

# **BUSINESS TRANSFORMATION GROUPS**

## **AN INTRODUCTION**



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Founding, leading and multiplying local groups with the purpose of seeing a God-given transformation in business leader's life and their environment

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# 1

## THE CHALLENGE OF TRANSFORMATION

The purpose is to train business and professional people along a pathway of transformation.

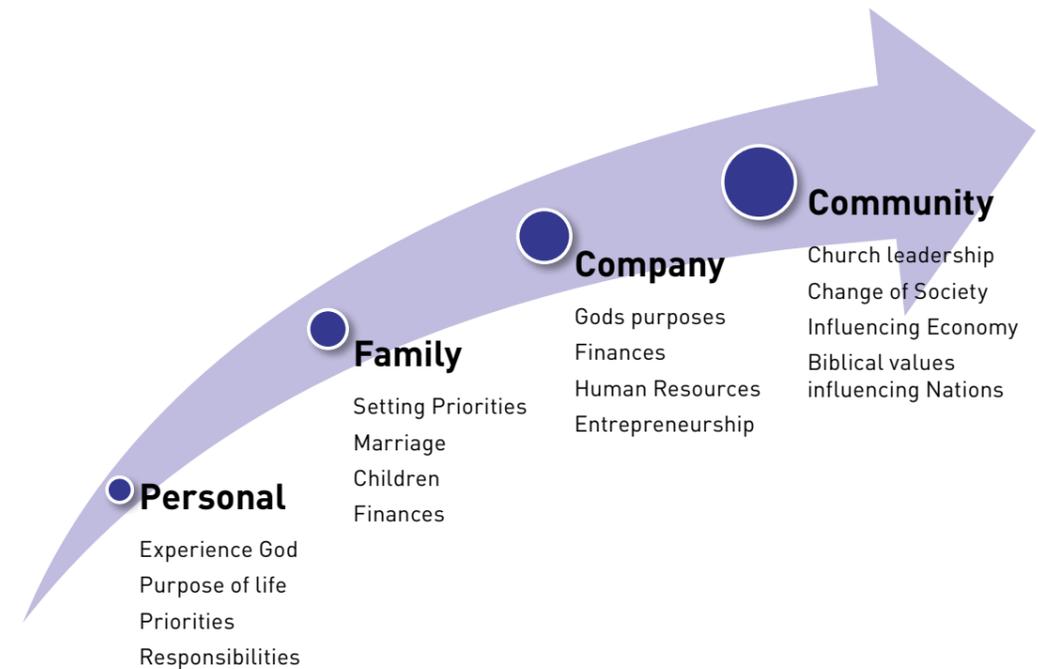
We see four phases of growth for any leader and have designed experiences to fully support these. As in any dynamic learning process there is always room for multiphase learning, as a person grows more complete in one area they reach out to the next in anticipatory hope.

### THE FOUR PHASES IN THIS PROGRESSION ARE:

1. **Personal** transformation
2. Transformation within your **family**
3. Transformation within your **company**
4. Transformation within your **community**, city and country

In each of these phases we encourage an approach that includes the leader being resourced, encouraged and challenged in an environment of accountability.

It is clear from scripture that God wants us to be transformed into His image. Our hearts, minds and actions all in conformity to His design! Our open handed approach, based on biblical application gives every business leader the opportunity to experience God's transforming power in their lives.



For too long true followers of Christ have been deluded into thinking that their faith has little or no value in the marketplace. They have bought the secular/sacred divide! We know their conscience has been pricked as they read scripture and see a different type of leadership in its pages than what they are experiencing in the business world. They are looking for a way to live that gives them completeness! As Romans 12:2 states 'Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind'.

