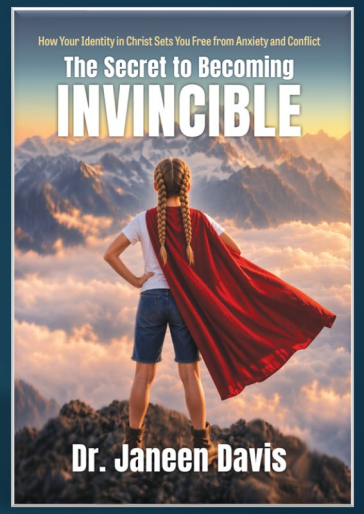
The Hidden Roots:

Addressing The Heart Issues That Drive Missionary Struggles

This workshop presents concepts, illustrations, and applications from the brand new book:



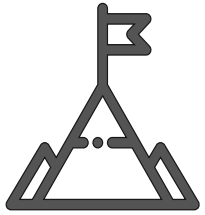
Available October 1st
on Amazon, and directly from the author.

Dr. Janeen Davis, PsyD, MFT

Purpose & Peace Solutions

Thrive Outcomes in this Workshop

VOCATIONAL



Calling, Meaning & Purpose

RELATIONAL



Conflict Competence

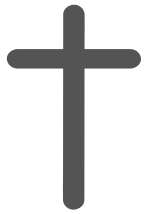


Host Culture Integration

PERSONAL



Personal Commitment to Thriving



Intimacy with God



Rhythms of Rest

KEY PARTNERSHIPS



Mental & Emotional Health



Learning Posture

Introductions

How do we introduce ourselves?

What do we tell others about who we are?

Our Hidden Roots

What are they?

Where do they come from?

Luke 6:43-45

For no good tree bears bad fruit, nor again does a bad tree bear good fruit, for each tree is known by its own fruit. A good person produces good out of the good stored up in his heart. An evil person produces evil out of the evil stored up in his heart, for his mouth speaks from the overflow of the heart.

Matthew 12:34, 15:18

How can you speak good things when you are evil? For the mouth speaks from the overflow of the heart.
But what comes out of the mouth proceeds from the heart, and this defiles a person.

Our Hidden Roots

What are they?

Where do they come from?

Psalm 125:1

Those who trust in the LORD
are like Mount Zion,
which cannot be moved,
but abides forever.

Ephesians 2:19–20

So then you are… built on the foundation of the apostles and prophets, with Christ Jesus himself as the cornerstone.

Jeremiah 17:9

The heart is deceitful
above all things,
and desperately sick;
who can understand it?

Identity

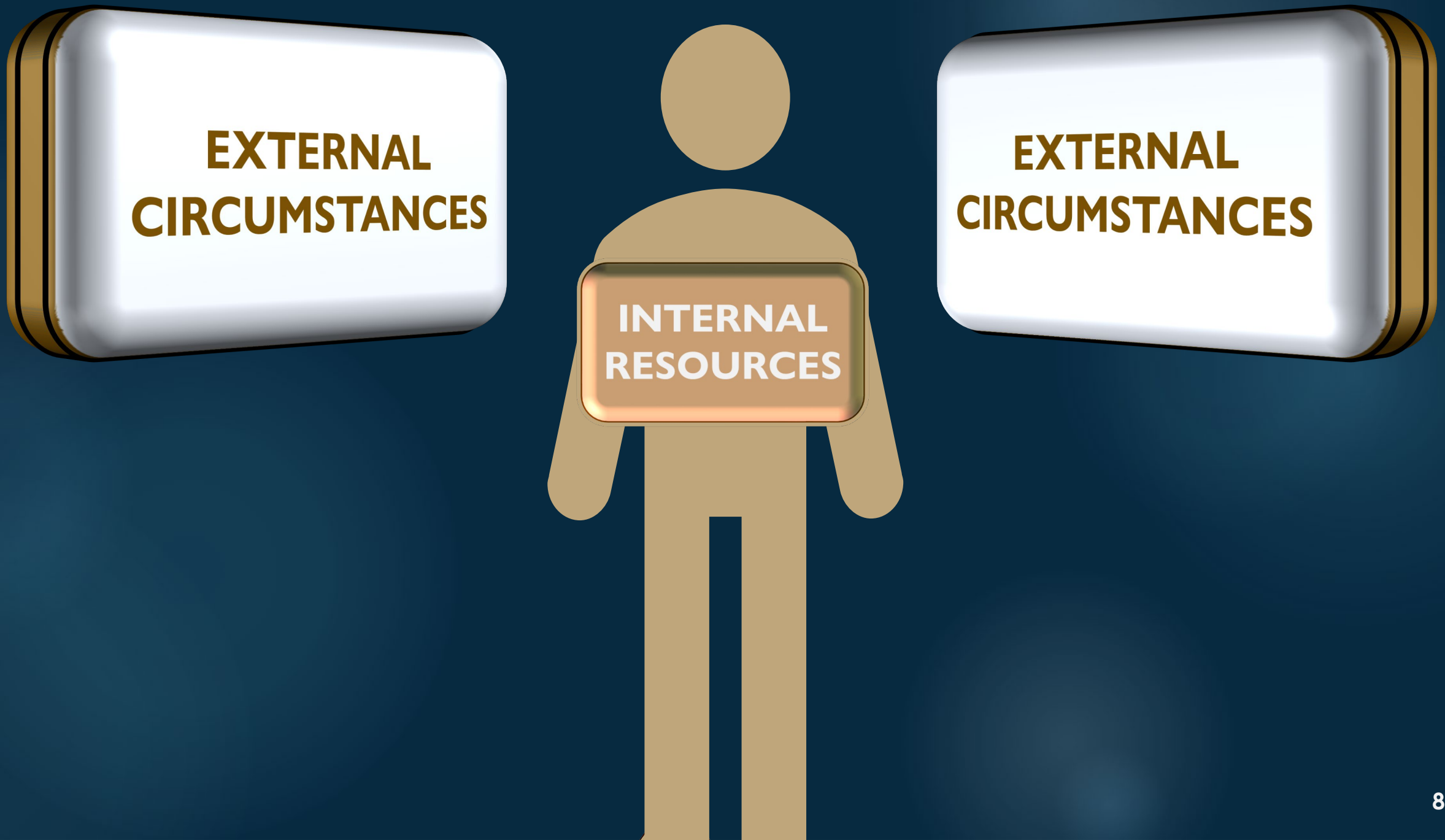
What defines us?
What do we depend on to be okay?

