

## THE FIVE VOICES OF YOUR TEAM

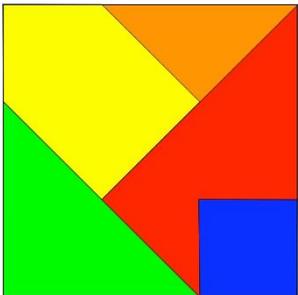
Becoming leaders worth following.



# “Fivefold” Calling

***11”The gifts he gave were that some would be apostles, some prophets, some evangelists, some pastors and teachers, 12to equip the saints for the work of ministry, for building up the body of Christ, 13until all of us come to the unity of the faith and of the knowledge of the Son of God, to maturity, to the measure of the full stature of Christ.”***

**Ephesians 4:11-13**



# "Pentagon"

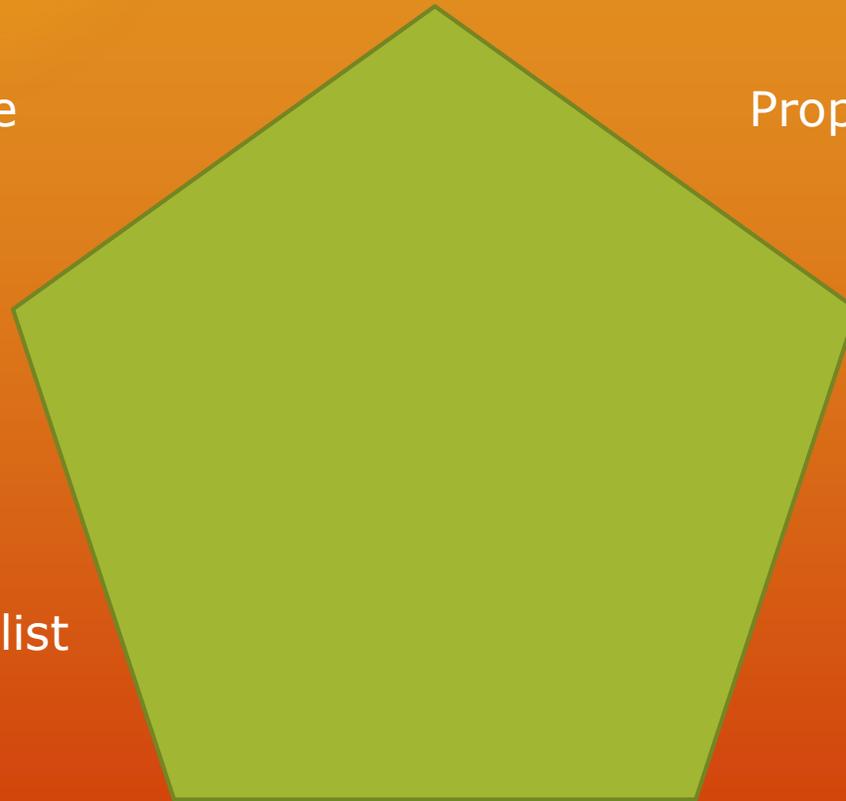
