

MEMBER SNAPSHOT



PREPAREDNESS SCALE



TO-DO COMPLETION

_____ # completed / _____ # To-Dos due = _____ % completed

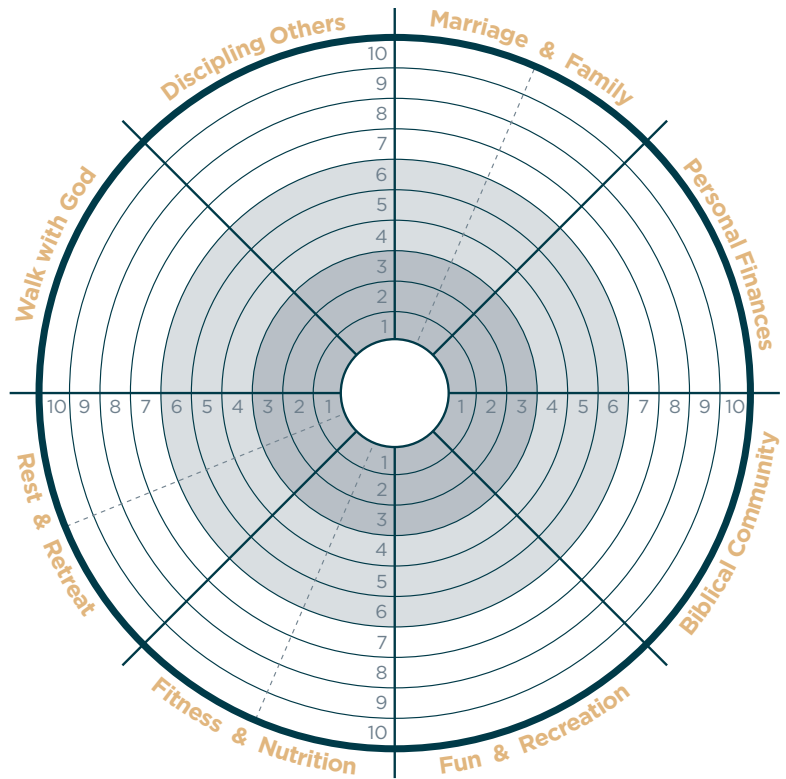
LIFE & LEADERSHIP BALANCE WHEEL

“And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him.” **-Colossians 3:17**

Share with the group:

- Your highest areas
- Areas in which you can celebrate improvement
- Your lowest areas
- Areas in which you would like counsel

Big wins and notable events:



5-POINT ALIGNMENT ASSESSMENT

	Behind Target	On Target	Ahead of Target
Revenue Generation Sales, marketing, product line management, and customer relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operations Management Product/service supply chain, fulfillment, technology, and administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizational Development Recruitment, job selection, talent development, talent management, and succession	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial Management Goals, projections, metrics, controls, reporting, and cash management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ministry Kingdom impact/eternal fruit through the business (e.g., salvations, ministry giving, discipleship)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

“Commit your work to the Lord, and your plans will be established.” **-Proverbs 16:3**

Application Guide

PRAISE & PRAYER REQUESTS: How can I pray for and serve my peers?

"[Pray] at all times in the Spirit, with all prayer and supplication. [...] Keep alert with all perseverance, making supplication for all the saints." -**Ephesians 6:18**



SYNC POINTS: What do I need to do or talk about with my team?

- _____
- _____
- _____
- _____
- _____
- _____



DO>TALK: Based on my experience at today's Forum, what are my most critical To-Dos?

- _____
- _____
- _____
- _____
- _____
- _____

Devotion: A Spiritual Process for Holiness

Pursuing an Imperishable Wreath

“Do you not know that in a race all the runners run, but only one receives the prize? So run that you may obtain it. Every athlete exercises self-control in all things. They do it to receive a perishable wreath, but we an imperishable. So I do not run aimlessly; I do not box as one beating the air. But I discipline my body and keep it under control, lest after preaching to others I myself should be disqualified.”

1 Corinthians 9:24-27

Louis Zamperini was a well-known distance runner who set a national high school record for the mile and became the youngest qualifier for the Olympics in 1934. The training regimen that enabled his success became famous after the release of the book *Unbroken* in 2010, in which Louis famously says, “A lifetime of glory is worth a moment of pain.”¹

Similarly, in his first letter to the Corinthians, Paul uses the analogy of a race to emphasize the importance of intentional processes to train for the Christian life. Just as physical training disciplines have an impact that far outweighs the work put in by the athlete, our ongoing commitment to spiritual disciplines will have an outsized impact on our souls.



We engage in spiritual practices² with purpose and intention. We should not “run aimlessly” or “box as one beating the air.” However, despite the discipline it takes, God’s training regimen is not arduous or painful. It is quite the opposite. The process of training our souls involves regularly engaging in meditation, prayer, retreat, silence, and listening—it is a commitment to a sustainable rhythm (daily, weekly, monthly, quarterly, etc.) of spending intentional time connecting with God and heeding His still, small voice.

¹ Laura Hillenbrand, *Unbroken: A World War II Story of Survival, Resilience, and Redemption* (New York: Random House, 2010). Zamperini’s story was also made into the acclaimed film *Unbroken* in 2014.

² See Appendix B on page 23 for a list and description of common spiritual practices.

Louis Zamperini trained for an Olympic gold medal. Paul says our prize will be even better—it will be imperishable. God’s training process is an invitation to unexpected, eternal joy! It will lead to a deeper relationship with the One who loves us as we learn to hear from Him, live joyfully, and trust Him with our lives.



How are spiritual training and physical training similar? How are they different?

Which rhythms for soul care have had the most impact on your life?

