

The Five Gears

The Reverend Dr. John P. Chandler

www.spencenetwork.org



Source credit: Mike Breen,
3DM, and Steve Cockram,
GiANT worldwide



Career-Driven Man Beginning To Worry Entire Identity No Longer Tied To Job

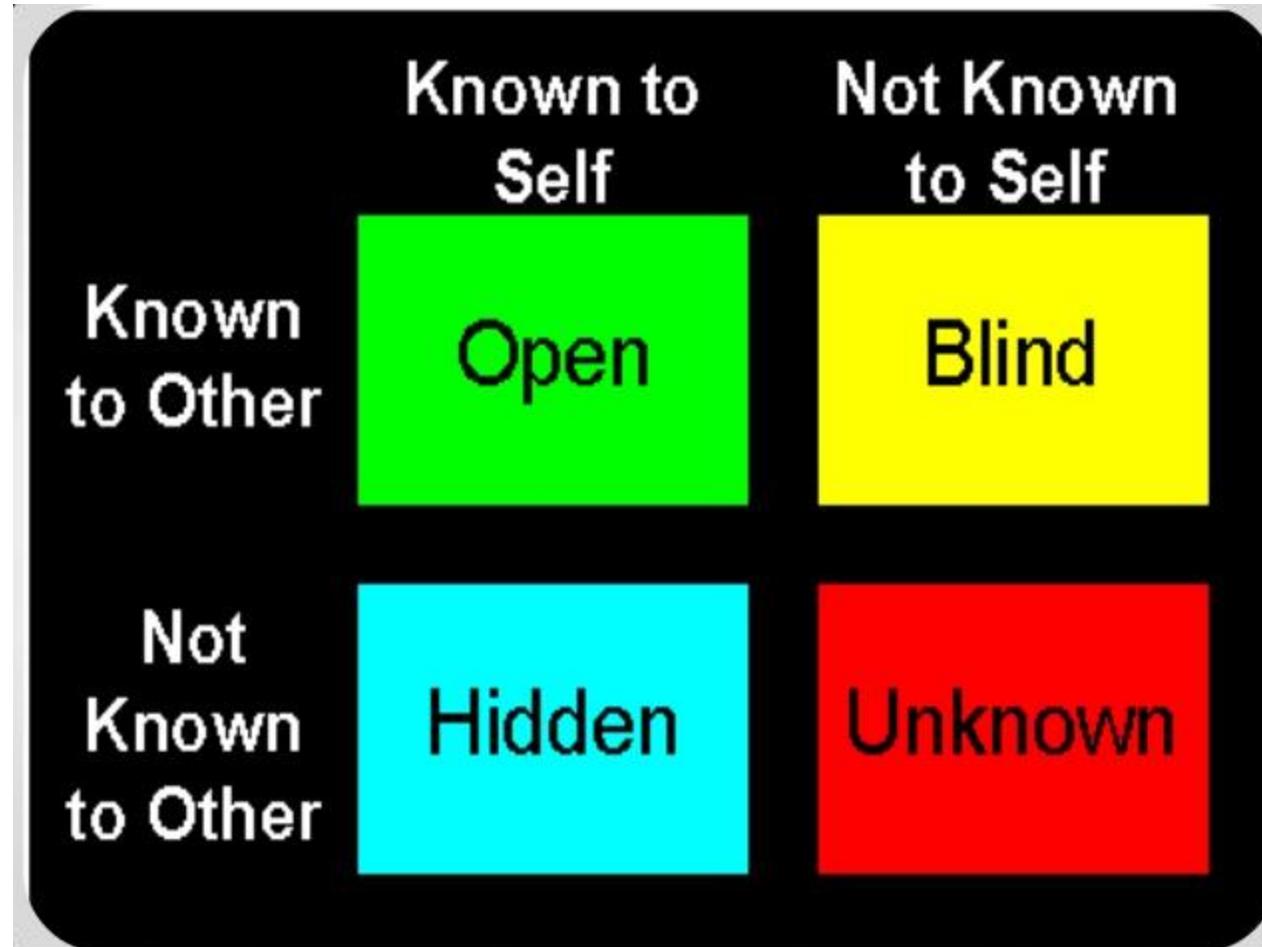
NEW YORK—In an alarming shift of mindset that is said to have occurred so gradually that he failed to notice it at first, Westport Data Systems senior manager and career-driven man Matthew Bowers expressed concern Friday that his identity was no longer exclusively tied to his job. “I always saw myself as a high-performance individual who was focused solely on working my way up to VP, but lately I’ve been worried that I may be developing aspects of my personality that have nothing to do with climbing the corporate ladder,” said Bowers, 42, noting that he has recently observed in himself an “unhealthy” level of preoccupation with personal interests, activities, and relationships that can in no way give him a leg up professionally. “Just the other day, I was telling my boss about my son’s soccer game—at work, mind you—and he responded by calling me ‘a real family man.’ My boss called me that. It was a huge wake-up call.” At press time, Bowers confirmed his intention to get back to his roots by leaving work no earlier than 9 p.m. tonight and missing his daughter’s piano recital. 

