

The cover features a white background with several large, overlapping, organic shapes in vibrant colors: green, yellow, orange, blue, and red. The text is arranged in a vertical hierarchy, with the author's name at the top, the main title in the center, and the subtitle in a red box below. At the bottom, there is a mission statement in italics.

Grip-Birkman

**Coach
Training**

Facilitator Manual

*Helping individuals and teams
build unity in the body of Christ
so more people will know Jesus*

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www.GripBirkman.com

2020_FACILITATOR_GB-Coaches-Manual(V3.2)

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Grip-Birkman Coaches Training Facilitator Instructions

LOGOS:



Scripture



Grip-Birkman Core Beliefs



Learning Section with key content



Discussion in small groups or large groups



Reflection and Writing

This *Grip-Birkman Coach Training Facilitator Guide* is available to certified Grip-Birkman Trainers as a tool for training Grip-Birkman Coaches. In addition to one-on-one Grip Birkman coaching, coaches are also empowered to lead teams through team building exercises using the materials and activities taught in the workshop. **Coaches are only trained to use the Basic Grip-Birkman report. Birkman Signature certification training is required to order Signature reports for any coaches trained after November 2017.**

- The workshop is designed in such a way that all the key content is included in the participant's manual. This becomes a reference for the coach/team builder as they work with individuals and teams. Additional teambuilding exercises can be downloaded from www.gripbirkman.com.
- **RED = Facilitator notes related to comments and/or instructions to be used by the facilitator. Words in italics are words that should be read or summarized by the facilitator in facilitating the discussion or activity. The workshop is not designed to be a "lecture" but an interactive learning experience. It is important that you make the effort to involve participants in discussion and activities on every major point.**
- **BLUE = Blue indicates a learning task or activity and includes basics instructions for you on how to facilitate the activity. A **learning task or activity** invites engagement and reflection and action on that content. The learning task is not an add-on ("Let's do a little exercise to see if you've got it"). Rather, it is part of an integrated design, engaging the learner by presenting new content in a variety of ways. During or after the activity, debriefing with the learners should draw out their understanding, questions and application.**

- Four different types of learning tasks should be used for effective adult learning (Jane Vella, *Taking Learning to Task*, Jossey-Bass, 2001; also see Jane Vella’s *Learning to Listen, Learning to Teach* for tips on facilitating adult learning):
 - Inductive—a task that connects learners with what they already know
 - Input—a task that invites participants to examine new input (concepts, skills or attitudes)
 - Implementation of that new learning--a task that gets learners to interact with the content to somehow implement it
 - Integration of that new learning into role or life—a task that integrates this new learning into their life. (At times this is done by reflection and writing at the end of the “Get a Grip” unit.)
- We recommend you read Paul R. Ford’s books, ***Knocking Over the Leadership Ladder*** or ***Moving from I to We*** before facilitating the workshop. Recommending this book to those who are coming to the Coaches Training will be helpful as well.

Advanced Preparation, Supplies Needed

- Red, Blue, Green, Yellow and black white board markers (one set for every four people)
- Flip chart paper (enough for personal posters and illustrations)
- Colored masking tape, cones (available from Birkman.com), ribbon or another way to mark the Birkman Map for the “Places Please” exercise. (Red, Green and Yellow 3M “Expressions Tape” can be ordered through Amazon. Blue painter’s tape is available in most hardware stores.)

PREPARATION PLANNER FOR GB COACHES TRAINING

1. At least **ONE MONTH** out:
 - 1.1. Enlist a group of people who will commit to intercede for the Training.
 - 1.2. Enroll participants in Grip-Birkman inventories (if not completed previously)
 - 1.3. Have all GB questionnaires transferred to the lead Trainer's Birkman account to run group reports
 - 1.4. If co-training, clarify who is facilitating what sections and who is responsible for contacting the local point person about details of schedule, supplies, etc.
 - 1.5. Communicate with venue coordinator:
 - 1.5.1. Send Coaches Training Manual (in PDF format) to be printed with instructions to provide tabs for each section, including the proposed schedule in at least ½" 3 binder notebook (or Spiral bound with clear cover). The Manual is designed to be PRINTED on TWO SIDES.
 - 1.5.2. List of supplies needed:
White Board, Flip Chart Easel, flip chart paper, color markers, tape for floor exercises (Projector and Sound optional)
 - 1.5.3. Diagram of room set up
 - 1.5.4. Clarify meals and snacks, including budget determined by number of people attending
 - 1.5.5. Clarify housing and transportation are taken care of
 - 1.6. Clarify with participants the expectation that full payment is expected upon arrival (if not paid in full ahead of time)
2. **ONE WEEK**
 - 2.1. Designated Trainer call to make sure all of the above has been taken care of
 - 2.2. Double check that all reports have been completed and prep worked mailed
 - 2.3. Study GB reports for each participant
 - 2.4. Compile any group reports
 - 2.5. Finalize with co-Trainer who is facilitating each section and finalize preparations for those sections you have agreed to facilitate
3. **ONE DAY**
 - 3.1. Double check transportation arrangements, including pick up if needed
 - 3.2. Review each GB report, praying for the person as you do so
 - 3.3. Appointed Trainer call the point person to clarify that everything in Section 1 is done.
4. **TRAINING DAYS**
 - 4.1. Arrive at least 45-minutes before the sessions start to make last minute preparations and to pray for each person
 - 4.2. Determine who will do follow up coaching with each participant
5. **FOLLOW UP**
 - 5.1. Send final roster with names, emails and addresses to support@gripbirkman.com
 - 5.2. Make sure everything is cleaned up and set up as it was before your arrival
 - 5.3. Send thank-you note to point person expressing gratitude for their service
 - 5.4. Email each participant, indicating willingness to receive follow-up questions
 - 5.5. Schedule follow up coaching appointments



Grip-Birkman

Coaches Training

3 Day Suggested Workshop Schedule

DAY ONE

- 8:30 - 9:00 Welcome, Introductions
9:00 - 10:00 Get a Grip #1: The Big Picture
10:00-10:30 BREAK
10:30-12:00 Get a Grip #2: Natural "I": Birkman Map (Team Map Floor Exercise)
12:00-12:15 Model Coaching #1: Birkman Map
12:15-1:30 LUNCH
1:30 - 2:10 Get a Grip #3: Natural "I": Birkman Areas of Interest (Team Interests Chart)
2:10 - 2:30 Coaching Conversation #1 (Areas of Interest)
2:30 - 3:30 Get a Grip #4: Birkman Insights and Career Exploration: Using Your Strengths to Build Unity in the Body
3:30 - 4:00 BREAK (Create your Birkman Basics Poster)
4:00 - 4:15 Model Coaching#2 (Birkman Basics)
4:15 - 4:45 Coaching Conversation #2 (Birkman Basics, Final Activity from Get a Grip #4)
4:45 - 5:30 Wrap-Up, Prayer, Affirmation

DAY TWO

- 8:30 - 9:00 Prayer, Review of DAY ONE
9:00 -10:15 Get a Grip #5: Supernatural "I": Your Spiritual Gifts (Coaching Conversation #3)
10:15-10:45 BREAK
10:45-11:45 Get a Grip #6: Supernatural "We": Your Spiritual Gifts in a Team Setting
11:45-12:00 Model Coaching #3: Your Spiritual Gifts Triangle
12:00 - 1:00 LUNCH
1:00 - 2:00 Get a Grip #7: Supernatural "We": Your Spiritual Gifts in Body-Building Language (Team Floor Exercise, Where are we powerful as a team?)
2:00 - 3:30 Get a Grip #8: Integration: Confirming the Integrity of the Corners (Coaching Conversation #4)
3:30 - 4:00 BREAK (Add your Spiritual Gifts Triangle to your Poster)
4:00 - 4:45 Poster Exercise (Coach in Groups of 2 or 3 from your Grip-Birkman Poster)
4:45 - 5:30 Wrap-Up, Homework for Coaching One-to-One, Prayer, Affirmation

DAY THREE

- 8:30 - 9:15 Prayer, Review, Sharing from "My Grip Reflection Journal"
9:15 - 10:00 Get a Grip #9: Discovering Your Dotted Diamond: Integrating the Natural and Supernatural "I" (Coaching Conversation #5 – Coaching the Dotted Diamond)
10:00 - 10:30 BREAK
10:30 - 12:00 Get a Grip #10: Tips for Effective Grip-Birkman Coaching
12:00 - 1:00 LUNCH
1:00 - 1:30 Model Coaching #4 (Optional abbreviated demo of full GB Conversation)

1:00 - 2:30 One-to-One GB Coaching Conversation (45 minutes for each person)
2:30 - 3:00 Group Debrief: How did we do?
3:00 - 3:15 BREAK
3:15 - 4:00 Get a Grip #11: From “I” to “We”: Grip Birkman Team Building
(Team Exercise: Looking at team profiles as a group)
4:00 - 5:00 Affirmations (groups of 4 to 10)
5:00 - 5:30 Get a Grip #12: Where Do We Go From Here?
Wrap-Up, Final Prayer

** If you are able to extend your training to 3 ½ or 4 days you could add further training on good coaching techniques and/or spend more time on optional team activities.

Introduction

Welcome to the Grip-Birkman Community!

As a community, we are committed to building unity in the Body of Christ so more people will know Jesus. We believe John 17, where Jesus prays for all believers to be unified, concluding with *“Then the world will know that you sent me and have loved them even as you have loved me.”* (John 17:23b)

What is the Grip-Birkman?

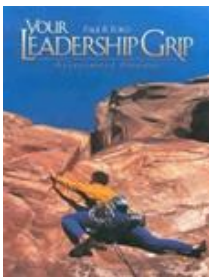
The Grip-Birkman profile is a blend of two widely used assessments—*“Your Leadership Grip,”* one of the best spiritual gifts assessments available, and the Birkman Method, one of the premier personality and career assessments available today.



The Birkman Method was developed by Dr. Roger Birkman. As a bomber pilot during World War II, he was fascinated by how people responded differently under stress. When he got home from the war, he felt his calling in life was to help people understand themselves and work together most effectively in teams. Dr. Birkman based his work on the foundation of Psalm 139, that affirms *“...we are fearfully and wonderfully made...”*

Over the past 65 years, the Birkman Method has been used by over four million people around the world in many languages and contexts. You can learn more at www.Birkman.com, *“True Colors”* by Roger Birkman and *“The Birkman Method”* by Sharon Birkman Fink.

Your Leadership Grip (Grip) and its close cousin *Discovering Your Ministry Identity* (DYMI) were developed by Dr. Paul Ford, a missionary with Church Resource Ministries (CRM). It helps people look at their spiritual gifts from three different angles to see how they can steward the power of God’s gifts as individuals, in a team setting and in the context of building the Body of Christ. Paul has written many ministry resources, including the books *Knocking Over the Leadership Ladder* and *Moving From I to We*.



The Grip-Birkman was developed as Dr. Ford became a Birkman consultant and began a friendship with Dr. Birkman. The two discussed the nature of baseline personality and spiritual gifts and came to realize that it is important to help people see themselves from both the natural and the supernatural perspectives. The Birkman Method had been used primarily in business and academic settings, but it was too expensive to be used in most ministry contexts. As Dr. Birkman and Dr. Ford discussed the potential for both tools to be used productively for ministry leaders, the idea for blending the two tools came together. The Birkman organization graciously made the blended



resource available in a customized format. In 2003, the Grip-Birkman Blueprint was first released through ChurchSmart Publishers. It is now known simply as the Grip-Birkman and is supported by Grip-Birkman, Inc, a non-profit organization committed to helping coaches as they work with teams and individuals *Building Unity in the Body of Christ so More People Will Know Jesus*.

Today the Grip-Birkman is used by churches, training institutions, mission agencies, businesses and other ministries in over 40 countries around the world. You can learn more at www.gripbirkman.com.

Note to New Grip-Birkman Coaches

This manual is designed to help you as a coach guide individuals and teams into a conversation using their personal Grip-Birkman reports. Your Grip-Birkman TeamBuild should be experientially based, focused on guiding team members through a discovery process. They will be discovering new truths about themselves as they grow in their self-awareness and their other-awareness.

A few tips for you as a Grip-Birkman Coach:

1. Be sure each individual has a copy of both their Leadership Grip and Birkman Method reports. Many people will prefer to view their reports on their electronic devices. If using printed reports, be sure to have the reports printed on ONE SIDE ONLY, to allow for any note-taking. This manual is designed to be printed on TWO SIDES.
2. Do not feel that you have to be the expert on all things related to the Grip-Birkman. Let the reports speak for themselves.
3. The Grip-Birkman reports are not infallible. Some individuals will find certain statements in their reports that they have trouble seeing or with which they are not in agreement. There is so much more in the report that can be useful, so concentrate on those parts. Often, many people will come to see things in a new light as they learn more about themselves from interacting with their reports and with other team members who work closely with them.
4. See Get a Grip #10 for more tips on leading a Grip-Birkman conversation with individuals and Get a Grip #11 for tips on leading a Grip-Birkman TeamBuild.
5. Ordering instructions are in Get a Grip #12.

The Grip-Birkman Training Curriculum Team





Get a Grip #1: The Big Picture



Therefore, I urge you, brothers and sisters, in view of God's mercy, to offer your bodies as a living sacrifice, holy and pleasing to God—this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will. For by the grace given me I say to every one of you: Do not think of yourself more highly than you ought, but rather think of yourself with sober judgment, in accordance with the faith God has distributed to each of you. (Romans 12:1-3)



What is this Scripture saying to you where you are today? What about these verses speaks to your life situation? Why do you think this Scripture is the first passage in the beginning of the Grip Birkman training?

The goal of Grip-Birkman is to help believers "think of themselves with sober judgment". We are getting ready to launch into an exciting method to guide individuals and teams through a self-discovery process.

Certain core beliefs are key to this process. The first of these is:



**CORE
BELIEF**

The Grip-Birkman is more than an assessment, it is a series of shared values lived out in community.



Cultural values critically impact team building.

Culture can be defined as "the way we do things around here." Culture can have good qualities that can become bridges to the Gospel, or bad aspects that become barriers for the Gospel.

[Only use the alternate descriptions for cultural values if needed.]

Cultural Values	Healthy Biblical Values	Scriptures
Self-centeredness <i>It's all about me</i>	Selflessness	Rom 12:3; Php 2:3-4
Entitlement <i>I deserve what I want because...</i>	Sacrifice	Rom 12:1; Luke 14:27
Dissatisfaction <i>I am just not happy with most of life</i>	Contentment (in any circumstance)	Php 4:11-13
Sarcasm <i>Humor at someone's expense</i>	Kindness	I Corinthians 13:4-7
Ladder Mentality <i>Moving up is what is most important.</i>	Servanthood	Mt 23:11-12; Mt. 20:25-28; Php 2:5-8
Rebellion glorified <i>Always with us, now it is praised.</i>	Submission	Heb 13:17; Js 4:7
Impatience <i>Microwave culture, instant gratification.</i>	Patience	Isaiah 40:23-31
Need to be entertained	Rest	Isaiah 30:15

<i>Uncomfortable with silence, always doing.</i>		
Blame <i>Someone else must pay for my problem or situation.</i>	Responsibility/Confession	Mt. 5:23-24; Jas. 5:16



[IN PAIRS:]

Share honestly which one or two of these cultural values you struggle with in your life. Share what it might take to address the struggle areas, and then pray for each other.

[LARGE GROUP DISCUSSION:]

Which of these cultural values most affect your leadership or serving?

Which of these cultural values most affect your life and ministry?

If these values drive our culture, how should we respond as Believers?



CORE BELIEF

When Christ is the Center, and the Body Life Principles are personally settled, we can truly move from *I* to *We*.

CHRIST IS THE CENTER:

Moving from I to We is a process of understanding God's unique design for me in the context of relationships. We must fully embrace His will is fulfilled through our obedience to His plan for the Body of Christ, each person submitting and stewarding the Gifts and relationships God has given.