Business: Scaling for Success

Building Systems and Processes to Achieve Sustainable Business Growth

In his book *The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It*,¹ Michael E. Gerber argues that systems and processes are essential for scaling any business. Many small and midsize business (SMB)² leaders accept the compound inefficiencies and risks associated with inadequate systems and processes. In larger companies, the struggle often lies with having too many systems or processes that are incongruent with interdepartmental objectives. In both cases, underdeveloped or poorly defined systems and processes will inevitably hinder the company's ability to scale.

In the Bible, we see an example of “growth through process” in the work of the Apostle Paul. When faced with the challenge of scaling the early church, Paul implemented an intentional discipleship system to facilitate growth.³

“And what you have heard from me in the presence of many witnesses entrust to faithful men, who will be able to teach others also.”

2 Timothy 2:2

Similarly, as we scale our companies, it is crucial to develop replicable systems and processes throughout our businesses in order to standardize procedures and increase efficiency.

The Entrepreneur, the Manager, and the Technician

Many individuals venture into entrepreneurship with the belief that it will lead to a better life, offering more time, flexibility, and freedom. Unfortunately, most business owners experience the opposite outcome.

E-Myth (n.)

1: the entrepreneurial myth: the myth that most people who start small businesses are entrepreneurs⁴

2: the fatal assumption that an individual who understands the technical work of a business can successfully run a business that does that technical work⁵

The E-Myth is the false belief that most businesses are started by Entrepreneurs. Actually, most businesses are started by Technicians.⁶ To understand the difference between these distinct roles, we must first understand the three business personalities.⁷

¹ Samuel Davies, “*The E-Myth Revisited* by Michael Gerber,” Samuel Thomas Davies, accessed May 18, 2023, <https://bit.ly/41FbnQF>.

² According to Gartner, small businesses are defined as organizations with fewer than 100 employees, and midsize enterprises are organizations with 100 to 999 employees. Thus, **a small or midsize business is any business that has between zero and 999 employees.** (“Small And Midsize Business (SMB),” Gartner, accessed May 18, 2023, <https://bit.ly/3oPSVaz>). The majority of C12 companies fall into this category.

³ Robert E. Coleman, *The Master Plan of Evangelism*, (Grand Rapids, Revell, 1963).




⁴ Lo Kidd, “The E-Myth: Why Most SMBs Don't Work,” Trainual, March 30, 2021, <https://bit.ly/41OAX5Q>.

⁵ JD Meier, “The Fatal Assumption of Small Business Startups,” Sources of Insight, <https://bit.ly/3Mcculo>.

⁶ Tricia Huebner, “3 groundbreaking ideas from *The E-Myth Revisited*,” EMyth, <https://bit.ly/45aUfVS>.

⁷ Tricia Huebner, “The three business personalities: Entrepreneur, Manager, Technician,” EMyth, <https://bit.ly/3Bx0JAO>.

The Three Business Personalities⁸

 Entrepreneur	 Manager	 Technician
Visionary, dreamer, and innovator	Pragmatist, planner, and organizer	Doer and tinkerer
Lives in the future	Lives in the past	Lives in the present
Craves control and change	Craves order and structure	Likes to immerse themselves in the nuts and bolts of work
Sees a bigger vision for the future of the company	Sees problems and clings to the status quo	Is disinterested in the grand visions and systems
Ideal for driving the business	Ideal for business sustainability	Ideal for execution

As Gerber explains, the typical SMB owner is **70% a Technician, 20% a Manager, and 10% an Entrepreneur**. In order for businesses to thrive, however, CEOs must strike a better balance among these personalities. We must learn how to work *on* our businesses more than we work *in* our businesses.⁹ Although Gerber does not provide a specific recommendation for the ideal mix, it is important to acknowledge that spending 70% of our time in the Technician role is skewed.¹⁰



We have found that many small companies have not given serious thought to systems that allow them to create strong cultures and grow. At Strategic Sanitation Services, we strategize and plan, intentionally devoting time to work “on” the business, not only “in” the business, to clearly set our direction instead of drifting according to market tides.



Steven Reyes, Principal of Strategic Sanitation Services¹¹

The shift from working *in* our businesses to working *on* our businesses is crucial, as it empowers us to create companies that depend on the systems we have built instead of on us or a handful of individuals. Systems and processes become the keys that unlock this transformative journey.



What percentage of time do you spend in each of the three business personalities?

At this point in your business, where, specifically, would your company struggle to function without you?

⁸ Steve Musica, “The Entrepreneurial Myth (E-Myth),” Lean East, April 15, 2021, <https://bit.ly/3pOenx2>.

⁹ Tricia Huebner, “3 groundbreaking ideas from *The E-Myth Revisited*,” EMyth, accessed May 18, 2023, <https://bit.ly/45aUfVS>.

¹⁰ Khe Hy, “High-performers routinely make this ONE mistake,” RadReads, accessed May 22, 2023, <https://bit.ly/45nmCAi>.

¹¹ C12 member Steven Reyes was named one of the 2023 Bob Mack C12 Heroes in May 2023. See the C12 article “The 2023 Bob Mack C12 Hero Awards” (<https://bit.ly/3qsiXkQ>).



