

Three-Fold Model of Individual Life

A Three-fold Model along with Testimonies and Queries
for Seeing Things Whole in Everyday Life and Work



Whole People, Whole Leaders
Seeing Things Whole

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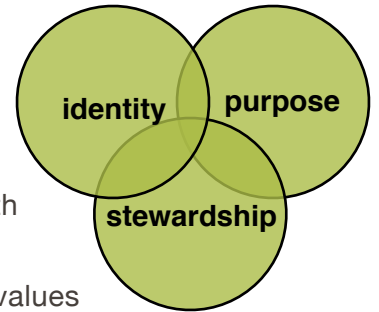
WHOLE LEADERS, WHOLE PEOPLE

Introduction



INTRODUCTION

One helpful way of thinking about our lives is as a set of relationships among three dimensions. Each dimension consisting of a cluster of those who have a particular stake in how we live this aspect of our life, our core values, and the ways we take initiative and exercise power in this part of our life. Moreover, each of these dimensions has its own unique set of preoccupations, along with a field of influence within which these preoccupations seem to dominate.



There are predictable and normative tensions among legitimate concerns and values related to these three dimensions and, at times, these tensions can operate destructively. Clearly they form part of the rich and sometimes confusing dynamism of our lives.

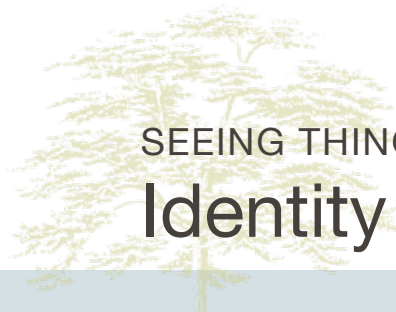
While the needs and concerns of the various dimensions can pull us in different directions (e.g. our desire for financial security and our desire to serve in ways that contribute to the common good), when we're at our best, these three dimensions function not as separate fiefdoms which divide us, but rather offer us complimentary perspectives on which together can allow us to see things whole.

In a larger sense, seeing things whole means more than simply integrating the desires and concerns of each of these areas solely for our own personal benefit. Rather, a commitment to see things whole invites us to regard our lives within the broader context of the needs of the world around us. From such a perspective, the work of seeing things whole compels us to strain to understand what it means for us to live and act in ways that reflect a disciplined mindfulness of our relationship to this larger world which itself is groaning toward wholeness.

This piece invites you to explore summary overviews of each of these three dimensions—the dimensions of *Identity*, *Purpose* and *Stewardship*. In each instance, the dimension is defined briefly and its *principle stakeholders* are identified. Also identified for each dimension are a brief *Testimony* (a description of what this particular dimension looks like at its best) and an accompanying set of *Queries* (questions which invite us to reflect on how we're doing around this aspect of our lives). The use of testimonies and queries is borrowed from the Quaker tradition which, in the interest of helping their own fellowships to “stand under the light,” has developed this discourse as a way of framing core convictions and the pressing questions that flow out of these convictions and into our lives.

It is also true that implicit within each of these dimensions is the possibility of a more destructive or distorted expression to which that particular dimension may be prone in our lives. Consequently, in each instance we have indicated the possible contours of each dimension's *shadow* expression.

Finally, following the consideration of the three dimensions, there is a diagram of *strategic lenses* for seeing things whole, suggesting possibilities for expressing in action each of the three dimensions.



SEEING THINGS WHOLE

Identity

TYPICAL STAKEHOLDERS

MYSELF, PARENTS, CHILDREN, LIFE PARTNERS, CLOSE FRIENDS, COMMUNITIES OF MEANING

DEFINITION OF THE IDENTITY DIMENSION

The dimension of Identity in my life is preoccupied with:

- how intentional I am on an ongoing basis about exploring and deepening whatever living tradition of values and belief that I want to guide and sustain my life journey
- cultivating an ongoing examination of my life with a commitment to more fully align my choices and actions with my highest aspirations about who I want to be in the world
- discovering and living out my personal gifts and life-purpose.

This would include how I prioritize and use my time, who I spend time with, how I support and empower those in my primary community, how I make myself accountable to others for being my best self, and how I model an investment in and commitment to my core values and beliefs.

TESTIMONIES

We believe that the dimension of Identity is rooted in the truth that each person is:

1. uniquely gifted,
2. called to exercise those gifts in the service of others,
3. accountable for how well we serve the greater good and steward our resources.

Faithfulness in the dimension of Identity is enhanced when:

1. this identity is consciously shaped by our most deeply held values and beliefs.
2. our private and public lives are congruent and consistent with these values.
3. we willingly confess or acknowledges where we have fallen short.
4. the communities and organizations to which we belong resonate with our values, consciously embrace them, and find fulfillment in them.
5. we recall and offer gratitude for the ways in which our life has been sustained and shaped by others.

