



Leadership Development

Gods Plan

For my
Company

A “spiritual business plan”

Contents

1. Planning	3
2. The purpose of the company	4
3. Company culture	6
4. The mission of the company	9
5. Formulating a mission statement.....	11
6. Areas of growth	12
7. Market of the company.....	16
8. Brainstorming	17
9. Action plan.....	18
10. Implementation	19
11. Steps in developing Gods plan for your business	20
12. Wat is a kingdom Company? The ideal scenario!.....	22
The last word	24
Appendix 1 Code of Ethics	25
Appendix 2 Dashboard for managing a business	26

1. PLANNING

We seldom fail to plan, but all too often we fail to plan! Entrepreneurs appear to be opportunists, relying on instinct, with a management style which is reactive and not pro-active.

A well-known statement is : **'An hour spent in planning saves many hours in execution!'**

Biblical wisdom advises us that planning is an absolute necessity for the entrepreneur who wishes to honour God!

*"The plans of the diligent lead to profit as surely as haste leads to poverty."
Proverbs 21:5*

*"Plans fail for lack of counsel, but with many advisers they succeed."
Proverbs 15:22*

Time for planning

Planning takes time – *quality time!*

Reserve a period of time during which you can pray and meditate without being disturbed. The goal is to get on your heart what God has on His for your business!

When will your planning session be held? This could be a half or a full day or even a weekend!

*Who will participate?
Your spouse, your business partner or the whole management team?*

*"May he give you the desire of your heart and make all your plans succeed." Ps.
20:4*

2. THE PURPOSE OF THE COMPANY

“The only justifiable goal of an organization is the creation of added value. That could be by creating something which was not there before, or if it was, to make it better, cheaper or more accessible. A successful company is one which continually adds value. When a business stops creating added value, it will cease to exist.” Charles Handy

You want to add value for all the company’s ‘stakeholders’- all who have a vested interest in the growth of the business. Who are your stakeholders?

- Employees
- Customers
- Suppliers
- Community
- Owners (shareholders)



A Crown Company adds financial, material, ethical and spiritual value for all interested parties

A Crown Company realises that fundamentally, God is the major ‘stakeholder’ in the enterprise. He works actively in the business, He is the goal of all that is undertaken and the Source of all that the enterprise needs and is the Owner and Sustainer!

As Owner, God wants His business to pursue eternal goals, adding true value.

You probably have set material goals for your products and services, also financial goals for the company, but have you set ethical goals or even spiritual goals for the company?



“But seek first his kingdom and his righteousness, and all these things will be given to you as well.” Matt. 6:33

The Christian business owner realises that

"You are not your own; you were bought at a price. Therefore honour God with your body." 1 Corinthians 6:19a,20)

Does this also mean that your business assets have been bought in the same way? If so, list them and acknowledge His ownership!

The Christian entrepreneur also realises that God has given the ability to create added value for His purposes. What is highest on Gods list of priorities for His business?

Has a change of ownership been effected in your company?

Have you decided to give your assets over to God and accept the new role as a manager of Gods assets?

"You may say to yourself, 'My power and the strength of my hands have produced this wealth for me.' But remember the LORD your God, for it is he who gives you the ability to produce wealth, and so confirms his covenant, which he swore to your forefathers, as it is today." Deuteronomy 8:17,18

3. COMPANY CULTURE

Company culture arises out of the fundamental objectives and purpose of the business. It is formed through adherence to certain key values which all in the company share

A Crown Company realises that the purpose of the business is to honour God. It is all about His reputation. How He will look like in the eyes of others. This requires commitment from the Christian CEO in the following fundamental disciplines.

OBEDIENCE

We want to be obedient to all that God reveals to us about His will through the Bible. We will consult His Word daily and allow our decisions to be influenced by Biblical principles. We acknowledge that the bottom-line in Gods business is determined by our obedience to Jesus Christ in all we undertake.

*What is your plan for
daily study of Gods
Word
– the Bible?*

*Are you in a regular
group of business people
who study the Bible and
share what God is
saying about their
businesses?*

“... Now the Bereans were of more noble character than the Thessalonians, for they received the message with great eagerness and examined the Scriptures every day to see if what Paul said was true.” Hand 17:11

PRAYER

Managers of a Crown Company know that prayer IS work!

They plan daily and regular quality time for prayer.

*When have you
reserved a daily time
for prayer?*

*Or an extended time
alone with God?*

*Have you made a list
of people, plans and
projects to bring in
prayer before God?*

"The prayer of a righteous man is powerful and effective..."
James 5;16

GROWTH

As a leader, the CEO recognises that what the people in the company needs most is – the leader’s personal holiness! This means being set apart for everything that God wants to accomplish through that leader and his/her business. As Owner, God is not an absent, disinterested shareholder! He is an active co-worker, fully involved in every aspect of the business. All of His activity is directed through us!