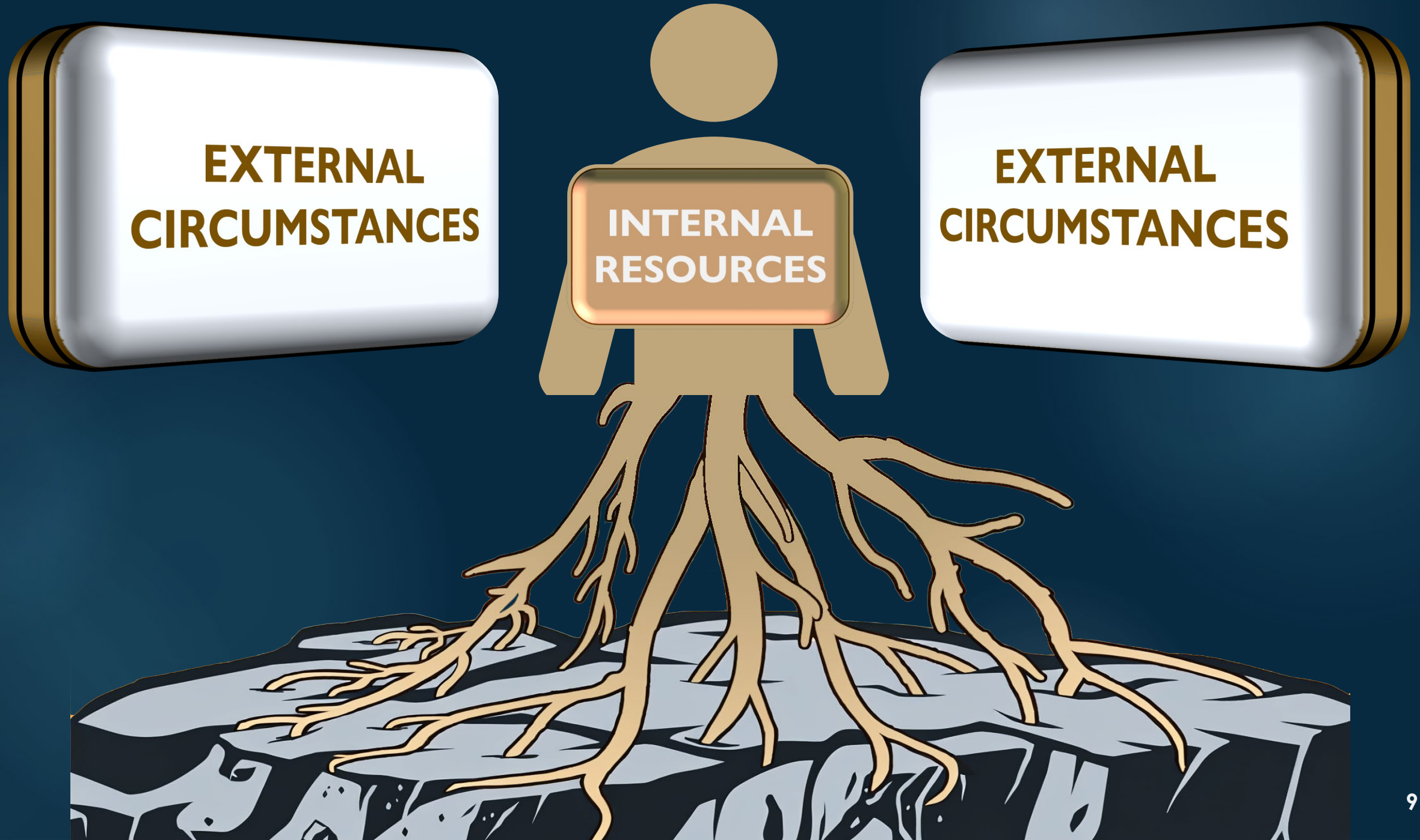
Foundation

Locus of Control

What controls the quality of your life?




EXTERNAL CIRCUMSTANCES
INTERNAL RESOURCES
EXTERNAL CIRCUMSTANCES


EXTERNAL CIRCUMSTANCES
INTERNAL RESOURCES
EXTERNAL CIRCUMSTANCES

A new life means a new locus of control

2 Corinthians 5:17	The old has gone, the new is here.
Galatians 2:20	I no longer live, but Christ lives in me.
Colossians 3:1-4	Your life is now hidden with Christ in God.
Romans 12:2	Do not conform to the pattern of this world.
John 17:14-16	They are not of the world, even as I am not of it.
Philippians 3:20	Our citizenship is in heaven, and we eagerly await a Savior from there.
Hebrews 11:13-16	Foreigners and strangers on earth, longing for a better country.
1 Peter 2:9-11	A chosen people, foreigners and exiles.
2 Corinthians 5:20	We are Christ's ambassadors.

What controls the quality of your life?

EXTERNAL

My life and well-being are controlled by external forces.

INTERNAL

My life and well-being are controlled by my choices, skills, and effort.

CHRIST-CENTERED

My life is purchased by the blood of Christ that covers me,
and I live in freedom and truth for His glory.

One family. Three orientations.

A family serving overseas during a security decline. Two children. Uncertain medical care. Possible evacuation.

EXTERNAL

We are stuck until the embassy tells us something. If our agency had given us a real contingency plan months ago, we would not be in this position. Whether my kids are safe is being decided by people at headquarters who have never lived in this environment.

INTERNAL

I have done the research. I know the best place for our family to evacuate to. I know where the best medical care is. I have a plan for every scenario, and if I stay on top of this, my family will be fine.

CHRIST-CENTERED

I have done the research. I know the best response plans for our family. But at the end of the day, God is not surprised by any of this and knows the exact number of our days. Our aim is to glorify Him no matter how this turns out.

Phrases that HINT at a locus of control

1. If I can improve my language and master this evangelism method, I will see people come to faith.
2. You made me feel like I don't belong on this team.
3. She needs to just build a bridge and get over it. I'm not listening to this again.
4. I do hope that he will apologize. Until then, I keep laying him down before the Lord every time he comes to my mind.
5. As long as we can get our visa renewed, everything will be okay.
6. I have handled harder things than this. I will be fine. If others can't deal with it, maybe they're just not cut out for life on the field.
7. This ministry strategy is not going to be effective until leadership gives us the resources we need.
8. I have tried to confront them, but they keep refusing to respect my boundaries.
9. Our team leader is a horrible communicator. He does not give clear directions. I am trying to stay focused on what we are here to do and keep my eyes on the task.

What does locus of control have to do with IDENTITY?

What does identity have to do with THRIVING?

What does locus of control have to do with IDENTITY?

What does identity have to do with THRIVING?

What causes fights and quarrels among you?
Don't they come from your desires that battle within you?
You desire **but do not have**, so you kill. You covet but you **cannot get what you want**, so you quarrel and fight.
You do not have because you do not ask God.

JAMES 4:1-2

What does locus of control have to do with IDENTITY?

What does identity have to do with THRIVING?

[Jesus] also told this parable to some who trusted in themselves that they were righteous and looked down on everyone else: "Two men went up to the temple to pray, one a Pharisee and the other a tax collector. The Pharisee was standing and praying like this about himself: 'God, I thank you that I'm not like other people—greedy, unrighteous, adulterers, or even like this tax collector. I fast twice a week; I give a tenth of everything I get.'

Luke 18:9-12

What does locus of control have to do with IDENTITY?

What does identity have to do with THRIVING?

"But the tax collector, standing far off, would not even raise his eyes to heaven but kept striking his chest and saying,
'God, have mercy on me, a sinner!'
I tell you, this one went down to his house justified rather than the other, because everyone who exalts himself will be humbled, but the one who humbles himself will be exalted."

Luke 18:13-14

What does locus of control have to do with IDENTITY?

What does identity have to do with THRIVING?