STRATEGIC LENSES

CELEBRATING

Acknowledge the truth of the situation so as to affirm the challenge

HOSTING

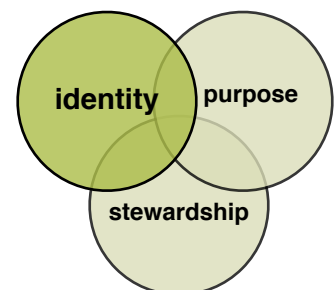
Providing the environment which nurtures, heals, encourages and empowers risk taking

MODELING

Embodying the core values and vision in decisions and actions

POSSIBLE SHADOW

1. A preoccupation with being ritually or politically correct.
2. Caring for our core community (e.g. family, closest friends) in ways that reflect a lack of commitment to their own unique giftedness and calling.
3. Failing to recognize the contribution of others.
4. Behaving as if our core values should be authoritative for others.



Queries

1. Am I clear about the values which shape my life, my relationships, and my service to others?
2. Am I clear about my gifts and talents and committed to utilizing them?
3. Do I seek to connect my own journey with others who can offer support and perspective?
4. Am I clear about how my own personal values aligns with the values of groups and organizations of which I am a member?
5. Am I known for my honesty and integrity?
6. Are achievements celebrated and failures used as an opportunity to learn and grow?
7. Am I committed to my own growth and to living out of my fullest potential?
8. Am I committed to holding others in trust around the discovery and living out of their unique giftedness and purpose in life?
9. Do I protect time for reflection on how my values inform my life and decision-making?
10. Am I clear about the people and communities (human and natural) that have formed my life and sense of purpose, and do I celebrate and express gratitude for their influence?

ORIGINAL FOCUS CHALLENGE

KEY IDENTITY CLARITIES OR QUERIES RELEVANT TO THIS SITUATION

KEY IDENTITY STAKEHOLDERS IN THIS SITUATION

IDEAS FOR AN IDENTITY-FOCUSED RESPONSE TO THIS CHALLENGE



SEEING THINGS WHOLE

Purpose

TYPICAL STAKEHOLDERS

THOSE WHOM I FEEL PARTICULARLY CALLED TO SERVE AND THOSE HUMAN AND NATURAL COMMUNITIES IMPACTED BY MY ACTION OR INACTION

DEFINITION OF THE PURPOSE DIMENSION

The dimension of Purpose in my life is preoccupied with:

- the question of calling or vocation: how to best utilize my dependable strengths and express my core values in responding to the needs of the world around me
- the kind and quality of services and products which I provide to others
- how well these same services and products serve the common good of the larger human and natural worlds.

This would include clarity about my evolving personal vision and mission, how I share and embody this with others and how I welcome feedback. In summary, this dimension focuses on how I take responsibility for well-being of the world around me.

TESTIMONIES

We believe that our sense of Purpose is an expression of:

1. our commitment to utilize our unique gifts in serving the well-being of the world around us, and
2. our conviction that each of us is called and accountable.

Faithfulness in the dimension of Purpose is enhanced when:

1. our calling offers a clear and compelling response to the real needs of the world and a commitment to the common good.
2. we seek to make ourselves accountable for living out our callings.
3. our vision incarnates our core values and calls forth our best efforts.
4. our service leaves those who are served better informed, less dependent, and more empowered in the faithful exercise of their own potential.
5. we continually review our mission and adjust our performance to minimize negative impacts and improve positive contribution to the wider human and natural communities around us.

STRATEGIC LENSES

TEACHING

Sharing information and providing knowledge which empowers and illumines

CRITIQUING

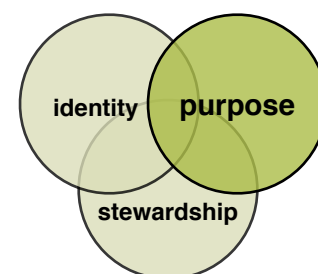
Being accountable through ongoing evaluation of performance to ensure excellence in service to the world around me

ENVISIONING

Developing a vision of serving the common good which taps into my life energy and utilizes my unique gifts

POSSIBLE SHADOW

1. Failure to recognize the important contribution of others or limit their opportunity to serve and shape the vision.
2. Self-righteousness or unloving critique of others whose understanding or values differ from my own.
3. Seductions which may lead us to commit our time and energy to work which does not utilize our dependable strengths and core values.



Queries

1. Am I clear about my calling so that it provides energy and focus to my individual and collective action?
2. Does my calling utilize my dependable strengths and reflect my core values?
3. Is the empowerment of others a deeply held value?
4. Do I openly share information with others in ways that empower them to act and encourages collaboration and partnership?
5. Do I welcome criticism and seek to grow from my mistakes?
6. Do I regularly assess my impact on the well-being of the wider human and natural worlds and adjust my mission and performance accordingly?
7. Do I continually strive to improve how I serve through what I create or provide for others?
8. Do I value the product or service I provide as a resource I would choose to have or share with those most important to me?