Apostle

Prophet

Evangelist

Pastor

Teacher

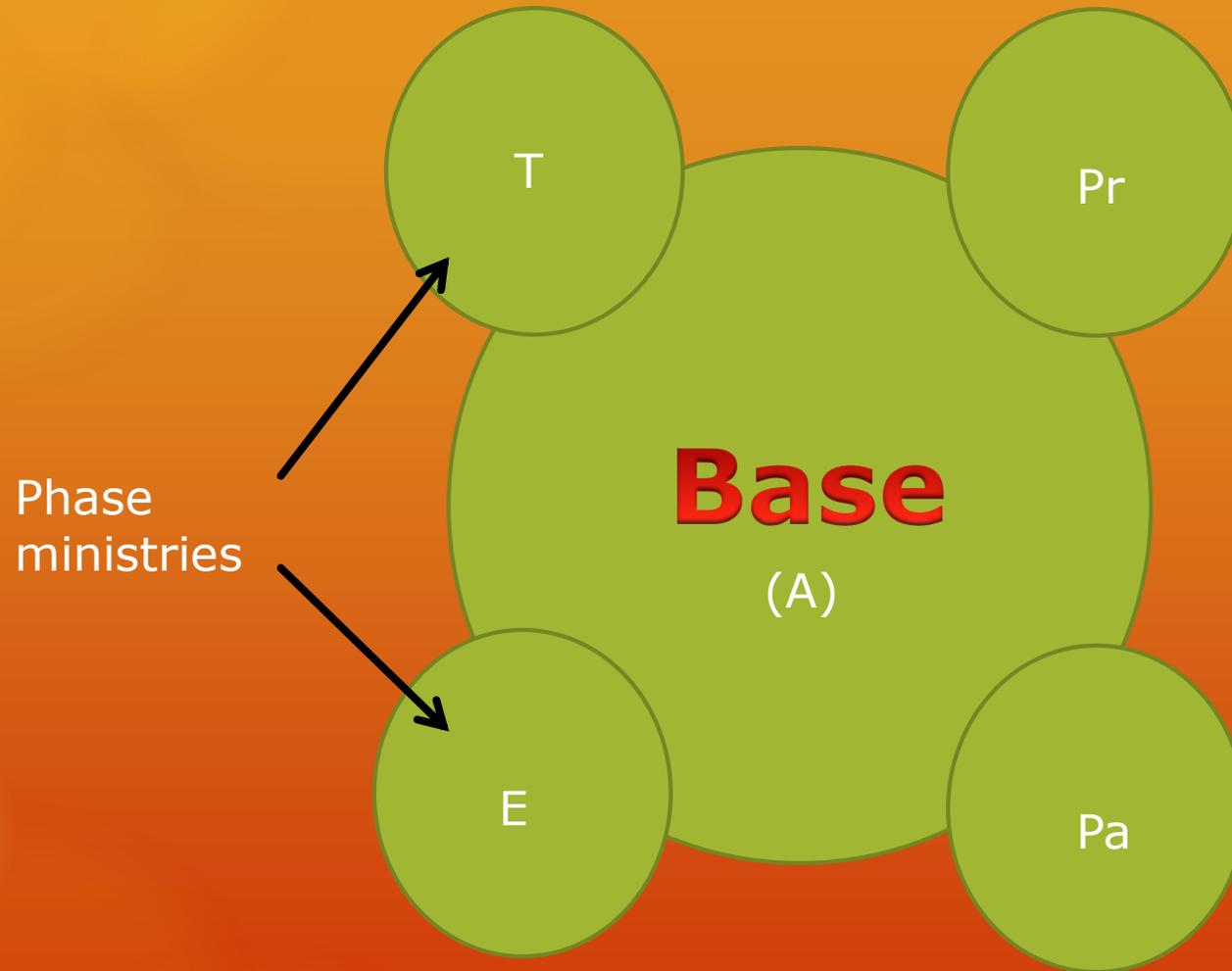


# A.P.E.P.T Analysis

- Apostle (A)
- Prophet (Pr)
- Evangelist (E)
- Pastor (Pa)
- Teacher (T)

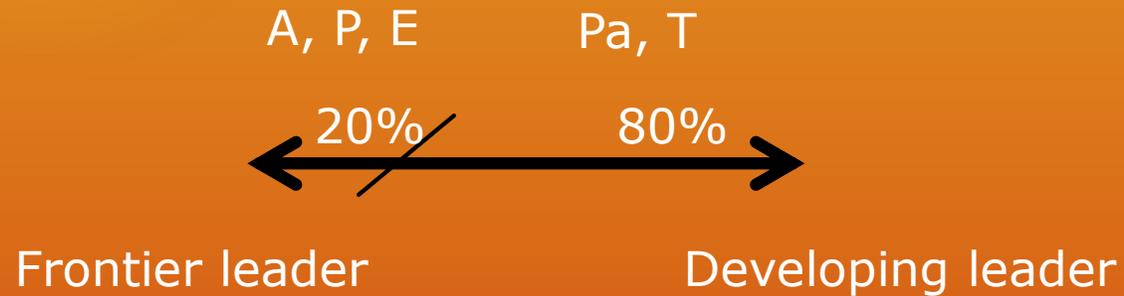
- Use “phase” ministries to understand your current chapter in your base calling
- Your “base” calling is being shaped toward the fullness of Christ

Within your base ministry,  
what does high  
"invitation" look like?  
High "challenge?"



For instance: in a "T" phase, how do I do apostolic ministry in a way that teaches others to do it?