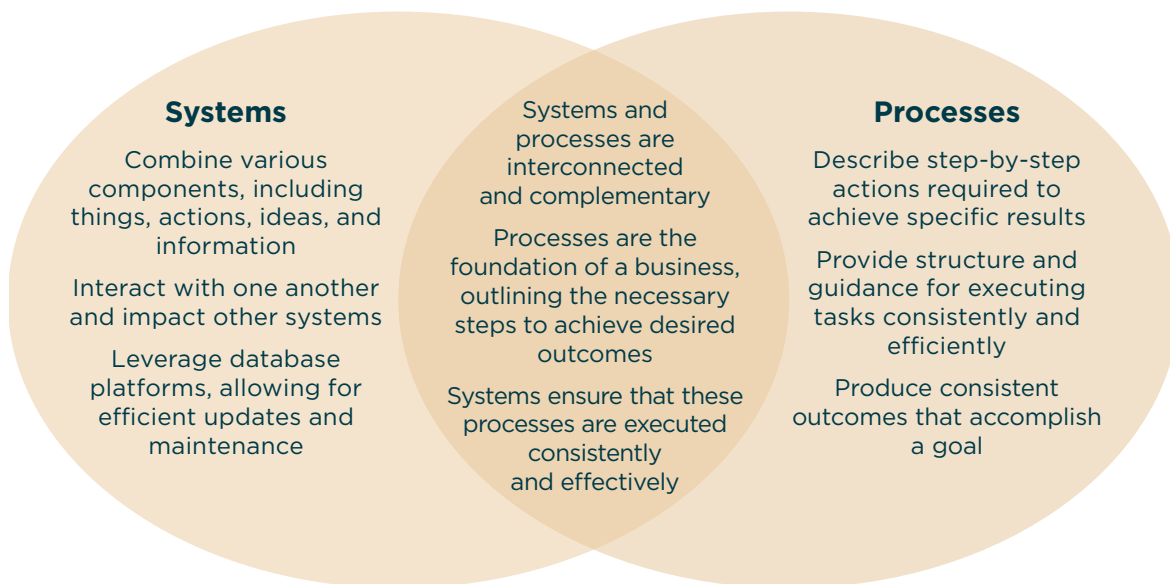
During your CEO/key player sync meeting, discuss how a key player could help the CEO by taking over aspects of their Manager and/or Technician roles.



Who, around this table, is struggling to embrace their Entrepreneur role (delegating) because they are unwilling to surrender parts of their Technician role (executing)? How can we come alongside peers who are struggling with this challenge?¹²

The Power of Systems and Processes

Before we begin implementing change, we must first understand what systems and processes¹³ are, how they work together, and why they are critical for successfully scaling our businesses.¹⁴



In business, we utilize systems and processes every day—and developing more efficient systems will allow us to effectively scale, ensuring consistent, repeatable, and high-value results. But how do we know that investing time and money in developing systems and processes is really going to help our company’s performance? In their book *Process!: How Discipline and Consistency Will Set You and Your Business Free*, authors Mike Paton and Lisa González break down three common myths about process development:¹⁵

¹² See the C12 business segment “Are You the Bottleneck?” (June 2016).

¹³ Mary K. Pratt, Mekhala Roy, Emily McLaughlin, “Business Process,” TechTarget, last modified April 2022, <https://bit.ly/4567kQq>.

¹⁴ Tamer Shahin, “Systems & Processes” CEO Entrepreneur, accessed May 18, 2023, <https://bit.ly/3MxmKQ8>.

¹⁵ Lisa González, “A review of the book *Process!*,” Whale, August 30, 2022, <https://bit.ly/41lB9DJ>.

MYTH 1: Processes Are Not in My Nature








Though some of us may not think we are process-oriented people, everyone uses processes in their daily lives. From following a recipe to checking things off our to-do lists, processes are simply a way to achieve a desired outcome more efficiently and effectively.

MYTH 2: Processes Take Too Much Time

While it may take time up front to create and implement a process, the time saved in the long run is typically worth the initial investment. If 44% of time wasted in the workplace is due to inefficient systems,¹⁶ establishing clearly defined processes can help us reduce errors and increase productivity.

MYTH 3: Processes Destroy Freedom

Many leaders believe that systems and processes will be restrictive and hinder innovation. The truth is, without systems and processes, we are guaranteed to hit a wall, stunting our growth. By having processes in place, we can gain *more* freedom because we will spend *less* time on repetitive tasks, giving us the time we need to problem-solve and innovate—and thereby embrace our Entrepreneur role. Systems and processes will:¹⁷

-  **1** Free us up to the degree that we desire, enabling us to do more innovating
-  **2** Inject clarity into all aspects of our businesses (e.g., roles, systems, standards)
-  **3** Simplify the ability to transfer knowledge, monitor progress, and measure results
-  **4** Increase capacity, quality, and efficiency
-  **5** Infuse inspiration and purpose in our organizations
-  **6** Develop our employees to reach their potential
-  **7** Balance the workload

If we want to build a company that works *for* us rather than *because of* us, systems and processes are the answer.



Which of the benefits listed above is most attractive to you?

What impact could better-defined systems and processes have on your business?

¹⁶ Charles Gaudet, “Business Systems: How to Create a Business that Works For You,” Predictable Profits, accessed May 18, 2023, <https://bit.ly/3Mg67gZ>.

¹⁷ Adapted from author correspondence with Michael A. Burkesmith, May 1, 2023.

Laying the Foundation



Organize around business functions, not people. Build systems within each business function. Let systems run the business and people run the systems. People come and go, but the systems remain constant.

—Michael E. Gerber, *The E-Myth Revisited*¹⁸

Process identification and improvement is an ongoing activity. We must constantly look for opportunities to eliminate outdated processes, add new processes, and streamline existing ones. It is important to note that we do not need to document 100% of the business completely. Instead, process experts suggest that we focus on documenting the 20% of the business that will yield 80% of the benefit.¹⁹

To determine which parts of the business we should systemize first, C12 Chair and former E-Myth consultant Michael A. Burkesmith recommends considering which portions will have the greatest impact on the customer and the company.²⁰ As we prepare to implement and improve the systems and processes within our businesses, we must take off our Technician hats and put on our Entrepreneur hats, asking questions such as:²¹

- Where do we wish to be?
- When do we wish to be there?
- How much capital will this take?
- How many people are needed, what work will they be doing, and how will they be doing it?
- What technology will be required?

