

# Graduate Module 301

## Foundations of Leadership







**GoStrategic**  
1221 Farmers Lane, Suite E  
Santa Rosa, CA 95405  
707-578-7700  
[info@gostrategic.org](mailto:info@gostrategic.org)  
[www.gostrategic.org](http://www.gostrategic.org)

**GoStrategic** is a prophetic ministry committed to training and equipping leaders of every cultural sphere in discipling nations and transforming the world. Founded in 1979 by Dennis Peacocke, we operate internationally, educating Christians through our business and worldview correspondence schools, events, networking, and educational materials. Our ministry headquarters are based in Santa Rosa, California with numerous affiliates and schools around the globe.



**DENNIS PEACOCKE** has carried a passion for social justice and true spirituality since his college days at UC Berkeley in the 1960s. As a political theory major and former research economist, political-economic issues have carried his interest for more than fifty years. He is a compelling international speaker, overseer of international church networks, member of numerous leadership councils, martial arts instructor, and former business owner. Dennis and his wife and ministry partner, Jan, are the founders of GoStrategic and The Statesmen Project, a global strategy group. They reside in Santa Rosa, California and have three adult children and twelve grandchildren.



**DR. GERALD R. CHESTER** is president of Strategies@Work, LLC, a management consulting firm focused on helping organizations achieve excellent performance through the implementation of biblical values and principles. Dr. Chester is author of the book, *Beyond Babel*, and writes a monthly newsletter on topics pertaining to the application of biblical principles in the workplace. Since 1987, he has provided advisory services to over 60 companies and organizations. He holds a PhD in physics from the University of Texas. Gerald resides in Texas with his wife, Carol. [www.strategieswork.com](http://www.strategieswork.com)

## Course Description

### The Foundations of Leadership By Dennis Peacocke & Dr. Gerald Chester



School of Business Leadership  
[www.schoolofbusinessleadership.com](http://www.schoolofbusinessleadership.com)



School of Strategic Living  
[www.schoolofstrategicliving.com](http://www.schoolofstrategicliving.com)



School of Kingdom Citizenship  
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This pivotal module provides ongoing mastery of the concepts, applications, and lifestyle required to bring lasting change to people and organizations. We will examine additional areas of ministry calling, critical attributes of a family council, and tending your garden as the foundation of ministry. The second half of the module brings strategic analysis of leverage points, Kingdom perspective of management, and the enduring benefits of multi-generational building. Practical worksheets, exercises, and a glossary are included along with the course syllabus.

#### Six-part series on the following topics:

1. *Who Has Captured You?*
2. *Building Family Councils*
3. *Tending Your Garden*
4. *Leverage Points and Sons*
5. *Kingdom Management, Part 1*
6. *Kingdom Management, Part 2*

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## LESSON 1

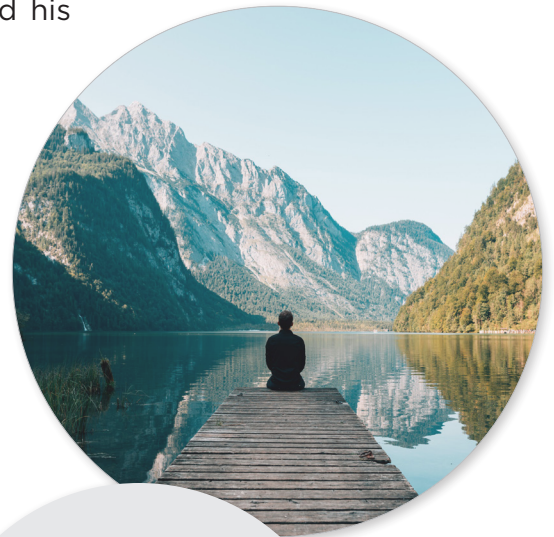
# Who Has Captured You?

By Dennis Peacocke

*Texts: Philippians 3:7-12; Ephesians 3:1; 1 John 3:16; Genesis 7:16; Isaiah 62:4*

### I. Major points:

- A. Dealing with our fears of being “imprisoned” (Genesis 7:16).
  1. We are imprisoned by revelation (Philippians 3:7-12).
  2. We voluntarily shut our own doors behind ourselves.
- B. We need to find our “place” to serve God’s purposes like Christ did at Calvary.
  1. Our place is our “married” land (Isaiah 62:4).
  2. We can’t be righteous in the wrong place.
- C. We need to find our people as Paul found his (Ephesians 3:1).
  1. God calls us to specific people and puts them in concentric circles in our lives.
  2. Our call may be to an ethnic group, jurisdictional group, cultural group, generational group, or specific-needs group (e.g. the blind, veterans, etc.).
- D. We need to recognize our revelational imprisonment to our specific ministry—i.e., what God called us to be.
  1. Our ministry on earth is a life call.
  2. It will cause us to grow, die, and learn to love efficiently.



***Our  
ministry on  
earth is a life  
call.***

### 1 John 3:16 [NIV]

*This is how we know what love is: Jesus Christ laid down his life for us. And we ought to lay down our lives for our brothers and sisters.*

## LESSON 2

# Building Family Councils

by Dennis Peacocke

### I. The vision and purposes of Family Councils (personal responsibility; leadership training; strategic thinking; ekklesia)

- A. Who is a member of the Family Council?
  - 1. The parents as its executive function, chaired by the father (if present).
  - 2. All children, participating at their various levels.
  - 3. The grandparents when the Multi-Generational Council is called.
  - 4. Advisors when mutually deemed appropriate by council leadership.
- B. What are the purposes of the Family Council?
  - 1. To facilitate regular, strategic discussions surrounding all issues of family life.
  - 2. To promote a guarded, intentional, set-aside time to deal with real issues rather than dealing with them piecemeal, inadequately, or not at all.
  - 3. To facilitate the parents taking seriously and strategically their God-given responsibilities as stewards and governors of the inheritances they were generationally given and how they are going to redemptively leverage them in the future of their children, grandchildren, and future generations.
  - 4. To train each and every child in their personal value and responsibility in stewarding their lives strategically, governmentally, and spiritually in conjunction with their parents, grandparents, and each other.
  - 5. To stimulate every family member's love and respect for God, each other, and the joy of working with God to fulfill their personal and family destinies.
- C. How often should you meet and how should the meetings be structured?
  - 1. Meet as often as necessary, but we recommend a minimum of once per month. Meetings should be scheduled, protected, planned for, and prayed for.
  - 2. Meetings may look like this (possible agendas):
    - a. Prayer
    - b. A review of the value of these times together.
    - c. A sharing of the proposed meeting agenda items, proposed length of time, and scheduling of pass-off discussions to be held during meals or other times until your next Family Council.

***Family Councils stimulate the fulfillment of personal and family destinies.***





d. A review of past decisions and assignments. ***We strongly recommend that you maintain a Family Council Notebook and keep it current.***

e. New items for discussion with each person's opinion sought out, noted, and respected. Begin with the youngest child who is at an age able to reason, since beginning with the older children or parents tends to trump or "shut down" the conversation.

f. Come to decisions as necessary, set time to pray about what isn't appropriate to decide on now, and schedule its decision-making time and process for the future.

g. Make assignments and plans. Schedule next meetings.

h. Close in every-member prayer.