5 CIRCLES OF INFLUENCE

TO KNOW YOURSELF IS TO LEAD
YOURSELF – AND INFLUENCE OTHERS



Johari Window



public

Known to Other

Open

Not Known to Self

Blind

secret

Not Known to Other

Hidden

Unknown

This is the area in which we can grow as leaders with the help of others.

mystery

This is the area in which we can grow as by doing 1st gear work.

Eisenhower-Covey Matrix

	URGENT	Not urgent
IMPORTANT	Urgent and important	Important but not urgent
Not important	Urgent but not important	Not urgent and not important

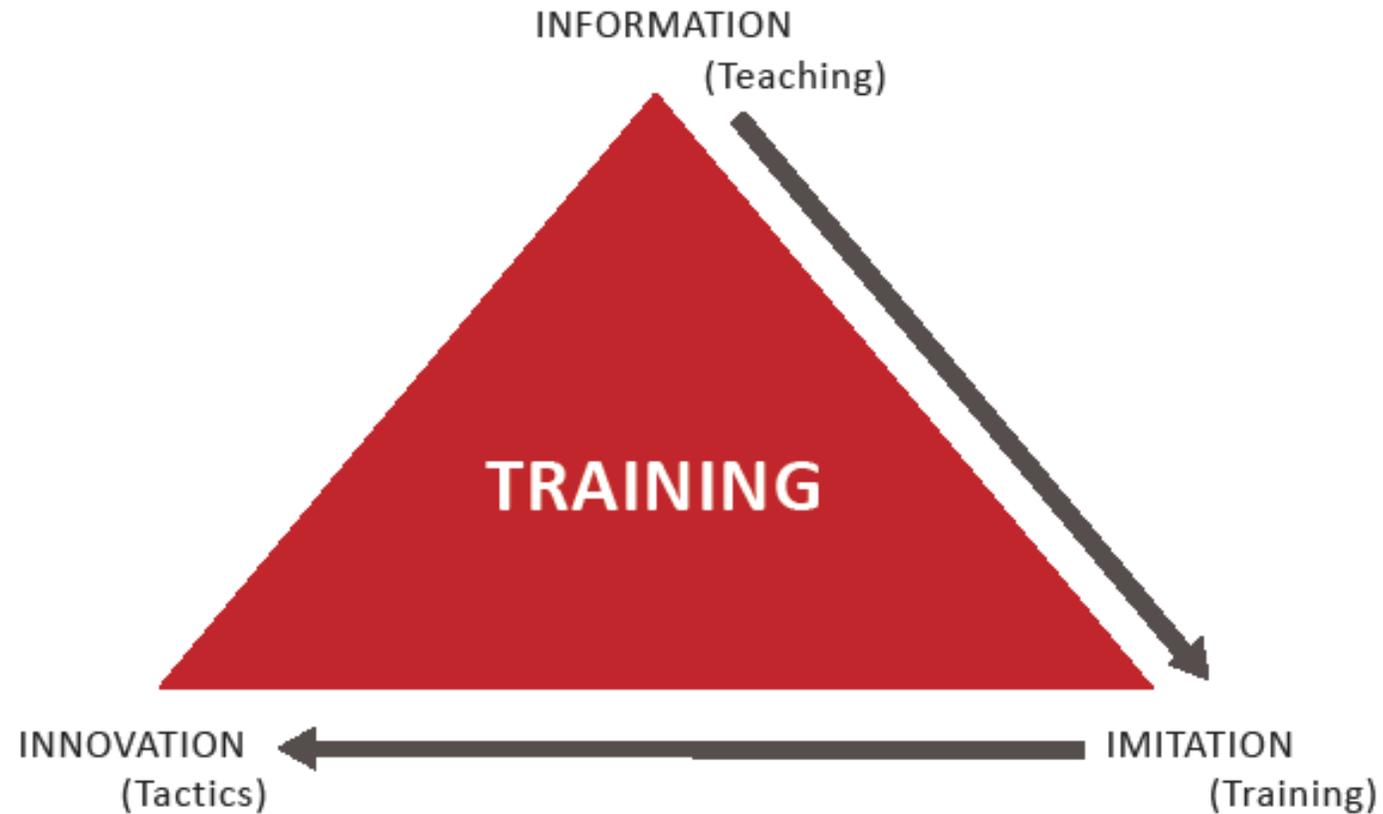


How do I order my life so as to live mostly in Q2?



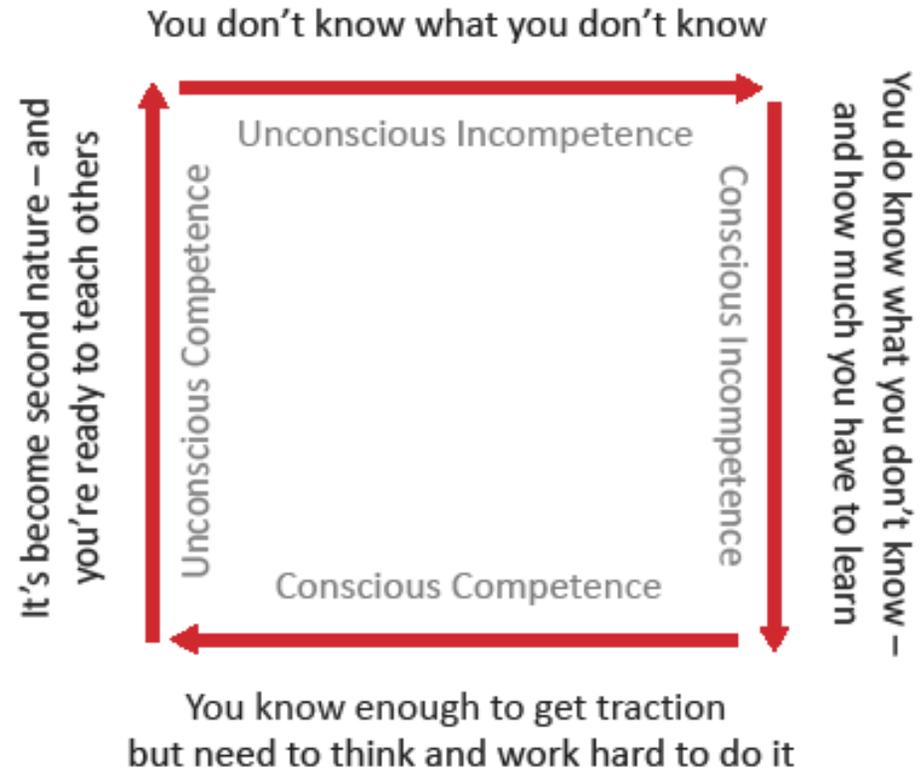
TRAINING TRIANGLE

People will follow what they see you doing.



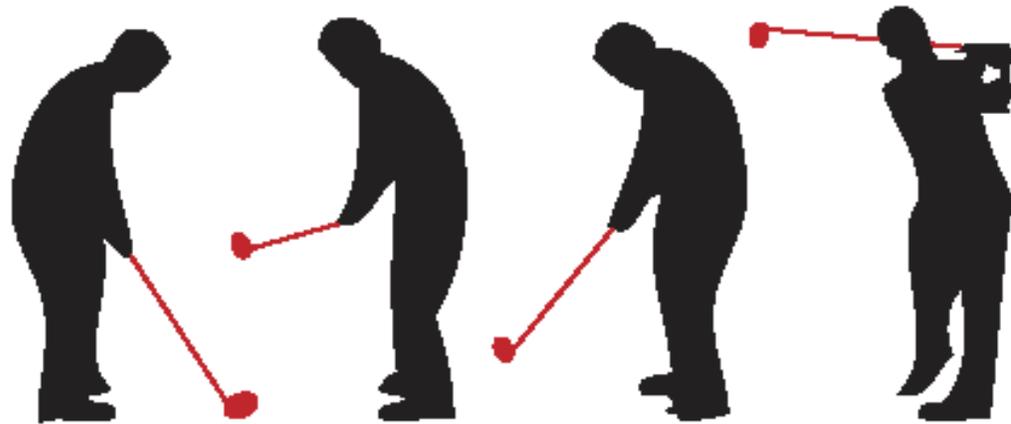
Am I leading a life that anyone else would want?