God's Word has all the power necessary to challenge people's hearts. Once an individual starts their personal transformational journey they see their environment from God's perspective. There is the realization that God wants them to be salt and light in their family and in their company. They desire to learn how they can bring Christ's love, compassion and wisdom into their business. They want to lead and manage in a way that brings glory to their Father; no longer leading only from a Business School perspective but also from a Biblical perspective. They have seen their people serving one another and their customers with new levels of service and moving from customer/employee satisfaction to delight! With this new freedom and joy comes an ever-increasing desire to do more, for not only their customers and employees, but more for their community. It is at this stage that the company and company personnel are reaching out into the community and bringing the love and compassion of Christ to people in practical ways. This could include help to other company leaders on how to be a Christ-oriented leader.

**"Let your light so shine before men that they may see your good works and glorify your Father who is in heaven."** (Matthew 5:16)

# 2 STARTING A BUSINESS TRANSFORMATION GROUP (BTG)

A **Business Transformation Group** is a gathering of business and professional people from different non-competing organizations that come together for the purpose of discussing their hottest issues and most critical problems. A Group leader coordinates, guides and coaches to get maximum results. This opportunity to build alliances and synergize the experiences and intellect of each Group member yields personal and professional gains that is immeasurable. The gained insight and counsel from each member helps build incredible friendships and networks.

## BENEFITS

- > Encourage Christian business leaders to build their business on the principles of God's Word
- > Challenge each Christian business leader to grow in their personal relationship with Jesus Christ
- > Learn Business Best Practices from one another and outside speakers
- > Develop close relationships with other Group members
- > Discover Gods direction for your personal life, your family and your company
- > Apply biblical wisdom to daily business decisions
- > Learn how to develop a 'Spiritual Business Plan'

## MEMBERSHIP

- > A Group leader is praying and asking God who could/should be an upcoming Group member.
- > He enlists all people he has in mind and starts with inviting them for a first meeting.
- > The BTG agrees in its very first meeting the frequency, costs and fees.
- > The level of fees depends on the national economic level.
- > Several groups of a special area can agree to hire a half- or full-time facilitator who maintains the development of those groups.
- > The Group membership should only last a limited time (2 - 3 years) and then a Group member should be able to go out and found his/her own local group.
- > Each BTG should have not more than 12 members.
- > A high level of homogeneity is suggested. There can exist groups of:
  - Business leader with the similar level of responsibility and/or size of company
  - Young Professionals and Young Leaders (25 - 35 years old)
  - Business women
  - etc.
- > No members attending a given BTG should be affiliated with a company that competes with another member-company.
- > There should be not more than one person from the same company.

## FREQUENCY, DURATION, LOCATION

- > Meetings should be held monthly, depending on the agreement of the BTG membership; eight times a year should be the minimum.
- > The duration of each BTG session should be about 6 hours. This should be sufficient time for several members to describe their most important issue or problem and have them "worked on" by the group.
- > The location for each BTG could be decided either on a quarterly basis, or it could be pre-determined in the beginning of each year; ideally it should be at the premises of a member and rotate to each member of the group. Some BTG's do choose to hold the meetings at the same location.



# 3

## ACCOUNTABILITY AND COUNSEL IN THE BIBLE

“Whatever you do, work at it with all your heart, as though you were working for the Lord and not for men.” (Col. 3:23)

A BTG provides an opportunity for Christian business people to meet with men and women of similar business responsibilities and present ideas, concerns and problems and receive Godly counsel. The members meet faithfully to help each other apply Biblical principles to the everyday operation of their businesses.

### GODLY COUNSEL IS A MAJOR THEME OF THE BOOK OF PROVERBS:

- > 9:8,9 a wise man welcomes instruction and reproof
- > 10:17 heed instruction
- > 11:14 no guidance-failure
- > 12:15 a wise man listens to advice
- > 13:18 poverty if instructions are ignored
- > 15:12 a scoffer will not go to the wise
- > 15:22 without counsel plans go wrong
- > 19:20 listen to advice-gain wisdom
- > 20:18 plans are established by counsel
- > 24:6 multiple counsel-safety

### ACCOUNTABILITY IS INSTRUCTED IN THE BIBLE

The BTG also provides the accountability that most business owners need. This kind of accountability helps us match our business policies and actions to our intellectual commitment to God and His Word.

