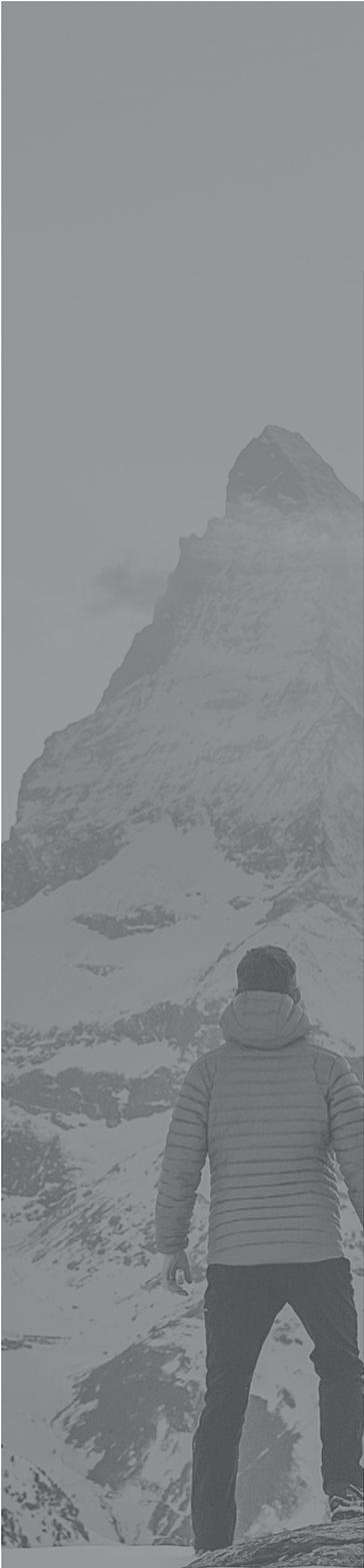


Missionpreneur



*The Radical Calling
of a C12 Chair*





Since 1992, C12 has never stopped growing in scale, reach, systems, and product innovation. The calling and expectations of C12 Chairs, however, have remained unchanged. As C12 evolves and grows across the world, we emphasize durative clarity to ensure consistent understanding and representation.

Clarifying and upholding an organization's founding vision is critical to achieving its long-term mission. "Division" can simply be the byproduct of di-vision, or two visions not aligned. **C12's vision to change the world by advancing the gospel in the marketplace is accomplished by our mission to equip Christian CEOs and owners to build great businesses for a greater purpose.** Our brand promise is to be an example of all we promote and to be accountable to those we serve. All of this intersects and fuses together in the delivery model of this vision, which is through the "missionpreneurial" leaders we call C12 Chairs.

Our Father promises blessing for those who walk together in unity and stay true to their calling.¹ The C12 board of directors, leadership team officers, and Chairs embrace and stand on this agreement as the foundation of who we are because of who we represent and who we serve. We have worked diligently and faithfully to build a plan designed to accomplish the mission God has called us to. To execute the plan and to take C12 into the future will require a cadre of uniquely "called" leaders.

¹ Ps. 133.



Our Understanding of Calling

Romans 8:28 refers to people who are called according to God's purpose. A "call" to ministry is commonly misunderstood to apply only to those who pursue professional pastoral or missionary vocations. While it does apply to the offices within the Church (Eph. 4:11), it is by no means limited to them. This Scripture calls every believer to full-time ministry.

In this sense, "calling" is destiny. C12 is rooted in the doctrine of Ephesians 2:10 that every person is created uniquely for a specific destiny or purpose, which contributes to the plan that God has had in mind since before He created the earth (Psalm 139:16). Every one of His children who responds to His offer of forgiveness and reconciliation in Jesus Christ is born again, not only to inherit eternal life with Him in heaven but also to do meaningful and specific work in His kingdom-building.

The true "calling" of God is to follow Jesus (Matt. 4:19)—to follow Him in the work that He has set aside for each of us to do and to "run the race that is set before us" (Heb. 12:1). He picks the race and calls us to follow Him in it. The calling is holy because of the One who does the calling!

