# BLS200 SECTION V:

## Managing and Mentoring People with Destiny

SECTION V—LESSON #19

## SUMMARY:

This lesson addresses godly principles for management. In particular, the lesson focuses on the responsibility we have as leaders in the marketplace to develop and draw life out of those God has placed in our care.

## MAIN LESSON IDEAS:

- Whether managing employees or "sons," our responsibility to them both is to help take them to the highest level of maturity possible for them in the workplace context.
- Certain principles of transformation, while universal, apply more specifically to employees, "sons," or the entire organization.

# Basic Principles of Management
## by Dennis Peacocke

I.    Managing transformation in business is about managing people.

A.    "Level One" management deals with helping to shape the lives of those who are working with you as "employees."

1.    Although employees are not yet (or possibly never will be) "sons of the house," they are not necessarily out of God's will for them in terms of where they are working.

2.    If we believe in the sovereignty of God's will in terms of placement (1 Cor. 12:18), then the same concept is applicable in terms of where we labor and with whom we work.

3.    Our service to *all people* is to help them find God's will and placement for their lives.

B.    We must deal with some of the basic principles of helping to shape the working lives of those who are still operating as employees where they labor.

1.    Employees primarily work according to the "staked tree" principle: you stake the tree to grow in the direction you want. Expecting change is unwise; employees will not get *your heart* even if they get your directions.

2.    The "staked tree" principle brings into play all the dynamics related to the purpose of rules and genuine inner transformation. In other words, you will

usually only get obedience from an employee rather than someone who "grows straight" on his own (transformation).

3.  We need to examine some additional issues related to "staked tree" management problems.

    a.  On the necessity of maintaining a climate of rules and agreements (Rom. 7) where there is no heart change: Rules become the necessary servant of maintaining order (Rom. 13:1-7). When rules (law) are removed in the name of "respect and freedom," discipline and agreements tend to disappear (Matt. 24:12).

    b.  On the necessity of factoring in the constant energy loss of dealing with "staked tree" employees: "Sons" may require major energy inputs, but when you're through the process of change with them, they will function at a new level *on their own*. "Staked trees" will not. Once staked, they may require little energy, but neither will they creatively generate new levels of productivity nor increase.

C.  Jesus tells us in Matthew 9:38-40 that God's answer to the masses (employees) is trained leaders who carry God's heart for them.

    1.  Discipled sons (in leadership) are what biblical management is all about. The question of whom to bring into leadership (make an "elder") is the most critical relational building challenge all leaders face. After 25 years of doing this and seeing this all over the world, I have a few things to say about the process.

    2.  "Evangelism," as a project, is a religious trip and understandably is rejected by its victims as a dehumanizing experience. Real evangelism, on the job site, is about helping people ask the right questions about life, knowing that those questions may help lead them to Christ. Those questions will naturally come up in life situations: Our task is to discern when and what to say (Isa. 50:4-5).

    3.  Christ's compassion for the masses is revealed in His statement that they are "sheep without a shepherd." Here are some of the issues involved in dealing with them:

        a.  Does my life have any goals?  What are they?  How will I get there?

        b.  How do I experience lasting motivation/discipline in my life?

        c.  How do my actions reveal my relational motivations, etc.?

    4.  These are the kinds of questions we are to help our "sons" answer because the solutions will be multiplied/leveraged as they work in the overall organization.

D.  "Level Two" management deals with the process of training people to become "sons of the house."

1.  In this process of separating employees from potential sons of the house, the first issue is, "Can they hear me?" Those that God has given to build with us "hear our voice" (John 10:4). This is *square one*.

2.  If they can hear us, *square two* is drawing increasing levels of commitment from them by offering them more of our time and energy ("come and see" John 1:39).

3.  *Square three* is carefully watching how they respond when a crisis arises over us, or over our convictions/practices (John 6:61-69; Matt. 13:21). Do they say, "See you later," or "Where can I go?"

4.  *Square four* is giving them leadership tasks (Matt. 10) and evaluating their activities.

5.  If they pass these initial tests, they are ready to gradually and progressively be drawn into your sphere of intimacy/responsibility (John 15:15) (to be called into the intimacy of friends).

II.  Here are the *Major Principles of Transformation* we are studying in this school as they apply to this introductory subject of managing people in the workplace. These are the principles most applicable to "employees."

A.  *Transformation is usually much more of a process than an event* (Transformation Principle #25).

1.  Most people are looking for quick fixes through experiences or single-technique principles. Biblically speaking, permanent transformation is the result of long periods of practice interspersed with short periods of new insight or empowerment. These insights are designed to take us to a new level of "working out" the experience or applying the insight to our life habit patterns.

2.  Death is the only "permanent weed killer" or problem-solver.

3.  It is our responsibility to walk in this reality ourselves and then to train/reinforce it in our sons.

4.  One of the things that makes employees is that they are largely unable to follow what we say (hear us) in terms of life principles; they only respond to direct business orders along authority lines.

5.  The employee mentality precludes true discipleship; therefore, they are especially prone to complaining or seeing reality from the point of view that, "If you would only change this, everything else will be great!" Disciples (sons) are under coaching and therefore don't see experiences or changed procedures as cure-all.

B.  *Practice makes permanent, but you must practice the right things* (Transformation Principle #26).

1. As discussed, transformation is a process of discipline interspersed with new insight and experiences.

2. The scripture is abundantly clear that the key to transformation is regularly practicing the things you saw or experienced during a period of insight or renewal (Heb. 5:11-15; Deut. 6:4-9; Ez. 33:32; Prov. 6:20-23; Luke 6:40; John 3:21;1 Cor. 9:25-27; Phil. 4:9; Col. 2:5; Heb. 12:11; 2 Peter 10,11).