Once we have established a clear roadmap, we can begin capturing best practices, transferring knowledge, deploying new processes, and monitoring progress.

Our goal is to implement simple systems that achieve our desired results. We should strive to systemize every important function in the most important areas of our businesses. We do this by:

1. Identifying and prioritizing the parts of our business that need to be systemized
2. Building excellent systems using simple, consistent formats
3. Rolling out the systems effectively, looking for opportunities to eliminate waste²² and maximize throughput²³

¹⁸ Michael E. Gerber, *The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It* (New York: HarperCollins Publishers, 2001).

¹⁹ Ed Callahan, "The Checklist Manifesto - The Book," EOS Worldwide, <https://bit.ly/43IQFRK>.

²⁰ Michael A. Burkesmith, interview with author, May 1, 2023.

²¹ Jeremy Silva, "The E-Myth Revisited Summary," Jeremy Silva - Book Summaries and Project Management, <https://bit.ly/42H1EKq>.

²² See the C12 business segment "Application of Lean Principles" (August 2017).

²³ See the C12 business segment "Identifying Choke Points and Maximizing Throughput" (April 2022).

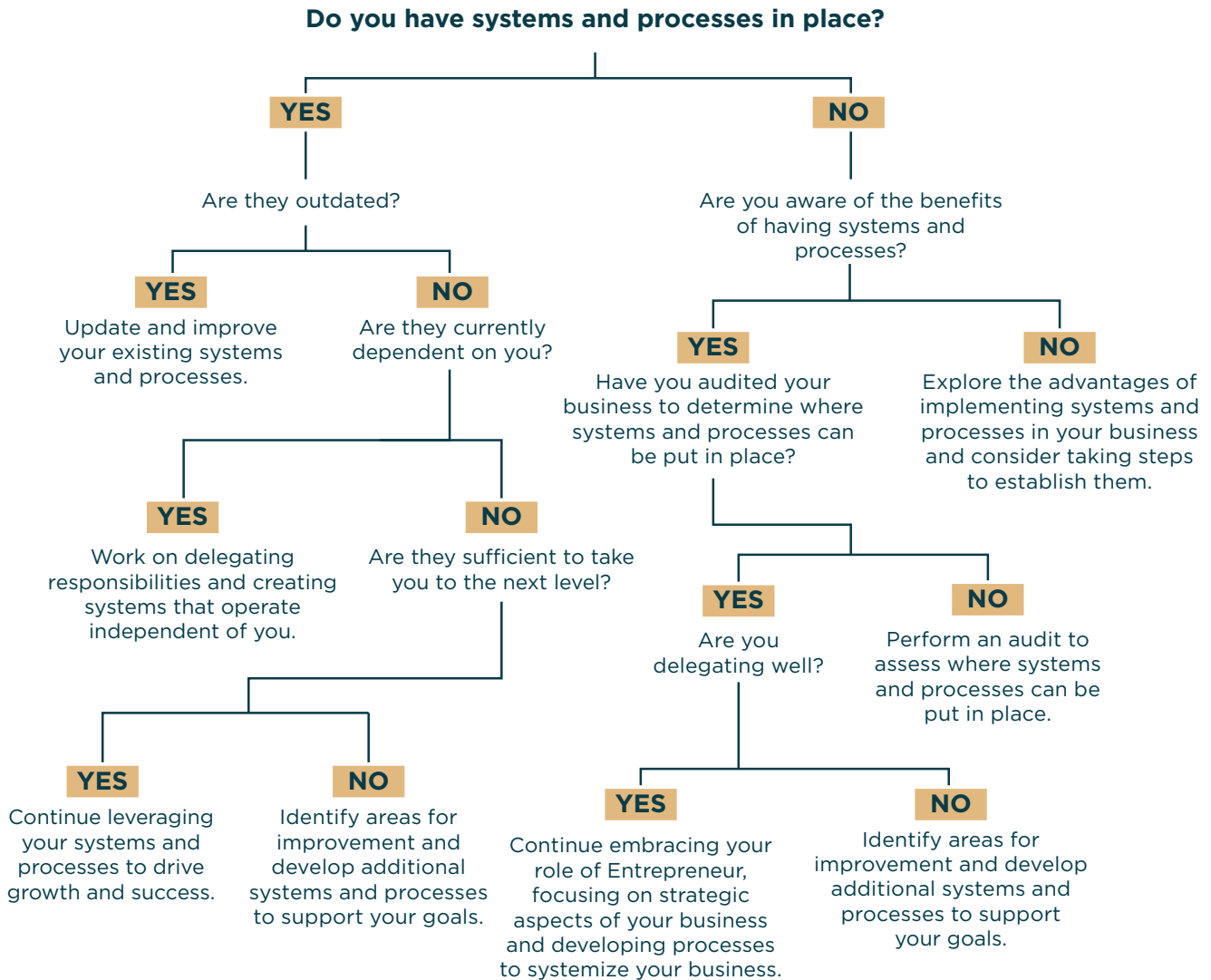
Many C12 companies have found the 3-Step Process Documenter, an Entrepreneurial Operating System (EOS) tool,²⁴ to be a helpful guide for implementing or improving processes.²⁵



See **Appendix A** to complete a systems and processes inventory for your business using the 5-Point Alignment Matrix (page 13).



Identify an area of your business that is not functioning optimally. Then answer the questions using the decision tree below:



²⁴ EOS, "The 3-Step Process Documenter," EOS Worldwide, 2019, <https://bit.ly/459iHqK>.