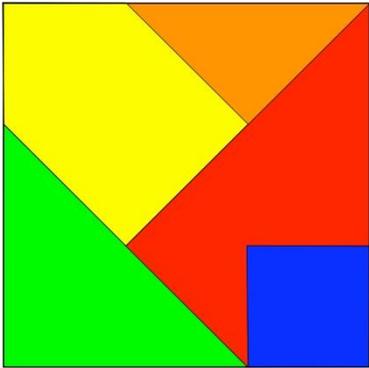
# A.P.E.P.T



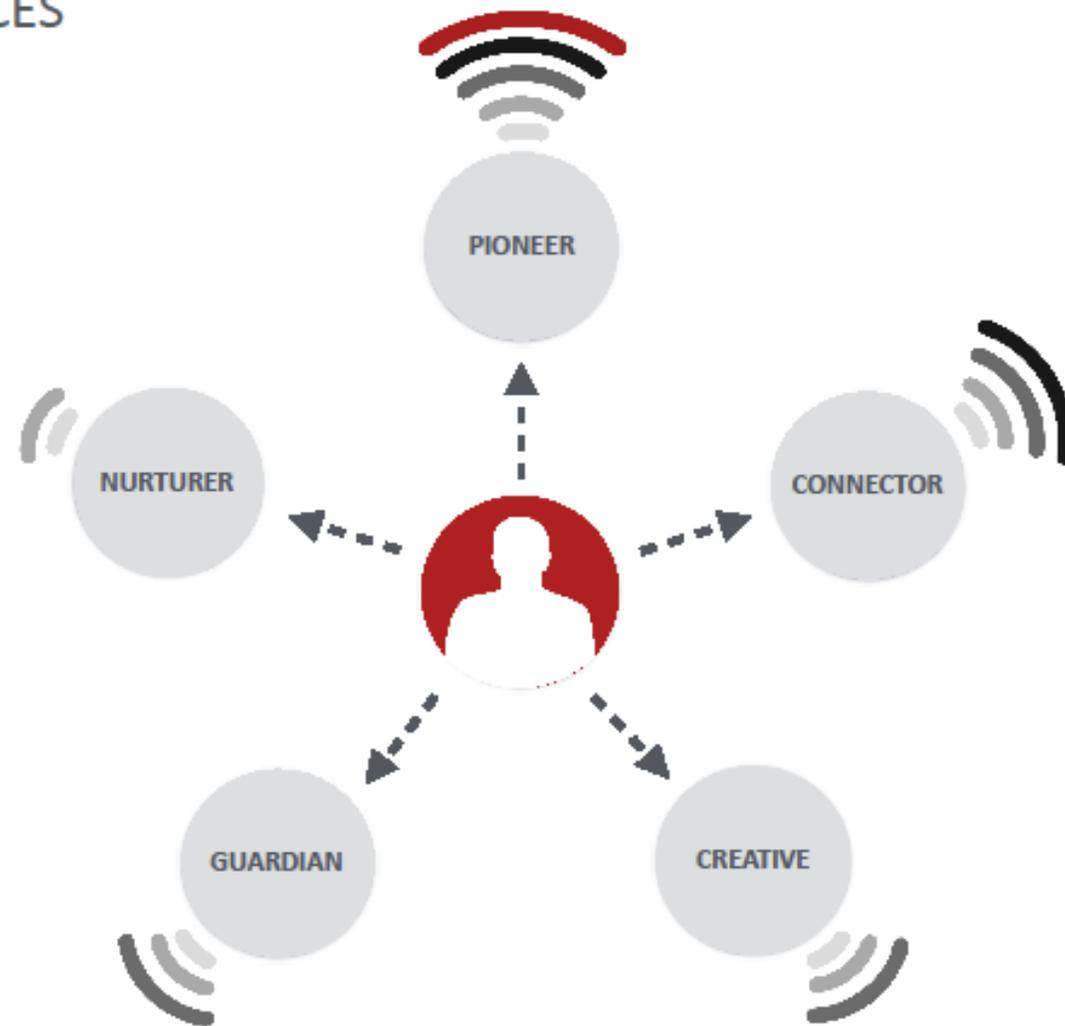
1. Understand your own APEPT profile, and lead out of your base.
2. Get input from other base gift leaders.
  - Build ministry teams with idea of building base capacities
3. Without frontier leaders, no new land is cleared. Without developers, no cleared land is settled.
  - Who needs to be added to your network/team to fill out the fivefold?

# Fivefold Calling → Five Voices

- Apostle → Pioneer
- Prophet → Creative
- Evangelist → Connector
- Pastor → Nurturer
- Teacher → Guardian



## THE FIVE VOICES



## 5 VOICES | SUMMARY

This highlights where your type naturally begins before development.

MBTI Type	Pioneer	Connector	Creative	Guardian	Nurturer
ISTJ	5	3	4	1	2
ISFJ	5	3	4	2	1
ISTP	5	4	3	1	2
ISFP	5	4	3	2	1
ESTJ	4	3	5	1	2
ESFJ	4	3	5	2	1
ESTP	5	3	4	1	2
ESFP	5	4	3	2	1
INTJ	1	3	2	4	5
INFJ	2	3	1	5	4
INTP	2	3	1	4	5
INFP	2	3	1	5	4
ENTJ	1	3	2	4	5
ENFJ	2	1	3	5	4
ENTP	1	2	3	4	5
ENFP	2	1	3	5	4

## 5 VOICES | ASSUMPTIONS

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1. The color coded tables describe the natural tendencies **before** self awareness and personal development.
2. We all have the **capacity** to use each of the 5 Voices, we use them every day of our lives, in every circle of influence.
3. Each personality type has voices that are more **natural** for them (right handed) and voices that take more work. (left handed).
4. Maturity is about growing beyond our natural preferences and **learning** how to understand and value the contribution of other voices.

## 5 VOICES | ASSUMPTIONS

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5. Our internal wiring and external circumstances will have **shaped** our capacity to relate to particular voices.
6. The **season** of leadership you are in will shape which voices you are using most often.
7. We never hear one **pure** voice, I have accentuated the purist tendencies so we can understand where they are coming from.
8. Health Warning - Don't **assume** you know what each Voice means from the word alone! Don't assume you know what people's natural tendencies are purely on their external behaviors.

## VOICE COLOR CODING

### **GREEN**

- ▶ Natural Voice, default pattern of communication & thinking

### **AMBER**

- ▶ Not a Natural Voice but easily accessible

### **RED**

- ▶ Not a Natural Voice and hard to access and truly hear

**In a moment: Rate each voice as “green, amber, or red” for you**

# Taking a look at each voice

(from LOUDEST to quietest)

1. What are the unspoken assumptions?
2. Best case, what do they bring to the team & table?
3. What are the questions they are *really* asking?
4. If they go negative, what will it sound like?

## PIONEER

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### UNSPOKEN **ASSUMPTIONS**

- Anything is possible!
- Visioning a new future is the highest priority
- Let's build big things that give us maximum influence.

### AT THEIR BEST, WHAT DO THEY **BRING** TO THE TABLE

- Strategic thinking to achieve the objective
- Courage to make difficult decisions
- Communicate an attractive vision of the future
- Capacity to make things happen
- Energy, possibilities & creative problem solving

## PIONEER

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### WHAT **QUESTIONS** ARE THEY REALLY ASKING?

- Who says we can't?
- Are you in?
- Do you really not "get it"?
- Have you got a proven track record?

### **NEGATIVE** IMPACT

- Arrogance & "Me Focused" Agenda
- Failure to hear or value all the voices
- Critique too quickly
- Frustration with those who don't "get it"
- "Back me or fight me!"