## II. What are some of the activities and discussion subjects a Family Council can and should deal with?

### A. Family activities together:

1. Vacation planning
2. Trips, outings, "dates," films, sports, walks together, etc.
3. Special meals, favorite activities, holidays, birthdays, etc.

### B. Family relational skill-building & communication:

1. How do we express love and support and how can we improve?
2. How we bring correction and respond to correction and how can this improve?
3. How do we solve problems individually and together, and how we can improve?
4. How is our Christian faith and life being expressed as a family? How can we improve and make it more real and effective? How do we see our ministries and church involvement? How do we sow into personal and family spiritual destinies?
5. What family weaknesses do we have, what strengths do we have, and how can we build or rebuild appropriately?
6. What are our family traditions and how do we want to reinforce them, change them, or establish new and better ones?
7. How can we establish a Family Code which serves to guide us and serves as a point of mutual responsibility?

### C. Family stewardship issues and responsibilities:

1. Family chores and responsibilities established as well as lines of accountability.

***How  
do we  
express love  
and support?  
How can we  
improve?***

2. Family budget issues are discussed (tithing, allowances, etc.).
3. Personalstewardshipassignmentsandskillsareset(clothes,rooms, clean-ups, etc.)
4. Study schedules, play schedules, play boundaries, relational and behavioral boundaries.
5. Future asset usage and inheritance issues are strategically discussed.

### III. What educational and training issues do Family Councils open up to us? Who will

#### **Proverbs 22:6 [NIV]**

*Start children off on the way they should go, and even when they are old they will not turn from it.*

#### **teach what, and which resources will we use to help serve us as a family?**

- A. Here are some obvious issues we have already implied:
1. Stewardship skills
  2. Communication skills
  3. Problem-solving skills
  4. Strategic thinking and reasoning skills
  5. Authority-accountability skills
  6. Personal growth skills
  7. Spiritual warfare skills
  8. Educational skills relative to the biblical values, roles, and rights of the family and within the family.
  9. Having godly “fun skills.”
- B. Other related issues:
1. How will you use television, news, movies, music, etc. to develop your family’s biblical worldview?
  2. How does your Family Council interface with your church, school, or other Family Councils?
  3. How will you appropriate educational/spiritual resources to help you lead and teach in your Family Councils?
  4. Your Family Council gives you an opportunity to build governmental skills in your family, that if passed on and practiced, will lead to multi-generational family dynasties. Family Councils help form the foundation of Christ’s call for His ekklesia, or corporate governing body.



# THE \_\_\_\_\_

## FAMILY COUNCIL

Date: \_\_\_\_\_

FUTURE MEETINGS		
Date:	Time:	Place:

AGENDA			
DATE	ALLOT	ISSUE	TO-DO
		<input type="checkbox"/> Prayer	
		<input type="checkbox"/> Review Agenda	
		Major Issues: <input type="checkbox"/> a.  <input type="checkbox"/> b.  <input type="checkbox"/> c.  <input type="checkbox"/> d.	
		Past Issues & Commitments: <input type="checkbox"/> a.  <input type="checkbox"/> b.  <input type="checkbox"/> c.  <input type="checkbox"/> d.  <input type="checkbox"/> e.	
		New & Pending Issues to Build Us: <input type="checkbox"/> Relationally:  <input type="checkbox"/> Spiritually:  <input type="checkbox"/> Our Stewardship Base:  <input type="checkbox"/> Time Together & Fun:	
		<input type="checkbox"/> Open Issues:	
		<input type="checkbox"/> Review Commitments & Assignments:	
		<input type="checkbox"/> Schedule Issues:	
		<input type="checkbox"/> Close in Prayer	

## LESSON 3

# Tending Your Garden

by Dennis Peacocke

## "God's Method to Change the World: Start in Your Garden"

*Key Verses: Genesis 2:15; John 5:19-20,30; 2 Corinthians 10:13-16; 2 Timothy 4:1-5*

### Genesis 2:15 [NIV]

*The Lord God took the man and put him in the Garden of Eden to work it and take care of it.*

#### I. Let's go back to the Genesis (the beginning)

A. God clearly showed us how to change the world.

1. He set Adam and Eve in their garden (Genesis 2:15; 2 Corinthians 10:13-16).
2. He tutored them (Genesis 3:8).
3. He said to move out from here and bring completion (*komeo*) to your larger garden, i.e. the world (Genesis 1:26-28).

B. How are we going to change the world (eat the elephant)?

1. One person, one sphere of influence, and one garden at a time.
2. It's so simple, but the enemy's job is to try and make it complex.
3. Our job is to see our garden and start cultivating it.
4. We will "win" when enough Believers see this and do this.
5. This will be done by God's Spirit, through God's Word, out of God's people, through local churches/ministries, equipped by the five-fold ascension gifts of ministry.

***The world  
is changed  
one person at  
a time, and we  
start in our own  
garden.***

#### II. Let us now discuss some of the major issues pertaining to our gardens and how to see them and care for them (John 15:8,16).

A. Who is in your garden?

1. Yourself.
2. Your family.
3. Your spiritual relationships.
4. The people you regularly interface with (work, neighbors, etc.)

**John 5:17-19 [TLB]**

<sup>17</sup> But Jesus replied, "My Father constantly does good, and I'm following his example."

<sup>18</sup> Then the Jewish leaders were all the more eager to kill him because in addition to disobeying their Sabbath laws, he had spoken of God as his Father, thereby making himself equal with God. <sup>19</sup> Jesus replied, "The Son can do nothing by himself. He does only what he sees the Father doing, and in the same way."

5. Those you see God working with (John 5:17-19; John 4:4-42; Matthew 9:20—woman with blood). Virtue goes out.
  6. Those who have captured you (Ephesians 3:1).
- B. What does God ask us to do with it?
1. See it—look hard and think about it!
  2. Pray for it—the borders of your ministry are the borders of your prayers.
  3. Cultivate it with word and deed.
  4. Use your gifts and tools—what God has given you (Exodus 4:1-2).
  5. Harvest it.
  6. Look for added size as you do (Luke 16:10-12).
  7. Teach other believers to work their gardens.