Assume the Appropriate Personal Posture -- Our lives must be Christ-centered, Spirit-empowered and mission focused. This understanding releases our own will to God's Will. This process of realignment, and our purpose, is not about doing good things for God, it is about God working powerfully through us.

- One submitted: learning to follow is NOT optional (Hebrews 13:17)
- One among: understanding my rightful place as a Christian (Romans 12:4-5)
- One who is a servant: with Jesus as our role model (Philippians 2:1-11)



Large Group Discussion:

What are the implications of Christ as the center for you and your team?

BODY LIFE PRINCIPLES:

Embrace these Body Life Principles as ministry teams or life-giving cells

- **Significance:** Your significance is settled because of the Cross (I Cor. 12:12-17). There is nothing you can do, say, write, or perform that will make you any more significant than you already are in Christ.
- **Role:** Everyone has a God-designed role to play (I Cor. 12:11,18). God has a role for you in the Body of Christ which no one else can play.
- **Unity:** Everyone actively commits to building team unity (Ephesians 2:21-22). Working for team and body unity is a choice, and we must work hard to stay together in purpose and task.

- **Love:** All actions and reactions must come from a core of true and transparent love. It's not about me - serving others and putting them first is essential.

The term "Body Life Principles" is a phrase you may not have used before. How would you describe this in your own words? Which of these 4 would be of most significance to you now?



CORE BELIEF

***I to We begins with stewardship.
Stewardship is about managing what God has given us.***

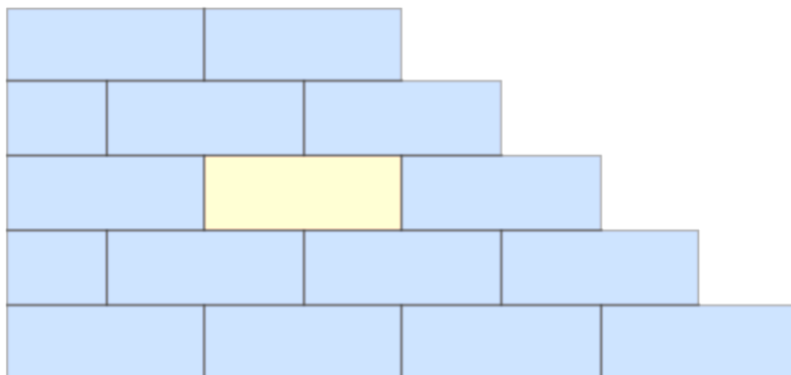


Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms. If anyone speaks, they should do so as one who speaks the very words of God. If anyone serves, they should do so with the strength God provides, so that in all things God may be praised through Jesus Christ. To him be the glory and the power for ever and ever. Amen. (1 Peter 4:10-11).

Each person is a "relationship steward," (an "oikonomos")
Each person is a "Spiritual Gifts steward" in the framework of relationships.

Compare these "living stones" being built together. (Ephesians 2:19-22)

1. *Put your name in the center stone.*
2. *Fill in the surrounding blocks with names:*
 - a. *Who has stewarded you in your walk with Christ?*
 - b. *Who has God placed in your life for **you** to steward?*





CORE BELIEF

We do not seek to understand ourselves or others better simply for purposes of self-awareness, but rather for purposes of stewardship in a context of relationships.

Explain further what this statement means in the context of body life and team.



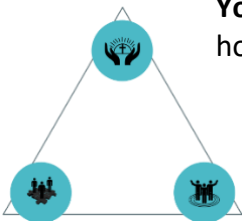
Assessment Overview:

The value of the Grip-Birkman is in the ability for us to gain clarity of ourselves in the context of relationships through two different lenses: who you are naturally and in the supernatural gifting of the Spirit in you.



The Birkman Method - gives a clear understanding of your natural behavior through three lenses.

- Usual Style of behavior
- Stress style of behavior
- The underlying motivators behind these behaviors (Interests and Needs)



Your Leadership Grip - gives you three “handles” on your gifts to get a better “grip” on how your gifts actually function in the Body:

- In gifts language (Your supernatural identity)
- In team language (Your supernatural fit in a team)
- In body-building language (Your supernatural ability to build the Body of Christ)

Seen together, these two assessments help you gain understanding of how God has designed you to be powerful in the Body of Christ and surrounding community.



Discussion Questions:

What did you learn from looking at the people “building-blocks” that God has placed around you?

What does stewarding mean to you?

What can stand in the way of “I to We” for you?



Be sure to write on your “Get A Grip Reflection Journal” your ah-ha’s or follow up questions.





Get a Grip #2: Natural “I”: The Birkman Map

Preparation

Buy colored masking tape or electrical tape, cones (available from Birkman.com) ribbon or another way to mark the Birkman Map for the “Places Please” exercise.



“You created my inmost being...I praise you because I am fearfully and wonderfully made; your works are wonderful, I know that full well.” (Psalm 139:13-14 (NIV))



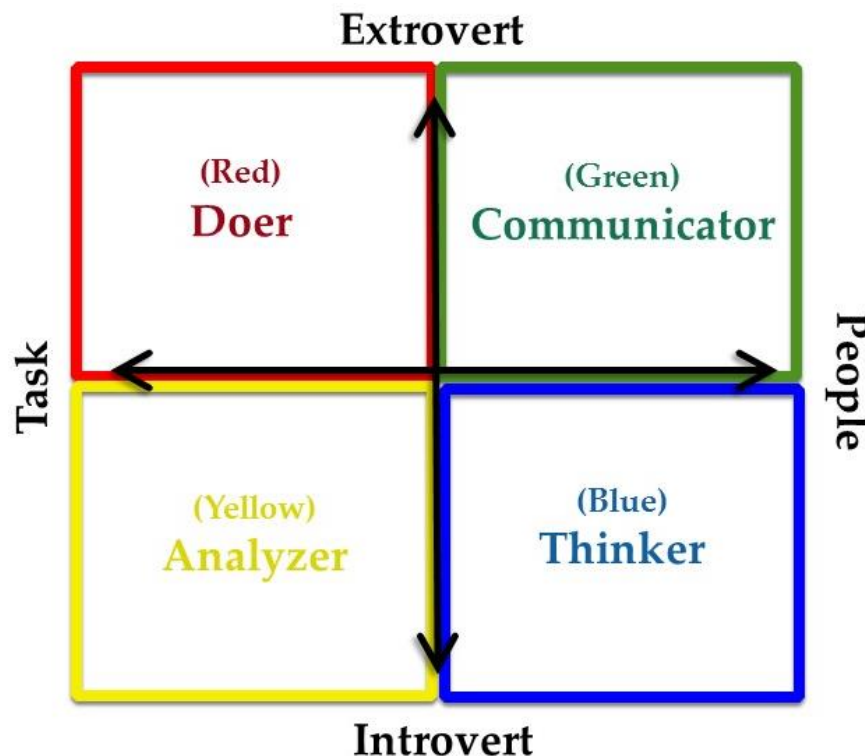
CORE BELIEF

Each person is a unique individual created with natural, innate interests and underlying needs or expectations that affect how we interact with others around us.

“Our Interests are apparent from an early age and generally remain consistent over a lifetime. Needs are part of our core personality and also tend to be steady over time, even if we appear to have changed over the years. What matters is that we change what we can change, and what we can change is our awareness.” (Sharon Birkman Fink in *The Birkman Method: Your Personality at Work* (Kindle Locations 2732-2734). Wiley. Kindle Edition.

Understanding the *Birkman Map*

- Left/Right & Up/Down location and movement on the *Map* – key to utilizing this tool
 - **Task** focus on the left to **People** focus on the right
 - **Extroversion** at the top to **Introversion** on the bottom
- The four colors of the *Birkman Map*:



3. Four symbols, three grid points on the *Birkman Map*



The asterisk represents your goals or **Interests**--*what* you want to see happen or accomplished...:

- Interests represent where you prefer to direct your energies.
- You may see evidence of these expressed in your hobby, work, ministry or passion.

“I like (to)...,” “I want (to)...”

⊗ **Circle two or three words in the quadrant which best describe your Interests.** If your Asterisk is close to a line, you can include words from the adjacent quadrant.



The diamond represents your **Usual Style of Behavior**. This is your effective style of behavior--*how* you will fulfill those goals...*how* you do it:

“When I am at my best, I am...”

⊗ **Circle the two or three words in the quadrant which describe you best.** If your Diamond is close to a line, you can include words from the adjacent quadrant.

Group Discussion: Can one or two of you share how the location of your Diamond accurately identifies your Usual Style, your positive Effective Behavior?



Needs make up the unique internal perspective from which a person views and judges others and the environment around them. This amounts to how you expect the world around you to operate.

You will be effective in your Usual Style **IF** the underlying Needs are met...

“For me to be most effective, I need an environment that includes...”

- ⊗ Circle the two or three words in the quadrant which best describe your Needs. If your Circle is close to a line, you can include words from the adjacent quadrant.



- ⊗ **Key Issue:** Your Needs are NOT visible! You have to find healthy and productive ways to let others know about your Expectations so you have an environment where you can operate in your Usual and Effective style. Since Needs are internal, you must be responsible for getting your Needs met.



The square on the Birkman Map represents your **Stress style**--the less productive, frustrated behavior *when Needs go unmet*. Stress behavior is observable and is seen by others as negative.

Note: Your underlying Needs must be met, **OR ELSE** you *will* move into your Stress style.

- ⊗ Circle the two or three words in the quadrant that best describe your Stress style. If your Square is close to a line, you can include words from the adjacent quadrant.

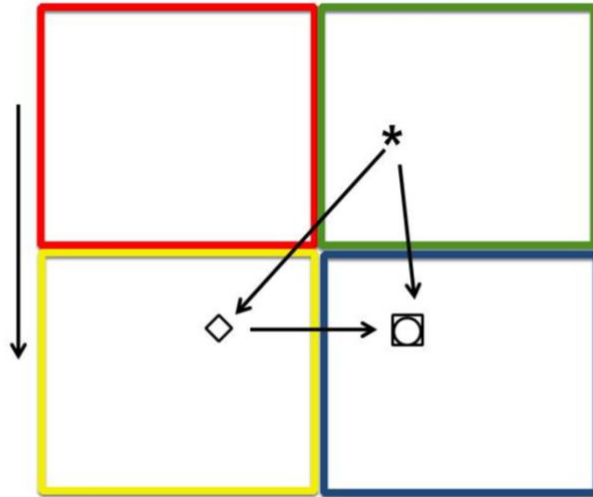
- ⊗ **Insight:** Stay out of your Stress behavior by being proactive about getting your Needs met!

A key interpretive principle for the Birkman Map – Watch the movement from:

Asterisk to Diamond– Do people understand my goals (asterisk) through my actions (diamond)?

Asterisk to Square– What do people perceive about my goals when my actions are negative (square)?

Diamond to Circle/Square – Do people understand my Needs (circle) from my Usual Style (diamond)?



Most assessments identify *Usual style* and *Stress style* of behavior. The Birkman Method offers insight into why you move into stress (i.e. your motivations), which no other assessment does.

TEAM

EXERCISE

“Places Please” Floor Activity: (30+ minutes)

Preparation: Use colored masking tape to mark off a 20-foot Square grid on the floor of the room or an adjoining room, to replicate the Birkman Map in their Report and notes. (Alternately use colored printed corners, cones or others means to “map out” a grid on the floor. Label each quadrant with the appropriate Birkman color.)

Have everyone gather around the edges of the Birkman Map marked on the floor. Instruct them to stand on their relative spot on the grid for each symbol as you call them out. This will be fun for participants, as they jostle and joke with one another.

Let’s assume that we are a team, just as you would do this exercise with them.

****Designate one person as the Team Leader.**

“First, move to where your INTERESTS are (Asterisk/star).” Allow time for each person to position themselves on the Map.

Ask people closest to the corners of each quadrant to read their descriptions on **PAGE 8** of their personal BIRKMAN BASICS report. Also ask some of those close to other quadrants or nearer the center to read theirs and note the differences as they draw from other colors.

Then ask: ***“What does this suggest about the different Interests on your team?”***

“Next, please move to your USUAL style, your Diamond.” Allow them to find their spots.

Again, ask people closest to the corners of each quadrant to read their descriptions on **PAGE 9** of their personal BIRKMAN BASICS report. Also ask some of those close to other quadrants or nearer the center to read theirs and note the differences as they draw from other colors.

Then ask: *“What observations can you make about your group’s Usual operating style? What does this suggest?”*

**Now, let’s move to your NEED/STRESS style, your Circle/Square.*

Ask people closest to the corners of each quadrant to read their descriptions on **PAGE 10** of their personal BIRKMAN BASICS report. Also ask some of those close to other quadrants or nearer the center to read theirs and note the differences as they draw from other colors.

“What do the various locations suggest for your team or group?” Be sure to note direction and distance of movement for each individual.

“How can you use this information to improve team work on your team?”

“NOW, team leader, please go to your USUAL (Diamond) and everyone else go to your STRESS/NEED (Circle/Square).”

What might this suggest?

Finally, let’s send the Team Leader to his or her STRESS/NEED (Circle/Square) and everyone else go to your USUAL (Diamond).

Any insights?

Allow the group to sit and discuss further how this exercise can be useful in a TeamBuild. Consider also how you might coach the Team Leader after introducing this snapshot of the team.

Model Coaching #1: Choose a volunteer. Take 15 minutes as trainer to demonstrate proper coaching techniques by walking the volunteer through their *Birkman Map*. Ask participants to take note of what they see in the demonstration. Focus on asking good questions, drawing out insights, eye contact, body language.

Debrief the model coaching, asking for insights about what they observed. Refer participants to Get a Grip #10 for coaching tips, especially if they are new to coaching.

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

The Goals (asterisk) and the Usual style (diamond) OR Stress behavior (square)









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





Reflection: Birkman Map

As you answer the following questions, remember to look at the location of each figure on the Birkman Map and consider the qualities that would relate to that location (task or people focus, direct or indirect communication).

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

Alternate exercise: "Introduce Yourself Through Your Birkman Map"



Be sure and write down your "take aways" for "Get A Grip #2" on your "Reflection Journal."





Get a Grip #3: Natural “I”: Birkman Areas of Interest

PREPARATION:

For the Team Exercise, draw a grid on Flip Chart paper, with ten columns for the ten different Interests and a row for each team member. Use the correct color for each Interest. (Alternatives: Use the form in the Appendix, or interactive chart in Coach Resources on gripbirkman.com)



“Each of you should look not only to your own interests but also to the interests of others.”
(Philippians 2:4)



CORE
BELIEF

God uniquely designed each of us to pursue our God-given interests, passions and goals in joy and fulfillment as a gift from Him. As we pursue our own interests, we should also help others to pursue their interests.



Areas of Interests (Pages 12-13 of your Birkman Basics Report)

The Asterisk, or your Interests, now takes on a life of its own! The second report in the Birkman Basic Report is called **Areas of Interest**. This gives us the in-depth information underlying your Asterisk in ten specific areas, revealing things you are interested in and really like to do.

High scores describe what fuels or nourishes you -- where you prefer to direct your energies. They reflect your goals and desired results – what you want to see in action or with people and what you enjoy doing for fun, relaxation, or escape. These scores indicate interest not aptitude (e.g. you may like music, but not be musically talented). Conversely, lower scores indicate what drains you.

What you like to do: any scores over 75 are noteworthy though we encourage focus on your top four. They reflect:

- Your goals/desired results—what you want to happen in action or with people
- What you enjoy doing for fun, relaxation, and escape...

Scores of 85 or over are MORE than just strong interests; they are actually **NEEDS!** If these needs are not met, you may feel dry and lack motivation.

Low scores of less than 25 indicate areas that you are not interested in, or might want to avoid.

Scores below 10 are *aversions*. These are areas to be avoided or delegated. If they have to be done, you may need to allot special time and energy.



CORE
BELIEF

Give yourself permission to do what energizes you (or not do what drains you). If it is good for you, it's good for your ministry!

Your scores are arranged in order from high to low, so may not parallel the order below. The colors correspond to the colors on the Birkman Map.