## CREATIVE

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### UNSPOKEN **ASSUMPTIONS**

- ▶ I'm never satisfied with the status quo - it can always be better.
- ▶ People never seem to fully understand me or my vision - it's often very frustrating!
- ▶ I communicate and function best when I know my contribution is valued and appreciated
- ▶ I know you think I'm moving the goal posts but honestly I'm not.
- ▶ The word "**can't**" is not in my vocabulary

## CREATIVE

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### AT THEIR BEST, WHAT DO THEY **BRING** TO THE TABLE

- ▶ They see the future first - both in terms of long term opportunities and potential dangers.
- ▶ Commitment to excellence - they are never satisfied with good enough.
- ▶ Conceptual Architects - They are able to see how all the pieces fit together.
- ▶ Strong commitment to embody and hold others accountable to the agreed vision and values.
- ▶ Strong sense of social justice and a willingness to ask the questions on behalf of the last and the least.

## CREATIVE

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### **NEGATIVE IMPACT**

- ▶ They can often fail to celebrate the 90% that has been achieved, focussing instead on the 10% that hasn't!
- ▶ Idealism often trumps pragmatism leading to a sense of paralysis until they believe it can be perfect.
- ▶ Can often be perceived as negative and critical influences when they feel marginalized and misunderstood.
- ▶ They make amazing conceptual architects but often struggle with the monotony of day to day building work.
- ▶ Tendency to ignore financial constraints and other practical hurdles.

## CREATIVE

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### WHAT **QUESTIONS** ARE THEY REALLY ASKING INSIDE?

- ▶ So what? Does all this activity really get us nearer to delivering the big picture vision?
- ▶ Are we compromising our values in a way that we might regret later?
- ▶ Do you really want me to share what I'm thinking or feeling right now?
- ▶ Why are we limiting ourselves? How could we do it better?

## CONNECTOR

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### UNSPOKEN **ASSUMPTIONS**

- If I love it everyone else will as well!
- Collaboration: I want everyone to be excited about the future
- Desire credit & recognition for making key connections (fame & accolades)

### AT THEIR BEST, WHAT DO THEY **BRING** TO THE TABLE

- Knowing how to connect with people & their aspirations
- Creativity & Imagination - Commercial Insights
- Excitement and energy - are we all on board?
- Connections to new opportunities
- Persuasive communicators

## CONNECTOR

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### WHAT **QUESTIONS** ARE THEY REALLY ASKING?

- What will make this idea fly with people?
- You really don't "get it"?

### **NEGATIVE** IMPACT

- People pleasing tendencies can move goal posts
- Inability to really listen to others
- Charismatic persuaders who can feel like a salesman
- Passive aggression & withdrawal after rejection
- Passion can cause them to miss social cues

## NURTURER

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### UNSPOKEN ASSUMPTIONS

- It will probably be *me* that does the hard work!
- Do they *really* want to hear what I think?
- Play nice, it's *always* personal!

### AT THEIR BEST, WHAT DO THEY BRING TO THE TABLE

- Everyone deserves to be heard - appreciates each contribution
- Intuitively feels how an organization will react to a new idea
- Pragmatic realism - has this really been thought through?
- Defender of values - people always come before profit
- Commitment to relational harmony before/after conversation
- Positively framed questions

## NURTURER

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### WHAT **QUESTIONS** ARE THEY REALLY ASKING?

- ▶ How does this *really* affect the people involved?
- ▶ What are people going to be most upset about?
- ▶ Who is going to hate this?
- ▶ Is this really practical? Is it really going to happen?
- ▶ Has the final decision been made?

### **NEGATIVE IMPACT**

- ▶ Overly resistant to change & can be passive aggressive
- ▶ Feel unable to challenge proposed direction when they disagree
- ▶ Making money often seen as an impure motive
- ▶ Don't value the contribution they make

## GUARDIAN

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### UNSPOKEN **ASSUMPTIONS**

- Is change really necessary?
- Do we have enough data to make a truly informed decision?
- If it looks too good to be true it probably is!
- People would be astonished if they knew how smart I am.

### AT THEIR BEST, WHAT DO THEY **BRING** TO THE TABLE

- Relentless commitment to ask the difficult questions
- Capacity to deliver the vision once it has been agreed
- Long-term commitment to delivery & follow-through
- Capacity to keep projects on time and on budget
- They read the small print
- Ability to detach decision-making from personal sentiments

## GUARDIAN

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### WHAT **QUESTIONS** ARE THEY REALLY ASKING?

- ▶ Is it worth the risk and investment?
- ▶ Are we being too optimistic, can we test the hypothesis first?
- ▶ Am I in danger of being “sold” something by a charismatic communicator?
- ▶ Are we honoring the past as we look towards the future?

### **NEGATIVE IMPACT**

- ▶ Desire for truth & right decisions override feelings of others
- ▶ Can appear overly critical of people and ideas.
- ▶ Inability to compromise when they have a strongly held opinion

## YOUR VOICES

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### **CURRENT REALITY**

What color did you rate for each voice?

**Green**

**Amber**

**Red**

### **WHEN YOU WERE 20**

What color would you have rated for each voice?

1. Which voices felt most natural, easy or valuable?
2. Which voices felt most unnatural or difficult?

## YOUR VOICES

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### **ORDER YOUR NATURAL VOICES 1 - 5**

Using your answers to these question, order each of the 5 voices from 1 to 5 according to which one you believe is most natural to you (1) down to which is most unnatural (5).