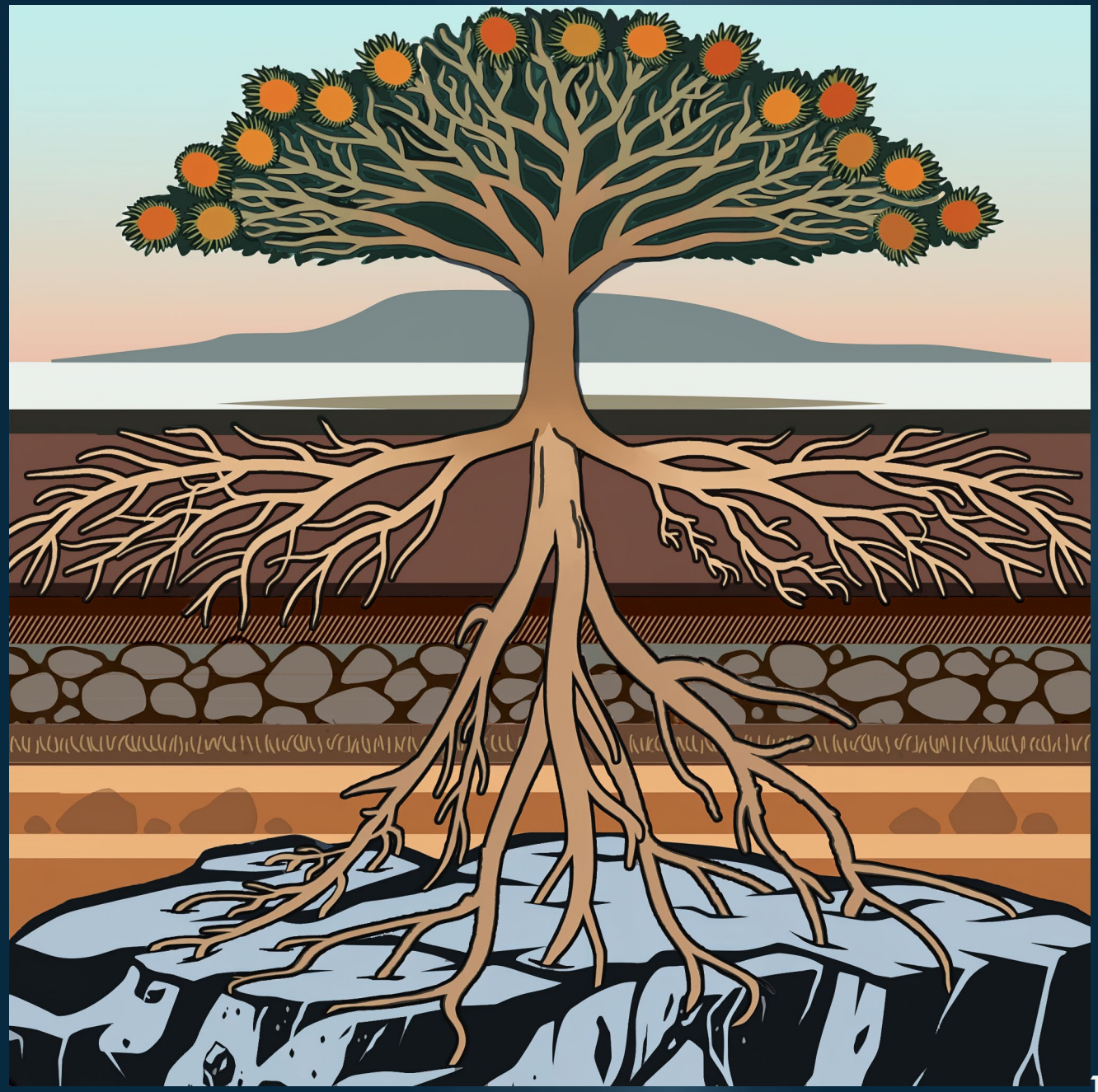
I have been crucified with Christ,
and I no longer live, but Christ lives in me.
The life I now live in the body, I live by faith in the Son of God,
who loved me and gave himself for me.

Galatians 2:20

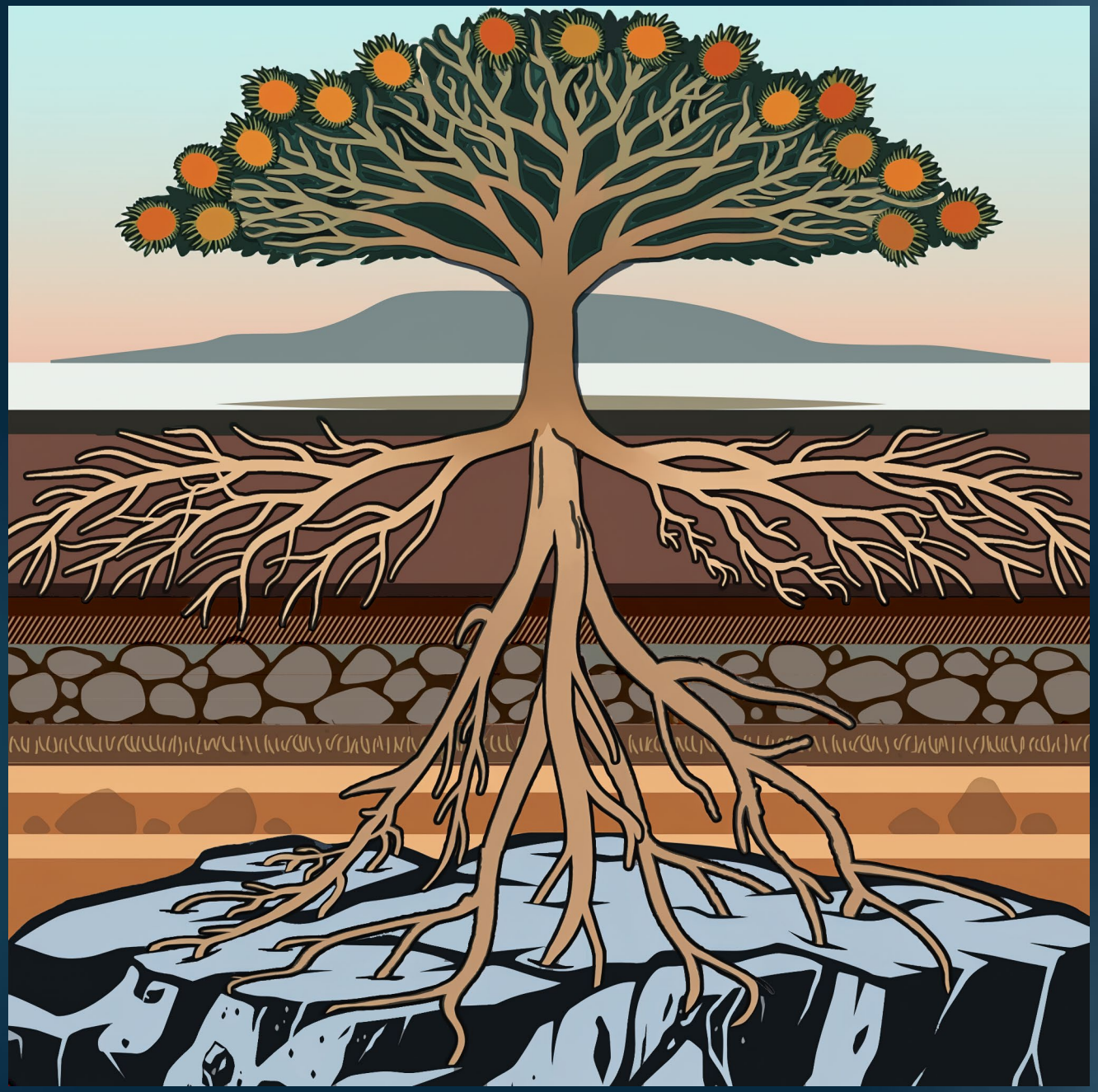
I have learned to be content in whatever circumstances I find myself. I know how to make do with little, and I know how to make do with a lot. In any and all circumstances I have learned the secret of being content

Philippians 4:11-12

Going Deeper



THE LAYERS OF IDENTITY



MOMENTARY CIRCUMSTANCES

FORMATIVE EXPERIENCES

FRUIT

Observable words, actions, attitudes, and expressions.

BRANCHES

Emotions. We hold many at the same time and they are complex.

