

The Human Development Wheel

The central focus of the Christian life is the person of Jesus Christ (John 17:3). All of life revolves around our Sovereign God's purpose to create a universe in which all that is created brings Him glory and in which this gracious and merciful God can show forth His abundance of mercy and grace. So it is that in the story of creation and the fall of human beings into sin and away from intimacy with God that the great heart of the Creator should give "His only begotten Son" (John 3:16) to redeem for Himself a people upon whom He would pour out His grace (Ephesians 2:8-9).

Therefore, the central focus of those who have been redeemed is the person of the Lord Jesus Christ. The central purpose of that life is to know Christ and God intimately through obedience to His commands. Thus, in the providence of God, it stands that those who know Christ will see all things, both existential and spiritual, as being means by which the redeemed child of God, through his or her faithfulness to the commands of Christ, experience a growing intimacy with God through Christ Jesus in the power of God's Holy Spirit (John 14:21). Through the difficulties and joys of life the believer is brought, as it were, into the inner private chamber of our loving Heavenly Father and granted an audience with his heart, His character, His holy being. At this moment the believer understands that his or her purpose for remaining on planet earth is not only to intimately know this great God but to participate with His purpose in bringing about the redemption which Christ purchased by His blood on the cross and the "reconciling of the world to Himself" (2 Corinthians 5:19).

This redemption is primarily focused on the souls of human beings. As "ambassadors of Christ," (2 Corinthians 5:10) believers are given the great privilege of declaring the good news of Jesus' death, burial, and resurrection for the forgiveness of sin which separates human beings

from their Creator and causes pain, strife, discord and spiritual death. It is this “ministry of reconciliation” (2 Corinthians 5:) that allows the believer in Christ to approach every area of life with this purpose, to declare the good news of Jesus that brings about reconciliation.

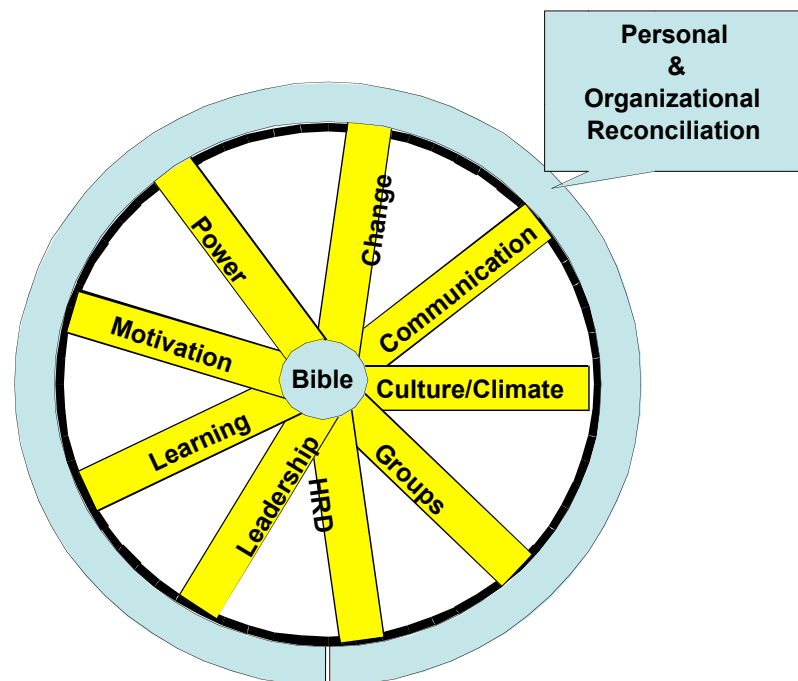
This reconciliation is primarily between God and human beings. However, the reconciliation extends beyond humanity to all of God’s creation including philosophies (our thinking), systems (how we process our thinking), and organizational structures (the results of our thoughts and processes). It is the role of the believer to “be not conformed to this world, but be transformed by the renewing of your mind” (Romans 12:2) so that we might “take every thought captive to the obedience of Christ” (2 Corinthians 10:5) and IMPACT THE WORLD

Such a worldview might be compared to a wagon wheel in which the center hub around which all of life turns is the revelation of God in Christ. To the believer, this revelation would be the Holy Scriptures, the Bible, for as Jesus said, “They bear witness of Me.” (John 5:39). Extending from this hub are the various identified areas of human interactions, systems, philosophies, theories, procedures, research, and beliefs. All are assumed by the believer to be avenues to achieve one’s purpose of glorifying Him and enjoying Him forever. Each “spoke” of the wheel reveals a new, creative, and complex way in which God has designed mankind. All of the views of theorists and researchers who from various persuasions have attempted to explain the ways of God (though they may/would not recognize them as such) are filtered through the screen of Scripture before the believer chooses to accept any assertion or conclusion. This process of taking the words of men, both redeemed and unredeemed, and passing them through the prism of Scripture affords the believer the opportunity to act with wisdom (James 1:5).

