

Graduate Module 303

Building Teams God's Way





GoStrategic

1221 Farmers Lane, Suite E

Santa Rosa, CA 95405

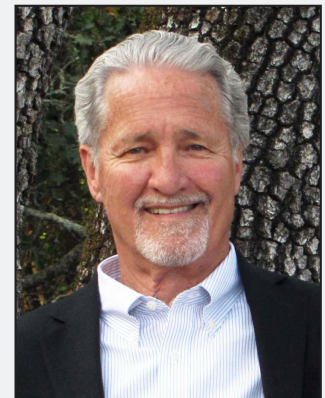
707.578.7700

info@gostrategic.org

Founded in 1979 by Dennis Peacocke, GoStrategic is a prophetic ministry committed to training and equipping leaders of every cultural sphere in discipling nations and transforming the world. GoStrategic operates internationally, educating Christians through our schools (**schoolofbusinessleadership.com**, **schoolofstrategicliving.com**, **schoolofkingdomcitizenship.com**), events, educational products, networking, and consulting services. Our ministry headquarters are based in Santa Rosa, California with affiliate schools in Mexico, Central and South America, Europe, Africa, and Australasia.

GoStrategic equips believers to be leaders in the communities where they live, work, and serve. We specialize in bridging the gap between spiritual truth and the practical implementation of those truths in confronting real-world problems. With over three decades of experience educating, modeling, and connecting like-minded individuals, we have seen first-hand the fruit of Christians applying biblical principles to the most complex challenges. It is our sincere hope that the services we provide result in thousands of communities transformed as believers step in to rebuild, repair, and restore our world. For info and resources, visit: **www.gostrategic.org**

A former business owner, Dennis Peacocke is the founder GoStrategic, a Christian leadership organization dedicated to demonstrating the relevance of Christianity to every area of contemporary life. He has authored four books: *On the Destiny of Nations*, *Winning the Battle for the Minds of Men*, *Doing Business God's Way*, and *The Emperor Has No Clothes*, as well as recorded numerous audio and video presentations. Dennis and his wife, Jan, reside in Santa Rosa, California. They have three adult children and twelve grandchildren.



Course Description

Graduate Module 303: Building Teams God's Way

By Dennis Peacocke

All organizations, whether families, churches, businesses, or nations, function as teams. The question is, can they “run plays” successfully and achieve excellence in their goals? This graduate module explores what teamwork looks like from a biblical perspective and what it is intended to produce. We will examine the definition of “success” in the game, how to recognize, build, and play on successful teams, and how to implement Kingdom principles that honor God and bring harmony to organizations.

This 8-part series is divided into four topical sections:

- Audios 1 & 2: *Key Structures and the Physics of Building*
- Audios 3 & 4: *Acquisition and Stability - The C-4 Model*
- Audios 5 & 6: *Aligning Structures, Values, and Relationships*
- Audios 7 & 8: *Organizational Stability*

Table of Contents

Graduate Module 303: Building Teams God's Way

By Dennis Peacocke

Section One

SECTION ONE: Key Structures and the Physics of Buildings

Assumptions & Presuppositions.....	1
Where We are Going.....	1
Biblical Teamwork.....	2
Purpose & Vision: The Building Permit.....	3
Strategic Vision and "Success".....	4
Strategic Identity.....	5
Philosophy of Power.....	7
Key Structures and the Physics of Building.....	8

Section Two

SECTION TWO: Acquisition and Stability - The C4 Principle

Introduction: Was the Universe Created?.....	11
Individual Personal Calling.....	11
Everyone Is Unique and Has a Race.....	12
Construction.....	12
Law.....	13
Artistic Work.....	13
Food Distribution.....	14
Leadership and Management.....	14
Church Leadership.....	14
Kongō Gumi Example.....	15
How C4 Measures You.....	16
How C4 Measures Others.....	16
Summary.....	16

Section Three

SECTION THREE: Aligning Structures, Values, and Relationships

Three Key Functions and Player-Coaches.....	17
Player Recruitment, Development, and Retention/Reward.....	17
Aligning Structures, Values, and Relationships.....	17
The Bridge of Trust.....	19

Section Four

SECTION FOUR: Organizational Sustainability

Market Mechanisms, Trends, and Capital Management.....	23
Kai-Zen and Continued Improvement.....	24

Major Texts

MAJOR TEXTS:

Acts 2:42-47; John 17:21; 2 Corinthians 10:14-17; Ephesians 3:14-18; 4:8-16;
Philippians 2:1-12; 2 Timothy 1:2, 2:12; 1 John 1 (notice all corporate pronouns)

SECTION ONE:

Key Structures and the Physics of Building

I. Assumptions & Presuppositions

A. Goals 1-4:

1. Goal #1: All organizations, families, churches, business, nations, etc., are “teams.” The question is, can they “run plays” successfully and achieve excellence in their goals?”
2. Goal #2: Salvation is a “team sport” (Eph. 3:14-18); the question for every member is, “Are you a team player?” (John 17:21-23)
3. Goal #3: “Success” in the game is the display of God’s truth, love, and purposes in the organization and the personal maturation of all of the members in the process.
4. Goal #4: If we hold ourselves accountable to what we will discuss in this series, we have a good chance of learning how to recognize, build, and play on “successful” teams.