ORIGINAL FOCUS CHALLENGE

KEY PURPOSE STAKEHOLDERS IN THIS SITUATION

KEY PURPOSE CLARITIES OR QUERIES RELEVANT TO THIS SITUATION

IDEAS FOR AN PURPOSE-FOCUSED RESPONSE TO THIS CHALLENGE



SEEING THINGS WHOLE

Stewardship

TYPICAL STAKEHOLDERS

THOSE WHO ARE IN SOME WAY FINANCIALLY DEPENDENT UPON ME AND ANY WHO ARE IMPACTED BY THE WAY I ACQUIRE AND USE RESOURCES

DEFINITION OF THE STEWARDSHIP DIMENSION

The dimension of Stewardship in my life is preoccupied with:

- how I utilize my resources (dependable strengths, finances, and other resources)
- how I impact the natural and human communities around me in acquiring and using resources
- how the use of resources is an expression of my values and calling
- how to balance my own legitimate needs and aspirations with those of others both now and in the future

This would include how I acquire the essential resources for my mission; the resolving of disputes that may arise among various stakeholders; and the mobilizing of resources in a way that enables me to achieve my personal goals while at the same time helping to shape a sustainable future for myself and the larger community to which I belong.

TESTIMONIES

We believe that our concern for Stewardship is an expression of:

1. our responsibility for empowering others around the discernment of their own calling and use of their unique dependable strengths.
2. the similarly sacred trust involved in using well the many resources that fall within our field of influence.

Faithfulness in the dimension of Stewardship is enhanced when:

1. the management and utilization of material and one's resources in ways that express confidence in the future.
2. exercising servant-leadership in ways that empower others, leaving them stronger and more committed.
3. decisions are made so as to balance contending interests and just resolution of disputes.
4. when possible there is a commitment to creating and modifying structures and systems which serve the common good.

STRATEGIC LENSES

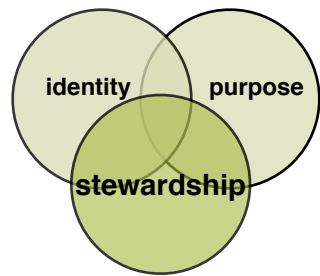
MAKING AND DISTRIBUTING
Creating and providing goods and services for others

MANAGING
Evoking and engaging the diverse gifts and resources of others so as to empower each participant and fulfill a larger purpose

BUILDING
Creating a new environment, community, organization which serves and sustains

POSSIBLE SHADOW

1. Using one's power, position and gifts to lord it over others.
2. The failure to recognize that each person is uniquely called and gifted.
3. The pursuit of profit as an end itself and at all costs.
4. A preoccupation for short-term gain that compromises long-term sustainability.



Queries

1. Does my stewardship of the resources at my disposal reflect my understanding of them as a precious and sustainable trust for future generations?
2. Do I ensure that everyone is heard on issues in which they have a stake?
3. Do the interests and concerns of the other two dimensions (*Identity* and *Purpose*) receive equal weight and creative balance in making my decisions?
4. Are risks carefully weighted in relationship to my core values including the examination of both short and long-term considerations?
5. Do I operate in ways that honor the human and natural communities which host me?
6. Do the structures and systems in which I am a participant enhance our ability to serve?
7. Do these structures and systems facilitate the building and sustaining of human community?
8. Am I open to exploring the ways in which legitimate values - my own or others' - may be in conflict with one another?

ORIGINAL FOCUS CHALLENGE

KEY STEWARDSHIP STAKEHOLDERS IN THIS SITUATION

KEY STEWARDSHIP CLARITIES OR QUERIES RELEVANT TO THIS

IDEAS FOR A STEWARDSHIP-FOCUSED RESPONSE TO THIS CHALLENGE

Nine Strategic Lenses for Seeing Things Whole

Each of these three dimensions of our lives finds strategic expression in three ways. The dimension of Identity expresses itself through *Celebrating*, *Hosting* and *Modeling*. The dimension of Purpose is expressed through *Teaching*, *Critiquing* and *Envisioning*. And the dimension of Stewardship expresses itself through *Building*, *Making & Distributing* and *Managing*.





Reframes of the Focus Challenge

the purpose of developing reframes of a focus challenge is to offer you an opportunity to regard your challenge from a variety of new angles through which you might gain fresh perspective on the situation. Using the 'How to...' format of the original challenge statement, use the space below to create some draft reframes based on one or more of the strategic lenses on the previous page.



HOW TO...

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