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

**Green**

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

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

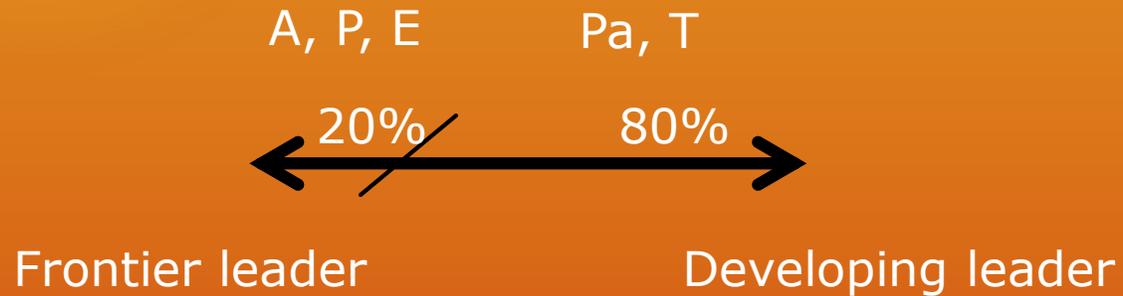
**Amber**

4. \_\_\_\_\_

5. \_\_\_\_\_

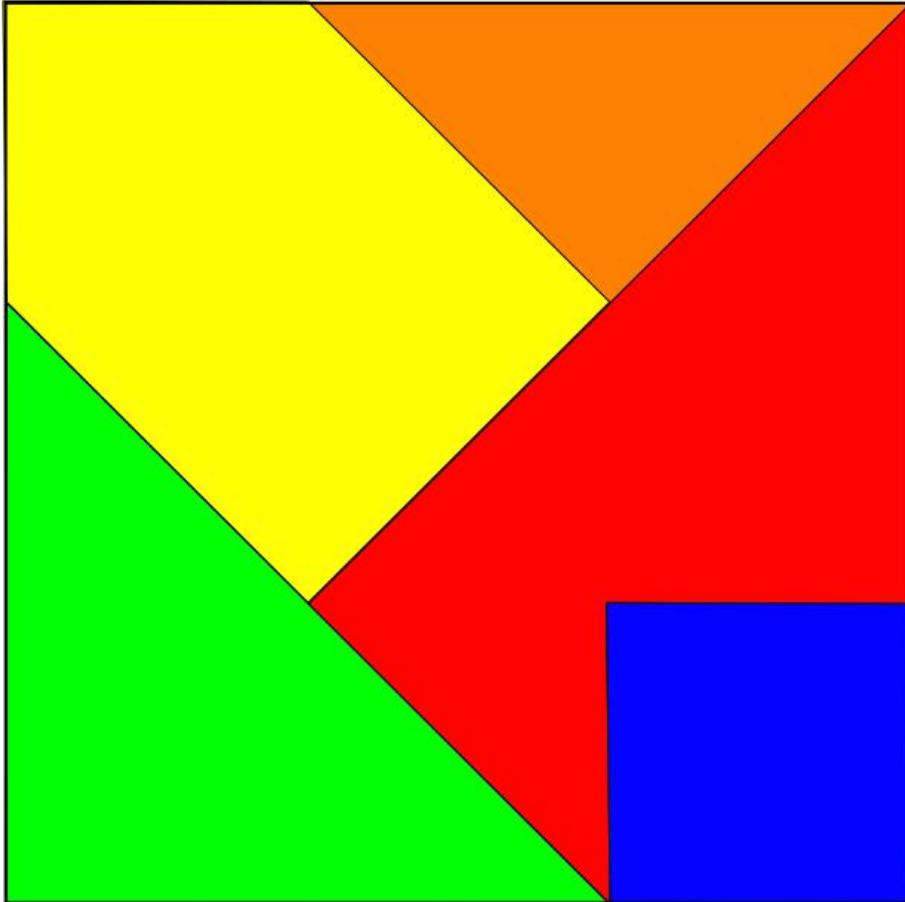
**Red**

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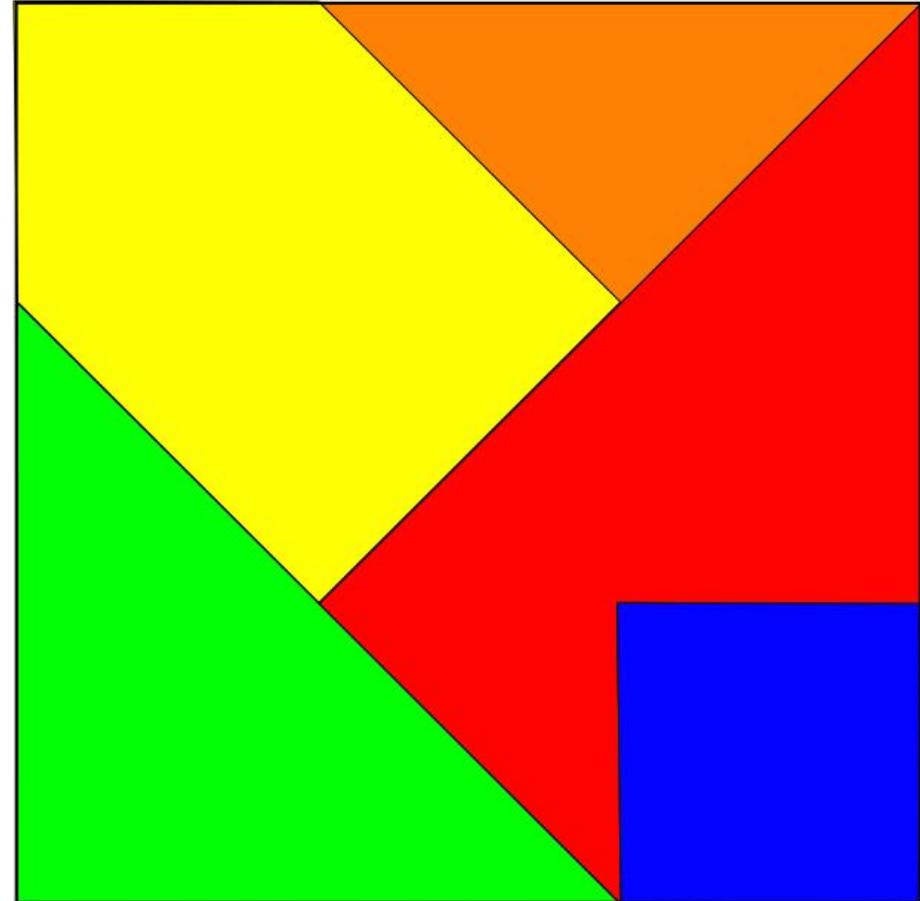
# A Full-Voiced Team