Some further consideration regarding this idea of discernment and calling:

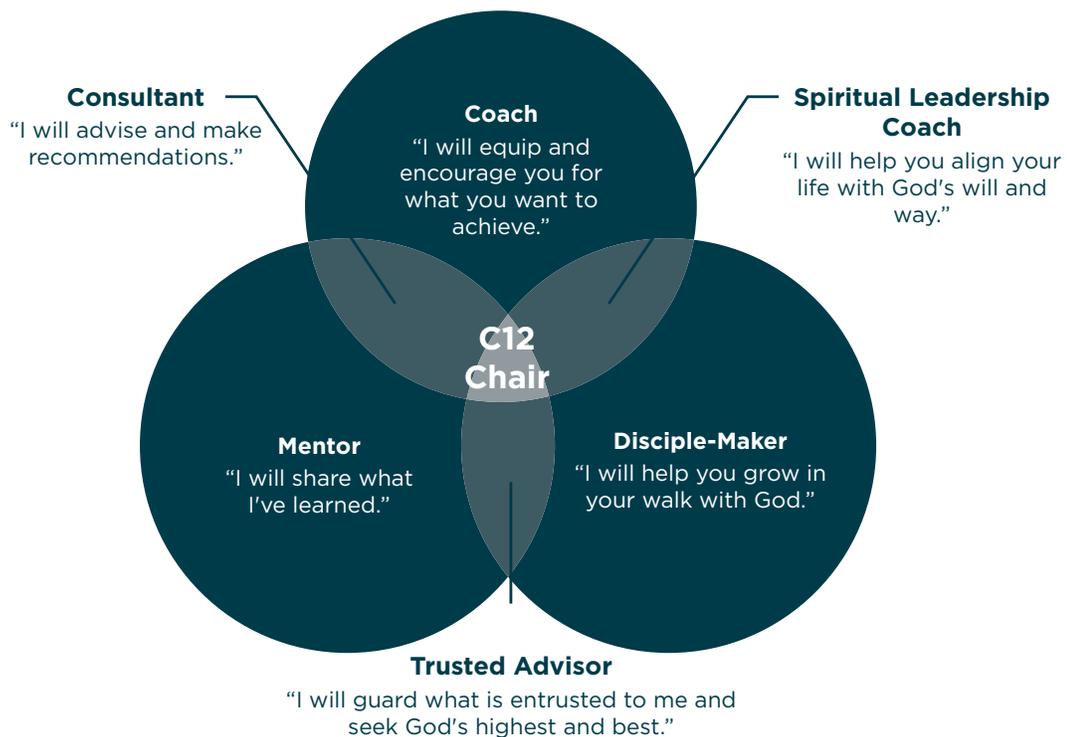
1. Finding and fulfilling our calling will require faith (Heb. 11:6); finishing in it will require endurance (Heb. 10:36).
2. Following God's call will require sacrifice (Phil. 1:28–29) and may contradict worldly wisdom or custom (1 Cor. 1:26). Our calling may not be the most financially rewarding thing we could do, and some may not appreciate what we do, but we are asked to walk by faith and not by sight (2 Cor. 5:7).
3. The highest fulfillment in life—the greatest peace, joy, and purpose—is found in the center of God's will (1 Pet. 1:1–7).
4. Our commitment to God's calling will be tested by adversity. Often it will be challenged to the very point of breaking, where there is nothing left to hold onto except the knowledge that God has called and is able (1 Pet. 4:19, 5:8–9).
5. God desperately wants us to know His will and to fulfill His calling. He does not play games with us or try to confuse us (1 Cor. 14:33). When confusion comes, it is not from God (Rom. 12:1–2; 2 Chron. 16:9).
6. Sin destroys peace. Once we know our calling, we will not experience true peace until we follow it. (James 4:17)



Vision & Expectations of the Role of a C12 Chair

C12 is a vehicle for some to fulfill God’s call in their lives—not all, but some. The role of a C12 Chair is so much more than a facilitator of a glorified “business Bible study”—it’s a dynamic synthesis of a trusted advisor, guide, facilitator, confidant, mentor, and of deep spiritual friendship.