3. In order for us to be agents of transformation, we must be self-consciously practicing what God has given us to practice and passing along the insight to those who can hear us.

4. Practice makes permanent, not perfect!

C. *You must promote proprietorship with those whom you are enlisting so that they will think and act like owners* (Transformation Principle #27).

1. As noted already, God honors people and organizations that promote the taking of personal responsibility and personal initiative. Responsibility leads toward the nature of God and the perspective of sons and leaders.

2. Leading people into increasing amounts of responsibility, up to the limits of their calling and ability, is the job of all Christians in the marketplace. Remember the "Peter Principle," that is, that people are promoted up to their level of incompetency.

3. The most efficient way to promote ownership is to give people the opportunity to gain or lose, beyond their base salary, through bonus incentive structures and stock options, profit-sharing, etc.

• Here are the principles of transformation more specifically applying to "sons" (disciples):

D. *You must clearly understand and practice the distinctive between teaching and training (conceptual application)* (Transformation Principle #28).

1. "Teaching" is the communication skill wherein we verbally communicate concepts or ideas to people on a conceptual level, for example, teaching someone the meaning of a new word. The second step in good teaching is to *demonstrate* the use of the idea or concept in question, and to make the idea practical and related to the student's life experiences.

2. "Training" is the art of taking students through the learning process up to the ultimate end where they are not only practicing what they've learned, but are also able to teach and train others to do it.

3. The common (religious) deception is to believe that verbally teaching (pulpit) someone something will change them without the *training process* (digestion).

4. The training process involves at least the following steps:

   a. The teaching/conceptually grasping of the concept or idea

   b. The feedback that the student conceptually understands

   c. The demonstration/illustration of the idea by the teacher

   d. The ability of the student to teach and illustrate the concept, with correction by the teacher

   e. The ability of the student to demonstrate the application of the process, with correction by the teacher

   f. Practice/correction in depth

   g. The student becoming a proficient teacher/trainer (discipler)

E. *You must mean the same things with your words as those hearing them do* (Transformation Principle #29).

   1. God used language differences to *obstruct* man's selfish purposes at the Tower of Babel (Gen. 11), and *unified* man's language at Pentecost (Acts 2) to bless His purposes.

   2. Because we think in pictures and words, our words and pictures must carry the same content in order to be in one mind (Acts 2:4-27; 4:32). Being in "one mind" is both a gift from God and a self-conscious communication project on the part of those who lead.

   3. In order to bring true unity to any group, the leaders must put real effort into *commonly defining* all key words which the group is using to define their goals, purposes, and actions.

F. *You must use words that carry the spirit of the change you are seeking to achieve (imprinting speech)* (Transformation Principle #30).

   1. We are "imprinted" (that is, given a powerful *emotional* experience coupled with a clear *mental* picture and verbal *word association* to an idea or concept) when major change (revelation) occurs within us.

   2. Words have the power to carry a person's soul and/or spirit, if the one speaking them carries that spirit. This is literally what speaking in "Jesus' name" means.

   3. To carry someone's name, spiritually speaking, means to carry their authority as their deputy. *It is therefore critical that those in key positions in your organization carry your spirit, because if they don't, though they use your words and your directions, their words will not carry your heart or the power to move people.*

Here are some of the introductory principles of transformation involved in bringing change to organizations.

G. *You must set goals, to achieve along the way, that are both measurable and motivational* (Principle #31) .

  1. As all of you know, goals and objectives are non-negotiable in terms of achieving success. We also know that goals and objectives must be written down (Hab. 2:2) and commonly available and displayed to the members of the organization (Deut. 6:4-9).

  2. As Principle #31 states, our goals and objectives must contain power in the words (vision), and a way of measuring whether or not you are achieving those goals.

  3. Without the ability to somehow measure our progress (keep score), people and organizations lose (1) the will to sacrifice, and (2) the vision that holds their disciplines and identity together (Prov. 29:18).

H. *You must not build projects beyond the relational base of the organization* (Principle #32).

  1. God builds relationally, that is, based upon life serving life, and heart discovering heart. In order to serve Him, we must live and build the *exact same way* He is living and building.

  2. God builds on sons and extends His spiritual family and purposes through them (Gal. 4:4).

  3. The time to expand (into a new project, division, or company) must therefore be regulated by this question: Do I have a son of the house upon whom to build?

  4. Building new things on hirelings is not only disobeying God's building pattern and methodology, but also a ticket to failure and the loss of capital and energy.

I. *There are three levels of "knowing" — conceptual, executional, and nstructional* (Principle #33).

  1. There are basically two levels of "faith" or belief: (1) our belief systems, and (2) what we truly "know." The things we know can be demonstrated in some form in the external world, that is, they have made it from the inside of us to the outside of us/our surrounding world.

  2. Within "knowing," there are three distinct attributes, all of which give us *authority*, and therefore impact people and situations.

     a. *The conceptual*: We understand not just the "facts" of a situation, but we also understand, to some degree, the how and why of the principles and issues involved.

b.   *The executional*: We can *do* or *demonstrate* in *a tangible* way (Acts 3:6) the belief system that has reached the level of knowing.

c.   *The instructional:* We know what we know deeply enough to lead people through the various phases from having a belief system to being instructors themselves.

3.   The strength of any organization or team is directly related to how many team leaders truly *know,* self-consciously, what they *know,* and are able to pass it on to others within the organization.