

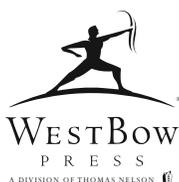
g u t t e r

# THE FIVE-FOLD EFFECT

---

Unlocking Power Leadership  
for Amazing Results in  
Your Organization

WALT PILCHER



Copyright © 2013 Walt Pilcher.

*All rights reserved. No part of this book may be used or reproduced by any means, graphic, electronic, or mechanical, including photocopying, recording, taping or by any information storage retrieval system without the written permission of the publisher except in the case of brief quotations embodied in critical articles and reviews.*

*WestBow Press books may be ordered through booksellers or by contacting:*

*WestBow Press  
A Division of Thomas Nelson  
1663 Liberty Drive  
Bloomington, IN 47403  
www.westbowpress.com  
1-(866) 928-1240*

*Because of the dynamic nature of the Internet, any web addresses or links contained in this book may have changed since publication and may no longer be valid. The views expressed in this work are solely those of the author and do not necessarily reflect the views of the publisher, and the publisher hereby disclaims any responsibility for them.*

*Unless otherwise indicated, Scripture quotations are from The Holy Bible: New International Version (NIV), copyright © 1973, 1978, 1984, International Bible Society.*

*Scripture indicated as NKJV is from the New King James Version, copyright © 1982 by Thomas Nelson, Inc.*

*Scripture indicated as from the Amplified® Version is copyright © by The Lockman Foundation.*

*Unless otherwise indicated, all images not created by the author are from Open Clip Art Library (OCAL), Jonathan Phillips, founder, University of California, San Diego, and are in the public domain. <http://openclipart.org>*

*Any people depicted in stock imagery provided by Thinkstock are models, and such images are being used for illustrative purposes only.*

*Certain stock imagery © Thinkstock.*

*ISBN: 978-1-4497-9005-9 (sc)  
ISBN: 978-1-4497-9006-6 (hc)  
ISBN: 978-1-4497-9004-2 (e)*

*Library of Congress Control Number: 2013905963*

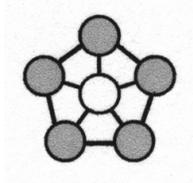
*Printed in the United States of America.  
WestBow Press rev. date: 04/16/13*

# TABLE OF CONTENTS

Dedication.....	xiii
Acknowledgements .....	xv
Foreword.....	xvii
Introduction .....	xix
Chapter 1 A Vision Too Small.....	1
Chapter 2 A Picture of the Church in the Marketplace .....	13
Chapter 3 The Ultimate Godly City .....	21
Chapter 4 The Ephesians 4 Model of Transformational Leadership .....	29
Chapter 5 What Does Five-Fold Leadership Look Like in a Church Setting? .....	44
Chapter 6 Transition to the Marketplace.....	52
Chapter 7 World-Changing Implications – The Main Thesis...59	
Chapter 8 “Not so Good, Not so Great” .....	70
Chapter 9 What Do Apostles Look Like? .....	84
Chapter 10 Five-Fold and the Saints: A Group to Rock the World .....	92
Chapter 11 Who Are You?.....	112
Chapter 12 Application Handbook, Part 1 –Getting Started ....	119
Chapter 13 Application Handbook, Part 2 – Guidelines for Balanced Operation.....	144
Chapter 14 Application Handbook, Part 3 – Apostolic Responsibility for Destiny .....	160

Chapter 15 Application Handbook, Part 4 – The Lone Ranger and (Four-fold) Tonto .....	172
Chapter 16 “Fred Takes the Cake” .....	182
Chapter 17 What Does it Look Like When it Works?.....	196
Chapter 18 Prepare Yourself – The Real Starting Point .....	201
Appendix A.....	205
Appendix B.....	209
Appendix C .....	213
About the Author.....	223

# CHAPTER 6



## TRANSITION TO THE MARKETPLACE

I realize I have been using the terms apostle, prophet, evangelist, pastor and teacher as if everyone has a perfect understanding of what they mean. I think most people do have an understanding of these terms sufficient for the conversation we've been having so far. We will look at each one in more detail, but first I want to segue from church to marketplace by pointing out the parallels between each of these offices or giftings and their so-called secular counterparts.