Can you identify and see the activity of God in and through you and your business?

*How is God working in
you ...
and in your business?*

*If your business could
talk, what would it be
saying to you?
(Remember God even
used a donkey to
speak!)*

*“Jesus said to them, “My Father is always at his work to this very day, and I, too, am working. I tell you the truth, the Son can do nothing by himself; he can do only what he sees his Father doing, because whatever the Father does the Son also does. For the Father loves the Son and shows him all he does. Yes, to your amazement he will show him even greater things than these.”
John 5:17, 19*

4. THE MISSION OF THE COMPANY

A Christian entrepreneur will want to serve His Lord. As a Christian he knows that he has been 'bought and paid for by the precious blood of Christ.' This means that his business is now the property of his heavenly Father. The entrepreneur is now the manager of the assets of another – what the Bible calls 'stewardship.'

A Crown Company is on a mission. The nature of this mission will be determined by the Owner! What is the mission of the business of which you are His manager?

We are all on a mission to be conformed to the likeness of His Son. (Romans 8:29).

Jesus Himself summarized His mission in a very succinct manner.

“for even the Son of Man did not come to be served, but to serve, and to give his life as a ransom for many...”
Markus 10:45

If the mission of the business conforms to that of Jesus, then this mission will comprise two components:

- to serve people with the assets of the business
- be involved in activities to bring people into contact with Jesus!

This is the general purpose for all in every business.

Consider what this means for the mission of your company! ...

In what ways can my business genuinely serve those people whom God brings to our business?

How can my business be actively involved in being 'a ransom for many'?

The very unique way in which God will Carry out the mission of your company has everything to do with the specific talents, gifts,, know-ho and skills which the company has.

This begins with defining the product or service which the Company delivers, the users, the employees and the market in which the business operates.

What is unique to your business? Who are your customers? What is your market?

How would the world be poorer if your business did not exist?

Try to formulate a mission statement. This describes your reason to exist, a mission with a clear end in mind which will reflect the mission of Jesus Himself!

5. FORMULATING A MISSION STATEMENT

You can use this worksheet to think about your mission.

My product or service is:

My product/service is used by:

The goal of the business is:

What does God expect from the business?:

I know that God's purposes for the company will be fulfilled when:

I know that God's objectives for the company will be reached when:

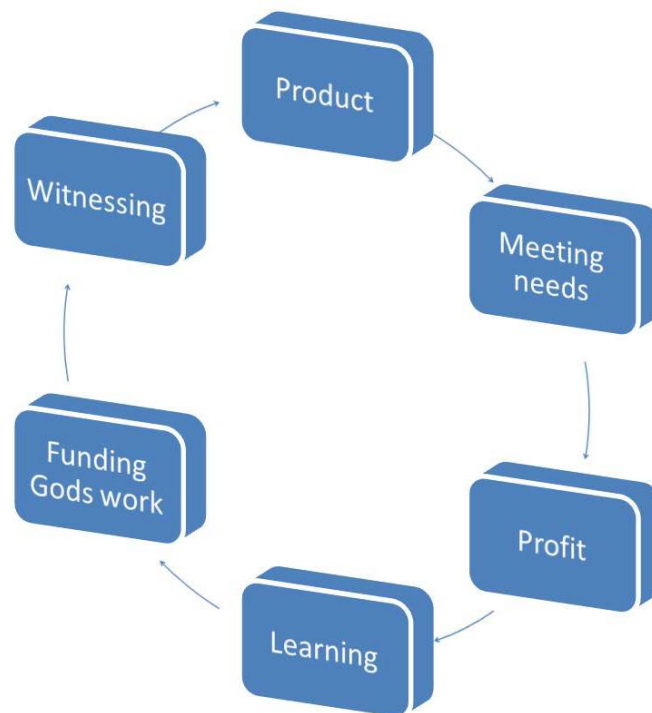
6. AREAS OF GROWTH

The goal is that when people see how the CEO is working, how he makes decisions, how he faces difficulties – they will then see God@Work! The entrepreneur who is on Gods mission will soon realise he is living in a glass house and being observed all the time!

*“You are writing the gospel, a chapter a day,
by the things that you do and the things that you say.
Men read what you write, be it distorted or true.
What is the gospel according to you?”*

Meditate on the following six functional areas of a business. How can you glorify God in each of these areas?

