

Life Development

Leadership Development

Organizational Development

Kingdom Development



Group Leader Training & Orientation



***A Process to Equip Christian Business Leaders
on their Journey to Personal, Business,
and Marketplace Transformation***

Spiritual Maturity

Servant Leadership

Organizational Excellence

Kingdom Company



We are excited to introduce **Pathway to Purpose**[™],
a journey with Christ leading to personal, business,
and marketplace transformation.

This concept and brand began as an initiative by **Corpath**,
our ministry partners in Canada—a division of CBMC.

Development continues as a collaborative effort between **Corpath**
and *FCCI / Christ@Work*. We are excited to partner
with **Corpath** in offering this dynamic and life changing process.



The United States Patent and Trademark Office
recently issued a registered trademark to
FCCI / Christ@Work for use of the
mark **Pathway to Purpose**[™].



FCCI / Christ@Work
Group Leader Training & Orientation

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Welcome!

We want to welcome you to this Group Leader Training & Orientation and thank you for investing your time in this endeavor. Whether you are considering leading a group, are a current group leader, or helping train others to lead, we look forward to joining you as you progress through these sessions.

It is an exciting and humbling task to help facilitate a group of Christian business leaders who desire to impact the marketplace for Christ. We hope that, like us, you see this opportunity as a calling from God.

Recognizing that we have groups in many countries around the world, we have attempted to develop this training material for a wide range of cultures, backgrounds and experiences. We trust you will be able to take the broad principles and best practices we share and apply them with added relevance to your own city or country.

Although we have developed this training to be used in a number of ways, it is ideal when a group of prospective or current leaders share the material together. This gives great opportunity for discussion, presenting your own experiences, and sharing your best practices and challenges with each other.

You also may be viewing this on your own through the web, or with a video CD and workbook. We encourage you to take time between sessions to process the materials, review the questions, and reflect on your own experiences within the topics provided.

We will be covering **8 Sessions**:

- 1. Overview of the Marketplace Movement**
- 2. Power & Purpose of Groups (includes overview of *Pathway to Purpose™*)**
- 3. Who We Serve (includes review of FCCI brand definitions and uses)**
- 4. Starting, Types, & Stages of Groups**
- 5. *FCCI | Christ@Work* Group Distinctives**
- 6. Group Dynamics**
- 7. Role of the Leader**
- 8. Administration**

We recommend that for maximum value from the training, you follow these steps:

- i) view each session completely, making notes and comments in your workbook
- ii) pause after each session for discussion and to review answers and **Reflections** ■
- iii) review the additional resources included with each session
- iv) move on to the next session

Session 1 The Marketplace Movement

We are living in very exciting days in the global marketplace movement.

We know that God is at work when the secular world takes note.

We know God is at work when the Christian community takes note.

***“God is marshalling his people in the workplace
as never before in history. God is up to some-***

Henry Blackaby (author, pastor)

We also see many scriptural contexts

“So he reasoned in the synagogue with the Jews and God-fearing Greeks, as well as in the marketplace day by day with those who happened to be there.”

Acts 17:17

“He took the disciples with him and had discussion daily in the lecture hall of Tyrannus...”

Acts 19:10

Work is part of our worship.

- As you go to your workplace each day, **Reflect** on whether or not you see work as your ministry and part of your worship to God.

Vocation

*“a divine call to a place of service to others,
in accordance with a divine plan”*

Our vocation is a calling of God.

Ministry Vision

*“Transforming our world, through Christ,
one company leader at a time”*

FCCI / Christ@Work is an
equipping and encouraging ministry.

You are part of an exciting movement of God in the marketplace – linking up Christian business leaders around the globe to see personal, business, and marketplace transformation. Welcome!

Additional Notes

Faith & Work Fact Sheet

The Movement

“...5 years ago, only one conference on spirituality and the workplace; now there are hundreds...10,000 Bible and prayer groups in workplaces that meet regularly...”

(Business Week)

“...79 books published on faith and work in year 2000, 24 books a month are being published today...”

(Pete Hammond, InterVarsity Press, 2002)

“... a mostly unorganized mass of believers—a counterculture bubbling up all over corporate America—who want to bridge the traditional divide between spirituality and work. Historically, such folk operated below the radar, on their own or in small workplace groups where they prayed or studied the Bible. But now they are getting organized and going public to agitate for change.”

(Fortune Magazine, July 16, 2001)

“People who want to mix God and business are rebels on several fronts. They reject the centuries-old American conviction that spirituality is a private matter. They challenge religious thinkers who disdain business as an inherently impure pursuit. They disagree with business people who say that religion is unavoidably divisive.”

(Fortune Magazine, July 16, 2001)

“Today, a spiritual revival is sweeping across Corporate America as people of all stripes are mixing mysticism into their management, importing into office corridors the lessons usually dolled out in churches, temples, and mosques. Gone is the old taboo against talking about God at work.”

(Business Week, November 1999)

“Ten years ago we could identify only 25 national or international workplace ministries; today we can identify more than 900.”

Mike McLoughlin, YWAM Marketplace Ministries

Biblical Precedent

Of Jesus’ 132 public appearances in the New Testament, 122 of those appearances were in the marketplace.

Of 52 parables Jesus told, 45 had a workplace context. Of 40 divine interventions recorded in Acts, 39 were in the marketplace.

Jesus spent his adult life as a carpenter until age 30 before he went into a preaching ministry in the workplace. Jesus called 12 workplace individuals, not clergy, to build the church around.

Work is worship; the Hebrew word “Avodah” is the root for the word from which we get the words work and worship.

Work in its different forms is mentioned more than 800 times in the Bible — more than all the words used to express worship, music, praise, and singing combined.

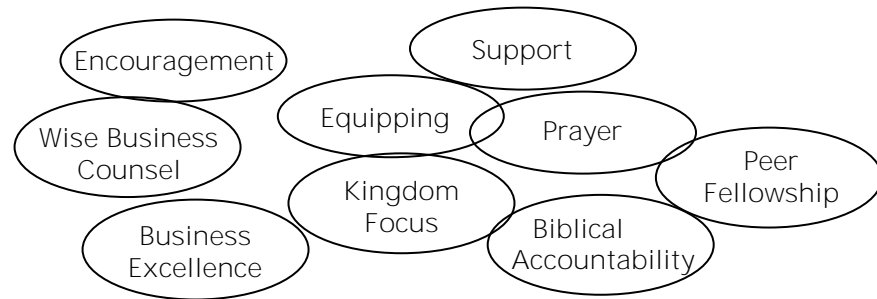
Session 2 The Power & Purpose of Groups

People learn in many different ways.

Life-change happens in the context of healthy, dynamic small groups.

- **Reflect** on your own experiences in small group settings. How have they impacted your life and your spiritual journey?