## TENDING MY GARDEN

*"The borders of my ministry are the borders of my prayer life."*

### THINGS TO PRAY FOR:

- Relationship with God
- Health in spirit, soul & body
- Physical & financial provision
- Family relational life
- Spiritual Growth
- Ministry fruitfulness
- Power in prayer life
- Protection from evil & discouragement
- Living in the power of the Holy Spirit
- Living today with a renewed mind

### I. CARING FOR MYSELF AND MY FAMILY (1 TIMOTHY):

My current needs:

Spouse:

Children:

Parents:

Siblings:

Other relatives:



## II. SPIRITUAL RELATIONSHIPS &amp; FRIENDSHIPS

Key Relationships:

Mentorship &amp; Spiritual Care:

## III. COMMUNITY:

Work:

Church:

Neighbors:

Others:

## IV. KEY SCRIPTURES I AM WORKING ON IN MY LIFE:

## V. ISSUES GOD IS WORKING ON WITH ME:

## LESSON 4

# Leverage Points and Sons

by Dennis Peacocke

## “Five Strategic Management Points for the Building of Successful Organizations and Productive Meeting Agendas”

*Key Verses: Romans 8:17-21; 1 Corinthians 4:11-17*

### Overview:

- The 4-Stage Discipleship Model: Teach/Mentored/Disciple/Fatherhood-Sonship
- The laws of life-giving vs. life-draining
- First born (peers)
- Violence (Matthew 13:12)
- Brokenness (Proverbs 1:7)
- Pray in and pray out people

### Romans 8:17-21 [TLB]

*<sup>17</sup> And since we are his children, we will share his treasures—for all God gives to his Son Jesus is now ours too. But if we are to share his glory, we must also share his suffering. <sup>18</sup> Yet what we suffer now is nothing compared to the glory he will give us later. <sup>19</sup> For all creation is waiting patiently and hopefully for that future day when God will resurrect his children. <sup>20-21</sup> For on that day thorns and thistles, sin, death, and decay—the things that overcame the world against its will at God’s command—will all disappear, and the world around us will share in the glorious freedom from sin which God’s children enjoy.*

### I. The core mission: What we are to be and do.

- A. Broken down into component pieces for study.
- B. The measuring rod for all relationships and actions.
- C. The non-negotiable essential for every member “imprinting.”

### II. The delivery system of vision: How the mission is managed.

- A. The executions → managing of leverage points → members of the organization → those interfacing with all members.
- B. The core mission → bonding relationally → imprinting in action

### III. Correctly managing leverage points: The executive functions’ primary envisioning responsibility.

- A. Do the people living in the leverage points carry the vision?
- B. Do the people living in the leverage points measure “success” against the vision?

- C. Are the people living in the leverage points looking for and beginning the process of developing new leaders within the organization?
- D. Are the people living in the leverage points bonding people relationally to the vision first and themselves second?
- E. The leverage points are where life is transmitted or leaked.

#### IV. The metabolic rate of the organization: Timing and seasons.

##### A. The speed of people within the organization:

###### 1. Pace:

- a. "Full speed" is the speed at which one can operate while correctly performing the tasks (operate in the Holy Spirit).
- b. "Normal" is the long-run, sustainable speed.
- c. "Reserve" is running with about 20% extra capacity.

##### B. "Seasons": Discerning of the natural cycles of any person or organization (winter/spring/summer/fall).

##### C. God pays for what He orders (deployment).

##### D. The master equations: Future development/current activity.



**God  
pays for  
what He  
orders**

#### V. Strategic resource deployment and development:

##### A. How the organization tactically spends current resources: vision/management/speed/season/obedience.

###### 1. Budget development and application (alignment issues).



###### 2. Rewards and penalties within the organization (sanctions).

- 3. Education and upgrading of skills (empowerment).
- 4. Generational transfer planning.
- 5. People placement.
- 6. Technological development and deployment.
- 7. Reporting and communication systems.
- 8. Schedule.
- 9. Details (other).

## VI. Building Laws

### A. Layering:

1. Vision carriers; vision managers
2. Intimacy/they teach/multiplication

### B. A leader's depth of first responsibility is for their officers and sergeants (joints).



## LESSON 5

## Kingdom Management

By Dr. Gerald Chester

## "Building Generationally" Parts 1 &amp; 2

**Genesis 1:26-28 [NIV]**

<sup>26</sup> Then God said, "Let us make mankind in our image, in our likeness, so that they may rule over the fish in the sea and the birds in the sky, over the livestock and all the wild animals, and over all the creatures that move along the ground." <sup>27</sup> So God created mankind in his own image, in the image of God he created them; male and female he created them. <sup>28</sup> God blessed them and said to them, "Be fruitful and increase in number; fill the earth and subdue it. Rule over the fish in the sea and the birds in the sky and over every living creature that moves on the ground."

**God's purpose:**

- **Current earth** - divine mandate (Genesis 1:26-28)
- **Play** - revelation of God's wisdom to heavenly authorities (Ephesians 3:10-11)
- **Plan** - unity and submission of all things to Christ (Psalm 110:1)
- **Future** - new earth (2 Peter 3:10)

**Definitions:**

- **Leader:** A person who has commanding authority or influence over an organization.
- **Organization:** One or more persons who have joined together to accomplish a mission.
- **Strategic:** Important or essential in relation to a plan of action.
- **Strategic leadership:** Leadership that is efficacious for accomplishing the organization's mission
- **Multi-generational:** Thinking strategically beyond one generation.

**SINGLE-GENERATIONAL THINKING**

**Single-generational leaders don't make sons, they make monuments.**

"During his lifetime, Absalom had taken a pillar and erected it in the King's Valley as a monument to himself, for he thought, 'I have no son to carry on the memory of my name.' He named the pillar after himself, and it is called Absalom's Monument to this day." (2 Samuel 18:18 NIV)

**Single-generational leaders don't recognize warnings.**

"The time will surely come when everything in your palace and all that your fathers have stored up until this day, will be carried off to Babylon. Nothing will be left, says the LORD. And some of your descendants, your own flesh and blood who

**Single  
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will be born to you, will be taken away, and they will become eunuchs in the palace of the king of Babylon. 'The word of the LORD you have spoken is good,' Hezekiah replied. For he thought, 'There will be peace and security in my lifetime.'" (Isaiah 39:6-8 NIV)

### Overview:

Kingdom Management –  
Building Generationally

- Recognize enduring purpose
- Understand that people are the building blocks
- Lead by serving
- Engage in generational transfer



### BUILDING GENERATIONALLY: RECOGNIZE ENDURING PURPOSE

#### Case Study:

Tokyo Telecommunications Engineering Corporation

- Founded in Tokyo, Japan on May 7, 1946 by Masaru Ibuka and Akio Morita
- Started in a small room of a burned out department store in Tokyo
- Funded by Ibuka's merger savings
- The first order of business was to write a prospectus

#### The Prospectus

Mr. Ibuka wrote:

"During the war, I worked at Japan Precision Instrument Co. with a number of engineers, testing and producing new military equipment. We worked so hard that we literally forgot to sleep or eat. After the war and dissolution of the company, about 20 of these dedicated and truly worthy engineers joined me to start Tokyo Telecommunications Laboratory for the development and production of communications equipment."

"The first and primary motive for setting up this company was to create a stable work environment where engineers who had a deep and profound appreciation for technology could realize their societal mission and work to their heart's content."

***Generational building serves others and recognizes an enduring purpose.***

#### The Purpose of Organizations

The Tokyo Telecommunications Engineering Corporation understood something that few organizations do, that organizations exist for a higher purpose than making money and creating jobs. Organizations exist to contribute something back to society and to advance man's knowledge and stewardship of God's universe.



## Kuyper's Perspective:

"...the chief aim of all human effort remains what it was by virtue of our creation and before the Fall—namely dominion of nature... All science is only the application to the cosmos of the powers of investigation and thought, created within us; and art is nothing but the natural productivity of the potencies of our imagination."

—Abraham Kuyper, *Christianity: Total World and Life System* (pp 56-57)

**Organizations  
fulfill the  
mandate given  
to man to rule  
the physical  
creation.**

## Organizations

Organizations are tools to facilitate man's purpose, that is, to fulfill the mandate given to man to rule the physical creation.