The way in which we build up a reputation in each of these areas will directly reflect upon the reputation of God Himself!



“In the same way, let your light shine before men that they may see your good deeds and praise your Father in heaven.” Matthew. 5:16

1. PRODUCT

People evaluate us partly from the way they experience our products or services; their quality, effectiveness, value.

What is their experience with your products?

How can this be improved?

2. MEETING NEEDS

The Company is used to meet the needs of its 'stakeholders'.

Do you pay your employees well and according to their contribution?

Do you pay employees and suppliers on time and fully?

3. MAKING A PROFIT

Making a profit is not the goal of a company but it is essential for the continuity and health of a business.

Are your administrative procedures effective and do you receive timely Information about the profitability of your products and projects?

4. LEARNING

The Biblical term 'discipleship' means to be a learner. Everyone in and around the business can start learning about what God has to say about making decisions according to biblical principles and how God can lead them with His wisdom.

How are you communicating biblical principles in your management?

Do you have a Code of Ethics based on biblical principles to help you? The Crown Code can be of help [here](#).

5. FUNDING GODS WORK

How can you use the profits and infrastructure of the business for the Kingdom of God?

6. WITNESSING

What activities can you develop to tell people around the company about who God is?

7. MARKET OF THE COMPANY

Every business has at least one thing in common. They are all concerned with people. God wants our business to be a window through which He can reveal His glory; to be a platform from which He can develop His activity! Our business associates and employees form the immediate target group. As a business operator, we have a huge influence on those around us. As a Christian manager, you are the priest and the business your parish!

How large is your marketplace?

"Be sure you know the condition of your flocks, give careful attention to your herds..." Spr. 27:23

MY COMPANY

How many employees do you have? Count all co-workers, part-timers, agents etc.

Multiply this by 3,5 to get an approximate count of all family members ...

Remember former employees or those in retirement.

MY SUPPLIERS

No business can exist without suppliers. We buy from them, rent buildings, lease automobiles, order tickets, ask advice, enjoy services etc. Consider how many people there are with whom you have direct contact, plus their families.

MY CUSTOMERS

Think about your (potential -) customers and the people who are involved in the whole order process, such as buyers, secretaries, logistics etc. You can also influence those people with promotional activities.

MY BUSINESS ENVIRONMENT

You also influence people in your professional circle such as service clubs, chambers of commerce, your competitors, the local government, at congresses and exhibitions or by serving on boards.

Make a list of these and pray for them regularly – by name!

"Whoever acknowledges me before men, I will also acknowledge him before my Father in heaven." Matthew 10:32

8. BRAINSTORMING

The most important thing is that my business life corresponds to what I most deeply believe in – that my walk matches my talk!

Tom Peters wrote in his book 'Passion for Excellence',

“You are the sum Total of your priorities, nothing more, nothing less.
All your small daily tasks communicate the most about who you really are.”

Nothing characterises us more than the daily decisions we make. .

THE BRAINSTORMING PROCESS

- Make a start by considering and listing all the assets that God has brought into the business and consider how these could be used to meet a need in the marketplace.

- Form a group of Christian business owners who share your passion and vision. Discuss the purpose of a business which belongs to God and how the assets of the business can be used for the Kingdom of God. Pray for Gods leadership and a revelation of His plans for the business!

- Let God inspire you and allow the ideas to flow. Collect all ideas and rite them down. Do not say at this stage, 'Oh, that will never work!' or "That will cost us too much!" After writing all the ideas down, evaluate them and set some priorities. A Crown Companies facilitator could help you through this process.

Brainstorming for a Christian means asking God for creativity and the wisdom to discern what God wants you to do first. As the group for ideas to develop excellence in the six areas of the company's operation as described in Section 6.

Focus also on ideas to bring the gospel into the marketplace. As described in section 7.

9. ACTION PLAN

The lists which you produce through the brainstorming process may look intimidating and form a daunting challenge. At this stage, we do not yet know what is really from the Lord or that it is in line with your own specific calling, gifts and talents. The Lord will give you assignments which fit your unique purpose and calling!

The last step is to set priorities according to His will. Claim John 7:17 in prayer; “If anyone chooses to do God's will, he will find out whether my teaching comes from God or whether I speak on my own.”

In the final analysis, we all must be accountable to God for how we use all He has entrusted to us. He is the Owner and shareholder of our company! He will demand a significant ‘return on investment’ according to His objectives! WE must get on our hearts what God has on His!

Seek First the will of God in prayer and meditate in His Word!

Ask Him, “What shall I do Lord?”

Make a short list of 3-5 ideas that you can start practising.