The Power of Groups



- **Reflect** on a time in your business or work experience when you were in need of the benefits a group experience can offer.

We need to keep the ultimate purpose of FCCI groups in front of us:
“To help Christian business leaders understand and embrace their God-given calling to the marketplace and see their business or career as a ministry unto Him.”



The true power of our groups lies in relationships:
our relationship with Christ
 and
our relationship with others



Pathway to Purpose™
 a journey with Christ, in pursuit of personal,
 business, and marketplace transformation



The journey includes 4 Paths:
 Life, Leadership, Organizational, Kingdom

Additional Notes

Marketplace Ministry Model

A true marketplace ministry first starts with the Kingdom Leader, continues on to the Kingdom Company which leads to Marketplace and Community Transformation.

Community Transformation

Transformation moves beyond the marketplace in order to unify pastors, business leaders, and government leaders alike as God transforms the entire community.

Marketplace Transformation

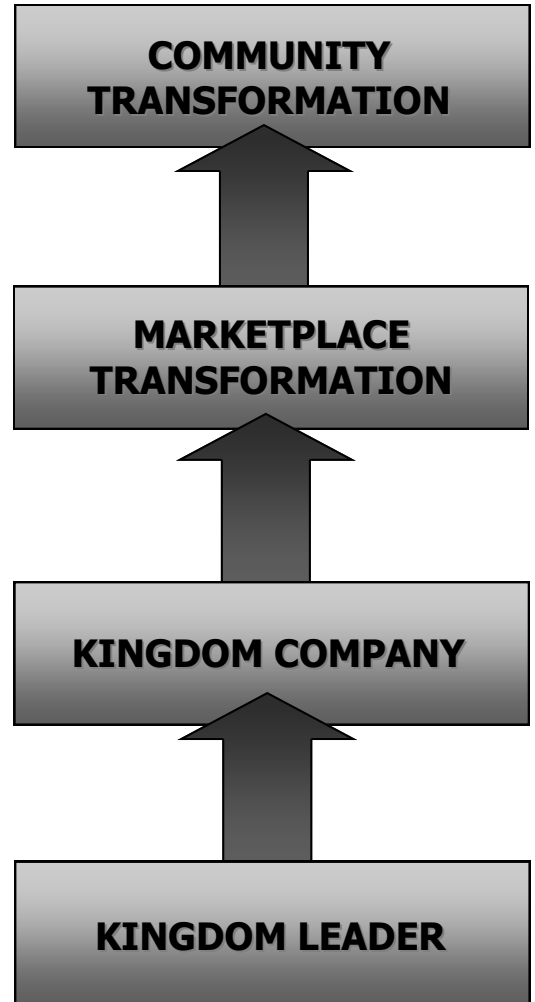
Occurs as the Kingdom Leaders and Kingdom Companies unite to allow God to transform the marketplace in their respective cities and areas of operation.

Kingdom Company

A business where the leader embraces, in every aspect of their role, the purpose of God and His righteousness, and applies biblical principles throughout the company.

Kingdom Leader

A transformed business leader called to ministry in the marketplace daily reflecting Christ in all relationships as well as through business excellence.



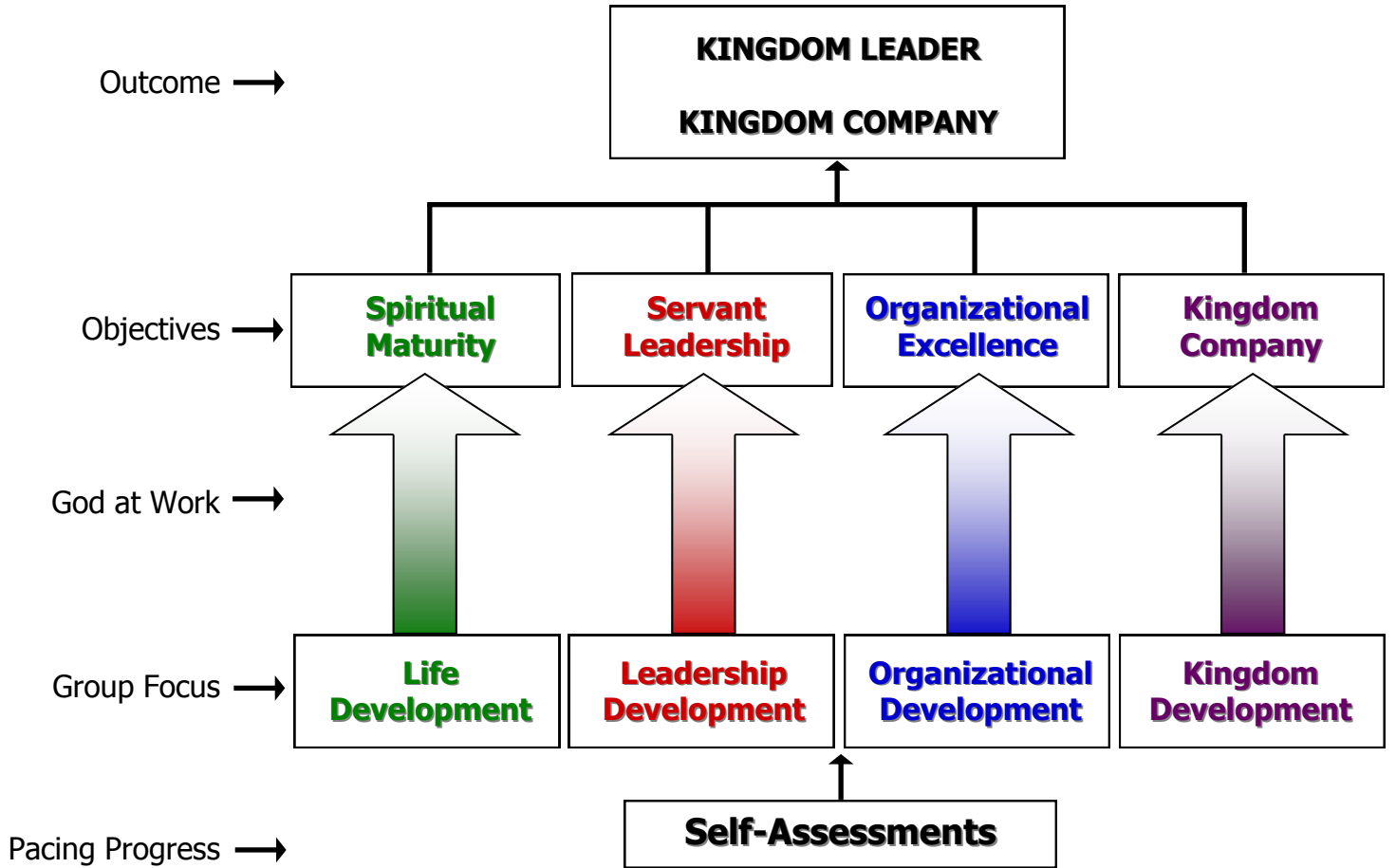
FCCI / Christ@Work has developed marketplace ministry materials by utilizing recordings from their past International Conferences as well as studio recordings. The materials have been organized into four categories referred to as pathways.