SURFACE ROOTS

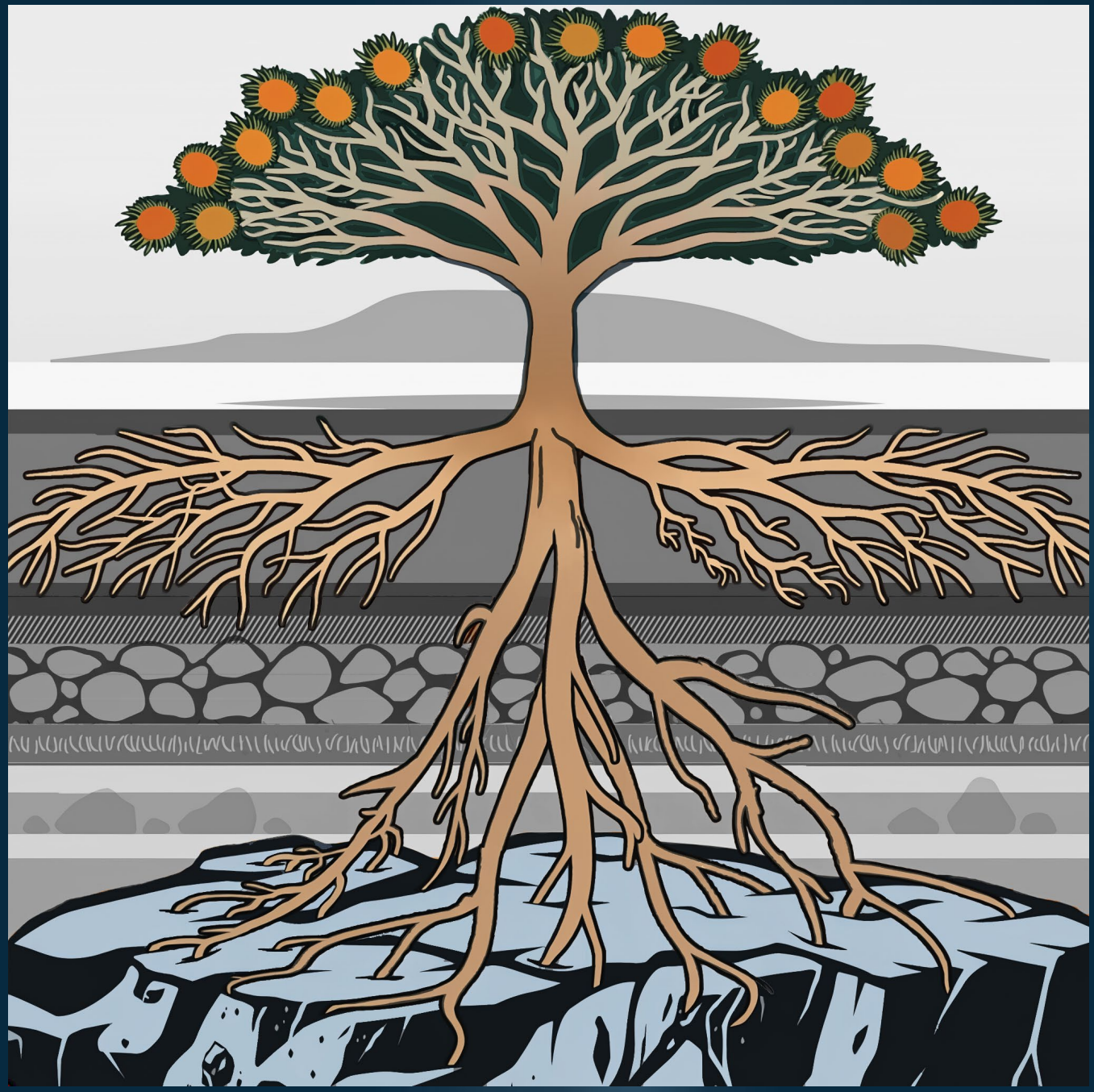
Self-protective beliefs and reasoning that are readily accessible to us, expressed as self-justification, self-defense, and self-enhancement.

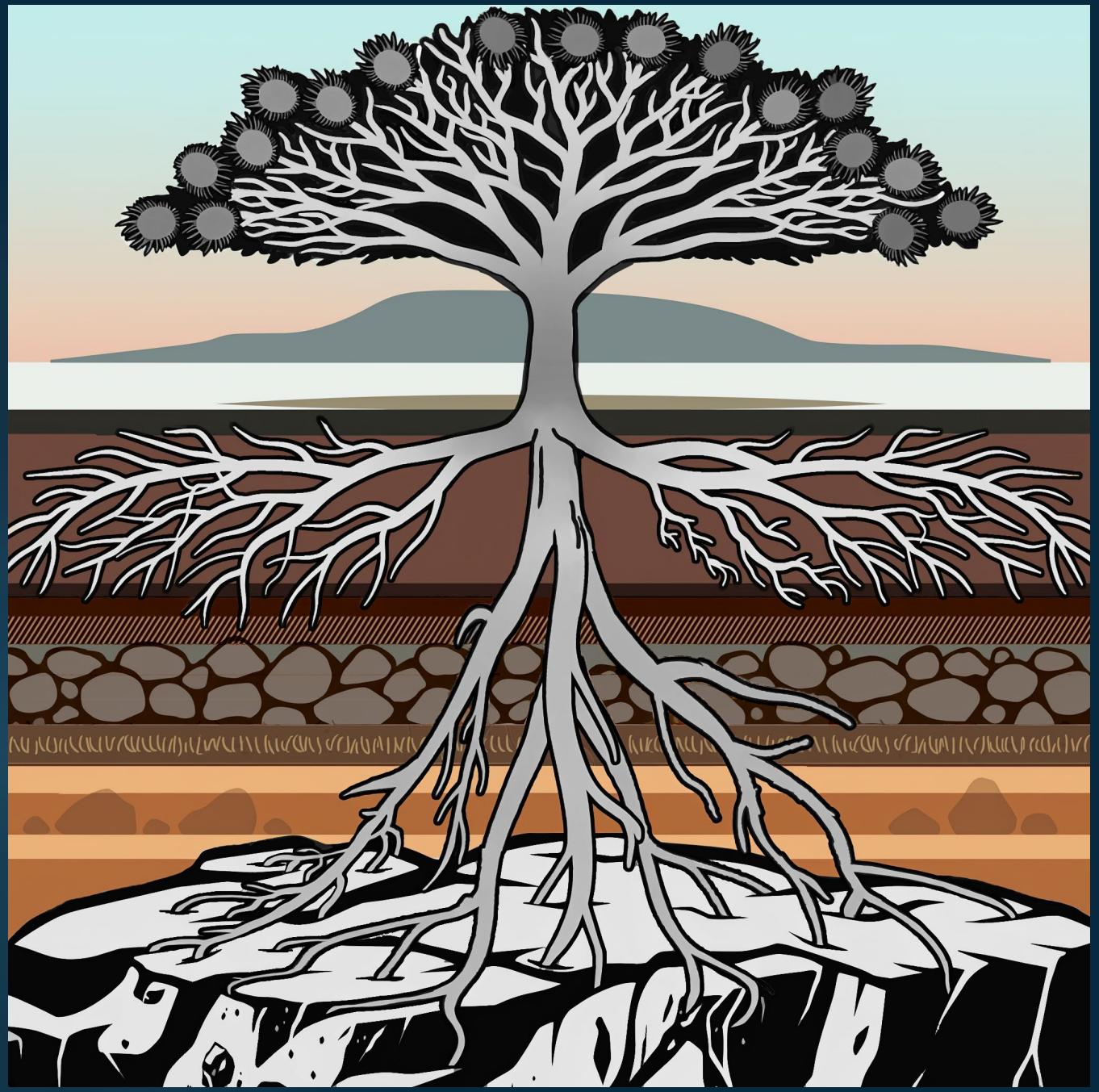
DEEP ROOTS

The core beliefs about who we are, what we are worth, what we can depend on, and how life works.

