



Grip/Birkman Blueprint

*Coaches Training
Participants
Manual*

Discovering Your Blueprint for Living

...utilizing the *Your Leadership Grip/Birkman Blueprint*

Coaches Training Tentative Seminar Schedule

All sessions include break-out time in pairs or foursomes

Day #1

8:30-9:00 **Registration & Coffee**

9:00-10:30 **Introductions & Get a Grip #1: The Big Picture**

11:00-12:30 **Get a Grip #2: Your Baseline Personality: Lifestyle Grid**

LUNCH

1:30-3:00 **Practice Getting a Grip #2: Lifestyle Grid and Areas of Interest Coaching**

3:30-5:3 **Get a Grip #3: Leading Powerfully through your Gifts**

Day #2

8:30-9:00 **Group Review of Day #1 and prayer**

9:00-10:30 **Practice Getting a Grip #3: Spiritual Gifts Coaching**

11:00-12:30 **Get a Grip #4: How do your gifts function in a team setting?**
(includes 30-minute break-out in pairs)

LUNCH

1:30-2:30 **Get a Grip #5: How do your gifts function in stewardship language?**

3:00-4:30 **Getting a Grip #6: Integrity of the Corners/Dotted Diamond Pairs**

4:30-5:30 **Get A Grip #7: Your Team Influenced by Foundational Colors & Intellect!**

Day #3

8:30-9:00 **Group Review of Day #2 and prayer**

9:00-9:45 **Preparation for Coaching another person using Blueprint Prep Page**

10:15-12:30 **One-to-One Coaching Feedback in Pairs – one hour each person**

LUNCH

1:30-3:00 **Getting a Grip #8: Going Deeper with Birkman Component Reports**

3:30-5:30 **Prep for Coaching only Component Reports (40-minutes) & Pairs Feedback**

Day #4

8:30-9:00 **Group Review of Day #3 and prayer**

9:00-12:00 **Coaching Tips for multiple settings and “Where do we go from here?”**

LUNCH

Summary Points for Utilizing the Your Leadership Grip/Birkman Blueprint (GBB) resource:

1. The “Pull-apart” process — the GBB gives you the opportunity, in a truly unique way, to separate that which is natural in you/behaviors (the Birkman Method) from the supernatural/spiritual gifts (Your Leadership Grip).
2. The “power” language helps people more intentionally hone in on their primary three/ four spiritual gifts. Put simply: there are many things that you do well, but only two or three or four where the power of God shows up on a consistent basis. And because you are forced to look at your spiritual gifts from three distinct sets of language (Equipping/ Supporting gifts, Team Styles and Primary Functions of Leadership), it means that you come up with more accurate insights as to how you are powerful in the Spirit.
3. The principle of “making a sober estimate” in Romans 12:3 is core to the Grip/Birkman Blueprint process. Trained GBB coaches enable people go deeper in understanding who they are naturally from birth (Psalm 119:13-14), how they are powerfully gifted to fit into the body life ministry (Romans 12:4-6).
4. There is an intrinsic “I to We” paradigm shift process built into the Grip/Birkman Blueprint, because many American Christians have a difficult time moving beyond their own individualized priorities into meaningful community/body life. We assume that 95% of believers in the West must go through an intentional process of learning to move from I to we in building and leading church plant or ministry teams — even small groups. The three critical questions that help this process are: By God’s design, Where are you powerful? How are you weak? Who do you need?
5. GBB looks at stewardship in three distinct categories:
 - stewardship of who I am as leader — powerful strengths, intrinsic weaknesses, and who I need around me
 - stewardship of who we are as team — same three areas above shared, understood and worked into body life application
 - stewardship of who we are as “groups of we” -- putting together all the teams or groups within a church or ministry brings greater clarity as to the whole of God’s economy for that Kingdom vehicle (church or mission)....

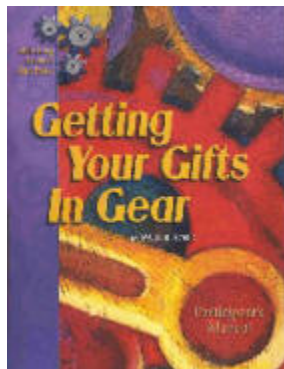
Your Leadership Grip enhanced Birkman Blueprint

Discovering Your Blueprint for Living

Utilizing the new *Your Leadership Grip/Birkman Blueprint resource*

Paul R. Ford

It has taken me fifteen years, but I finally have found a way to help Christians and Christian leaders to discover the whole of who they are, from baseline personality to powerful spiritual gifts...from underlying motivational needs even to gift liabilities! But first, the background....

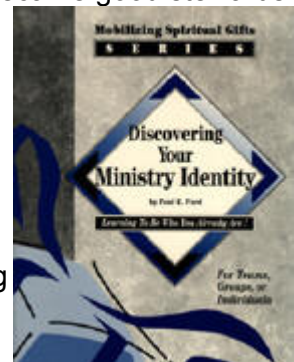


In 1986, I started developing ways for lay Christians to discover and fulfill their God-designed roles in or beyond the local church. The Mobilizing Spiritual Gifts series was the result of that eight-year effort, with the title of one of my workbooks telling the story: "**Getting Your Gifts in Gear**". Organic body life began for many Christians and churches, with many believers discovering and playing their God-prepared parts for the first time.

But by the mid 1990's it was very clear that thousands of Christian leaders were the ones blocking the door to effective lay mobilization. So I started doing teambuilding seminars with ministry teams to help those leaders build strong teams by first understanding the ministry identities of their players. As they first became good stewards of their own gifts, leaders also became more

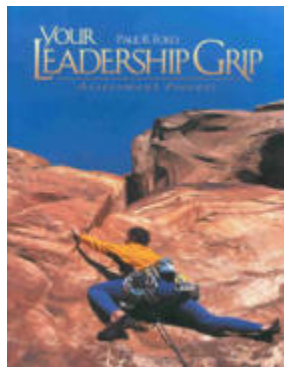
intentional in equipping and releasing others to play their gifted parts. They became good stewards of "who we are."

Many a leader quit worrying about how to be that "visionary leader" and got back to the biblical business of equipping and releasing the saints for the work of ministry. The workbook **Discovering Your Ministry Identity (DYMI)** has become a strategic resource for helping leaders to assess themselves and their team members in six different areas – from spiritual gifts to ministry burdens or passions – and therein discover how "who I am affects who we are." Body life functioning realized its dependence upon every person playing his or her part.



But I continued to be incredibly frustrated with leaders beyond training

effective lay mobilization and intentional teambuilding. Then, in 1999, I got to the heart of why many leaders were not equipping and releasing others: the majority of leaders (as high as 70%) do not clearly understand who they are in Christ! Many were never trained to be good stewards of their gifts. It was out of this frustration that I developed **Your Leadership Grip**, a workbook that gives the Christian leader a chance to identify his or her spiritual gifts from three different angles and five different assessments. In addition, the leader is also able to identify where he is weak and who he needs alongside to make him (and them) stronger as a team.



My goal? "Leader, rather than trying to be a visionary leader, a manager by objectives, or a leader who looks just like your mentor, how about first making a sober estimate of who you already are -- powerful strengths -- and also your weaknesses, which simply reveal who you need." And many leaders are doing just that.

The Whole Blueprint

But one more piece yet needed to be fit into helping people discover their God-designed blueprint for living at the deepest level. In mid 1996, I became a consultant for a personality profiling tool called The Birkman Method.

Based on Psalm 139:13 and developed by a dear Christian friend, Dr. Roger Birkman, this highly sophisticated resource was already well-known to corporations like Microsoft, Ford and Sprint – but not in the Christian community. Its quality was Cadillac, but so was its pricing! [Most churches concerned about identifying personality traits simply used less expensive tools – and with less depth than the Birkman Method.]. It was during this time that I began to use Birkman’s report sets with individual leaders alongside my “spiritual assessments” because I wanted to discover the whole person: personality AND gifting.

It slowly dawned on me, over a seven-year process, that a Christian has two distinctive patterns going on in his or her one life at the same time. That is, every believer has a baseline personality but also functions powerfully with two or three spiritual gifts, with the gifts flowing out from the baseline personality. I used to think that the two, gifting and personality, just blended together into one form. But then I observed scores of leaders whose personality and gifting appeared to be distinctively different in part or in total. And for some, the attempt at understanding gifting was actually confused by certain personality qualities. Which is it: talent or gifting?

But how could I help leaders come to grip with the reality of both worlds colliding within? It was then I realized that the Lord had already given me the two major puzzle pieces to frame things together! I welcome you to the **"Your Leadership Grip enhanced BIRKMAN Blueprint"**. We saw a chance to help people identify, more deeply and profoundly than ever before, the differences between one’s gifting and personality, one’s supernatural empowering and one’s talents. I saw a chance for each person to discover his/her “blueprint for living” as God has designed from birth, then empowered from conversion.



ChurchSmart worked out the plans to combine my multi-angled gifts resource, an assessment set with ten years of impact, with a personality profiling resource with 45 years of sophistication and depth. And the costs of the resource were brought to several levels that make the resource more fully accessible than the Birkman Method in particular has been previously. And I have trained coaches to come alongside anyone who needs some assistance in going deeper with the Base or Mid levels of the resource. Additional help can also be had through Birkman Consultants at the Priority Level of the resource,

also available through ChurchSmart.

Your Grip/Birkman Blueprint Trainers:

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Get a Grip #1: The Big Picture: Using the Grip/Birkman Blueprint

"The way to be a leader today is different. I no longer call the shots. So what is my job as leader? The essence of leadership today is to make sure that the organization knows itself." Mort Meyerson

"Everything I thought I knew about leadership is wrong"
Fast Company Handbook of the Business Revolution, p. 9.

"For by the grace given me I say to you: do not think more highly of yourself than you ought; but rather think of yourself with sober judgment, in accordance with the measure of faith God has given you."

Romans 12:3

"Where are you powerful and who do you need?"

"Let us look at who God brought to discern more clearly what God's plans might be."

Stewardship = The 65-35 Principle

Critical Insight #1: Seven Western cultural values critically impact team building.

Note: These are not just American values any more.

1. Context: Understanding the impact of culture on team-building:
Before we make a sober estimate through *Your Leadership Grip*, let's establish the impact of cultural values on you and your players...
 - 1.1 Which of these seven cultural values most affect your leadership or serving?
(pick the top 1 or 2)
 - Narcissism...it's all about me
 - Entitlement...I deserve what I want because...
 - Dissatisfaction...because I am just not happy with most of life
 - Sarcasm...a highly prized cultural ability, humor at someone's expense
 - the "Ladder Mentality"...moving up is what is most important
 - Rebellion glorified...always with us in the past, now it's praised
 - Blame...someone else must pay for my problem or situation!

1.2. Which of these values most affect your ministry and churches?

- Narcissism...
- Entitlement...
- Dissatisfaction...
- Sarcasm...
- the “Ladder Mentality”...
- Rebellion glorified...
- Blame....

? Why is it so vital to understand the values of our culture?