Not only does the believer have the opportunity and obligation to take the affairs of human beings to the judgment bar of the Word of God, but the believer has an obligation to

impact the world with the truth of those very same Scriptures. As ambassadors of Christ, the believer gains an understanding of his or her place within the world system, both secular and sacred. It is within these environments, these contexts that the believer espouses and acts according to the truths of Scripture. By influencing others in these contexts the believer seeks to reconcile perceived reality with the actual reality of the truth of the Scriptures. Through this reconciliation, all of creation is brought to acknowledge the Lordship of Jesus Christ (Philippians 2:10-11). Contrary to other religions, this acknowledgement is not acquired through threat of harm or death but is gained through the working of the Holy Spirit as the truths of the Word of God are applied to each human experience and institution.

Continuing the wheel metaphor, there are nine spokes in this human development wheel. Each spoke represents an area of academic study by researchers in that particular field. As the



wheel turns, progress is made toward finding the root cause of an organizational problem. When the spoke of the wheel points down vertically, it is at this point that spoke carries the weight of the wheel upon itself. This weight is carried from the outside of the wheel through the spoke to the hub. The hub then disseminates the weight through the other spokes to the various areas of the wheel. Thus, as the wheel turns each spoke has both its primary importance (weight) and secondary importance (dispersed weight). However, at no time are any of the spokes insignificant or unimportant, but are all necessary to maintain the smooth turning of the wheel.

Determining the root cause of organizational problems is a weighty practice requiring insights and understanding from a wide-range of human resource and leadership literature. By placing Scripture as the hub of the wheel, the “weight” of each area passes through the Scripture and then is applied and related to other spokes of the wheel. Thus, Scripture not only fastens the spoke to the wheel but serves as the “translator” of the information flowing through each individual spoke. The hub gives the entire wheel its stability and the center around which all of life turns.

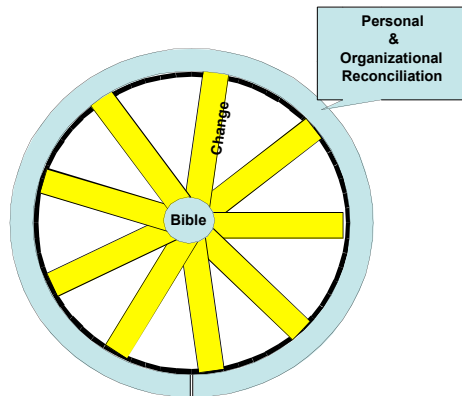
A key word in this concept is balance. When seeking an answer to the organizational problem, by having a central point around which to turn, the human development wheel can spin to the primary area addressed by the problem. Then, as the answer is developed, the wheel slowly moves forward in order to address all the areas of the problem. This allows the practitioner to not only answer the specifics of the problem but illuminate ancillary areas as well, developing a well rounded, balanced, answer to the root problem. This answer can then be applied to the exterior of the wheel in order to bring about the needed reconciliation within the person(s)/organization. Even though each area does not have as much information attributed to it

as others, this does not affect the balance because some of the material in the area (spoke) may not be germane to answering the problem at that particular moment.

The best way to understand the Human Development Wheel is to consider the various areas (spokes) within it. Following are nine synopsizes of the information one might expect to find within a particular spoke of the wheel.

The first area of consideration is CHANGE. If there is one constant with regard to life it is change.

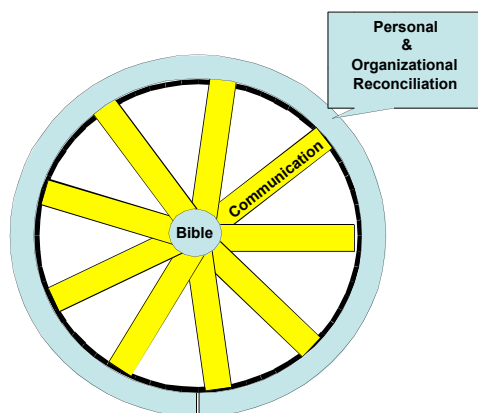
Scripture:
Philippians 4:13
“I can do all things through Him who strengthens me.”