"Then God said, 'Let us make man in our image, in our likeness, and let them rule ... over all the earth...'" (Genesis 1:26)

The entrance of sin in Genesis 3 did not change the purpose for which man was created. However, it did make man's job more difficult.

## Purpose Continued

The prospectus for The Tokyo Telecommunications Engineering Corporation outlined the purpose of the organization as follows:

- To establish an ideal factory that stresses a spirit of freedom and open-mindedness where engineers with sincere motivation can exercise their technological skills to the highest level.
- To reconstruct Japan and to elevate the nation's culture through dynamic technological and manufacturing activities.
- To promptly apply highly advanced technologies which were developed in various sectors during the war to common households.
- To rapidly commercialize superior technological findings in universities and research institutions that are worthy of application in common households.
- To bring radio communications and similar devices into common households and to promote the use of home electric appliances.
- To actively participate in the reconstruction of the war-damaged communications network by providing needed technology.
- To produce high-quality radios and to provide radio services that were appropriate for the coming new era.
- To promote the education of science among the general public.

## Organization's Purpose

The prospectus for The Tokyo Telecommunications Engineering Corporation outlined the purpose of the organization as follows:



- To provide a good work environment
- To help rebuild the country
- To apply technology to societal and household life
- To promote the knowledge of science to the public

### Management Philosophy

- We shall eliminate any unfair profit-seeking practices, constantly emphasize activities of real substance, and seek expansion not only for the sake of size.
- We shall maintain our business operations small, advance technologically, and grow in areas where large enterprises cannot enter due to their size.
- We shall be as selective as possible in our products and will even welcome technological challenges. We shall focus on highly sophisticated technical products that have great usefulness in society, regardless of the quantity involved. Moreover, we shall avoid any formal demarcation between electronics and mechanics, and shall create our own unique products uniting the two fields with a determination that other companies cannot overtake.
- We shall fully utilize our firm's unique characteristics which are well known and relied upon among acquaintances in both business and technical worlds, and we shall develop production and sales channels and acquire supplies through mutual cooperation.
- We shall guide and foster sub-contracting factories in ways that will help them become independent, and we shall strive to expand and strengthen mutual cooperation with such factories.
- We shall carefully select employees, and our firm shall be comprised of a minimal number of employees. We shall avoid having formal positions for the mere sake of having them, and shall place emphasis on a person's ability, performance, and character, so that each individual can fully exercise his or her abilities and skills.
- We shall distribute the company's surplus earnings to all employees in an appropriate manner, and we shall assist them in a practical manner to secure a stable life. In return, all employees shall exert their utmost effort into their job.

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### Management Philosophy

The key elements of the management philosophy are:

- Growth based on substance
- Be nimble; find niches to dominate
- Develop useful products regardless of market size
- Practice the "Golden Rule" with all
- Carefully and efficiently select employees based on the C4 principle
- Bonus excess profits to employees
- Holistically help employees to enjoy a stable life



#### **Matthew 7:12 [AMP]**

*So then, in everything treat others the same way you want them to treat you, for this is the essence of the Law and the writings of the Prophets.*

## Enduring Purpose

Multi-generational organizations embrace an enduring purpose that provides the guiding light for the organization. The enduring purpose transcends:

- Time
- People
- Technology
- Products

The Tokyo Telecommunications Engineering Corporation embraced an enduring purpose that transcended time, people, technology and products:

- To experience the sheer joy that comes from the advancement, application, and innovation of technology that benefits the general public
- To elevate the Japanese culture and national status
- To be a leader not a follower
- To respect and encourage each individual worker

**God creates everyone for a reason. The challenge is for each of us to discover God's purpose and destiny for our lives.**

Multi-generational leaders understand that people have purpose and destiny, and effective companies have workers whose personal plan is aligned with the organization's plan.

- Lend Lease
  - Presupposition – people have potential (→ intentionality)
  - How do they unlock the potential?
- Interdependence
- Mentoring
- Encouraging ideas
- BHAGs (big hairy audacious goals!)
- Good compensation and benefits

## God Is Intentional

"Remember the former things, those of long ago; I am God, and there is no other; I am God, and there is none like me. I make known the end from the beginning, from ancient times, what is still to come. I say: My purpose will stand, and I will do all that I please. From the east I summon a bird of prey; from a far-off land, a man to fulfill my purpose. What I have said, that will I bring about; what I have planned, that will I do." (Isaiah 46:9-11 NIV)

God creates everyone for a reason. The challenge is for each of us to discover God's purpose and destiny for our lives.

"For when David had served God's purpose in his own generation, he fell asleep; he was buried with his fathers and his body decayed." (Acts 13:36 NIV)

Work is a tool for people of purpose to fulfill their calling and destiny.



### Accomplishment & Destiny

Agnostic scholar, John Murray, tried to figure out why outstanding accomplishment is not evenly distributed among various cultures. Here are his two general conclusions:

- "A major stream of human accomplishment is fostered by a culture in which the most talented people believe that life has a purpose and that the function of life is to fulfill that purpose...."
- "A major stream of human accomplishment is fostered by a culture that encourages the belief that individuals can act efficaciously as individuals."



Mr. Murray argues in *Human Accomplishment* that Eastern religions, Islam, and early Christianity didn't combine purpose and individuality in a way that pushed creative accomplishment. Not until Aquinas in the 13th century and then the Protestant Reformation did a worldview that emphasized the role of human intelligence come to the forefront. **The Murray thesis is that Christianity underlies much of human accomplishment.**

—Susan Olasky, "Gaining Ground," *World*, January 10, 2004.

### Levels of Work

- Multi-generational leaders understand the state of their workers.
- Not every worker is walking in his or her destiny; however, everyone works at one of three levels:
  - Working for provision
  - Working out of principle
  - Working in the Spirit
- These levels are cumulative.
- To understand how these levels work, one must understand common grace.

#### **Psalm 145:9 [NRSV]**

*The Lord is good to all, and his compassion is over all that he has made.*

#### **Matthew 5:45 [NASB]**

*...so that you may be sons of your Father who is in heaven; for He causes His sun to rise on the evil and the good, and sends rain on the righteous and the unrighteous.*

#### **Luke 6:35 [NIV]**

*But love your enemies, do good to them, and lend to them without expecting to get anything back. Then your reward will be great, and you will be children of the Most High, because he is kind to the ungrateful and wicked.*



