to allow the fullest picture of what transpired to emerge and also to speak up for the way the event may have affected those served.

What did we set out to do?

The first question in the review asks the participants to go back in time and recall the motivations and expectations for the event. You are likely to discover a range of answers to this question. The different answers will reveal something of the heart behind service and the genuine hope to make a positive impact.

The desire to help others is a good thing and should be nurtured. Look for the godly hope behind answers given and try not to criticize someone’s answer or you may stifle their interest in participating in the review or, even worse, dampen someone’s heart to serve. With that in mind, it is sometimes helpful to ask for clarification to vague answers. For instance, people often use the word ‘relational’ but there are very different perceptions about what this involves. It is not likely (though possible) that serving someone at a one day event will turn into a long term relationship. Just because someone allows you to help them does not mean that they would necessarily want to be your friend. With surprising consistency people of means assume that those without the same means would automatically want to spend time with them. So if someone in the group says that they set out to be relational with those they were serving, it may be helpful to ask what they mean by that term.

What actually happened?

Next, you should lead the group into detective mode. You should encourage the group to brainstorm about the event and to rattle off as many details as they can remember. This portion of the discussion is usually very interesting and fruitful. Invariably there will be many things that most in the group noticed but there will be other less obvious occurrences that

surprise the group and spark additional memories. Keep this portion of the review as free of evaluative language as possible (e.g. that was really great when..., we should have..., that must have been..., I think that was..., etc.). These insights may be important but they tend to cloud the recollection of things that actually happened especially during this section of the review. Make sure to encourage the participation of those who did not attend the event who have assumed the role of 'detective' (see "Involving those who did not attend the service event" above).

What went well, and why?

Your efforts at warding off evaluative language will pay off in this section. After discussing the range of expectations for the event and the recollection of the event itself, the stage has been set for discussing the merits of the event based on the full range of experiences of the group members. The challenge for this section is keeping the discussion positive. By now, someone in the group will be thinking of things they wish would have been done differently but those sorts of comments are for the next section. You should first uncover and celebrate the successes and discuss the reasons the group believe that it went well. Make sure to encourage the participation of those who did not attend the event who have assumed the role of 'ambassador' (see "Involving those who did not attend the service event" above).

What can be improved, and how?

Finally, the group will talk about what went wrong. You may actually find that some in your group feel a sigh of relief when it's time to be critical. Notice, however, that these questions are still posed to strengthen what was done rather than merely providing a platform for criticism. With the previous sections providing a well-rounded picture of the event, suggestions for improvement are much more practical and helpful. Again, we are not seeking the perfect event but we are hoping to prayerfully consider the implications of our attempts at serving others.

Recap

The recap provides the opportunity for the leader to reiterate what he or she heard during the discussion. Hearing it back will help solidify what the group has discovered. This section is usually brief but may spark additional discussion. Be sensitive to people's time so that the process, as a whole, remains positive. You may want to follow up with those in the group who wish to continue the discussion separately. The recap time will also provide an opportunity to allow those who have not provided input to do so.

Providing feedback to the Polis Institute

The Polis Institute created this study and is dedicated to improving its effectiveness. We would be very interested to hear about your experiences with the study in general and the results of your After Action Review in particular. Please go to www.polisinstitute.org for details.

Providing feedback to the group you served

Below please find an example write-up of an actual After Action Review for your reference. This document was presented to the ministry served in the event and it provided extremely helpful information for the group. If your service event involved helping a service agency of some type, they would be delighted to get this level of feedback. Be sensitive to the fact that a written summary of your discussion may be more tersely worded than the actual conversation and may contain language that, left unexplained, could be considered off putting. Review the content first and invite the recipient to ask follow up questions.

Example Write-up of an After Action Review

Event: 5/10/08; Group from First Church painted a house in Friendship Heights with God's Carpenters, a local non-profit.

1. What did we set out to do?
 - a. Serve in a relational way, not just paint
 - b. Get to know the people with whom we served
 - c. Get to know the people we serve
2. What actually happened?
 - a. Painted a lot
 - b. Messy: ruined a chair, got paint on the carpet and his dog (rolled in some paint in the back yard)
 - c. Noticed that the homeowner talked with his dog a lot, encouraged the dog that it would be over soon.
 - d. Noticed the family that was there (Helping Hands project leader) but didn't get to know them
 - e. Some people more skilled than others, those with skills were really helpful
 - f. Neighbors watched us and some of us wondered what they were thinking
 - g. Met new people, had good conversations
 - h. Tried to talk to homeowner but conversations were very short

3. What went well and why?
 - a. Project went smoothly because those running it were able to keep people on task
 - b. People were willing to do whatever was needed because they had a servant mentality
 - c. Bond between the servers strengthened due to sharing an experience together
 - d. Chance for gifts to surface because there were real skills needed for some tasks
 - e. Serving together helped people feel more a part of First Church
4. What could be improved and why?
 - a. More information about what's going to happen and what the purpose of the event is and what it is not
 - b. People should have been more cautious because it led to some sloppy/rushed work
 - c. Did we jeopardize his relationship with his neighbors? If so, it may be best to not have so many folks do so much all at once
 - d. We could figure out ways to be more in a long term relationship with people we want to serve; there is a tomorrow (did we really change anything?)
 - e. Want to know more about the homeowner but does he want us to know? Are we open to him knowing more about us? Would he be interested?
 - f. Learning people's names so that conversations come more easily
5. Summary of Suggestions
 - a. Better communication
 - i. Consider formal introductions and nametags
 - ii. Conduct briefing prior to event to remind group what the purpose is
 - iii. Make sure everyone knows expected start/end times and what constitutes completed work
 - b. Develop ways to address people's interest in being in more long term relationships with those they serve and being a part of addressing systemic issues.
 - c. Check motives for 'wanting to get to know' the homeowner. He had a lot of people making small talk with him but he wasn't too interested in talking. Don't assume he wants to be your friend just because you are painting his house.
 - d. Improve quality of work done – folks should have treated his house *better* than they would have their own