We are specially instructed to “look also to the interests of others”. (Philippians 2:4) Since God will ultimately hold us accountable it would be wise to ask for accountability from fellow believers now. (Rom. 14:12, Matt. 12:36) Many parables illustrate God’s standards and intent of accountability. (Matt. 18:23-35, Matt. 25:14-30, Luke 12:16-20, Luke 19:12-26)

### MUTUAL SUPPORT IS BIBLICAL

- “Anxiety in a man’s heart weighs him down, but a good word makes him glad.” (Prov. 12:25)
- “Encourage one another and build one another up, just as you are doing.” (I Thes. 5:11)
- “Without counsel plans go wrong, but with many advisers they succeed.” (Prov. 15:22)

The BTG does not just teach business principles but provides a means to find the answers we need to adjust our lives, in and out of business, to His purposes, His ways and even to His very self.

### NOTES

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# 4 THE GROUP AGENDA

## ELEMENTS OF THE AGENDA

- > **Reception by the host company**
  - Who presents the business and gives a tour
- > **Working on your business**
  - A presentation of “best practices”
- > **A case study around the host’s company**
  - A current dilemma or problem
- > **A round table discussion**
  - Each giving updates, ideas, advice, support
- > **Breakfast, lunch or dinner**
  - Developing friendships

### NOTE:

**Business Transformation Groups** are work, they fit best into the work-ing day! It **is** work – an investment in time, working **on** your business so that you increase the quality of your business, make better business decisions and, most importantly, discover Gods will and direction for your company!

## TIMING

Here is a sample 6 hour meeting schedule:

- 13:30 Start
- 13:35 Opening prayer
- 13:40 God-incidents (devotional) by one of the participants
  - How has God been speaking to you lately from The Word?
- 14:10 Updates - 3 minutes per member
  - Three questions:
    1. What has happened in your life/business since the last time we met?
    2. Did you do what you wanted to be held accountable for the last time we met?
    3. Is there any issue that you would like to share with the group later on during our Prayer and Roundtable segment that you need specific feedback and advice on?
- 14:25 Biblical Teaching Segment
  - e.g. “The 9 to 5 Window book - chapter 9” plus Q & A or a DVD segment
- 15:00 Break
- 15:15 Host Presentation
- 16:15 Continuing Education Segment
  - Two items:
    1. Goal setting
    2. Five-year plan
- 17:00 Prayer and Roundtables
- 17:50 Wrap-up
  1. Plan next meeting
  2. What (if anything) would you like the group to hold you accountable for between now and the next meeting?
- 18:00 End

## SOME EXPLANATIONS

### Preamble

Get as many members involved as possible. Give segments of the meeting to others to lead. This engages them, ensures their attendance and takes pressure off of the Group leader.

### God-incidents (devotional)

We start with a devotional time that we have dubbed “God-incidents”. Within this segment we have someone do a 5-10 minute devotional. Here are some ideas:

- > Something God has shown you from His Word lately. A personal story where God has spoken to you.
- > Read a scripture passage and comment on it.
- > Read from a devotional book etc.

After the designated person has shared ...

- > ... the moderator then opens the floor to anyone who would like to share something similar.
- > This promotes “quiet times” happening in the lives of members so they will have something to share.

This segment should take 20-25 minutes.