***“Success”
in the game
is the display of
God’s truth, love,
and purposes in the
organization and the
personal maturation
of all of the
members in the
process.***

B. The world loves teams and invests billions in sports, music, and entertainment. Businesses know that only good teams succeed.

C. The “children of this world” highly value teamwork. The Church seems to know very little about teams or “running plays.”

II. Where we’re going: An overview of our journey together:

A. Why do we need this information?



1. You are a member of numbers of teams now. The question is, how can you help make them fulfill the above four functional standards and goals?
2. If you care about your own team—really care—you will listen, evaluate and make serious commitments to raise your level of play and the play of your teammates.
3. All of us need to practice living in these biblical truths permanently.

B. What all successful teams have in common (the

If you care about your own team—really care—you will listen, evaluate and make serious commitments to raise your level of play and the play of your teammates.

five sections of this series):

1. A “building permit” and strategic vision.
2. A team standards and a biblically based acquisition plan.
3. Team foundations based on biblical principles.
4. A managing process that leads to victory.
5. A God-given love of the game.

III. As we begin our journey together, let us examine Acts 2:42-47, a powerful picture of what biblical teamwork looks like and produces.

A. A group of people saw something and heard something of power that touched their heart so deeply that they had to try and play (Peter in the preceding verses of Acts 2:40-41).

1. Verse 42: ***continually devoting themselves*** – the inner priority of the game.
2. Verse 42: ***to the apostle's teaching*** – coaches whom:

- a. You trust because they are authentic (motives of purity vs. self)
- b. Display competency: have the skill of the game to harness your hidden skill (“I can play this game with the right training”). A major question we must answer is, “Do I want to play for this coach?”

3. Verse 42: They experienced ***fellowship, breaking of bread, and prayer***. This means: spend time with your teammates, eat and recreate, share intimacy/your life.

4. Verse 43: ***awe*** – our hard work and sacrifice will (and is) paying off.

5. Verse 44: ***had all things common*** – “nakedness”; “Hey, we’re all basically the same!” They had different roles and resources but united in their commitment to the team.



6. Verse 45: *selling their property*

7. Verse 47: Thankful to God to play on the team; people who wanted to play on a team loved watching them; the Lord added people to the team.

B. While we are saved one by one, believers are saved into a corporate spiritual community (John 17:21) likened to the Trinity.

1. The “one” (community) and the “many” (individuals) make up the church, but we certify the divinity of Christ by our relational capacities to operate as a unit (John 17:21).

2. Teams are formed in the body of Christ by the prophetic-apostolic “sound” (Eph. 2:20) which calls believers together around an assigned emphasis in the Body of Christ similar to the way organ cells form in the human body around specific organic-systemic functions.

**While
we are
saved one by
one, believers
are saved into a
corporate spiritual
community
likened to the
Trinity.**

PURPOSE AND VISION

I. What is a “building permit” (Gen. 1:3 - a proceeding word) and why do we need one? (A franchise authorized to do work)

A. The power of the franchise: remember that a building permit is issued at a price.

1. God authorizes by revelation and confirmation (“building permits”) (Ps. 127:1)
2. Doing “authorized work” is the key to spiritual rest and productivity.

B. God authorizes things to be done in and through His people.

1. He pays for what He orders by equipping us with the right DNA and resources.
2. We “pay for the franchise” with what we have already learned and will continue to learn as the team life goes on.

C. A building permit is only issued to a qualified contractor—the apostle Paul, for example, in 1 Cor. 3:10.

1. What has the perspective builder already done to qualify by experience, apprenticeship, and actual building in this field to qualify them?
2. Does the scale of this project fit the leadership?

Building Teams God's Way

3. God pays for what He orders and plays us at our level of training and preparation.

4. What other builders have approved their work?

D. Has the building team demonstrated their strategic skills wholistically in other areas of their lives (personal, family, church, civil, etc.)?

1. Are they intentional? Do they know what they want?

2. Are they strategic? Do they plan and align actions, relationships, values, and structures with their goals?

3. Are they results-driven? Do they measure and adjust/correct based on feedback and results?

***God pays
for what He
orders and plays
us at our level
of training and
preparation.***

II. Strategic Vision and "Success"

What is success in the game? We must choose between the "success of the world" and how God measures success.

A. The world measures success by our accumulation of power, popularity, and resources (people and money).



1. God measures our success by obedience to Him which produces life and growth to those it touches. This Godly success of obedience results in relational life in God and the wise stewardship of our time, talent, and treasure.

2. In order to come into this level of obedience, our minds must be "renewed" (Rom. 12:2) and deprogrammed from our own fallenness and Pharaoh's brainwashing.

3. We must see our freedom in Christ (Heb 2:14) from the fears of loss of life, reputation, popularity, "fitting in" (isolation), personal convenience (comfort), and control over where we live, who we associate with, and when/what we do with ourselves.

4. We must also get free from the toxic religious ideas that both "shrink" the power of the gospel (Mat. 15:6) and "freeze" us at the level of being perpetual spiritual babies (Gal. 4: *huios* vs. *nepios*). This "freezing" is based upon our view of the gospel as "getting us to heaven" as good little boys and girls versus letting Christ replicate His life in us as maturing sons and daughters (Rom. 8:17, 28-29).