These pathways help to systematically develop kingdom leaders who will help transform the marketplace for Christ.



A journey with Christ, in pursuit of personal, business, and marketplace transformation...

Pathway to Purpose™ (P2P) Process Map—a graphic representation of a strategic and tactical plan to intentionally and purposefully task conferences, presenters, ongoing resource development and group processes. By design, they will be tools in God’s hands to help transform our leaders for greater fulfillment and eternal fruit.



These four pathways, when followed intentionally and fervently, will help produce Kingdom Leaders and Kingdom Companies, whose purpose is to bring about Transformation to the Marketplace and to Communities around the world.

The next few pages will help provide a framework for our leaders to track progress in their journey with Christ toward our key P2P objectives.

Spiritual Maturity

God created us to bring Him glory on this earth and to participate in His Kingdom work. Our work is a means of honoring the Lord as a full part of His creation plan. We are anointed to be His servants and therefore we must pursue a pathway to Spiritual Maturity in order to accomplish His perfect plan for our lives.

4. Life in Balance

True balance helps us pursue priorities with maximum effectiveness for His purposes.

3. Life with Wisdom

Hearing from God brings great wisdom to establish principles in every area of life.

2. Life with Family and Others

A growing relationship with God results in a growing love of others.

1. Life with God

The ultimate pursuit of life is to establish and foster a living relationship with the living God.

Life Development



Servant Leadership

God works through leadership in every facet of life. Therefore, leadership is critical to any organization. In the leadership development pathway, members will learn the essence of Servant Leadership and move toward honing their leadership skills.

4. The Task of Leadership

A leader's responsibility encompasses more than what they can accomplish on their own. The ability to recruit and energize a team is essential.

3. The Means of Leadership

Leaders know how to take conversations deeper and to get to core issues. They have conversations that change things. How a leader deals with conflict will dictate whether he rises or falls.

2. The Heart of Leadership

Leadership begins with the leader and is built from the inside out. If we want to lead and manage others, we must begin with ourselves.

1. The Source of Leadership

As the most influential and critical book in history, God's "special revelation" (The Bible) to His beloved mankind is the authority on Servant Leadership.

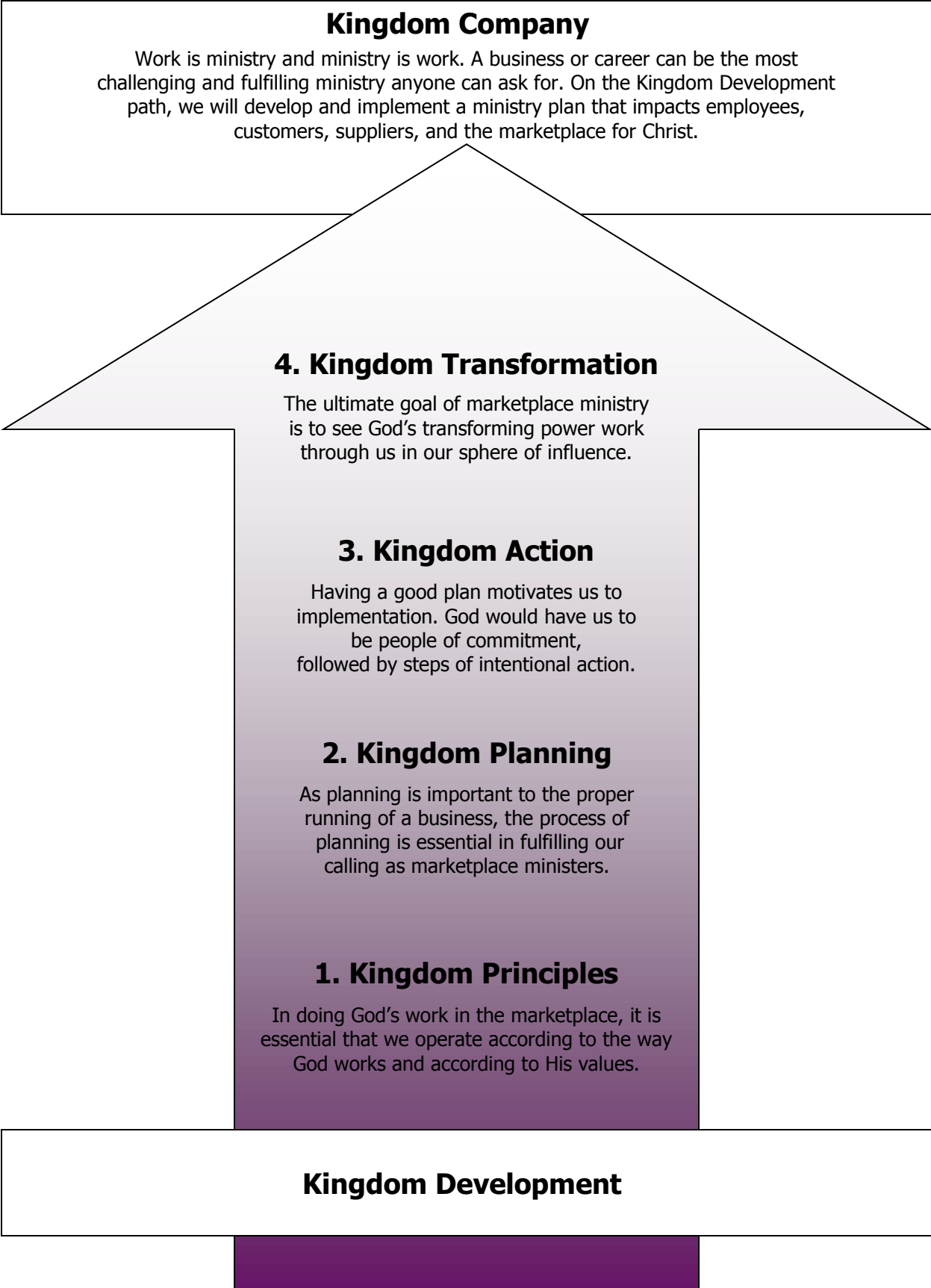
Leadership Development

Organizational Excellence
Organizational Excellence is a process of making sound business decisions that result in continually improving business operations. It is an active discipline to seek the Lord's "best practices" by examining the scriptures and consulting with peers and industry experts to work through specific business issues and opportunities.