- What other “colors” do I need to fill out the palette? What voices do I add to my own to build a full team?
- Reflect/write: who are the other four voices alongside of mine?
  - And: Where are there gaps?

*Now that you know where you are, what about everyone else?*

- Given awareness of your own voice/calling, how do you interact with other voices in a high-functioning team?
- Rules of engagement – when to speak up & when to pipe down

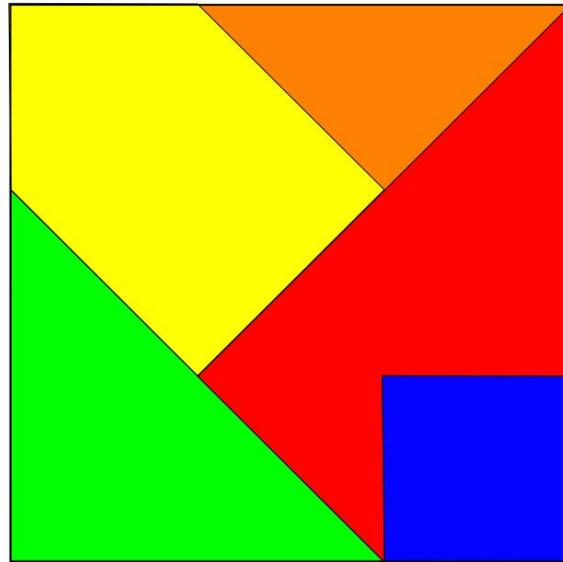


# Five Voices as "Weapon System"

- **Pioneer: Grenade Launcher**
- **Creative: Sniper**
- **Connector: Cyber warfare**
- **Nurturer: Medic**
- **Guardian: Interrogator**