III. What is your “team” supposed to accomplish? Every team should have a specific focus and a strategic identity.



A. God builds all things through relationships. All successful teams are built around the head coach and his assistant coaches.

1. The DNA of the coach shapes the organization. Eventually the momentum of the organization will help shape future coaches and teams. The momentum of the organization is where the “powers” form. (Eph. 6:12)

2. The philosophy and tendencies of the coach will determine the character of the team.

3. God plays everyone who is in shape and plays you at the level of your competency.

B. Any vision requires the right people in the right places for the right reasons.

1. The head coach will select his specialty coaches. The support team of coaches is the first line of unified force and vision. It is the “first circle.”

2. A coach out of synch with the DNA of the organization will change it or will be marginalized out of it.

C. What are the specific goals of your team?

1. As we have already noted, great teams define their ultimate “success” and begin the work of aligning themselves with what is required to achieve it.

2. “Success” must define the individuals on the team—not the other way around.

3. “Success” requires death to self and life for the team (Matt. 10:39)

D. Is there a strategic plan to achieve these goals?

1. Great teams need transcendent goals that “trump” individual goals:

a. Vision-casting is about drafting people who live to play on a winning team.

b. There is something that happens in a true team that turns “me” into “us” (1 John 1).

c. Only transcendent goals hold up under extreme pressure. The Marine Corps’ *Semper Fi* is an example of this.

Great teams define their ultimate “success” and begin the work of aligning themselves with what is required to achieve it.

Building Teams God's Way

2. Great teams also have a clear chain of command, i.e., hierarchy:
 - a. Teams have financial and administrative leadership as well as coaches and “field leaders.”
 - b. In the military, the General’s critical pulse and leverage points are his sergeants and lieutenants.
 - c. Players who can’t follow authority can’t play on championship teams.
 - d. There are three sets of ultimate authority on teams:
 - i. Your contract agreements (the Scriptures)
 - ii. The coaches and support organization(who you play for)
 - iii. The playbook and the rules of the game (legal rules and how you maximize play within them).



3. We must have a common set of ethics and “plays”:
 - a. The game is defined by the rules.
 - b. The team has a playbook and a set of team standards and rules.
 - c. The playbook permits adaptation in circumstances but only adaptation.
 - d. The team has a uniform and dress codes.
 - e. The best teams have players who enforce the rules themselves because they see the rules as the patterns to success.

**The
game is
defined by
the rules.**

4. We must have a system of rewards and disciplines (sanctions):
 - a. Players’ contracts have built-in rewards and penalties for specific behavior.
 - b. Every year these “incentives” are set to help define and motivate results.
 - c. They live on practice performance, game performance, game film reviews, and off-season conduct affecting contracts.
 - d. Champions live off results and routines (team identity).
5. Strategists have a plan for generational transfer (continuity):

- a. Team owners try to build historic momentum.
- b. They live or die off properly mixing their veterans and rookies.
- c. Their ability to select and acquire wise draft choices is critical.

IV. A team's core "Philosophy of Power" defines its alignment with Christ more clearly than any other organizational or governmental principle. How an individual or organization views authority or the true purpose of authority lays the foundation of the relational climate, respect for authority and its value, and the basis of all human resource operations.

A. World authority is driven by self, advantage, and insecurity.

- 1. It uses people (exploitation), creates envy and enmity between team members, and suppresses hope or faith in the justice of the organization.
- 2. A team reflects the leadership it functions under (Gen. 1:12: *after it's kind*).

a. The conscious and unconscious values and use of power affect everyone.

b. Power is used to empower others or enhance self.

c. Championship teams have few "stars" because they have multiple selfless players.

d. True power and authority enforce discipline to the point of the players becoming what they could never be without it.

A coach is someone who tells you what you don't want to hear, who has you see what you don't want to see, so you can be who you have always known you could be." -Tom Landry

e. Discipline saves lives, wins games, produces champions, and undergirds self respect.

f. Power or authority that doesn't do this is not really my "friend."

B. Christ's authority is stamped in the principle of the cross and is wonderfully enumerated by Paul in Philippians 2:1-11.

- 1. God's authority is used to "pull" people and projects into their destiny and fullest potential.
- 2. God's authority is love leveraging others' enhancement.
- 3. Teams built on this view of authority and power will "succeed" in every dimension.

A team's core "Philosophy of Power" defines its alignment with Christ more clearly than any other organizational or governmental principle.

KEY STRUCTURES AND THE PHYSICS OF BUILDING

V. All structures in the created universe are formed and held together by God's invention and utilization of building principles (physics, math, chemistry, gravity, electromagnetism, thermodynamics, etc.)

A. Just as physical structures are held together by the usage of these principles, human organizations operate by the utilization of spiritual laws in similar fashion as we have discussed before in the course materials.

1. We have noted the following building principles of:

a. Organizational authority-submission structures.

b. Being sent out in twos (Luke 10:1), or as the military calls this powerful cohesion, "the buddy system."

c. The principle of "triangle within the core" (e.g., Peter-James-John). We will shortly come back to this, but the Trinity itself models the number three as a pattern found throughout creation.

d. The principle of tens (Exod. 18:13-26) for large-scale groups.

e. The principle of twelves (Israel's tribes, Christ's core disciples group, 12 months, etc.)

f. The 70, 120, etc. are worthy of study.