### Updates

The purpose of this segment is threefold:

1. To allow the group to briefly catch up with one another since it has been a month since we last met. To bring this out we ask the question: What has happened in your life/business since the last time we met?
2. To bring a new level of accountability to the group by asking this question at the previous meeting: What (if anything) would you like the group to hold you accountable for between now and the next meeting? If we did not do this at our last meeting – pass over this question until next time.
3. Is there any issue that you would like to share with the group later on during our Prayer and Roundtable segment that you need specific feedback and advice on?
  - a. The purpose of this question is to allow the Group leader to time budget if members have a need to get feedback on an issue.
  - b. An update should be 2-3 minutes
  - c. An update component will set the stage for the rest of the meeting in several ways:
    - Allow the group to know where people are - how they are doing, how they are feeling, are they in a good space or are they struggling.
    - Allow the Group leader to know if Roundtables are required (many times Roundtable requirements are not known prior to the meeting). The Group leader can then adjust the agenda appropriately to accommodate the important component of Roundtables.

### Biblical Teaching Segment

This may be DVDs or a book or a Bible study.

### Host Presentation

- > The name could be a little more catchy and descriptive (i.e. CREST uses “Slaying Alligators”)
- > Basic steps:
  - Background and explanation of issue(s) at hand
  - Qualifying questions (everyone to ask one question before someone asks their second)
  - Feedback and recommendations
  - Hand the presenter up to 3 recommendations on paper
  - Several pray for presenter

### Continuing Education Component

The Corporate Roadmap will speak to this specifically. This component is not restricted to business development but also may include personal spiritual development and leadership development. This component will permit us to begin to permeate the lives of members apart from group meetings as sometimes it will require homework in the form of projects the group will elect to do together.

### Prayer and Roundtables

- > Prayer requests do not require feedback.
- > Member makes his prayer requests known to the group.
- > Requests are encouraged from two categories: business and personal.
- > The group is encouraged to make notes for the purpose of praying for one another between meetings.
- > The person to the left or right prays for that member.

### Wrap-up

1. Plan next meeting
2. What (if anything) would you like the group to hold you accountable for between now and the next meeting?

### Post-meeting follow-up

- > Write an email shortly after the meeting
  - a. with a list of accountability things
  - b. any homework
  - c. next meeting date, time and location
- > Include these items in a meeting reminder email including the agenda



## 5

## THE CASE STUDY

Prayerfully consider which issue or opportunity to present to your group. Use the questions below to determine selecting “core” important issues or opportunities.

- > Is something heavy on your shoulders today?
- > What stressful transitions are you experiencing?
- > If the group could:
  - **remove one burden** from your shoulders,
  - help you come to a **decision** on **one issue**,
  - hold you **accountable** for doing what needs to be done, what would it be?
- > Evaluate issues. Are they **important** or just **urgent**? The group should **deal with only important issues**.
- > Where do you see yourself ten years from now?  
What three specific things that you would do in the next year would move you in the right direction? In the next six months? In the next 90 days?
- > How do you see yourself spiritually? Are you willing to ask the members to share where they think you are? Ask them to tell you how to get where you need to be.
- > What causes 80% of your frustration, tension, and pressure? Why? What brings you 80% of your pleasure, joy, and fun? Why?
- > What tree have you been swinging your axe against lately? How can the group sharpen your axe?
- > What blind alleys are you walking down?
- > What three changes could you make to see a 50% difference in the morale of your management team? Or in yourself (if a sole-proprietor)?
- > If Jesus was the President of your company, what would He do differently?
- > How are you doing in the use of your business for God’s purposes?

## PREPARING TO MAKE A PRESENTATION

Use the Focus Presentation Worksheet below.

When a member is preparing to make a major presentation the member should meet with one of the group members or facilitator in advance of your meeting. This discussion greatly assists the member in presenting and assists the group in understanding what is being presented. It has been said that a problem well defined is half solved.