Vail (1996)
Permanent whitewater
Lewin (1951)
Freezing/Unfreezing
Kotter (1995)
8 Step Change Model

The second spoke is the area of COMMUNICATION. Communication is fundamentally important to organizations (Littlejohn & Foss, 2005).

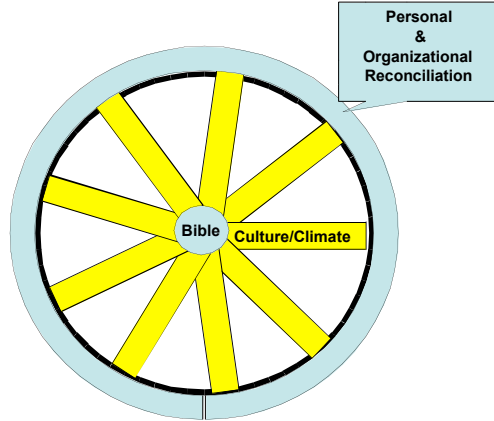
Scripture:
James 3:7
“But no one can tame the tongue.”



Davis (1953)
Grapevine
Eisenberg & Goodall (1997)
- Effective communication
- 4 Communication Processes.

The third spoke is CULTURE & CLIMATE. Culture focuses on why things happen as they do. Climate focuses on how organizations function (Schneider, 1987).

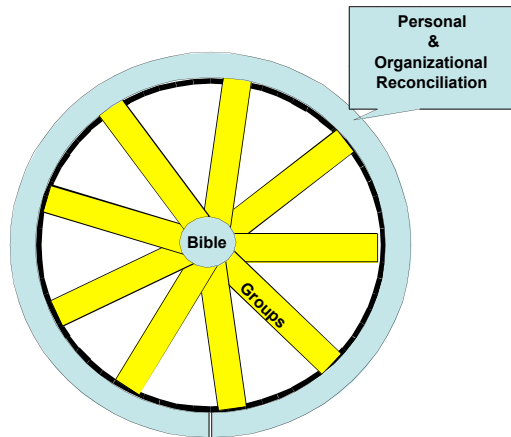
Scripture:
Mark 3:25
 “A house divided against itself cannot stand.”



Schein (2004)
 Artifacts
 Espoused Values
 Underlying Assumptions
McMillian & Lopez (1991)
 Acculturation

The fourth area is GROUPS. Within this area is team development, groupthink, decision making and decision making models.

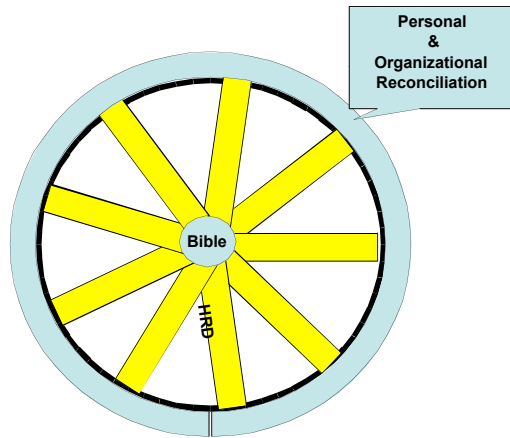
Scripture:
James 1:5
 “But if any of you lacks wisdom let him ask of God...”



Tuckman (1965)
Stewart, Manz, & Sims (1999)
 4 Types of Teams
Janis (1972)
 Groupthink
Allison (1971)
 Model 1,2,3

The fifth spoke is Human Resource Development (HRD). HRD defies boundaries (Blake, 1995) but concerns God’s most precious creation, human beings.

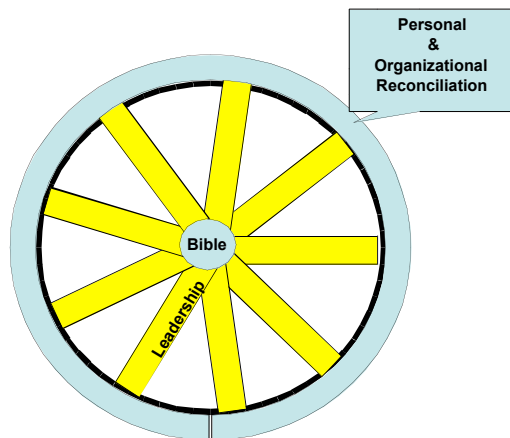
Scripture:
Genesis 1:26
 “Let us make man in Our image, according to Our likeness...”



