CREATING A CONNECTION CULTURE

Creating an Impassioned, Thriving, and Creative Community





SEMINAR WORKBOOK

Creating a Connection Culture

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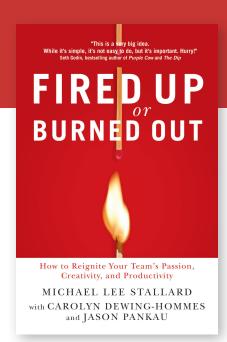
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"Fired Up or Burned Out" is the book that accompanies the Creating a Connection Culture Seminar. This book reveals how to reignite your team's passion, creativity and productivity. Published by Thomas Nelson.

About E Pluribus Partners and LSN

About E Pluribus Partners and Life Spring Network

E Pluribus Partners provides leadership training, team building, communications and executive coaching services that focus on results-driven initiatives to maximize employee engagement, employee retention, employee productivity, innovation and profitability.

Our name was inspired by the motto of America, "E Pluribus Unum," which in Latin means "out of many, one." The motto was originated by John Adams, Benjamin Franklin and Thomas Jefferson around the time the Declaration of Independence was signed. At its inception, E Pluribus Unum was meant to signify a uniting of the 13 British colonies into the United States of America. We think of E Pluribus Unum as a powerful reminder of how diverse people who work together as one can accomplish great things.

Key to bringing about the unity of people is to see that they are engaged. That's where E Pluribus Partners comes in. We are laser-focused on helping leaders of organizations elevate productivity and innovation by increasing employee engagement. We provide highly-customized services to each client (either for-profit or non-profit organizations) based on our proprietary Connection Culture Process.

Our approach motivates and inspires leaders and members to take action. Using case studies of great leaders who engaged people and failed leaders who didn't, we help the leaders of today understand why it is critical for them to create a Connection Culture. Leaders will learn the best practices that engage people and how to apply them in their work environment. Our measurement and accountability disciplines help organizations ensure that a Connection Culture endures. Life Spring Network is focused on bringing this message to Christian communities and helping them to realize their full potential.





About the Authors

Jason Pankau, President Life Spring Network Partner and Co-Founder E Pluribus Partners

Jason Pankau is a leading authority on leadership and teams as they relate to employee and customer engagement. He is a co-founder and partner at E Pluribus Partners, a consulting firm that specializes in helping leaders create "Connection Cultures" to form strong bonds among the management, employees and customers of an organization. Connection Cultures increase employee and customer engagement as well as productivity, profitability, innovation, employee retention and customer loyalty. Jason serves as a consultant and life coach to many corporate executives.

Jason is a co-author of the book *Fired Up or Burned Out* and a chapter in the book *What Managers Say, What Employees Hear: Connecting With Your Front Line (So They'll Connect with Customers)*. His work has appeared in the media, including Leader to Leader and Leadership Excellence. Jason is also the president of Life Spring Network, an organization that trains and coaches people to realize life's potential.

He is a sought-after author, speaker, organizational consultant and life coach. Jason is the author of the Omega Course as well as several seminars that he teaches throughout North America. Previously, Jason was an associate pastor at Stanwich Congregational Church in Greenwich, CT where he focused on mentoring and leadership development.

Jason earned a B.S. from Brown University in business economics and organizational behavior/management. He was captain and pre-season All-American linebacker in football, school record holder in discus, and national qualifier in track while at Brown. Jason earned a Masters of Divinity from Southern Theological Seminary and has completed the coursework for a Doctorate in Christian Leadership. Jason is married and has two sons and two daughters.

Michael Lee Stallard,

President and Co-Founder E Pluribus Partners

Michael Lee Stallard is a leading authority on leadership and teams as they relate to employee and customer engagement. He is the cofounder, president and CEO of E Pluribus Partners, a consulting firm that specializes in helping leaders create "Connection Cultures" to form strong bonds among the management, employees and customers of an organization. Connection Cultures increase employee and customer engagement as well as productivity, profitability, innovation, employee retention and customer loyalty.

Michael is the primary author of the book *Fired Up or Burned Out* and a chapter in the book What Managers Say, What Employees Hear: Connecting With Your Front Line (So They'll Connect with Customers). The latter book, edited by Regina Maruca, the former senior editor of Harvard Business Review, includes contributions from several Harvard Business School professors and well-known author-consultants. Fired *Up or Burned Out* has been widely praised by well-respected leaders and thought leaders. About the book, Russell Reynolds, Jr., founder and former CEO of Russell Reynolds Associates wrote, "An enthralling and impressive work. It shows how to empower people and create great societies, corporations and cultures. I'm giving it to everyone at my own firm." Frances Hesselbein, Chairman of the Leader to Leader Institute, described the book as "the indispensable leadership guide for leaders everywhere." Michael Fitzgerald, The New York Times' columnist, wrote on BNet, "The soft stuff counts and Stallard's book helps... It's impossible not to find some example that will make you rethink your own approach to other people in your working life."

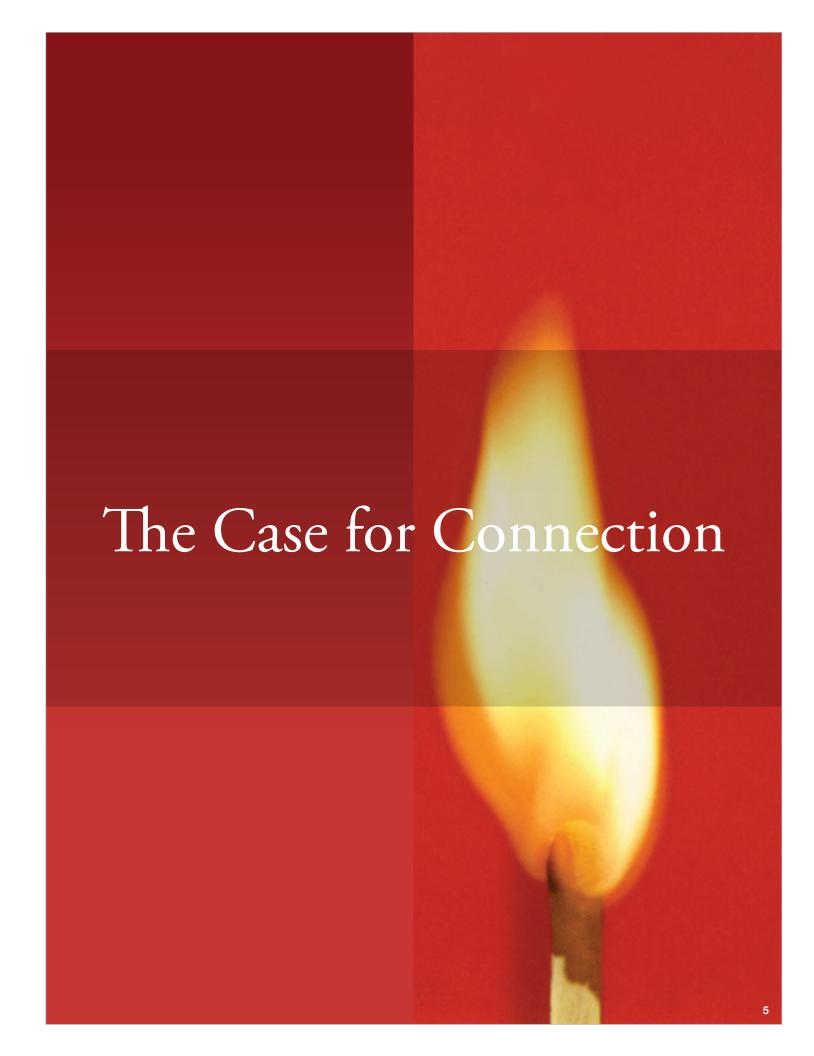
Michael's work has also been featured in the media including *The Wall Street Journal, The New York Times, Leader to Leader, Human Resource Executive*, HR.com, CustomerServiceCrossings.com, *Leadership Excellence*, and *Fox Business Now.* He has spoken at conferences organized by *Fortune* magazine, The World Presidents' Organization, the American Bankers Association, The Corporate Executive Board's VIP Forum, the Innovation Council and the Investment Company Institute.

About the Authors

He is a guest lecturer on employee and customer engagement at New York University's Stern School of Business and the University of Virginia's Darden Business School.

Prior to founding E Pluribus Partners, Michael was a managing director, chief marketing and strategy officer at the U.S. Trust business of Charles Schwab and principal, chief marketing officer at the global private wealth management business of Morgan Stanley. The programs identified and implemented by the team he assembled and led at Morgan Stanley contributed to doubling the business unit's revenues over a two-year period. The practices he and his team developed became the genesis for his approach to elevating the productivity and innovation of individuals and organizations.

Earlier in his career, Michael worked as an executive in investment banking, marketing, finance and business development-related positions at Texas Instruments, Van Kampen Investments and Barclays Bank, PLC. Michael's educational background includes a bachelor's degree in marketing from Illinois State University in Normal, Illinois, an M.B.A. from University of Texas in Odessa, Texas, and a J.D. from DePaul University Law School in Chicago, Illinois. He was admitted to the Illinois bar in 1991. Michael is married and has two daughters.



The Case for Connection

Genesis 2:18

¹⁸ The LORD God said, "It is not good for the man to be alone. I will make a helper suitable for him."

What is Connection?

- "Like wind through the trees"
- An invisible force between human beings that promotes trust, cooperation and "esprit de corps"
- Brought about through Intentional Relationship Excellence

Our Research and Findings

We decided to take things a little deeper. We studied all of the relevant fields of knowledge to get a more complete understanding of what affects employee engagement.



Here are some of the things that we found:

Psychology

Humans have a number of needs they expect to have met at work¹ and in their church community relationships. These include:

Needs	Details
Respect	To be treated with honor
Recognition	To feel appreciated
Belonging	To love and be loved
Autonomy (Freedom)	To be trusted with authority
Personal Growth	To be believed in and trusted
Meaning	To make an eternal difference

If these basic human needs are not being met, connection suffers.

Break Questions

1. How well are the universal human needs being met in your life? Which ones would you say you do a good job of meeting in the lives of others? Why?	
	_
	_
2. Which needs does your church do a good job of meeting? Which needs does the church need to improve on?	