²⁵ Mike Paton and Lisa González, *Process!: How Discipline and Consistency Will Set You and Your Business Free* (Dallas: BenBella Books, 2022), 121-122.

The ‘Followed By All’ Checklist

Once we have implemented a new process or improved an existing one, our next step is to ensure that it is “followed by all” (FBA).²⁶

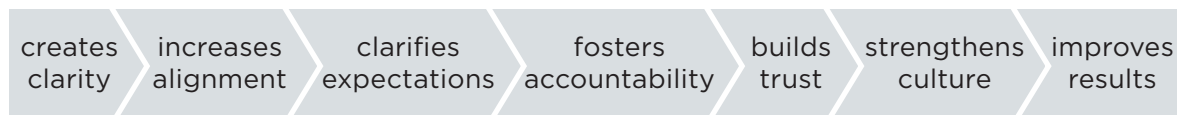
The FBA Checklist²⁷

1. **Train:** Anyone who is involved in one or more steps in the process must understand what to do, how to do it, and when to do it.
2. **Measure:** Are the steps in the process being done properly? Are they being done frequently enough? Are we getting the desired results?
3. **Manage:** Use the data provided from step two to manage people and drive accountability for following the process.
4. **Update:** Look for opportunities to change or simplify the process, remembering that the process itself may be the issue. When changes are made, restart the FBA Checklist.

The FBA Checklist serves as an accountability tool, allowing us to ensure employees are properly implementing our processes to achieve the desired results. Each of our core processes should have a corresponding FBA Checklist.

As leaders, it is crucial that we integrate our systems and processes in a way that empowers our teams to flourish.²⁸ When executed correctly,²⁹ systems and processes can unleash a domino effect of positive change that resolves many of the dysfunctions³⁰ our teams may have been experiencing when processes were not in place.

Building and committing to systems and processes...



Mastering Systems and Processes for Sustainable Growth



C12 member: Brittany Zeller, Founder and Director

After launching Tiny Feet, Brittany Zeller quickly realized that if she wanted to truly love and serve the developmentally delayed children in her community, she would need robust systems and processes to support the company’s growth. Brittany embarked on a journey to systemize the training process for key roles in the company, enabling Tiny Feet to experience rapid growth and increase its capacity to serve more families.³¹

Company: Tiny Feet Early Intervention

Employees: 44

Industry: Childhood Special Education

Year Established: 2017

Headquartered: Mauldin, SC

Years in C12: 3

²⁶ Paton and González, *Process!*, 122-123.

²⁷ Mike Paton, “The 4-Step Mechanism Your Business Needs to Scale,” EOS Worldwide, accessed May 18, 2023, <https://bit.ly/3OezOwB>.

²⁸ See the C12 business segment “Leading Change Effectively” (November 2019).

²⁹ See Appendix A, “The Four Disciplines of Execution,” from the C12 business segment “Operationalizing Key Objectives” (October 2020).

³⁰ Patrick Lencioni, *The Five Dysfunctions of a Team: A Leadership Fable* (San Francisco: Jossey-Bass, 2002).

³¹ Watch Brittany Zeller’s full CURRENT’23 talk, “Scaling Your Business for a Greater Purpose,” with CURRENT’23 On-Demand, available at <https://bit.ly/3NpuxXb>.

Unleashing Potential

Systems and processes foster accountability, profitability, and scalability. They allow our businesses to be systems-dependent, not people-dependent, working *for* us rather than *because of* us. Healthy scaling, through system and process implementation, frees us up for higher-level work that only we can do.

With mature systems and processes in place, our businesses gain nearly unlimited scaling potential because we have built margin, created space for innovation, and maximized our Business as a Ministry (BaaM) potential.

DO > talk



Priorities are what we do. Everything else is just *talk*.

Record your To-Dos at the bottom of page 2 and in the C12 app.

A 5PAM Systems and Processes Assessment



Using the tables below, identify the key functions in your business and assess whether there is an associated process in place. Then, on a scale of 1 to 5, rank the Level of Effort required to implement or improve the process (1 = maximum effort and 5 = minimum effort) and the Business Impact (1= minimal impact and 5 = maximum impact) to determine its relative priority.

Revenue Generation					
	Key Function	Defined Process in Place?	To Implement or Improve This Process:		
			Level of Effort (Rank 1-5)	Business Impact (Rank 1-5)	Priority (Sum)
1		Yes/No			
2		Yes/No			
3		Yes/No			
Our team's most critical next step:					
The person responsible for developing the new system:					

Operations Management					
	Key Function	Defined Process in Place?	To Implement or Improve This Process:		
			Level of Effort (Rank 1-5)	Business Impact (Rank 1-5)	Priority (Sum)
1		Yes/No			
2		Yes/No			
3		Yes/No			
Our team's most critical next step:					
The person responsible for developing the new system:					

Organizational Development					
	Key Function	Defined Process in Place?	To Implement or Improve This Process:		
			Level of Effort (Rank 1-5)	Business Impact (Rank 1-5)	Priority (Sum)
1		Yes/No			
2		Yes/No			
3		Yes/No			
Our team's most critical next step:					
The person responsible for developing the new system:					

Financial Management					
	Key Function	Defined Process in Place?	To Implement or Improve This Process:		
			Level of Effort (Rank 1-5)	Business Impact (Rank 1-5)	Priority (Sum)
1		Yes/No			
2		Yes/No			
3		Yes/No			
Our team's most critical next step:					
The person responsible for developing the new system:					

Ministry					
	Key Function	Defined Process in Place?	To Implement or Improve This Process:		
			Level of Effort (Rank 1-5)	Business Impact (Rank 1-5)	Priority (Sum)
1		Yes/No			
2		Yes/No			
3		Yes/No			
Our team's most critical next step:					
The person responsible for developing the new system:					

To accurately rank and assess each process, we recommend considering the following questions:

Level of Effort

1. Systems: What additional systems are required to address each process effectively?
2. Resources: Which tools, technologies, or human resources are needed to implement improvements for each process?
3. Time Required: How much time is needed to address each process?
4. Energy Required: What level of energy and effort is needed to address each process?
5. Team Skill Set: What expertise, knowledge, and training are necessary to implement and manage improvements effectively for each process?
6. Interdependencies: What potential cascading effects should be considered when evaluating the interdependencies between processes and prioritizing accordingly?