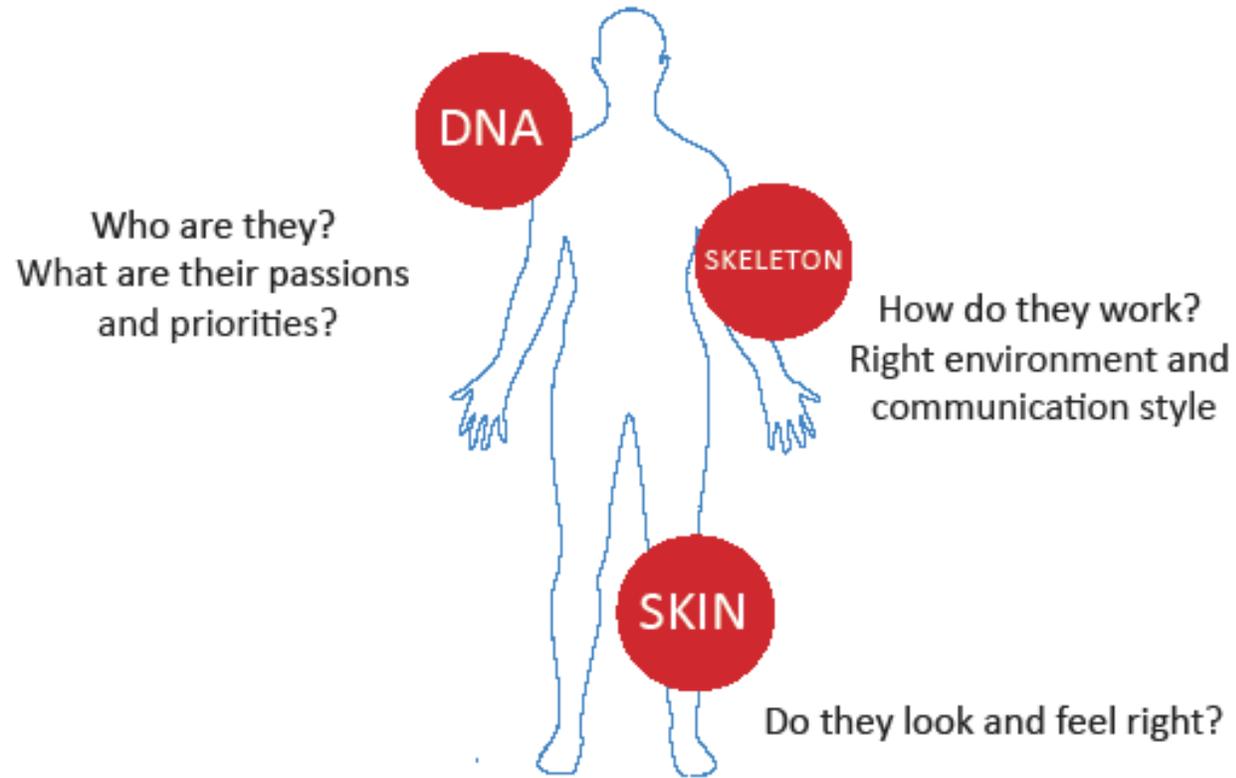


Some key applications of  
***5 Voices*** to your work



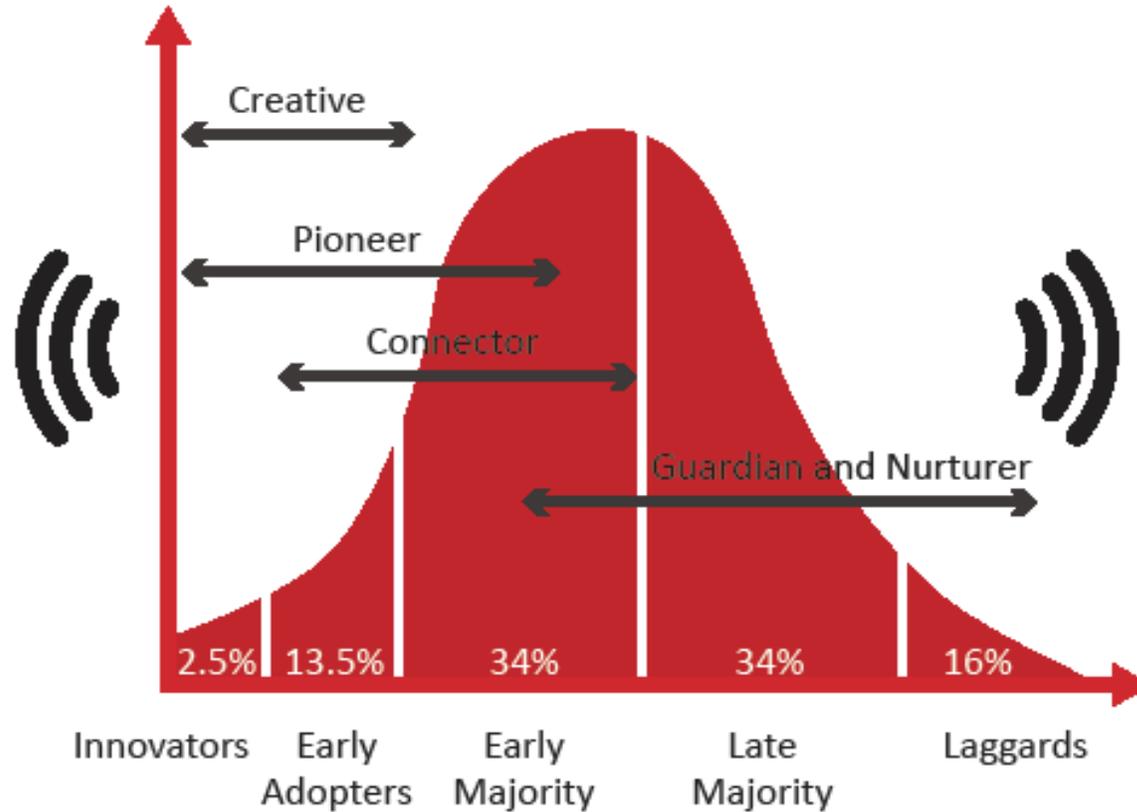
# HIRE RIGHT

*Which of the five voices do we need?  
Which voice does this person bring?  
How do they interact with other voices?*