Role of a C12 Chair Circles of Influence



Beyond the pragmatic evaluation of capacity, competency, and even chemistry with the organization and role, each leader must seek God and His clarity to confirm the calling. The opportunity to serve as a C12 Chair is a full-time vocational commitment with significant expectations:

to uphold covenants around how the role is performed, to weigh sacrifices or conscientiousness of liberties, to fulfill a commission to steward a given market, and to embody the mission, vision, and core values of C12.

Attaining our vision for a C12 Chair demands a level of commitment to the highest standard of Christian discipline and behavior that is uncommon in an era of cultural Christianity. Permissive compromise of Biblical standards and authority is seen in the permeating abuse and idolatry of money, alcohol, food, busyness, workaholicism, and the neglect of families and other biblical imperatives. In contrast to these norms, we seek leaders who will strive to uphold the ideals of biblical leadership, both to set forth a good example and to not be a hindrance to those we are called to serve.²

C12 Chairs have great influence on those they lead. Because of our positions as trusted advisors, the leaders we serve view their Chair as an example for spiritual and professional maturity. It is our desire to model a level of commitment to Christ that will stand out from nominal and compromised Christian culture, be an authentic catalyst for radical faithfulness, and protect our brand.

We cultivate and protect a high standard of accountability between C12 and our members. Christian business leaders find our Christ-centered commitment to authentic truth in love and our focus on a high bar of integrity through practical and biblical business content and counsel as our key differentiators and value propositions. Many members join to get help with their business, but they tend to stay because, along the way, they are inspired and drawn into the adventure of business as ministry and an integrated Christian life.

This influence carries significant responsibility and calls us to model rightly ordered priorities across all areas of our lives: spiritual disciplines, relationships, financial stewardship, physical health, time management, lifestyle choices, etc. It requires the sacrificial commitment to our spouses and family as a higher priority than our vocational work.

We require those who elect to accept God's call to become a C12 Chair to embrace this role as one of both service and conscientiousness. Scripture says that all things are permissible—that is, all things not directly or expressly forbidden by Scripture—but not all things are beneficial or edifying. It also says our liberties should never be stumbling blocks to others. Similar to Newton's Law, for every action we take, there may be an equal and opposite reaction in those we serve, whether intended or not. The abuse of liberties commonly leads to catastrophic casualties among even Christian leaders. Actions or associations we believe to be inconsequential may very well be the initial justification for another's choice to travel a more destructive path.

Entrepreneurs and business elite are bombarded with mixed messages of compromise, disproportionately battling excess, addictions, and worldliness. We must be above reproach. Honoring our members' spiritual and emotional well-being and growth may occasionally require us to sacrifice some of our own freedoms, conveniences, or participation in activities other Christians may freely enjoy—not out of pious superiority but out of loving sacrifice to serve.

² Rom. 14:13–23, 1 Tim. 3:1–7, Titus 1:5–9, and James 3:1.

Upholding this standard of Christian living stems from a rich intimacy with Christ. In addition to normal business disciplines associated with an entrepreneurial endeavor, a C12 Chair must proactively embrace spiritual disciplines and servant leadership with genuine zeal.