Business Development

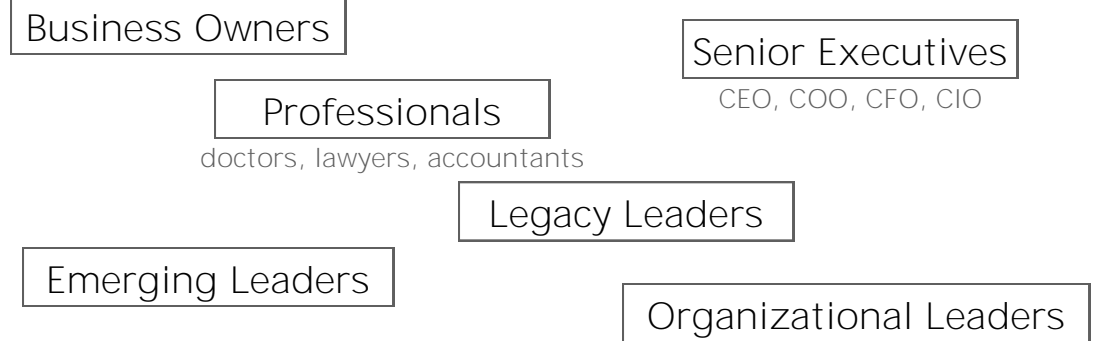




Session 3 Who We Serve

The target audience for our groups:

People who we believe God has called them to serve in the marketplace.



I personally fit within the definition of _____.

Remember: members have a wide range of needs.

Reflect on some struggles and challenges you have faced in your business or work experience.

Reflect on what you think is the most significant business challenge you are currently facing.

As we encounter Christians in the marketplace, we can often find them in 4 stages of working out their faith within the context of their workplace:

- 1) Christians trying to survive in the marketplace
- 2) Christians who apply biblical principles in the marketplace
- 3) Christians doing business in the power and fullness of the Holy Spirit
- 4) Christians who bring transformation to the marketplace

Reflect on which category you feel you fit into at this time in your work life.

Remember: meet your group members where they are.

Additional Notes

*Now that you know "who we serve",
let's review "who we are".*



*The Fellowship of Companies
for Christ International*



*A brand name used in the United States;
adopted in 2003 to provide sight
recognition of the mission and vision of FCCI.*



*A brand name used outside the U.S. where
the use of the name "Christ" is
culturally sensitive; the intent is also to
indicate our close working relationship with
Crown Financial Ministries, especially
in the international community.*



*In 2008, Business Proverbs became a part of
FCCI, and will become a major identity for the
radio, email, and perhaps other media
components of our ministry.*



*Our Canadian joint venture with Christian
Businessmen's Connection (CBMC)*



*Method of teaching through which individuals
and / or groups follow 4 Pathways that help to
systematically develop kingdom leaders who
will help transform the marketplace.*



ADDITIONAL RESOURCE

Session 4

Starting, Types & Stages of Groups

(During this session, there will be a number of times that you will be asked to pause the DVD and complete the suggested task.)

A) Starting a Group

- critical first step: pray for the Lord to reveal those that He might want to be in a new group
- potential members can often be identified from your own list of Christian business friends, members in your church, or by asking your pastor for help

(PAUSE THE DVD NOW AND MAKE A LIST OF AT LEAST 5 PEOPLE)

- contact those on your list for an introductory first meeting
- pick a day, time, and location that works for everyone; it is important to do a follow-up call or email 2 days prior to the meeting as a reminder

Reflect on challenges you may have experienced in starting a group. How might you overcome these in the future?

- after you have had 6-8 meetings, it is important to pause and assess the group experience and agree on next steps as you move forward

B) Types of Groups

- there are 2 main group options available
 - Council of Business Advisors (CBA)
 - Business Leadership Group (BLG)

(PAUSE THE DVD AND REVIEW THE AGENDAS INCLUDED WITH THE WORKBOOK FOR CBA AND BLG GROUPS IN ORDER TO BECOME ACQUAINTED WITH THE PROCESS AND STRUCTURE OF EACH AND WHICH ONE BEST FITS YOUR NEEDS AND THE NEEDS OF YOUR MEMBERS / POTENTIAL MEMBERS.)

Starting, Types & Stages of Groups (cont)

(During this session, there will be a number of times that you will be asked to pause the DVD and complete the suggested task.)

C) Stages of Groups

- all groups go through a process of different stages in the life of the group; it is important to be aware of these stages
- review the pages included with the session on these different group stages
- prayer is absolutely central to the entire group process
 - prayer as the leader
 - prayer during the meetings
 - prayer in the lives of the members
 - prayer strategies for their companies or organizations
- review the additional prayer resources in your workbook; plan a time when you will go through these materials



Please see the reference to Bill Moeny's prayer training: *Prayer, the Foundation for Leading a Company for Christ* at the end of this workbook. Also, please find this complete teaching on the included DVD as well as the workbook PDF located on the Toolbox CD for your convenience.

Additional Notes

Sample Agendas

Minutes	BLG Suggested Agenda
10	Opening Prayer & Announcements
25	Video Teaching
30	Group Discussion
25	Prayer Requests & Prayer

Minutes	CBA Suggested Agenda
15	Opening Prayer and Devotional
10	Announcements
90	Member Updates (using form provided)
15	Coffee / Phone Break
90	Member Issue Presentation (each member shares issues identified from the Issue Presentation form to receive input and prayer)
60	P2P Teaching and Discussion
10	Meeting Debrief and Closing Prayer

The Life Cycle of the Small Group

Experience has shown that small groups and teams go through various phases in their life-cycle:

PHASE ONE—Initiation and Start-Up

PHASE TWO—Early Stages

PHASE THREE—Growth

PHASE FOUR—Maturity

PHASE FIVE—Demise/ Re-Formation

PHASE ONE—Initiation and Start-Up

Initiation

The first phase of a group's life begins with the initiation or that point which you are led to form the small group. You should begin with the following:

- Prayer

Ask God to confirm the calling by giving you a clear vision of His purpose and plan for the group and to bring the right people to His group.

- Co-Leader

Find a co-leader, another person who shares this vision and anointing to co-lead the group with you. Pray together for the group.

- Vision

Write down the vision God has given you for the purpose He has for the group.

PHASE ONE—Initiation and Start-Up, cont.

Start-Up or Launch

Launch the group by carefully planning and conducting the initial or first meeting.

- Plan the initial meeting:

- Secure an adequate meeting place.
- Prepare a timed agenda.
- Determine desired group size; the ideal group ranges from 4-10 members.
- Pray that God will bring the right people to the group.
- Invite potential members.
 - + Publicize the group to your target audience in your church or business community.
 - + **Personally invite people and encourage “no obligation” attendance** at an initial meeting. Get commitments to attend.
 - + Invite enough people to ensure your desired group size (about double the desired size of the group).

