

EXECUTIVE CORPS®

FAITH · PSYCHOLOGY · CLARITY

FROM GIFT LABELS TO MOTIVATIONAL DRIVERS

A Greek and Theological Rationale for the Executive Corps® Terminology

Watchman · Instructor · Operator · Builder · Investor · Energizer · Advocate

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Executive Summary

Romans 12:6–8 names seven gifts. Executive Corps® gives each one a working name. The names are not a new translation. They name what each gift does and what drives the person who carries it.

The Greek governs the meaning. The English name makes it usable. We don't claim an English word equals a Greek one.

Paul lists seven activities: prophecy (*propheteia*), service (*diakonia*), teaching (*didaskalia* / *didaskon*), exhortation (*paraklesis* / *parakalon*), giving or sharing (*metadidomi*), leading (*proistemi*), and showing mercy (*eleeo*). The SBL Greek New Testament keeps this order. English versions split hardest on *proistemi*: “lead,” “rule,” and, in an NIV footnote, “provide for others.” One inherited English word rarely carries the whole meaning. A working name can do better.

We test each name two ways. Does the Greek word allow the behavior the Driver describes? Does the name capture what that behavior produces? Instructor and Operator sit closest to the Greek. Builder, Energizer, and Advocate name the function directly. Watchman and Investor are deliberate biblical metaphors, and we explain them most carefully.

Translation and Naming Are Two Different Jobs

Translation asks one question. What English word best represents this Greek word in this sentence?

Naming asks another. What short, modern name best describes the drive this behavior keeps showing?

Motivational Drivers does the second job.

The research has already done the same thing. Fortune and Fortune (1987) called the Romans 12 prophecy gift “Perceiver.” DellaVecchio and Winston (2015) adopted the name to keep it separate from prophecy in 1 Corinthians 12. They also wrote secular behavioral definitions for all seven gifts so the instrument could be used outside the church. Change the surface name. Keep the biblical construct underneath.

Therefore, we don't claim Watchman translates *propheteia*, or that Investor translates *metadidomi*. Our claim: each Driver name describes a function, and each is anchored in the meaning and behavior of its Greek word.

The Greek Text of Romans 12:6–8

The SBL Greek New Testament reads, in order: *propheteian*; *diakoniam*; *ho didaskon* / *didaskalia*; *ho parakalon* / *parakleseis*; *ho metadidous*; *ho proistamenos*; *ho eleon*. Paul calls them differing *charismata*, given according to the grace (*charis*) given to us (Romans 12:6).

Greek	Common English	Driver	Domain
<i>propheteia</i>	prophecy	Watchman	Alignment
<i>diakonia</i>	service, ministry	Builder	Execution
<i>didaskon / didaskalia</i>	teaching, instruction	Instructor	Clarity
<i>parakalon / paraklesis</i>	exhorting, encouraging	Energizer	Momentum
<i>metadidous < metadidomi</i>	giving, sharing	Investor	Resources
<i>proistamenos < proistemi</i>	leading, ruling, standing before	Operator	Direction
<i>eleon < eleeo</i>	showing mercy, compassion	Advocate	Restoration

1. Watchman — Alignment

Greek anchor: propheteia

Romans 12 says prophecy. The research keeps this gift separate from prophecy as a manifestation of the Spirit in 1 Corinthians 12. DellaVecchio and Winston (2015) define its secular form as discerning good and evil and revealing truth for understanding, correction, or edification. Their items measure candor, boldness, and telling the truth even when it means confronting a superior.

Watchman is a biblical metaphor for that behavior. The Watchman sees what's wrong or inconsistent, sounds the alarm, and brings the truth into the open so it can be corrected. Alignment is the goal: belief, truth, conduct, and standards brought back in line.

The name keeps the truth-telling and corrective function. It doesn't claim a prophetic office or a manifestation of the Spirit.

2. Instructor — Clarity

Greek anchor: didaskon / didaskalia

Instructor sits closest to its Greek word. Romans 12 uses the participle for the one teaching and the noun for teaching itself. DellaVecchio and Winston (2015) define the construct as the ability to discern, analyze, and deliver information and truth so others learn. Their items measure research, analysis, study, and helping others learn.

Instructor is the person. Clarity is what they produce. The name stays inside the Greek word's range. It names the result teaching aims at: information analyzed, organized, explained, and understood.

3. Operator — Direction

Greek anchor: proistamenos < proistemi

The participle in Romans 12:8 comes from *proistemi*. The root image is standing before. Classical and New Testament lexicons extend it to being set over, leading, presiding, and directing. That's why English versions split between "rule" and "lead," and why the NIV footnotes "provide for others."

Operator names the function, and the fit is strong. DellaVecchio and Winston's secular definition centers on setting future goals and communicating them so others work toward them. Their items: creating order out of chaos, coordinating people and resources, setting procedures, and making decisions that make things happen.