Ten Areas of Interests: Colors, Key words and Descriptions

Artistic (blue) -- *Aesthetics*

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

An acute sensitivity for how things look or appear. A picture truly is worth a thousand words to high scores. May dismiss presentations that are not visually appealing. Low scores may dismiss presentations that use too many visuals.

Literary (blue) – *Write/Create*

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

An affinity for language and communication, particularly in written form. High scores compose their thoughts in written form, paying close attention to the subtleties and nuances of what they write and that which is written by others.

Low scores may dismiss these messages if the point of the communication is not arrived at quickly.

Musical (blue) – *Music*

- Musical involvement of many forms,
- Desire harmony in music and relationships.
- Appreciation for cultural events including musical expression

A sensitivity to sound and auditory expression. High scores notice things like tone of voice, background noise, loud conversations or the “buzz” in a work environment. If what is coming into the ears is not pleasing to a high score they can get easily distracted and find it difficult to concentrate. Low scores can find it easy to dismiss background noise. Some may find music to be a distraction.

Numerical (yellow) – *Numbers/Analytical*

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

Analyzing numbers and data to produce quantifiable conclusions. High scores measure the effectiveness of business operations, use facts and data to make decisions and prefer to be convinced of others’ ideas through facts and data. Low scores prefer not to deal with numbers and data. For example, low scores will discuss the budget later.

Administrative (yellow) – *Details*

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

Administrative processes that include creating and maintaining the routines and systems that bring order to the work environment. High scores bring discipline, tracking and follow-through, preferring to keep the organizational wheels in motion in a predictable manner. Low scores have a lower preference for rules, policies, and regulations.

Technical (red) – Hands-on

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

Curiosity for how things work. High scores tend to get personally involved and want to know the details of production and implementation. Those with low scores can become impatient with these details and prefer to leave it to others to implement and take action.

Outdoor (red) – Hands-on Outdoor

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

Connecting with the world outside. High scores can find it difficult to sustain activity when spending long periods of time indoors. The primary difference between high and low scores is the work environment's effect on their mood and vigor. If required to work inside, high scores will need an office with a view. Low scores can work indoors for long periods.

Scientific (red) -- Research

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

Curiosity for why things are the way they are. Tend to probe and question to discover and understand. High scores enjoy the intellectual process. Low scores can sometimes view this questioning as a means for controlling outcomes, which can become a source of conflict. Low scores are more able to get moving without all of the information.

Social Service (green) – People

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

Personally helping others using a sensitivity to the interpersonal dynamics of the work environment. Gain personal satisfaction from helping. Downsizing, layoffs, and firings can be difficult. Low scores are not insensitive to others, but instead see helping others as a means to share expertise and further the business or objectives.=

Persuasive (green) – Motivating/Influencing

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

Engaging with people verbally to motivate others to accept ideas, actions, or opinions. High scores for Persuasive expect others to verbally convince them; they want to be sold on the idea. Low scores see this same approach as potentially hiding flaws in the idea; they prefer to buy-in to ideas because the facts support it.



SPECIAL NOTE: “What if none of my highest Interests are the same color as my Asterisk on the Map?” All the scores are weighted in their plots on the Birkman Map. Higher scores pull to a specific quadrant, while aversions push away to the opposite quadrant. 1) Your Asterisk might be close to the line or close to the center, especially if you have several medium scores and none are extremely high. 2) Sometimes, the aversions are pushing harder than the other Interests are pulling. This points out the need to focus more on the specific Interest scores and less on the generalized Asterisk on the Map. ASK QUESTIONS instead of assuming answers.



Reflection Questions

1. What are your top four **Areas of Interest**? Give one example of how you see yourself living out each of these four interests (work or leisure).
2. Are any of your top four **Areas of Interest** currently being neglected? If so, is that a source of frustration? What could be done about this?
3. What is your lowest **Area of Interest**? What implications does this bring to how you are expending energy? Does avoiding these types of activities have any repercussions in your life? What could be done about this?
4. Share in pairs what you are learning about your interests.

TEAM EXERCISE

Have each person mark their highest interests on the Flipchart grid using the appropriate marker colors. USE BLACK or an X to mark their lowest color. (Alternative: use color sticky notes. Write your name and score on top two and lowest scores and place these on the chart.)

See the Appendix for a notebook-sized Team Interests Chart.

Ask, *What does this say about our team? Strengths? See any gaps?*

Coaching Conversation #1: *Use the reflections around Areas of Interest to coach in pairs. Your role as coach is to listen and ask questions. Remember to ask open ended questions, clarifying questions, follow-up questions. For tips on listening, see Get a Grip #10 "Levels of Listening" p.53 in your Coaches Manual.*

Allow 10 minutes total for this activity, 5 minutes for each coach. Follow-up with group questions: *How did that feel? How did having a coach assist you in drawing out insights? As coach, how difficult was it to just listen and NOT offer solutions or your own insights?*



Take the time to record the lessons you have learned from this section in your "Reflection Journal."





Get a Grip #4: Birkman Insights and Career Exploration: Using Your Strengths to Build Unity in the Body



“And whatever you do, whether in word or deed, do it all in the name of the Lord Jesus...”
(Colossians 3:17)

“As each has received a gift, use it to serve one another, as good stewards of God’s varied grace.” (1 Peter 4:10)



CORE
BELIEF

The more we can understand about our own God-given strengths and needs, the better we can also understand the strengths and needs of others... and then we can better work together building the body of Christ.

Your

Strengths Report from Birkman Insights

The “Your Strengths” report is generated based on your Birkman Interests scores and Birkman Component scores. The statements in the report provide a general summary of what you bring to the table—the main contribution or distinctive strengths you bring to your team and the value you can add to your organization.



Career Exploration Report

The Career Exploration report lists some of the career options which might be the best fit for you. The report is based upon your scores for Interests, Usual Behavior and Needs, comparing these to career profiles in the database of the U.S. Department of Labor (<https://www.onetonline.org/>).

(Note to Trainer: Grip-Birkman can be used for Career Coaching, although that is not our focus at this level of training. A more thorough version of the Career Exploration Report is available to Birkman Certified Professionals who have been trained to use the Signature Suite of reports. Coaches who want to include career coaching as part of their practice can inquire

about Signature Training at www.GripBirkman.com.)

Bonus Insights Reports

Birkman insights reports describe how you are likely to behave in certain general situations. Each report is unique to the individual. Although some people will have more statements and some will have less, there are almost always at least four statements on each report.

1. **Biggest Mistakes Others Can Make with You** (1-2 pages) focuses on the behaviors that may trigger frustration and are related to your Needs or expectations.
2. **Handling Conflict** (1-2 pages) is divided into three sections that describe: your effective approach to handling conflict (Usual behavior), your less effective approach (Stress behavior), and prescriptives to increase your effectiveness (Needs).
3. **Relational Disruptors** (2 pages) addresses where problems may occur in your interpersonal relationships. The report is divided into three sections: how you may upset others without intending to do so, how others may unintentionally annoy you, and how to avoid “derailers” and become more effective.
4. **Managing your time** (2 pages) is divided into three sections: your effective approach to time management, your less effective approach, and how to increase your effectiveness. The statements are based on your Usual behavior, Needs and Stress behavior.

There are a number of ways to use these Insights Reports for team building. Here are just a few suggestions: **If there is time, choose one of the following as a demonstration (or use one of your own activities). If you used the Strengths and Biggest Mistakes reports as your ice-breaker for this training, then refer back to that for discussion; or postpone the demonstration until the closing affirmation.**

1. As an ice-breaker, using **Your Strengths** and **Biggest Mistakes**.
 - a. *Read over your two reports*
 - b. *Put a check mark by two or three statements that are most descriptive of you*
 - c. *Put an X or draw a line through any statements with which you disagree or that you don't think describe you accurately (for now, just ignore these)*
 - d. ***In pairs***, introduce yourself to your partner based on the statements you chose from these two reports. *Why did you chose these statements?*
 - e. *Have each participant introduce their partner to the group **based on what they learned from this conversation.***

2. As a prelude or transition to a session on conflict using **Handling Conflict** and/or **Relational Disruptors**.
 - a. *Read over your two reports*
 - b. *Put a check mark by two or three statements that are most descriptive of you.*
 - c. *Put an X or draw a line through any statements with which you disagree or that you don't think describe you accurately (for now, just ignore these)*
 - d. ***In pairs***, share what you would want someone to know about you.
 - e. *Share any new insights you might have gained*
 - f. *Write one SMART goal that you can work on to employ any prescriptives and increase your effectiveness.*

3. As part of a closing activity, combining the "poster activity" and affirmation time.
 - a. *Look over all your reports, including Your **Leadership Grip**, **Birkman Basics** and the four added **Birkman Insights**.*
 - b. If they have not already done so, give instructions for completing their snapshot summary posters with the Birkman Map, Interests and YLG Summary. (Be sure to include Gifts, Team Styles and Body Building Roles with their corresponding areas of Need.)
 - c. *Add one or two summary Strengths statements at the bottom of your poster. These do not necessarily have to be from your Strengths Report, but from all you have learned about yourself and what you bring to the team,*
 - d. *Introduce yourself to the group as you share from your poster.*
 - e. After each presentation, allow the group time to affirm the individual.
 - f. Pray for the individual before continuing.



Reflection Questions

What do you see as the greatest strengths you bring to your team?

How do these strengths influence your team?

How well matched do you think you are to your current career and position and how do these reports back up that conclusion?

Congratulations! At this point in your Coach Training you have completed The Birkman Basics.

Poster Activity, Part 1:

*Take this time to recreate a summary sheet of your Birkman Basics on the **BOTTOM** half of your provided sheet. Don't forget to save room at the top for your Spiritual Gifts Triangle. (See Sample)*

Model Coaching #2:

Choose a volunteer. Take 15 minutes to demonstrate proper coaching techniques by walking them through their Birkman Basics Report. Focus on asking good questions, drawing out insights, eye contact, body language. Invite participants to refer to Get a Grip #10 and see what tips you employ in your coaching demonstration.

Coaching Conversation #2:

Now, you will have the opportunity to practice active listening as each of you shares your insights from your own Birkman Basics Report.

In pairs move to your newly created Birkman Basics poster. Share you own information with your partner. Use as much appropriate Birkman language as you can. Feel free to refer to your notes and Participant's Manual in describing your unique self. The listening partner should use good active listening skills and, after the first partner has shared, ask a follow-up or clarifying question and respond with an insight. Then switch roles. The goal is to get the coachee talking about their own insights.



Take the time to record the lessons you have learned from this section in your "Reflection Journal."



Get a Grip #5: Supernatural “I”: Your Spiritual Gifts



“Each one should use whatever gift he has received to serve others, faithfully administering (stewarding) God’s grace in its various forms...so that in all things God may be praised through Jesus Christ.” (1 Peter 4:10-11)

We started our process of sober estimation by looking at the natural part of who you are, using the Birkman Basics Report. Now we move to the supernatural part of you empowered by the Holy Spirit from your conversion through your Spiritual Gifts. How can I be a good steward of this powerful part of me?

Read one or more of the passages

There are three main Pauline passages listing Spiritual Gifts.

Romans 12:3-8 - “We have different gifts, according to the grace give us.”

1 Corinthians 12:1-13 - “There are different kinds of gifts, but the same Spirit distributes them. There are different kinds of service, but the same Lord. There are different kinds of working, but in all of them and in everyone it is the same God at work..”

Ephesians 4:1-16 - “So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up.”

*When I went to Kazakhstan for the first time, while talking about Spiritual Gifts, I discovered that the Kazaks have 20 words for sheep but not one word for the concept of “super-natural.” Because of this, I had to figure out a way to talk about the nature of Spiritual Gifts. Here’s what I said: “Spiritual Gifts are where God is **powerful** in you!” That concept has revolutionized the way that I talk about Spiritual Gifts. It is not where you are good at something but rather how you are powerful in the Spirit. It is not your natural skills or strength. but rather the dynamic rising up of the power of God in and through you. Paul Ford*



**CORE
BELIEF**

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

The Body Life Questions we must ask are...

- Where are you powerful?
- How are you weak?
- Who do you need?

The 65-35 Principle. What does it mean to be a good steward of my Spiritual Gifts?

- Spend 65% of your time in your gifts and ministry burden/passion.
- Spend 35% in of your time in roles where you are not powerful.



(Group Discussion)

*What immediate questions does this raise in most teams or churches?
To what extent are you able to spend 65% of your time where you are most*

powerful? If not, what do you need to change?

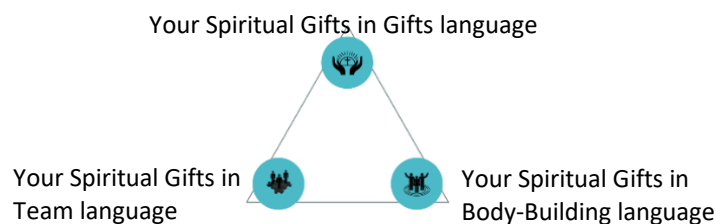
If you continually live outside of this ratio what does that say about your stewardship of God's gifting?

Three critical Body Life issues at stake: power, fruit and joy.

- **Power:** Where do you experience God's power?
- **Fruit:** Where do you see your greatest fruitfulness?
- **Joy:** Where do you experience supernatural joy in life and ministry?



Overview of the \Gifts Triangle from *Your Leadership Grip*



**CORE
BELIEF**

You have Equipping Gifts, Supporting Gifts or a Combination that God has designed for you to fulfill a unique role in your team and community of faith.

The First Angle: Understanding my Spiritual Gifts

Equipping Spiritual Gifts

evangelism... exhortation-encouragement... faith... leadership... pastoring... prophecy... teaching... wisdom...

Some would include *discernment* and *knowledge*

- These gifts are more **verbal** in function. Is the power in my words or my actions?
- People with these gifts equip or lead others powerfully in two ways: **Upfront and/or Alongside**
- Which style is more important in the kingdom? It is NOT about where you are standing, but rather HOW God's power works through your Spiritual Gifts!
- The ministry of equippers ("*katartidzo*" - to mend, equip, train in Ephesians 4:12) is NOT to do all the ministry, but rather to equip and release others to play their God-designed parts.
- A common leadership problem in Western Christianity is that it becomes more about leading than equipping; being upfront more than being powerful where you are gifted!

Why is this a liberating truth for pastors, leaders, those with equipping gifts?

Supporting Spiritual Gifts

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

- These gifts are more **action**-oriented. Is the power in my words or my actions?
- By God's design, supporting gifted people do not lead powerfully, they are gifted primarily to serve and support. God did this on purpose!

Three essential insights about Equipping and Supporting Gifts

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

Confirming Your Spiritual Gifts



CORE
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“Gift Blending” is the melding together of your Spiritual Gift combination in a unique mix or blend which further distinguishes the flavor of your uniqueness.

The order of the gifts can cause the Gift Blend to look very different. For example, a Pastor/Teacher/Evangelist may be distinct from an Evangelist/Pastor/Teacher.

What is your gift combination or blend?

Most of us have gift combinations that blend together in unique ways. Because of this, learn to ask yourself and others the following questions:

With what gifts do you lead powerfully? The leadership gift or a combination of other gifts ...pastoring and administration, or exhortation and administration, or evangelism and administration, etc.? (Note: what would be missing is the supernatural ability to originate vision.)

With what gifts do you teach powerfully? The teaching gift or a combination of two other gifts that cause you to teach powerfully...exhortation and leadership, prophecy and leadership, exhortation and prophecy, exhortation and wisdom, etc.?

With what gifts do you preach powerfully? The prophecy gift or teaching and leadership, or exhortation and teaching, or evangelism and exhortation, or wisdom and leadership, etc.?

With what gifts do you pastor powerfully? The pastoring gift or a combination of exhortation and mercy, leadership and mercy, etc.?

With what gifts do you support powerfully? The gift of exhortation, faith, giving, helps, mercy, service, etc.?

Gift Liabilities: People tend to understand their Spiritual Gifts most clearly through their Gift Liabilities. From *Your Leadership Grip* determine whether or not the gift liabilities for each of your Spiritual Gifts fit you. Reminder: a gift liability is when you try to exercise a gift through your own strength instead of the Holy Spirit's power.