- Conduct the initial meeting:

- Arrive early to prepare the room.
- Start on time, open with prayer.
- **Address the WIFM (What’s In It For Me) questions:**
 - + What is the group going to do?
(Present the vision for the group and answer questions.)
 - + Who is in the group?
(Allow each person to tell his / her story— name, background, occupation, family, spiritual journey.)
 - + Will I fit in?
(Encourage people to ask questions and express their own expectations.)
 - + What will be expected of me?
(Outline the format for future meetings, course of study, and member expectations.)
 - + Can I trust these people?
(Be aware that people are hesitant to be completely open and **honest at this stage of the group’s life.**)
- End on time or early.
- Confirm the time and place of the next meeting.
- Ask for a return commitment and contact information.
- Close with prayer. Remember to thank God for those who attended and for a successful start.

- Follow-up

- Follow-up after the meeting by calling people to invite their comments of the first meeting.
- Ask again for a return commitment.
- Send a reminder.

PHASE TWO—Early Stages

After a successful launch, you begin the process of transition from “I” (a collection of individuals with selfish interests) to “we” (a group concerned with mutually enriching relationships). This phase may last three to five meetings.

While a certain amount of childhood “storming” is inevitable, you can assist your group’s progress through this phase with a group covenant. A covenant sets boundaries and clarifies expectations of behavior.

(Group Covenant located behind the Life Cycles of a Small Group resource.)

The covenant should be made with a fixed time period (perhaps six months to a year), or a period that coincides with completion of a study program.

- Other formation activities:

- Deciding on meeting frequency, duration, day of the week, time of day, location, and course of study.
- Deciding when, how, or whether to accept new members into the group.

PHASE THREE—Growth

Like young people who are striving to become mature adults, groups often go through periods of awkwardness and insecurity as they strive for relational maturity. Relational maturity exists when group members can:

- be open and honest about issues in their lives
- be vulnerable to admit to weakness, needing help and forgiveness
- trust that other group members love them, have their best interests at heart and will maintain confidentiality
- be accountable to other group members for specific areas of their lives, willingness to accept feedback and seriously consider correction

Openness, vulnerability, trust and accountability go through various levels that somewhat parallel the life-cycle of a group. Help group members understand these levels and how they relate to the group life-cycle.

The Progression of Relational Maturity

Level One (where most groups and relationships begin)

- **I don’t know my own needs.** I may even be deceiving myself by believing the image I try to project.
- **I don’t know what trusting you means.**
- You have no access to my life.

PHASE THREE—Growth, cont

The Progression of Relational Maturity, cont.

Level Two (may last well into Phase Three of the group life-cycle)

- I understand that I have needs.
- **I'm not yet sure I can trust you.**
- You have access to only what I want you to know about me.

Level Three (where most Christian groups max out)

- I want you to meet my needs, but on my terms.
- **I'm learning to trust you.**
- **You have limited access to my life; I'm still holding back 5-10%.**

Level Four (real relational maturity)

- **I need you to meet my needs on God's terms, not mine.**
- I can now say that I trust you fully.
- You have full access to my life.

PHASE FOUR—Maturity

In this phase, the group is functioning well and is realizing the purpose for which it was created. The major leadership tasks in this phase include the following:

- **Maintain or continue to grow the group's level of relational maturity.**
- Encourage increased participation and shared leadership.
- **Keep alert for and address "mid-life crises" caused by ambiguity, boredom with routine, lack of variety, unresolved conflicts.**
- Evaluate progress.
- Make necessary adjustments.

PHASE FIVE—The Demise or Re-Formation

The demise of a group can happen by design or by default. Some groups are planned to run for a specific amount of time over a course of study. Others begin with no stipulated end and are **on-going until they run out of steam or die of a "heart attack"**.

Mature groups with stipulated endings may wish to continue and should consider "re-forming" around a new course of study, and with a new covenant. Leaders of on-going groups can avoid slow or sudden death by periodically forcing their groups to re-evaluate their progress, determine if they wish to continue, and make necessary adjustments including a new or revitalized covenant.

Session 5

FCCI / Christ@Work Group Distinctives

There are certain characteristics that we feel are unique to FCCI / Christ@Work business groups.

- We strongly suggest that competitors are not in the same groups together.
- We are not an overt networking ministry—but we do, at times, see members doing business together as an outflow of their group experience.
- Groups should strive to meet during business hours in a business setting where possible.
- We are very focused and intentional in our group process.

□ **Reflect** on how you might address the issues of couples and pastors and mixed gender groups within your cultural context.

- One of the common challenges in group leadership is regular attendance and punctuality.

□ **Reflect** on how you could solve these issues in your area.

- Review the relevant forms in this session related to commitment and confidentiality.
- While it is important to try and follow the format and agenda, always be sensitive to the moving of the Holy Spirit and be ready to adjust the agenda and timing accordingly.

Additional Notes

Session 5

We, as members of this *FCCI / Christ@Work* Group,
individually and collectively agree:

Group Covenant

Purpose of Our Group

- To open our hearts, let God reveal Himself to us, and share what we are learning with each other.
- To allow God to be the center of our business.
- To grow in our relationship with God and the members of our group by challenging each other, seeking Truth, sharing experiences, and praying for each other.
- To encourage those that come to our group to support the ministry and work of *FCCI/Christ@Work* on a regular basis.

Our Objectives

- **To grow as a group, encouraging each other as “iron sharpens iron” and learn to share our hearts** with each other so we can build a healthy, Christ-centered community.
- To address any area of our lives that may hinder our spiritual growth and/or relationships with our family, employees, or customers.
- To learn to operate the business God has entrusted to us with excellence, according to His Word.
- To pursue Spiritual Maturity, Servant Leadership, Organizational Excellence, and Kingdom Impact.

An Environment of Trust

THROUGH PARTICIPATION:

We agree to participate in the learning process of the group by sharing what God says to us about **an issue or question. We will be open to listen to others and will not try to “fix” things for them** or place any judgment on them. We are committed to challenging ourselves in this area of sharing at a deeper level.

BY MAINTAINING UTMOST CONFIDENTIALITY:

We agree to respect each other’s desire for privacy and safety by limiting discussion of what is revealed to the group at group meetings. The only exception would be if the person sharing gives explicit permission to discuss his/her information with other persons. We are free to discuss outside the group any relevant issues that relate to our OWN growth, but confidentiality of other group members is absolutely imperative.

IN ATTENDANCE:

We agree to make this group a top priority and will commit ourselves to attending each meeting unless we are sick, experience a business emergency or we are unexpectedly called out of town. Because of the nature of the group, we believe it is very important not to miss. Likewise, we agree to arrive at the designated starting time of each meeting.

I accept the conditions of this covenant and commit myself to it wholeheartedly.