The Case for Connection

Psychiatry

Psychiatrists regularly see patients from the business world who don't spend enough time connecting with other people in healthy relationships. Dr. Edward Hallowell has written extensively about this topic in the *Harvard Business Review* and in several books.² He notes that a lack of connection at work increases:

- Loneliness
- Isolation
- Confusion
- Distrust
- Disrespect
- Dissatisfaction

The impact of disconnection in church communities is even more dramatic, because the expectation of connection is higher!



National Environment Today

- Since World War II, subjective well-being (happiness) has been flat although economic prosperity has increased dramatically.
- Experts believe a lack of connection and community has kept subjective well-being stagnant.³

Neuroscience

Neuroscience research has established that connection has a positive biochemical effect on the brain and that the lack of connection has a negative biochemical effect on the brain.⁴ Connection:

- Reduces stress hormones (epinephrine, norepinephrine, cortisol)
- Increases dopamine which enhances attention and pleasure
- Increases serotonin which reduces fear and worry
- Increases oxytocin which makes us more trusting of others

Additionally, scientists have discovered from split brain surgery on epilepsy patients that:

- The Right Brain: the unconscious mind that controls emotions
- The Left Brain: the conscious mind that controls logic, speech
- Cognitive scientist Michael Gazzaniga has labeled the left brain "the interpreter"

The process: Emotions arise from the right brain and frequently drive our behavior. The left brain then works to come up with an explanation to make sense of our behavior. This concept confirms our findings in the area of organizational behavior.

Organizational Behavior

Self-medication fuels addiction! America, with 4.5% of the global population:

- Consumes 50% of the world's mood-altering legal drugs
- Consumes 2/3rds of the world's illegal drugs
- Other addictions: sex/porn, eating disorders, cutting, excessive media use

The Case for Connection

Break Questions

1.	How many of the symptoms of disconnection are you experiencing?
2.	What is God doing or trying to do (but we are resisting Him) through
yoı	ar church to help reverse these symptoms?

Social Science

Social science research studies have documented the positive effect connection has on human beings from birth to our twilight years.⁵

- Babies who are held = healthier
- Students who have eye contact = perform better academically
- Patients who have social support = recover faster
- Adults with greater connection = more creative, better problem-solvers
- Seniors who have more social relationships = live longer

National Environment Today

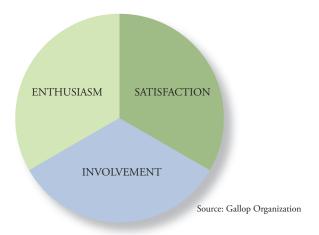
Americans had among the longest life expectancies in 1950. Today, Americans under 50 vs. peer group of 17 wealthy nations have:

- Lowest life expectancy
- Highest infant mortality rate
- Highest deaths from alcohol and drugs
- Highest deaths from injuries and homicide
- Highest deaths from obesity and diabetes
- Highest rate of teen pregnancy, STDs and AIDS

Exploring Employee Engagement

Defining Employee Engagement⁶

Employee engagement surveys typically measure enthusiasm, satisfaction and involvement.



Work Environment Today⁷

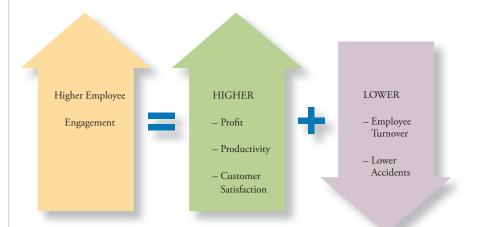
- 70% of employees are not engaged at work (Gallup), 72% of church-going Christians
- 18% actively disengaged (working against)
- 60% of engaged employees not aligned with the organization's objectives
- Bottom Line: only 12% of employees are engaged and aligned

Organizational Behavior

The Corporate Executive Board's 2004 study⁸ of 50,000 employees established:

- Emotional factors (meaning of work and how people relate with one another) are on average **four times as effective** as rational factors (compensation, job title) when it comes to the amount of effort people put into their work
- Engaged employees are 20% more productive than the average employee

The Case for Connection



Note: Study of 198,514 employees and 7,939 business units from 1992 until 1999 showed composite correlation of .38 (corrected for error) between employee engagement and business outcomes

Source: "Business Unit Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta Analysis," James K. Harter et.al., Journal of Applied Psychology, 2002 Vol. 87, No. 2, 268-279.

Work Becoming More Important than Family

"Beginning in the 1990's, work became a greater part of Americans' selfdefinition than family and community."

The Gallup Organization

The Opportunity

The opportunity for businesses to improve performance is extraordinary. Here's what the CEO of America's leading polling organization said about it:

"One of the things you notice in Gallup Research is that only one in four workers in the U.S. is engaged in the workplace... Imagine if you could get half the employees engaged... It is just unbelievable to me the potential that exists for companies."

-James Clifton

CEO, Gallup Organization

Current Work Environment

In 2006, researchers at Florida State University surveyed more than 700 employees from a wide variety of professions, asking whether they had endured a history of abuse from their bosses. In 2007, the researchers questioned 180 employees in depth about workplace performance issues. They found that workers who were abused retaliated in several ways.

When bosses behaved badly, employees retaliated:

- 30% slowed down or purposely made errors vs. 6% of those not reporting abuse.
- 27% purposely hid from the boss vs. 4% of those not abused.
- 33% confessed to not putting in maximum effort vs. 9% of those not abused.
- 29% took sick time off even when not ill vs. 4% of those not abused.
- 25% took more or longer breaks vs. 7% of those not abused.

Break Questions

1. D	o these descriptions of disconnection in our society and in the work
place	seem accurate to you? How are you experiencing this?
2. W	That can your church do better to increase connection and
engag	rement?

The Case for Connection

History

Our study of numerous great and failed leaders throughout history concluded that the presence or absence of connection helped explain the duration of their leadership and their success or failure in achieving their objectives.

Great Leaders	Failed Leaders
 Queen Elizabeth I George Washington Dwight Eisenhower Winston Churchill John Wooden Frances Hesselbein 	 King George III Montezuma Napoleon Frederick the Great (later years) Dictators Communist Leaders

The Connection Culture

The Evidence Is Clear

The evidence establishes beyond a reasonable doubt that connection is a primary determinant of individual and collective performance of people. Connection affects the success of leaders regardless of their domain of leadership. Stated another way, connection increases the sustainability of superior performance of nations, businesses, sports teams and social-sector organizations.

We All Need Connection!

It brings out the best in people, and makes them:

- Mentally and physically healthier
- More trusting
- More productive
- More cooperative
- More creative
- Better problem-solvers

Current Church Environment

Church Growth or Decline?

- Since 1960, church growth statistics have been going in the wrong direction.
- Our contention is that most churches have become religious (through a focus on functional task excellence) and have forgotten what it means to live and function as a connection culture!

We live in a Post-Christian Society

- No longer does the main stream of our society's leadership or general population accept the basic Judeo-Christian values or faith.
- America is increasingly becoming culturally unchurched.
- The Boomer and Buster generations have a largely uneducated or even negative view of the Church and Biblical Christianity.

With a sterile church

- 80% of churches in America are stagnant or declining. They are not growing. (George Barna Research)
- Most church growth in America is from "transfer growth," not conversion growth.
- 85-95% of Christians are "sterile" and therefore don't reproduce meaning they are unable to lead another to faith or disciple them
 to maturity. (Bruce Dreisbach, Reaching Beyond the Church, 1997)
- The average age in the church is 62. The average age in the population is 35. (George Barna Report)
- Between 30-32% of "Born-Again Christians" are not involved in the church (George Barna Report)
- 54% of born-again Christians say that church is irrelevant to their lives. (Barna Report)
- Just 37% of Americans say they have attended a religious service in the past week vs. 49% in 1991. Only 34% of Busters and 31% of Boomers have. (Barna Research Group as reported in *USA Today*)

The Case for Connection

Questions to Consider
1. Which area of our research did you find most intriguing and why?
2. On a scale of 1 (low) to 10 (high), what is the current level of connection (relational excellence) at this moment in your church?
3. Are you convinced that we have a disconnection problem in America and in the church? What do you think needs to be done about this?

Creating a Connection Culture Inspiring Identity

CCC: Inspiring Identity

What Is Connection?

Like wind through the trees, it is an invisible force between human beings that promotes trust, cooperation and esprit de corps.

Definition: A bond based on shared identity, empathy and understanding that moves *self*-centered individuals toward *group*-centered membership.

Connection is brought about through intentional Relationship Excellence.

The Leader's Role

Leaders are primarily responsible for creating a Connection Culture. To increase connection, leaders must create and maintain organizational cultures that foster connection.

We need to put the Corpus back into "Corporation"

"Corpus" is Latin for body.

Cor·po·ra·tion (kôr'po-rā' shon) n.

- 1. A body that is granted a charter recognizing it as a separate legal entity having its own rights, privileges, and liabilities distinct from those of its members. Such a body created for purposes of government. Also called body corporate.
- 2. A group of people combined into or acting as one body.

Connection is the glue that makes a body or "corpus" of people trust each other, cooperate and work together. Connection increases the alignment of behavior with corporate strategy.

The Elements of Connection

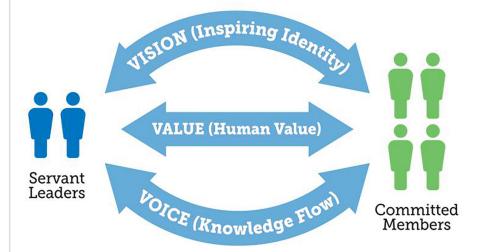
Two types of elements create a connection culture:

Core Elements: beliefs and behaviors that increase connection

- 1. Inspiring Identity (**Heart**)
- 2. Human Value (Soul)
- 3. Knowledge Flow (Mind)

Enabling Elements: (Strength) the types of people who believe and behave in ways that increase connection

- 4. Committed Members
- 5. Servant Leaders



The Connection Culture nurtures the key aspects of our corporate Heart, Soul, Mind and Strength.

The Core Elements of Connection

Vision = Inspiring Identity Value = Human Voice Voice = Knowledge Flow

CCC: Inspiring Identity

Break Questions

1. Which of the five elements of a connection culture stand out to you and why?

2. Describe a time in your life when you felt the most connected relationally? Who were the people that made you feel most connected?