Business Impact

1. Deficits: What are the shortcomings or challenges of your current process? How does the absence of a better system impact your business?
2. Benefits: What are the advantages of having a better process in place for each area?
3. Potential Revenue: How much would improvements positively impact revenue generation or prevent potential revenue loss?
4. Opportunity Cost: What potential negative impacts on efficiency, customer satisfaction, and overall business performance should be considered when assessing the opportunity cost of not addressing each process?
5. Competitive Advantage: How does improving this process contribute to gaining a competitive advantage in the market?
6. Scalability: How will enhancing this process contribute to our ability to scale sustainably?

Based on the rankings of Business Impact and Level of Effort, prioritize your processes accordingly. Processes with **high impact and low effort** may be **relatively easy decisions** to move forward with, while those with **high effort and low impact** should be **considered for removal** from your list. For processes falling in between, further discussion and evaluation are recommended to determine the appropriate course of action.

Ministry: Retreating to Advance

Silence, Solitude, and Extended Time with God

Imagine a serene environment where you can escape from your daily work routine and sit in silence, thinking, resting, and being with God. Where do you imagine yourself? Perhaps at a cabin in the woods, next to a body of water, or just in a dark, cozy room?

If you had to put that day on your calendar right now for some time in the next 90 days, how would scheduling that time away make you feel?

- Guilty for leaving your business and family?
- Anxious to be alone with God for that long?
- Excited to unplug and spend time with God?
- Frustrated that you would be wasting your time?
- Unconvinced that you could even find the time?

The stress, pace, and weight of leadership are taxing on the human soul. God created us with limitations that require regular periods of retreat in order to flourish.¹ Retreat is a soul restoration system. It is in retreat—the extended practice of silence and solitude—that we tap most deeply into His rivers of living water.²

Defining Retreat

*“The apostles returned to Jesus and told him all that they had done and taught. And he said to them, ‘**Come away** by yourselves to a desolate place and rest a while.’”*

Mark 6:30-31 [emphasis added]

Jesus understood that seasons of strenuous work require rhythms of retreat. He would withdraw to desolate places³ in times of distress and before making big decisions.⁴ If we want to experience the abundant life promised through Jesus,⁵ we would be wise to adopt His practice of retreat.

Every month, C12 members are asked to rate themselves on Retreat using the Life & Leadership Balance Wheel. Based on our understanding of God’s design, we believe this practice to be essential for effective leadership.

Members often struggle to understand the distinctions between rest, retreat, recreation, and biblical community. It is not uncommon for a member to rate Retreat at a 9 or 10 and to explain their rating by saying:

- “I just went on a great family vacation, and I’m feeling refreshed.” (Marriage & Family) **or**
- “I spent Saturday afternoon in the hammock, and it was just what I needed.” (Rest) **or**
- “I had a great day at the golf tournament and was able to get my head out of the business.” (Recreation) **or**
- “I was able to get away on a men’s weekend with a great group of guys from my church.” (Biblical Community)

¹ Mark 6:30-31.

² John 7:37-39.

³ Luke 5:16.

⁴ Matt. 14:23; Mark 1:35, 2:13, 3:7, 6:31-32; Luke 5:16, 6:12-13.

⁵ Matt. 28:16-20; John 10:10.

While rest, recreation, and fellowship are important, these activities are actually not expressions of retreat as we define it at C12. More than simply catching up on sleep or spending quality time with loved ones, retreat is about spending an extended time away from our normal daily activities to connect with God.⁶

Retreat (n.)

A period of time used to pray and study quietly, or to think carefully, away from normal activities and duties.⁷

Periodically, we need to step away from “leading the battle” in order to gain perspective, tend to our wounds, and re-strategize.⁸ When we retreat, we put aside the stress of daily life. We slow down. We clear our minds. We engage in the spiritual practices of solitude, silence, prayer, meditation, and listening.⁹



What is your rating for Retreat this past month? What concrete thing(s) did you do to justify that rating?

Based on the definition of *retreat* above, do you think your rating was too high or too low? What should it have been?

The Challenge of Busyness



Corrie ten Boom once said that if the devil can't make you sin, he'll make you busy. [...] Both sin and busyness have the exact same effect—they cut off your connection to God, to other people, and even to your own soul.

—John Mark Comer, *The Ruthless Elimination of Hurry*

⁶ Adele Ahlberg Calhoun, *Spiritual Disciplines Handbook: Practices That Transform Us* (Downers Grove, IL: InterVarsity Press, 2015), 77.

⁷ *Cambridge Dictionary*, s.v. “retreat.”

⁸ Ruth Haley Barton, *Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry* (Downers Grove, IL: InterVarsity Press, 2008), 123. See also the C12 ministry segment “Reflection and Resolve” (December 2022).

⁹ See C12 video “Alone & No Agenda” (June 20116), <https://bit.ly/3C2d5kJ>.

Philosopher Dallas Willard said that an overbusy, digitally distracted life was the greatest threat to our spiritual life in the modern world.¹⁰ Michael Zigarelli's "Obstacles to Growth Survey" of over 20,000 Christians confirmed this point, identifying "busyness, hurry and overload" as significant modern distractions from spiritual life.¹¹



A regular practice of spiritual retreat effectively breaks the cycle of busyness. In retreat, God exposes the lie that busyness equals worth. Instead of relying on our own sufficiency, we turn to the One who is all-sufficient. We ask Him for discernment.¹² We retreat to advance.