APPRENTICESHIP SQUARE

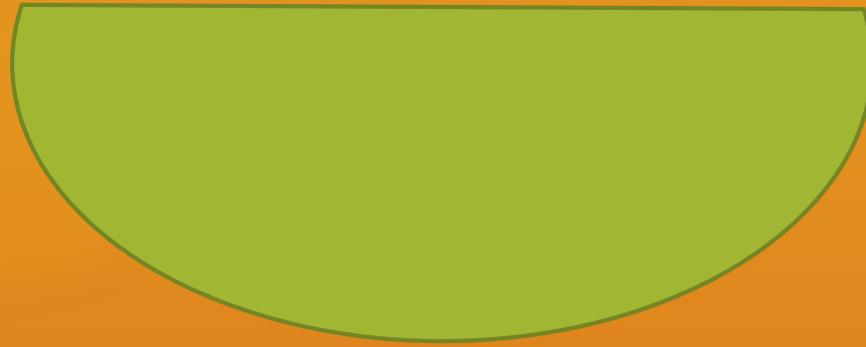


Source credit: Abraham Maslow, Mike Breen/3DM

TEMPO, BALANCE AND FOCUS



- 1 TEMPO - Is it smooth, rhythmic and repeatable?
- 2 BALANCE - Are your key relationships in sync?
- 3 FOCUS - Are you keeping the main thing the main thing?



Semi-Circle: the ultimate form of self-leadership and the prime context for others to imitate

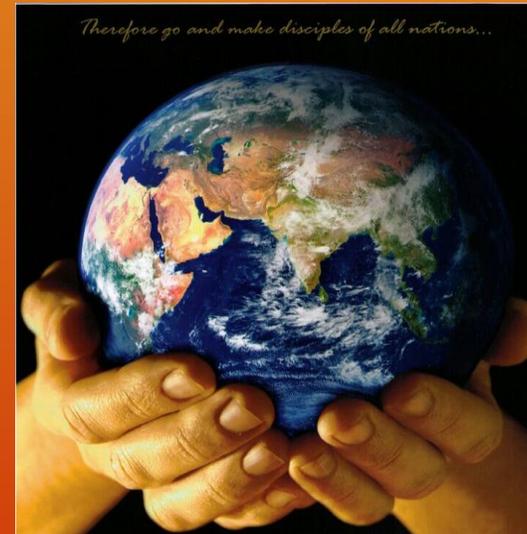
“Covenant” relationship and “Kingdom” responsibility

The Double Helix of Scripture

Covenant



Kingdom



Covenant

- **Relationship**
- **Abiding**
- **Invitation**
- **Rest**
- **Pruning**
- **Identity**
- **“Come unto me”**

Kingdom

- **Responsibility**
- **Bearing fruit**
- **Challenge**
- **Work**
- **Growing**
- **Mission**
- **“Go therefore”**



"If you will abide in me, you will bear much fruit. Apart from me, you can do nothing." – John 15:5