Analyse these in terms of:

- Cost in money, manpower.
- Potential risks and benefits
- Earliest starting date

Make a list of the necessary steps to be taken, the tasks to do, the responsible person, a due-by date and the costs. Consider any possible barriers and problems and a strategy and tactics to launch your ideas.

Describe milestones which you want to reach and determine the desired outcomes of the activities. These objectives should be S.M.A.R.T = Specific, Measurable, Achievable, Realistic and Timely.

Sharing these with a group of friends can be a great help. A Crown BLG - ‘Business leadership Group’ or a Crown CBA – ‘Council of Advisors’ can help you along the way.

“It is not so much the nature of the values of a company which matter but the degree of conviction with which the business applies these values.”
Jim Collins –
“Good to Great”

10. IMPLEMENTATION

A checklist and a date for evaluation are important instruments with which to implement a plan. They help you to make sure that the plan is being carried out step-by-step. Give each step a 'due-by' date. Assign responsibilities and timing.

My checklist is:

11. STEPS IN DEVELOPING GODS PLAN FOR YOUR BUSINESS ...

-6 PEOPLE DEVELOPMENT AND FINANCIAL CONTROL

Good management practices are being applied. Mistakes in the company are being picked up. Focus is on developing people and good financial control as a basis for good business results.

-5 RESEARCH AND DEVELOPMENT

After correcting mistakes and defects, focus is centred on customer orientation and product development. It is the customer who determines the right of the company to exist. All we do is geared to satisfying the customer as the source of our income. Customer satisfaction is being measured and a plan of improvement is in place.

-4 SYSTEM MANAGEMENT & STRATEGIC PLANNING

Long term plans are in place for sustainable growth. Market positioning is determined. Modern planning instruments are being utilised to develop the business and a growth strategy is in place.

-3 ANALYSIS OF THE REAL PROBLEM

Despite all the available resources and tools, problems arise when envy, competition, jealousy and conflict disturb the peace. Externally it looks good and business processes are working but there is still internal strife. Something is missing. This average company is not satisfying to the owner.

SUMMARY OF -6 TOT -3

The business is in good shape and the processes are improving. Control systems are functioning, clear objectives have been formulated, the customer is first priority etc., but the owner senses something is missing!

-2 FUNDAMENTAL CHANGES

A new vision brings a new perspective: "My business needs to be converted." The manager asks, "What is the purpose of the business? How must it change?"

What is my calling as a Christian in business?
What are my gifts?

-1 DOES THIS COMPANY BELONG TO GOD?

If God is Lord of my life, and therefore owner of my business, then I am confronted with a fundamental decision: "Shall I consciously and purposefully commit this company to the Lord's work through it?"

0 HANDING OVER THE BUSINESS TO GOD

The current owner realises that "he is bought with a price." This price is the precious blood of Jesus. He recognises that this also means all he owns, including his business assets. A change of ownership occurs and the company is transferred to God.

CONCLUSION -2 TO 0

The Christian entrepreneur realises that every human endeavour falls short of Gods best. He acknowledges that problems arise which only God can solve and decides to hand the company over to God. The Creator has a much better view of how a business should be run!

<p><u>+1 INTEGRITY IN WALK AND TALK</u></p> <p>The Christian Entrepreneur determines to integrate his Faith into his daily business dealings. There is no difference between his life in private and in public.</p>	<p><u>+4 A new spiritual corporate culture</u></p> <p>Prayer becomes prevalent in the company. More people, led by the Spirit, are coming to the company because Jesus takes centre stage. Employees, customers suppliers and advisors become aware of God at work in their midst and are blessed. The Bible is regularly consulted for answers to problems and dilemmas.</p>
<p><u>+2 Honesty, truth and justice</u></p> <p>New values are adopted and goals are set whereby lying, cheating and stealing are stopped. The power of the Holy Spirit enables new life to flow through the company. Hypocrisy is absent. People become important.. Communication is open, honest and vibrant. A company code of ethics is formulated.</p>	<p><u>+5 Witnessing to business associates and employees</u></p> <p>Managers see themselves as missionaries in the marketplace, tentmakers sent by God to serve in the environment of the company. They can clearly explain their motivation and goals as a Christian whenever the opportunity arises.</p>
<p><u>Samenvatting van +1 tot +2</u></p> <p>A new corporate culture is intentionally and deliberately developed. Information and communication flows freely. Co-workers are treated as customers. Biblical principles are being applied in the business.</p>	<p><u>+6 Experiencing Gods activity</u></p> <p>“Management by the Holy Spirit” is the answer to the ‘New Age’ challenge. Supernatural leadership from God is experienced, miracles are seen to happen and people become Christians. God’s provision leads to thankfulness. The Company is not the source of income, but God is the Source of all the business needs.</p>
<p><u>+3 New goals and culture</u></p> <p>The goal of the company is no longer to make money, but to honour God and to serve all those in and around the business. The leaders ask themselves, “What would Jesus do?” and “What steps can I take to earn the trust of customers and employees.”</p>	<p><u>Conclusion of +5 tot +6</u></p> <p>Experiencing God at work in the business amazes people that He is so involved in the business. The company grows in love, service and can leave disappointments, and any attacks in Gods hands.</p>