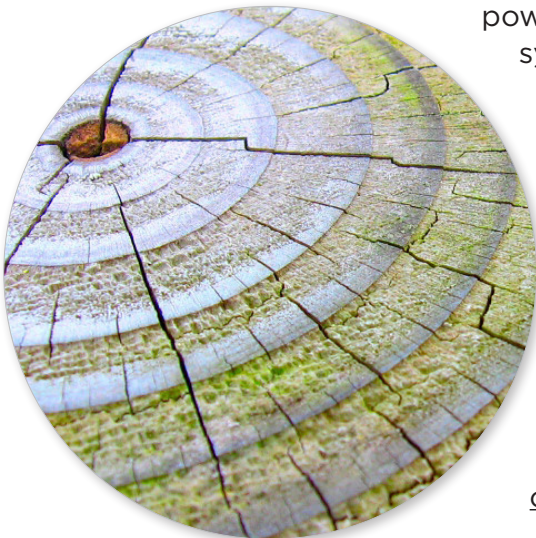
2. Another building model views these numerical groupings as building in concentric circles as trees and some plants model. I personally believe these concentric leadership circles are essential to organizational strength and generative momentum as well (the God of Abraham, Isaac, and Jacob). The "third day" shows up multiple times in Scripture, let alone Christ rising on the third day.

B. The significant "Physics of Building Organizations":

1. The principle of synergisms: The phenomena of multiplied force due to extraordinary alignment of gifts where $2 + 2 = 8$, not 4 (Duet 32:30).

2. The principle of energy flow through joints: Where there is a "bridge" person between a leader and a follower, that bridge or go-between can pass on the partial or full command and energy of the leader; intermediaries can "leak" authority or energy.

***The Trinity
itself models
the number three
as a pattern found
throughout
creation.***



**God
has put
cycles and
seasons and
rhythm into the
created order.**

3. The principle of division of labor: More units are produced by single-energy focus than multi-energy projects which dissipate focus, routines, and supplies. Division of labor helps produce economies of scale (repetitive production gains).

4. The principle of resource base (money is time in foldable form) to current activities: Projects tend to move at the speed of the resources and man-power units applied to them, all other things being equal. Under-funded projects tend to be slow, risky, and ineffective.

5. The principle of discerning and responding to the “seasons” of the organization: God has put cycles and seasons and rhythm into the created order. This reality affects people and organizations. Discerning correctly the “season” of an organization greatly helps in appropriating activities (spring, summer, fall, winter). Sabbath rest is also required.

6. The principle of linear rigidity (law) and flex (life-death) (Duet 30:15-20) versus right-wrong (spirit): As Ecclesiastes reminds us, timing and appropriate responses to issues and events is critical. When to be firm, when to bend, when to focus and correctness or error, versus what is bringing life or death, is an essential skill-set of all matured leaders.

7. The principles of inside-to-outside and bottom-up-to-top: The world system focuses on top-down and inside-out whereas the Kingdom focuses on inside-out (John 3:3-5) and bottom-up (Matt. 13:31-3).

8. The principle of internal integrity to external integration: In the created order, healthy, smaller units tend to attach themselves to larger units. Unhealthy, smaller units are seldom fixed by attaching themselves to larger, unhealthy units or healthy units not aligned with the smaller-in-question’s DNA (mergers, acquisitions, spin-offs, etc.)



SECTION TWO: Acquisition and Stability - The C4 Principle

Presented by Gerald R. Chester, Ph.D., President, Strategies@Work, LLC

Proprietary Material | Strategies@Work, LLC | <http://StrategiesWork.com> | All Rights Reserved

I. Introduction: Was the universe created or not?

- A. *In the beginning God created the heavens and the earth. –Genesis 1:1 [NIV]*
- B. If created, did the Creator work with intent and purpose and, if so, is He still in charge?

1. 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. –Isaiah 46:9-10 [NIV]

- C. How intentional and strategic is God?

1. 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 46:11 [NIV]

2. Is He so intentional and strategic that He would give us biblical guidance regarding His intent and purpose for our individual lives? Does everyone have a calling?

***I am God,
and there
is no other ...
My purpose will
stand, and I will
do all that I
please.***

II. Individual personal calling

- A. There are three possible answers:
 - 1. No one has a calling: there is no God or God is not engaged.
 - 2. Only important people have a calling. If by “calling” we mean a direct, unmistakable command from God to take up a particular task, job, profession or type of work, then calling is very rare in the Bible.



Theology of Work Project; Messenger, William; Preece, Gordon (2013-03-24). Calling: A Biblical Perspective (Theology of Work Topics) (Kindle Locations 97-98). Theology of Work Project. Kindle Edition.

- 3. Everyone has a calling

III. Everyone Is unique and has a race

A. As a potter creates each vessel individually and uniquely, each of us is **individually** and **uniquely** created by God!

1. *For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do. -Ephesians 2:10 [NIV]*

B. Hermeneutically, if we believe Ephesians 2:8-9 is personal, then verse 10 is personal. Our responsibility is to discover our race and run it!