FOUNDATION

The source of your well-being, joy, peace, hope, security, and sense of self. Controls your quality of life.





DAILY WEATHER

The momentary circumstances.
The events around us day to day.

TOP SOIL

The environment we are planted in during this season.

PARENT MATERIAL

The formative experiences that teach us what to believe about life, self, God, and others.

BEDROCK

The foundation our external environment is depending on as a stabilizing force.

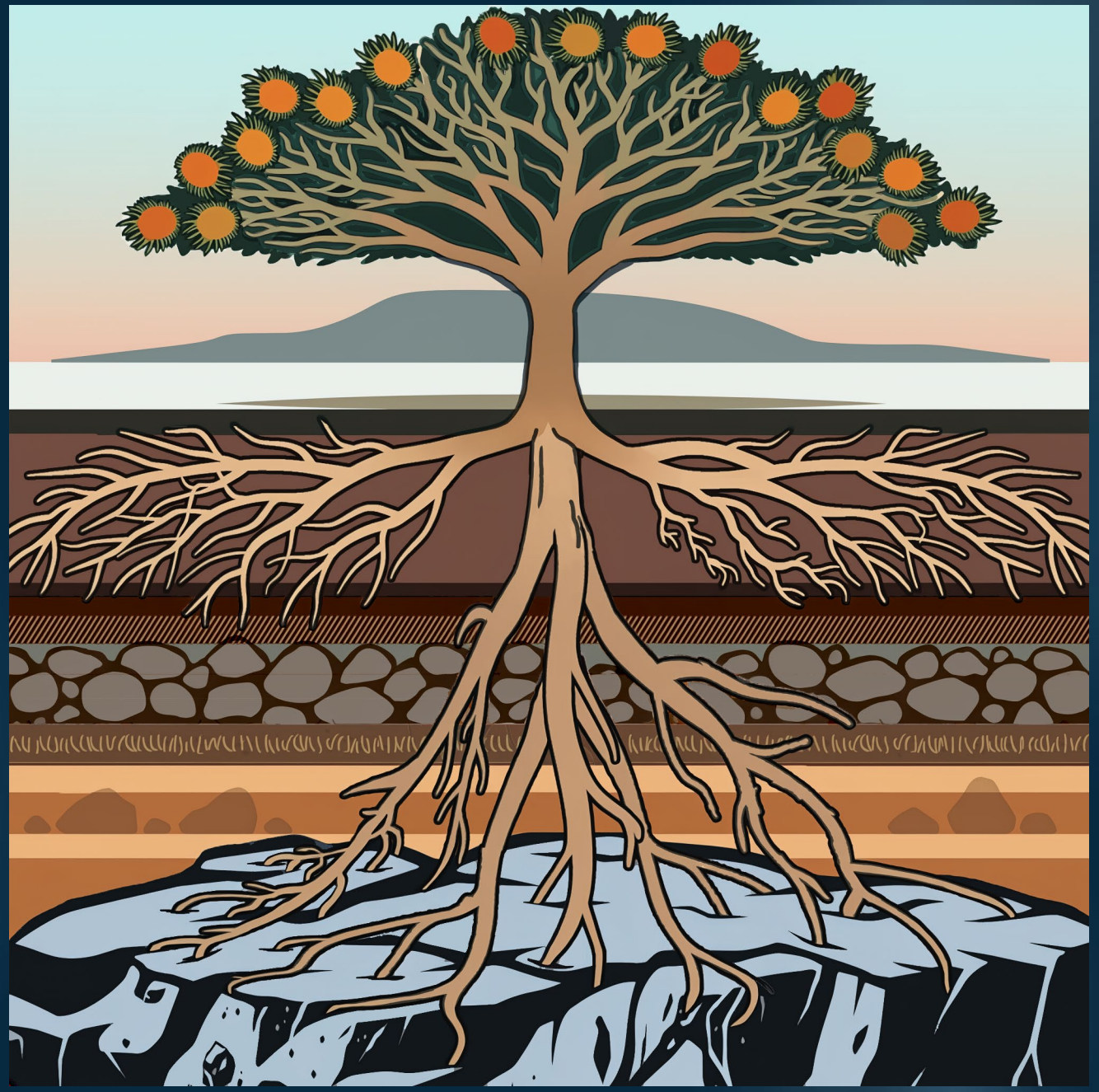
FRUIT

BRANCHES

SURFACE ROOTS

DEEP ROOTS

FOUNDATION

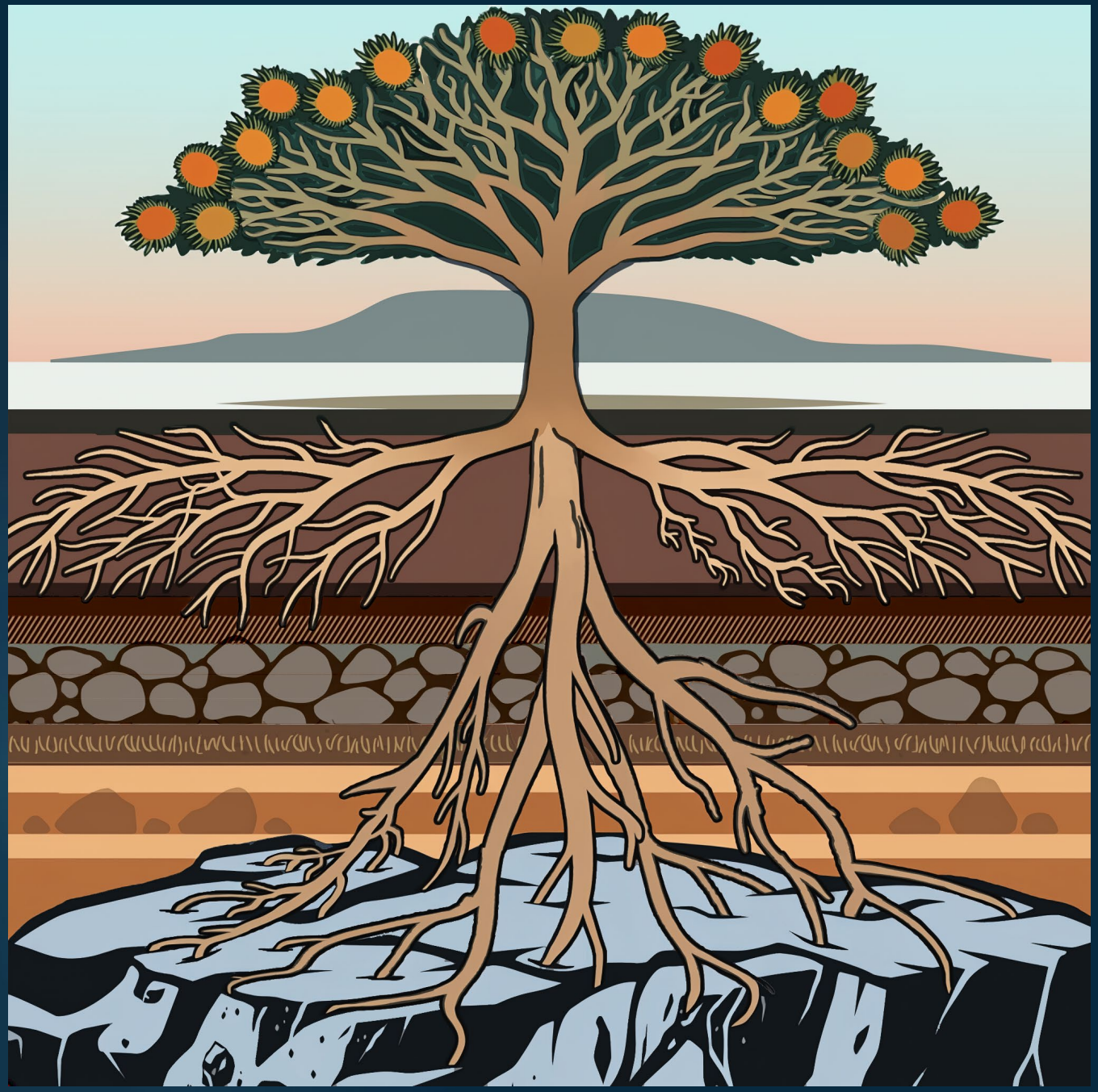


DAILY WEATHER

TOP SOIL

Parent Material

Bedrock



External Locus of Control

My circumstances and daily environment determine the course of my life.