- Cutting → Fruit



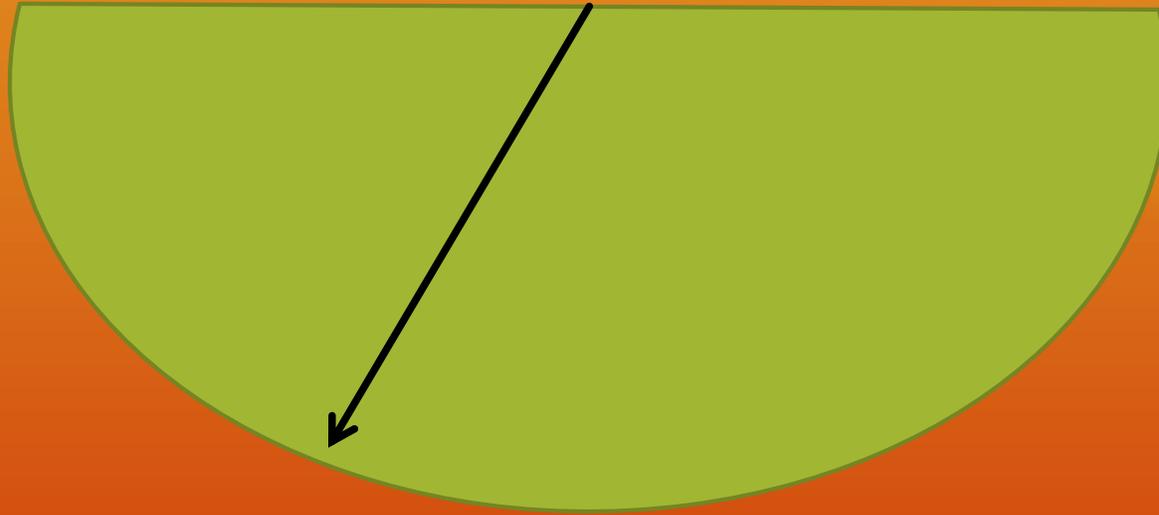
Pruning

- Cutting → Growing
- Gets rid of “suckers”
- Reduces competition → light, air, nutrients into “leaders”
- Works on small, disfigured, and especially on overgrown plants

Semi-Circle

Covenant
Relationship

Kingdom
Responsibility



Your "rhythm of life"

What's your "rhythm of life?"

- Discipleship = the tick-tock of life with Jesus
- Am I "resting from work," or "working from rest?"
- Do I lean toward "*invitation to relationship*" with Jesus or "*challenge to responsibility*?"

Taking stock of my current “rhythm of life”

- **Write down:** What’s my “%” now?
 - 20% abiding, 80% bearing fruit?
 - 60% relationship, 40% responsibility?
- **Write down:** to what % is God calling me next?

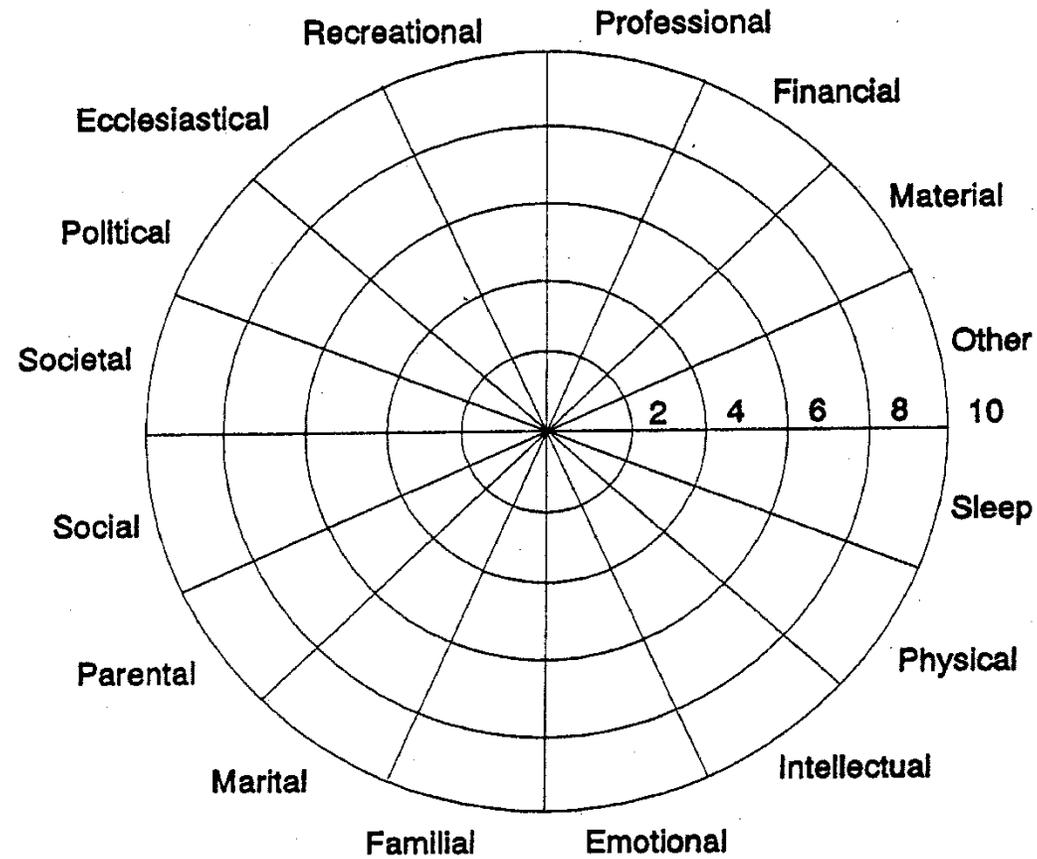
Write down, reflect, discuss:

To calibrate to the next %, the first adjustment for me is ...

- **Daily**
 - Am I winning “the first battle of the day?”
- **Weekly**
 - Am I keeping Sabbath?
- **Seasonal**
 - What has to be pruned from my life in order for me to be regularly in the presence of God?

“Divert daily ... withdraw weekly ... abandon annually”

Figure 7
Balancing Your Life
TIME SPENT WHEEL DIAGRAM



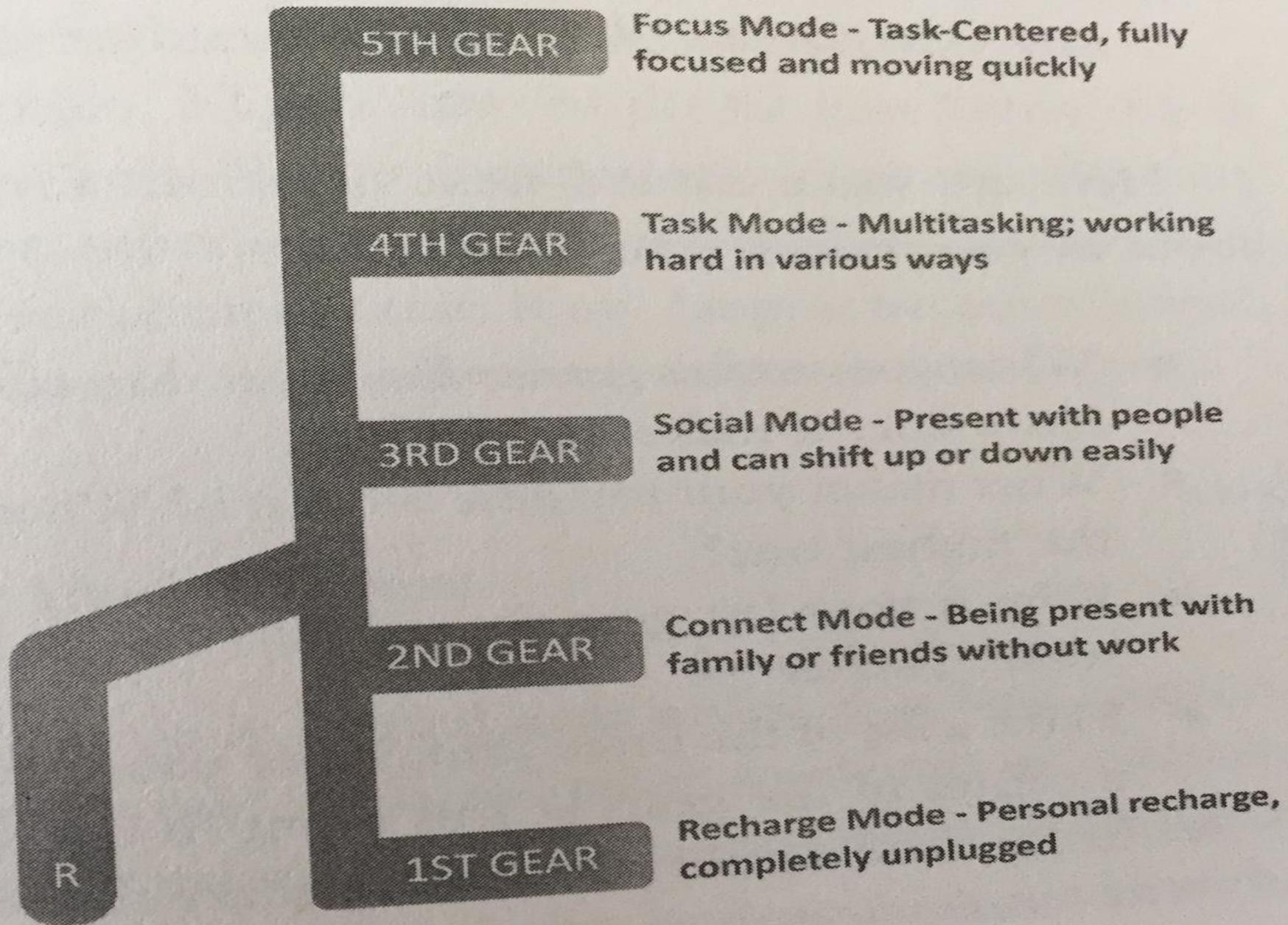
Valuable: But the way of Jesus is not about balance; it is about *rhythm*!