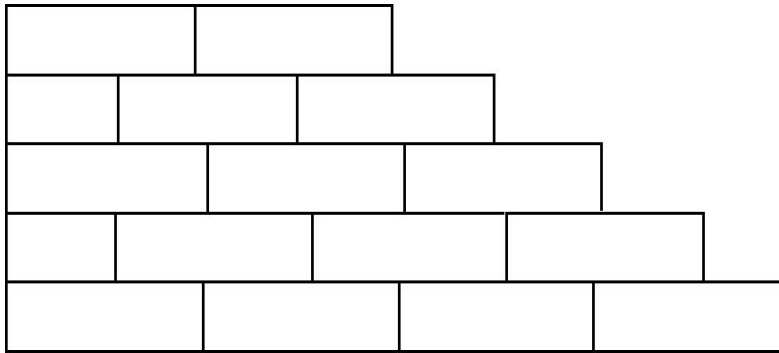
Cultural Values	Healthy Biblical Values	Scriptures
Narcissism, self centered, I focus	Selflessness	Philippians 2:3-4
Entitlement, “I deserve”	Giving up our rights	Luke 14:27
Dissatisfaction, “I am not happy”	Contentment in any circumstance	Philippians 4:11-13
Sarcasm	Always seeing the best	I Corinthians 13:4-7
Ladder Mentality	Servant mentality	Matthew 23:11-12
Rebellion glorified	Accept authority	Heb 13:17; Js 4:7
Impatience	Patience	Isaiah 40:23-31
Need to be entertained	Ability to rest	Isaiah 30:15

2. The Stewardship 3-Step: “I,” “We,” and Groups of “We”

- 2.1. Who I am as a leader or team member
- 2.2. Who we are as a ministry team or life-giving cell
- 2.3. Who we are as the “groups of we” – the church or whole ministry

3. The Christian as good steward

- 3.1. Each is an "Oikonomos" –1 Peter 4:10-11
- 3.2. “Relationship manager”...you are a steward of Spiritual Gifts in the framework of relationships (team) God has given you
- 3.3. And what of the building blocks God gives? Ephesians 2:19-22 ...like Nehemiah in Nehemiah 3...

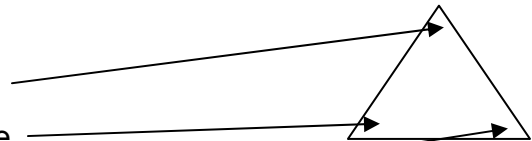


4. Overview: *Your Leadership Grip* workbook combined with the *Birkman Method*

Make a Sober Estimate (Romans 12:3) of your own Spiritual Gifts and personality, your team...your staff...your team members...using

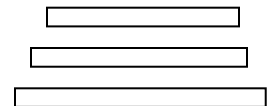
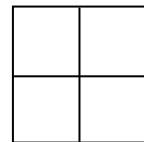
4.1. *Your Leadership Grip* workbook:

- Your Spiritual Gifts in gifts language
- Your Spiritual Gifts in team language
- Your Spiritual Gifts in stewardship language



4.2. ...combined with the *Birkman Method*

- Lifestyle Grid: revealing Interest, Usual style, and Needs
- Areas of Interest: those activities high in your priorities
- Organizational Focus Colors: your greatest value to your team
- Intellectual style: how you process information



THEN...to these four pieces add the *Birkman Components*

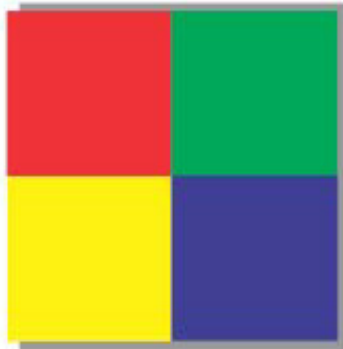
- ##### 4.3.
- This combination gives us an strategic separation between the natural you (the *Birkman Method*) and the supernatural gifting of the Spirit in you (*Your Leadership Grip*). Consider that: out from the baseline behavior of who you are naturally from birth...rises up the dynamic power of the Holy Spirit through the gifts given to you from conversion. (see next page)

From Natural to Supernatural

Energized Through and Beyond Your Personality



The Spiritual Gifts Triangle
Three Angles on How You Are Powerful



 **Birkman**

The Lifestyle Grid
Your Baseline Personality

Coaching #1: **Set the foundation**

1. From the quotes at the beginning of this session, which one speaks most personally to you?
2. In your life, which area of the Stewardship 3-Step do you steward best? ...steward worst? And why?
3. What is your response to the people “building-blocks” that God has placed around you?
4. Which of the cultural values is your greatest liability? Why?
5. Pray for each other in these areas...

- Resources: Read Chapters 5, 7 & 8 in *Knocking Over the Leadership Ladder*.
- For Cultural Values, read Chapters 1, 2, & 3 in *Knocking Over the Leadership Ladder*.

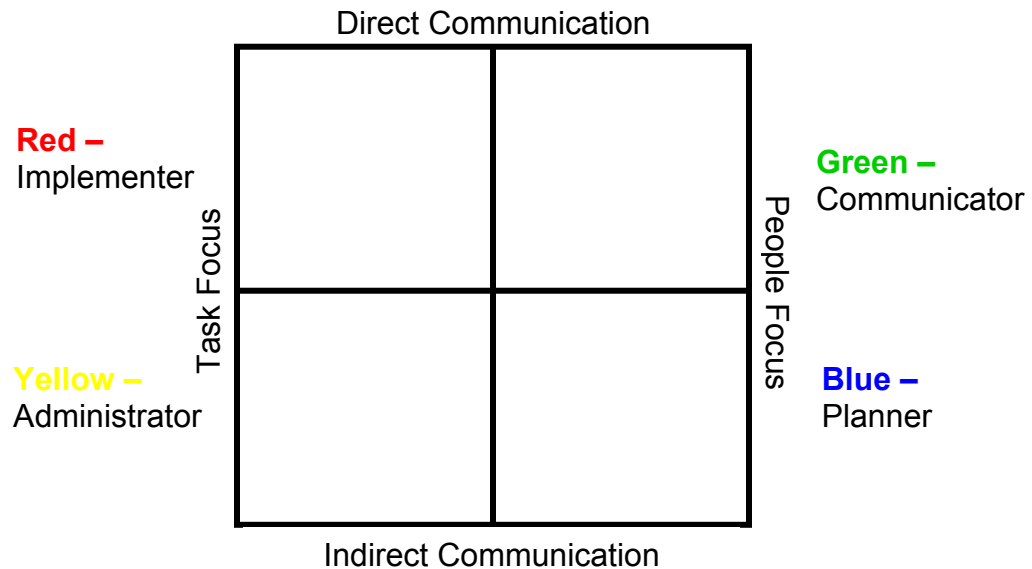
Get a Grip #2: Your Baseline Personality

1. Understanding the *Birkman Lifestyle Grid* (15 min)

1.1. Left/Right & Up/Down location and movement on the *Grid* – key to utilizing this tool

- **Task** focus on the left to **People** focus on the right
- **Direct Communication** at the top to **Indirect Communication** on the bottom

1.2. The four colors of the *Lifestyle Grid*:




1.3. Four categories, three grid points on the *Lifestyle Grid*

- Your goals or Interests (*):

What you want to see happen or accomplished...

logistics technology engineering enforcement project mgmt	sales teaching coaching lawyer politician
accounting numbers policy writing systems developing tax work	writing designing counselor artist architect

- Your Usual or effective Style 

How you will fulfill those goals...**how** you do it

practical assertive decisive logical/factual direct	friendly outgoing competitive motivating enthusiastic
precise thorough orderly careful analytical	thoughtful creative low-key intuitive strategic

- Your **Underlying Needs** ○

You will be effective in your usual style **IF** the underlying needs are met...

<ul style="list-style-type: none"> results speed direct matter-of-factness action 	<ul style="list-style-type: none"> variety flexibility approval recognition talk about it
<ul style="list-style-type: none"> orderliness procedures structure predictability clear guidelines 	<ul style="list-style-type: none"> sensitivity time to think creative input autonomy to be valued

- Your **Stress style** □

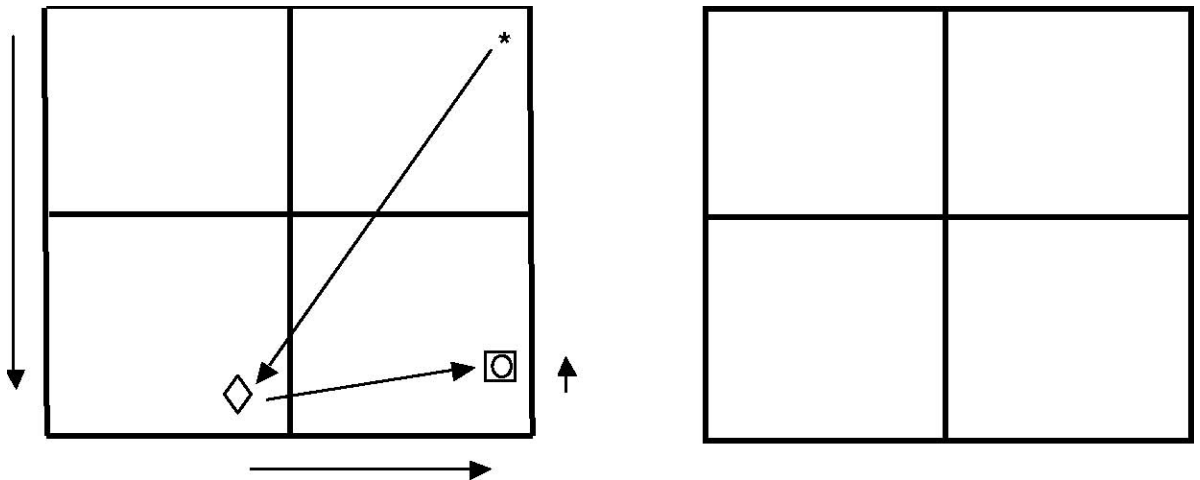
(that is, when your needs are not met) If your underlying needs are not met, you *will* move into Stress style...

<ul style="list-style-type: none"> impatience insensitive argumentative unsupportive overly directive 	<ul style="list-style-type: none"> restlessness scattered manipulative distrusting others easily distracted
<ul style="list-style-type: none"> legalistic resist change overly adhere to rules withdraw 	<ul style="list-style-type: none"> withdrawn pessimistic indecisive quietly rebel fatigued

2. Using the Grip Birkman Report: Note format of the *Lifestyle Grid* 10-page report:

- Cover page (one page)
- Two pages on each of the four categories (numbered pages 1 - 8)
- Summary

2.1 Practice getting a grip on the *Lifestyle Grid* – Watch the movement by drawing lines outside the square as shown below....



2.2 A key principle for the **Lifestyle Grid** -- Watch the movement from:

- asterisk to diamond – do people understand my goals through my actions?
- diamond to circle/square – do people understand my needs from my diamond?

Critical Insight #2: Most assessments identify Usual style and Stress style of behavior. The Birkman Method offers insight into *why* you move into stress, which no other assessment does.

3. Areas of Interests

- 3.1. **Where you prefer to direct your energies:** any scores over 75 are noteworthy though we encourage focus on your top four. They reflect:
- Your goals/desired results – what you want to happen in action or with people
 - What you enjoy doing for fun, relaxation, and escape...