Coaching Conversation #3: *We will now break into pairs. Each of you will talk exclusively about what Spiritual Gifts you believe that you have and WHY. The other person will be the “sober estimator.” Their*

job is to listen critically and ask questions about your gifts to help you discover more clearly just what gifts you have and in what order of strength.

(Remind participants to refer to their “Here’s What I Think of You” sheets if available.)



In pairs: Discuss what Spiritual Gifts you believe that you have and WHY. As your partner shares, play the role of “sober estimator.” Ask questions about each other’s gifts to help you discover more clearly just what gifts you have and in what order of strength. ***(See the following “Spiritual Gifts Definitions” for more detail on Definitions, Characteristics and Liabilities of the gifts.)***

Activity: Group Sharing

Use this closing time for group interaction. Allow people the opportunity to respond to one or both of the following two questions. People will be highly motivated to share because of what they have just experienced.

- 1. What did you find helpful about the actual PROCESS of sober estimation through which you have just gone?*
- 2. What is one thing your partner did to help you go deeper in understanding how you are gifted?*



Take the time to record the lessons you have learned from this section in your “Reflection Journal.”



Spiritual Gift Definitions

Administration

Definition: The supernatural ability to provide organization for the goals of the body of Christ by designing and carrying out an efficient plan of action

Gift Characteristics:

1. Like a helmsman on ship, they plot the course, or, for an orchestra, they bring together all the different parts of music for the various musicians to play.
2. Carry vision into reality by putting the details into a plan of action.
3. Tend to be more task- and detail-centered than people-centered, often linear planners
4. Focus on the details of the vision, part by part, rather than the "big picture."

Gift Liabilities:

1. May view people as "task completers" rather than people.\
2. May be unresponsive to others' suggestions and changes in plans they have made.
3. May rely on their well-organized plans rather than the Spirit and prayer
4. May be too careful and block the overall vision with their many specific details.

Discernment of Spirits

Definition: The supernatural ability to determine whether a certain action has its source in God, man, or Satan.

Gift Characteristics:

1. Able to discern the source of a message or special word as being from God or Satan.
2. Able to discern a person's spiritual motivation to be from God or Satan.
3. Have a profound sense of the spiritual realm, often sensing things in the spiritual realm that others simply do not experience.
4. Often able to help others discover the spiritual source of their problems.

Gift Liabilities:

1. May unnecessarily become overzealous in hunting satanic heresy.
2. May be overly judgmental of others and their motives.
3. May be insensitive to the process needed for real change in a person's life when offering spiritual input on source of problems or spiritual warfare.
4. May expect everyone else to be as spiritually discerning as they are, and thus frustrated when others are not such.

Evangelism

Definition: The supernatural ability to share the Gospel with unbelievers in such a way that people respond and became followers of Jesus Christ.

Gift Characteristics:

1. Share the Gospel in such a way that people respond by accepting Christ.
2. Have an ongoing desire to share the Good News with many people.
3. Often most effective in one type of evangelistic effort and not necessarily others: i.e. one-to-one, open air preaching, small group settings, etc.
4. Want others to share their faith effectively and win the world for Jesus Christ.

Gift Liabilities:

1. May motivate by guilt when encouraging others to share their faith.
2. May be very narrow in their evangelistic focus and discount the gifts of others.

3. May see people as "targets" and not as people with needs.
4. Often are seen as overly directive by others, Christian or non-Christian.

Exhortation (Encouragement)

Definition: The supernatural ability to encourage, comfort, challenge or rebuke others to action in such a way that they respond.

Gift Characteristics:

1. Encourages and motivates others to practical application of specific Biblical truths.
2. Able to tell others the truth about them with great encouragement and understanding.
3. May take the form of rebuke, though people will still feel helped by such an approach.
4. Often more effective in short-term encouragement than long-term counseling or support.

Gift Liabilities:

1. May offer "quick fixes" and appear insensitive to longer-term needs.
2. May jump to conclusions before listening to the whole story.
3. May offer too direct or harsh counsel at one extreme or be insensitive to the real need at the other.
4. May become more action-centered than person-centered at times because of desire for the person to take practical steps.

Faith

Definition: The supernatural ability to trust God with extra-ordinary confidence, knowing that He will work out His purposes in every situation.

Gift Characteristics:

1. Able to trust God to work in supernatural ways, even when the situation seems impossible.
2. Willing to pursue God's will in the midst of enormous difficulties or barriers.
3. Willing to yield to God's will rather than question or waver because of circumstances.
4. Often move out in faith when others are unwilling.

Gift Liabilities:

1. May exercise faith without love.
2. May be impatient when others are more timid or careful.
3. May be stubborn and unyielding instead of being willing to listen to counsel.
4. May see concern about their vision as criticism and hindrance to God's work rather than helpful questioning.

Giving

Definition: The supernatural ability to give freely, cheerfully and sacrificially of one's money or possessions for the sake of Christ and His body.

Gift Characteristics:

1. Give freely out of whatever resources are available.
2. See money and possessions as tools to serve God, and sets those resources aside for special use.
3. Their giving is often quiet and confidential -- no fanfare is desired.
4. Show strong interest and support in the people and causes they support.

Gift Liabilities:

1. Giver's own family may suffer because too much has been given away!
2. May be critical of how others spend their money.
3. May expect others to give like they do.
4. May be misled into giving to causes which do not further the cause of Christ.

Helps

Definition: The supernatural ability to unselfishly meet the needs of others, freeing them to exercise their spiritual gift(s). The helps gift focused on helping to free a person to use their gifts.

Gift Characteristics:

1. Sees what needs to be done in assisting others in specific ministries and desires to DO it.
2. Typically unselfish because of the strong desire to help.
3. Finds great joy in freeing others from responsibilities so that they can share their gifts.
4. Rejoices in the fruitfulness of others.

Gift Liabilities:

1. May have difficulty saying "no" when asked to help, even when they need to say "no."
2. May easily become overextended physically and/or emotionally.
3. May take too much ownership in helping others or in not letting others help.
4. May neglect their own needs and their family's/close friend's needs to help others.

Knowledge/Word of Knowledge

Definition: The supernatural ability to receive and share revealed knowledge which was not otherwise known, or the ability to gather and clarify large quantities of biblical knowledge with unusual spiritual insight.

Gift Characteristics:

1. Have a clear sense of receiving messages from God of things that they did not know naturally.
2. May manifest itself by a sense of supernatural insight coming directly out of prayer.
3. Words, phrases or word pictures may commonly/spontaneously appear in their mind.
4. Some would see this gift as the ability to research and combine large amounts of Biblical knowledge in a short period of time, with phenomenal understanding.

Gift Liabilities:

1. May respond to false or self-initiated impulses.
2. May inappropriately communicate a personal message for someone in a public setting (i.e. should have been shared personally because of the message's content).
3. Pride may grow because of the "great Biblical insights" discerned or messages received.
4. May mistakenly give a personal message to a large group of people, thus creating confusion for many people.

Leadership

Definition: The supernatural ability to provide overall vision for the body of Christ and provide direction for others in such a way that they willingly follow and work together.

Gift Characteristics:

1. If an administrator puts the pieces of music together, then the leader is the conductor of the orchestra, involving each person meaningfully in the "music," the process.
2. Provide vision and direction for the overall process, the "big picture."
3. Shares vision effectively with others and is able to involve many people in completing the task; the primary fruit is that people follow.
4. Will appear in charge, even if not identified as the official leader.

Gift Liabilities:

1. May forget how much they need others to know and carry out the specifics of the vision.
2. May become insensitive to individuals carrying out details of the vision because of focus on the big picture.
3. May become overly dominant or demanding if not sensitive to the Spirit.
4. May become prideful of their position or power.

Mercy

Definition: The supernatural ability to show great empathy and compassion for those who suffer physically, emotionally, or spiritually, and to assist them.

Gift Characteristics:

1. Show sincere kindness and compassion in their lifestyle.
2. Reveal significant "love in action" to those who are hurting, ill, downtrodden.
3. Often are drawn to those who may be outcasts or considered as outsiders.
4. Attempt to relieve the source of people's suffering.

Gift Liabilities:

1. May be too protective of the person(s) for whom they care.
2. May identify too strongly with someone hurting or ill, without realizing it.
3. May base decisions on emotion rather than reason.
4. May have great difficulty saying "no" to need even when they should.

Service

Definition: The supernatural ability to identify unmet needs in the body of Christ and beyond, and to use whatever resources necessary to practically meet those needs. This gift focuses on the acts of service and not the people involved, as with the gift of helps.

Gift Characteristics:

1. Resourceful in meeting needs and offering practical solutions.
2. Love to serve, often without receiving any public affirmation. Doing the task is enough.
3. Will often change their schedule to serve others.
4. Able to see needs arising before others see them.

Gift Liabilities:

1. May neglect responsibilities at home to serve others.
2. May exclude others from helping by their own drive to serve.
3. May over-commit and wear out physically because of their difficulty with saying "no."
4. May find self-esteem needs in "doing" for others rather than accepting themselves for who they are.

Pastoring

Definition: The supernatural ability to care for, feed, and protect the long-term spiritual needs of individuals or groups in the body of Christ.

Gift Characteristics:

1. Able to provide care, spiritual nourishment, and protection for people over an extended period.
2. More person-centered than task-centered.
3. Derive great strength from encouraging and verbally supporting others.
4. Usually counsel and guide many people, whether or not they have had training to do such.

Gift Liabilities:

1. May have a difficult time saying "no" to others, often at the expense of their families/close friends and their own physical, emotional, and spiritual well-being.
2. May be indecisive because of the strong desire to be sensitive to others.
3. May be protective of people and create a situation where people become too dependent on them.
4. May struggle with releasing people to grow beyond their pastoral control -- more so than any other equipping gift.

Prophet

Definition: The supernatural ability to proclaim God's present and future truth in such a way that the hearers are moved to respond.

Gift Characteristics:

1. Can be prophetic in either sense: may challenge people by speaking about a future event, or may speak forthrightly about present situations (foretelling and "forthtelling").
2. Proclaim timely and urgent messages from God with authority, calling people to decision.
3. Fruit may include repentance, strengthening, comfort or encouragement.
4. Role is often to plead the cause of God to His people and/or the world and call out change.

Gift Liabilities:

1. May preach gloom, doom and despair that is not from God.
2. May experience pride and self-centeredness growing out of the authoritative nature of the gift.
3. May communicate inaccurate foretelling when functioning in own strength and not the Spirit's.
4. Can be too blunt.

Teaching

Definition: The supernatural ability to clearly and accurately communicate the truths of the Bible in such a way that people learn.

Gift Characteristics:

1. Have a deep conviction to communicate Biblical truth.
2. Able to powerfully instruct, reprove, correct and train using the Bible.
3. Able to pull scriptural insights together in a clear and insightful way.
4. Communicate truth in such a way that people understand what was conveyed from God's Word.

Gift Liabilities:

1. May appear to have all the answers, leaving little room for discussion.
2. May communicate too much information too quickly for the average learner.
3. May become prideful of their own learning.
4. May be too content-focused with little or no people-focus.

Wisdom/Word of Wisdom

Definition: The supernatural ability to offer pertinent spiritual counsel immediately in situations where such guidance is needed.

Gift Characteristics:

1. Able to apply spiritual knowledge in practical ways.
2. Have a supernatural understanding of situations in which they have no previous knowledge.
3. Offer practical, helpful solutions to problems -- i.e. wise counsel.
4. When such gifted people speak, people learn to listen because of the consistently accurate and wise spiritual counsel offered.

Gift Liabilities:

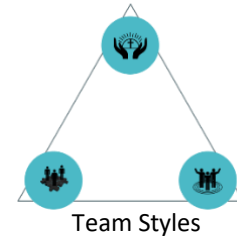
1. May offer only human wisdom when functioning in their own strength, causing their counsel to be ineffective in the situation.
2. Forcing a personal view on others is a clear violation of this gift.
3. May become prideful when they realize people really listen when they speak.
4. May begin to believe that they are wise in their own eyes.



Get a Grip #6: Supernatural “We”: Your Spiritual Gifts in a Team Setting



“Two are better than one, because they have a good return for their labor: If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up.” (Ecclesiastes 4:9-10)



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



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Team Styles and Body-Building Roles focus on body life rather than individual assessment. This helps each one of us discern how we fit into the body, rather than simply evaluating our individual strengths.

Remember we think about our gifts in three sets of descriptive language:
Gifts language,
Team language and
Body-building roles language.



The Second Angle: How does your Spiritual Gifts Combination Function in Team Language?

Team Styles reflect our spiritual gift combinations, including the strengths and liabilities we bring to any team or group in which we participate.

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

- **Let’s be careful** – desires to do things correctly, detailed, careful
- **Let’s go!** – desires to lead people somewhere, positive view of change
- **Let me help you** – desires to come alongside wants to serve, equip
- **Let’s stay together** – desire unity with sensitivity, values harmony

Understanding Your Team Styles

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



Reflecting on Your Team Styles

In groups of three or four, answer the following questions using the chart above:

1. What is your **Primary Team Style** (left column), and are you more powerful upfront or alongside in the way you train or support others? What is your **Secondary Team Style**?
2. What **Spiritual Gifts** are confirmed in those Team Styles? (middle column)
3. What **liabilities** do you "bring to the table"? (right column)
4. What other Team Styles do you need to make you stronger?
5. Which Team Style threatens you the most (most commonly your lowest *Team Style* because they have what you do not have, OR your highest *Team Style* because they are a threat...too much like you!)?

Debrief the group exercise.

What insights about your Team Styles did you gain from your conversation?

Why is it important to understand your liabilities as well as your strengths?

Equipper/Supporter: Are you more powerful Upfront or Alongside?

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

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

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

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

Remember to ask the questions:

- How is the Spirit powerful in you?
- Where are you weak?
- Who do you need?

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

Modeling Coaching #3

Choose a volunteer. Take 15 minutes to demonstrate proper coaching techniques by walking them through their Spiritual Gifts Triangle. Focus on asking good questions, drawing out insights, eye contact, body language.

[For further coaching application, see additional tools in the resources section of www.GripBirkman.com.]



Take the time to record the lessons you have learned from this section in your "Reflection Journal."

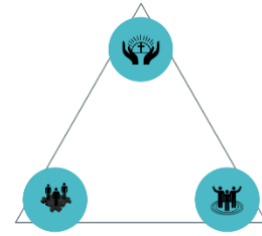




Get a Grip #7: Supernatural “We”: Your Spiritual Gifts in Body-Building Language



“From him the whole body, joined and held together by every supporting ligament, grows and builds itself up in love, as each part does its work.” (Ephesians 4:16)



Body-Building Roles

Preparation: Make signs for each of the six Body-Building Roles to use in the floor exercise.



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God designed us with strengths and weaknesses. God designed every person to play a role in strengthening, building and expanding the Body of Christ. The weaknesses create “Need” areas where we build each other up.



The Third Angle: How Does Your Spiritual Gifts Combination Function in Body-Building Language?

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

Activity One:

Read the quote by Paul Ford to the group and allow them to reflect on it briefly. Begin dialog regarding the Biblical concept of equipping gifts by asking these questions:

How do you respond to Paul Ford’s quote?

What has influenced the American church toward understanding leadership as an individual task, not a group task?

Why is it difficult for Christians in churches to admit weakness or woundedness?

Discerning Your Body-Building Roles: What Body-Building Roles are revealed in my “gift blending”?

The third angle of the Spiritual Gifts Triangle represents how your gifts work in the larger Body of Christ. Just as Team Styles are an inward connection—how do we most effectively live and function in a team, the **Body-Building Roles** are external expressions of Gifts; these are ways in which we build and expand the Body of Christ.

What primary and secondary Body-Building Roles does are revealed in your combination of Spiritual Gifts?