**As
a potter
creates each
vessel individually
and uniquely, each
of us is individually
and uniquely
created by
God!**



1. *Therefore, since we are surrounded by such a great cloud of witnesses, let us throw off everything that hinders and the sin that so easily entangles, and let us run with perseverance the **race** marked out for us. -Hebrews 12:1 [NIV]*

C. How do we find our race? Would a benevolent God provide guidance?

1. Consider the C4 principle

2. Discoverable in both general and special revelation

IV. Construction

A. The C4 principle was used to hire construction workers:

*Then Moses said to the Israelites, "See, the LORD has chosen **(calling)** Bezalel son of Uri, the son of Hur, of the tribe of Judah, and he has filled him with the Spirit of God **(character)**, with skill, ability and knowledge in all kinds of crafts **(capability)** to make artistic designs for work in gold, silver and bronze, to cut and set stones, to work in wood and to engage in all kinds of artistic craftsmanship. And he has given both him and Oholiab son of Ahisamach, of the tribe of Dan, the ability to teach others. He has filled them with skill to do all kinds of work as craftsmen, designers, embroiderers in blue, purple and scarlet yarn and fine linen, and weavers - all of them master craftsmen and designers. So Bezalel, Oholiab and every skilled person to whom the LORD has given skill and ability to know how to carry out all the work of constructing the sanctuary are to do the work just as the LORD has commanded **(commissioning)**.' Then Moses summoned Bezalel and Oholiab and every skilled person to whom the LORD had given ability **(capability)** and who was willing **(calling)** to come and do the work. -Exodus 35:30-36:2 [NIV]*

V. Law

The next day Moses took his seat to serve as judge for the people, and they stood around him from morning till evening. When his father-in-law saw all that Moses was doing for the people, he said, "What is this you are doing for the people? Why do you alone sit as judge, while all these people stand around you from morning till evening?" Moses answered him, "Because the people come to me to seek God's will. Whenever they have a dispute, it is brought to me, and I decide between the parties and inform them of God's decrees and laws." Moses' father-in-law replied, "What you are doing is not good. You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone. Listen now to me and I will give you some advice, and may God be with you. You must be the people's representative before God and bring their disputes to him. Teach them the decrees and laws, and show them the way to live and the duties they are to perform. But select capable men from all the people—men who fear God, trustworthy men who hate dishonest gain—and appoint them as officials over thousands, hundreds, fifties and tens. Have them serve as judges for the people at all times, but have them bring every difficult case to you; the simple cases they can decide themselves. That will make your load lighter, because they will share it with you. If you do this and God so commands, you will be able to stand the strain, and all these people will go home satisfied." Moses listened to his father-in-law and did everything he said. He chose capable men from all Israel and made them leaders of the people, officials over thousands, hundreds, fifties and tens. They served as judges for the people at all times. The difficult cases they brought to Moses, but the simple ones they decided themselves. Then Moses sent his father-in-law on his way, and Jethro returned to his own country. -Exodus 18:13-27 [NIV]



CALLING • CHARACTER • CAPABILITY • COMMISSIONING

VI. Artistic Work

Now the Spirit of the LORD had departed from Saul, and an evil spirit from the LORD tormented him. Saul's attendants said to him, "See, an evil spirit from God is tormenting you. Let our lord command his servants here to search for someone who can play the harp. He will play when the evil spirit from God comes upon you, and you will feel better." So Saul said to his attendants, "Find someone who plays well and bring him to me." One of the servants answered, "I have seen a son of Jesse of Bethlehem who knows how to play the harp. He is a brave man and a warrior. He speaks well and is a fine-looking man. And the LORD is with him." Then Saul sent messengers to Jesse and said, "Send me your son David, who is with the sheep." So Jesse took a donkey loaded with bread, a skin of wine and a young goat and sent them with his son David to Saul. David came to Saul and entered his service. Saul liked him very much, and David became one of his armor-bearers. Then Saul sent word to Jesse, saying, "Allow David to remain in my service, for I am pleased with him." Whenever the spirit from

Building Teams God's Way

God came upon Saul, David would take his harp and play. Then relief would come to Saul; he would feel better, and the evil spirit would leave him. -1 Samuel 16:14-23 [NIV]

CALLING • CHARACTER • CAPABILITY • COMMISSIONING

VII. Food Distribution

A. The fruit of solving a food distribution problem using the C4 principle was growth of the church:



In those days when the number of disciples was increasing, the Grecian Jews among them complained against the Hebraic Jews because their widows were being overlooked in the daily distribution of food. So the Twelve gathered all the disciples together and said, "It would not be right for us to neglect the ministry of the word of God in order to wait on tables. Brothers, choose seven men from among you who are known to be full of the Spirit and wisdom. We will turn this responsibility over to them and will give our attention to prayer and the ministry of the word." This proposal pleased the whole group. They chose Stephen, a man full of faith and of the Holy Spirit; also Philip, Procorus, Nicanor, Timon, Parmenas, and Nicolas from Antioch, a convert to Judaism. They presented these men to the apostles, who prayed and laid their hands on them. So the word of God spread. The number of disciples in Jerusalem increased rapidly, and a large number of priests became obedient to the faith. -Acts 6:1-7 [NIV]