Element #1: Inspiring Identity (Vision)

Definition: When everyone in the organization is:

- A. Motivated by the mission
- B. United by the values
- C. Proud of the reputation



Inspiring Identity, or Vision, unites people so they feel connected. Shared beliefs in a mission, values and reputation increase connection.

Case Study: F.D.R.

- During World War II
- 18,000 aircraft workers at Boeing in Seattle
- FDR brought pilot Hewitt Wheless to speak to the workers
- Wheless' plane built at that plant

- Transformed workers into freedom fighters
- 1941-1945 American aircraft companies out-produced the Nazis three-to-one and built nearly 300,000 airplanes

Case Study: Steve Jobs, Chairman and CEO, Apple Computer

- Steven Jobs returned to Apple in 1996
- "Think Different" advertising campaign
- Message: we are more than technologists...we are also artists and innovators who are changing the world
- Employee retention, operating and financial performance improved

Case Study: Jesus

- He came preaching the Kingdom of God!
- He challenged His followers to transform the world from a cold sin-filled and selfish relational environment to a warm, loving community where people give their lives for one another. (Matthew 28)
- In John 17, He prayed about the unity and love that the church would express to one another and the world.

Case Study: The Early Church

The Great Commission - Matthew 28:18-20

Then Jesus came to them and said, "All authority in heaven and on earth has been given to me. ¹⁹Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age."

CCC: Inspiring Identity

The Church's Mission therefore is:

Connecting people in real loving relationship with God through Jesus Christ in the power of the Holy Spirit, with each other in contagious Christian community, and with our calling of servanthood in the world!

Early Church - United By the Values - Acts 2:42-47

Value	Details
Growth	They devoted themselves to the apostles' teaching,
Group	and to the fellowship,
Grace	to the breaking of bread,
Guidance	and to prayer.
Gifts	Everyone was filled with awe, and many wonders and miraculous signs were done by the apostles.
Good Stewardship	All the believers were together and had everything in common. Selling their possessions and goods, they gave to anyone as he had need.
Glorification	Every day they continued to meet together in the temple courts. They broke bread in their homes and ate together with glad and sincere hearts, praising God
Grace	and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved.

Break Questions 1. Does your church do a good job of clarifying God's mission and values for everyone? Does this mission motivate you? Why? 2. Do the Seven Values of Abundant Living make sense to you? Which of the Seven Values does your church promote best and which does your church need to do better at growing into? Early Church - Proud of the Reputation • In AD 100 for every 1 Christian Church there were 12 unreached people groups. • In AD 1000 for every 1 Christian Church there were 5 unreached people groups. • In AD 1500 for every 1 Christian Church there was 1 unreached people group. • In AD 1900 for every 10 Christian Churches there was 1 unreached people group. • In AD 1950 for every 99 Christian Churches there was 1 unreached people group. • In AD 1980 for every 162 Christian Churches there was 1 unreached people group. • In AD 2000 for every 670 Christian Churches there was 1 unreached people group.

CCC: Inspiring Identity

Case Study: Willow Creek Community Church

Bill Hybels, Senior Pastor

Turning irreligious people into fully devoted followers of Jesus Christ!

- Innovative seeker services
- Large system of small groups
- Dynamic use of the arts in worship
- Modern facilities
- Use of technology

Case Study: Saddleback Valley Community Church

Rick Warren, Senior Pastor

Calling people to live according to the five purposes of God

- Evangelism
- Fellowship
- Worship
- Discipleship
- Service

The Leader's Role

- Leaders must embody the identity of the corporation.
- Leaders reproduce who they are.
- The identity of the company will reflect the identity of its leaders.
- What do leaders stand for and model to others?

CCC: Inspiring Identity

Inspiring Identity Assessment

Use the rating scale to evaluate your personal and corporate heart. Record your insights. Then discuss as a group to discern the changes you need to make in order to improve your connection culture personally and as an organization.

Rating Scale

1 = Not Descriptive 2 = Sometimes Descriptive 3 = Fairly Descriptive 4 = Descriptive 5 = Strongly Descriptive

Definition: When everyone in the organization is	Personal Rating	Corporate Rating
A. <u>Motivated</u> by the mission	2 02002	corporate rating
B. <u>United</u> by the values		
C. <u>Proud</u> of the reputation		
What's right? What's wrong? What's missing?:		

Group Work

Montpelier Nuclear Submarine - Excerpts from The USS Montpelier Command Philosophy

Background and Mission MONTPELIER is a warship, designed to steam into harm's way and win. Our flesh and blood bring this ship to life. We are stewards of one of the most capable warships in the history of mankind. These thoughts provide a framework for executing that stewardship and for building the teamwork that will enable us to fight and win in war.

Honesty provides the foundation of trust that is essential to teamwork. I expect and require that you be completely honest in your communication with your shipmates. I will do the same with you. At times, this will be painful, but it is extremely important that we have the facts when making decisions and that our relationships are based on mutual trust. I pledge not to kill the messenger.

Integrity Do the right thing; don't take the expedient path. If you are not sure what the right thing is, and you have the opportunity, ask. If you can't, trust your judgment and training. This requires a great deal of courage, but if you act honestly and faithfully in this regard, you will not be second-guessed.

Teamwork No ship, department or division is successful as a one-man show. Teamwork is the key to success. Our actions must reinforce this concept. If you find yourself thinking about a problem in the command and the word "they" pops into your head, think again. "We" will solve problems together. I am not one of "them" and neither are you.

Open-door Policy Leadership is about setting priorities. If you have an idea for a better way, suggest it. My door is always open to discuss your concerns. I trust that you will use the chain of command when possible.

Caring Leadership Know your people. Translate your caring into tangible results. Get them off the ship when you can. Ensure they are ready for advancement. Make a difference in their lives.

Mistakes Honest mistakes come with the territory. I will make some and so will you. The keys to success are establishing enough backups so that we don't make a critical mistake, and recognizing and learning from the mistakes that we do make. Your tour will be filled with many ups and downs. It is not how many times you fall that will determine your success. Your honesty, integrity, and determination to fight on, will.

Fitness and Sleep Submarining requires stamina. Fitness, nutrition and sleep are key to your decision-making. As General Patton said, "Fatigue makes cowards of us all." Take care of your body and your mind. I do not judge you on how long you work or how long you stay awake, but on how effective you are.

Standards The standard is excellence in all we do. Aristotle said, "We are what we repeatedly do. Excellence, then, is a habit." Our reputation is determined in a large part due to how we execute routine evolutions, our personal appearance and the appearance of our ship. It is the sum of each of our actions. Set the standard.

Fun Submarining is an extremely challenging and demanding profession. At times the hours will be long and the work hard, but it is important that we have fun while fulfilling our responsibilities.

Work/Life Balance and Community Success at work is interwoven with success at home. I consider it vital that we balance our military duties with our roles in the family. Take advantage of opportunities to make time for your family and work hard to keep your professional role and your family role in perspective. It is also important that our families understand the importance of our mission and that we recognize the sacrifices that our family members must make in order to fulfill our duties. Service is a team effort. I will make an effort to create a family environment on board and to support our families. A successful command has a family atmosphere, where every member takes pride in being a part of the team.

Personal Development I expect every Sailor to be working towards his personal and professional development and I will support your actions in these areas.

Critical Self-Assessment Our ability to improve is dependent on our ability to analyze the causes of our failures and to take action to address those problems. At times, we will formally critique events. The intent is to fix the problem, not the blame. Honesty is critical to this process.

CCC: Inspiring Identity

Decision-making I will not establish a lot of detailed policies to spell out and legislate decisions on board. I will balance the long- and short-term needs of each individual, the ship, and the U.S. Navy. If time allows, I will make every effort to explain my decision, but there will be times when it is not practical and I expect you to trust my judgment.

Equality We swear to support the Constitution of the United States, which states that all men are created equal. I expect you to treat each of your shipmates, our families and our visitors with dignity and respect.

Ambassadors Overseas, we are ambassadors of the United States. At home, we are representatives of the submarine force, the Navy, and the U.S. Military. Our behavior and actions should reflect the pride and responsibility we feel as members of an elite military organization.

Service and Reward My ultimate goal is that you consider your service on board the MONTPELIER one of the most rewarding experiences in your life. This requires that you resolve to better yourself, your ship, your shipmates and your country. Each night when you go to sleep ask yourself "What have I done today to make myself a better man? How have I made MONTPELIER a better ship? Have I been a faithful steward of one of our country's most valuable assets, this ship and the outstanding Sailors who fight her?"

These are my thoughts, just words on paper.

Our actions together make them a reality and the key to our success.

1. After reading the Montpelier Command Philosophy above, identify which THREE of their values are most important to your understanding of what is needed in your community and discuss why.		
2. Identify the three values that your community needs to focus on growing.		

Creating A Connection Culture Human Value

CCC: Human Value

Element #2: Human Value (Value)

Definition: When everyone in the organization:

- A. **Understands** the needs of people,
- B. **Appreciates** their positive, unique contributions, and
- C. <u>Helps</u> others achieve their potential.



The Evolution of Human Value

When it comes to valuing people, consider the progress we have made over the course of history. Also consider the progress we have made in the workplace in the last hundred years: reduction of racial and sexual discrimination, etc. What's next? We believe the next step in the evolution of work environments is that they will become Connection Cultures.

John 17:20-26 - Jesus Prays for All Believers

²⁰ "My prayer is not for them alone. I pray also for those who will believe in me through their message, ²¹ that all of them may be one, Father, just as you are in me and I am in you. May they also be in us so that the world may believe that you have sent me. ²² I have given them the glory that you gave me, that they may be one as we are one - ²³ I in them and you in me—so that they may be brought to complete unity. Then the world will know that you sent me and have loved them even as you have loved me. ²⁴ Father, I want those you have

given me to be with me where I am, and to see my glory, the glory you have given me because you loved me before the creation of the world.

²⁵ "Righteous Father, though the world does not know you, I know you, and they know that you have sent me. ²⁶ I have made you known to them, and will continue to make you known in order that the love you have for me may be in them and that I myself may be in them."