Internal Locus of Control

My internal resources, resourcefulness, and resilience determine how I will navigate opportunities and challenges.

Christ-Centered Locus

My identity in Christ has secured and defined my worth and well-being. My deepest desire is to glorify and please HIM by my response to any type of situation.

Using this model in Member Care

For greater and lasting positive outcomes,
our response to expressed needs
must reflect the deeper cause,
which is the TRUE source of the problem.

Case Study Example

What does this really look like
in the face of actual client struggles?

Putting Theory Into Practice

Helping Others

&

Examining Your Own Roots

Putting Theory Into Practice

FIRST: Identify what is clearly known about the situation. Both the external fruit and known weather conditions.

SECOND: Identify the evident branches and surface roots, based on observable emotions, and those quickly expressed thoughts that may be more about self-defense and justification than sincere reflection and awareness.

THIRD: Try to describe the top soil. What are the consistent conditions in the environment, and how are they impacting the individual over time? Zoom out to the bedrock. Is something major happening that changes the entire framework that life is structured around?

FOURTH: Start examining those deep roots and the foundation that is being threatened. Sometimes we can realize this quickly, like in the counseling example. Sometimes it takes a year to realize where the bitterness is coming from. (in ourselves or in those we support)

FINALLY: When you are able to identify parts of your foundation that you were depending on, which were something other than Christ, then you can address the most central problem.

Putting Theory Into Practice

IDENTIFY



CONFESS



SURRENDER



INVITE THE HEALER TO DO HIS WORK



TRUST IN HIM TO MEET THOSE NEEDS FROM NOW ON

Worksheet Activity

Practice Scenarios for Table Groups

1. Fill in the details stated in the case.
   Daily weather, top soil, fruit, branches, and surface roots.

2. Discuss what the case does not state.
   What deep roots are producing these reactions?
   What is this person depending on that this situation threatens?

3. Respond.
   What truth from Scripture about our identity in Christ would change those deep roots?
   What surface conditions still need to be addressed, and by whom?

Worksheet Activity

Examining Your Own Roots

Layers of Identity

Environment

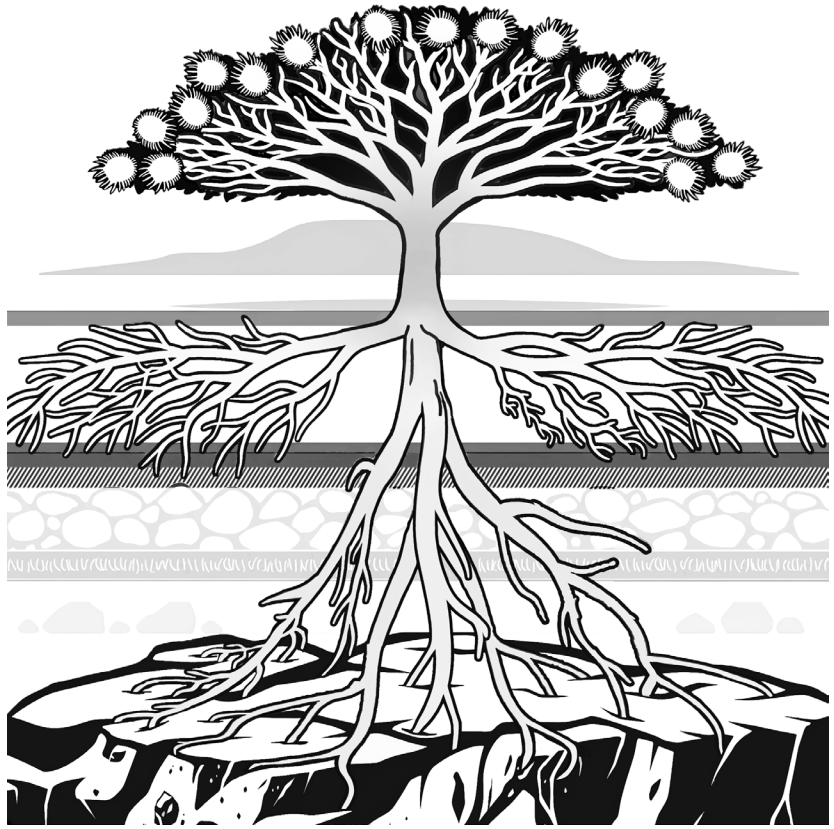
Fruit:
Observable words, actions, attitudes, and expressions.

Branches:
Emotions. We hold many at the same time and they are complex.

Surface Roots:
Self-protective beliefs and reasoning that are readily accessible, expressed as self-justification, self-defense, and self-enhancement.

Deep Roots:
The core beliefs about who we are, what we are worth, what we can depend on, and how life works.

Foundation:
The source of your well-being, joy, peace, hope, security, and sense of self. Controls your quality of life.



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Daily Weather:
The momentary circumstances. The events around us day to day.