- **Active Listener** – watchful, listening for what God has already prepared (John)
- **Equipping Releaser** – training, enabling and freeing players to play their parts (Paul)
- **Supporting Releaser** – serves others, freeing them to use their gifts (Luke)
- **Team Builder** – unity building encourager (Barnabas)
- **Values Keeper** – accountable checkpoint provider (Matthew)
- **Vision Sharer** – able to powerfully communicate vision (Peter)

Two essential questions we must ask:

Where are you powerful? Most of us are usually powerful in two or three of the Body Building Roles:

- Hears the hearts, minds and visions of others (Active Listener)
- Training others, then empowering them to lead or serve (Equipping Releaser)
- Freeing others to minister and serve (Supporting Releaser)
- Building unity in the group (Team Builder)
- Bringing quality and accountability by setting standards (Values Keeper)
- Sharing the big picture and seeing how people fit in (Vision Sharer)

Who do you need? Each of us ALSO have intrinsic weaknesses, by God's body life design, so that every Christian – will automatically need other believers!

- I need you and you need me, so that together we can more fully be the more complete and more powerful body of Christ in the world
- Each of us has powerful strengths AND intrinsic weakness...so that we will automatically realize our need for others in the body. God did not design us to operate independently.

Consult, the chart below on **“Gift Blending for Body-Building Roles”** to process your particular roles in regards to your spiritual gift blend and potential liabilities. Use the second chart, **“Body-Building Roles in Detail,”** to further discern how you steward your part in the Body of Christ.

How do your Body-Building Roles fit with your Gifts?

Gift Blending for Body-Building Roles		
Primary Body Building Role	Potential Spiritual Gifts	Potential Liabilities
Active Listener Hearing the hearts, minds and visions of others	Exhortation, Pastoring, Wisdom, Discernment, Helps, Mercy	<ul style="list-style-type: none"> ● May lose “big picture” view ● May lose momentum on Body Life engagement ● May focus too much on the individual over the team ● May struggle with action focus
Equipping Releaser Training others, then empowering them to lead or serve	Evangelism, Exhortation, Word of Knowledge, Leadership, Pastoring, Prophecy, Teaching, Wisdom	<ul style="list-style-type: none"> ● May release but not equip ● May equip, then not release ● May push people too fast ● May get tunnel vision
Supporting Releaser Freeing others to minister and serve	Helps, Service, Giving	<ul style="list-style-type: none"> ● May hold onto a specific role instead of releasing ● May lack vision for releasing
Team Builder Building unity in the group	Exhortation, Giving, Helps, Service, Mercy, Leadership, Pastoring	<ul style="list-style-type: none"> ● May get too caught up in internal team dynamics ● May include people without considering consequences ● May lose missional focus ● May lose balance needed between love and truth
Values Keeper Setting standards, bringing quality and accountability	Administration, Discernment, Prophecy, Teaching, Wisdom	<ul style="list-style-type: none"> ● May tend to over-focus on content or process vs. people ● May become too concerned with excellence or quality ● May fail to include others if they feel integrity is threatened ● May be overly critical of other people’s ideas for change
Vision Sharer Sharing the big picture see how people fit in	Evangelism, Exhortation, Leadership, Prophecy, Teaching	<ul style="list-style-type: none"> ● May lose the importance of the details of the vision ● May try to sell or persuade instead of listening to Spirit ● May miss people’s needs ● May drive the vision and lose touch with team members

Body-Building Roles in Detail

Body-Building Roles are how I steward my part in the Body of Christ—my Body Life Roles. It affirms how I “fit” in the larger Body of Christ and play my Kingdom role, my part in missional living and ministry, and live out my Body evangelism role.

Body-Building Role Definition	Body Life Role	Motivation for fulfilling this Body Life Role	Indicators of Role Fulfilled (how others respond)
<p>Active Listener – vigorous watcher Listens for vision and passion residing in Body Life members. Asks before answering. Encourages most powerfully from Alongside.</p>	<ul style="list-style-type: none"> ● inquiring ● observing ● discerning ● pursuing 	<ul style="list-style-type: none"> ● drawing people out ● hearing their heart ● assisting discovery of personal passion ● valuing their voice 	<ul style="list-style-type: none"> ● joy of personal discovery ● individual passions and visions surfaced ● sense of release and empowerment ● new sense of value from being heard
<p>Equipping Releaser – training coach to prepare and release others to play their God-designed parts. Enables powerfully from Alongside or Upfront.</p>	<ul style="list-style-type: none"> ● empowering training ● mentoring-coaching ● mending 	<ul style="list-style-type: none"> ● freeing people to play their role/part ● enjoying the process of preparing others ● desiring “spiritual grand-children” seeing joy and power manifest in others 	<ul style="list-style-type: none"> ● “fit and flourish” in their respective ministries (“own” their personal ministry) ● readied and mobilized into ministry ● move in power
<p>Supporting Releaser – servant supporter Provides the supporting functions releasing others to ministry. Enables most powerfully from Alongside.</p>	<ul style="list-style-type: none"> ● Exhorting ● Helps ● Mercy ● Service 	<ul style="list-style-type: none"> ● enabling other to play their role/part by providing support services ● enjoying the process of freeing others to minister ● working behind the scenes to help ministry get done 	<ul style="list-style-type: none"> ● New sense of value by making a contribution ● Power evident as others are released into power roles ● Responsibility and dependability ● Excitement in serving and supporting the vision
<p>Team Builder – community connector Gives priority to the people no matter what the process; unity is always a priority. Leads most effectively from Alongside.</p>	<ul style="list-style-type: none"> ● bonding ● including ● relating ● unifying 	<ul style="list-style-type: none"> ● bringing people together ● esteeming team members ● strengthening cohesion valuing everyone’s contributions 	<ul style="list-style-type: none"> ● camaraderie ● openheartedness / body life caring ● shared process ● unity

Body-Building Role Definition	Body Life Role	Motivation for fulfilling this Body Life Role	Indicators of Role Fulfilled (how others respond)
<p>Values Keeper – systems guide Focuses on quality in the process, establishes guidelines and provides real accountability. Equips most powerfully from Alongside.</p>	<ul style="list-style-type: none"> organizing evaluating maintaining protecting 	<ul style="list-style-type: none"> bringing quality and depth conserving core values encouraging values-based decisions providing wise counsel 	<ul style="list-style-type: none"> Biblical integrity accountable systems Word-based standards thorough, wise decisions
<p>Vision Sharer – picture painter to powerfully share vision and values and build ownership for such. Leads most effectively from *Upfront or Alongside.</p>	<ul style="list-style-type: none"> imagining inspiring-motivating seeing pointing 	<ul style="list-style-type: none"> communicating the “big picture” capturing the biblical course enabling others to believe pushing new frontiers 	<ul style="list-style-type: none"> clarity of direction excitement in connecting to the vision movement towards desired ends ownership of vision

TEAM Floor Exercise:

Place signs for each of the six Body Building Roles on the floor around the perimeter of the room. Have team members stand near their dominant role and discuss in their group how they are similar or different in their blended gifts, referring to the “Gift Blending for Body-Building Roles” chart. Discuss as a group:

- Where are we powerful?
- What are our liabilities?
- Who do we need from the other points of the Body-Building Roles? (Use names, such as “I need Sally, who is a Values Keeper, because she can help me....”).

Reflection and Discussion



How have you seen God empower others through using these Roles in your life?

What Body-Building Roles do you need to complement yours when you consider your part in extending the Kingdom of God?

How can you learn to effectively communicate your Need for these roles?



Take the time to record the lessons you have learned from this section in your “Reflection Journal.”





Get a Grip #8: Integration: Confirming the Integrity of the Corners



“In Him the whole building is joined together and rises to become a holy temple in the Lord. And in Him you too are being built together to become a dwelling in which God lives by his Spirit.” (Ephesians 2:21, 22)

“We need to come to know who we truly are, that uniquely beautiful person that God has made us. And to have the courage to live accordingly as that unique expression of His divine goodness and beauty. If we do not live that and express it in our lives, it will never be expressed in this world for the glory of God and the up-building of the whole Body of Christ.” (*Breaking Bread* by Basil Pennington)



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The inherent “Integrity of the Corners” enables you to make sense of your gifts from three distinctive vantage points: Gifts, Team Styles and Body-Building Roles.



Exploring the Integrity of the Corners

The reason we look at your Spiritual Gifts from three perspectives is to help you get a better handle or “grip” on how your Spiritual Gifts work. At this critical point, a coach can be essential to guide you through the discovery process by assisting you to be honest in your self-evaluation of both your natural abilities (personality) and your supernatural wiring (spiritual gifts).

Work through the Integrity of the Corners, angle by angle

If your Spiritual Gifts are clearly seen in all three angles, then the internal consistency, the integrity between the corners is affirmed.

Corner 1: *Spiritual Gifts* in equipping and supporting gift language

Corner 2: *Team Styles*: your gift blending in team or “we” language

Corner 3: *Body-Building Roles*: your gift blending in serving, equipping or leading language

1. Take a few minutes to compare your **Spiritual Gifts** with your **Team Styles** as found in your GB Report. Use the “**Gift Blending for Team Styles**” chart (page 34) (Facilitator page 36) to identify the gifts that correspond to your Team Styles.
 - Which of your top four Gifts fit with your top two Team Styles? Is there agreement? What correlation do you see?
 - If they do not fit – or if several Spiritual Gifts fit with another Team Style, do you need to consider an adjustment or change in your primary or secondary Team Style? Reflect on the descriptions and liabilities and do not be driven by your scores alone.
2. Compare your **Spiritual Gifts** with your **Body-Building Roles** as found in your *GB Report*. Refer back to the “**Gift Blending for Body-Building Roles**” chart (page 39) (Facilitator page 41) to identify the gifts that correspond to your Body-Building Roles.

- Which of your top four Gifts fit with your top two Body-Building Roles?
- If they do not fit – or if several Spiritual Gifts fit with another Role, do you need to consider an adjustment or change in your primary or secondary Body-Building Role?
- Reflect on the descriptions and liabilities and do not be driven by your scores alone.

3. Compare your **Team Styles** with your **Body-Building Roles**.

Team Style	Body-Building Roles
Let's be Careful	Values Keeper, Supporting Releaser
Let's Go	Values Keeper, Vision Sharer
Let Me Help You	Active Listener, Equipping Releaser, Supporting Releaser, Team Builder
Let's Stay Together	Active Listener, Supporting Releaser, Team Builder,

- Do your Team Styles and Body-Building Roles seem to fit you? If your two sets do not match up exactly, it may be because of your set of Spiritual Gifts and how they interact or “blend.”
- If one of the corners does not seem to fit with the others, there may be a lack of clarity in your gifting or “gift projection” going on. By “gift projection” we mean desiring a gift we may not have because of its value or relevance in the Body.



Coaching Conversation #4:

Share with a partner how you see your gifts at work in you through your Team Styles and Body Building Roles. Coach your partner through their integration process. You may use the questions above as discussion starters. Remember, effective coaching is more about dialogue and discovery,” as opposed to “diagnosis and prescription.”

Poster Exercise

1. Have coaches add their Spiritual Gifts triangle to complete their posters during the BREAK.
2. Team Coaching in groups of 2 or 3. *Move to your newly completed Grip-Birkman poster. Share your own completed full profile using as much appropriate Grip-Birkman language as you can. Feel free to refer to your notes and Participant's Manual in describing your unique self. The others in the group, who have been actively listening, will respond with an insight and ask a follow-up or clarifying question. Time this activity to make sure that each participant gets an equal opportunity to share.*

Assign homework: preparation for the One-to-One Coaching activity on Day Three. Refer to Get a Grip #10 for suggestions and helpful tips. Plan ahead how you will pair participants for this activity. Create an opportunity for each coach to have access to the profile of the person they will be coaching tomorrow whether in digital or printed format. They should only need to spend about an hour in preparation for this assignment.



Take the time to record the lessons you have learned from this section in your “Reflection Journal.”





Get a Grip #9: Your Dotted Diamond: Integrating the Natural and Spiritual “I”



He is the one we proclaim, admonishing and teaching everyone with all wisdom, so that we may present everyone fully mature in Christ. To this end I strenuously contend with all the energy Christ so powerfully works in me. Colossians 1:28-29



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Your Spiritual Gifts can dynamically affect your Usual behavior, and can be depicted by showing how each gift moves the Diamond on the Birkman Map. We call this the “Dotted Diamond.”

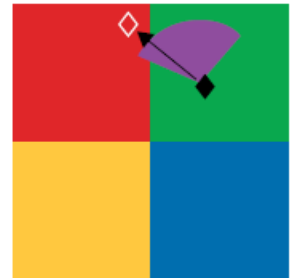
[NOTE: Be sure to refer to the article and video at <http://www.gripbirkman.com/dotted-diamond/>]



Discovering your “Dotted Diamond”

Did you know that in the power of the Holy Spirit your Spiritual Gifts may actually influence and shift your Usual behavior (personality)? Using the Diamond symbol from the *Birkman Map*, which represents your Usual style in your personality, we can depict visually what happens when you use your Spiritual Gifts - that is, when the power of the Spirit rises up within you. We call it the "Dotted Diamond."

Following the dotted line, in what direction does your behavior Diamond move?



Defining the “Dotted Diamond”

The “Dotted Diamond” is the shift in your Usual Style to a possible new location, caused by the power of the Holy Spirit working in you. It reveals how your Spiritual Gifts can change the nature and pattern of your behavior in the power of the Spirit. The “Dotted Diamond” is the key linkage between the Birkman Map and the Spiritual Gift Triangle, depicting one’s natural behavior and one’s supernatural gifting for ministry.

Exploring your Dotted Diamond














Look for the following general patterns in the influence of gifts on your usual, natural behavior:

- Equipping Gifts usually cause an upward movement toward more extroverted behavior.
- Equipping Gifts, if they are action-oriented (i.e. evangelism, prophecy), may cause movement toward the left or Task. Equipping Gifts that focus on loving people may cause movement toward the right or People (pastoring). Several gifts move both toward Task and People (leadership, exhortation).
- All Supporting Gifts cause downward movement, from Extroverted to Introverted behavior as they employ more indirect interaction (e.g. administration, service, giving, helps, mercy).
- Supporting Gifts may also move toward Task, with the power showing in one’s actions (administration or service), or toward People (helps or mercy).

Discerning your Dotted Diamond

COACHING CONVERSATION #5:

Discuss the movement and direction of your dotted diamond with your partner. Make special note of the chart below to gain insight as to how your Diamond might move, given the “gifts blending” you have. Note that the movement of your Dotted Diamond may not be to just one point. It may be a range (depicted in the chart by an arc or fan) because of your gift combination.