Both high and low seasons in life and business can trigger our addiction to busyness. At C12, we have noticed a correlation between members' Revenue Generation scores and their Retreat ratings. For those who rated themselves either *behind or ahead* of target in Revenue Generation, Retreat was the lowest-rated area on their Balance Wheels 50% of the time, with an average rating of 6.26.



How do high and low seasons in life and business affect your inclination to take extended time alone with God?

How do you find time to retreat when managing a full plate?

Establishing a Retreat Rhythm



The devil has made it his business to monopolize on three elements: noise, hurry, crowds. He will not allow quietness.

—Jim Elliot in a letter to his family

¹⁰ John Ortberg, *Soul Keeping: Caring for the Most Important Part of You* (Grand Rapids, MI: Zondervan, 2014).






¹¹ Michael Zigarelli, "Distracted from God: A Five-Year, Worldwide Study," Christianity 9 to 5, accessed May 18, 2023, <https://bit.ly/457aTG5>.

¹² See C12's 5-Point Discernment Tool (C12 App > Member Resources > Tools) and the C12 ministry segment "Knowing God's Will: Applying the 5 Points" (August 2016).

Most of us do not need a lengthy sabbatical to restore health to our souls. A common formula for establishing a restorative rhythm for retreat is to:

- Restore daily (quiet time)
- Rest weekly (Sabbath)
- Retreat regularly, e.g., quarterly or yearly (silence and solitude)¹³

The frequency and duration of retreat will look different depending on the person and their circumstances. In order to really get away, it is ideal for a retreat to last eight hours or more. But if all we can do is slip away for three to four hours, that is a strong start. The key is to find a retreat strategy that works for us.

	Leader 1 Adds two days of solitude at the front end or back end of an annual family vacation
	Leader 2 Takes a silent retreat day twice a year at a local monastery or retreat center
	Leader 3 Spends half a day quarterly hiking alone on a local trail to spend time with God in nature
	Leader 4 Builds a “no distractions” day once per month in the office with the door closed to read, pray, and connect with God
	Leader 5 Attends a “Journey of Generosity” or an “Abiding in the Vine” retreat as part of their annual retreat rhythm ¹⁴

Start Small

James Clear, the author of *Atomic Habits*, suggests that the key to developing a new habit is to begin with something easy and gradually improve.¹⁵ Start with a retreat so small that you cannot justify canceling it. Try taking half a day on a Friday afternoon. Build upon that experience over time to a full-day or a multi-day retreat.¹⁶



Challenge one another to schedule a retreat in the next 90 days—putting it on the calendar, telling those who need to know, and helping each other protect it.



During your CEO/key player sync meeting, discuss how CEOs could coordinate plans with key players so they can truly disconnect from the organization. One of the benefits of the CEO taking time to retreat is that key players are afforded new opportunities to step up.

¹³ See the C12 ministry segment “Restored by Rest & Retreat” (July 2019).

¹⁴ Several C12 strategic alliances offer facilitated retreat experiences to help leaders connect deeply with God. Generous Giving convenes hundreds of “Journey of Generosity (JOG)” retreats across the country, and All for Jesus Living Waters Ministry does the same with “Abiding in the Vine” retreats. Visit Generous Giving at <https://bit.ly/3N7e08N> and All for Jesus Living Waters Ministry at <https://bit.ly/3IYcEfa> for more information.

¹⁵ James Clear, “How to Build a New Habit: This is Your Strategy Guide,” accessed May 18, 2023, <https://bit.ly/42Zah41>. See also the C12 ministry segment, “Healthy Habits, Holy Lives” (May 2023).

¹⁶ Clear, “How to Build a New Habit.”

Preparing for a Spiritual Retreat

An optimal retreat experience requires intentional preparation:

1. **Set Aside Time:** Schedule a block of time away from distractions and obligations.
2. **Research a Location:** Find a spot where you can be alone and uninterrupted. If possible, go away to a cabin, beach house, park, or retreat center.¹⁷ Take into account factors such as the proximity to nature and the availability of quiet spaces for reflection.
3. **Pack Essentials:** Include appropriate clothing, journals, and any spiritual texts you may want to reference.
4. **Prepare to Disconnect:** Inform your family and coworkers that you will be unreachable, and make arrangements for how others can contact you in an emergency.
5. **Keep an Open Mind:** Be open-minded and receptive to the Holy Spirit and the work He wants to do in you on your retreat.

For more tips on planning a retreat, download C12's Retreat Guide.¹⁸

Spiritual Practices

The following diagram lists common spiritual practices we can engage in during our times of retreat:



An effective time of retreat will incorporate some (not all) of these practices. We can start with practices that are familiar to us, such as reading the Bible, praying, and journaling, and add other practices as we grow in our retreat discipline. Remember, the most important thing about retreat is slowing down long enough to spend unhurried time with God.¹⁹



See **Appendix B** to read about the spiritual practices we can incorporate into a retreat (page 23).

¹⁷ Ask your Chair about retreat centers near you.

¹⁸ C12's Retreat Guide is available for download in the C12 App (C12 App > Member Resources > General > Documents > C12 Retreat Guide).

¹⁹ John Mark Comer, "How to Un-hurry" e-book, <https://bit.ly/45DQ4SY>.

Spiritual Practices to Incorporate on Retreat B

Spiritual practices¹ are beneficial on their own, but they are even more powerful when used in conjunction with one another. Retreats are a unique occasion where we can connect with God in multiple ways and receive from Him what only He can give.