## Common Grace

- Common grace is available for all—Christians and non-Christians.
- Common grace enables us to live with a sense of security and confidence.
  - It is the restraining work of the Holy Spirit that keeps sinners from being as bad as they could be.
  - It is the blessings that come based on obedience to God's values and principles.
- Some examples of common grace at work in non-Christians:
  - Golden rule – treating others kindly
  - Justice – fairly applying laws
  - Use of the tongue – speaking kindly
  - Unity of purpose – Tower of Babel prior to God's judgment
  - Sowing and reaping – what goes around comes around
- "Wisdom reposes in the heart of the discerning and even among fools she lets herself be known." (Proverbs 14:33)
- "The laborer's appetite works for him; his hunger drives him on." (Proverbs 16:26 NIV)
- That you may be sons of your Father in heaven. He causes his sun to rise on the evil and the good, and sends rain on the righteous and the unrighteous. (Matthew 5:45)
- "Men, why are you doing this? We too are only men, human like you. We are bringing you good news, telling you to turn from these worthless things to the living God who made heaven and earth and sea and everything in them. In the past, he let all nations go their own way. Yet he has not left himself without testimony: He has shown kindness by giving you rain from heaven and crops in their seasons; he provides you with plenty of food and fills your hearts with joy." (Acts 14:15-17)
- "And he is not served by human hands, as if he needed anything, because he himself gives all men life and breath and everything else." (Acts 17:25)
- "Even a fool is thought wise if he keeps silent, and discerning if he holds his tongue." (Proverbs 17:28 NIV)
- "And now you know what is holding him back, so that he may be revealed at the proper time. For the secret power of lawlessness is already at work; but the one who now holds it back will continue to do so till he is taken out of the way." (2 Thessalonians 2:6-7 NIV)

***"Common grace" is the universal goodness of God to all mankind.***



## Working for Provision

- "The laborer's appetite works for him; his hunger drives him on." (Proverbs 16:26 NIV)
- The most basic level of work is to meet daily needs. This seems to be the driving reason why most people work.
- The motivation for this worker is anxiety over material provision. This motivation is a grace provided to all (i.e., common grace).
- Provision is a legitimate need, but an illegitimate motivation as it reflects no understanding of God's plan and purpose (Matthew 6:25-34).

## Working Out of Principle

For those who rise above working for provision, the next level is working out of principle—thinking and acting based on a philosophy and set of values and principles that transcend provision.

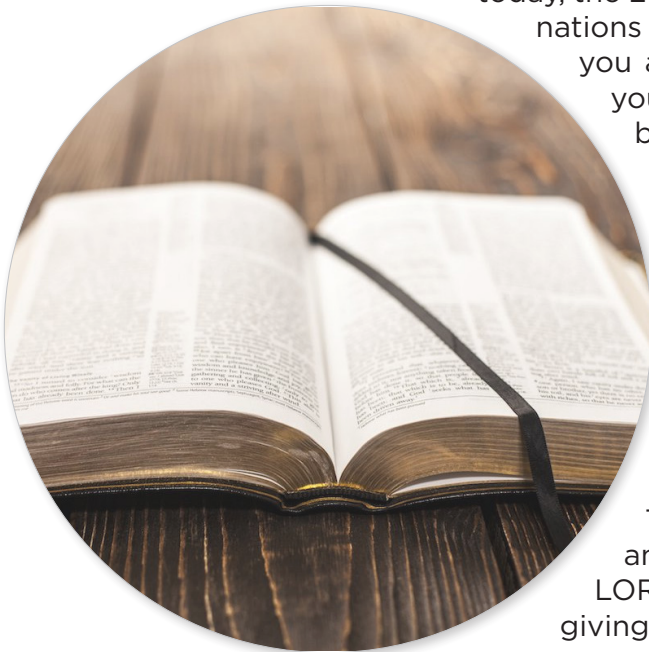
- Non-Christians can work out of principle pragmatically through common grace.
- Christians should work out of principle obediently seeking to honor and glorify Christ (Deuteronomy 28:1-14).

Biblical maxim:

- Obedience leads to blessing:  
" '...Now if you obey me fully and keep my covenant, then out of all nations you will be my treasured possession. Although the whole earth is mine, you will be for me a kingdom of priests and a holy nation.' These are the words you are to speak to the Israelites." (Exodus 19:5-6 NIV)
- Disobedience leads to judgment:  
"However, if you do not obey the LORD your God and do not carefully follow all his commands and decrees I am giving you today, all these curses will come upon you and overtake you." (Deuteronomy 28:15 NIV)
- Christians should not walk pragmatically, but out of a heart of obedience.

**Obedience  
leads to  
blessing.**

"If you fully obey the LORD your God and carefully follow all his commands I give you today, the LORD your God will set you high above all the nations on earth. All these blessings will come upon you and accompany you if you obey the LORD your God: You will be blessed in the city and blessed in the country. The fruit of your womb will be blessed, and the crops of your land and the young of your livestock—the calves of your herds and the lambs of your flocks. Your basket and your kneading trough will be blessed. You will be blessed when you come in and blessed when you go out. The LORD will grant that the enemies who rise up against you will be defeated before you. They will come at you from one direction but flee from you in seven. The LORD will send a blessing on your barns and on everything you put your hand to. The LORD your God will bless you in the land he is giving you. The LORD will establish you as his holy





people, as he promised you on oath, if you keep the commands of the LORD your God and walk in his ways. Then all the peoples on earth will see that you are called by the name of the LORD, and they will fear you. The LORD will grant you abundant prosperity—in the fruit of your womb, the young of your livestock, and the crops of your ground—in the land he swore to your forefathers to give you. The LORD will open the heavens, the storehouse of his bounty to send rain on your land in season and to bless all the work of your hands. You will lend to many nations but will borrow from none. The LORD will make you the head, not the tail. If you pay attention to the commands of the LORD your God that I give you this day and carefully follow them, you will always be at the top, never at the bottom. Do not turn aside from any of the commands I give you today, to the right or to the left, following other gods and serving them." (Deuteronomy 28:1-12)

## Working in the Spirit

- Beyond provision and principle, there is another level of work—working in the Spirit (i.e., the Holy Spirit).
- This level is consistent with working out of principle but goes further.
- Working out of principle is about obeying principles in the Bible.
- Working in the Spirit is about the empowering of the Holy Spirit to guide and direct you.  
 "But when he, the Spirit of truth, comes, he will guide you into all truth..." (John 16:13 NIV)  
 "So I say, live by the Spirit, and you will not gratify the desires of the sinful nature." (Galatians 5:16 NIV)
- Working in the Spirit is fulfilling your destiny.
- Only Christians can work in the Spirit.  
 "Because those who are led by the Spirit of God are sons of God." (Romans 8:14 NIV)
- When you really see that work is about alignment with God and His purposes, the only relevant question is, "What does He want to do through you and the organization that you are part of?"
- Working in the Spirit is living intimately with the Father, empowered by the Holy Spirit  
 "...Paul took the road through the interior and arrived at Ephesus. There he found some disciples and asked them, 'Did you receive the Holy Spirit when you believed?' They answered, 'No, we have not even heard that there is a Holy Spirit.' So Paul asked, 'Then what baptism did you receive?' 'John's baptism,' they replied. Paul said, 'John's baptism was a baptism of repentance. He told the people to believe in the one coming after him, that is, in Jesus.' On hearing this, they were baptized into the name of the Lord Jesus. When Paul placed his hands on them, the Holy Spirit came on them, and they spoke in tongues and prophesied." (Acts 19:1-6 NIV)
- What would it look like to be part of an organization whose members were working in the Spirit?

**Working  
in the Spirit  
is about the  
empowering of  
the Holy Spirit to  
guide & direct  
you.**

### Ezekiel 36:26-27 [ESV]

<sup>26</sup> And I will give you a new heart, and a new spirit I will put within you. And I will remove the heart of stone from your flesh and give you a heart of flesh. <sup>27</sup> And I will put my Spirit within you, and cause you to walk in my statutes and be careful to obey my rules.