3. Color and Key words

3.1 Artistic (blue) -- *Aesthetics*

- Creating imaginative works of aesthetic value, expressing ideas artistically
- Working or performing in the visual arts

3.2 Literary (blue) – *Write/Create*

- Interest in creative writing and in language skills
- Editing and publishing, journalism field or for fun

3.3 Musical (blue) – *Music*

- Musical involvement of many forms
- Appreciation for cultural events including musical expression

3.4 Numerical (yellow) – *Numbers/Analytical*

- Utilizing numbers in bookkeeping, accounting, math
- Analytical problem solving: statistics, maybe computer programming

3.5 Clerical (yellow) – *Details*

- Administrative details which could include data processing, numbers detail, and record keeping
- Maintaining systems or working with repetitive routine

3.6 Mechanical (red) – Hands-on

- Hands-on work in broad range of technical areas: machines, electronics, carpenters, machinists, oil exploration
- Interests may include design, maintenance, working with motors

3.7 Outdoor (red/blue) – Hands-on Outdoor

- Outside activities, either work or play or a lot of both
- Freedom from office confines

3.8 Scientific (blue/red) -- Research

- Health services, technology and medical or pharmaceutical services
- Involves analysis, research, testing various hypotheses

3.9 Social Services (blue/green) – People

- Assisting, serving, supporting social issues for individuals or communities
- Social work, religious work or volunteering, counseling

3.10 Persuasive (green) – Motivating/Influencing

- Motivating others to accept ideas, actions, or opinions through persuasion
- Debating, convincing, instructing, or selling

Coaching #2 Lifestyle Grid & Areas of Interest

REMEMBER: In the *Lifestyle Grid*, do not focus just on what color you are, but also on the movement between:






The Goals (asterisk) and the Usual style (diamond)



The Usual style (diamond) and the Underlying Needs (circle)



Lifestyle Grid: When answering these questions with each other, remember to look at the location of each figure on the Lifestyle Grid and relate the qualities that would result from that location (task or people focus, direct or indirect)? Use the Grid details from pages 12 - 13.

1. **ASTERISK:** What you really want to see happen through all your efforts?
2. **DIAMOND:** What is your Usual and most effective style of operating/  to produce your desired results?
What kind of movement takes place from the * to the  ?
3. **CIRCLE:** What do you need from others in order to successfully operate in your usual style?
How is your Need/  different from your Usual or effective style/  ?
4. **SQUARE:** When your Needs are not met, what Stress style/  do you show to others?

Areas of Interest:

1. What are your top four **Areas of Interest**? Give one example of how you see yourself living out each of these four interests.
2. Are there any of the top four **Areas of Interest** that you are not presently involved with? If so, is that an area of frustration and what could be done about this?

- [Resources:](#) Chapters Five and Six of *True Colors* by Roger Birkman

Get a Grip #3: How do you serve powerfully? Through your Spiritual Gifts

*When I went to Kazakhstan for the first time, while talking about Spiritual Gifts I discovered that the Kazaks have 20 words for sheep but not one word for the concept of “supernatural.” SO, I had to figure out a way to talk about the nature of Spiritual Gifts – and here is the idea I began to develop: Spiritual Gifts are where God is **powerful** in you! That concept has revolutionized the way that I talk about Spiritual Gifts. It is not where you are good at something, but rather where you are powerful in the Spirit. It is not your natural skills or strength but rather the dynamic power of God at work in and out from you.*

Paul Ford

1. The Stewardship of God’s Power through me

1.1. Christians who are good stewards lead or serve most powerfully through their *Spiritual Gifts*.

- **The Kazak Principle (your personal example)**

- There are many things that you do well, but only two or three where you function powerfully on a consistent basis.
- Note Colossians 1:29, Ephesians 3:7, 2 Corinthians 4:7

- The Western seminar mentality of strengthening your weaknesses

- Where are you powerful, where are you weak, and which seminar can you go to so as to strengthen (or cover) your weaknesses?
- The Body Life Questions: Where are you powerful? Where are you weak? And, who do you need?

1.2 What does it mean to be a **good steward** of my Spiritual Gifts, God’s power, energized by the Holy Spirit in me? **The 65-35 Principle** (1 Peter 4:10)

- Spend **65%** of your time in your gifts and ministry burden/passion.
- Spend **35%** in Christian roles – where you are NOT powerful
- Personal example: a place where I can began to say “no” to the 35?

1.3. **Body Life issues** at stake: power, fruit and joy

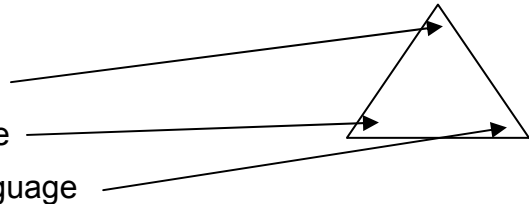
- Intentional stewardship of your Gifts releases more of God’s power in your ministry, NO question.

- If I act like the body part in the Body of Christ that I was designed as, I will bear body life fruit.
- You will experience JOY....joy is the root word for spiritual gift in Greek language (“*char*,” “*charisma*”). Both reveal God’s grace (“*charis*”).

2. Overview of the Gifts Triangle: Spiritual Gifts, Team Styles and Primary Functions of Equipping

Your Leadership Grip workbook:

- Your Spiritual Gifts in gifts language
- Your Spiritual Gifts in team language
- Your Spiritual Gifts in equipping language



Critical Insight #3: Do you have Equipping Gifts, Supporting Gifts or a Combo?

3. The First Angle: Understanding my Spiritual Gifts – 1 Peter 4:11

3.1. Equipping Spiritual Gifts

pastor...leadership...evangelism...teaching...wisdom...exhortation...faith..

Some would include: prophecy...knowledge

- These gifts are more *verbal* in function.
- Is the power in my words or my actions?
- Equip or lead others powerfully in two ways:
 - **Upfront**
 - **Alongside**
 - Which style is more important in the Kingdom?
 - It is NOT about where you are standing, but rather HOW God’s power works through your Spiritual Gifts!
- **The ministry of equippers** (“*katartidzo*” in Ephesians 4:12) ?
 - NOT to do all the ministry, but rather to equip and release others to play their God-designed parts.
 - The leadership problem in Western Christianity....it’s more about leading than equipping.

3.2 Supporting Spiritual Gifts

helps...service...mercy...administration...giving

- These gifts are more *action-oriented*
- Is the power in my words or my actions?
- These gifts lead most effectively from the front or alongside...
WAIT!!! By God's design, supporting gifted people do not lead powerfully,
God did this on purpose!

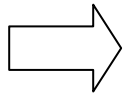
3.3 Assessments: *Heights Gift Questionnaire*, and the *Here's What I Think of You Summary*

3.4 Three Essential Insights about Equipping and Supporting Gifts

- How do we actively watch people if we do not know their gifts?
Watch for power in their words (equipping gifts) or their actions (supporting gifts)
- Supporters must be freed to support and not lead!
We must be careful NOT to equate faithfulness with leadership. People with all supporting gifts are faithful, but NOT empowered by God to lead or equip others. Some ministries actually WATCH for those who serve the most, and then invite them out to be leaders. This is a huge mistake if such people's gifts are all supporting gifts.
- What if a person has a combination of equipping and supporting gifts?
Be aware of the tendency to hold on to ministry functions and NOT release to others. If an equipping-supporting combo gifted person does not share ministry—by holding on to various ministry functions, body life is stifled and the equipping/releasing process is stalled.

Practice: Interpreting Sample Gifts Triangles – Appendix 2, page 57.

Coaching #3



Confirming Your Spiritual Gifts

1. Using information and insight gained from all three parts of the gifts process (pp. 13, 15-16) in *Your Leadership Grip*, what probable gift combination do you have (top 3 or 4 gifts)? Some samples:
 - pastor-teacher – gift combination modeled in Ephesians 4:11
 - evangelist-apostle-teacher – the Apostle Paul’s gift combo (1 Tim. 2:7)
2. People tend to understand their Spiritual Gifts most clearly through their gift liabilities. On pp 17-22 from *Your Leadership Grip*, determine whether or not the gift liabilities for each of your Spiritual Gifts fit you. Reminder: a gift liability is when you try to exercise a gift through your own strength instead of the Holy Spirit’s power.
3. Most of us have gift combinations that blend together in unique ways. Because of this, learn to ask yourself and others the following questions:
 - With what gifts do you lead powerfully? The leadership gift or a combination of other gifts ...pastoring and administration, or exhortation and administration, or evangelism and administration, etc.? (Note: what would be missing is the supernatural ability to originate vision.)
 - With what gifts do you teach powerfully? The teaching gift or a combination of two other gifts that cause you to teach powerfully...exhortation and leadership, prophecy and leadership, exhortation and prophecy, exhortation and wisdom, etc?
 - With what gifts do you preach powerfully? The prophecy gift or ...teaching and leadership, or exhortation and teaching, or evangelism and exhortation, or wisdom and leadership, etc?
 - With what gifts do you pastor powerfully? The pastoring gift or a combination of exhortation and mercy, leadership and mercy, etc?
4. In the feedback that you have received from others, how many circles are on the top half (equipping gifts) and how many circles are on the bottom half (supporting gifts)?
Does the top/bottom balance of circles reflect the same balance of your top four selected Spiritual Gifts? If not, you may have a misperception of your gifts. Make a sober estimate!
 - **All equipping gifts** – designed exclusively to powerfully equip and release others to play their God-designed parts
 - **All supporting gifts** – designed exclusively to powerfully serve and support others
 - **Combination** of equipping and supporting gifts – designed with a combination that both equips and releases others, but also is able to serve and support others

Get a Grip #4: How does your Spiritual Gifts Combo function in a team setting?

God prepared the individual Christian to discover his or her ministry identity in the context of Spiritual Gifts community—the context of relationships.

Paul Ford, *The Seven Principles for Mobilizing Spiritual Gifts*, p 63.



1. The Second Angle: How do “I” look in a “we” setting? = Team Styles

1.1. Team Styles reflect our spiritual gift combinations:

- 1 Peter 4:10-11, Ephesians 4:11, and 2 Timothy 1:11/ 1 Tim. 2:7 model that we can have one, two or three Spiritual Gifts
- We recommend Christians consider up to four gifts, but no more...

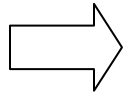
Critical Insight #4: “Gift Mooshing” is the melding together of your Spiritual Gift combination.

1.2. How do my gifts function when they are all mixed together?

- U.S. western, critical thinking – hard to understand MOOSHING the Gifts together, which makes each of us extremely unique in the Spirit. It’s like a recipe: a unique combination of key, powerful ingredients.
- Sample: “I am not an exhorter and leader and prophet...no, I am an exhorter-leader-prophet! I do not have three separate gifts, but rather a mooshing of Gifts that makes me powerfully unique in my service.”

1.3. Assessment: The *Team Style Questionnaire* gives us language to understand our gift mixes in a team or group setting. Consider these four gift combinations:

- **Let me help you** – desires to come alongside
- **Let’s go!** – desires to lead people somewhere
- **Let’s be careful** – desires to do things correctly
- **Let’s stay together** – unity is issue one, with sensitivity close behind

Coaching #4.1**Your Team Styles**

Here is a series of questions to use in tandem with the Team Style Evaluation on page 25 in *Your Leadership Grip*, which has been included on the next page for easy reference.

- 1 What is your primary Team Style (left column), and are you more powerful up-front or alongside in the way you train or support others? What is your Secondary Team Style? (most of us are a combination of two)
- 2 What Spiritual Gifts are confirmed in those Team Styles? (middle column)
- 3 What liabilities do you "bring to the table"? (right column)
- 4 What other Team Styles do you need to make you stronger?
- 5 Which Team Style threatens you the most (most commonly your lowest *Team Style* because they have what you do not have, OR your highest *Team Style* because they are a threat...too much like you!)?
- 6 Using pages 24-25, YLG, share which categories fit you the best in several of the Team Issues listed.
7. The *Team Style Questionnaire* gives us a chance to identify two other key areas that are strategically important to Christian body life:
 - What weaknesses or liabilities do you bring to your team?
 - Who do you need? What other styles do you need to make you stronger and the group more powerful?

God has designed every believer with powerful strengths – Spiritual Gifts – and also with inherent weaknesses. Why? So that we will need each other!