Group Leader Name: _____

Print Group Member Name: _____

Signed: _____ Date: _____

Session 6 Group Dynamics

Leading a Christian business group can be very rewarding...
...but also challenging.

- **Reflect** on how you can make sure you celebrate the differences and diversity in a group (instead of arguing about or challenging the difference).

We must have an attitude and foundation of mutual respect for one another.

We are all in a different place in our spiritual and life journey.

It is vital as a group leader and member
to ensure that we listen well!

Review the pages on group dynamics included in this session.

Healthy Group Indicators:

- **Reflect** on any other signs you might observe in a healthy and thriving group environment.

- **Reflect** on how you might try to resolve some of the warning signs if you see them within your group experience.

IMPORTANT SUGGESTION / BEST PRACTICE

Upon completion of a DVD series, it is suggested that the leader proposes a one-meeting break for either breakfast, lunch, or dinner (depending on regular meeting times) to enjoy food and fellowship. At the fellowship meeting, pass out a copy of the Check-In Form (see ADDITIONAL RESOURCES) to each member and ask them to return to the next meeting with the form completed.

Plan ahead: a healthy group of medium size should spend 1 to 2 meetings reviewing and discussing the members' Check-In Forms before beginning a new series.

Additional Notes

Business Leadership Group Check-

Name: _____

Date: _____

2008 Focus Word:

2008 Scripture Verse:

Rate your last 30 days, scale of 1-10 (1 = worst; 10 = best):

Focus	Score (1-10)	To Do's for Next 30 Days
Business		
Family		
Health		
Spiritual		

Most critical issue you face in the next 30-60 days:

Your desired result:

Action Plan (Report your progress to the group at the next meeting):

- 1)
- 2)
- 3)
- 4)

In the next 30 days, I plan to start:

In the next 30 days, I plan to stop:

Prayer Requests:

KEY TO USING: Business Leadership Group Check-In

2008 Focus Word: In your time alone with the Lord, what thought or word do you think the Lord would have you focus upon, in light of His plan for your life?

2008 Scripture Verse: What scripture do you think the Lord is speaking to this chapter in life?

Reflect back on the past 30 days, then assign a numeric value between 1 and 10 to each of the following areas of focus. (1 = worst; 10 = best):

Focus	Score (1-10)	To Do's for Next 30 Days
Business		<p>In light of the scores you place in the boxes to the left, allow the Lord and / or the group to prompt items you need to fulfill in the next month, either to meet commitments, close out projects, or show someone the love of Christ. Briefly share your conclusions during check-in, confirm or modify them, with the group's input, and specifically list below in the Action Plan box.</p>
Family		
Health		
Spiritual		

Most critical issue you face in the next 30-60 days:

In 1-3 concise, specific sentences, describe the greatest challenge you face in the next 30-60 days. The challenge could come from any of the focus areas listed above, or it may bridge multiple areas. Describe a "future perfect" outcome, if you could craft an ideal result.

Your desired result:

Action Plan (Report your progress to the group at the next meeting):

- 1)
- 2)
- 3)
- 4)

Record any "To-Do" for which you desire accountability from the group in the next month. Be prepared to account for your actions.

In the next 30 days, I plan to start:

When you consider your busy schedule, pruning away activities that are less fruitful, adding activities that are in your "sweet spot" can be one of the most high-impact actions you can undertake. Ask the Lord: "What is the one thing I could add or subtract from my schedule that would create the most positive impact?"

In the next 30 days, I plan to stop:

Prayer Requests:

List prayer requests you would like the group to pray over in the next month.

Group Dynamics in Leading an *FCCI / Christ@Work* Group

1) Business Leadership Group Dynamics

The leaders of a Business Leadership Group need to be sensitive to the uniqueness of individuals and their needs within the group meeting. Because we are created with special gifts, graces, and personalities there will always be divergent opinions on all issues within the group.

“Group dynamics” is a term most often used to define the interactions of people in these types of groups. Don’t panic! You need not become a para-psychologist to understand group dynamics. There are, however, some basic things that all group leaders should know.

The most important dynamic of the ministry of *FCCI / Christ@Work*—the integration of biblical truth and marketplace practices—requires the following three things of all leaders:

Know the Person

Spend quality time with individuals. Try to get to know about their relationship with God and others, their spiritual gifts, their family relationships, their vision, and goals.

Know the Spiritual Maturity of Each Individual

Spend time listening to each individual to discover special spiritual gifts and the application of those gifts to their decision-making. Is there still a question of sacred and secular in their decision-making? How deep and wide is their personal trust in God? How do they evidence their faith at work with others?

Know the Company

FCCI / Christ@Work Group Leaders must have firsthand information and knowledge of the company. When leaders do not understand the company they cannot understand the member! It is absolutely critical to develop hands on experience with the vision, goals, direction and practices in the company. It is one of the key doors to a deeper relationship with members.

2) Tips for Group Leaders

The difference between productive group interaction and random sharing of opinions is **usually found in the group leader's technique in leading. He or she has the responsibility to stimulate, organize and guide the thinking of the meeting as it proceeds toward the goal of sharing issues with the company that a member may bring to the meeting.** Since the quality of the dialogue depends on the spontaneous interaction of participants, the leader must be both sensitive and flexible and be able to focus on the participants.

- Building personal relationships and maintaining unity in the group are essential goals for every BLG experience. Always encourage follow up by each group member with a report back at the next meeting. Also encourage members to connect with each other between meetings by assigning two members to be prayer partners between meetings. Utilize prayer cards and assign different members as prayer partners each meeting.
- The level of trust in any group is the measure of its success or failure. Trust develops over time through sharing and personal knowledge of group members. When expectations are clearly understood and lived out, the level of trust will increase. Trust also grows as a direct result of the total group involvement in actually doing the things that are discussed in the group. As the group experiences the application of biblical principles to business issues, the level of trust will grow.
- Know the group members and never underestimate the power of the Holy Spirit to provide questions and answers through them. Never underestimate group **members' intelligence. Never overestimate the group members' fund of knowledge.**
- **Work "with" rather than "on" your group members. Never manipulate people in order to achieve a personal goal or direction.**
- Use direct questions very sparingly. Such questions tend to create a schoolroom atmosphere and interfere with free expression. A direct question can be used to introduce a particular viewpoint, to interrupt a side discussion, to bring either inattentive or shy persons into the discussion, to curtail a long-winded monologue, or to stimulate argument when the leader is aware of specific opinions contrary to those already expressed. Otherwise always use open-ended questions.
- **BLG's will take on individual characteristics and may appear to be warm, cold, involved, indifferent, alive, barely alive, formal, loving, accepting, and / or rejecting from time to time. Be patient. Group trust and communication take time. Some group members will resist anything introduced.**

2) Tips for Group Leaders, cont.