## Part 2

### Building Generationally: Lead by Serving

#### He Who Leads, Serves

- Advice provided by Solomon's elders to Solomon's son regarding how to respond to Jeroboam:  
"They replied, 'If today you will be a servant to these people and serve them and give them a favorable answer, they will always be your servants.' " (1 Kings 12:7 NIV)
- Strategic leadership is servant leadership.
- Multi-generational leaders are servant leaders.

#### Mark 10:42-45 [NIV]

<sup>42</sup> Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. <sup>43</sup> Not so with you. Instead, whoever wants to become great among you must be your servant, <sup>44</sup> and whoever wants to be first must be slave of all. <sup>45</sup> For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many."

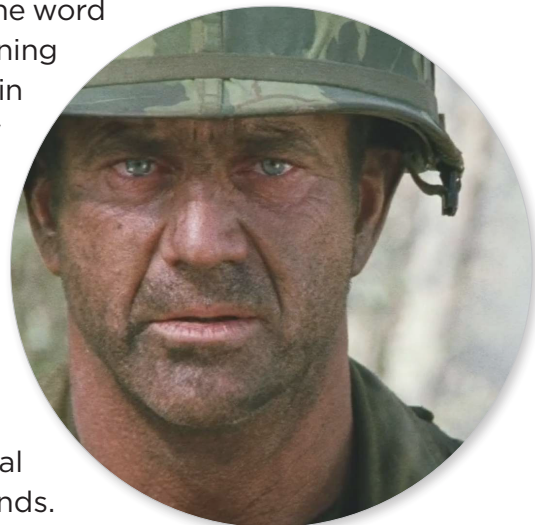
Strategic leaders are servant leaders. In the movie, *We Were Soldiers*, Lt. Col. Hal Moore, played by Mel Gibson, said this, "I will be the first on the battlefield and the last off, and we will all go home." These impacting words proved prophetic. In this movie, Moore portrays a leader with great integrity. The word integrity is derived from the Latin word, *integer*, meaning "whole." A person of integrity is, therefore, whole in the sense that the person is internally and externally consistent. That is, the person's words and thoughts are congruent with his/her actions. Great leaders are people of integrity.

People of integrity are also servant leaders. Realizing their own frailty and inadequacy, they humbly approach leadership. A key characteristic of a good servant is humility—humility rooted in a real sense of the awesome responsibility at hand. Hal Moore knew that the lives of his men were in his hands.

These men and their wives were his friends and comrades.

The thought of letting them down was daunting and unacceptable.

To live with himself and his own values, Moore could only do one thing—serve his men by laying down his personal safety to see to their safety. Servant leaders think and act this way. They always do what is best for the whole. At one point in the movie, the enemy was overrunning Moore's forces. He called out, "Broken arrow!", which marshaled every available aircraft in the area to come to his aid. As the aircraft attacked, one of the bombs fell among Americans, killing and injuring Americans and the enemy. As difficult as this was on Moore, he knew that he had no choice. For the good of the whole unit, some had



to die, but no one was left behind.

Wise men know that true leadership is rooted in servant leadership because he who serves, leads. Rehoboam, King Solomon's son and successor to his throne, did not understand servant leadership. When asked by Jeroboam for mercy, Rehoboam sought counsel from his father's advisors who wisely told him that if he served Jeroboam by granting this little request, that Jeroboam would be his servant for life. Foolishly, Rehoboam rejected the counsel of the wise elders and followed the advice of his peers who told him to increase the oppression on Jeroboam. The result was rebellion by Jeroboam which led to a divided kingdom. Rehoboam had two sets of advisors—one wise and one foolish. One urged being a servant and the other urged oppression; one had a Biblical worldview and one had a non-Biblical worldview. Rehoboam's failure to extend a simple kind act of service to Jeroboam

### **Psalm 37:4 [NIV]**

*Take delight in the Lord, and he will give you the desires of your heart.*

led to conflict and division. Sadly, Rehoboam learned the hard way that he who serves leads.

## **Success As a Leader Comes From Alignment With God**

The degree to which a leader is strategic, and therefore effective, is the degree to which the leader walks, either wittingly or unwittingly, in a biblical worldview as a servant leader.

### **Illustration**

Sony's management philosophy clearly shows servant leadership by:

- Selecting the right employees (using C4)
- Providing the necessary resources
- Removing impediments in the work environment
- Celebrating successes
- Bonusing excess profits to the employees
  - Assisting all employees holistically
  - Expecting the utmost effort from employees



**Jesus  
modeled  
the standard  
for servant  
leadership.**

### **Jesus Is the Standard**

The standard for strategic leadership is Jesus, the consummate servant leader, who deftly displayed impeccable leadership qualities such as:

- Humble dependence on the Father
- Subordination of personal agenda to the Father's agenda

- Empowering and releasing others to do the Father's will

Outside the slide: In stark contrast to An Wang's autocratic style of leadership was Jesus, the consummate servant leader.

### JESUS THE CONSUMMATE, MULTI-GENERATIONAL SERVANT LEADER

- **Style** – not a dictator, but a servant  
"For even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many." (Mark 10:45 NIV)
- **Drive/focus** – not his will but the Father's  
"...the Son can do nothing by himself; he can do only what he sees his Father doing, because whatever the Father does the Son also does." (John 5:19 NIV)
- **Control** – submitted to the will of the Father  
"Father, if you are willing, take this cup from me; yet not my will, but yours be done."

#### Acts 1:8 [NIV]

*But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth.*

(Luke 22:42 NIV)

- **People** – empowered eleven ordinary men to change the world  
"But you will receive power when the Holy Spirit comes on you; and you will be my witnesses in Jerusalem, and in all Judea and Samaria, and to the ends of the earth."  
(Acts 1:8 NIV)
- **Mistakes** – Peter the denier became the leader  
"...I tell you, Peter, before the rooster crows today, you will deny three times that you know me."  
(Luke 22:34 NIV)
- **Trust** – commissioned eleven men to disciple the world  
"...All authority in heaven and on earth has been given to me. Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age." (Matthew 28:18-20 NIV)
- **Attitude** - humility  
"Take my yoke upon you and learn from me,





for I am gentle and humble in heart..." (Matthew 11:29 NIV)

- **Money** – his goal was the Kingdom, not money

"Jesus replied, 'Foxes have holes and birds of the air have nests, but the Son of Man has no place to lay his head.' " (Matthew 8:20 NIV)

"But seek first his kingdom and his righteousness, and all these things will be given to you as well." (Matthew 6:33 NIV)

## **BUILDING GENERATIONALLY: ENGAGE IN GENERATIONAL TRANSFER**

### ***"Two Men, Two Worldviews"***

#### **Building Through Strategic Leadership as illustrated by:**

- An Wang, personally brilliant, but with a self-centered worldview that led to the failure of his company. He was not a multi-generational servant leader.
- Mike Ruetters, a humble, selfless person who led his company to enduring success. He is a servant leader building a multi-generational company.