Gift	Range of Movement
Equipping Gifts	
Discernment	Deepens effect; but no directional movement
Evangelism	
Exhortation	
Faith	Extends range of movement of other gifts and increases intensity
Leadership	
Pastoring	
Prophet	
Teaching	
Word of Wisdom	
Word of Knowledge	
Supporting Gifts	
Administration	
Giving	
Helps	
Mercy	
Service	

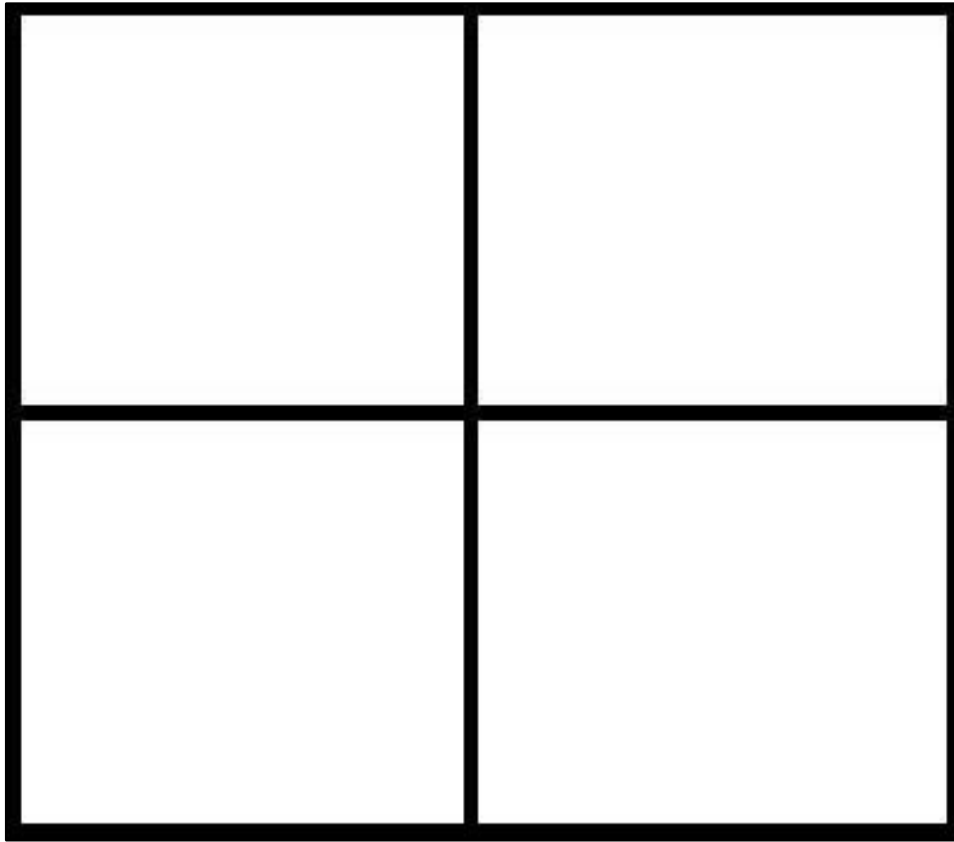
How does your Usual style change when the power of God rises up through your Spiritual Gifts? The arc indicates or suggests the general direction in which the Diamond will move (as in a dotted line toward a new position or place on the **Map**) in the power of the Holy Spirit. Putting together the range of movement possible in the blending of your combined Gifts reveals how the Spirit powerfully uses you in ways that may be different from the natural you than just your Usual style.

In what direction does the Dotted Diamond move and why?

How far does the Dotted Diamond move (related to the distance and intensity of the Gift blending) ?

Dotted Diamond Movement Based on Spiritual Gifts

On the grid below, place your **Diamond** where it is on the Birkman Map, and then pencil in the movement of your top four Spiritual Gifts:



POSTER TIME (TEAM EXERCISE)

In a TeamBuild, you will want to have the whole team share this exercise as a group. However, if you have a large group of Coaches in training, you might elect to divide them into groups of three or four to allow more time for sharing, feedback and reflection in the group.

Referring to your flipchart Summary Sheet, be ready to suggest the movement of the “Dotted Diamond” as you see it in your Gifts on your Birkman Map.

- How do your Spiritual Gifts influence your diamond?
- How have you experienced this on your team?
- What are the implications for team work?
- What does this concept of the “Dotted Diamond” suggest for individuals and for building effective teams?

Debrief the Poster Experience and then give the homework assignment:

Preparing for a Coaching Session Using the Grip-Birkman Basics Report

Preparation Time (Homework, Day 2--30-60 min)

*Take 30 minutes to one hour to review your partner's full **Grip Birkman** report set (including Your Leadership Grip and the Birkman Basics reports. Make note of any insights, patterns or questions you want to share during your conversation. Look over Get a Grip #10 for more coaching tips.*



Write your own "User Manual"

Using the outline on the following pages, design a coaching page to share with your supervisor or team leader. (Another copy of the blank form is in the appendix.)



Your Personal User Manual

Now that you have a better understanding of yourself and how you view others, use the outline on the following page to write your own “User Manual” to share with your supervisor and others with whom you relate in your work or ministry. These categories help ensure your colleagues (and you) understand not just who you are, but how to engage with you most productively.

We suggest organizing your thoughts with no more than four or five bullet points under each category and keep your outline to no more than one page in length. Be sure to include information you consider most important from both *The Birkman Method* and *Your Leadership Grip* reports to describe your personality, strengths, values, and workplace desires.

As you outline your manual, look back over your Grip-Birkman reports and consider these questions:

- Which activities energize me and which deplete me?
- What are my unique abilities, and how do I maximize the time I spend expressing them?
- What abilities or strengths can only be explained by my spiritual gifts?
- What do people misunderstand about me, and why?

Organize your personal “User Manual” using the outline on the following page. Although several points may overlap between sections, try to remain concise and specific.



User Manual for

As you might be aware, I have recently spent time with a Grip-Birkman coach. Here is a summary of some of the most important things I have learned about myself and how you can help me to be my most productive self.

1. My Strengths and Gifts

-

2. What motivates me

-

3. How to best communicate with me

-

4. Things that may cause me stress

-

5. How to help me be effective

-

6. Biggest mistakes you can make with me

-



Get a Grip #10: Tips for Effective Grip-Birkman Coaching



"The purpose in a man's heart is like deep water, but a man of understanding will draw it out."
(Proverbs 20:5, ESV)

If you are new to coaching, some of these concepts might seem overwhelming to you. Keep in mind this progression of coaching as you will grow in your comfort and competence:

The Coaching Progression

- Unconscious and not competent... *at first you don't know what you don't know!*
- Conscious but uncomfortable... *later, you know, but you lack confidence*
 - Conscious and competent...
 - *Supernaturally natural!*

The value of the Grip-Birkman is in the ability for us to gain clarity of ourselves in the context of relationships through two different lenses: who you are naturally (Birkman) and in the supernatural gifting of the Spirit in you (Your Leadership Grip)

This is done through:

1. The "Pull-apart" process — to separate the natural behaviors in you (Birkman Method) from the supernatural empowerment of your Spiritual Gifts (Your Leadership Grip). We then explore how the Spirit combines these two parts of your life into an integrated whole! It is the Holy Spirit empowerment.
2. Making an "honest evaluation" – to "see yourself just as you are" (Romans 12:3). Each element of the Grip-Birkman helps you fully understand your own Spiritual Gifts and personality through the context of your team or community.
3. The coaching pathway -- to come alongside coachees to help them discover more of their design. We depend less on our expertise to "diagnose and prescribe," and more to "dialog and discover" together.

Two Approaches to GB Coaching

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

First Approach:

1. **Natural** - Birkman Map and Areas of Interest
2. **Supernatural** - Three angles: Where are you powerful? Where are you weak? Who do you need?

3. ***Integrated Insights***: - Dotted Diamond, other insights, coaching questions, affirmations, action steps, and prayer.

Second Approach:

1. ***Supernatural*** - Three angles: Where are you powerful? Where are you weak? Who do you need?
2. ***Natural*** - Birkman Map and Areas of Interest
3. ***Integrated Insights***: - Dotted Diamond, other insights, coaching questions, affirmations, action steps, and prayer.

Coaching Pointers for Walking People through their GB Profile

1. Prayer: Saturate the process with prayer! Come with a listening posture. Listen to the Holy Spirit and let Him lead through this process. We are listening to the Spirit, the GB report and the person we are coaching.
2. Posture: Remember the “hats” you could wear and choose which is most appropriate.
 - a. **Counselor**: assumes a level of unhealthiness or need, tends to look to the past, wants to do more problem solving. NOTE: GB assumes a measure of health and has a forward-looking proactive viewpoint. We are not counselors! If counseling is needed, make a referral.
 - b. **Mentor**: “pour in.” Share your story and experiences in a limited way in order to establish connection and show healthy transparency. However, this is not about you! It’s about the person you are coaching.
 - c. **Consultant**: “expert.” We don’t want to come across as the expert, but as a “servant/specialist” there to walk with a person in a discovery/discernment process.
 - d. **Facilitator**: guide or “discussion leader,” providing leadership without taking the reigns. As facilitator your job is to help others assume responsibility for their own learning process.
 - e. **Coach**: “pull out.” *We are to wear our coach hat as much as possible.* Our role is to draw out what God is doing in the person’s life through the GB profile. We are to bless and affirm people for who God has made them to be!
3. Philosophy: our basic approach is “LESS diagnose and prescribe...and MORE dialog and discovery.”

Key: *ask open-ended questions.* A closed question is one that can be answered “yes” or “no”. Open questions invite descriptions and discovery and the fullest picture of the person as possible. (Example – In what ways could you... in what ways have you...)
4. Pathway: A simple coaching pathway based on “make an honest evaluation...” from Romans 12:3

Four Coaching Passes

Pass #1: Review the Report: *Let the report speak...*

- “Your report suggests...”
- “Birkman would describe that as...”
- “Our definition (Birkman or YLG) of that issue is...”

Pass #2: Reflect on Your Experiences: *Personalize what’s on paper...*

- “What does that look like in your life?”
- “What words might you use to describe this?”
- “What story or experience from your life illustrates this?”
- “What are some ways you...”
- “How well does this fit or describe you?”

Pass #3: Receive Feedback... *Get insights from others...*

What have others said to you or about you that helps give us more insight?

Pass #4: Respond to the Spirit... *move from insights to action steps...*

What is the Lord saying to you? What do you think He wants you to do with these insights?

- Coach for the “light bulb”...moments of insight and discovery (“aha” or “uh-oh”)
- “What insights does this bring?”
- “What options do you have to address this?”
- “What action steps could you take?”

LEVELS OF LISTENING**Level One – Internal Listening**

At level one we hear the words of the other person through the filter of what it means to us personally. At this level there is one question – What does this mean to me? The spotlight is on my thoughts, my judgments, my feelings, my conclusions about myself and others. It is appropriate for clients to operate at level one as they learn about themselves and others in their environment, but as a coach you should not be listening at this level. If your attention is on trying to come up with what to say next – what brilliant question to pose to the client – that is a clue that you are listening at level one.

Level Two – Focused Listening

At level two the focus is on the other person without much awareness of the outside world. At this level you are unattached to self, your agenda, your thoughts or your opinions. You listen for their words, their expressions, their emotions, everything they bring. You notice what they say and don’t say. You notice vision, passion, values and the unique way they look at the world. As a coach, you are no longer trying to figure out the next move or coming up with creative solutions, because you are pursuing the client’s agenda and not your own.

Level Three – Incarnational Listening

Level three is when you listen as though you and the client were at the center of the universe, receiving information from everywhere at once. At this level, people are sensitive to where and how God’s Spirit is at work. As a coach, you are listening to the person and the work of the Spirit, observing with all five senses and engaging your intuition and insights to include information that is not directly observable.

General Coaching Tips:

1. Pray! Ask the Lord for wisdom and revelation to serve well the person you coach.
2. Make sure you have a good setting for your visit where there will be no distractions. If coaching in person, be sure to sit face to face. If coaching by phone or VOIP, it is preferable for you to use a headset. Speaker phones and built-in computer microphones often cause issues such as echo, cancellation, or distortion.
3. Let the report talk to you...note what "rises to the surface" consistently.
4. Make your visit conversational. Let the report speak to both of you... ..let them talk about their insights. Ask: "What stands out to you from the report?" Remember to use our "Four Coaching Passes."
5. Don't go into deep detail...stick to the main points...this is new to them. If they get one or two good "ahas" that can lead to action, then the session will be successful.
6. Keep your language and attitude positive and supportive. ("You may...you might...be on the lookout for...")
7. Ask open-ended coaching questions, such as..."How does that fit for you?" "What does this look like in your life?" "Give me an example or story of this in your life..." "What are some ways you..." Summarizing what you hear can help clarify things for both of you.
8. After you have allowed the report to speak...allowed them to talk about what stood out for them in the report...after you have asked some good questions to invite further discovery...THEN you can make your observations.
9. Coach to action.
 "What have you learned about yourself?"
 "What have you learned about how you interact with others?"
 "What action do you need to take as a result of what you have learned?"
 "When do you plan to do it?"
 "Will you do it?"
10. Encourage them to follow up with further reflection and use of the resources we provide.
11. Finish with affirmations...blessings...prayer.

Model Coaching: Take 20 minutes before coaches begin their own One-to-One Coaching to demonstrate proper coaching techniques walking a participant through their *full Grip-Birkman Profile*. This will obviously be an abbreviated coaching. The purpose of this model coaching is to show how to begin a conversation, enter into a coaching session, how to bridge from one section to the next, how to close with affirmation and prayer. Allow time for Q&A, feedback, comments at the end of this session.

Coaching Conversation #6:

Take 35-40 minutes each to coach each other, giving your partner your initial insights and asking the questions that emerged from your study. After 35-40 minutes, take 5-10 minutes to give some positive feedback, then reverse roles.

Specific GB Coaching Tips

Preparation Time

Take 30 minutes to one hour to review your partner's full *Grip Birkman* report set (including *Your Leadership Grip* and the Birkman Basics reports). The key is to make note of any insights, patterns or questions you want to share.

1. Consider the “**Integrity of the Corners**”—do the Gifts “fit” the Team Styles with the Body-Building Roles? (Refer to the diagrams in Grips #5 and #6).
 - Do the Gifts “fit” with the suggested Team Styles? If not, dialogue on why not.
 - Does their Team Style “fit” with their Body-Building Roles?
 - Do their Body-Building Roles “fit” with their Spiritual Gifts?

2. **The “Pull-Apart” Principle:** Ask, “Where can you discern clear differences between your Baseline Personality and your Spiritual Gifts, between your natural skills and your supernatural gifts?”
 - For example. a person is thought to have a gift of administration when it is really a natural ability depicted by a diamond in the yellow on the Birkman Map.

3. **The Dotted Diamond:** Ask, “How does your Usual style change when the power of God rises up through your Spiritual Gifts?”
 - In what direction does the Dotted Diamond move and why?
 - How far does the Dotted Diamond move (related to the *distance* and *intensity* of the Gift blending)?

4. As you read through the Report, you might observe items or dynamics that surprise you or seem contradictory or paradoxical to you. Turn your observations into questions to ask the person being coached.

Always finish with affirmations, blessing and prayer.

Point them to further resources such as the Gifts definitions and descriptions and “Here’s What I Think of You/ 360 Feedback” tools.





Get a Grip #11: From “I” to “We”: Tips for Grip-Birkman Team Building



And it is my prayer that your love may abound more and more, with knowledge and all discernment. (Philippians 1:9)

Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of the others (Philippians 2:3-4).

For though I am free from all, I have made myself a servant to all, that I might win more of them. (1 Corinthians 9:19)

“If you want to go fast, go alone. If you want to go far, go together.” (African Proverb)



CORE
BELIEF

A Grip-Birkman coach facilitates an ongoing conversation to build unity in the team as they learn about and celebrate their combined strengths and differences and maximize these to lead more people to faith in Jesus Christ.



Group Discussion:

What is the attitude of Jesus that must be present in a healthy team?

(Philippians 2 and Matthew 20:25-28 give a good indication.)

Ask someone to read the following:

One of the most significant uses of the Grip-Birkman Process is in the building of fruitful teams. A good team building process enables a team to...

- Live out of a greater awareness of self and others.
- Submit to one another and to the unique gifts and perspectives each teammate brings.
- Appreciate and utilize the diversity that God places in the body and on specific teams.
- Create an environment where God-given diversity works to unify rather than divide.
- Steward well the unique contributions of each team member.

What other benefits can a team gain from an effective team building process?