John 13:34-35

³⁴ "A new command I give you: Love one another. As I have loved you, so you must love one another. ³⁵ By this everyone will know that you are my disciples, if you love one another."

Break Questions

l. 	What stood out to you the most in these scriptures? Why?
	Why is pursuing God's vision for unity and love for one another ential?
	On a scale of 1 (Low) -5 (High) rate the experience of love for one ther that gets expressed through your church community.

CCC: Human Value

Case Study: David Neeleman, Chairman, Jet Blue

- Meets 95% of new employees.
- Flies on Jet Blue one day/week.
- Serves beverages and cleans planes.
- Said most airlines treat passengers like cattle whereas Jet Blue makes personal connections with passengers.

How David Neeleman Shows Value:

- Humility Jet Blue CEO flies one day a week to serve meals, clean planes, help luggage handlers
- Cares about crew Jet Blue CEO meets with 95% of new crew on their first day, knows many of their names and/or stories
- Cares about customers hires and promotes friendly people who make a personal connection with customers
- Passion CEO has very high energy (has ADD)

Attracting Employees

- In 2002, Jet Blue had to fill 2,000 crew member jobs...
- It received 130,000 applications!

When organizations value people, it helps attract and retain quality employees.

Human Needs at Work and in the Church

As we have discussed earlier, we all have basic needs that we seek to have met at work. Meeting these needs determines the degree of connection we feel. When these needs are not met in healthy ways, it creates needs deficits that motivate individuals to engage in dysfunctional behavior in order to meet them. This is why it is essential for us to understand the universal human needs and consider how our words and deeds affect meeting the needs of others.⁹

Human needs at work and in the Church

- 1. Respect
- 2. Recognition
- 3. Belonging
- 4. Autonomy (freedom)
- 5. Personal growth
- 6. Meaning

Lack of correction creates needs deficits



dysfunctional behavior

Break Questions

1. Which of the Universal Human Needs do you see most quickly promoting dysfunctional behavior when they are not met in your life?

Understanding Human Value

Everyone has:

- Heart (Spirit, Will, Desires)
- Soul (Emotions, Conscience, Intuition)
- Mind (Thoughts, Knowledge base, Plan)
- Strength (Body, Energy, Capabilities)

Treat everyone as if this were true...always.

CCC: Human Value

Appreciate positive, unique contributions

When we show appreciation for others at church, it helps meet their needs for recognition and belonging.

Know my story:

- How well do you know your fellow church members or your neighbors that God is calling us to connect with?
- What is their background?
- What are their dreams and ambitions?
- What motivates them?
- Who is important in their life?
- What qualities do they strive for?

Help others achieve their potential

Encourage personal growth

- Coaching, Mentoring
- Share your gold with others!

Encourage vocational growth

• Staff and lay development courses

Share your gold with others to help them achieve their potential. Individuals have different strengths so when we help one another we create a leveraging effect. Once again, we come back to the idea of putting the corpus back in the corporation so that we all play to our strengths. Here's an example: the good writer, the good editor and the good speaker must work together to help one another create a great speech, because individually they don't have all the skills necessary to produce a great speech.

Break Questions

- 1. When have you felt appreciated the most in your life? How did being appreciated connect you to others and help unlock your potential?
- 2. How has getting to know people's stories helped you to connect with them?

Human Value - Dial Up the Value

- Make a human connection with as many people as possible.
- Treat and speak to employees as partners.
- Help employees find the right roles.
- Educate, inform, and listen to employees.
- Decentralize decision-making.
- Recognize the need for work/life balance.

Human Value - Delete What Devalues

- Eliminate disrespectful, condescending and rude behavior.
- Balance criticism with encouragement.
- Be slow to commission new leaders (first evaluate their task excellence and connection capability).
- Minimize unnecessary rules and excessive controls.
- Eliminate excessive signs of hierarchy.
- Confront and discipline devaluing leaders.

Help Others Grow Appreciate their Contribution

Understand the Needs of People

CCC: Human Value

Human Value Assessment

Use the rating scale to evaluate your personal and corporate heart. Record your insights. Then discuss as a group to discern the changes you need to make to improve your connection culture personally and as an organization.

Rating Scale

1 = Not Descriptive 2 = Sometimes Descriptive 3 = Fairly Descriptive 4 = Descriptive 5 = Strongly Descriptive

Definition: When everyone in the organization	Personal Rating	Corporate Rating
A. Understands the needs of people		
B. Appreciates their positive, unique contributions		
C. Helps others achieve their potential		
What's right? What's wrong? What's missing?:		

The "One-Anothers" of Scripture

We believe that the Holy Spirit officially commissions every believer into a ministry of caring for one another. After all, none of the following commands are restricted to a particular title (such as elders only) or a particular gender (such as men only).

- 1. "... Be at peace with each other" Mark 9:50
- 2. "... Wash one another's feet" John 13:14
- 3. "... Love one another..." John 13:34
- 4. "... Love one another..." John 13:34
- 5. "... Love one another..." John 13:35
- 6. "... Love each other..." John 15:12
- 7. "... Love each other..." John 15:17
- 8. "Be devoted to one another in brotherly love..." Romans 12:10
- 9. "... Honor one another above yourselves" Romans 12:10

- 10. "Live in harmony with one another..." Romans 12:16
- 11. "... Love one another..." Romans 13:18
- 12. "... Stop passing judgment on one another" Romans 14:13
- 13. "Accept one another, then, just as Christ accepted you..." Romans 15:7
- 14. "... Instruct one another" Romans 15:14
- 15. "Greet one another with a holy kiss" 1 Corinthians 16:20
- 16. "... When you come together to eat, wait for each other" 1 Corinthians 11:33
- 17. "... Have equal concern for each other" 1 Corinthians 12:25
- 18. "Greet one another with a holy kiss" 2 Corinthians 13:12
- 19. "Greet one another with a holy kiss" 1 Corinthians 16:20
- 20. "... Serve one another in love" Galatians 5:13
- 21. "If you keep on biting and devouring each other...you will be destroyed by each other." Galatians 5:15
- 22. "Let us not become conceited, provoking and envying each other" Galatians 5:26
- 23. "Carry each other's burdens..." Galatians 6:2
- 24. "Be patient, bearing with one another in love" Ephesians 4:2
- 25. "Be kind and compassionate to one another..." Ephesians 4:32
- 26. "... Forgiving each other..." Ephesians 4:32
- 27. "Speak to one another with psalms, hymns and spiritual songs" Ephesians 5:19
- 28. "Submit to one another out of reverence for Christ" Ephesians 5:21
- 29. "... In humility consider others better than yourselves" Philippians 2:3
- 30. "Do not lie to each other..." Colossians 3:9
- 31. "Bear with each other..." Colossians 3:13
- 32. "...Admonish one another" Colossians 3:16
- 33. "...Forgive whatever grievances you may have against one another" Colossians 3:13
- 34. "Teach ... [one another]" Colossians 3:16
- 35. "...Make your love increase and overflow for each other" 1 Thessalonians 4:9
- 36. "...Love each other" 1 Thessalonians 4:9
- 37. "...Encourage each other..." 1 Thessalonians 4:18
- 38. "...Encourage one another..." 1 Thessalonians 5:11
- 39. "...Build each other up..." 1 Thessalonians 5:11
- 40. "Encourage one another daily..." Hebrews 10:25
- 41. "...Spur one another on toward love and good deeds" Hebrews 10:24

CCC: Human Value

- 42. "...Encourage one another" Hebrews 10:25
- 43. "...Do not slander one another" James 4:11
- 44. "Don't grumble against each other..." James 5:9
- 45. "Confess your sins to each other..." James 5:16
- 46. "...Pray for each other, that you might be healed" James 5:16
- 47. "...Love one another deeply, from the heart" 1 Peter 1:22
- 48. "...Live in harmony with one another..." 1 Peter 3:8
- 49. "...Love each other deeply..." 1 Peter 4:8
- 50. "Offer hospitality to one another without grumbling" 1 Peter 4:9
- 51. "Each one should use whatever gift he has received to serve others..." 1 Peter 4:10
- 52. "...Clothe yourselves with humility toward one another..." 1 Peter 5:5
- 53. "Greet one another with a kiss of love" 1 Peter 5:14
- 54. "... Love one another" 1 John 3:11
- 55. "... Love one another..." 1 John 3:23
- 56. "... Love one another..." 1 John 4:7
- 57. "... Love one another..." 1 John 4:11
- 58. "... Love one another..." 1 John 4:12
- 59. "... Love one another" 2 John 5

Twenty-one of the fifty-nine, or fully one third, call for Christians to love! Scores of additional passages command all believers to love their neighbors as themselves, build up the Church, be involved in mutual edification, be like-minded, be of one accord, and similarly "...do good...to those who belong to the family of believers" (Galatians 6:10). Add to these commands the many other Scripture verses that describe the role of caring. One writer, for instance, marvels at how Christ's forgiveness gives rise to true "...fellowship with one another..." (1 John 1:7). Another thanks God for the maturity whereby "...the love every one of you has for each other is increasing" (2 Thessalonians 1:3).

A Covenant Membership Process

- The "One Anothers" of scripture define God's desire for how we should intentionally relate to one another.
- They frame up and help us to define God's relational expectations (covenant) for His church.
- People have to give you the right to speak into their lives with this depth of intimacy!

	CCC: Human Value
V	

Creating A Connection Culture Knowledge Flow

CCC: Knowledge Flow

Element #3: Knowledge Flow (Voice)

Definition: When everyone in the organization:

- A. **Seeks** the ideas of others,
- B. **Shares** ideas and opinions honestly, and
- C. <u>Safeguards</u> relational connections.



Case Study: N.A.S.A. and the Shuttle Challenger

- NASA failed to encourage people to share their concerns it was viewed as being negative.
- A disengaged work environment is more subtle than the explosion of the Columbia space shuttle but can have similar negative consequences.

Knowledge Flow benefits churches and organizations in several ways. It keeps people in the loop so they have a shared base of knowledge and feel like part of the team. It also creates a marketplace of ideas and opinions so that decision-makers are better informed and everyone is more creative from exposure to the idea marketplace.