Understanding Your Team Style

The following chart is similar to the “Team Style Evaluation” on page 25 of *Your Leadership Grip*. It is included here to help you see which potential Spiritual Gifts most often relate to each Team Style, and to reference the potential liabilities.

<u>Team Styles</u>	<u>Potential Spiritual Gifts</u>	<u>Potential Liabilities</u>
<p>1. Let Me Help You: Defers to others freely, does not have to take charge, wants to serve others. Generally leads from alongside.</p> <p><i>What other styles do you need most? 2, 3, 4</i></p>	<p>Pastoring Helps Service Mercy Hospitality Exhortation</p>	<ul style="list-style-type: none"> ▪ Not directive enough at times ▪ Can be too nice: no clear answers emerge ▪ May have a hard time saying “No.”
<p>2. Let’s Go: In charge, a pioneer, always moving the group ahead with new visions and new insights. Leads most effectively from the front or alongside.</p> <p><i>What other styles do you need most? 1, 3, 4</i></p>	<p>Leadership Exhortation Faith Evangelism Prophet</p>	<ul style="list-style-type: none"> ▪ May not listen well ▪ Challenges others inappropriately ▪ Challenges others without all the facts
<p>3. Let’s Be Careful: Insist on in-depth, detail work, must consider all the facts. Leads best from alongside or front.</p> <p><i>What other styles do you need most? 1, 2, 4</i></p>	<p>Administration Knowledge Teaching Wisdom Discernment of spirits</p>	<ul style="list-style-type: none"> ▪ Often critical of others, ideas ▪ Stays too close to outline ▪ Too rigid
<p>4. Let’s Stay Together: Team –oriented, tries to draw the group together and help it stay that way. Leads best from alongside.</p> <p><i>What other styles do you need most? 1, 2, 3</i></p>	<p>Pastoring Exhortation Wisdom Mercy</p>	<ul style="list-style-type: none"> ▪ Fearful of making decisions for the group ▪ Too careful of being firm or rigid ▪ May be afraid to speak out in a group

☒ **Reflect on the descriptions and do not be driven by your scores alone.**

Coaching 4.2 **Equipper/Supporter: are you more powerful Upfront or Alongside?**

Many people miss the importance of determining whether they are powerful upfront or alongside in using their gift combination mooshed together – that is, their Team Styles.. This is VERY important! There are three general categories of Gift-mooshed people:

- **Upfront Equippers** – equipping Gifts that lead most powerfully from the front
- **Alongside Equippers** – equippers that lead powerfully from alongside
- **Supporters** – Gifts that powerfully support and follow the lead of others

The second category is actually a new one to many in the West – because we place so much importance on upfront, visionary-type leaders. Thus some of you will realize something new and very important. Paul Ford suggests that at least 70-80% of ALL equipping gifted people lead most powerfully from alongside. You may understand and own that you are actually more powerful, energized and even comfortable alongside others in your equipping, encouraging and vision or values sharing!

Supporting-gifted folk, you are FREE to do just that: SUPPORT!

REMEMBER: it is not about where you stand, but how the power of God works through you...

- [Resources:](#) Read Chapter 8 in *Knocking Over the Leadership Ladder*.

Get a Grip #5: How does your Spiritual Gifts Combo function in Stewardship Language?



In the West, we have often made leadership into a person. Leadership is not a person, but rather a series of functions fulfilled by a group of people. A leader is still needed, because God wants each one of us to learn how to follow Him by practicing submission with leaders whom He places over us. But the tasks of leadership are to be shared by a group of people. Why? Because God designed each of us to be powerful in two or three stewardship functions, and weak and thus needy in the other two or three stewardship functions.

Paul Ford

1. Discerning the Primary Functions of Stewardship: What primary functions are revealed in my “gift mooshing”?

1.1. Purpose and background of this assessment

- These are the five essential Biblical leadership or stewardship functions (Ford)
- *“After working with 20,000+ leaders over 20 years, I have never met a leader who is powerful at all five stewardship functions.”* (Ford)
- Which has been most popular among leaders’ self-perception?
 - Visionary Leader – The Christian media has raised it up as most important over the past 20 years.
 - The only common problem found in eight cultures?
 - = problem of authoritarian leadership
- The lowest rated function among leaders – i.e. the weakest area overall? We expected active listener, but it was equipping-releaser!
- Our newest insight that caused name change: supporting gifted people – those designed by God to support and not lead – are often powerful at two of these five functions: values keeper and active listener.

1.2. Two Essential Questions:

- 1) **How are you powerful?** Most of us are usually powerful in two or three of the Primary Functions:
 - Encourager who builds unity in the group (*Team Builder* – Barnabas)
 - Enabling others to lead or serve (*Equipping Releaser* – Paul)
 - Sharing the vision & seeing how the people fit in (*Vision Sharer* – Nehemiah)
 - Accountable checkpoint provider, setting standards (*Values Keeper* – Luke)
 - *Active Listener* who hears the hearts, minds and visions of others (John)

- 2) **Who do you need?** Each of us ALSO have intrinsic weaknesses, by God's body life design, so that every leader – every Christian – will automatically need other believers!
 - I need you and you need me, so that together we can more fully be the more complete and more powerful body of Christ in the world
 - **The Korean principle:** a key to releasing Korean pastors to share leadership with others is this very principle:
 - Each of us has powerful strengths AND intrinsic weakness... ..so that we will automatically realize our need for others in the body.
 - Primary Functions of Stewardship & Spiritual Gifts: Which Spiritual Gifts fit which Stewardship Functions?

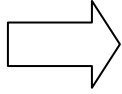
Critical Insight #5.1: Team Styles and Primary Functions focus on body life rather than individual assessing. That helps each one of us discern how we fit into the body, rather than simply evaluating our individual strengths. It also forces us to think about our gifts in three sets of descriptive language: Gifts language, team language and primary functions language.

How do Your Primary Stewardship Functions fit with your Gifts?

If you look at the “Potential Spiritual Gifts” related to each of the Team Styles (*Your Leadership Grip*, p 25), you get the idea of what we are doing. If you have one or more of the Gifts listed as potential for any of the five primary functions, you likely are powerful in that stewardship function.

Gift Mooshing for Primary Functions of Stewardship

Primary Stewardship Function	Potential Spiritual Gifts
Values Keeper	administration teaching wisdom/word of wisdom prophet discernment of spirits
Team Builder	pastoring exhorting leading supporting gift: mercy
Active Listener	pastoring wisdom exhorting supporting gifts: helps, mercy discernment of spirits
Vision Sharer	leading prophet evangelist exhorting teaching
Equipping Releaser	All equipping gifts: exhorting evangelist leading pastoring prophet teaching wisdom/word of wisdom knowledge/word of knowledge

Coaching #5

Primary Functions of Stewardship: Leading or Serving through your Spiritual Gifts

1. What Primary Stewardship Functions do your gifts reveal?
 - Accountable checkpoint provider... **Values Keeper**
 - Unity building encourager... **Team Builder**
 - Watchful of what God has already prepared... **Active Listener**
 - Visionary leadership... **Vision Sharer**
 - Enabling and freeing new players... **Equipping Releaser**

2. Which two or three styles are your weakest? i.e. which styles do you need to fill out your weak areas?
 - Accountable checkpoint provider... **Values Keeper**
 - Unity building encourager... **Team Builder**
 - Watchful of what God has already prepared... **Active Listener**
 - Visionary leadership... **Vision Sharer**
 - Enabling and freeing new players... **Equipping Releaser**

3. What happens when you combine those Team Styles and Primary Stewardship Functions?

See the exercise on the next page to discern more clearly how you function as an “Equipping Releaser.”

Assessment: How do you function as an Equipping Releaser?

...Combining the *Primary Functions of Stewardship* (P.F.S.) & *Team Styles* (T.S.)

☒ ...the top four you have circled reveal your “Equipping Releaser” Style...

KNOWLEDGE FOCUS

Content-Driven, sometimes Task-Driven
Likely to train first or teach content

- Vision Sharer (P.F.S.)
- Values Keeper (P.F.S.)
- Let’s go! (T.S.)
- Let’s be careful (T.S.)

RELATIONSHIP FOCUS



People-Driven
Likely to invest first

- Team Builder (P.F.S.)
- Active Listener (P.F.S.)
- Let me help you (T.S.)
- Let’s stay together (T.S.)

Discuss: What is the balance in your Equipping style between Knowledge and Relationship?

Get a Grip #6: Checking Congruity: Searching for Integrity of the Corners and the Dotted Diamond

1. The Spiritual Gifts Triangle: Examining your Spiritual Gifts from three different Angles (Corners)

- 1.1. *Spiritual Gifts* in equipping and supporting gift language
- 1.2. *Team Styles*: your gift mooshing in team or “we” language
- 1.3. *Primary Functions of Stewardship*: your gift mooshing in serving, leading or equipping language

Critical Insight #6.1: The “Integrity of the Corners” enables me to make sense of my gifts from three distinctive vantage points: Gifts, Team Styles and Primary Functions.

2. Exploring the “Integrity of the Corners”

- 2.1. Rationale: if the three corners all reflect your Spiritual Gifts, then there must be some consistency from corner to corner.
- 2.2. Working out the Integrity of the Corners, angle by angle:
 - How do my Spiritual Gifts mirror my Team Styles? Is there agreement?
 - How do my Team Styles parallel my Equipping Functions?
 - How do my Equipping Functions reflect my Spiritual Gifts?
- 2.3. If one of the corners does not seem to fit with the others, there may be gift projection going on or a lack of clarity in who you are.

Coaching #6.1: The Integrity of the Corners:

1. Compare your **Spiritual Gifts** with your **Team Styles** – top and right corners
 - Compare your Team Styles with your Spiritual Gifts as found in *Your Leadership Grip* page 25 (p. 22 in this outline), second column, “Your Potential Gifts.”
 - Which of your top four Gifts fit in your top two Team Styles?
 - If they do not fit – or if several Gifts fit in another Team Style, do you need to consider an adjustment or change in your Primary or Secondary Team Style?

2. Compare **Team Styles** with **Primary Functions of Stewardship**:

How do your top two Team Styles correspond with your top two or three Primary Functions of Stewardship?

<u>Team Styles</u>	<u>Primary Functions of Stewardship</u>
▪ Let’s be careful	compares to Values Keeper
▪ Let me help you	Active Listener &/or Equipping Releaser
▪ Let’s go!	Vision Sharer
▪ Let’s stay together	Team Builder &/or Active Listener

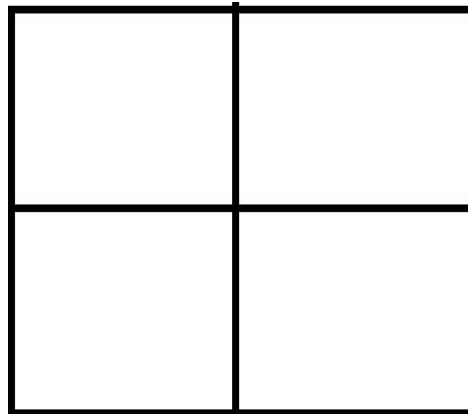
- If your two sets do not match up exactly, it may be because of your set of Spiritual Gifts and how they interact or “moosh.” How do you explain that your Team Styles and Primary Functions fit you?
3. How do your **Primary Functions** fit with your **Spiritual Gifts**? (In *Get a Grip #5*, see the “gift mooshing” page that shows the Primary Functions and the Spiritual Gifts that relate to each.)
 4. In Summary how do your **Spiritual Gifts** fit with your **Team Styles**, and your **Team Styles** with your **Primary Stewardship Functions**?
That is, what do you learn about how God powerfully works through you after considering the three angles of your Spiritual Gifts in combination?
 - [Resources](#): Chapter Eight in *Knocking Over the Leadership Ladder*

Critical Insight #6.2: Your Spiritual Gifts dynamically affect your Personality.
 (Triangle Angle #1 and Birkman LifeStyle Grid)

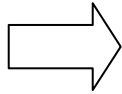
Did you know that, in the power of the Holy Spirit, your Spiritual Gifts actually change your personality? Now, using the diamond from the *Lifestyle Grid*, that which portrays your usual or effective style in your personality, we can project what happens when you use your Spiritual Gifts - that is, when the power of the Spirit rises up within you. We call it the "Dotted Diamond."