Burton & Obel (2004)
 3 Criteria
Gilley, Egglund, Gilley (2002)
 ID, CD, OD, OP
Weisbord (1978)
 6 Box

The sixth spoke of the wheel is LEADERSHIP. Northhouse (2001) describes leadership as “a process involving influence, occurring within a group context, and involving goal attainment.”

Scripture:
Matthew 20:26
 “It is not so among you, but whoever wishes to become great among you shall be your servant.”



Burns (1978)
Bass (1985)
 Transformational
 Transactional
Chaleff (1995)
 Followership
McGregor (1960)
 Theory X & Y

The seventh spoke is LEARNING & DEVELOPMENT. The largest of all the areas, learning encompasses a wide variety of perspectives.

Scripture:

2 Peter 1:5

“in your faith supply moral excellence/ knowledge/self-control/perseverance/ godliness/ brotherly kindness/love

Vail (1996)

As a way of being

Knowles

Andragogy

Bandura (1986)

Triadic Reciprocity

Senge (1990)

5th Discipline

The eighth spoke is MOTIVATION. These theories describe the inner “motor” that propels the person and thus the organization.

Scripture:

2 Cor. 5:14

“The love of Christ compels us.”

Maslow

Hierarchy

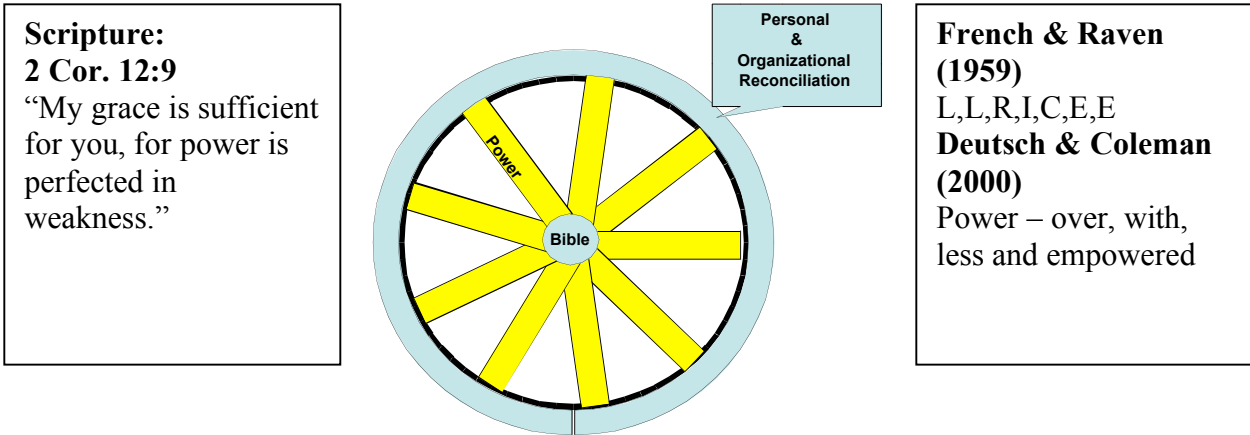
Vroom (1964)

Expectancy Theory

Lock (1968)

Goal setting Theory

The ninth and final spoke is POWER. It is the one construct that everyone wants but, ultimately, no one but God has.



The Human Development Wheel encompasses a wide array of human development, organizational, and leadership theory. No one tool could encompass the vast amount of theory that has been posited much less the theories yet to be developed. This instrument will serve, however, as a guideline to the HRD practitioner to consider all possible contingencies when performing an organizational diagnosis. Based upon the Bible, the wheel has its center in a relationship with Christ and operates to glorify Him.

Therefore if any man is in Christ, he is a new creature; the old things passed away; behold, new things have come. Now all these things are from God, who reconciled us to Himself through Christ, and gave us the ministry of reconciliation, namely, that God was in Christ reconciling the world to Himself, not counting their trespasses against them, and He has committed to us the word of reconciliation. 2 Corinthians 5:17-19 NASB