Many non-church organizations, including businesses, already apply some Ephesians 4 principles in the way they are organized and staffed, but usually without knowing they are from the Bible. To illustrate this, we can look at Ephesians 4:11–16 again as if it is about a business organization instead of only the church.

What are the gifts and roles often seen in business organizations?

- a vision caster, often the CEO, who faithfully keeps the organization focused on its mission (apostolic)
- people with foresight and a sense of timing to see

opportunities, marketplace needs, and potential pitfalls; advise the leadership; analyze situations; call attention to problems; encourage and exhort; create and develop; such as marketing or financial managers and strategic planners (prophetic)

- people who win friends and create the means for growth, such as sales people, recruiters, marketers, and PR people who spread the good news about the company (evangelistic)
- people who have compassion for those struggling to find their place, such as HR people, coaches, ombudsmen, or even outplacement people (pastoral)
- people who understand the vision and can explain and translate it for others into practical action in each functional area, such as managers and trainers (teaching)

It is no accident that these functions roughly correspond to the five-fold gifts plus the gifts of service and administration. For one thing, if you believe these gifts *are* found among people in the church (and I suppose you do by now or you probably wouldn't be this far along in the book), why would you think the people would lose their gifts when they step out the door into the church parking lot?

(By the way, the products and services of the business may be the “signs and wonders,” calling attention to the quality and power of the company just as healings, miracles, and prophecy call attention to the glory of God!)

## **SPIRIT AND AUTHORITY**

At Pentecost, the apostle Peter reminded everyone that the Spirit is poured out on *all* people (Acts 2:17a). This is seen in the creativity, talents and aptitudes (gifts) of believers and non-believers alike, including the supernatural gifts of the Spirit (1 Cor.

12:27–31, Rom. 12:4–8 and Ephesians 4:11. Also see Matthew 5:45b<sup>47</sup>). Therefore, everyone has one or more of these gifts, and the only requirement is that people operate in roles suitable to their gifts and to their calling. It should be no surprise, then, that the five-fold functions are found in the marketplace.

We also know that all authority comes from God, even the authority of people we may not like or agree with.<sup>48</sup> Jesus never challenged the authority of Caesar, Herod or the Pharisees. In fact, he showed respect for it. When He criticized, it was their actions he was addressing.

With that in mind, let's have some fun. Let's take the liberty of paraphrasing Ephesians 4:11–16 as if it had been written about a business:

And He Himself gave some to be CEOs and department heads, some strategic planners and financial managers, some salesmen and public relations people, and some human resources people and trainers, for the equipping of the employees to do the work of the company, for the growth and profitability of the company and the benefit of all its stakeholders, till we all come to a unity of understanding the company's values and goals and of the knowledge that the company's mission and the authority to carry it out were provided by the Son of God, until everybody is perfectly placed to do, and is doing, a needed job that perfectly contributes to the success of the enterprise just as Christ perfectly fulfilled his mission on earth;

that we should no longer be aimless recruits, tossed to and fro and carried about with every wind of rumor and

---

47 “for he maketh his sun to rise on the evil and on the good, and sendeth rain on the just and on the unjust.” (KJV)

48 Romans 13:1–7, respecting those in authority because it is God-given; Ephesians 6:5–9 (and elsewhere), serving as if you were serving the Lord.

poor training, by the trickery of men who have their own agendas, in the cunning craftiness of deceitful plotting and office politics or the saying of, “that’s the way we’ve always done it,” but, speaking the truth in love, may grow up in all ways into the company He has destined it to be, with Him as the head—Christ—from whom the whole organization, joined and knit together by what every person and part supplies, according to the effective working by which every part does its share, causes growth of the company for its profitability, which we love (WPV).<sup>49</sup>

We can laugh, but these are more than just secular parallels. They are the real thing.

Figure 6–1 takes the five-fold gifts and relates them to some of the positions in a company where the indicated characteristics are often found. This is a universal model for organizational formation. I’ll develop this idea more between here and Chapter 10.



**Figure 6–1: Universal Five-Fold Leadership Model for Business (Position Examples)**

49 Walt Pilcher Version

## THE IMPACT OF APOSTOLIC LEADERSHIP IN THE MARKETPLACE

In *Good to Great*, author Jim Collins studied 28 well-known companies, 11 of which started from an observable transition point and over a 15 year period greatly outperformed their markets. The 11 were compared to a carefully selected set of companies in the same industries that did not show a leap to greatness.