3. Understanding the "Dotted Diamond":

- 3.1. The "Dotted Diamond" is the shift in your Usual Style to a possible new location, caused by the power or under the influence of the Holy Spirit.
- 3.2. It reveals how your Spiritual Gifts can change the nature of your behavior in the power of the Spirit.
- 3.3. On the grid below, place your **diamond** where it is on the Lifestyle Grid:



- 3.4. When using your gifts in the power of the Spirit, what happens?

Coaching #6.2:**Discerning Your “Dotted Diamond”**

Suggestions when working with a team where members know each other well:

The **“Dotted Diamond”** is the shift in your Usual Style – your diamond – on the Lifestyle Grid to a possible new location. It reveals how your Spiritual Gifts can change the nature of your behavior in the power of the Spirit. The “dotted diamond” is the key linkage between the Birkman Lifestyle Grid and the Spiritual Gift Triangle, the depiction of one’s natural personality and one’s supernatural gifting for ministry.

1. You will not fully understand certain Christians if you rely solely on the Birkman Grid data. That is, the data will not be adequate to fully explain who they are, especially when adding in their Spiritual Gifts. For example, Paul Ford appears to be a far-right people person, but his gifts of exhortation and prophecy move him dramatically toward the task side of the grid in his “Usual style” empowered by his Spiritual Gifts. Many a person’s usual behavior, in reality, shifts to a new, different position on the grid, depending on the nature of the “power” and function of one’s spiritual gifting.
2. In this training group, if time allows – or later with group of people who know each other well and have observed each other many times in active service, ask each participant: *“How does your Spiritual Gift influence your diamond?”*
 Then give each person 15 minutes to silently reflect on what the impact might be. Consider the KEY below for the “dotted diamond” movement up or down, left or right, on the Lifestyle Grid:
 - Equipping gifts usually cause an upward move toward direct communication.
 - Equipping gifts, if they are action-oriented (i.e. exhortation, prophecy), may cause a left or task movement.
 - Supporting gifts usually cause a right to left movement (i.e. toward task or action); the exception would be helps, because of focus on people;
 - Supporting gifts may ALSO cause a downward movement (action can be non-directive/non-verbal in focus (i.e. administration, service, giving).
3. When the group returns from the time of reflection, have one person share how he or she see his diamond moving because of his Spiritual Gifts. Then allow time for others to respond, making observations about how they’ve seen the person’s gifts influence their personality. A sample question: When using your gifts, are you more concerned about the task or the people?
 - [Resources:](#) Read Chapter 6 in *Knocking Over the Leadership Ladder*.

Dotted Diamond Movement Based on Spiritual Gifts

The arc indicates the general direction in which the diamond will move. However, remember the ultimate range and movement is based on the perceived intensity of the gifting and the “gift-mooshing” principle.

<i>Gift</i>	<i>Range of Movement</i>
Supporting Gifts	
Administration	
Giving	
Helps	
Mercy	
Service	
Equipping Gifts	
Exhortation	
Evangelism	
Faith	Extends others
Leadership	
Pastoring	
Prophet	
Teaching	
Wisdom/Word of Wisdom	
Word of Knowledge	
Discernment	No affect

Get a Grip #7: Birkman Organizational Focus & Intellectual Styles: Team Issues

1. Birkman Organizational Focus Colors

What main contribution do you bring to your team or organization?

1.1. Your colors define:

- The distinctive strengths you bring to a team
- The ways in which you are likely to best contribute to your group

1.2. Order and length of the bars – reading the results

- Longest bar on the bottom is the strongest (i.e. foundational)
- Length of individual bars shows comparative strength of each
- Read the *Foundational Colors* three page overview for more insights

1.3. Time orientations of the Organizational Focus Colors:

<p>Red – Get it done -Now oriented -Technical</p>		<p>Green – Talk about it -Now-oriented -Marketing</p>
<p>Yellow – Do it right -Past-oriented -Administration/ fiscal</p>		<p>Blue – Think and Plan it -Future-oriented -Creative planning/design</p>

1.4. What value does each color bring to its group or organization?

Red – Get it done...

- Focuses on operations and procedures
- Values tactical, short-term goals
- Takes action on objectives
- Communicates openly and clearly
- Produces tangible products
- Makes decisions quickly

Green – Talk about it...

- Focuses on getting others to buy in
- Values influencing or “closing the deal”
- Influences and motivates others on team and beyond
- Seeks recognition
- Verbally supports (and sometimes manages) change
- Outgoing and enthusiastic

Blue – Think and Plan it...

- Focuses on strategy and innovation
- Values (and generates) ideas and concepts
- Engages in research and development
- Portrays sensitivity and creativity
- Operates with idealistic outlook
- Values the welfare of other team members

Yellow – Do it right...

- Focuses on organizational process and systems
- Values accuracy and details
- Analyzes data thoroughly
- Follows the rules when acting on objectives
- Appreciates stability in environment
- Cautious and consistent

2. Intellectual Styles: A MAJOR Team Insight

Teams can have tremendous friction among team members if they do not understand how each person processes information. Thus, making a sober estimate here is very important as you seek to understand team members' similarities and differences.

2.1. Public Contact versus Detail

- **Public Contact** – Preference for activities involving:
 - Social contact
 - Organizational interaction
 - Stimulating involvement with the public
 - Face to face interaction as a part of job description
- **Detail**
 - Concern for the procedural and detailed aspects of work
 - Pre-planned, organized contact with the public
 - Finish details before dealing with people and people issues
 - Free to concentrate on details rather than people

2.2. Global versus Linear

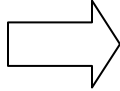
- **Global**
 - Holistic problem solving with relational components
 - Can handle ambiguity and no sequential pattern needed
 - Enjoy planning and strategizing
 - Discuss thoroughly before acting
- **Linear**
 - Logical, sequential analysis and intervention
 - Systematic, not spontaneous, problem solving
 - Comfortable with crisis intervention, handling urgent situations
 - Prefer fixing problems quickly

2.3. Conceptual versus Concrete

- **Conceptual**
 - Comfort with creative and expressive thinking and planning
 - Synthesizing abstract information into fresh insights
 - It is all about ideas
 - Utilizes experience, intuition, and knowledge to find creative solutions

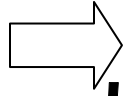
- **Concrete**
 - Approach tasks in a logical, factual way
 - Prefers logical, even numerical analysis and decision-making
 - Emphasizes the concrete, the immediate, and desires results
 - Prefers objective probing in planning and in thinking

Critical Insight #7: Differing intellectual styles is one of the three or four most significant reasons for discord on teams. Understanding your style—person by person on a team—validates the differences and makes the styles complementary rather than competing.

Coaching #7.1**Organizational Focus Colors
& Intellectual Styles**

1. What Organizational Focus Color is your most significant contribution on your team? Which is the second most important?
2. What would your two Organizational Focus Colors together reveal about your greatest strengths that you bring to your team?
3. What is the Intellectual Style that you bring to a team situation? Introduce your own style by referencing all three pairs of results (Public Contact/Detail, etc).
4. Pairing results with one other person's Intellectual Style, compare and contrast how the two of you work together, noting strengths and potential liabilities you may face.
5. What would the implications of having a high conceptual thinker/low public contact as a team leader? What kind of support and help will they need?
6. Now, as you try to put together your results from both of these areas, what are one or two insights that describe you from both the Organizational Focus Colors AND the Intellectual Styles?
Does this change when you add the impact of your Spiritual Gifts?

- [Resources:](#)

Coaching #7.2

Preparing for a Coaching Session Using the full Grip-Birkman Blueprint

Preparation Time (30-60 min)

Take 30 minutes to one hour to review your partner's *Your Leadership Grip's* Gifts Triangle and the Birkman Report. You may find it helpful to use the *Blueprint Prep* page as a one-page summary sheet for your verbal report. This includes everything but the Birkman **Five Component Reports**. The key is to make note of any insights, patterns or questions you want to share during your reporting session.

Pair Coaching (50 min)

Take 25 minutes to give your partner your initial insights and to ask the questions that emerged from your study. Reverse the process

Summary Coaching Tips:

1. Consider the "Integrity of the Corners"—do the Gifts "fit" the Team Styles with the Primary Functions? (Refer to the diagrams in Grip #4 & #5).
 - Do the Gifts "fit" with the suggested Team Styles? If not, dialogue on why not.
 - Does their Team Style "fit" with their Primary Functions?
 - Do their Primary Functions "fit" with their Spiritual Gifts?
2. The "Pull Apart" Principle: Where can you discern clear differences between your Baseline Personality and your Spiritual Gifts, i.e. between the natural skills and the supernatural gifts?
 - E.g.: A person is thought to have a gift of administration when it is really a natural ability depicted by a diamond in the yellow on the Lifestyle Grid.
3. How does your Usual style change when the power of God rises up through your Spiritual Gifts? Discern your Dotted Diamond:
 - In what direction does the Dotted Diamond move and why?
 - How far does the Dotted Diamond move (related to the distance and intensity of the Gift mooshing) ?
4. In the Component Reports, after looking at all of contents related to your underlying "Needs," what important insights do you learn about the person's needs?
5. As you read through the Report, you will observe items or dynamics that surprise you or seem out of order to you. Turn your observations into questions to ask them.

Get a Grip #8: Going to New Depth: The Birkman Component Reports

1. The Components: the Heart and Soul of the Birkman Method

- 1.1. The **Lifestyle Grid**: the “Baby Birkman” – a simple, summarized version of the eleven Birkman Components
- 1.2. The **Components?** The gold mine of the Birkman Method
- 1.3. Not four or eight categories, but 11 or 22 categories!
- 1.4. Exhaustive depth

2. Keys to the Components

- 2.1. “The NEED for _____” is the key phrase to understand every component. Based on the “O” (need) of Lifestyle Grid.
- 2.2. Usual (diamond) is visible. Need (circle) is not visible. Stress (square) is visible.
- 2.3. Very high (>90) or very low (<10) USUAL scores are where you may inadvertently stress others.
- 2.4. Very high (>90) or very low (<10) NEED scores are where you are vulnerable to be stressed by others...these are non-negotiable needs.
- 2.5. Gap between USUAL and NEED of 40 point or more...the need is hidden.
- 2.6. “Reversal”—when the stress score is different than the need score. The gap is intensified because both the usual and stress response mask the need.
- 2.7. Key to stress management...be willing to make choices to meet your needs (take responsibility) or willing to share your needs with others so you can serve them more effectively.
- 2.8. Four possible scores for each component:

<u>Usual</u>	<u>Need</u>	<u>Stress</u>
H	H	H
L	L	L
L	H	H (Dominant pattern)
H	L	H (Reversal)

3. Eight Component Reports – the most Helpful

3.1. ***The Coaching Page*** (1 page)

...a simple summary of who you are and how to work with you...