12. WAT IS A KINGDOM COMPANY? THE IDEAL SCENARIO!

Here are ten characteristics of a company which is useful to God in accomplishing all He wants to do through the business.

- 1) **A change of ownership has occurred. God has become owner and operator and sustainer of the business. .**
 - a) A decision to 'convert' the business has been taken
 - b) I am now manager of the company assets which belong to God

- 2) **The leader of the business is a Christian**
 - a) Not all employees are Christian, but the leadership looks on them all as 'pre-Christians getting to know Jesus.'
 - b) The leader seeks Gods Kingdom as the highest priority, knowing that all the rest will be provided

- 3) **The company strives towards achieving a growing business excellence (best practice)**
 - a) Witnessing as a business lifestyle
 - b) Earning the right to be heard

- 4) **Biblical values determine every decision**
 - a) Values are written down and regularly communicated
 - b) A code of behaviour is written down and adhered to

- 5) **The mission of the business is to achieve eternal goals**
 - a) It exists to honour God in all He wants to do
 - b) Gods goals take priority over all else

6) The company has a spiritual business plan

- a) It is clear how God wants to use the company
- b) Clear goals are formulated towards this end

7) The leader of the business seeks advice and counsel on a regular basis

- a) He realises he is accountable, responsible to God for the way the business is led.
- b) Counsel and advice is brought before the Lord in prayer and applied.

8) The business is bearing fruit

- a) Materially in terms of product and service and providing for all involved in the business.
- b) Spiritually in terms of spiritual growth and conversions.

9) The business supports the work of God financially

- a) For widows, orphans, the poor and needy
- b) For discipleship and evangelism

10) People around the business are seeking after God

- a) God is bringing more people under the sphere of influence of the company
- b) People are learning about God and getting to know Him!

THE LAST WORD ...

... is, of course, for the Boss!

"You may say to yourself, "My power and the strength of my hands have produced this wealth for me." But remember the LORD your God, for it is he who gives you the ability to produce wealth, and so confirms his covenant, which he swore to your forefathers, as it is today.."

Deuteronomy 8:17,18

"Now listen, you who say, "Today or tomorrow we will go to this or that city, spend a year there, carry on business and make money." Why, you do not even know what will happen tomorrow. What is your life? You are a mist that appears for a little while and then vanishes. Instead, you ought to say, "If it is the Lord's will, we will live and do this or that." As it is, you boast and brag. All such boasting is evil. Anyone, then, who knows the good he ought to do and doesn't do it, sins."

James 4:13-17

"Plans fail for lack of counsel, but with many advisers they succeed."

Proverbs 15:22

"Commit to the LORD whatever you do, and your plans will succeed."

Proverbs 16:3

APPENDIX 1 CODE OF ETHICS

The Ten Commandments were written to establish our conditions for life and to give us a blueprint for living. They are the core values which can be applied in various circumstances of life. They were written to reveal God's perfect standard for determining right from wrong and to reveal man's need for a personal relationship with Him

These ten statements reflect the message of the Ten Commandments for our business

We will ...

1. Honour God in all we do
2. Focus on our unique purpose
3. Strive for an honest and effective communication
4. Ensure regular rest, reflection and recreation
5. Learn from the experience and wisdom of older people
6. Maintain the dignity and rights of the individual
7. Maintain a stability of the sexes and the family
8. Make correct use of resources entrusted to us
9. Base our communications on the truth and facts.
10. Honour the ownership of property rights

An expanded version of the Crown Code is available on request.

APPENDIX 2 DASHBOARD FOR MANAGING A BUSINESS

The Crown dashboard describes a number of 'key indicators' to safely and efficiently reach your destination. Discuss these indicators regularly with your advisors!



1.

GPS

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

2.

Direction

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



3.

Fuel

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

4.

Temperature

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



5.

Speedometer

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

6.

Rev. counter

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



7.

Warning lamps

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

You invest a lot of time working in the business –

are you spending enough time working on the business?