CALLING • CHARACTER • CAPABILITY • COMMISSIONING

VIII. Leadership and Management

He chose David his servant and took him from the sheep pens; from tending the sheep he brought him to be the shepherd of his people Jacob, of Israel his inheritance. And David shepherded them with integrity of heart; with skillful hands he led them. - Psalm 78:70-72 [NIV]

CALLING • CHARACTER • CAPABILITY • COMMISSIONING

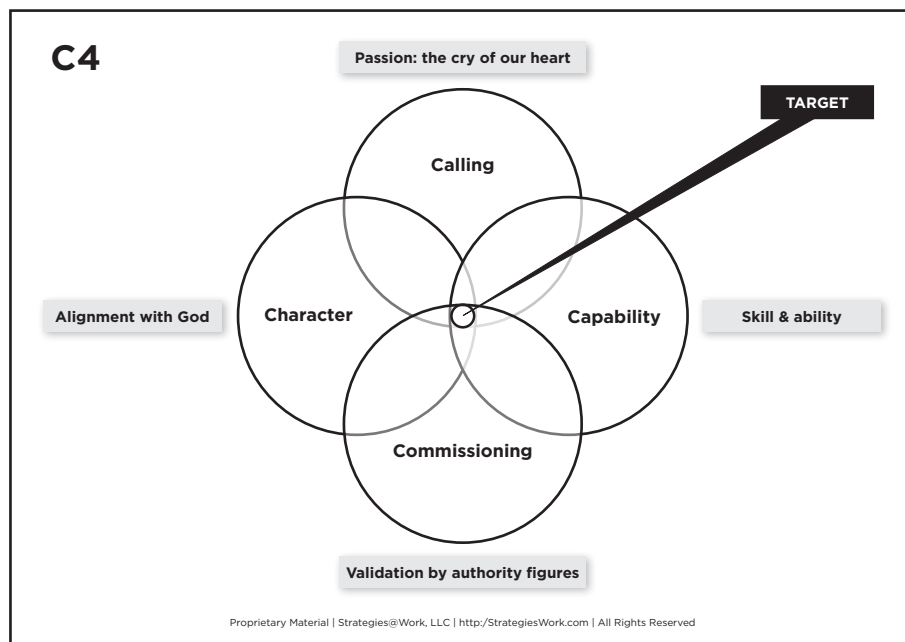
IX. Church Leadership

Here is a trustworthy saying: If anyone sets his heart on being an overseer, he desires a noble task. Now the overseer must be above reproach, the husband of but one wife, temperate, self-controlled, respectable, hospitable, able to teach, not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. He must

manage his own family well and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap. -1 Timothy 3:1-7 [NIV]

The reason I left you in Crete was that you might straighten out what was left unfinished and appoint elders in every town, as I directed you. -Titus 1:5 [NIV]

CALLING • CHARACTER • CAPABILITY • COMMISSIONING



X. Example

A. Kongō Gumi Co., Ltd. (株式会社金剛組 *Kabushiki Gaisha Kongō Gumi*) is a Japanese construction company which was the world's oldest continuously ongoing independent company, operating for over 1,400 years until it was absorbed as a subsidiary of Takamatsu in 2006. Headquartered in Osaka, the once family-owned construction company traced its origins to 578AD when one of the skilled immigrants whom Prince Shōtoku brought from Baekje to Japan to build the Buddhist temple Shitennō-ji, decided to start his own business.

- Over the centuries, Kongō Gumi participated in the construction of many famous buildings, including the 16th century Osaka Castle. (http://en.wikipedia.org/wiki/Kong%C5%8D_Gumi)
- 38 CEOs from the same family with an average tenure of 37.5 years
- C4 (gleaned by common grace from General Revelation) was the key principle to explain their longevity.



Building Teams God's Way

XI. How C4 Measures You

- A. C4 is a tool to help you find and fulfill your life purpose.

For it is by grace you have been saved, through faith—and this not from yourselves, it is the gift of God—not by works, so that no one can boast. For we are God's workmanship, created in Christ Jesus to do good works (αγαθησ εργων), which God prepared in advance for us to do (περιπατεο: to regulate one's life). –Ephesians 2:8-10 [NIV]

- B. Therefore, the process of finding and fulfilling your C4 should be the governing process of your life.

XII. How C4 Measures Others

- A. If God is personal and intentional, the way you measure others is to see the purpose of God in them. Therefore, you love them by helping them find and fulfill their life purpose.

- B. The C4 principle is a tool to help you relate, encourage, guide, and direct people into their life purpose—the works that God has ordained for them to do.

If God is personal and intentional, the way you measure others is to see the purpose of God in them. Therefore, you love them by helping them find and fulfill their life purpose.

XIII. Summary

- A. How intentional is God?

- B. God works personally and strategically

- C. Finding and fulfilling one's life purpose should be the governing principle of life

- D. God reveals his purpose in people through the C4 principle

- E. The C4 principle is a tool to help you find and fulfill your life purpose

- F. The C4 principle is a tool for you to help others find and fulfill their life purpose



SECTION THREE: Aligning Structures, Values, and Relationships

I. The Principle of “Three Key Functions and Player-Coaches”.

A. Successfully maturing organizations must, as quickly as God provides, have three particular function-engiftments operating fully.