## CASE STUDY ANALYSIS FOR A BTG

	Issue Worksheet
One or two sentences that get to the real & specific heart of the issue.	<b>The issue is:</b>
What effect does the case have on finances, people, products, services, vendors family etc.	<b>It is significant because:</b>
Short bullet points that explain all the key facets future etc. Group is allowed to ask questions for clarification. Do not move to solutions yet	<b>Relevant background:</b>
What is best possible outcome? An ideal solution? Please define.	<b>Definition of success:</b>
What stands in the way of success? Group raises obstacles through a questioning process after which the presenter shares his and agreement is sought on the real obstacles.	<b>Obstacles to success:</b>
How can I overcome the obstacles? The group through a questioning process will come to grips with a solution after which the presenter will share his.	<b>What steps/tasks should I take?</b>
Who will I engage to help?	<b>What help do I need and from who?</b>
Timing – what time lines and deadlines are an issue	<b>Who does what when?</b>
Accountability. Who will check up with me to ensure I follow through	<b>My report back when?</b>

# 6 MATERIALS

## PRACTICAL DISCUSSION SERIES ON BUSINESS DISCIPLINES – “IMPULSE”

Impulse is intended to help inspire discussions with other managers over the appreciation of relationships in and around the business. These short “talking papers” are intended to be a stimulus for reflection on decision-making in business, with a focus on relationships. Each series consists of 12 short studies, each for a 40 minute session.

- Series 1: BUSINESS FINANCE  
 Series 2: MANAGING EMPLOYEES  
 Series 3: SALES & MARKETING



## OTHER MATERIALS:

### Business By The Book – seven DVD sessions (20-30 minutes each)

Moderator: Dave Rae – former President of Apple Canada

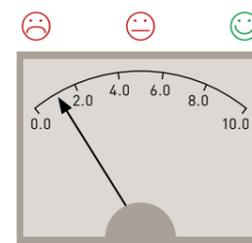
1. Ownership and Purpose
2. Leading a Business
3. Finance Decisions
4. Human Resources
5. Organization and Marketing
6. Planning
7. Excellence

### Monday’s Challenge – 10 challenges business leaders Face

A case study from R.W. Beckett & Co. in eight sessions, (10 – 20 minutes each)

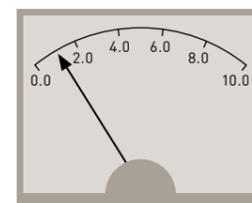
1. The Challenge of Your Calling
2. The Challenge of Incorporating Values
3. The Challenge of Building Strong Leaders – And Handling their Failures
4. The Challenge of Making Wise Decisions
5. The Challenge of Family
6. The Challenge of Culture and Downsizing
7. The Challenges of Difficulties
8. The Challenges of Success & Maintaining Focus

### The Dashboard



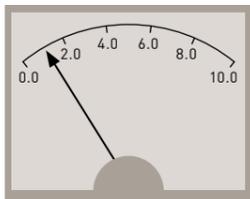
#### 1. GPS

- a. Is the positioning in the market and God’s Kingdom clear?
- b. Where are you going? Is the destination clear and defined?
- c. Are there any messages from God’s Word that need attention?



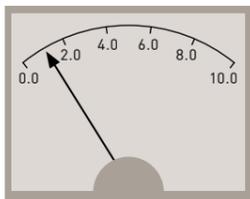
#### 2. Direction

- a. Are there threats or opportunities which would mean a change in direction?
- b. Is the company headed the right way?
- c. Are there any dilemma’s which need immediate attention?



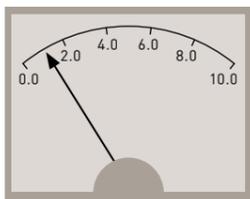
**3. Fuel**

- a. Does the company have sufficient liquid assets
- b. Are the payment terms on time?
- c. Do the employees have enough energy and creativity?



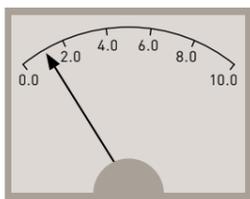
**4. Temperature**

- a. How is the atmosphere in the business?  
Any conflicts?
- b. Is the absence level through sickness acceptable?
- c. Is there sufficient teamwork and cooperation?