Discipline	Desire
Unplug	To be fully present and uninterrupted in our interactions with God and others
Slow	To curb our addiction to busyness, hurry, and workaholism; to learn to savor God in the present moment
Rest	To honor God and our human limitations through restful rhythms
Fast	To let go of an appetite in order to seek God on matters of deep concern for others, ourselves, and the world
Read	To know what the Bible says and how it intersects with our lives
Pray (Intercessory, Listening, Recollection)	To quiet the inner and outer noise so we can open our hearts and listen for God's voice To rest in God, allowing Him to calm and heal our fragmented and distracted selves
Meditate/Contemplate	To deeply gaze on God through the written word and created order To wake up to the presence of God in all things
Examen/Confess	To surrender our weaknesses and faults to the forgiving love of Christ To intentionally desire and embrace practices that lead to transformation
Journal	To be alert to our lives through writing and reflecting on God's presence and activity in, around, and through us

¹ Adele Ahlberg Calhoun, *Spiritual Disciplines Handbook: Practices That Transform Us* (Downers Grove, IL: InterVarsity Press, 2015).

Additional Resources

Devotion: A Spiritual Process for Holiness

Scriptures:

Deut. 16:1-17; Luke 5:16; John 1:38, 16:24; 1 Cor. 9:24-27; Phil. 2:12

Books:

Celebration of Discipline, Special Anniversary Edition: The Path to Spiritual Growth, by Richard J. Foster

Business: Scaling for Success

Scriptures:

Deut. 6:1-25; Eccles. 10:10; 1 Cor. 12:12-30, 14:33, 40; 2 Tim. 2:2

Books:

The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It, by Michael E. Gerber

The Five Dysfunctions of a Team: A Leadership Fable, by Patrick Lencioni

Predictable Success: Getting Your Organization on the Growth Track—and Keeping It There, by Les McKeown

Clockwork: Design Your Business to Run Itself, by Mike Michalowicz

Process!: How Discipline and Consistency Will Set You and Your Business Free, by Mike Paton and Lisa González

Videos:

“Mastering Systems and Processes for Sustainable Growth” – Brittany Zeller (C12 YouTube)

Previous C12 Segments:

Identifying Choke Points and Maximizing Throughput – April 2022, Business

Excellence Achieved through Consistency – April 2021, Business

Eliminating Mediocrity – April 2021, Ministry

Operationalizing Key Objectives – October 2020, Business

Leading Change Effectively – November 2019, Business

Application of Lean Principles – August 2017, Business

Are You the Bottleneck? – June 2016, Business

There Is a Way: Releasing Responsibility – December 2013, Business

(Resources continue on the next page.)

Ministry: Retreating to Advance

Scriptures:

Exod. 3:4; Matt. 11:28–30, 14:23, 28:16–20; Mark 1:35, 2:13, 3:7, 6:30–32; Luke 5:16, 6:12–13, 6:30–31; John 7:37–39, 10:10.

Books:

Strengthening the Soul of Your Leadership: Seeking God in the Crucible of Ministry, by Ruth Haley Barton

Sacred Rhythms, by Ruth Haley Barton

Invitation to Retreat: The Gift and Necessity of Time Away with God, by Ruth Haley Barton

Invitation to Solitude and Silence: Experiencing God's Transforming Presence, by Ruth Haley Barton

Spiritual Disciplines Handbook: Practices That Transform Us, by Adele Ahlberg Calhoun

The Ruthless Elimination of Hurry: How to Stay Emotionally Healthy and Spiritually Alive in the Chaos of the Modern World, by John Mark Comer

Celebration of Discipline, Special Anniversary Edition: The Path to Spiritual Growth, by Richard J. Foster

Into the Silent Land: A Guide to the Christian Practice of Contemplation, by Martin Laird

Take the Day Off: Receiving God's Gift of Rest, by Robert Morris

At Your Best: How to Get Time, Energy, and Priorities Working in Your Favor, by Carey Nieuwhof

Soul Keeping: Caring for the Most Important Part of You, by John Ortberg

Redeeming Your Time: 7 Biblical Principles for Being Purposeful, Present, and Wildly Productive, by Jordan Raynor

Emotionally Healthy Spirituality: It's Impossible to Be Spiritually Mature, While Remaining Emotionally Immature, by Peter Scazzero

How to Lead in a World of Distraction: Four Simple Habits for Turning Down the Noise, by Clay Scroggins

Margin: Restoring Emotional, Physical, Financial, and Time Reserves to Overloaded Lives, by Richard A. Swenson, MD

Spiritual Disciplines for the Christian Life, by Donald S. Whitney

Previous C12 Segments:

Healthy Habits, Holy Lives – May 2023, Ministry

Reflection and Resolve – December 2022, Ministry

Restored by Rest and Retreat – July 2019, Ministry

Knowing God's Will: Applying the 5 Points – August 2016, Ministry

Monthly Thematic Resources

C12 Content:

C12 Retreat Guide (C12 App > Member Resources > General > Documents > C12 Retreat Guide)

Readitfor.me Summaries (C12app.com/curriculum):

Relevant book summaries are curated monthly and available in the C12 App, including:

The E-Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It, by Michael E. Gerber

Mastering the Rockefeller Habits: What You Must Do to Increase the Value of Your Growing Firm, by Verne Harnish

Traction: Get a Grip on Your Business, by Gino Wickman

RightNow Media @ Work (app.rightnowmedia.org):

Relevant videos and materials are curated monthly and available on RightNow Media @ Work, including:

“The Work Dilemma” – video series by Caleb Applegate

“The Ruthless Elimination of Hurry” – video series by John Mark Comer

“Be Still” – video series by Brian Heasley