Three Benefits of Knowledge Flow

- Increases connection and fires up people
- Helps decision-makers make better decisions
- Increases creativity and innovation

Break Questions

1. How is the Knowledge Flow in your church environment?

2. What are some stumbling blocks to Knowledge Flow?

Seek the Ideas of Others

- We don't have all the answers!
- Be quick to listen, slow to speak and slow to become angry...
- Neurological pathways are set we must intentionally break free of them and seek new paths!

James 1:19-20

My dear brothers, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry, for man's anger does not bring about the righteous life that God desires.

It is vital to seek the ideas of others because individuals have different thinking styles and we benefit from hearing the points of view of those who have different thinking styles than we do. Another reason we need to seek the point of view of others is that we are susceptible to what historian Barbara Tuchman referred to as "woodenheadedness." In other words, we tend to hold on to existing beliefs and are less likely to accept new information that conflicts with our existing beliefs.

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CCC: Knowledge Flow

Share Ideas and Opinions Honestly

- Speak truth to power
- Never become a "yes man"
- Stand up for what you believe
- Share your ideas

Ephesians 4:15

Rather, speaking the truth in love, we are to grow up in every way into Him who is the head, into Christ, from whom the whole body, joined and held together by every joint with which it is equipped, when each part is working properly, makes the body grow so that it builds itself up in love. (ESV)

For Knowledge Flow to be maximized, employees must share their ideas and opinions honestly. This requires courage because people may become defensive and take your different point of view personally.

John 8:31-32

"If you hold to my teaching, you are really my disciples.

Then you will know the truth, and the truth will set you free."

Break Questions

1. What are some ways that would allow ideas and opinions to be shared
more honestly in your church environment?
2. What boundaries would help make this process most efficient and effective?

Safeguard Relational Connections

Everyone must know that in conversations and interactions with others, they need to be on guard to protect relational connections or else Knowledge Traps will emerge to block Knowledge Flow. (We will address Knowledge Traps in the following pages.) It's a good idea to have regular check-ups with others that you are relating to in your world to make sure that your relationships are on track and growing. Amnesty or one-on-one meetings to remove the stumbling blocks in your relationships may be necessary. Mentors can be integral in this process as well.

It's useful to consider the idea of a "**relational bank account**" where you need to make deposits to build the relationship before you can make withdrawals. Remember, it is not just what you share but how you share it that counts.

- Be intentional!
- Relational Bank Accounts
- Mentors

Ephesians 4:3

Make every effort to keep the unity of the Spirit through the bond of peace.

Complex problems are like mosaics. With more information, we can see them more clearly.

- No personal attacks
- · Be quick to apologize when needed
- Give the benefit of the doubt accept the apologies of others without holding grudges

CCC: Knowledge Flow

Dealing with Sin in the Church

In order to deal with sin against one another in the church, Jesus has provided us a model in Matthew 18 of how to confront one another and move towards healing, reconciliation and peace.

By moving through this process with one another, we can reverse the effects of the curse that has been brought to bear on our lives through our sins.

We can only maintain the unity of the church through forgiveness, healing and restoration of trust as we move towards reconciliation.

Matthew 18:15-20

¹⁵ "If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. ¹⁶ But if he will not listen, take one or two others along, so that 'every matter may be established by the testimony of two or three witnesses.' ¹⁷ If he refuses to listen to them, tell it to the church; and if he refuses to listen even to the church, treat him as you would a pagan or a tax collector.

¹⁸ "I tell you the truth, whatever you bind on earth will be bound in heaven, and whatever you loose on earth will be loosed in heaven.

¹⁹ "Again, I tell you that if two of you on earth agree about anything you ask for, it will be done for you by my Father in heaven. ²⁰ For where two or three come together in my name, there am I with them."

Break Questions

1. Matthew 18:15-20 assumes a depth of commitment to a covenant community that is rare these days. How is your church being tempted to avoid accountability and discipline?

2. How can your church make this Biblical mandate the new normal?

Remember the Three S's

Here's an easy way to remember the three parts of the Knowledge Flow definition.

- Seek
- Share
- Safeguard

Knowledge Traps



KNOWLEDGE TRAPS

In addition to a dismal level of employee engagement, organizations suffer when decision-makers are unaware of critical information needed to make important decisions



something that is essential for us to operate at our peak.		

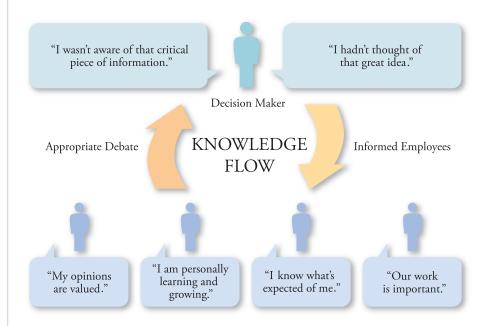
Knowledge Traps are like plaque in arteries, stopping the flow of

CCC: Knowledge Flow

Types of Knowledge Traps:

- 1. Internal Competitor Trap
- 2. Fiefdom Trap
- 3. Flawed Incentive Trap
- 4. Leader Fails to Inform/Listen to Members Trap
- 5. Geographic Distance Trap
- 6. Hidden Expert Trap
- 7. Foreign Language and Culture Trap
- 8. Isolationist Culture Trap

EMPLOYEES NEED TO BE INFORMED AND HEARD



Organizations with strong Knowledge Flow create:

- a safe place to share ideas
- intentional times to get together as a team
- ground rules for actively sharing information as well as listening to and respecting each other

Knowledge Flow doesn't happen automatically. It requires intentionality to put the process in place.

Best Practice: Knowledge Flow Sessions

- 1. The leader frames the discussion: "Here's what I'm thinking!"
- 2. The leader grants permission for Knowledge Flow: "No one has a monopoly on good ideas. So tell me what's right, what's wrong and what's missing."
- 3. Ground rules for discussion: "We want actionable ideas, not personal attacks."
- 4. Follow up: Affirm in writing the people who gave useful ideas.
- 5. Appreciate the truth teller: Make heroes out of people who speak truth to power!

Knowledge Flow Assessment

Use the rating scale to evaluate your personal and corporate heart. Record your insights. Then discuss as a group to discern the changes you need to make to improve your connection culture personally and as an organization.

Rating Scale

1 = Not Descriptive 2 = Sometimes Descriptive 3 = Fairly Descriptive 4 = Descriptive 5 = Strongly Descriptive

Definition: When everyone in the organization	Personal Rating	Corporate Rating
A. Seeks the ideas of others		
B. Shares ideas and opinions honestly		
C. Safeguards relational connections		
What's right? What's wrong? What's missing?:		

CCC: Knowledge Flow

Group Work

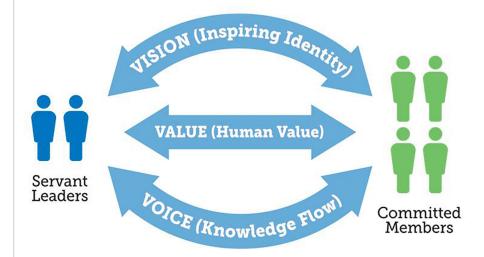
Using the Knowledge Flow Session as a guide, process the following idea together.

- The leader frames the discussion
 - "I believe our church needs to move toward creating a covenant community in order to become a real disciple-making community!"
- The leader grants permission for knowledge flow
 - "No one has a monopoly on good ideas, so tell me what's right, what's wrong and what's missing from this idea?"
- The leader sets ground rules for discussion

"We want actionable ideas, not personal attacks."

Creating A Connection Culture Committed Member

The Enabling Elements of Connection



Enabling Elements: the types of people who believe and behave in ways that increase connection.

- 4. Committed Members
- 5. Servant Leaders

Element #4: Committed Members

Definition: People in the organization who are:

- A. Committed to task excellence,
- B. Promoting the connection culture, and
- C. Living out character strengths and virtues.

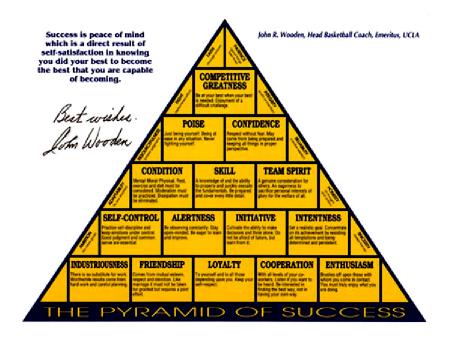
Character Strengths and Virtues

The easiest way to understand who your Committed Members are is to think of them in terms of their character strengths and virtues.

Character strengths and virtues are the foundation that create and sustain a culture that leads to connection and employee engagement.

Case Study: John Wooden

- In the world of sports, a former high school English teacher from Indiana named John Wooden became the coach of the UCLA men's basketball team in 1948.
- He pulled together basketball players with diverse social, economic and ethnic backgrounds and led them to become a basketball dynasty.
- Wooden's teams won an astounding 10 National Championships and had four perfect seasons.
- His Hall of Fame biography says that he achieved a record that no coach in any sport is likely to surpass. How did he do it?



"Ability may get you to the top but it takes character to keep you there."

Legendary UCLA basketball coach John Wooden

The Character of Jesus and the 7 Values of Abundant Living

Philippians 2:1-11

If you have any encouragement from being united with Christ, if any comfort from his love, if any fellowship with the Spirit, if any tenderness and compassion, then make my joy complete by being like-minded, having the same love, being one in spirit and purpose. (**Grace**)

Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves. **(Group)**

Each of you should look not only to your own interests, but also to the interests of others. (**Good Stewardship**)

Your attitude should be the same as that of Christ Jesus, who, being in very nature God, did not consider equality with God something to be grasped, (Growth)

...but made himself nothing, taking the very nature of a servant, being made in human likeness. (Gifts)

And being found in appearance as a man, he humbled himself and became obedient to death — even death on a cross. (**Guidance**)

Therefore God exalted him to the highest place and gave him the name that is above every name, that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father. (**Glorification**)

Break Questions

- 1. Which of Christ's Character Strengths/Values are you feeling challenged to incorporate into your life?
- 2. What role have character strengths and virtues previously played in your church experience?

Character Strengths of Committed Members

To better understand Committed Members, we need to understand their character strengths. To do that, we use the 24 universal character strengths identified by Peterson and Seligman¹⁰. The character strengths and virtues are based on an American Psychological Association global study of the character strengths that moral philosophers and religious leaders throughout history have identified as being desirable. They are organized into six Virtue Categories.