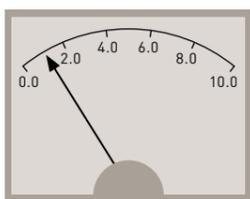
**5. Speedometer**

- a. Is the realization of your Business Ministry Plan on schedule?
- b. Can the business meet it's growth targets?
- c. Can I adequately react to market and legal changes?



**6. Rev. counter**

- a. Is the capacity of the company being utilised?
- b. Is the work pressure on the management team realistic?
- c. Is there room for prayer and reflection for yourself and the staff?



**7. Warning lamps**

- a. Handbrake: Is there anything in the business which holds me back?
- b. Lights: Is my light 'shining in the darkness?'
- c. Indicators: Am I giving enough indication to my team where I am going?
- d. Oil pressure: Are there any signs that the business is not running smoothly?
- e. Battery: Am I getting enough rest? Does the company give people energy?

More material is available at [www.europartners.org/resources](http://www.europartners.org/resources)

**THE CHECK-IN FORM**

**Most helpful Bible verse in the past month**

\_\_\_\_\_

\_\_\_\_\_

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

Rate Your Last 30 Days: Scale of 1-10 (1 = worst; 10 = best)

FOCUS	SCORE 1-10	NOTES:
Business	_____	_____
Family	_____	_____
Health	_____	_____
Spiritual	_____	_____

In the next 30 days, I plan to start: \_\_\_\_\_

In the next 30 days, I plan to stop: \_\_\_\_\_

Optional: Recommend a resource (book, DVD or other) used in the past 30 days for personal or business enrichment

\_\_\_\_\_

**Most Critical Issue You Face In The Next 30 – 60 Days:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Desired Result [perfect outcome]:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What would you like from the group:  Counsel  Prayer  Referral  Resource?

**Action Plan (Report your progress to the Group at the next meeting)**

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_



# EUROPARTNERS

**EUROPARTNERS IS A MOVEMENT OF BUSINESS LEADERS AND (YOUNG) PROFESSIONALS WHO DESIRE TO HELP THEIR FRIENDS AND PEERS TO CONNECT TO JESUS CHRIST**

## **OUR DREAM**

It is our dream that all business leaders, -owners and (young) professionals accept Jesus Christ as their Lord and Saviour. Moreover, that they will reflect Jesus Christ and the kingdom of God in the way they behave, speak and do business, so that all people will honour and glorify God for who He is.

## **OUR STRATEGY**

We mobilize and train Christian business leaders, -owners and (young) professionals to be an ambassador of Christ in their everyday life. We do this according to 2 Corinthians 5:20: "As Christian businesspeople we are marketplace ambassadors of Christ. God is making His appeal through us; to beg the world on behalf of Christ, to be reconciled to God."

## **OUR ACTIVITIES**

- **Resources and training programs** to help businesspeople and (young) professionals grow spiritually and reflect the Kingdom in the way they do business.
- **An Annual Conference** where businesspeople, (young) professionals and ministry leaders can meet for friendship and encouragement. It is a place of inspiration, reflection and training.
- **The Young Professionals Academy** to equip and inspire young professionals to become a marketplace ambassador and a ministry leader in their nation. With mid-weeks or weekend meetings, trainings and a mentoring program.
- **Personal support and coaching** of business leaders and their teams on spiritual growth and achieving their goals in the best possible way.
- **CBMC training and support** to start a national CBMC ministry based on teams, prayer, leadership, evangelism and discipleship.
- **Event support** with a network of volunteers, professionals, speakers and businesspeople that can serve the various national ministries in outreach and in reaching businesspeople and (young) professionals in their nation.

## **TARGET GROUPS OF EUROPARTNERS**

We focus on business leaders, business owners, (young) professionals and ministry leaders in business.

More information: [www.europartners.org](http://www.europartners.org)

Europartners is part of the CBMC movement





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