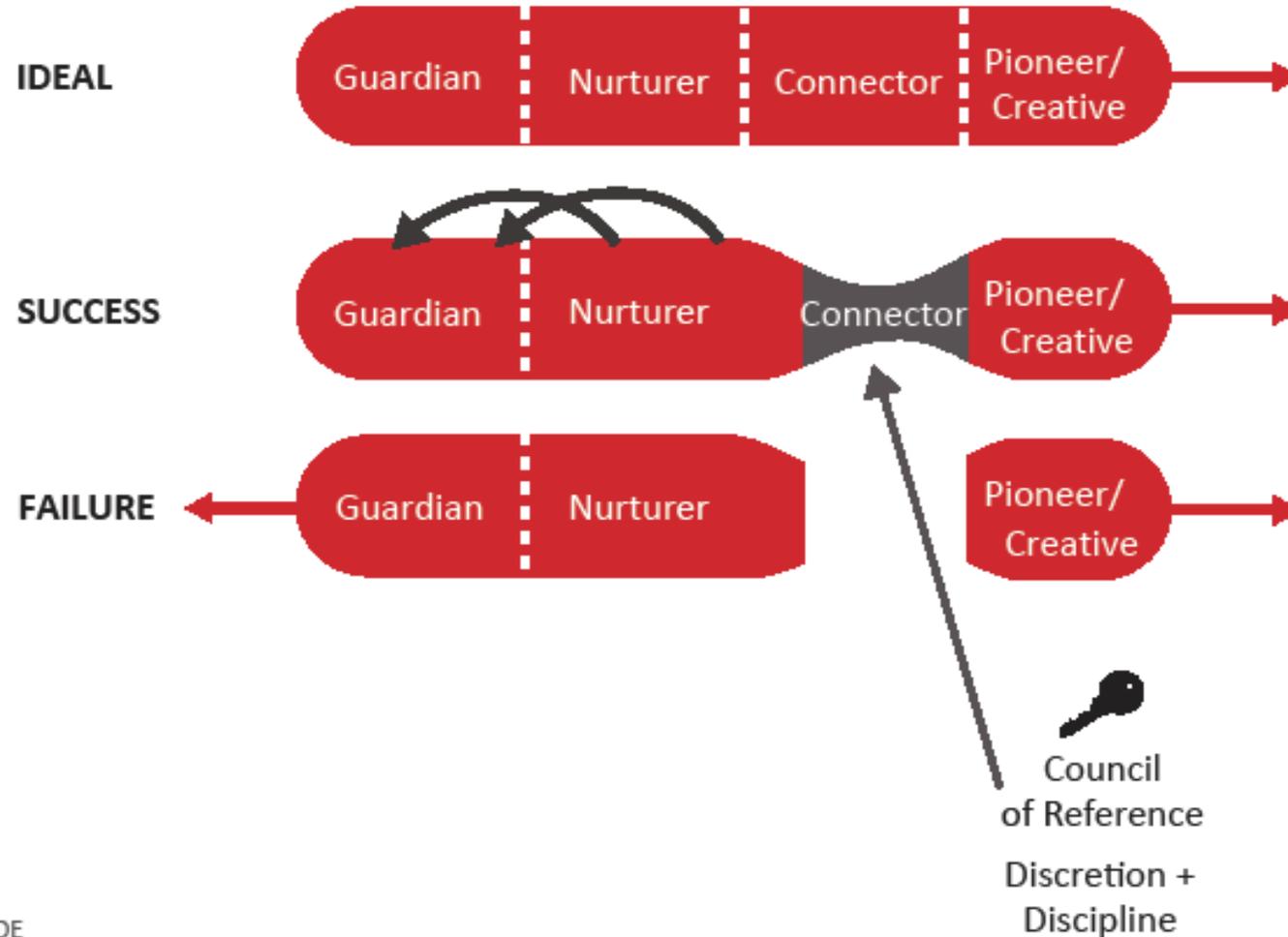
# COMMUNICATING VISION

*Am I simply looking for people like me to “nod” at me?  
Do I find connectors to work across all five voices?  
Does vision reside with just me?*



# COMMUNICATING CHANGE

*Do I use the whole team to institute changes?  
Am I cutting off creativity by going it alone?  
Does the team reduce blind spots?*



# PULL BEFORE PUSH

*Am I getting the benefit of all voices toward making great decisions?  
Am I patient enough to “pull” full wisdom out?*



## QUESTION

### *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.

# QUESTION

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## *Is decision-making clear at every level?*

One significant and sometimes unnecessary challenge in organizational life is the role people play in the decision-making process. It's significant because giving input or participating in a decision creates incredible ownership and buy-in.

It's challenging because when people don't understand their role in the process, confusion and tension may result. Clarifying this can alleviate a lot of unnecessary problems.

***Answer the following questions by yourself and then with your team.***

1. Are decision-making structures clear?
2. Do individuals and teams have stunning clarity regarding the part they are playing?

“ *Fight for clarity.* ”

# QUESTION

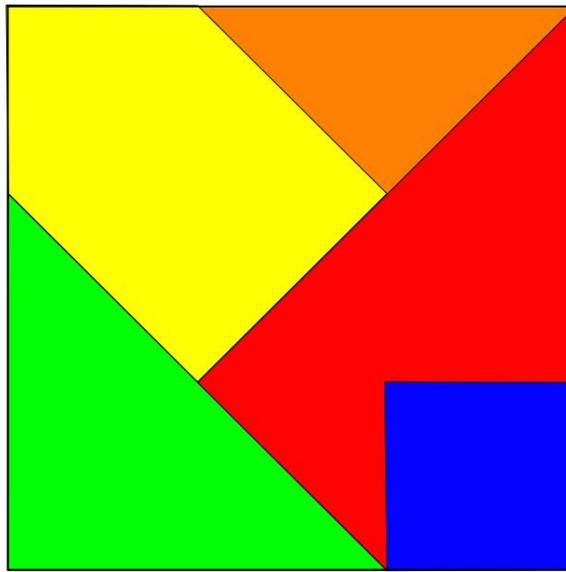
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## *Am I passionate about what I am doing?*

This is a powerfully sobering question that every great leader has wrestled with. The truth is, the world has enough CEOs, marketing gurus and accountants. Although we have a plethora of skill, we don't always have the same level of passion. Every leader who has "made a dent in the universe" has been passionate about what he or she is doing. Perhaps you used to be passionate but have lost interest. Sometimes all you need is to be reminded of why you began your journey in the first place.

*Use these questions to identify why you are passionate about what you are doing.  
If you find this too difficult, it may be time for a change.*

1. Why do I get up in the morning and why should anyone care?
2. How am I making a difference in the lives of those around me?
3. What legacy am I going to leave behind?



# The Five Voices of Your Team

Dr. John P. Chandler

[www.spencenetwork.org](http://www.spencenetwork.org)



Source credit: Steve Cockram  
of GiANT Worldwide