The Five Gears



- **5th gear: Focus mode: *In the zone***
- **4th gear: Task mode: *Multitasking in a task-oriented world***
- **3rd gear: Social mode: *why being social matters***
- **2nd gear: Connect mode: *Connecting deeply***
- **1st gear: Recharge mode: *Learning to recharge***
- **Reverse: Responsive mode: *Being responsive in a resistant world***

5 GEARS



Responsive Mode
Backing up or
apologizing when
necessary

R

5th Gear: Focus/Flow Mode

“In the zone”



- Strategic, creative, visioning, planning
- A healthy 5th gear creates the highest speed for a sustained time
- Often scheduled, usually needs firewalls to protect
 - Closed doors, auto-responders, shared language

4th Gear: Task Mode

“Multitasking in a task-oriented world”



- Without intervention, we default to this 85% of the time
 - Our culture is addicted to 4th gear
- The most common impediment to all of the other gears
 - The path to a better 4th gear is better use of the other gears
- Difficult to do well *first*, without (athletic) warm up
 - We're not as good as it as we think: continuous partial attention”
- Staying too long leaves us tired and wired, eventual crash

3rd Gear: Social mode

“Why being social matters”



- Doing the weather, sports, and family
 - Learning to be curious about people outside of the official setting
- At work, shifting to 3rd gear helps your 4th and 5th gears
 - People are figuring out whether you care for them as people
 - Avoiding the reputation of being unapproachable, or a tyrant
 - For heaven's sake, never eat lunch alone!
- The art of putting your phone away at the table
- A gateway to 2nd gear friendships, but not the same thing
 - Don't confuse being a Facebook friend with being a real friend

2nd Gear: Connect mode

“Connecting deeply”



- Investing in “relational capital”
- Learning to be fully present, move toward true friendship
- “Closing windows” and SOLER listening
- The art of finishing 4th gear in the car, and putting your phone out of reach when you are heading into 2nd gear territory
- This is the realm of apprenticing and influencing others

1st Gear: Recharge mode

“Learning to recharge”



- Learning to do the things that give us life
 - **Daily, weekly, seasonally**
- Can include things like sleep, reading, exercise, hobby
- Learning to work out of your rest rather than rest from your work
 - Daily, weekly, seasonally
- Often precluded by unthinkingly defaulting to 4th gear

Reverse: Responsive mode

*“Being responsive
in a resistant world”*



- When we need to back up and apologize
- Do you know the difference between a real/fake apology?
 - The two ditches: over- and under-apologizing
- We increase our influence when we use reverse gear and overcome our instinct for self-preservation
 - Often this is the occasion for true internal character growth, as well as significant relationship advances

Skills in the Five Gears



- **Ranking your default “gear order”**
 - **JPC: 1-4-2-5-R-3**
- **Reflect, rank, share your gear order**
 - **Adjustments you’d like to make next: _____**

Skills in the Five Gears



- **Mastering your gears: right gear for the right setting**
- **Understanding where you go when you're stressed**
- **Creating common language as shorthand at work, home**
- **Shifting well, learning to transition (going to/from work)**
- **Making a U-turn and driving in a new way (gear order)**

Questions raised by the Five Gears



In my soul:

- What are my *demonstrated* priorities – sports, \$, faith, health, family?
 - How would others rank the 5 capitals of my life?
- Is there a character issue in my life causing me to disconnect?
- Is there a relationship that needs to be made right?
- In what ways is my life the one I want others to imitate?