3.2. ***Profile Summary*** (1 page)

At the top of this page, you see the simplest summary of the components, a set of bar graphs showing usual style on the left and the needs/stress on the right.

3.3. ***Needs at a Glance*** (2 pages)

This is a one-sentence summary of a person's circle, or underlying needs, broken out into each of the eleven Components. A "Dictionary for the Components" second page is included.

3.4. ***The Needs Graph*** (2 pages)

Like the Lifestyle Grid, this simple set of eleven graphs uses the "Usual or effective style"/ \diamond , "Needs"/ \circ , and "Stress response"/ \square format from the Lifestyle Grid to provide an overview of each Component.

3.5. ***Strength and Needs Pages*** (13 pages)

Like the Lifestyle Grid, this narrative uses the "Usual or effective style"/ \diamond , "Needs"/ \circ , and "Stress response"/ \square format – this time offering one full page on each of the eleven components.

3.6. ***Strengths and Needs Graph Pages*** (12 pages)

Similar to 2.5, but add graphs....a favorite for more visual people.

3.7. ***Guide Pages*** (5 pages)

Picks five broader categories and walks through the usual, needs and stress

3.8. ***Stress Pages*** (8 pages)

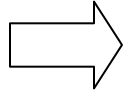
Compares different pairs of the *Components* where stress is may be an issue.

Critical Insight #8: There is gold to be found in the Components, but you must mine it. Reading through a person's report twice will surface 3-5 insights about any individual. Each additional time through will help you uncover additional nuggets.

Activity one: Preparing for Coaching the Components Report (60 min)

This exercise is designed to build your skill and confidence to Coach another person through their Components report.

Coaching #8



Preparing for a Coaching Session: Mining the Components Report

The Birkman component scores are good indicators of where a person is in terms of Usual behavior, Needs and Stress behavior, in relation to the various facets of their personality make-up as expressed through the components. “The Needs at a Glance” portion of an individual’s Birkman Report is an excellent tool that captures the various facets of the 11 components.

Preparation Time (15 min)

- ✓ Take 15” to read through your Component Report, identifying two insights from each report about yourself.
- ✓ From these 10 or more insights, identify the top three you wish to share with your partner.
- ✓ Pair off to share your findings.

Pair Coaching (40 min)

- ✓ Each share your top three insights with your partner, and then reverse the sharing. Coach each other.
- ✓ “Gold Coaching”—we coach as we would like others to coach us...according to our style or profile.
- ✓ “Platinum Coaching”—adapting our coaching style to fit the needs of the one we coach.

Preparation Time-2 (20 min)

- ✓ Now take another 20” to review your partner’s Components Report, looking for patterns and interpretations to guide your coaching.

Pair Coaching-2 (60 min)

- ✓ Take 30” each to coach your partner into a greater understanding of what their Components mean and suggest.
- ✓ Follow a coaching model; don’t digress into a telling mode. Ask good questions. Summarize key insights. Synthesize your key observations at the end.

Coaching #8: Game Plan for a GBB Coaching Session

There is more than one way to coach a person through their Grip-Birkman Blueprint report. Some coaches prefer to start in the natural (their Birkman Blueprint) and then move to the supernatural discussion of Gifts (using Your Leadership Grip findings). Other coaches prefer to start with the Leadership Grip summary (supernatural) and then move into the Birkman report (the natural). Outlines for both approaches are given below for you to consider and adapt. You may want to try it both ways to determine which approach seems to work best for you.

First Approach:

1. **Natural**
 - “Me”— Areas of Interest, Lifestyle Grid
 - “We”— Organizational Colors, Intellectual Styles
2. **Supernatural**
 - Three angles: Where are you powerful? Where are you weak? Who do you need?
3. **Integrated Insights**: Dotted Diamond, other insights, coaching questions, affirmations, action steps, and prayer.

Second Approach:

1. **Supernatural**
 - Three angles: Where are you powerful? Where are you weak? Who do you need?
2. **Natural**
 - “Me”— Lifestyle Grid, Areas of Interest
 - “We”— Organizational Colors, Intellectual Styles
3. **Integrated Insights**: Dotted Diamond, other insights, coaching questions, affirmations, action steps, and prayer.

Summary Coaching Tips:

1. Pray! Ask the Lord for wisdom and revelation to serve the person you coach well. Make sure you have a good setting for your visit—no distractions, etc.
2. Let the report talk to you...note what “rises to the surface” consistently.
3. Make your visit conversational. Let the report speak to both of you... ..let them talk about their insights.
4. Don’t go into deep detail...stick to the main points...this is new to them.
5. Keep your language and attitude positive and supportive. (“You may...you might...be on the lookout for...”)
6. Ask great coaching questions, such as... “How’s that fit for you?” “What’s this look like in your life?” “Give me an example or story of this in your life...” “What are some ways you...” Summarizing what you hear can help clarify things for both of you.
7. After you’ve let the report speak...you’ve let them talk...you’ve asked some good questions to invite further discovery...THEN you can make your observations.
8. The person you coach may want to develop some action steps as they receive new insights...allow them briefly to do that.
9. Finish with affirmations...blessings...prayer.
10. Encourage them to follow up with further reflection and use of the resources we provide.

Coaching Debrief

- Whew!!! How did it go?
- What were your initial emotions?
- What changed and how soon?
- What went well?
- Where did you feel emotion or movement?
- Where did you struggle? Why?
- Where did you receive the most help?
- What did you learn?
- What would do you differently next time?

The Coaching Progression

- ✓ Unconscious and not competent...
- ✓ Conscious but uncomfortable...
- ✓ Conscious and competent...
- ✓ ***Supernaturally natural!***

Get a Grip #9: Summary of Critical Insights

Critical Insight #1: Seven Western cultural values critically impact team-building?

Critical Insight #2: Most assessments identify **Usual style** and **Stress style** of behavior. The Birkman Method offers insight into why you move into stress, which no other assessment does.

Critical Insight #3: Do you have Equipping Gifts, Supporting Gifts or a Combo?

Critical Insight #4: “Gift Mooshing” is the melding together of your Spiritual Gift combination.

Critical Insight #5.1: Team Styles and Primary Functions focus on body life rather than individual assessing. That helps each one of us discern how we fit into the body, rather than simply evaluating our individual strengths. It also forces us to think about our gifts in three sets of descriptive language: Gifts language, team language and primary functions language.

Critical Insight #5.2: What is the bias of my Equipping style? i.e. Am I knowledge/training, relational, or a combination? (E.g.: CRM is a training-biased relational ministry.) Many leaders think they are relationally sensitive when they are actually more training focused.

Critical Insight #6.1: The “Integrity of the Corners” enables me to make sense of my gifts from three distinctive vantage points: Gifts, Team Styles and Primary Functions.

Critical Insight #6.2: Your Spiritual Gifts dynamically affect your Personality. (Triangle Angle #1 and Birkman LifeStyle Grid)

Critical Insight #7: Differing intellectual styles is one of the three or four most significant reasons for discord on teams. Understanding your style—person by person on a team, validates the differences and makes the styles complementary rather than competing.

Critical Insight #8: There is gold to be found in the Components, but you must mine it. Reading through a person’s report twice will surface 3-5 insights about any individual. Each additional time through will help you uncover additional nuggets.

Critical Insight #9: Spiritual Gifts discovery is a relational process that takes place as a person is engaged in Body Life ministry in relationship with others. It must be organic. It is not essentially about study and mental insight. God will never honor a gifts process that does not honor relationships. Therefore, don’t let the information from the Grip-Birkman Blueprint Report get in the way of the personal discovery process. Effective coaching will invite the participant into that natural, developmental discovery process rather than telling them what the report says about them.

Get a Grip #9: Grip-Birkman Glossary

65/35 Principle—the rule of thumb that maturing Christians should seek to move toward clarity on who they are so as to spend 65% of their time in focused gift ministry, and less than 35% of their ministry time in areas outside of their giftedness set.

Birkman Areas of Interest—four main clusters of kinds activities a person likes (not skill but interest), and what drives and energizes that person; interests represent what you like to do and where you prefer to direct your energies; ten areas that describe the work activities to which one would be attracted.

Birkman Assumptions—the set of assumptions that guided the construction and interpretation of the Birkman Method and its Report. (Paul—this needs to be gleaned from their writings and what you know about them; I'd compare it with the Developmental Assumptions that I will send you in July)

Birkman Foursome—the one-page summary of the Birkman Report depicting the Lifestyle Grid, Areas of Interest, Intellectual Style and Organizational Focus.

Birkman Intellectual Styles—a set of three score pairings that indicate your preferred way to process information, handle relationships and solve problems.

Birkman Lifestyle Grid—a quick snapshot of an individual's interests, behaviors, needs and potential stress described in four-dimensional terms by the appropriate symbol in four color-coded quadrants; a portrait of your personality and behavior style.

Birkman Method—an innovative, internet-based personality assessment tool used by individuals and businesses around the world, it creates a four-dimensional portrait (a human capital spreadsheet) of individuals and team members within organizations by outlining their interests and goals, operating styles, and motivational needs and behavior under stress; The Birkman Method represents four productive styles with four colors. All of which are factors that impact personal and company-wide productivity.

Birkman Relational Components—measure personal strengths and the attributes and relational talents that make you unique; The Birkman Method describes individuals in terms of 11 different behavioral components, each presented in light of three different perspectives—Usual Behavior, Needs and Stress Behavior. Each perspectives sheds light on traits that can and will impact your behavior in relationships.

Developmental Assumptions—the underlying assumptions of a developmental approach to ministry and working with people.

“Dotted Diamond” (pp.37-38) – is the shift in your Usual Style on the Lifestyle Grid – your diamond – to a possible new location. It reveals how your Spiritual Gifts can change the nature of your behavior in the power of the Spirit. The “dotted diamond” is the key linkage between the Birkman Lifestyle Grid and the Spiritual Gift Triangle, the depiction of one’s natural personality and one’s supernatural gifting for ministry.

Foundational Colors (renamed “Organizational Focus Colors” in June 2006) —compare your attributes to those in four general functioning groups found in every organization; a set of four color bars inverted and stacked so that the longest bar (your “bottom-line” color) was on the bottom and represented a summary of your scores and thus your fundamental filter, focus and approach to the organization. The longest bar represents the base upon which the three other colors were positioned, Birkman titled this group and visual representation as “Foundation Colors.”

Integrity of the Corners (pp. 34-36) –the congruence and “fit” between your Spiritual Gifts, your Team Style and your Primary Equipping Functions as they are lived out in Christian community in the Body of Christ or on a team. The weight of each of the “corners” will determine your exact combination and shape just how you live out who God has made you to be in the Body.

The Kazak Principle (p.18) –the simple principle, first articulated in Kazakhstan—where they have no word for the supernatural, that Spiritual Gifts are where God is powerful in you.

“Gift Mooshing” is the particular “combination of Spiritual Gifts (squeezed together) which makes the living out of each person’s gifts so unique.

“oikonomos”— Greek word for “household manager;” a relationship manager in the Body of Christ who stewards relationships and gifts of the members (I Pet 4:10-11; I Pet 2:4-5).

Organizational Focus—a set of four color bars inverted and stacked so that the longest bar (your “bottom-line” color) is on the bottom and represents a summary of your scores and thus your fundamental filter, focus and approach to the organization. The longest bar represents the base upon which the three other colors were positioned, until June ’06 Birkman titled this group and visual representation as “Foundation Colors.” Birkman has shifted the term back to “Organizational Focus.”

Preferred Work Styles—describes how you prefer to contribute to the organization and what you value in a work setting.