Creativity	Persistence	Perspective/Wisdom
Spirituality/Purpose	Vitality	Hope/Optimism
Citizenship	Love of Learning	Bravery
Integrity	Prudence	Curiosity
Kindness	Leadership	Love of People
Fairness	Self-regulation	Forgiveness/Mercy
Social Intelligence	Gratitude	Humor
Humility/Modesty	Open Mindedness	Appreciation of Beauty and Excellence

We have recategorized them on the next page according to the 7 Values of Abundant Living.

Universal Character Strengths and the 7 Values of Abundant Living

Grace Forgiveness/Mercy, Hope/Optimism, Humor

Group Love of People, Citizenship, Kindness, Social

Intelligence

Growth Love of Learning, Persistence, Self-Regulation,

Integrity

Gifts Creativity, Bravery, Vitality

Glorification Spirituality/Purpose, Humility/Modesty,

Appreciation of Beauty and Excellence

Guidance Perspective/Wisdom, Curiosity, Leadership,

Open-Mindedness

Good Stewardship Prudence, Fairness, Gratitude

24 Character Strengths Assessment

Rate each of the 24 character strengths using the rating scale below.

Rating Scale

1 = Not Descriptive 2 = Sometimes Descriptive 3 = Fairly Descriptive 4 = Descriptive 5 = Strongly Descriptive

Grace

Forgiveness and mercy: forgiving those who have done wrong; accepting the shortcomings of others; giving people a second chance; not being vengeful.

Hope (optimism, future-mindedness, future orientation): expecting the best in the future and working to achieve it; believing that a good future is something that can be brought about.

Humor (playfulness): liking to laugh and tease; bringing smiles to other people; seeing the light side; making (not necessarily telling) jokes.

Group

Love of people: valuing close relations with others, in particular those in which sharing and caring are reciprocated; being close to people.

Kindness (generosity, nurturance, care, compassion, altruistic love, "niceness"): doing favors and good deeds for others; helping them; taking care of them.

Social intelligence (emotional intelligence, personal intelligence):

being aware of the motives and feelings of other people and oneself; knowing what to do to fit into different social situations; knowing what makes other people tick.

Citizenship (social responsibility, loyalty, teamwork): working well as a member of a group or team; being loyal to the group; doing one's share.

7 Values of Abundant Living	Character Strength	Rating (1-5)
Grace	Forgiveness/Mercy	
	Hope/Optimism	
	Humor	
Group	Love of People	
	Kindness	
	Social Intelligence	
	Citizenship	

Break Questions

Think about the character strengths above and your experience in your church.

What's	right?	What's	wrong?	What's	missing?
	\mathcal{C}		\mathcal{C}		U

Growth

Love of learning: mastering new skills, topics, and bodies of knowledge, whether on one's own or formally; obviously related to the strength of curiosity but goes beyond it to describe the tendency to add systematically to what one knows.

Persistence (perseverance, industriousness): finishing what one starts; persisting in a course of action in spite of obstacles; "getting it out the door"; taking pleasure in completing tasks.

Integrity (authenticity, honesty): speaking the truth, but more broadly presenting oneself in a genuine way and acting in a sincere way; being without pretense; taking responsibility for one's feelings and actions.

Self-regulation (self-control): regulating what one feels and does; being disciplined; controlling one's appetites and emotions.

Gifts

Creativity (originality, ingenuity): thinking of novel and productive ways to conceptualize and do things; includes artistic achievement but is not limited to it.

Bravery (valor): not shrinking from threat, challenge, difficulty, or pain; speaking up for what is right even if there is opposition; acting on convictions even if unpopular; includes physical bravery but is not limited to it.

Vitality (zest, enthusiasm, vigor, energy): approaching life with excitement and energy; not doing things halfway or halfheartedly; living life as an adventure; feeling alive and activated.

7 Values of Abundant Living	Character Strength	Rating (1-5)
Growth	Love of Learning	
	Persistence	
	Integrity	
	Self-Regulation	
Gifts	Creativity	
	Bravery	
	Vitality	

Break Questions

Think about the character strengths above and your experience in your church.

What's	right?	What's	wrong?	What's	missing?

Glorification

Humility/Modesty: letting one's own accomplishments speak for themselves; not seeking the spotlight; not regarding oneself as more special than another.

Appreciation of beauty and excellence (awe, wonder, elevation):

noticing and appreciating beauty, excellence, and/or skilled performance in various domains of life, from nature to art to mathematics to science to everyday experience.

Spirituality (religiousness, faith, purpose): having coherent beliefs about the higher purpose and meaning of the universe; knowing where one fits within the larger scheme; having beliefs about the meaning of life that shape conduct and provide comfort.

Guidance

Curiosity (interest, novelty-seeking, openness to experience): taking an interest in ongoing experience for its own sake; finding subjects and topics fascinating; exploring and discovering.

Open-mindedness (judgment, critical thinking): thinking things through and examining them from all sides; not jumping to conclusions; being able to change one's mind in light of evidence; weighing all evidence fairly.

Perspective (wisdom): being able to provide wise counsel to others; having ways of looking at the world that make sense to oneself and to other people.

Leadership: encouraging a group of which one is a member to get things done and at the same time maintain good relations within the group; organizing group activities and seeing that they happen.

Good Stewardship

Fairness: treating all people the same according to notions of fairness and justice; not letting personal feelings bias decisions about others; giving everyone a fair chance.

Prudence: being careful about one's choices; not taking undue risks; not saying or doing things that might later be regretted.

Gratitude: being aware of and thankful for the good things that happen; taking time to express thanks.

7 Values of Abundant Living	Character Strength	Rating (1-5)
Glorification	Humility/Modesty	
	Appreciation of Beauty and Excellence	
	Spirituality/Purpose	
Guidance	Curiosity	
	Open-Mindedness	
	Perspective/Wisdom	
	Leadership	
Good	Fairness	
Stewardship		
	Prudence	
	Gratitude	

Break Questions

Think about the character strengths below and your experience in your church.

What's right?	What's wrong?	What's missing	?
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The Character>Connection>Thrive Chain

On the following page is our Character>Connection>Thrive Chain that shows how universal character strengths create the Core Elements of a Connection Culture which meet universal human needs. When these needs are met people thrive, individually and collectively.

THE CHARACTER > CONNECTION > THRIVE CHAIN

Universal Character Strengths in People

Connection Create the Culture Inspiring Identity ("Vision")

Purpose, hope, optimism, enthusiasm, appreciation

Meaning Respect

> Human Value ("Value")

Kindness, love of people,

of beauty and excellence

mercy, social intelligence

Humility/modesty, open-mindedness,

fairness, forgiveness and

Knowledge Flow ("Voice")

> curiosity, wisdom, love of learning, bravery,

Which Meets

Individuals **Thrive**

Human Needs

Universal

Organizations Thrive

Cooperation Enthusiasm Empathy Trust

Recognition

Optimism Energy

Personal Growth

Autonomy Belonging

Superior Problem Solving Creativity

Retention

That Help People and Organizations Thrive

Better Decisions Engagement Employee

Productivity Profitability Innovation

Satisfaction Employee

Character strengths and virtues are the foundation that create and sustain a culture that leads to connection and member engagement.

"...while there are indeed great, often unfathomable forces in history before which even the most exceptional of individuals seem insignificant, the wonder is how often events turn upon a single personality, or the quality we call character."

David McCullough

"I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character."

Martin Luther King, Jr.

Committed Members

- **Develop** habits that reflect character strengths.
- **<u>Build</u>** high-trust relationships with people who want to develop good character.
- <u>Undertake</u> periodic checkups 360 reviews.
- Study and celebrate the character of intentional connectors.
- <u>Select, measure and promote</u> leaders who have character strengths and who connect.

Committed Members Assessment

Use the rating scale to evaluate your personal and corporate heart. Record your insights. Then discuss as a group to discern the changes you need to make to improve your connection culture personally and as an organization.

Rating Scale

1 = Not Descriptive 2 = Sometimes Descriptive 3 = Fairly Descriptive 4 = Descriptive 5 = Strongly Descriptive

Definition: People in the organization who are	Personal Rating	Corporate Rating
A. Committed to task excellence		
B. Promoting the connection culture		
C. Living out character strengths and virtues		
What's right? What's wrong? What's missing?		
Group Work 1. Looking at the list of 24 character strengths, pick 3 them with your group.	that you are personally	good at and discuss
2. Looking at the list of 24 character strengths, pick y with your group.	our 3 greatest weakness	es and discuss them
3. Church-wide strengths - Given your mission, what needs to build up in order for your community to succ		ngths your church

Creating A Connection Culture Servant Leaders

CCC: Servant Leader

Element #5: Servant Leaders

Definition: Committed Members empowered with the authority to:

- A. **Coordinate** task excellence,
- B. Facilitate the Connection Culture, and
- C. <u>Model and mentor</u> others in character strengths and virtues.

Committed Members will be frustrated with processes, procedures and people who impair their ability to make progress. Servant Leaders are proactive in training members to function with excellence and get them what they need to get their job done well. They also identify obstacles to either task excellence or the connection culture and remove them.

John 13:1-17

- ¹ It was just before the Passover Feast. Jesus knew that the time had come for him to leave this world and go to the Father. Having loved his own who were in the world, he now showed them the full extent of his love. (Grace)
- ² The evening meal was being served, and the devil had already prompted Judas Iscariot, son of Simon, to betray Jesus.
- ³ Jesus knew that the Father had put all things under his power, and that he had come from God and was returning to God;
- ⁴ so he got up from the meal, took off his outer clothing, and wrapped a towel around his waist. (Good Stewardship)
- ⁵ After that, he poured water into a basin and began to wash his disciples' feet, drying them with the towel that was wrapped around him.
- ⁶ He came to Simon Peter, who said to him, "Lord, are you going to wash my feet?"
- ⁷ Jesus replied, "You do not realize now what I am doing, but later you will understand."
- ⁸ "No," said Peter, "you shall never wash my feet!" Jesus answered, "Unless I wash you, you have no part with me."