- Always be prepared, prompt and maintain the agreed upon time constraints for the meeting. Provide members with email notification for the meeting.
- The meeting place must be appropriate for a private meeting and located **conveniently for members. Utilize peoples' places of business as meeting locations** whenever possible.
- Think through the subject or issue in advance when possible and be prepared to offer questions that will stimulate interaction in the group.
- Always summarize the meeting.
- Materials must be available that deal with business related topics, easily presented, and understood within a time frame of 1 to 1 1/2 hours.
- The vision and purpose of *FCCI / Christ@Work* should be shared regularly.
- It should be made very clear that no networking for business will be initiated in the meeting. Any decision to do business together must be made outside of the meeting.
- Group leaders should use discernment, wisdom, and caution when **considering outside speakers presenting to BLG's since they may be detrimental** in the trust-building required by the group or undermine the *FCCI / Christ@Work* Vision and Purpose.
- Doctrinal differences are never appropriate content for discussion at Business Leadership Group meetings. The *FCCI / Christ@Work* Affirmations should be shared regularly with each group.
- **Always be aware of the "hidden agenda" or "hobby horses" that tend to interrupt the group process. Don't allow them to sap the energy of the group.**
- Mid-course corrections will be needed frequently and some members may need to be placed in another group more in tune with their perspective and personality.
- Very often a vital issue in the life of a member will interrupt the meeting plan. God often interrupts our plans to fulfill His purpose. Learn to read the **difference between human domination and God's interruption. "Many are the plans in a man's heart, but it is the Lord's purpose that prevails",** Proverbs 19:21 (NIV).

3) Group Communications

The *FCCI / Christ@Work* leader should increasingly model the effective communications shown below to the group. Listening carefully to the language used within the group meetings and sharing these communication principles will move the group towards building trust and respect within the group.

A) Language Protocol

1. Speak from your own experience, rather than give advice.
2. Use "I" statements not "one" or "you".
3. Speak in specifics, not generalities.
4. Share how the Bible helped you. "I found this passage helped me when I..."
5. Say "I feel", to mean real feelings like sad, mad, glad rather than I feel **that you are...**"
6. Make a statement (to declare your position) before you ask a question. This prevents defensiveness.
7. Ask "how?", not "why?", to prevent defensiveness.
8. Replace "I don't know" with "I won't decide" or "I don't want to say".

Even if you just get the first of these to work, it changes everything. As each member relates their own story, a whole new realm of information opens: specific facts, a real context, and a sense of how it happened. The spotlight shifts off the member in the hot seat, and they can take in the new information, not as prescriptions or advice, but as another's experience. Everyone in the *FCCI / Christ@Work* group will perk up too, because these stories are interesting and resonate with each person's experience of how God worked in a real way in their life. And as each person articulates their experience, they integrate it in a new way.

B) Listening Skills

I will listen before I speak.

- *"He who answers before listening—that is his folly and his shame."*
Proverbs 18:13
- *"Everyone should be quick to listen, slow to speak and slow to become angry, for man's anger does not bring about the righteous life that God desires."* James 1:19, 20
- *"He who guards his mouth and his tongue keeps himself from calamity."*
Proverbs 21:23

I will try to identify the biblical principle involved.

- *"Now the Bereans were of more noble character...for they received the message with great eagerness and examined the Scriptures every day..."*
Acts 17:11

B) Listening Skills, cont.

I will try to put myself in the other person's shoes, to understand both the objectives and the emotional aspects of the issue.

- *"Do not let any unwholesome talk come out of your mouth, but only what is helpful for building others up according to their needs, that it may benefit those who listen."* Ephesians 4:29
- *"Do not be misled: 'Bad company corrupts good character.'" 1 Corinthians 15:33*

I will try to "piggy-back" my comments on what others have said before me. I will try to be constructive, not critical.

- *"For judgment is without mercy to one who has shown no mercy; yet mercy triumphs over judgment."* James 2:13 (RSV)

When I notice the conversation drifting, I will move it back on track.

C) Dialogue vs. Discussion

Dialogue is a way individuals within group meetings talk to one another. As a **mode of communicating**, it differs dramatically from "discussion", the most common form of group communications.

Discussion: consider a proposed solution and then make arguments for and against that solution.

Dialogue: concentrate on understanding and fully describing the issue.

Dialogue is the process of encouraging one another's perspectives and opinions, while challenging each other's assumptions and thinking processes. The focus is never on the individual. It is, rather, on the content of the individual's thoughts.

In a dialogue, each member of the group strives to understand each of the other members as fully as possible. This means listening assertively, and questioning for understanding. In doing so, the subject becomes better understood, and the solutions that much easier to develop.

The rules for dialogue:

1. Never blame anyone else. The person is not the subject of the conversation. Focus on the issue. You may question or challenge a person's actions or thoughts, but not the individual himself.
2. Suspend "turf" positions. Everyone is equal in dialogue. Lines of authority do not apply.
3. Listen assertively. Strive to understand the other person.
4. Input honestly and thoroughly.

D) Asking Questions vs. Giving Advice

Asking questions is more often a better way to help a person come to understand an important new truth, apply it to himself and retain a long term grasp of it. When we ask an honest question, we are not accusing the other person, thus not putting them on the defensive. It also helps the other person think about a principle more deeply than if the principle is just given to the person as a true statement.

Jesus sets the example for helping others learn by asking many questions. In Mark 8 and 9 Jesus asked 17 questions in the process of teaching. Jesus was the master of asking questions. Why? How can we follow His example? What kinds of questions lead to greater understanding of the issues? Of each other?

Questions some leaders and members might use:

- What does the Bible say about this subject?
- What Biblical examples is there that give insight?
- What has your wife said about this question?
- Which alternative will provide the greatest opportunity to share Christ in the future?
- Which alternative most glorifies God?
- **Which alternative will require you to live by faith?** (*“Without faith it is impossible to please God,”* Hebrews 11:6)
- **What distinguishes you as a “Christian” business owner compared to all the other “good” business owners?**

E) Thinking Level vs. Feeling Level Communication

Help members distinguish between these two levels of communication.

Thinking Level Strategies

1. **Clarify. Don't assume you know what the other is thinking.** Listen to what they are saying. Keep communication open. Ask questions. Draw out his or her thoughts.
2. **Don't attribute motives to the other person.**
3. Negotiate. Compromise. Collaborate. Accommodate.
4. Agree to disagree. Reaffirm your commitment to the person and your relationship with them. Say “I respect you, and I want to retain a good relationship with you. I don't want this to come between us. I respect your opinion. Let's agree to disagree on this.”