Sarcasm—humor at someone else’s expense; a remark or comment with a barb in it, that builds calluses in relationships.

Significance—the human desire to attain personal significance (meaning, purpose and recognition) through one’s life and ministry behaviors; an earned position; the top rung of the “ladder mentality;” especially critical in contemporary Western and North American cultures.

Sober estimation (p. 4) —helping others critically consider (a) how God has wired a person to fit into a particular team or Body of Christ; (b) how God has created them as a leader, how they fit on a ministry team, and who they are in a particular group;.

Spiritual Gifts Triangle (p. 20) —a triangle depicting a different aspect of your spiritual giftedness in each angle including your Spiritual Gifts, Team Roles and your Primary Leadership Functions.

Steward—the biblical term for a manager responsible for appropriate and effective use of resources.

Stewardship—the act and art of stewarding or managing resources (including people) effectively for kingdom purposes in the Body of Christ.

Stewardship Three-Step (p. 6) —knowing how to make a sober estimation of oneself or of another person in the three basic levels: a) who I am as a leader; b) who we are as a ministry team; and c) who we are as the “group of we.”

Stress Behavior—what happens when your needs are not met over a protracted period of time; your counter-productive, frustrated behavior that is easy to observe when you are stressed, seen as defensive, reactive and uncomfortable; never productive behavior.

“tactile PowerPoint”—Paul Ford’s attempt to incarnate the visual impact of PowerPoint with simple hand signals.

Underlying Needs—your basic and most persistent needs which identify your preferred environment, clarify your motivational needs and highlight your inner strengths; how you need or expect to be treated.

Usual Behavior—your productive, socialized behavior which is easy to observe; how you operate effectively; what works best for you; adaptable behavior.

Please submit any new suggestions or revised definitions of key words to your trainer!

Get a Grip #9: Selected Resources

All of Paul Ford's articles are available to download on the website:
http://www.drpaulford.org/paul_articles.htm

Roger Birkman. *True Colors*. Nashville, TN.: Thomas Nelson Publishers, 1995, 1997.

Paul Ford and Rick Olmstead. "New Wineskins for New Wine." *Ministry Advantage*, 1996.

"Lay Mobilization's Best "Testing" Ground?" *Ministry Advantage*, 1996.

"The Harvest is Plentiful but the Laborers are Arguing." *Ministry Advantage*, 1998.

Paul Ford. *Discovering Your Ministry Identity*. St. Charles, IL: ChurchSMART, 1998.

"From My Vision to our Vision: Finding Your Church's Vision in the People You Already Have." *Leadership Journal*, Summer, (2000)

"Ten Years After: The Cell is *STILL* the Best Place to Discover and Use Spiritual Gifts," *Cell Church Journal*, Summer, (2001)

Paul Ford. *Your Leadership Grip*. St. Charles, IL: ChurchSMART, 2001.

"Who Are You?" ChurchSMART newsletter, January, 2003.

"Discovering Your Blueprint for Living." ChurchSMART newsletter, January, 2004.

Paul Ford. *Knocking Over the Leadership Ladder*. St. Charles, IL: ChurchSMART, 2006.

Tim Roehl & Debbie Scroggin. *Blueprint Journal*, 2007.

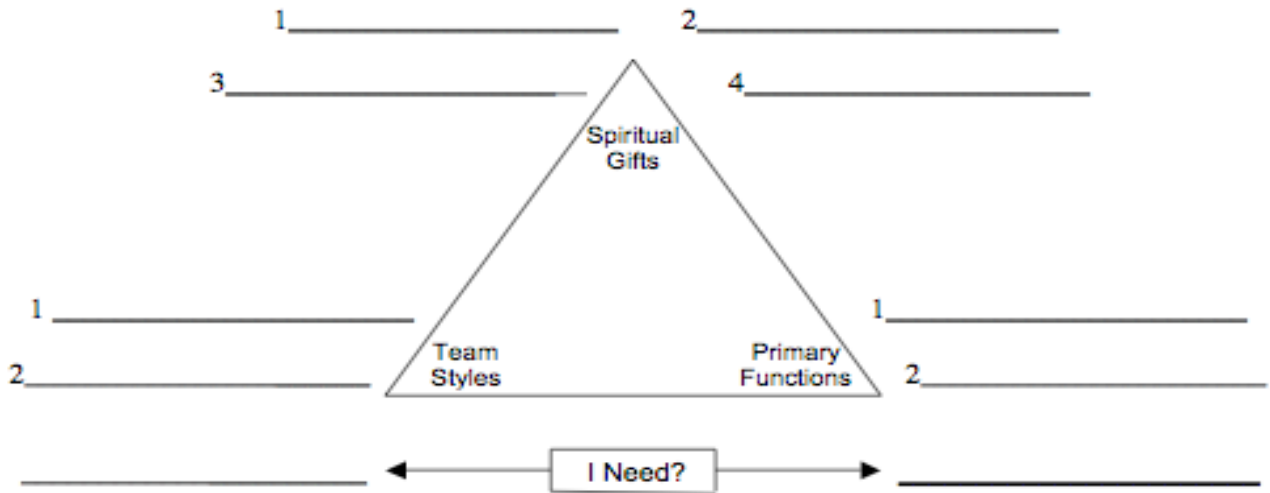
Tim Roehl & Debbie Scroggin, *Coaching Questions*, 2007.

Blueprint Summary Sheet

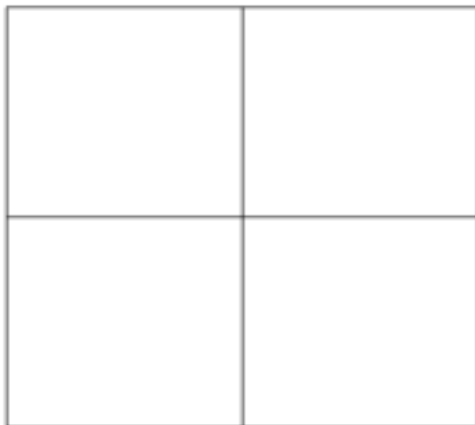
Spiritual Gifts Triangle

Name: _____

Date: _____



Birkman Lifestyle Grid



Foundational Colors



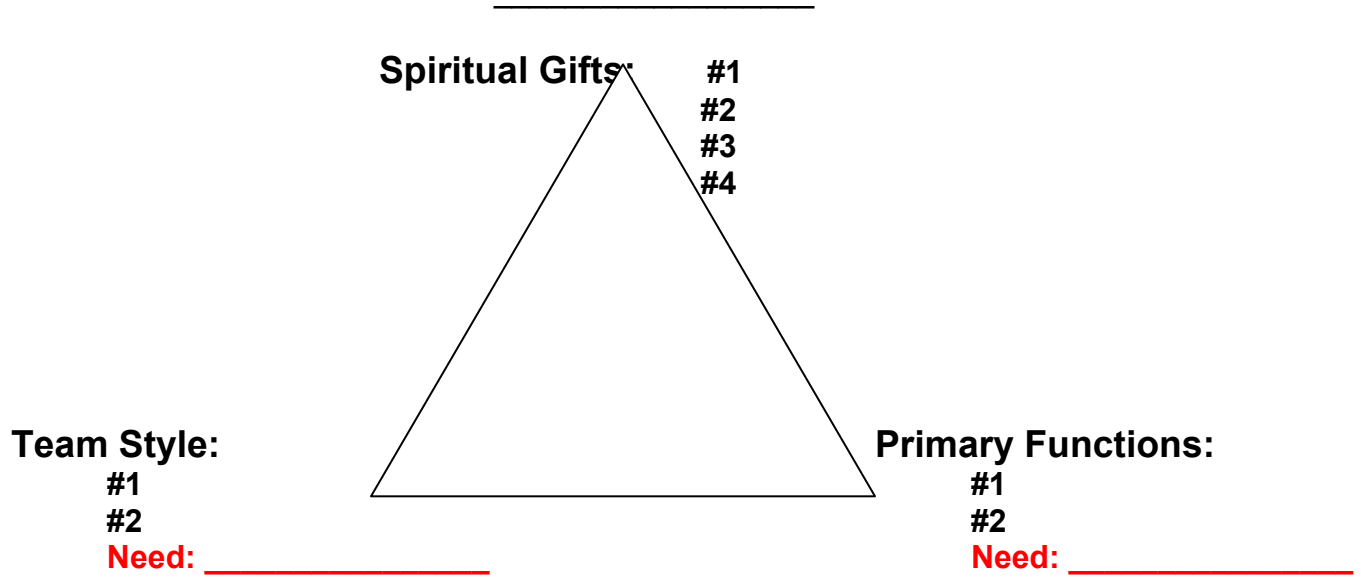
Intellectual Styles

Public Contact	<input type="text"/>
Detail	<input type="text"/>
Global	<input type="text"/>
Linear	<input type="text"/>
Conceptual	<input type="text"/>
Concrete	<input type="text"/>

Areas of Interest (top four)

<input type="text"/>
<input type="text"/>
<input type="text"/>
<input type="text"/>

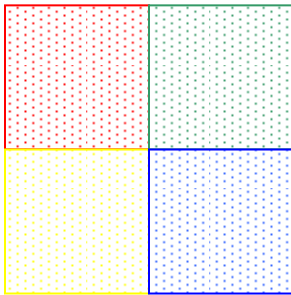
COLORIZED Grip-Birkman Summary



Organizational Focus:



(adjust colors and length to match your profile)



Move the asterisk, diamond and circle-square to the Grid to match your profile



Challenge Score: _____

Interests: (list top 3 or 4 and give the scores)

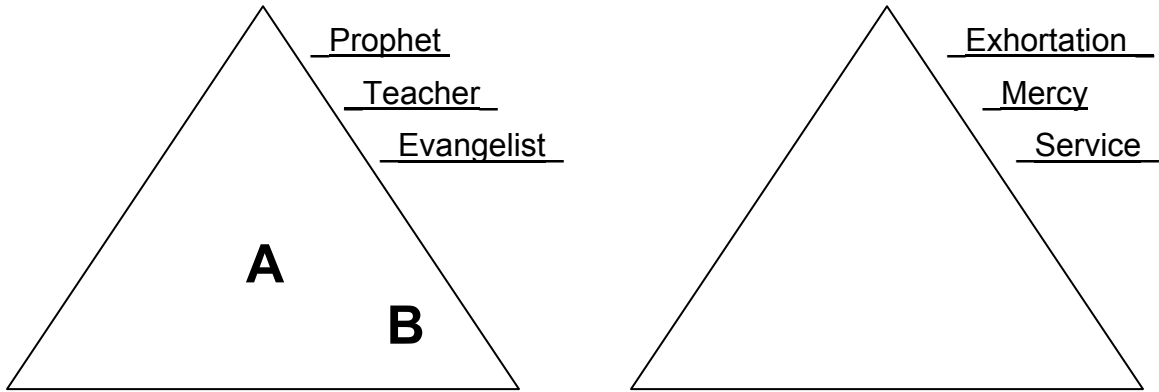
_____	_____
_____	_____
_____	_____
_____	_____

Give Scores for:

_____	Global
_____	Linear
_____	Conceptual
_____	Concrete

To get the master for this document, go online to: www.gbbcoaches.net/resources.htm

Spiritual Gifts Exercise (p.18)



Get a Grip #10: Where Do We Go From Here?

On behalf of the Global Training Team, welcome as a Grip/Birkman Blueprint Coach

How do I order materials?