- ⁹ "Then, Lord," Simon Peter replied, "not just my feet but my hands and my head as well!"
- ¹⁰ Jesus answered, "A person who has had a bath needs only to wash his feet; his whole body is clean. And you are clean, though not every one of you."
- ¹¹ For he knew who was going to betray him, and that was why he said not every one was clean. (**Group**)
- ¹² When he had finished washing their feet, he put on his clothes and returned to his place. "Do you understand what I have done for you?" he asked them.
- 13 "You call me 'Teacher' and 'Lord,' and rightly so, for that is what I am.
- ¹⁴ Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. (Guidance)
- ¹⁵ I have set you an example that you should do as I have done for you. (Gifts)
- ¹⁶ I tell you the truth, no servant is greater than his master, nor is a messenger greater than the one who sent him. (Glorification)
- ¹⁷ Now that you know these things, you will be blessed if you do them." (Growth)

Break Questions

- 1. Which of the Seven Values of Abundant Living stood out to you the most in Jesus' example of Servant Leadership?
- 2. What other aspects of Servant Leadership do you see portrayed in John 13:1-17?
- 3. Through whom does God serve you?

CCC: Servant Leader

Case Study: King George III vs. George Washington

One of the best ways to understand what defines a Servant Leader is to contrast him with an individual who is not a Servant Leader. In this example, we contrast King George III of England with George Washington.





King George III	George Washington			
Element #1: Inspiring Identity				
People around King George referred to the colonists as "rabble."	He held the colonists in high regard: • Our "Glorious Cause" • Our "Noble Cause" • Our "Cause of Virtue"			
Element #2: Human Value				
The colonists felt they were being treated like slaves. ¹¹	He was known for his devotion to the people he was responsible for leading.			

"It wasn't his generalship that made him stand out.... It was the way he attended to and stuck by his men. His soldiers knew that he respected and cared for them, and that he would share in their severe hardships."

The late Richard Neustadt, Presidential Scholar, Harvard University

King George III	George Washington			
Element #3: Knowledge Flow				
He imposed taxes without the colonists' consent or the consent of their representatives.	He was known as a listener and one who considered the opinions of others.			
Element #4: Committed Members				
He did not inspire personal commitment, but the soldiers in the British army were committed to doing their duty as professional soldiers.	Servant Leaders develop committed members. George Washington mentored Lafayette, a French volunteer in the American Revolution. Lafayette was wounded in the Battle of Brandywine and became an essential player at Yorktown. He has been referred to as the "conqueror of Cornwallis."			

Washington's Servant Leadership Is Reproduced: Lafayette

Lafayette

Element #1: Inspiring Identity

Lafayette was known to encourage others about the "Glorious Cause" of liberty.

Element #2: Human Value

Lafayette lived alongside the soldiers during the cold winter at Valley Forge. He bought shoes and clothing for them with his personal funds.

CCC: Servant Leader

Element #3: Knowledge Flow

"The common soldier was my greatest teacher."- Lafayette

Lafayette was known to seek out the common soldiers and ask them what they learned in battle. He called the common soldiers his greatest teachers and they called him "our Marquis" and the "soldiers' friend."

Element #4: Committed Members

An excellent new biography actually attributes the French military support that Lafayette secured along with his military role and exuberant, optimistic attitude as causing the war to tip in the favor of the Americans. If it weren't for a Frenchman, we might be British!

The rest of the story is even more remarkable. Lafayette became involved in the French Revolution and sent the key to the notorious Bastille prison to George Washington. It is now displayed in Mount Vernon. This is what he wrote to George Washington.

"Give me leave, my dear General, to present you ...with the main key to the fortress of despotism. It is a tribute, which I owe, as a son to my adoptive father, as an Aide-de-Camp to my General, as a Missionary of liberty to its Patriarch."

> Marquis de Lafayette March 17, 1790

King George III

George Washington

Element #5: Servant Leader

He lived for himself and did not focus on serving those who were under his command, but rather focused on being served by them. He believed in task excellence but didn't facilitate a connection culture or model or mentor others in character strengths and virtues. He served as an example of task excellence, facilitated the connection culture and modeled and mentored others in character strengths and virtues.



"...[George Washington] is the greatest man in the world"

- King George III

What made George Washington a great leader who was recognized as such by the brilliant men around him? How did he lead a ragtag group of colonial militia to defeat the greatest military power at the time?

Answer:

- He helped create a Connection Culture, intentionally developed Godly character and lived as a servant leader.
- He wasn't in it for power; he was in it for the people.

"The success of democracy in a wide variety of places and among many different people would suggest that the principles of liberty and equality on which they are based are in fact not accidents or the result of ethnocentric prejudice but are in fact discoveries about the nature of man (italics ours)."

- Political Sociologist Francis Fukuyama

CCC: Servant Leader

Deuteronomy 30:15-20

¹⁵ "See, I set before you today life and prosperity, death and destruction. ¹⁶ For I command you today to love the LORD your God, to walk in his ways, and to keep his commands, decrees and laws; then you will live and increase, and the LORD your God will bless you in the land you are entering to possess.

¹⁷ "But if your heart turns away and you are not obedient, and if you are drawn away to bow down to other gods and worship them, ¹⁸ I declare to you this day that you will certainly be destroyed. You will not live long in the land you are crossing the Jordan to enter and possess.

¹⁹ "This day I call heaven and earth as witnesses against you that I have set before you life and death, blessings and curses. Now choose life, so that you and your children may live ²⁰ and that you may love the LORD your God, listen to his voice, and hold fast to him. For the LORD is your life, and he will give you many years in the land he swore to give to your fathers, Abraham, Isaac and Jacob."

Galatians 6:7-10 (NIV)

⁷ Do not be deceived: God cannot be mocked. A man reaps what he sows.

⁸ The one who sows to please his sinful nature, from that nature will reap destruction; the one who sows to please the Spirit, from the Spirit will reap eternal life. ⁹ Let us not become weary in doing good, for at the proper time we will reap a harvest if we do not give up. ¹⁰ Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.

The Challenge

Become an Intentional Connector

Who will you become?

- Intentional connector
- Unintentional disconnector
- Intentional disconnector





Promoting Committed Members to Servant Leaders

1 Timothy 3:1-13

Here is a trustworthy saying: Whoever aspires to be an overseer desires a noble task. ² Now the overseer is to be above reproach, faithful to his wife, temperate, self-controlled, respectable, hospitable, able to teach, ³ not given to drunkenness, not violent but gentle, not quarrelsome, not a lover of money. ⁴ He must manage his own family well and see that his children obey him, and he must do so in a manner worthy of full respect. ⁵ (If anyone does not know how to manage his own family, how can he take care of God's church?)

⁶ He must not be a recent convert, or he may become conceited and fall under the same judgment as the devil. ⁷ He must also have a good reputation with outsiders, so that he will not fall into disgrace and into the devil's trap. ⁸ In the same way, deacons are to be worthy of respect, sincere, not indulging in much wine, and not pursuing dishonest gain. ⁹ They must keep hold of the deep truths of the faith with a clear conscience. ¹⁰ They must first be tested; and then if there is nothing against them, let them serve as deacons. ¹¹ In the same way, the women are to be worthy of respect, not malicious talkers but temperate and trustworthy in everything.

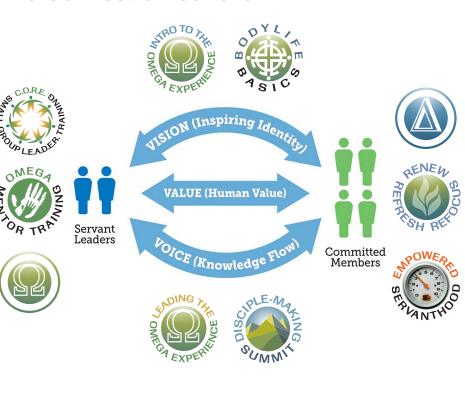
¹² A deacon must be faithful to his wife and must manage his children and his household well. ¹³ Those who have served well gain an excellent standing and great assurance in their faith in Christ Jesus.

Titus 1:6-9

⁶ An elder must be blameless, faithful to his wife, a man whose children believe and are not open to the charge of being wild and disobedient. ⁷ Since an overseer manages God's household, he must be blameless—not overbearing, not quick-tempered, not given to drunkenness, not violent, not pursuing dishonest gain. ⁸ Rather, he must be hospitable, one who loves what is good, who is self-controlled, upright, holy and disciplined. ⁹ He must hold firmly to the trustworthy message as it has been taught, so that he can encourage others by sound doctrine and refute those who oppose it.

CCC: Servant Leader

The Connection Culture



Servant Leaders Assessment

Use the rating scale to evaluate your personal and corporate heart. Record your insights. Then discuss as a group to discern the changes you need to make to improve your connection culture personally and as an organization.

Rating Scale

1=Not Descriptive 2 = Sometimes Descriptive 3 = Fairly Descriptive 4 = Descriptive 5 = Strongly Descriptive

Definition: Committed Members empowered with the authority to Personal Rating **Corporate Rating A.** Coordinate task excellence **B.** Facilitate the connection culture **C.** Model and Mentor others in character strengths and virtues What's right? What's wrong? What's missing? What is the Spirit guiding you to do? Three specific actions you will implement immediately.