Questions raised by the Five Gears



In my work:

- When do I tend to run over people?
- Is there a relationship that needs to be made right?
- Where has my influence declined?
- What am I afraid of losing?
- Do people want to follow me, or have to follow me?
- When do I start and stop working?
- In what ways is my life the one I want others to imitate?

Questions raised by the Five Gears



In my home:

- Am I running over anyone in my family?
- Is there a character issue in my life causing me to disconnect?
- What's the reality of my marriage/parenting/key relationships and when do I plan to address my blind spots with my family/friends?
- When do I start and stop working?
- When I am at home, am I fully at home?

QUESTION : REDUCING MY BLIND SPOTS ABOUT MY RHYTHM

What's it like to be on the other side of me?

Self-awareness is a foundational component of leadership. Liberating leaders understand that you have to know yourself to lead yourself, and you have to lead yourself before you lead others.

This question provides a great mirror for yourself, and its real power is displayed when you ask other people for feedback, both good and bad.

Use the spaces below to list people who you are going to ask.

Family	Work	Friends

“ *Know yourself to lead yourself.* ”

RESET BUTTON

WHEN DO YOU NEED TO HIT “RESET”?

Everyone gets out of tempo at some point along the day, week, month or year. It's important for you to have a “reset” button for these times so you can get back on track with your tempo.

Think about when you typically find yourself out of sync. Does it happen Thursday afternoon as the weekend approaches? Does it happen towards the middle of the quarter? Does it happen as summer and warm weather approaches?

Plan ahead and strategically place calendar reminders that prompt you to hit “reset” so you can continue on the path of leading with a healthy tempo.

When do you typically get out of tempo?

DAY	WEEK	MONTH	YEAR

MONTHLY TEMPO

A CONSISTENT MONTHLY ROUTINE YIELDS BIG RESULTS

You've looked at your yearly routine and attempted to bring a new level of intentionality and purpose to it. Now it's time to zoom in a little bit.

What monthly activities or goals can you set for your five circles of influence?

Circles	Examples	Activities or Goals	WHEN?
Self	Personal retreat		
Family	Weekend Trip		
Team	Celebration Dinner		
Organization	Awards & Recognition		
Community	Volunteer		

WEEKLY TEMPO: PURGE

REMOVING ITEMS FROM YOUR WEEK

In the busyness of work, family and life's unexpected events, bad habits can quickly form and take hold in our lives without us realizing it. From the perspective of leadership tempo, this can be detrimental and actually undermine our influence. Is there anything in your weekly routine that you need to *stop* doing?

List 3 - 5 items you need to **remove** from your weekly tempo:

- 1.
- 2.
- 3.
- 4.
- 5.

WEEKLY TEMPO

ADDING ROUTINE TO YOUR WEEK

When it comes to routine, the majority of people think in terms of “daily” routines or even just “morning” routines. Effective leadership requires intentionality, even at the weekly level. This can include date nights with your spouse, family fun night, personal reflection time, planning for the next week, and more.

List 3 - 5 activities or goals you would like to **add to your weekly tempo:**

- 1.
- 2.
- 3.
- 4.
- 5.

WEEKLY TEMPO: PROTECT YOUR TIME

SCHEDULE THINGS THAT ARE MOST IMPORTANT

Now that you've thought through some items you want to add to your weekly routine, you have to schedule times to make it happen. There's an old saying that holds true here: "You schedule the things that are most important to you". Determine a specific day and time for each of your items, and add it to your calendar. Guard these times as if they are the most important meetings you have.

Use the following to arrange your weekly tempo:

Day	Time	Activity
Sunday		
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		

QUESTION FOR HOMEWORK

Am I in ~~balance~~ rhythm?

Work. Spouse. Kids. Friends. Health. ~~Balancing everything~~ can be very hard to achieve and even harder to maintain. ~~Balance~~ forces leaders to merge their own priorities with the needs of others. You have to put others before yourself to achieve it.

We all know what the important things in life are, but sometimes we wait too long to attend to them and end up with damaged relationships and careers.

List the top 5 priorities in your life and identify what ~~ideal balance~~ looks like in them. In reality, are you achieving ~~balance~~? Rate yourself 1 - 10. What needs to change?

Priorities:

Rating

1

2

3

4

5

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