An Wang was a brilliant Chinese-American computer engineer and inventor with a Ph.D. in applied physics. He developed a ferrite-core memory technology used in computers in the 50s and 60s. In 1955, he received a patent for this device that he sold to IBM which, at that time, was evolving from an office-machine provider to a computer provider. This experience with IBM was not pleasant and created unforgiveness in Wang's heart for IBM. Wang felt that IBM had cheated him and was determined to pay them back. He then dedicated himself and his company to accomplishing that illicit mission. Wang made it a personal goal to be bigger than IBM, and his target date was the mid-1990s. He died in 1990 and Wang Labs filed bankruptcy in 1992. What went wrong?



Mike Ruetters joined EMC in 1988 as EVP of Operations and Customer Service. He walked into a very dysfunctional company. EMC was having serious quality assurance problems that were sinking the company. Realizing that the only hope was to come clean and do whatever it took to satisfy the customer, Mike was able to save the company because of this fanatical commitment to service. These two men each had different worldviews. One worldview led to bankruptcy. The other led a nearly bankrupt company to prosper. What was the difference? Humility and service win over pride and self-serving.

Wang formed Wang Labs in June 1951 with \$600 of capital. While working as a post-doctoral student at Harvard, he developed the idea for his first patent—a pulse transfer controlling device. This device would make magnetic core memory a reality; however, he didn't realize this initially. In 1949, he filed a patent application. Six years later, he was awarded a patent, but only after a long hard fight with IBM. IBM recognized the potential of the technology and began negotiating for licensing rights in 1951. The negotiations became acrimonious as IBM threatened to challenge his patent. Finally, after four years of hard negotiations, he sold licensing rights for the device to IBM. Shortly thereafter, the

patent was granted. Wang felt pressured and manipulated by IBM as they used the threat of a patent challenge to coerce Wang into selling licensing rights to them. For this action, Wang never forgave IBM. As a result, Wang was not able to consistently make good decisions that would facilitate building a successful company long term.

In the late 50s, Wang developed the LOCI technology that converted computations to logarithms. This simplified the computational process and facilitated the introduction of the Wang calculator. The calculator market was Wang's in the 60s. The 70s brought the introduction of word processors, however, Wang's unforgiveness toward IBM blocked his ability to see the potential of the PC. Since IBM was a dominate player in that market, he refused to acknowledge that they had a valuable technology. As a result, Wang was very late to the PC party.

Along the way, Wang Labs went public. Wang was personally upset, believing that he sold the company too cheaply; furthermore, he lost control of the company at the same time. Now embittered a second time, Wang's ability to make good decisions for the company was further impaired.

By the 80s, Wang was a \$3B a year company; however, its calculators and word processors were aging. The PC was now the new technology and Wang was just another competitor in a sea of companies vying for market share. More capital was needed to restructure the company for the future. Since Wang didn't want to give up anymore control, he chose to use debt to raise the needed capital. By 1989, Wang Labs was \$1B in debt. An Wang was fighting cancer. His business plan was not working due to both Wang's flawed thinking and his inability to attract talent. Few capable people wanted to work at company that was so tightly controlled. In 1990, An Wang died at the age of 70. Two years later, the company, burdened with debt, filed bankruptcy.

### Failed Leadership - An Wang:

- Technology genius started company in 1950s
- Hatred & disrespect of IBM – bad deal in 1956
- Preoccupation – being bigger than IBM
  - The logarithm-



***How  
does your  
leadership  
style affect  
your  
business?***



based calculator

CHARACTERISTICS	SINGLE-GENERATION (AUTOCRATIC) LEADER	MULTI-GENERATIONAL (SERVANT) LEADER
<b>Style:</b>	Dictator	Servant
<b>Drive/Focus:</b>	Personal Agenda	Good of the Organization
<b>Control:</b>	Not Released	Released
<b>People:</b>	Held Back	Encouraged to Grow
<b>Mistakes:</b>	Not Tolerated Well	Opportunities to Grow
<b>Trust:</b>	Untrusting	Builds Trust
<b>Attitude:</b>	Proud & All-Knowing	Humble
<b>Money:</b>	Major Goal	Tool

- Arrogance – thought he knew (e.g. word processor vs. PC)
- Presumptuous – assumed his son could run business
- Fearful – required control over everything
- Arrogance (thinking you know) + Hatred (of IBM) + Disrespect (for PC technology) = Disaster
- Filed for bankruptcy in 1992

### AUTOCRATIC VS. SERVANT LEADERSHIP

#### Multi-Generational Leaders Are Rare

Few organizations function at a high level. Why are there so few? Because it requires great gifting coupled with great humility—a rare combination. Most leaders are too proud and too self-centered.

...“I tell you the truth, it is hard for a rich man to enter the kingdom of heaven.” (Matthew 19:23 NIV)

“Brothers, think of what you were when you were called. Not many of you were wise by human standards; not many were influential; not many were of noble birth.” (1 Corinthians 1:26 NIV)

#### An Wang: Single-Generational Leader

An Wang was a single-generational or Level 4 leader as evidenced by:

- Style – dictator not a servant
- Drive/focus – personal agenda to beat IBM
- Control – controlled all high level decisions
- People – constrained by his control
- Mistakes – lessons lost due to maniacal control

- Trust – trusted few and didn't build trust with others well
- Attitude – proud and arrogant
- Money – a goal not a byproduct

### Mike Ruetters: A Multi-Generational Leader

CHARACTERISTICS	MIKE RUETTIGERS: LEADER OF EMC	MULTI-GENERATIONAL LEADER
<b>Style:</b>	Service	Servant
<b>Drive/Focus:</b>	Customer	Organizational Interest
<b>Control:</b>	Delegated	Released
<b>People:</b>	Everyone Serves	Encourage People to Grow
<b>Mistakes:</b>	Takes responsibility	Opportunities to Grow
<b>Trust:</b>	Customer Retention 99%	Builds Trust
<b>Attitude:</b>	Own Problems	Humble
<b>Money:</b>	Service is Not a Profit	Tool or Fruit, Not a Goal

From near death in the late 80s, EMC was transformed into a prospering company under Ruetters leadership because of the commitment to service excellence:

- Solving customer problems is a priority
- Problems are proactively solved as much as possible
- Everyone is part of customer service—even the engineers
- Guilty until proven innocent
- Service is not a profit center—it's not about money

### RUETTIGERS' LEADERSHIP

#### EMC's Results

- When Forrester Research surveyed 50 big companies about their various technology suppliers, "EMC came out looking like God," says Carl Howe, a director of research at Forrester. "It had the best customer service reviews we have ever seen in any industry."
- In 2001, Fast Company magazine named EMC "The World's Most Customer-Centric Company," based on EMC's fanatical devotion to customer service.

#### Conclusion

***Jesus  
changed the  
world with  
11 ordinary  
people.***

- Organizations exist to fulfill the divine mandate.
- To build great organizations, we must understand that people have purpose and destiny. Great organizations help people find their place.
- Servant leadership is the only enduring leadership style that facilitates building excellent organizations.
- Organizations need to think and act multi-generationally. Single-generational leaders don't build great enduring organizations.
- Wang Labs failed shortly after the founder died. Multi-generational leaders are strategic leaders who build great enduring organizations.
- Jesus changed the world with 11 ordinary people.
- EMC provides world-class data storage built on world-class service.