The power of team building is not necessarily found in a specific product, but rather in the process that creates both unity and an appreciation of diversity within the team. Remember, as a facilitator for a team building process, your role is to create an environment for discovery and dialogue. You are not “building the team.” You are enabling the team to **“Move from I to We.”**



The Stages of Team Development

Teams go through five commonly recognized stages of development, as described by Bruce W. Tuckman:¹

Stage 1: Forming – The first stage takes place as the team first meets each other. There is excitement as they get to know one another and start their project or assignment. Some anxiety might also exist as they have questions about the project and their role in accomplishing the team’s purpose. During this stage of team growth it is important that the team leader provide clarity about the team’s goals and direction. It is important at this stage that all the members are involved in determining roles and responsibilities and establishing healthy team norms. During the *forming* stage team energy is focused on defining the team, so the accomplishment of task might be relatively low. *(BRIEFLY Describe how each of the Birkman colors might come into play at this stage? What about YLG Team Styles? Body Building Roles?)*

Stage 2: Storming – As the team begins to work together, they will move into the *storming* stage. This stage cannot be avoided. Conflict is a natural part of life and relationships. In fact, conflict brings growth and strength to a team. Team members may compete for status and acceptance of their ideas. They may begin to discover that the team cannot live up to their early expectations. Frustration and anger may arise with the team’s processes or lack of progress. During the *storming* stage disagreements about goals, expectations, roles and responsibilities may be openly expressed. The politeness evident during the *forming* stage may turn into some team members arguing or becoming critical of the original mission, goals or even of a teammate. Redefining team goals, roles and tasks may help during this time of frustrations as well as the practice of healthy conflict resolution principles. *(Describe how each of the Birkman colors might come into play at this stage? What about YLG Team Styles? Body Building Roles?)*

Stage 3: Norming – During this stage of team development the team members begin to resolve the discrepancy they felt between individual expectations and the reality of their team experience. Acceptance of team diversity increases as team members gain a deeper trust and comfort to express their real ideas and feelings. Constructive criticism becomes possible and as a result members start to feel a more connected to the team and gain a greater sense of unity in the midst of diversity. Rather than competing against each other, the team members are now helping one another as they work toward a common goal. During the *norming* stage the team starts to make progress toward their goals and begin working more effectively together. *(In the norming stage, team members can become more perceptive and attentive to each other’s NEEDS and EXPECTATIONS as described in their Birkman and YLG reports.)*

Stage 4: Performing – In the *performing* stage the team is functioning at a high level. The focus is on fulfilling the team’s mission. The team members know one another, trust one another and rely upon one another. The members of the team have become interdependent and are motivated to get the job done. They are more aware of their own and each other’s strengths and needs. Roles on the team may have become more fluid as members take on necessary responsibilities according to their strengths and gifts. Differences among the team are appreciated and used for the team’s effectiveness. Just because a team reaches the *performing* stage, however, does not mean it will remain there. Teams will revert to another stage as they continue to develop. For example, whenever a new member is added, the team will show signs of reverting back to the *forming* stage. It may revert back to the *storming* stage if one member begins to withdraw and work more independently. Tuckman’s team development model illustrates the

¹ Bruce W. Tuckman, “Developmental Sequence in Small Groups,” *Psychological Bulletin*, 65 (6), 1965: 384-99.

constant growth of a team as it adapts to changes and challenges. *(How could a Grip-Birkman coach be helpful to a team at the performing stage?)*

Stage 5: Adjourning – No team remains together and focused on the same goal forever. Tuckman’s updated model added what is referred to as a mourning *or adjourning* stage.² The team’s commission might come to an end or some team members begin to move in different directions. This stage emphasizes the well being of the team as opposed to managing the team through the process of the first four stages. During the *adjourning* stage the team should focus on three tasks: 1) the completion of any remaining team work, 2) evaluation of the team’s process and product, with a focus on identifying “lessons learned” and the passing on of these insights to future teams and 3) the celebration of the accomplishment of the team and the specific contributions of team members. We often do not celebrate God’s work through his people appropriately. A healthy process of celebration provides for closure and a positive transition to the team member’s next assignment. *(What thoughts come to mind about how the GB reports might be useful at the adjourning or mourning stage?)* [e.g. Outplacement=Career Exploration Report. Other ideas?]

The Stages of Team Development can provide the facilitator and the team with a helpful framework for recognizing a team’s behavioral patterns as revealed in the Grip-Birkman team conversation. It helps the team building facilitator avoid boxing the team into a “diagnosis.” Remember, team development is not always a linear process. As a Grip-Birkman coach you can help the team identify and understand the underlying Needs and Expectations that affect their behaviors, regardless of their developmental stage, as you help the team improve its process and productivity.

The Five Dysfunctions of a Team

Patrick Lencioni provides another helpful team building model in his book, *The Five Dysfunctions of a Team* in which he describes the **five enemies of healthy teams**:³

- The *Absence of Trust* - The fear of being vulnerable with team members prevents the building of trust within the team.
- The *Fear of Conflict* - The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.
- The *Lack of Commitment* - The lack of clarity or buy-in prevents team members from making decisions they will stick to.
- The *Avoidance of Accountability* – The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors and performance.
- The *Inattention to Results* – The pursuit of individual goals and personal status erodes the focus on collective success.

Healthy, *cohesive* teams:

- Trust in one another
- Engage in unfiltered conflict around ideas
- Commit to decisions and plans of actions
- Hold one another accountable

² Bruce W. Tuckman and Mary Ann C. Jenson, “Stages in Small Group Development Revisited,” *Group and Organisation Studies* 2, 1977: 419-427.

³ Patrick Lencioni. *The Five Dysfunctions of a Team*. (San Francisco: Jossey-Bass, 2002).

- Recognize that results are collective, not individual.

Together, Tuckman's and Lencioni's models provide a helpful perspective of a healthy team.

- *Forming* – includes the building of trust and identifying a shared vision.
- *Storming* – involves dealing with conflict in a healthy way.
- *Norming* – calls each team member to commit to a plan and an agreed upon process.
- *Performing* – demands that the team becomes accountable to one another.
- *Adjourning* – healthy teams celebrate each member's contribution to their accomplishments and affirm each other as members leave.

It is important for the team building facilitator to have a picture of a healthy team to properly develop the environment in which a team can steward the gifts and relationships provided by God.



TEAM EXERCISE

Using the participants' GB Profiles as if they are a team:

As a group, look over the team's profiles and discuss what you observe. Use all the resources you have created in the workshop exercises: individual posters, team Interests chart, Team Styles chart, Dotted Diamond. Where are the team's strengths? Potential blind spots? Who needs whom on the team? What needs might the team look to fill from outside the team? Don't ignore how the Spirit often grants specific gifts according to the needs of the body and how this might be seen in someone's Dotted Diamond.

If you need to divide the group for this exercise, form coaching teams of no less than three and no more than eight. You might try to keep the same groups that worked together on the Poster exercise.

The Process of Team Building Utilizing the Grip-Birkman

Preparation: It is important for the team coach or facilitator to make a commitment to preparing well for your team building event, even though it may be different from other types of workshops. The preparation for a Grip-Birkman TeamBuild is focused on gaining an understanding of the uniqueness of the team being considered, their current situation, the team leader's desired outcome for the TeamBuild and the stage in which the team finds itself.

- **Pray and Involve the Team in Intentional Prayer** – Bathe the process in prayer. Give the team leader and the entire team guidance on focused prayer in preparation for the team-building event.
 - *If any of you lacks wisdom, you should ask God, who gives generously to all without finding fault, and it will be given to you. (James 1:5)*
 - *The prayer of a righteous person is powerful and effective. (James 5:16b)*
 - Encourage the entire team to pray the prayer of surrender, that God would open their hearts, provide them with the vulnerability and openness to receive what He alone can provide. Ask God to make their strengths and needs clear to each individual and to the team.
- **Interview the team leader.** Listen to his or her perspective, desired outcome for the TeamBuild and for their evaluation of the team. Consider the following sample questions as you clarify the need and expectations for the TeamBuild with the team leader.

- What is the primary purpose and goals for the team?
 - Describe each team member's role on the team.
 - Provide a brief evaluation of each team member's contribution.
 - What are the strength and weaknesses of your team?
 - Describe the strengths and weakness of your team leadership.
 - What major concerns do you have about the function of your team?
 - What other team building experiences has your team had
 - What are your desired outcomes for this teambuilding event? What do you want your team to have as a result of our time together?
 - Be curious and develop your own questions as you listen to the team leader.
- **Administer the Grip-Birkman Profile** to each team member. Make sure that you order the Grip-Birkman profiles for each team member well in advance of the teambuilding event. This will allow you to have sufficient time to process the profiles.
- **Provide Individual Coaching to Each Team Member before the TeamBuild, if possible.**
 - It will be helpful to have an hour to an hour and a half individual coaching time with each team member. This will provide them with the familiarity with their individual profiles before beginning to process together with their team.
 - Have each team member identify their top ten observations from their Grip-Birkman Profile. Encourage them to begin thinking about the important insights from their profile that it is important that their team understand about them.
 - Get each team member's feedback regarding his or her desired outcomes for the teambuilding experience.
- **Process each Team Member's Profile and Look at the Team's Combined Profile.** Take time to review each profile and the team's composite profile.
 - Process the team's Leadership Grip Profile. Ask yourself:
 - What does the team member's Leadership Grip reveal about his or her strength, weakness and need in fulfilling their role on the team?
 - What spiritual gifts, team styles and bodybuilding roles are strongest on the team? Which ones are missing?
 - What do the Need Areas of each team member reveal about themselves and the team as a whole.
 - Process the team's Birkman Map. Look at the team member's interest, usual styles and needs/stress plotting points. Ask yourself:
 - Where is this team strong?
 - What does this team lack?
 - What are the similarities between each team member?
 - What are the differences between each team member?
 - What questions do you have for the team based upon the team's Birkman Map?
 - **Remember your purpose is not to "diagnosis," solely based upon your observations from the team profiles. Identify areas of potential strengths, possible misunderstandings and concerns and craft your questions help the team discovery and confirm the reality of their team dynamics.**
 - As you process the team's profiles focus on *concentrations, isolations and gaps* that you see in their combined team report.

Implementation – A teambuilding event may allow for 3 hours or 3 days. Use the time you are given to focus on the significant areas that will be most helpful for the team and their current situation. Don't fall into the trap of setting a rigid schedule that you must follow. This will cause you to focus on facilitating *the schedule* rather than facilitating a *team building process* for the benefit of the team. Remember, you are guiding a process for them, while they are responsible for the content. Remain in your facilitator/coaching role and allow the team to reveal the insights, issues and action steps they need to pursue. Here are some suggestions as you facilitate the team-building event.

- **Ask yourself how can I serve this team?** Don't be a slave to the material or your desire to cover everything you have noticed. Ask what are the major issues, concerns and needs of this team. How can I best create an environment for them to join God and one another to address these areas?
- **Create a environment to for all to listen to the Lord, themselves and one another**
 - Do not rush too quickly to the content and exercises. Spend time in prayer, Scripture and sharing of desired outcome for the time together.
 - Some find it helpful to have a short, fun icebreaker experience to begin the process.
 - During the event if there are times of tension, a significant break-through or lack of clarity, don't be shy to stop and pray together. Ask God to provide you with wisdom.
- **Start with the area in the profile where the team will be most receptive.** This can create more openness, vulnerability and building the team's confidence that this process can be fun and helpful.
- **Choose the essential and most helpful exercises.** Some suggestions to consider are...
 - As you have done in this GB Coach Training, have each team member create their **Grip-Birkman Poster** and hang them on the wall. This will refresh their memory regarding the assessment tool and create a visual profile for team members to consult during the team build.
 - Process **The Leadership Grip**. Remember to emphasize the questions:
 - 1) Where am I strong?
 - 2) Where am I weak?
 - 3) Therefore, who do I need?
 - You can also focus on **The Team Player Styles**. On a flip chart, put the four-team styles across the top. Two-thirds down the page write, "Needs." Each will then write their initials under their top two-team styles and then under "Needs," they will write their initials under the team style that they are weakest in and therefore the one-team style they need. Have the team review all of the team styles and facilitate their discussion of "what they see, who they need and their team balance."
 - Utilize **The Birkman Map – Floor Exercise** you experienced in this training. Recreate the Map on the floor and have people stand in the location of their asterisk, diamond, circle, and square. Ask good coaching questions to stimulate conversation and awareness between teammates.
 - Focus on the need (circle) to help team members share expectations about the support they need in comparison to the needs of others.
 - Another adaptation of the floor exercise is to move the team leader to their circle/square (need/stress). Then move the rest of the team to their diamond (usual

style). This allows each team member to see how their individual usual style (diamond) relates to the leader's need. You can reverse this by having the team stand in their area of need and the leader in his usual style.

- **Help the team identify S.M.A.R.T. goals or action steps**
 - Specific – Action steps are written in a clear, unambiguous way as a finished result.
 - Measurable – Action steps must be measurable or observable.
 - Attainable, yet a stretch - An action step that is realistic, yet challenging.
 - Relevant – Meaningful action steps increase the team's inner motivation.
 - Time-limited – Increases the likelihood that the team will accomplish it.
 - Specific, Measureable, Achievable, Realistic, and Time-Bound goals or action steps for each individual and for the entire team will help them to take their insights and turn them into behavioral changes.

- **End the team building time with affirmation** – You can have each individual share their strength as they see it or from the one-page Birkman Strength Insight. Each team member will then affirm what they see as strengths, their best contribution to the team and their mission. Use the following ground rules for the affirmation session:
 - Speak to the person – not about them.
 - No backhanded compliments.
 - Only one affirmation at a time.
 - When receiving affirmation you may say “thank you.” Please do not disagree, argue, or expand.

Model by your own affirmation of the team leader if one is present. With larger groups and limited time, do not feel obligated as facilitator to personally affirm every participant. Allow at least two or three affirmations of each person. If more insist, don't inhibit the Spirit as He leads.

[BE SURE TO ALLOW SUFFICIENT TIME FOR AFFIRMATIONS. We suggest leading the group to share affirmations now, then do a short debrief before going over final matters in Get a Grip #12.]

Following Through after the TeamBuild – Facilitate the team and team leader to find ways to use the experience to continue team building. Some suggestions might include:

- Schedule a debriefing time with the team leader to evaluate the process and help them to establish some realistic action steps to continue to build upon their experience.
- Have them take their Grip-Birkman Profile posters and place them on their office walls as continual reminders.
- Encourage the team leader to bring GB conversations into meetings on a regular basis.
- Encourage the team to share their profiles in an appropriate way with each other and find ways to integrate their awareness of self and others into their relationships and ministry.
- Consider scheduling a follow-up team building time to build upon the insights gained.

As you enjoy facilitating TeamBuilds, remember that your job as a Grip-Birkman coach is to create a space for the team to speak to one another in ways that they may not normally experience. Keep in mind that the goal is to build unity in the body of Christ so more people will know Jesus.



“I do not ask for these only, but also for those who will believe in me through their word, that they may all be one, just as you, Father, are in me, and I in you, that they also may be in us, so that the world may believe that you have sent me. The glory that you have given me I have given to them, that they may be one even as we are one, I in them and you in me, that they may become perfectly one, so that the world may know that you sent me and loved them even as you loved me. Father, I desire that they also, whom you have given me, may be with me where I am, to see my glory that you have given me because you loved me before the foundation of the world. O righteous Father, even though the world does not know you, I know you, and these know that you have sent me. I made known to them your name, and I will continue to make it known, that the love with which you have loved me may be in them, and I in them.” (John 17:20-26)

Now to him who is able to do far more abundantly than all that we ask or think, according to the power at work within us, to him be glory in the church and in Christ Jesus throughout all generations, forever and ever. Amen. (Ephesians 3:20-21)





Get a Grip #12: Where Do We Go from Here?

BE SURE TO ALLOW SUFFICIENT TIME FOR AFFIRMATIONS AT THE CLOSE OF THE WORKSHOP.



“My prayer is not for them alone. I pray also for those who will believe in me through their message, 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. I have given them the glory that you gave me, that they may be one as we are one—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.” (John 17: 20 - 23)

Say:

“On behalf of the Grip-Birkman Community, welcome as a new Grip-Birkman Coach! Now let’s answer some of the logistical questions which are critical to your use of the GB as a Coach.”

How do I order reports?

1. Go to GripBirkman.com, and login at the top of the page.
2. Click Order.
3. Make sure to specify what type of report you would like to order.
4. You have the option of paying for the assessment yourself, or having the invoice sent to the client.

Please note that the assessment login information will not be sent out until payment has been received. Grip-Birkman will send an invoice to be paid through PayPal. As soon as that invoice is paid, your questionnaires will be released to the participants.

For any ordering challenges, please email support@gripbirkman.com

Phone support (no orders by phone, please): +1 844-512-7801

Training Support: Larry Gay LEAD360@gmail.com

What can I do with this resource?