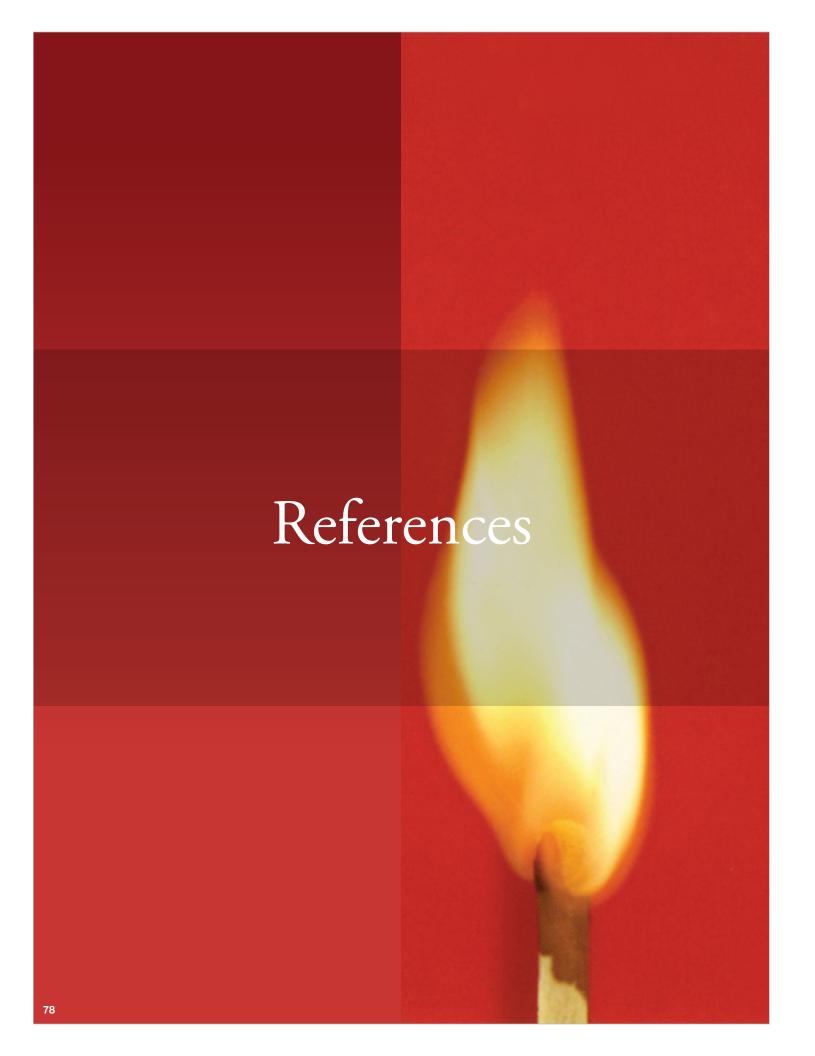
CCC: Servant Leader Group Work 1. In what areas of your life would you say you are clearly sowing to the flesh, and in which are you clearly sowing to the Spirit? 2. Look at the list of Qualifications for Elders on the next page and evaluate where you are on the journey to becoming a servant leader. 3. In your group, discuss the 3 specific areas of your life that you are feeling led by the Spirit to change.

Qualifications of Elders

The Characteristics of Elders (overseers) are presented with connections to the 7 Values of Abundant Living, 7 Godly Virtues, Our Identity Roles and the Fruit of the Spirit highlighted. The qualifications for office of elder are outlined in 1 Timothy 3 and Titus 1:6-9. An elder should aspire to the office (not be pushed into it).

They include:

- 1. Being above reproach <u>Humbly</u> engaged in accountable Covenant relationships of authenticity and transparency as a <u>Mentee</u> and <u>Church Member</u>.
- 2. Devoted spouse (if married) Lives a life of loving <u>Chastity</u> and intimacy with their soul-mate and/or best friends in their <u>Inner Circle</u>.
- 3. Temperate (sober-minded) Lives a balanced life of <u>Growth</u> and offers wise objective counsel to others as a <u>Mentor</u>.
- 4. Self-controlled able to live <u>Joyfully Obedient</u> to God's <u>Guidance</u> and balance the way they invest themselves in the various roles of their lives.
- 5. Respectable Relates to others with <u>Humility</u>, <u>Chastity</u> and respect and is respected by other Covenant <u>Community Members (Group)</u>.
- 6. Hospitable A generous and <u>Kind Minister of Compassion</u>. Willing to serve those less fortunate in the <u>Group</u> of people he relates to.
- 7. Loves what is good <u>Loves</u> to see people living as <u>Empowered Servants</u> serving in the power of the Holy Spirit, producing <u>Good</u> in the world through Spiritual Gifts and bringing Glory to God.
- 8. Not given to drunkenness Living <u>Temperately</u> with intoxicating drink and drugs.
- 9. Gentle, not violent <u>Meek</u>, <u>Gentle</u> in their approach to people. Able to correct others with <u>Grace</u> and truth and spread God's <u>Peace</u>.
- 10. Not quarrelsome <u>Meek</u>, <u>Content</u> and able to love their enemies and extend the <u>Grace</u> of God. Strives to live as a peacemaker, as a Covenant <u>Community Member</u> and as an <u>Ambassador/Friend</u>.
- 11. Free from the love of money and dishonest gain <u>Content</u> and honest and a <u>Good Steward of Resources</u>.
- 12. Children obey him with proper respect <u>Loving</u> and devoted fathers (if parents) in their <u>Relative/Parent</u> relationships and <u>Good</u> managers of their household (<u>Steward of Resources</u>)
- 13. Not recent converts but tested and faithful Proven to be teachable and devoted to <u>Growth</u> through time spent as a <u>Mentee</u> and as a <u>Mentor</u> of others.
- 14. Have a good reputation with outsiders Able to build <u>Faithful</u> caring relationships and live the Gospel in <u>Ambassador/Friend</u> and <u>Professional</u> relationships with others who are not church family members.
- 15. Not self-willed but Spirit-led, holy and disciplined <u>Humbly</u> Submitted to the Lordship of Christ and His <u>Guidance</u> and Power (Gifts) in their lives and lives according to a personal <u>Growth</u> plan.
- 16. Not quick tempered Able to <u>Patiently</u> love people in their community (<u>Group</u>) and extend the <u>Grace</u> of God. They are slow to anger but not unaffected by the sin in this world.
- 17. Able to teach and defend sound doctrine Able to Mentor and Teach others God's truth in ways that lead them to understand and worship God (Glorification).
- 18. Impartial (gives objective counsel) Godly Mentor to others and wise counselor.
- 19. Devoted to prayer They seek the <u>Guidance</u> of God, intercede for others and devote their lives to bringing <u>Glory</u> to God.
- 20. Holding to the word (Scripture is their authority) Devoted to <u>Growing</u> according to God's <u>Guidance</u>, submission to authority of Scripture and <u>Glorifying</u> God as Savior, Lord and King.



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- 3. See David G. Myers, American Paradox: Spiritual Hunger in an Age of Plenty (New Haven: Yale University Press, 2001); Robert E. Lane, The Loss of Happiness in Market Democracies (New Haven: Yale University Press, 2000): and Robert D. Putnam, Bowling Alone: The Collapse and Revival of American Community (New York: Simon & Schuster, 2000).
- 4. Edward M. Hallowell, M.D., Connect: 12 Vital Ties That Open Your Heart, Lengthen Your Life, and Deepen Your Soul (New York: Pantheon, 1999).
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- 7. Based on surveys of more than one million employees, Gallup research has reported employee engagement in America has fluctuated between 25 percent and 29 percent. See Clifton, "Engaging Your Employees: Six Keys to Understanding the New Workplace," and Fleming, Coffman, and Harter, "Manage Your Human Sigma."

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- 8. Corporate Leadership Council study (a unit of The Corporate Executive Board) entitled "Driving Performance and Retention Through Employee Engagement."
- 9. E Pluribus Partner's research; Mihaly Csikszentmihalyi, Flow:
 The Psychology of Optimal Experience (New York: Harper & Row, 1990); Viktor E. Frankl, Man's Search for Meaning: An Introduction to Logotherapy (New York: Simon & Schuster, 1984); A. H. Maslow, "A Theory of Human Motivation," Psychological Review 50 (1943); Richard M. Ryan and Edward L. Deci, "On Happiness and Human Potentials: A Review of Research on Hedonic and Eudaimonic Well-Being," ed. S. Fiske, Annual Review of Psychology 52 (Palo Alto: Annual Reviews, Inc., 2001).
- 10. Christopher Peterson and Martin E. P. Seligman, *Character Strengths and Virtues: A Handbook and Classification* (Washington, D.C.: American Psychological Association; New York: Oxford University Press, 2004).
- 11. Bernard Bailyn, *Ideological Origins of the American Revolution* (Boston: Harvard University Press, 1967).

Seminar Feedback and Endorsement

Date Seminar Location:							
Na	me						
Str	eet Address					_	
City State Zi		рС	ode _				
Ph	one Number						
E-1	mail						
Please circle the number that best represents your response Please rate:			Low			High	
1.	The overall effectiveness of this seminar	1	2	3	4	5	
2.	This Workbook	1	2	3	4	5	
3.	Your Trainer	1	2	3	4	5	
5.	Your understanding of Inspiring Identity	1	2	3	4	5	
6.	Your understanding of Human Value	1	2	3	4	5	
7.	Your understanding of Knowledge Flow	1	2	3	4	5	
8.	Your understanding of Committed Member	1	2	3	4	5	
9.	Your understanding of Servant Leader	1	2	3	4	5	
10.	The degree to which these elements are lived out in your community's culture	1	2	3	4	5	
11.	The commitment you have to implement these elements	1	2	3	4	5	
Please respond to the following:							
1. How has your understanding of Connection Cultures changed as a result of this seminar?							
2. How have you been convicted that you function as an unintentional disconnector or/and intentional disconnector?							
3. What do you intend to do differently to become an intentional connector?							

Seminar Feedback and Endorsement

1	. Please use the space below to write a brief testimony about your
	experience with the Creating a Connection Culture seminar and why you would
	recommend it to others!

- 2. What one thing did God reveal to you most clearly as a result of the Creating a Connection Culture seminar, and what do you plan to do with it?
- 3. If you had to sum up the Creating a Connection Culture seminar in one word what would it be?

Further Involvement

The ministry of the Life Spring Network exists because of the prayer, service and financial generosity of people who believe in the need for reproductive disciple-making locally and abroad and have helped bring this experience to you. Would you be willing to support the spread of our ministry in the following ways?

Check those you feel God leading you to do:

- Prayer: Being an active part of our intercessory prayer team!
 Volunteer: Helping us administrate our ministry, put on seminars and spread the word to others!
 Financially: Pay forward your ministry experience and help us to bring this seminar and our reproductive disciple-making ministry to others!
 Please contact me about engaging in one-on-one Mentoring/Life Coaching.
- __ Please sign me up to receive daily email devotionals

Selecting one of the above automatically registers you to receive our e-newsletter which keeps you abreast of what is happening in our ministry and keeps you updated on other courses and seminars. We will contact you to follow up with your desire to get involved. Please understand that by submitting your endorsement, we may use all or portions of it for research, donor and promotional purposes.