Common considerations include:

- Commitment to a personal quiet time—a rich and abiding discipline of studying Scripture, prayer, journaling, worship, and listening to God—so from a vibrant walk with Christ you might minister to and alongside others³
- Modeling a marriage and family stewardship consistent with the priority and ministry mindfulness according to Scripture
- Abstaining from consumption or abuse of substances often associated with addiction⁴ and destruction in such settings or manner as to cause others to stumble
- Yielding to Christ in our attitude, speech, and behaviors such that they reflect biblical character and the values of the Kingdom of God both in person and in online or social media mediums
- Discipline in physical and financial stewardship, with priorities around living and giving that counter worldly patterns of greed and gluttony so plaguing believers in the marketplace with conformity
- Active engagement in biblical community, a lifestyle embracing accountability and cultivating integrity evidenced by growing fruit of the Spirit and living out the Great Commission and Greatest Commandments

These commitments are not legalistic, expectations for perfection, or a declaration of superiority. They are not lorded over others as some form of piety or self-righteousness but do serve as a code of conduct. Our common covenant is to strive to live to the standards for leaders such as elders and deacons⁵ while not trying to define them legalistically. We covenant together to uphold and apply the teaching and wisdom of Scripture and to strive to never do anything that would bring disgrace or reproach to the name of our Lord Jesus Christ, His Church, or the C12 Cadre.⁶ The journey involves rigorous training and ongoing equipping as we seek to perpetually hone our professional craft.

³ A 2015 study found that more than 11% of executives struggled with substance abuse (<https://www.sobermansestate.com/blog/prevalence-of-substance-use-among-executives>).

⁴ See www.TheMostImportantHour.com.

⁵ 1 Tim. 3:1-7, Titus 1:5-9, and amplified by Rom. 14:21 and James 3:1.

⁶ Cadre: a small group of people specially trained for a particular purpose or profession.



An Uncommon Endeavor

The term radical was first popularized in the 14th century when describing roots, reflecting very origins, identity, and essence. The endeavor of being a C12 Chair is considered a radical calling as an invitation and expectation to bring to bear an elegant synthesis of prerequisite gifts:



Spiritual – discernment, faith, teaching, exhortation, and a host of those gifts⁷ provided by God in addition to leveraging a vibrant personal walk with Jesus.



Emotional – the aptitude, personality, and emotional intelligence to enable serving a broad array of people and navigating dynamic situations common to C12.



Natural – grit, drive, resiliency, and organizational disciplines to draw upon business acumen from former leadership experiences while forging new skills as a facilitator, curator, and entrepreneur of a new venture.

In modern use, radical is applied when advocating extreme measures to retain or restore a state of affairs. In this sense, the C12 Chair calling is radical because as you invite leaders into an integrated life in Christ, you must be living that journey in a way that inspires, encourages, and does not cause others to stumble, oftentimes different from what's culturally accepted. It is spiritually dangerous—for good!—as it will inevitably evoke spiritual warfare and be opposed, demanding spiritual vigilance.⁸

⁷ 1 Cor. 12:4–31.

⁸ Eph. 6:10–20, 1 Pet. 5:8–9.



A Cadre of Called Leaders

C12 can be viewed like a modern-day version of the first century Church: the board, leadership, and staff are like the Church of Jerusalem and the Chairs are like the apostles. The apostles were “sent out” to carry the gospel into new places. They were the tip of the spear of Christianity and at one point were identified as those who “turned the world upside down.” They denied themselves pleasures that others enjoyed, prepared to suffer and die for their King and His cause. The King who called them is the same who called us. He is worthy, and His cause is ours. As C12’s public face, our members are influenced far more

by the way we live than by anything we say. It is impossible to estimate the eternal impact each Chair is capable of influencing.

Viewed as a calling, becoming a C12 Chair is more than a vocational engagement, a profitable project, or experiment with missional business—it is the embracing of a commission within a defined market with the zeal of a steward. The work is bigger than any one person, which is why we lean into our community of peers. An otherwise diverse and eclectic constellation, C12 Chairs around the globe unite around a shared mission and form what we refer to as the “Cadre of the Called.”

Life’s highest honor and definition of success is to obey and to fulfill His purpose and calling.

Life’s greatest challenge is to find that purpose and live it out faithfully.

Leaders considering whether to join C12 as Chairs—as missionpreneurs—are not merely evaluating if they can do the job or even if this job should be done, but discerning if they have a genuine sense of calling.

We are *The Cadre of the Called*. It matters. Forever.