Church

Teambuilding
Church Staff Development
Lay Mobilization
Spiritual Formation
Small Group Growth
College/Young Adult Group

Business

Management Training
Staff Retreat
Executive Coaching

Personal

Life Coaching
Mentoring
Spiritual Development
Career Counseling

School

Staff Development
High School Guidance Counseling
Student Government College
Prep Day

Missions Organization

Missionary Orientation
Individual Coaching or
Mentoring
On Field Team Building
Leader assessment & placement
Conflict Resolution
On-going Home Ministries
Training

Can I train others to be Grip-Birkman coaches?

Briefly stated, no.

How can I become a Grip-Birkman Trainer?

In order to become a Grip-Birkman Trainer, 4 steps must be completed.

1. Complete the Grip-Birkman Coach Training.

This Coaches Training just completed certifies you to coach others or do teambuilding events using the Basic Grip-Birkman report.

2. Complete the Birkman Signature Certification Training.

The Grip-Birkman Training Team provides Birkman Signature for a reduced price. Check www.gripbirkman.com for more details or contact Larry Gay at LarryNGay@gmail.com or call +1 205-253-8420. You can also check Birkman Certification Training dates online at www.Birkman.com or call 800-215-2760.

3. Walk through 25 Grip-Birkman Reports with people.

These do not necessarily have to be *new* GB clients—just 25 individuals you have led through a GB conversation.

4. Co-Lead a Coach Training alongside one of our certified Trainers.

Do I have to become a Grip-Birkman Trainer to get Signature Training?

No. Signature Training is open to anyone who wants to advance their understanding of the Birkman Method and how to use the more detailed Components in combination with *Your Leadership Grip*.

What on-going fees are there to being a Grip-Birkman Coach?

None. We only ask that you order at least one profile each year to keep your account active.

What are the responsibilities of being a Grip-Birkman Coach?

Being an active contributing member of the GB Community

1. Participate in User's Groups
2. Participate in monthly GB Coaches Cafes
3. Contribute to the learning community (Newsletter articles, training, etc.)
4. Annual ongoing education

How do I stay connected?

Grip-Birkman Coaches Website - www.gripbirkman.com

Coaches Resource Page (Password _____), includes:

- o Contact Names and Emails
- o Articles and exercises from other trainers and coaches
- o Introduces new resources
- o Tips for coaches
- o Listing of upcoming training events
- o Sample reports
- o Webinars
- o Links to training videos
- o Information on GB User Groups

Monthly Coaches Café - First Wednesday of every month, 10:00am EASTERN
<https://zoom.us/j/2052538420>
 or by Telephone: +1 408 638 0968

Visit the Grip-Birkman Coaches Café YouTube Channel to view previous recorded cafes:
<https://www.youtube.com/channel/UCb7nd3EzbVbMh1kNGiutDxQ>



Reflection and Discussion: Where Do I Go from Here?

From what I've just learned...my top discoveries are:

Next steps I need to take...

Personally

As a team

Corporately as a church or organization

People I need to talk to...



What else the Spirit is saying to me...

Write down your final reflections in your "My Grip Reflection Journal."



Appendices

Appendices



Summary of Core Beliefs



[Get a Grip #1: Big Picture](#)

- The Grip-Birkman is more than an assessment, it is a series of shared values lived out in community.
- When Christ is the Center, and the Body Life Principles are settled, we can truly move from “I” to “We.”
- I to We begins with stewardship. Stewardship is about managing what God has given us.
- We do not seek to understand ourselves or others better simply for purposes of self-awareness, but rather for purposes of stewardship in a context of relationships.

[Get a Grip #2: Natural “I”: The Birkman Map](#)

- Each person is a unique individual created with natural, innate interests and underlying needs or expectations that affect how we interact with others around us.

[Get a Grip #3: Natural “I”: Birkman Areas of Interest](#)

- God uniquely designed each of us to pursue our God-given interests, passions and goals in joy and fulfillment as a gift from Him. As we pursue our own interests, we should also help others to pursue their interests.
- Give yourself permission to do what energizes you (or not do what drains you). If it’s good for you, it’s good for your ministry!

[Get a Grip #4: Birkman Insights and Career Exploration: Using Your Strengths to Build Unity in the Body](#)

- The more we can understand about our own God-given strengths and needs, the better we can also understand the strengths and needs of others... and then we can better work together building the body of Christ.

[Get a Grip #5: Supernatural “I”: Your Spiritual Gifts](#)

- Christians who are good stewards lead or serve most powerfully through their *Spiritual Gifts*.
- You have Equipping Gifts, Supporting Gifts or a Combo that God has designed for you to fulfill a unique role in your team and community of faith.
- “Gift Blending” is the melding together of your Spiritual Gift combination in a unique mix or blend which further distinguishes the flavor or your uniqueness.

[Get a Grip #6: Supernatural “We”-- Your Spiritual Gifts in a Team Setting](#)

- Team Styles and Body-Building Roles focus on body life rather than individual assessment. This helps each one of us discern how we fit into the body, rather than simply evaluating our individual strengths.

[Get a Grip #7: Supernatural “We”: Your Spiritual Gifts in Body-Building Language](#)

- God designed us with strengths and weaknesses. God designed every person to play a role in strengthening, building and expanding the Body of Christ. The weaknesses create “Need” areas where we build each other up.

[Get a Grip #8: Integration: Confirming the Integrity of the Corners](#)

- The inherent “Integrity of the Corners” enables you to make sense of your gifts from three distinctive vantage points: Gifts, Team Styles and Body-Building Roles.

[Get a Grip #9: Discovering Your Dotted Diamond: Integrating the Natural and Spiritual “I”](#)

- Your Spiritual Gifts can dynamically affect your Usual behavior, and can be depicted by showing how each gift moves the Diamond on the Birkman Map. We call this the “Dotted Diamond.”



Here's What I Think of You - Worksheet

Please use this sheet to provide feedback to: _____

You have been asked along with 3-5 other people to provide honest feedback and to complete the following worksheet..

Directions:

1. Check the 10 words or phrases on this page that best describe the person you are evaluating.
2. From those top 10, then write the top 3 in the space below in the order of MOST like this person as "1", a "2" by the one next most like them, and a "3" by the one next most like them (only do this for the TOP THREE gift descriptors)

Pick words from any column up and down or across.

Soul Winner	To see New Christians	Strong conviction
Encourager	To motivate	Inspiration, practical application
God-given confidence	To step out	Unwavering boldness
Supernatural insight	To impart knowledge	God-imparted words
Orchestrator	To give direction	Vision/Team sense
Shepherd	To care for/protect	People sensitivity
Speak forth boldly	To proclaim truth	Scripture-driven word
Doctrine developer	To impart Biblical understanding	Biblical facts
Understanding	To apply knowledge	God-given insight
Assisting	To help others use their gifts	People-oriented helping
Planner	To organize the plan	Detailed structure
Liberally giving	To share resources	Financial sharing
Comforter	To show compassion	Tenderness in action
Need-meeter	To help however, wherever	Practical support in action-oriented ways
Spiritual pulse	To distinguish good from evil	Spiritual analysis

Top three ranked:

1. _____ 2. _____ 3. _____



Here's What I Think of You" - Scoresheet

Directions: Note the listing of the Gifts in the far left column. Tally the ten marked choices and the top three listed choices.

Use this new information and compare it to your self-scoring Gifts inventory which you took as part of the Grip-Birkman online process. If you feel, after further reflection and prayer, that this information changes the order of your Gifts please don't hesitate to change them. Determining your Gifts is a discernment process.

Equipping Gifts... to equip others for their intended body life purpose

Gift	Key Word(s)	Function	Equips through
Evangelism	Soul Winner	To see New Christians	Strong conviction
Exhortation	Encourager	To motivate	Inspiration, practical application
Faith	God-given confidence	To step out	Unwavering boldness
Word of Knowledge	Supernatural insight	To impact knowledge	God-imparted words
Leadership	Orchestrator	To give direction	Vision/Team sense
Pastor	Shepherd	To care for/protect	People sensitivity
Prophecy	Speak forth boldly	To proclaim truth	Scripture-driven word
Teaching	Doctrine developer	To impart Biblical understanding	Biblical facts
Word of Wisdom	Understanding	To apply knowledge	God-given insight

Supporting Gifts... action-oriented service that enables others

Helps	Assisting	To help others use their gifts	People-oriented helping
Administration	Planner	To organize the plan	Detailed structure
Giving	Liberally giving	To share resources	Financial sharing
Mercy	Comforter	To show compassion	Tenderness in action
Service	Need-meeter	To help however, wherever	Practical support in action-oriented ways

Other gifts

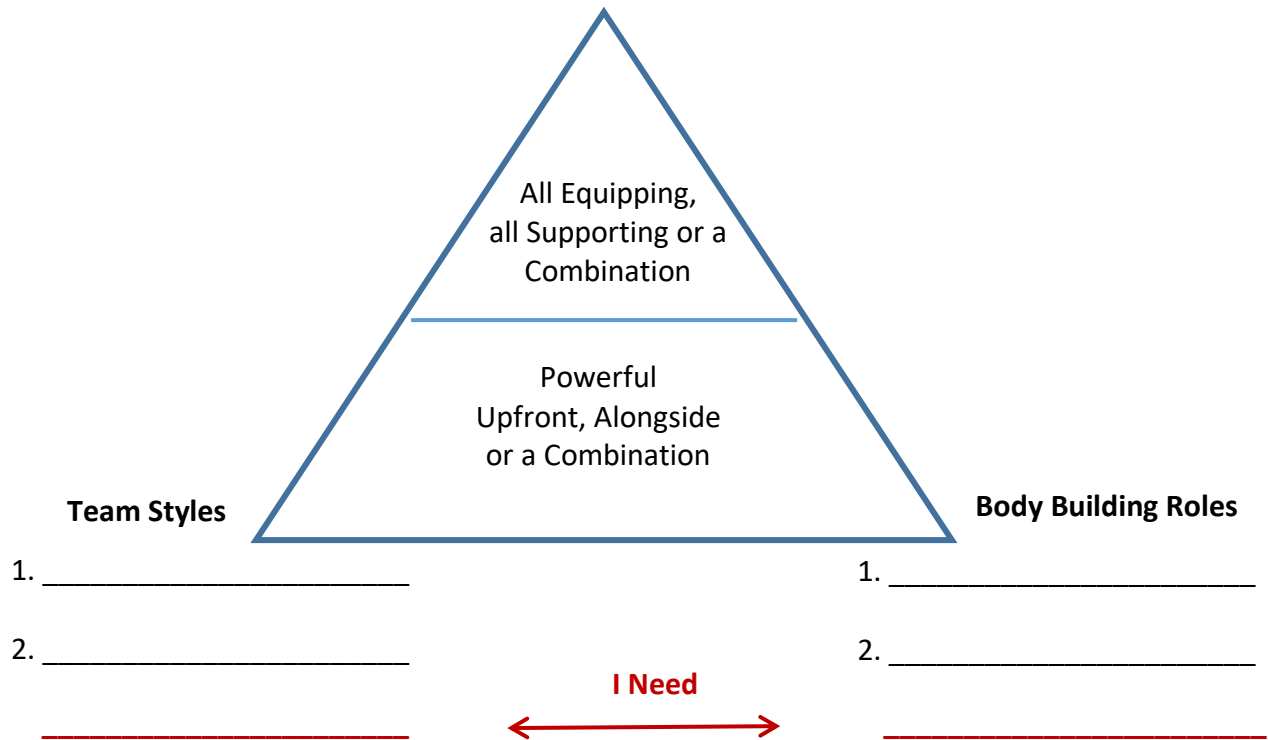
Discernment of Spirits	Spiritual pulse	To distinguish good from evil	Spiritual analysis
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Grip-Birkman Summary Sheet

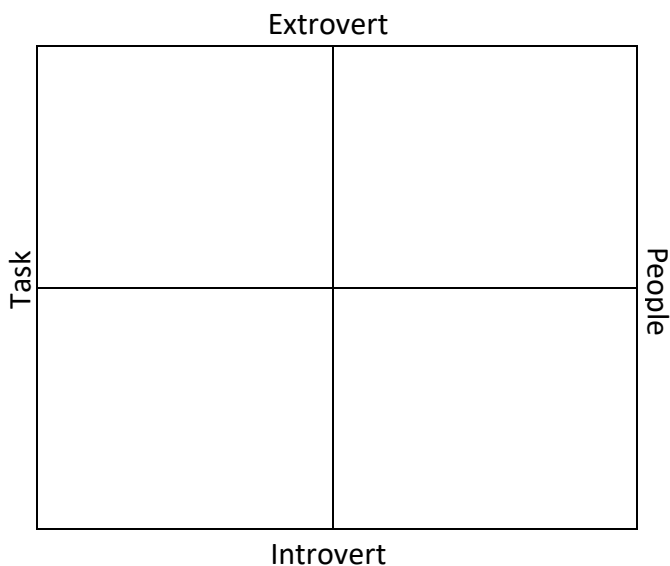
Name: _____	Date: _____
-------------	-------------

Spiritual Gifts

1. _____ 2. _____
 3. _____ 4. _____



Birkman Map



Interests

Aversion?

My Strengths



My Grip Reflection Journal

At the end of each module and each day, you will be given time to reflect on what you heard and what you learned. Use the chart below to record your insights and how you might turn them into specific Action Steps. What implications would these action steps have for your leadership?

Get a Grip / Key Take-Away	ACTION STEP
1. Big Picture:	
2. Natural "I" — Birkman Map	
3. Natural "I" — Areas of Interest	
4. Natural "We" — Birkman Insights	
5. Supernatural "I" — Your Spiritual Gifts	

Get a Grip / Key Take-Away	ACTION STEP
6. Supernatural “We” —Your Spiritual Gifts in a Team Setting	
7. Supernatural “We” —Your Spiritual Gifts in Body Life Language	
8. Integration: Confirming the Integrity of the Corners	
9. The Dotted Diamond – Integrating the Natural and Supernatural “I”	
10. Moving from “I” to “We” – Coaching and Team Building Tips	

Your Personal User Manual

Now that you have a better understanding of yourself and how you view others, use the outline on the following page to write your own “User Manual” to share with your supervisor and others with whom you relate in your work or ministry. These categories help ensure your colleagues (and you) understand not just who you are, but how to engage with you most productively.

We suggest organizing your thoughts with no more than four or five bullet points under each category and keep your outline to no more than one page in length. Be sure to include information you consider most important from both *The Birkman Method* and *Your Leadership Grip* reports to describe your personality, strengths, values, and workplace desires.

As you outline your manual, look back over your Grip-Birkman reports and consider these questions:

- Which activities energize me and which deplete me?
- What are my unique abilities, and how do I maximize the time I spend expressing them?
- What abilities or strengths can only be explained by my spiritual gifts?
- What do people misunderstand about me, and why?

Organize your personal “User Manual” using the outline on the following page. Although several points may overlap between sections, try to remain concise and specific.

User Manual for

As you might be aware, I have recently spent time with a Grip-Birkman coach. Here is a summary of some of the most important things I have learned about myself and how you can help me to be my most productive self.

1. My Strengths and Gifts

-

2. What motivates me

-

3. How to best communicate with me

-

4. Things that may cause me stress

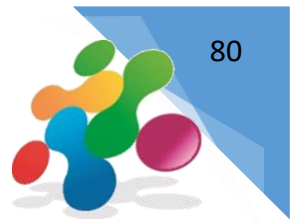
-

5. How to help me be effective

-

6. Biggest mistakes you can make with me

-



EVALUATION

Grip-Birkman Coach Training

Facilitator(s): _____ Date: _____

1. List and/or describe the units or topics that were the most helpful.

2. List or describe the topics that were least helpful.

3. What topics did you think were the most important and warranted more attention in time or interaction?

4. What topics did you think we spent too much time on?

5. What suggestions can you give to make the workshop flow more smoothly?

6. What other topics and issues would you like to see covered in a future TeamBuild workshop?

7. What specific suggestions can you make to the facilitator(s) to make their teaching more effective?

8. What would you say about the workshop experience as a whole?
"I thought the Coach Training was...."