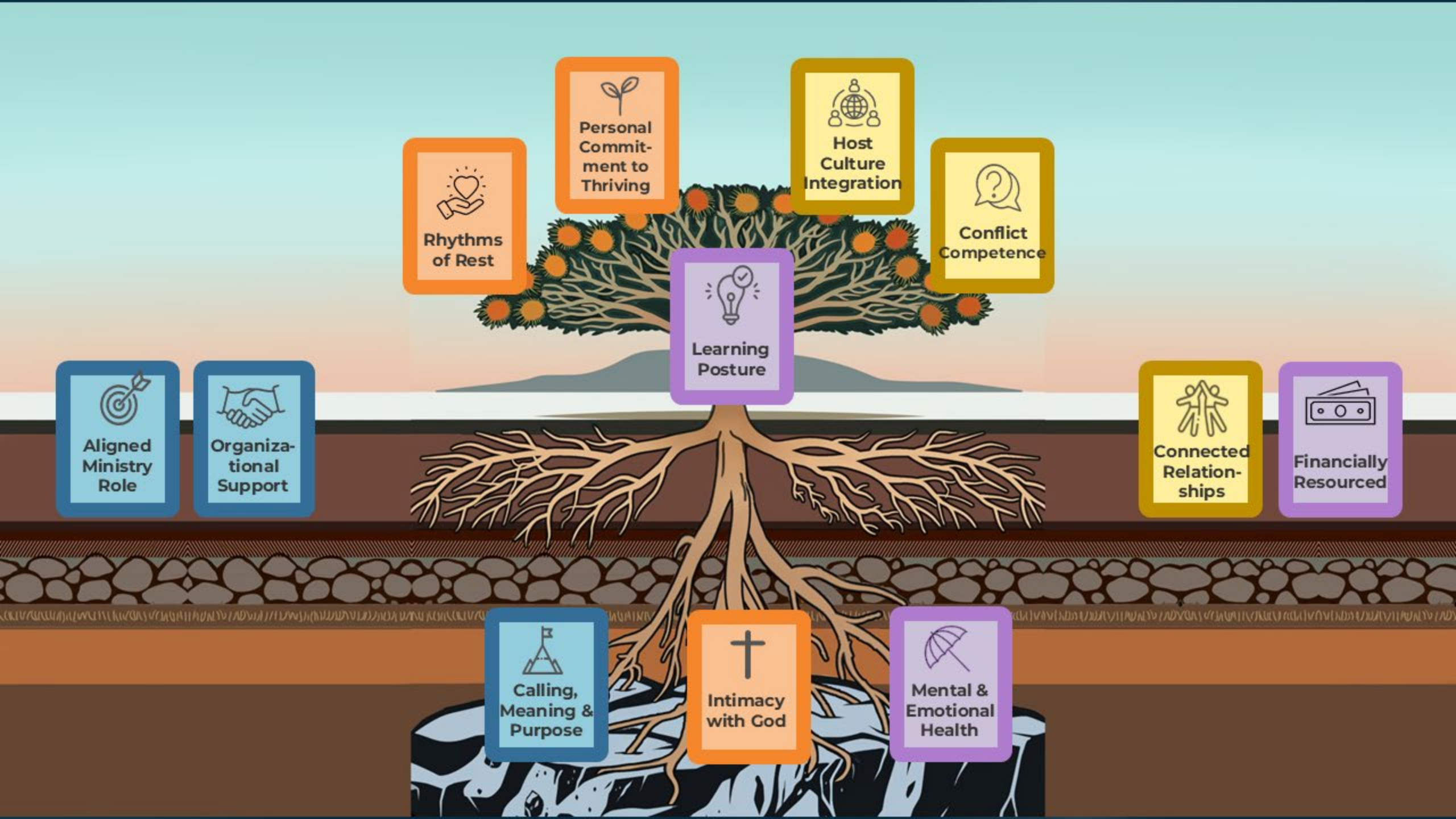
Top Soil:
The environment we are planted in during this season.

Parent Material:
The formative experiences that teach us what to believe about life, self, God, and others.

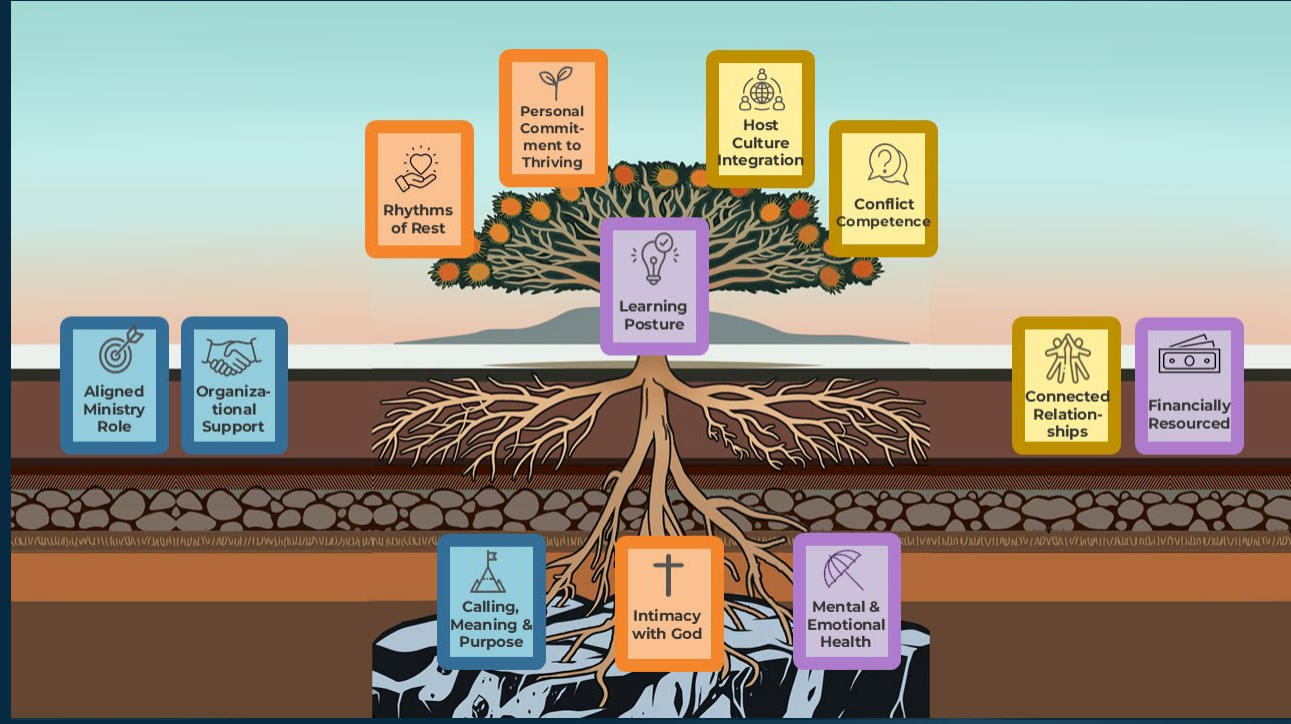
Bedrock:
The foundation our external environment is depending on as a stabilizing force.

What is most effective?

What does the research say?


Personal Commit-ment to Thriving
Host Culture Integration
Rhythms of Rest
Conflict Competence
Learning Posture
Aligned Ministry Role
Organiza-tional Support
Connected Relation-ships
Financially Resourced
Calling, Meaning & Purpose
Intimacy with God
Mental & Emotional Health

Thrive Outcomes and the Layers of Identity



- Thrive Outcomes involving our deepest roots are hardest to measure
- We tend to focus on the outer fruit in trainings, corrections, and care
- Expectations on individuals to produce circumstantial outcomes lead to insecurity and resentment

What is the organization's role?

When we respond to a problem, we assess the surface conditions and the daily weather the person is responding to.

Burnout can be a **healthy** person's response to a sustained **unhealthy** situation.

We take responsibility for planting our people in the best soil possible.

Discussion – slide 1

- Which outcomes in your organization's current “thriving” evaluations are measuring factors located outside the worker?
- What happens to a worker who is held accountable for an outcome located outside their control?
- Name a situation where a worker's struggle might be a reasonable response to a sustained, unhealthy condition. How would you know the difference?

Discussion – slide 2

- What are the surface conditions in your organization that support or hinder individual thriving?
- Where in your current care process could you ask about roots before you respond to the presenting complaint?
- What is the most useful idea you will take away from this workshop? How will you apply it?