1. By analogy: A “Peter” who is the clearly anointed leader and visionary; prophetic and capable of pulling together people and motivating and infusing them with mission, commitment, and foundational principles (Chairman of the Board).
2. By analogy: A “James” who is likely more apostolic as a builder of organizations; one who sees how people and their gifts and functions best fit together; one who understands how to link vision, principles, and process together (CEO).
3. By analogy: A “John” who is forward looking, very detailed, and intimately aware of the people-organization functions and inner-workings (CFO).

B. These three key functions and “player-coaches” are essential to any organization of scale. Please note, these “player-coaches” develop out of the team process and by remaining in it versus “retiring” (unless circumstantially compelled to do so).

1. They bring order.

2. They bring safety.

3. They manage growth.

**...the
player-coach
dimension creates
a climate where the
executive function
is “one of us.”**

4. *They bridge senior management, middle management, and employees together. The player-coach model merges brotherhood (Heb 2:11-12), authority (the executive function), team play, and experience-based discipleship. These four elements make for a powerful combination. They help create a “bridge of trust” because the player-coach dimension creates a climate where the executive function is “one of us” (the players).

II. The Players

A. Square One. Player Recruitment: Alignment, The Hiring-Release Process and Player Recruitment

1. Having just gone through Gerald Chester’s teaching regarding alignment and the hiring-release process, it should be obvious that these concepts form the criteria and philosophy by which new players and coaches are acquired.
2. Let us remind ourselves once again of the kind of players and coaches we are recruiting as aligned with the C-4 Matrix Model.

Building Teams God's Way

B. These players and coaches are people who:

1. Have already given us a past picture of the general character and skills we are seeking in team additions (vetting).
2. Are grateful and eager to be a part of our organization and can articulate why they want to be a part of us (discernment within them).
3. Radiate a desire to bond (team players).
4. Are quick to respond to going through whatever pre-hiring procedures are required plus suggested (initiative).
5. *Almost always have had, and recognize, a father-figure or mentor in their past success and articulate that reality freely (authority figures).



C. Player Development: This is where our philosophy of power and authority are truly revealed.

1. Player development is where God is highly involved with what we are doing; He cares how we develop God-given talents.
2. Matthew 20:1-16: now comes to life as we ask who has “hired you” and saved you from “rotting in idleness” (the non-development of your God-given skills and destiny).



The Parable of The Laborers in the Vineyard

“For the kingdom of heaven is like a landowner who went out early in the morning to hire laborers for his vineyard. When he had agreed with the laborers for a denarius for the day, he sent them into his vineyard. And he went out about the third hour and saw others standing idle in the market place; and to those he said, ‘You also go into the vineyard, and whatever is right I will give you.’ And so they went. Again he went out about the sixth and the ninth hour, and did the same thing. And about the eleventh hour he went out and found others standing around; and he *said to them, ‘Why have you been standing here idle all day long?’ They *said to him, ‘Because no one hired us.’ He *said to them, ‘You go into the vineyard too.’”

“When evening came, the owner of the vineyard *said to his foreman, ‘Call the laborers and pay them their wages, beginning with the last group to the first.’ When those hired about the eleventh hour came, each one received a denarius. When those hired first came, they thought that they would receive more; but each of them also received a denarius. When they received it, they grumbled at the landowner, saying, ‘These last men have worked only one hour, and you have made them equal to us who have borne the burden and the scorching heat of the day.’ But he answered and said to one of them, ‘Friend, I am doing you no wrong; did you not agree with me for a denarius? Take what is yours and go, but I wish to give to this last man the same as to you. Is it not lawful for me to do what I wish with what is my own? Or is your eye envious because I am generous?’ So the last shall be first, and the first last.”

—Matthew 20:1-16

3. Most, if not all professional athletic teams, have both head coaches (motivators, visionaries, organizers) and numbers of specialty coaches who handle skill-set development at specific player positions. Because players on a team are also competing against their teammates for playing time in their specific skill-set position, the character of both the specialty coaches and players is now revealed at a critical level. The questions then deal with favoritism by the coaches and the willingness of both veterans and highly-skilled players to share their “secrets” with other players for the sake of the team.

4. “Dynasties” are the fruit of long-range player development by coaches and veterans who give themselves to one another at the cost of themselves which proves, once again, that character in the long run trumps selfishness and short-term pragmatism. To the degree that “naked-capitalistic” goals drive an organization (personal enhancement), the success of that organization will be sporadic at best.

D. Player retention and reward reflect all that we have said so far.

1. Self-centered coaches will tend to recruit others like themselves and, therefore, their success will be sporadic and short-term.

2. Development coaches and players will gravitate towards each other and their success curves will be more frequent and higher. True team builders and players find their joy in being part of relationally fulfilling commitments and seek that in the whole of their lives. They are the people and organizations that reflect God’s Kingdom in these areas.