Feeling Level Strategies

1. Identify the hurts in both persons.
2. **Express concern for the other's hurt. "I'm sorry you've been hurt. I want you to know I care about those feelings."**
3. **Take responsibility for your part in causing the other person's hurt by asking forgiveness. "Will you forgive me for...?"**
4. Forgive the other person for their part. Forgiveness is an act of the will whereby we release what has been held against the account of someone. **"I forgive you for... I don't want this to be a barrier in our relationship any longer."** This is done by an act of the will in obedience to the command of scripture (Matthew 18:21-35). Ask God to witness the act.
5. Manage left over feelings.
 - a. Do what is right. Act in a loving way toward them.
 - b. Share leftover feelings honestly with God.
 - c. Tell yourself the truth. (i.e. This matter has been dealt with; you and the other person have received forgiveness.)

4) Some Problems to Avoid in Leading Business Leadership Groups

When a meeting fails to accomplish what group members anticipate, blame is usually directed toward the leader. Sometimes the style of leadership may be at fault if the leader dominates the meeting or discourages group participation. BLG leaders can be more effective by learning to avoid these areas:

- Always avoid embarrassing group members. Never reprimand a group member. If you do you will encourage a defensive reaction in that member. Use good questions to draw the member back to the group.
- A negative assumption usually creates a defensive action, which leads to arousal and intensification of anger and hostility resulting in a confirmation of negative assumptions. Be very careful to guard against negative sharing in the group.
- Never think for the group. Your experience and training may often tempt you to run ahead of the group making a summary or answering questions, instead of encouraging discussion and dialogue.
- Avoid saying things in the wrong way. Group antagonism can easily develop from careless statements by the leader. Flat statement of opinion tends to inhibit discussion.
- Be slow to answer and quick to listen for solutions to issues and situations God may be delivering through various group members.
- Avoid tangents that draw the dialogue away from the central purpose. Gently insist that the group follow an orderly, disciplined route toward the meeting goal.

5) Some Problems to Avoid in Leading Business Leadership Groups, cont.

- Avoid cavalier treatment of issues and group members. Different people absorb information at different rates of speed. Check feedback to make sure that the progress of the meeting has not left anyone behind.
- Avoid adjournment without reaching a conclusion or initiating positive action. Make certain conclusions are mutually understood and initiate any action decided upon during the course of the meeting.

6) Dealing with Challenging Participants

From time to time personalities will become an issue within a group, especially for the group leader. Here are some suggestions in dealing with challenging group members or with conflicting personalities within a group. Personalities **may contribute to the group leader's dilemma.**

- The know-it-all. Encourage other participants to defend their own views. **Let the group deflate this person's remarks.**
- The argumentative member. Take this person in stride and keep cool. Use questions that draw him/her out, then turn them over to the group. Stress majority opinions and keep participants from being personal in their remarks.
- A resentful person. Assure this person that his experiences can be valuable to other participants and that the exchange of ideas is important to the purpose of the meeting.
- Over-talkative member. Tactful leadership is required to maintain this **person's support. Pick up on a phrase this person uses frequently and ask others for their comments and pass the questions around the group.**
- The reluctant member. It may be necessary to direct a question to this person by name to encourage participation. These questions should be framed in a way that is easy to answer well.
- Disinterested member. Look for opportunities to praise. Ask for ideas and **direct questions based on this person's areas of interest.**
- The disruptive person. **This may simply be a "show-stealer" that needs attention. If the disrupter is a heckler try to restate this person's objections and/or criticisms and pass the subject to the group for response. If the disruptions continue, the group will need to make a decision regarding this person's participation.**
- **The "yes man."** The "yes man" may give the leader false feedback in order not to lose credibility with the leader and the group. Discover ways to encourage the "yes man" to deal realistically with issues.

In this session, we will look at the role of the leader and their desired qualifications.

Review the scriptures *1 Timothy 3:1-7* and *Titus 1:6-9*.

A leader should enjoy a good reputation within the community.

The success of a group experience will depend on the prayer, skills, attitude, commitment, and passion of the leader.

A group leader should have a real passion for the process of leading the group.

It is **God's** group; not your group.
You are the facilitator for the group; not the teacher.

Understand that you are anointed and called of God to lead.

Be a servant. Extend grace, compassion and encouragement.



- Reflect** on 2 areas in which you believe you excel as a group leader and 2 areas in which you perhaps need some improvement. What are some steps you can take to ensure this improvement?

Additional Notes

Session 8 Administration

As you engage in the ministry, you may want to be a member only, or you may also want to be involved in a group.

Being a part of a group is never about the money.

"Once we write a check, we seem to get more involved."

The group fees are a business expense.

Membership in a group is a business advantage.

- **Reflect** on how you might address resistance to group members paying a fee.

The ministry of FCCI seeks to be transparent in our finances, and does adhere to a strict financial code of conduct.

Review the various materials and resources enclosed with this workbook.

Thank you for your time and attention during this training. We highly value you as volunteer leaders in the ministry of FCCI / Christ@Work. We pray that God will richly reward and bless you for your investment in this endeavor.

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Additional Notes

Prayer, the Foundation for Leading a Company for Christ

Prayer is the very spiritual air that we breath. It is how we commune with God. Prayer is the connection with God that gives us the power to be effective business owners and leaders of our families and in our communities. It is through prayer that our efforts each day count for eternity. Prayer is our “extension cord” to God’s powerhouse. The purpose of this course it to train us to be powerful in prayer and equip us to be effective through prayer in every aspect of our lives.

Join Bill as he covers the following topics relating to prayer in your life and business:

- Learn the “ACTS” Approach (Adoration, Confession, Thanksgiving, and Supplication) as you discover **The Power of Prayer**.
- **To Lead Effectively, Follow Christ in Prayer** through powerful scripture references and practical applications.
- Learn how to **Follow the Model of Christ, in Prayer** by reviewing, in depth, Jesus’ prayer life.
- Bills’ lesson on **The Effective Prayer Life of the Christian CEO / Leader** teaches how to deepen your relationship with God and includes a strategic game plan for an improved prayer life.



William (Bill) Moeny came to a personal relationship with Jesus Christ after receiving his Masters of Science in Aeronautical and Astronautical Engineering. He came to Christ as a scientist, carefully examining the evidence. It was a decision based upon the logic of faith in Jesus Christ. Bill worked as a research scientist, first for the Navy and then for the Air Force Weapons Laboratory in Albuquerque, NM. In 1977 Bill and two partners formed Tetra Corporation as a company for Christ, with God as the fourth and senior partner of the corporation. It was not until Bill joined FCCI in 1997 that he really began to understand what it meant to run a company for Christ. The training and equipping received from FCCI has truly been life changing, a significant instrument of growth in Bill’s life as a Christian. Tetra Corporation is a small new-product development corporation, developing new mining and drilling equipment based on proprietary technology invented and owned by Tetra Corporation. Having God as the CEO of Tetra is a major benefit in inventing and developing new mining machines.