Relevant Research References

Understanding the Problem Before Treating It

Hurl, K., Wightman, J., Haynes, S. N., & Virues-Ortega, J. (2016). Does a pre-intervention functional assessment increase intervention effectiveness? A meta-analysis of within-subject interrupted time-series studies. *Clinical Psychology Review, 47*, 71-84. https://doi.org/10.1016/j.cpr.2016.05.003

> ***When an intervention was designed after someone determined what was producing and maintaining a behavior, the problem behavior dropped substantially. When an intervention was designed without that step, it performed no better than doing nothing at all.***

Newman-Toker, D. E., Nassery, N., Schaffer, A. C., Yu-Moe, C. W., Clemens, G. D., Wang, Z., Zhu, Y., Saber Tehrani, A. S., Fanai, M., Hassoon, A., & Siegal, D. (2024). Burden of serious harms from diagnostic error in the USA. *BMJ Quality & Safety, 33*(2), 109-120. https://doi.org/10.1136/bmjqs-2021-014130

> ***Diagnostic error is a leading source of serious harm in American medicine, and the researchers describe the mechanism as attributing a symptom to the ordinary explanation rather than to the condition actually causing it. Treating the wrong problem is not a neutral delay. It produces its own harm.***

Root Beliefs and Lasting Change

Janovsky, T., Rock, A. J., Thorsteinsson, E. B., Clark, G. I., Polad, V., & Cosh, S. (2023). Assessing the relationship between early maladaptive schemas and interpersonal problems using interpersonal scenarios depicting rejection. *PLOS ONE, 18*(10), e0288543. https://doi.org/10.1371/journal.pone.0288543

> **Adults were given identical written situations, and what each person perceived and how each person responded depended on the core beliefs that person already carried. The situation does not determine the reaction. The belief a person brings to the situation does.**

Solem, S., Wells, A., Kennair, L. E. O., Hagen, R., Nordahl, H., & Hjemdal, O. (2021). Metacognitive therapy versus cognitive-behavioral therapy in adults with generalized anxiety disorder: A 9-year follow-up study. *Brain and Behavior, 11*(10), e2358. https://doi.org/10.1002/brb3.2358

> ***Nine years after treatment ended, patients who had worked on what they believed about their worry had recovered at a substantially higher rate and relapsed at less than half the rate of patients who had learned relaxation and worked on the content of the worry. Working at the level of belief produces change that outlasts working at the level of symptom.***

Relevant Research References

Self-Protective Thinking: Why People Cannot Simply Report Their Own Roots

Davis, J. K. (2021). *The conflict continuum: Multidimensional perceptions that generate and escalate interpersonal relational conflicts* (Publication No. 30246660) [Doctoral dissertation, California Southern University]. ProQuest Dissertations Publishing. https://www.proquest.com/docview/2766795461

> ***Identity protection was the theme participants placed at the center of their own accounts of relational conflict more often than any other theme. Direct self-report did not reach the truth of what had happened. Indirect follow-up questioning did.***

Wimmer, L., Keck, K., & Wittwer, J. (2025). How to reduce myside bias? Testing the effectiveness of processing- and conviction-based intervention measures. *Collabra: Psychology, 11*(1), 150250. https://doi.org/10.1525/collabra.150250

> ***Researchers designed two separate interventions to get people to weigh opposing arguments fairly, and neither one worked. Self-protective thinking does not come down because someone asks it to come down.***

Locus of Control and Building Agency

Cheng, C., Cheung, S. F., Chio, J. H. M., & Chan, M. P. S. (2013). Cultural meaning of perceived control: A meta-analysis of locus of control and psychological symptoms across 18 cultural regions. *Psychological Bulletin, 139*(1), 152-188. https://doi.org/10.1037/a0028596

> ***Believing that one's own choices shape outcomes was associated with better mental health across every cultural region examined. This is not a Western finding being applied to workers in other cultures.***

Täschner, J., Dicke, T., Reinhold, S., & Holzberger, D. (2025). "Yes, I Can!" A systematic review and meta-analysis of intervention studies promoting teacher self-efficacy. *Review of Educational Research, 95*(1), 3-52. https://doi.org/10.3102/00346543231221499

> ***Structured intervention raised the belief that one's own actions produce results, while the people who received nothing did not change at all over the same period. The strongest single ingredient was a real experience of doing the thing and succeeding at it, followed by reflection on the experience.***

Relevant Research References

Relational Conflict and Repair

Barron, A. H., Mu, F., & Bobocel, D. R. (2026). (Un)successful forgiveness in the workplace: Differential associations between forgiveness motives and work outcomes through rumination. *International Journal of Organizational Analysis*. https://doi.org/10.1108/IJOA-04-2025-5399

> ***Forgiveness granted because a person felt there was no other option, or because their religion required it, was associated with more rumination and worse work outcomes, while forgiveness granted because the person had decided forgiving was right was associated with less rumination and better outcomes. The same act produces opposite results depending on whether the person owns the reason.***

Cao, W., van der Wal, R. C., & Taris, T. W. (2021). The benefits of forgiveness at work: A longitudinal investigation of the time-lagged relations between forgiveness and work outcomes. *Frontiers in Psychology, 12*, 710984. https://doi.org/10.3389/fpsyg.2021.710984

> ***Forgiving a coworker predicted higher job satisfaction, higher engagement, and lower burnout months later, and the reverse was not true. A better work environment does not produce forgiveness. Forgiveness produces the better work environment.***

Haesevoets, T., Reinders Folmer, C., & Van Hiel, A. (2015). Is trust for sale? The effectiveness of financial compensation for repairing competence- versus integrity-based trust violations. *PLOS ONE, 10*(12), e0145952. https://doi.org/10.1371/journal.pone.0145952

> ***Compensation restored trust when the offense was read as a mistake and failed to restore trust when the offense was read as a character issue, and offering more added nothing. Solving the presenting problem does not repair a judgment about who someone is.***

Mauersberger, H., Hess, U., & Hoppe, A. (2020). Measuring task conflicts as they occur: A real-time assessment of task conflicts and their immediate affective, cognitive and social consequences. *Journal of Business and Psychology, 35*(6), 813-830. https://doi.org/10.1007/s10869-019-09640-z

> ***People performed better during a pure task disagreement than during interactions with no conflict at all, and performance collapsed only when the disagreement became personal. Disagreement is not the problem. Personalization is.***

Relevant Research References

Faith-Integrated Care

Captari, L. E., Hook, J. N., Hoyt, W., Davis, D. E., McElroy-Heltzel, S. E., & Worthington, E. L., Jr. (2018). Integrating clients' religion and spirituality within psychotherapy: A comprehensive meta-analysis. *Journal of Clinical Psychology, 74*(11), 1938-1951. https://doi.org/10.1002/jclp.22681

> *In the most rigorous comparisons, faith-integrated therapy matched standard therapy on reducing psychological distress and produced significantly greater spiritual wellbeing. Standard care can bring the symptoms down. Only care that engages a person's faith moves the outcome our sending organizations exist to protect.*

Leadership Approaches That Help and Approaches That Harm

Van den Broeck, A., Howard, J. L., Van Vaerenbergh, Y., Leroy, H., & Gagné, M. (2021). Beyond intrinsic and extrinsic motivation: A meta-analysis on self-determination theory's multidimensional conceptualization of work motivation. *Organizational Psychology Review, 11*(3), 240-273. https://doi.org/10.1177/20413866211006173

> *Sustained performance was predicted not by whether a person enjoyed the work but by whether the person had personally endorsed the reason for doing it. Compliance ends when the pressure ends. Conviction does not.*

Emotional Regulation and Field Worker Wellbeing

Foo, C. Y. S., Tay, A. K., Yang, Y., & Verdeli, H. (2023). Psychosocial model of burnout among humanitarian aid workers in Bangladesh: Role of workplace stressors and emotion coping. *Conflict and Health, 17*, 17. https://doi.org/10.1186/s13031-023-00512-1

> *Among humanitarian aid workers, the workplace predicted burnout more strongly than exposure to the crisis did, and what carried the stress into burnout was how the person handled their own emotional response. The team environment, not the difficulty of the assignment, was the stronger predictor.*

Helpful Links



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SFI Updates List

Full Thrive Outcomes Project

Thrive Outcomes Project Document

Contact Information and Follow Up

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SCAN HERE

for a FREE Toolkit full of counseling & discipleship tools From Dr. Davis' new book, addressing the *hidden roots* of identity, conflict, and anxiety