ALIGNING STRUCTURES, VALUES AND RELATIONSHIPS

I. Value-structure-relational alignment is a core foundational building skill for any successful organization.

A. What is “value-structure-relational alignment?”

1. Values (integrity, teachability, commitment, teamwork, sacrifice, etc.) must be grounded in all the structures and activities of the team. The “Word must become flesh...” John 1:14) and be fully integrated into the organization. This is the primary job of the team founders, managers, coaches, and player-coaches.

2. Player-coaches are team leaders who are still active players in on-line duties but are committed to the team from a coach’s value-impartation point of view. They are invaluable and model for the team a similar relationship to military connecting senior officers (Generals, Colonels, Majors) with on-the-ground Master Sergeants. They are values “conductors” who are with the team, not “management.”

3. Value-structure-relational alignment is a structural way to address the concept of “incarnation.” Incarnation is the ultimate, spiritual challenge of life for both individuals and organizations. Incarnation is where the spirit of anti-Christ is most active (1 John 4:3).

B. Vigilance and constant energy must be applied by all facets of organizational leadership to keep the phenomenon of value-structure-alignment well within the organization.

1. From recruitment to retirement, this incarnation process must be overlaying the organization.

2. Team identity is measured by the depth and continuity of the values’ penetration into all facets of the organization.

**Values
must be
grounded
in all the
structures and
activities of
the team.**

II. The Bridge of Trust—An Ultimate Team Foundation:

All human accomplishments are directly proportionate to the “load limits” on their Bridge of Trust. Great teams honor their Bridge of Trust within their organization and with their customers, suppliers, and all related activities. Let us look once again at the essential truths surrounding the Bridge of Trust:

A. The Bridge of Trust: The Building Cornerstone - Our basic assumptions:

1. God builds relationally; the key components of relational building are:

- a. Trust: inner-outer conversation/honor/promises/honesty
- b. Competency: can demonstrate skill which equals confessions of ability
- c. Common value systems: beliefs, worldview, personal accountability to those beliefs
- d. Conflicts resolution skills: loyalty amidst vulnerability and honest confrontation
- e. Chips in the Game: appropriate amounts of common risk

Wisdom is the ability to never attempt to put a greater load on the bridge than history and past commitments have proven to be real.

f. A team player: the ability to work for the good of the team

2. The Bridge of Trust between people in any exchange of words, money, agreements, exchanges, etc., has a load limit based upon the above six factors. Wisdom is the ability to never attempt to put a greater load on the bridge than history and past commitments have proven to be real.

B. Let us now examine some of the facets of truth around this Bridge of Trust and how it pertains to our marriages, parent-child relationships, spiritual relationships, business practices, and even our citizenship roles.



1. Diagram: The Bridge of Trust

a. What goes over the bridge:

- i. Business agreements (money & resources)
- ii. Changes in relational trust/intimacy factors
- iii. New paradigms (in teaching, behavior, etc)



BRIDGE OF TRUST
 ▲ ▲ ▲ ▲ ▲
LOAD LIMITS (SUPPORT)

b. “Load limits” (support) must equal:

- i. Faith
- ii. Past history
- iii. Who recommends you (advocacy); the greater the risk, the more must be carried by your advocate

2. Levels of Risk:

- a. Loss of life
- b. Loss of relationships (family, peer-pressure, etc.)
- c. Loss of power or position (organizationally; relational dynamics)
- d. Loss of reputation/trust
- e. Loss of money or resources (“comfort levels” of risk)
- f. Challenges to current values or trusted paradigms (“theology,” personal views of self, group affiliations, etc.)

Building Teams God's Way

3. Other Business-Related Factors:
 - a. Equal yoking
 - b. Price sensitivity vs. balanced relational commitments
 - c. Capacities to change both organizationally and personally
 - d. Abilities to competently gather other needed resources (mergers)

SECTION FOUR: Organizational Sustainability

I. General Observations

A. Responding to market mechanisms: doing the obvious

1. “Fire-proofing” your company and your personal jobs
 - a. Relative to the overall market, we can do these things:
 - i. Honor God in the way we are building our organization.
 - ii. Seek to be involved in stewarding your industry through associations and influence.
 - iii. Pray and strategize through adaptive response to both macro-cultural and specific market changes.
 - b. Fire-proofing in your personal job
 - i. Service value
 - ii. Relational value
 - iii. Spiritual value
2. Where is your industry going? Understanding natural trends and prophetic words.
 - a. Why should God specifically value your industry?
 - b. How can you magnify the value?
 - c. Where are cultural values in relationship to God’s values?
 - d. What national trends are in play? (Technology, finance, merges, etc.)
 - e. What prophetic (reliable) words are in play?



**How
can you
magnify the
value?**

B. Capital management Issues

1. Are God’s values and practices managing your finances (savings, wages, investments, charity, giving, training/teaching)?
2. How is your team involved in major financial decisions?
3. How are stewardship skill-sets being upgraded throughout the organization?

*Is
constant
improvement
the core
goal of your
commitment to
excellence?*

II. Kai-Zen and Industry-Team Championship

A. Is constant improvement the core goal of your commitment to excellence?

1. How is Kai-Zen being practically reenforced in the organization?

2. Is this value being pressed into all areas of the team's lives?

B. Is your team one that many people want to be a part of?

1. How does your team celebrate gratefulness?

2. How does your team celebrate family values?