Direction is the point of this gift. Operator also avoids two problems with "ruler." It doesn't imply authoritarian status, and it doesn't require a title. This Driver takes responsibility for coordinated direction, with or without a formal office.

4. Builder — Execution

Greek anchor: diakonia

Diakonia is usually translated service or ministry. The research treats the Romans 12 construct as task-centered: find the unmet need in a task, use the resources at hand to meet it, and get the goal done. The items measure doing useful things, practical help, preferring to do a job rather than delegate it, and freeing others to work.

Builder names service that gets the work done. It carries the load, meets practical needs, and turns intention into finished work. Execution is the domain.

The name also keeps Builder separate from Advocate. In everyday English, "serving people" sounds relational. The research measured Serving as practical and task-centered. Builder holds that line.

5. Investor — Resources

Greek anchor: metadidous < metadidomi

Metadidomi means to give a share, share with, or impart. Logeion gives the core sense "give a share to," with classical examples of sharing land, civic rights, and other goods. Paul adds *en haploteti*: with simplicity, sincerity, and generosity.

Investor names the drive to put resources where they do good, for a person, a need, or a purpose. DellaVecchio and Winston broadened the construct the same way. They define Giving as managing income, time, energy, and skills to give beyond an ordinary standard.

The investment here is stewardship, not financial return. Resources is the core domain. The Investor spots, stewards, and releases resources where they will count.

6. Energizer — Momentum

Greek anchor: parakalon / paraklesis

Parakaleo covers a lot of ground. It starts with calling someone to your side and extends to summoning, appealing, urging, exhorting, comforting, and encouraging. Romans 12 names both the person who does this and the act itself. The research describes the construct as calling out the best in others through encouragement and motivation.

Energizer names the effect. The person exhorts, encourages, strengthens, or urges. The result is people willing to move again. Momentum is that forward motion. In leadership, encouragement does more than comfort. It gets people moving.

The research scale captures the relational energy of this gift: making people joyful, talking, socializing, and being energized by lifting others up (DellaVecchio & Winston, 2015). The Energizer definition carries the full range of *parakaleo*, including urging, exhorting, and strengthening people under pressure. That's the difference between enthusiasm and exhortation. It's why we define the Driver by the Greek, not by a single scale.

7. Advocate — Restoration

Greek anchor: eleon < eleeo

Eleeo means to have compassion on someone and to show mercy. The research defines the construct as real empathy for people in physical, mental, emotional, social, or spiritual pain, and acting on it. The items measure sympathy, sharing pain, staying present with people who are hurting, consoling them, and working to bring relief.

Advocate names what happens when compassion turns into action for someone who is hurting or exposed. Restoration is the direction of travel: from injury, exclusion, distress, or broken trust toward relief and wholeness.

Advocate is mercy that acts. The name holds best alongside its definition: care that moves toward people in pain, protects them, and works to restore them.

Why the Names Hold Up

Four principles.

First. The Greek governs the construct. The Driver names serve it.

Second. Each name keeps the characteristic action of its Greek word.

Third. The names keep Romans 12 separate from the equipping roles of Ephesians 4 and the manifestations of 1 Corinthians 12.

Fourth. The names give leaders a stable working vocabulary for nonfaith-based working environments, ministry, and team development.

Read together, the seven make a working system that assigns each driver to the management over one of seven, common, yet very specific organizational functions:

Watchman — Alignment
Instructor — Clarity
Operator — Direction
Builder — Execution
Investor — Resources
Energizer — Momentum
Advocate — Restoration

That system is our model for organizations. Furthermore, Paul didn't write Romans 12 as an org chart, and we don't claim he did.

What We Claim

We claim	We don't claim
The Driver names describe functions grounded in the Greek of Romans 12.	The names are literal translations.
Instructor and Operator sit close to their Greek words in meaning and behavior.	Every name is equally close to the Greek.
Watchman, Builder, Investor, Energizer, and Advocate name recurring drivers through biblical metaphor.	<i>propheteia</i> means Watchman, <i>diakonia</i> means Builder, <i>metadidomi</i> means Investor.
The names keep Romans 12 separate from Ephesians 4 and 1 Corinthians 12.	The three lists have nothing to do with each other.
The seven Drivers form a working model for organizations.	Paul wrote Romans 12:6–8 as a workflow in this order.

Formal Definition

Motivational Drivers are modern functional names for the seven gifted activities in Romans 12:6–8. They do not replace or retranslate the Greek. They name the recurring drive behind each activity and give leaders language to examine it in ministry, organizational leadership, civic and private work spaces, and everyday life.

Conclusion

The Greek is the anchor. The Romans 12 research shows that anchor can be turned into measurable behavior. Motivational Drivers names the result of that behavior at the level of the person and the organizational function.

These names aren't branding. Each one traces to the Greek, and all seven follow one logic. Some sit close to their Greek words. Others are biblical metaphors that carry the action into the language of organizations. We say so up front. That galvanizes the framework in scripture, science and historical sources.

References

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