## EXERCISES

### **Recognize Enduring Purpose:**

Why do organizations exist?

How does your organization fulfill the divine mandate?

What is the enduring purpose of your organization?

Identify your marketplace "sons" (generically used).

If you are not making sons, what monuments are you building?

What seeds of judgment are you sowing for your heirs or sons, both natural and spiritual?

## EXERCISES

### **Understand That People Are the Building Blocks:**

What level (i.e., for provision, by principle or in the Spirit) are you working at?

What is your life purpose?

Is your life purpose aligned with the purpose of your organization?

What does it mean when your life purpose and the purpose of your organization are not aligned?

## EXERCISES

### Lead by Serving:

Are you a multi-generational servant leader? Rate yourself in the following aspects of servant leadership:

*Scale: 1-poor, 2-fair, 3-average, 4-good, 5-excellent*

**Style:** autocratic or servant \_\_\_\_\_

**Drive/Focus:** self-centered or concerned for the whole \_\_\_\_\_

**Control:** holding on in fear or releasing in faith \_\_\_\_\_

**People:** used or valued and supported \_\_\_\_\_

**Mistakes:** held against people or forgiven \_\_\_\_\_

**Trust:** release others to build the work \_\_\_\_\_

**Attitude:** proud or humble \_\_\_\_\_

**Money:** driven by money or righteousness \_\_\_\_\_

**TOTAL:** \_\_\_\_\_



## EXERCISES

### Engage in Generational Transfer:

What does generational transfer mean to you?

Is your organization a single- or multi-generational organization?

What are you doing to build a multi-generational organization?

What investments should you be making for your children, grandchildren, and great grandchildren?

## GLOSSARY

WORD	BEST DEFINITION
Absolute (S)	A concept which is not modifiable by factors such as culture, individual psychology or circumstances, but which is perfect and unchangeable. Used as an antithesis of relativism.
Agreement-Alignment Practices (GS)	The discipline of observing and connecting what people say they believe in, and are committed to do, with what they are actually practicing or producing.
Axiology (W)	The branch of philosophy dealing with the nature of value, and types of value, as in morals, aesthetics, religion, and metaphysics.
Axioms (GS)	The most basic foundational laws or principles underlying ideas, concepts, or equations. (Roots)
Corollaries (GS)	The derivative or ancillary laws or principles that are derived from their axioms. (Shoots)
Dualism (GS)	The false separation of spirit and matter wherein the material world or “results” are deemed less important than ideas, intentions, or spiritual things. The Gnostics were dualist in that they held that matter and spirit were two ultimately opposing realms. Dualism may also denote the doctrine that good and evil are the products of two equally ultimate first causes. Practically, dualism exists when there is a split between sacred and secular; between eternal and temporal.
Economics (W)	The science of the useful application of the wealth or material resources of a country.
Egalitarianism (SCH)	All mankind is equal and no one human has valid authority over another.
Epistemology (S)	Study of knowledge, the part of philosophy concerned with the theory of knowledge, its nature, limits and validity.

## GLOSSARY

WORD	BEST DEFINITION
Equal Yoking (GS)	The coupling, joining, or connecting of people or organizations that have common values, goals, strategies, and ultimately, worldviews.
Eschatology (D)	The doctrine of last things; the end of the world; the second coming of Christ, the resurrection of the dead, the last judgment, the creation of the new heaven and earth. Statements about the end of history already accomplished by Christ, the future hope of Christians, and the end of the world, may all be termed eschatology.
Ethics (D)	The science of morals. It involves questions of what is right or wrong, good or bad, and how we ought to behave.
Evidentialism (GS)	A method of logical justification whereby a person's belief system (faith) is based solely on the evidence that person has. Clearly, evidentialism is a faulty logical process, since: 1) limited human beings can possess only limited evidence, and 2) the interpretation of all evidence is determined by one's presuppositions.
Hermeneutics (GS)	The science that teaches us the principles, laws, and methods of interpretation.
Holism (GS)	Holism (from holos, a Greek word meaning all, entire, total) is the idea that all the properties of a given system (material, economic, social, etc.) cannot be determined or explained by its component parts alone. Instead, the principles that govern the system as a whole, determine in an important way how each of the parts must behave.
Humanism (B/A)	The worldview that conceives of humanity as the supreme factor in reality.
Ideology (W)	A treatise on ideas. The doctrine that ideas are derived exclusively through sensation. A mode of thinking or interpreting, a method of observing.

## GLOSSARY

WORD	BEST DEFINITION
Jurisdictions (GS)	The spheres of government, laws, or social groupings that are distinct from one another and charged with specific and limited responsibilities.
Mammon (P)	An Aramic word denoting an entity in the spiritual realm that influences the hearts of mankind to love and serve (placing disproportionate value on) money in the physical realm.
Marcionism (W)	The doctrinal system of a sect of the second and third centuries A.D. accepting some parts of the New Testament but denying Christ's corporality and humanity and condemning the Creator God of the Old Testament.
Methodology (W)	A body of methods, rules, and postulates employed by a discipline: a particular procedure or set of procedures.
"Mediating Grace" (GS)	The concept and reality that God releases gifts and parts of Himself to us through one another as His servants, messengers, or surrogates.
Nihilism (W)	The doctrine that nothing exists or can be known; skepticism concerning knowledge and actual existence.
Paradigm (GS)	A philosophical or theoretical framework from which conditions are observed and understood; a way of viewing or thinking about a subject that is bound by particular assumptions about that subject and its relation to the world; an internal conception of the world used to interpret or explain the external world.
Paradigm Shift (GS)	A change in paradigm or the creation of a new paradigm.
Pelagian (W)	One agreeing with Pelagius in denying original sin and consequently in holding that man has perfect freedom to do either right or wrong.
Pelagianism (SCH)	Rejection of external discipline.

## GLOSSARY

WORD	BEST DEFINITION
Presuppositions (GS)	The most basic underlying assumptions of belief systems concerning the nature of reality as it applies to any specific set of ideas.
Sovereignty (W)	Predominant power; supremacy. Supreme power in a state; the possession of supreme or uncontrollable power.
Strategic Thinking or Living (GS)	The practice of thinking and praying through the consequences of what we are thinking, saying, doing, and building in all aspects of our lives, relative to what God wants to achieve in our lives for Himself, others, and ourselves.
Teleology (D)	The science or doctrine of final causes; the doctrine which asserts that all things which exist were produced for the end which they fulfill.
Worldview (GS)	A set of presuppositions (assumptions which may be true, partially true, or false) which we hold (consciously or subconsciously, consistently or inconsistently) about the basic make-up of our world.

### SOURCES KEY:

B/A	=	Both/And: A Balanced Apologetic, R.B. Meyers
SCH	=	School definition from GoBusiness, GoLife, or GoCitizen
D	=	The New International Dictionary of N.T. Theology, Colin Brown, ed.
D of P	=	Dictionary of Philosophy
P	=	Earl Pitts' definition
S	=	Francis Schaeffer's definition
GS	=	GoStrategic
W	=	Merriam-Webster's Twentieth Century Dictionary