The question was, “What did the good-to-great companies share in common *that distinguished them from the comparison companies?*”<sup>50</sup> The main finding identified the CEOs of these companies as what Collins called “Level 5 leaders.” Surprisingly, **what the Level 5 leaders had in common were what we would call apostolic characteristics**, unlike those of their domineering CEO counterparts in less successful companies.

- The Level 5 leader “builds enduring greatness through a paradoxical blend of personal humility and professional will.”<sup>51</sup>
- Having egos and great ambition, but foremost for the institution, not themselves
- Humble and modest, never boastful, yet fearless. Seemingly ordinary people quietly producing extraordinary results.
- Workmanlike diligence—more plow horse than show horse
- Unwavering resolve to do what must be done
- Setting the tone; motivating by inspired standards, not personal charisma
- Driven to produce results, to build a great company no matter how difficult
- Setting up successors for success, even at personal sacrifice

---

50 *Op. cit.*, p. 7, italics added.

51 *Ibid.*, p. 20.

- Giving credit to others when things go well; taking responsibility when they don't

Compare this list to any list of apostolic characteristics, such as those coming up in Chapters 9 and 10, and you will see there are striking similarities.

In addition,

- The Level 5 leader gets the “right people on the bus” (and the wrong people off) even before figuring out where to drive it, believing that once this is done then vision and direction for the company will come through the talent and inspiration of the people remaining.
- The Level 5 leader fosters a culture of discipline combined with an ethic of entrepreneurship.

These company leaders took great care in selecting, grooming and equipping the right people for the right jobs, just as in a five-fold leadership organization.

The 11 companies were very successful, way more successful than their peer companies, most of which would themselves also be considered successful. Remember, these 11 were not thinking in terms of a complete version of the five-fold leadership model, yet they applied an effective form of it. We do not know how many of the leaders were intentionally hearing and being led and empowered by the Holy Spirit, but it is probably safe to assume most were not. Even so, The Five-fold Effect can be seen.

That leads right into the next chapter, the main thesis of this book.

q  
u  
t  
t  
e  
r

## **ACTIVATION EXERCISES**

1. Do you see the parallels between the five-fold gifts and traditional business functions? What, if anything, surprises you about this? Do you think the argument here is valid, or is it too much of a stretch, a case of overworking an analogy? If the latter, why?
2. As you read about the parallels, and about the “Level 5 leaders,” did any specific people you know come to mind that seem to fit the roles listed? Did you see yourself in any of them?

## **ACTIVATION EXERCISES (YES, EVEN IN AN APPENDIX)**

1. Does this discussion make you want to receive a greater impartation of one or more gifts and talents bestowed by God? Which ones? Why (very important)?
2. Pray and ask God which ones He would like you to have, or to have more of. Does your list line up with His answer? If so, ask Him for a direct impartation.
3. Make a list of people you know who are proficient in the gifts you've prayed about. If an appropriate opportunity arises (or you can create one), ask and see if these people would be willing to pray a prayer of impartation over you for whatever it is. If they don't know about this or have trouble believing they can do it, explain to them what you've learned about it in this book, including the Bible references.
4. Can you think of anyone you would like to bless by imparting something you have?

## ABOUT THE AUTHOR

**W**alt Pilcher is a former CEO of Kayser-Roth Corporation, L'eggs Products division of Sara Lee Corporation, and Nihon Sara Lee, KK (Japan). He holds a BA from Wesleyan University and an MBA from Stanford University. He has been a church elder and served on the Board of Trustees of Regent University, the Board of Directors of The United Way of Greater Greensboro, and the Business School Advisory Board at Greensboro College. Walt currently serves on the Board of Directors of The Apostolic Network of Global Awakening, an international Christian evangelistic ministry. He was an editor of *In-Store Marketing: A New Dimension in the Share Wars* by Michael Wahl and *More than We Can Imagine: A Practical Guide to the Holy Spirit* by Rev. Dick Robinson, and he has published a number of articles, short stories and poems. Walt and his wife, Carol, an artist, have three children and six grandchildren. They live in Greensboro, North Carolina, and attend Grace Church in High Point, North Carolina.

“One of the greatest rewards in my career has been seeing people grow and mature personally, professionally, and spiritually and to feel that maybe I contributed in some way,” he says. “I pray *The Five-fold Effect* can help others do the same in their own work and lives.”