As a new coach you can order the Base or Component Level Grip/Birkman Blueprint resources:

☒ **Base Level –** **Retail \$39** **Your Cost \$29**

Includes (~19 pages):

- Cover page (1 page)
- Your Leadership Grip Report (4 pages)
 - Gifts Triangle Summary page (1 page)
 - Birkman Foursome Narrative (1 page)
 - Birkman Foursome (1 page)
 - Intellectual Styles (1 page)
- Life Style Grid (10 pages)
- Areas of Interest (2 pages)
- Career Management Report (11 pages)
 - Organizational Focus Overview and report (6 of the 11 pages)
 - Job Families/Job Titles report (5 of the 11 pages)

☒ **Component Level –** **Retail \$99** **Your Cost \$70**

Includes (~90 pages):

- Complete Base Level Report **PLUS**
 - The Coaching Page (1 page)
 - Profile Summary (1 page)
 - Needs at a Glance (2 pages -- includes Dictionary of Components page)
 - Needs Graph (2 pages)
 - Strength and Needs pages (13 pages)
 - Strength and Needs Graph Pages (12 pages)
 - Guide Pages (5 pages)
 - Stress Pages (8 pages)
 - Managerial Style (1-5 pages)

- Paper edition of **Your Leadership Grip** instead of online for either level: **add shipping cost**
- Replace paper **Your Leadership Grip** with **Discovering Your Ministry Identity**: add \$3 per (email Gail Davis of OMS about this option if interested: gdavis@omsinternational.org)

To get your Coach's discount, you can order by

Phone: 800-253-4276

Email: robertrummel@churchsmart.com . (Bob Rummel)

- Remind Bob or ChurchSmart staff that you are a coach. They have you listed but it's always good to remind them that you are a coach to confirm the discount.
- You will receive a 40% discount on all other resources that Paul has developed. ChurchSmart has a website www.churchsmart.com, but you cannot access the 40% discount through online ordering. Samples of Paul's resources: : **Knocking Over the Leadership Ladder - Your Leadership Grip – Your Vital Values - Discovering Your Ministry Identity - Getting Your Gifts in Gear - Team Style Questionnaire – Heights Spiritual Gifts Survey**

What can I do with this resource?

Church	Personal	School
Teambuilding Church Staff Development Lay Mobilization Spiritual Formation Small Group Growth College/Young Adult Group Business Management Training Staff Retreat Executive Coaching	Life Coaching Spiritual Development Career Counseling Missions Organization Missionary Orientation On Field Team Building Mentoring Conflict Resolution On-going Home Ministries Training	Staff Development High School Guidance Counseling Student Government College Prep Day

Can I train others to coach? **Intro to Next Level: Blueprint Trainer**

Briefly stated, no. In order to become a Grip-Birkman Trainer 3 steps must be completed.

1. Complete the Grip-Birkman Blueprint Coaches Training.

This Coaches Training just completed certifies you to coach others or do teambuilding events.

2. Complete the Birkman Method Level 1 Certification training.

To check Birkman Certification Training dates check online at www.Birkman.com or call 800.215.2760. The cost is regularly \$3000, but you can check in advance to see if any of their non-profit slots (\$2000) are available. There are only a few such slots at each training.

3. Train two sessions in a Coaches Training event alongside one of our certified

Trainers: Hal Burke, Steve Hoke, Tim Roehl, John Blake, Gail Davis, Ron Ward or Paul Ford. You must work alongside in a Coaches Training event, and be validated by that trainer. Burke, Roehl, Ford and Ward are the four experienced trainers of Coaches thus far. Contact Hal Burke - HBurke2547@aol.com - if you want to take this step.

Two Day Re-Certification Required every three years.

We are serious about continuing to grow as coaches and trainers, and to learn the new things we gain from our Blueprint Learning Community. You are required to attend a re-certification event once every three years, at a cost of \$300 (may increase in years to come). Otherwise, you will lose your coaches status with ChurchSmart and the resultant privileges. First-ever Re-Certification Event: April 9-11 in Waxahachie (Dallas), TX

Join our yearly Blueprint User's Group:

Date: April 20-22, 2009 – Waxahachie, TX (Dallas area)

Contact: Hal Burke – Hburke2547@aol.com or John Blake - John.Blake@crmleaders.org

Websites

Grip/Birkman Blueprint Coaches Website - www.gbbcoaches.net

- Resources – includes *Blueprint Journal* & *Coaching Questions* handouts, plus much more
- Articles from other trainers and coaches
- Introduces new resources and new coaches or trainers

Grip/Birkman Blueprint Marketing Website - www.gripbirkmanblueprint.com

Grip/Birkman Flash Graphic and articles on Paul Ford's Website – www.drppaulford.org

Grip-Birkman Blueprint: 3 Levels of Training Curriculum

The outline below describes the multiple layers of curriculum which flow out of the original Grip-Birkman Coaches Training, and which have been customized to fit different audiences. The second and third pages are sample outlines for the **Teambuilding** and the **Team Leader Training**.

1. **AVAILABLE: Grip-Birkman Blueprint Coaches Training**—to equip potential coaches of the Grip-Birkman Blueprint coaching process.. The training involves the following tools and curricula:
 - 1.1. ***Your Leadership Grip*** by Paul Ford.
 - 1.2. ***The Birkman Method*** by Roger Birkman.
 - 1.3. Grip-Birkman Coaches Training Teacher's Notes.
 - 1.4. Grip-Birkman Coaches Training notebook (notetaking guide for participants).
 - 1.5. Blueprint Journal and Coaching Questions by Tim Roehl and Debbie Scroggin.
Go to www.gbbcoaches.net/Resources/BlueprintJournal.pdf
 - 1.6. *Knocking Over the Leadership Ladder*—book overview.

2. **AVAILABLE Fall 2008: Teambuilding Seminar**—A shortened, hybrid version of the Grip-Birkman Blueprint Coaches Training designed to take particular teams through their Grip-Birkman Methods without any training for potential coaches, and includes the eight assessment pieces that are of most strategic value to help teams build community through the principles and assessments of the Grip-Birkman Blueprint. The training involves these tools and curricula:
 - 2.1. ***Your Leadership Grip*** by Paul Ford and ***The Birkman Method*** by Roger Birkman.
 - 2.2. ***Your Vital Values*** by Paul Ford.
 - 2.3. OR ***Discovering Your Ministry Identity*** by Paul Ford
 - 2.4. Teambuilding Seminar Teacher's Notes.
 - 2.5. Teambuilding Seminar notebook (notetaking guide for participants).
 - 2.6. Blueprint Journal and Coaching Questions by Tim Roehl and Debbie Scroggin.
Go to www.gbbcoaches.net/Resources/BlueprintJournal.pdf

3. **NOT YET AVAILABLE – IN FIELD TEST: *The Leader as Good Steward***—a hybrid workshop which takes team leaders through the essential paradigm shifts and assessments contained in #1 and #2 above. The training involves the following tools and curricula:
 - 3.1. ***Your Leadership Grip*** by Paul Ford and ***The Birkman Method*** by Roger Birkman.
 - 3.2. OR ***Knocking Over the Leadership Ladder*** without the ***Grip/Birkman Blueprint***
 - 3.3. Team Leadership Seminar Teacher's Notes.
 - 3.4. Team Leadership Seminar notebook (notetaking guide for participants).
 - 3.5. Blueprint Journal and Coaching Questions by Tim Roehl and Debbie Scroggin.
Go to www.gbbcoaches.net/Resources/BlueprintJournal.pdf

1. Grip-Birkman Blueprint Coaches Training

Get A Grip #1: The Big Picture: You the Leader—A Steward of the Grace of God

- Overview of training and understanding our culture

Get a Grip #2: Baseline Personality

- Understanding the ***Birkman Lifestyle Grid*** and ***Areas of Interest***

Get a Grip #3: How do you Lead Powerfully through your ***Spiritual Gifts?***

- Grasping the top corner of the spiritual gifts triangle

Get a Grip #4: How does your ***Spiritual Gifts Combo*** function in a Team Setting?

- ***Team Styles*** leads to understanding of our role in a ministry team setting

Get a Grip #5: ***Spiritual Gifts Combo Function in Stewardship Language***

- ***5 Primary Functions of Stewardship*** translate our gifts into stewardship language

Get a Grip #6: Searching for “***Integrity of the Corners***” & “***Dotted Diamond***”

- Evaluating the corners of the spiritual gifts triangle and God changes our Usual style!

Get a Grip #7: ***Birkman Organizational Focus & Intellectual Styles***

- Searching our contributions to team and understanding how we process information

Get a Grip #8: Going to New Depth: ***Birkman Component Reports***

- Looking at component reports to know where to mine the gold

Get a Grip #9: ***Critical Insights***, Glossary & Resources

- See useful tools to enhance your Grip-Birkman coaching

Get a Grip #10: ***Where Do We Go From Here?***

- Learn details about what it means to be a Grip-Birkman coach

2. Teambuilding Seminar – Eight Body Building Parts

Your Team: Discovering God’s Grace Together

A brainstorm Overview – field test is in final stages

<u>Assessments/Exercises</u>	<u>Community Building Value</u>
1. Body Life Design Team concepts	Establishes Team paradigm values
2. Cultural Values that break unity brokenness in relationships	Identify key cultural issues that cause
3. Life Style Grid	Sharing of underlying needs (O) and differences between interests and actions
4. Spiritual Gifts	Identifying and sharing “Gift Liabilities”
5. Team Styles & Primary Team Functions	Expressing weaknesses and/or liabilities plus acknowledging “who I need”
6. Ministry Burden or Passion	Sharing “personal vision” in language that people can identify with enables ownership of the bigger vision because “I have a part.”
7. Vital Values	Awareness/Validation of personal values
8. Intellectual Styles	Discussing similarities and differences in how each person processes information

3. The Leader as Good Steward:

1. Leadership Foundations
2. A Good Steward of my Culture
3. A Good Steward of how I am Powerful in the Spirit – Eph. 3:7
4. A Good Steward of who WE are – Ephesians 2:19-22
5. A Good Steward of the Acts 2 Priorities
6. A Good Steward of the Body Life Vision
7. A Good Steward of the Community Values
8. A Good Steward of your unbelieving friends



BLUEPRINT COACH QUESTIONNAIRE

Name: _____ Certification Dates: _____

Address: _____ City: _____ State/Country: _____ Zip: _____

Email: _____ Website: _____

Phone: _____ Alt. Phone: _____ Organization: _____

1. Do you want to be a part of the ongoing communication along with our other Blueprint coaches? Y/N
2. Do you have the desire to go through Birkman Certification Training at some point in the future? Y/N
If yes, within the next: 3 months 6 months year down the road
3. Do you want to be a part of a group that offers input on the Blueprint Coaches Training process? Y/N
4. Where do you expect your primary usage of the Grip/Birkman Blueprint resource to be (check any)?

<input type="checkbox"/> Personal Application in my own life <input type="checkbox"/> Coaching Individuals <input type="checkbox"/> Coaching Couples <input type="checkbox"/> Training pastors or other Christian leaders: specify: _____	<input type="checkbox"/> Coaching or Training teams/Teambuilding <input type="checkbox"/> Marketplace coaching with Christian businesses (circle): individuals/groups <input type="checkbox"/> Other: _____
---	---
5. Should ChurchSmart need coaches to assist people who order the resource, would you want to be on their list? Y/N

Training Evaluation

1. One thing that was most valuable for me: new insight, conviction, clear word from God, essential for my ministry or our team...
2. One thing that was not helpful or unclear or negative in this event...
3. One thing I would change about the training you have just completed...
4. The one thing I want the Trainer(s) to know at the end of our time together...