

Sample (Session Four) from *The Leader's Potential*

This sample session is taken from the Learner's Guide, which every learner is required to obtain. The Instructor's Guide has the exact same content but also includes PowerPoint Slides, Exams, Leader's Notes and Instructor Tips for teaching each session.

Look For These Unique Design Features In This Session:

- Session Outline** – Listed on the first page to provide a brief overview.
- Objectives** – A primary educational objective, plus detailed supporting objectives for each main concept.
- Main Diagram** – Each module has a main diagram to provide a “You Are Here” visual for the learner.
- Diagrams & Boxes** – Many diagrams and visuals to enhance and support the teaching concepts.
- Bolded Key Points** – The key points are bolded in a concise way for the Instructor and Learner to easily grasp the essential concepts.
- Outline Format** – All sessions use an easy-to-follow outline format to make the lesson easy to teach and easy to learn.
- Point to Ponder** – Summary or climactic thoughts placed in a shaded oval area to provide emphasis or interaction.
- Group Application** – Every session has a Group Application at the end for small group activity, interaction, and assessment.
- Discussion Questions** – Further questions for discussion and reflection.
- Appendices** – Added material to study the topic further or provide assessments and resource tools.

The Leader's Potential

Contains Seven Sessions

Teaching Sessions

	<u>Page</u>
Session 1: Pursuing Your Potential	1-1
Session 2: Identifying Personality Types	2-1
Session 3: Relating to Diverse Personalities	3-1
Session 4: Identifying Leadership Styles	4-1
Session 5: Releasing Your Spiritual Gifts	5-1
Session 6: Identifying Charismata Gifts	6-1
Session 7: Finding your PLACE in Ministry	7-1

There are seven sessions in *The Leader's Potential* module. The circled session shown above is printed in this book to provide a sample for you.

SESSION OUTLINE

A. Leadership Style is Related to Personality Type.

1. The Directing Style Leader (“D” Personality).
2. The Team Building Style Leader (“I” Personality).
3. The Operational Leader (“S” Personality).
4. The Strategic Style Leader (“C” Personality).

B. Leading Different Personalities.

1. Challenges to leading a “D” Personality.
2. Challenges to leading an “I” Personality.
3. Challenges to leading an “S” Personality.
4. Challenges to leading a “C” Personality.

C. Ministry Leaders are Called to be Servant Leaders.

1. Old Testament understanding of “leader” is servanthood.
2. New Testament concept of ministry leadership is serving.
3. Effective leaders are blended servant leaders.

SESSION OBJECTIVES

Primary Objective:

To learn how to connect leadership style to personality type, so that leaders can better understand and lead diverse groups and help others to do the same.

Supporting Objectives:

- A. Participants will be able to explain the four diverse leadership styles based on the four personality types.
- B. Participants will be able to explain the challenges of leading and ways of motivating the four personality types.
- C. Participants will be able to describe three aspects of how ministry leaders are called to be servant leaders.

SAMPLE

A. Leadership Style is Related to Personality Type.

[See Appendix 4A]

The four personality types each have a unique leadership style.

Four Diverse Leadership Styles¹		
<u>Type</u>	<u>Strengths</u>	<u>Weaknesses</u>
Directing ("D")	Communicate Vision Decision-Maker	Impatient Impulsive
Team Building ("I")	People-Oriented Gather Many People	Disorganized Lack of Detail
Operational ("S")	Systems-Oriented Manager Skills	Lacks Perspective Lacks Leadership Vision
Strategic ("C")	Detail-Oriented Organized	Not People-Oriented Slow Decision-Maker

¹Adapted from *Building Effective Lay Leadership Teams* by George Barna.

- The Directing Style Leader** ("D" Personality).
 - Directing Leaders excel at communicating vision.
 - Directing Leaders are good decision-makers.
 - Directing Leaders are impatient and impulsive.
- The Team Building Style Leader** ("I" Personality).
 - Team Builders are very people-oriented.
 - Team Builders gather people around a common cause.
 - Team Builders are disorganized and lack attention to detail.
- The Operational Leader** ("S" Personality).
 - Operational Leaders are very systems-oriented.
 - Operational Leaders have more management skills, as opposed to the leadership skills that the other three types of leaders tend to have.
 - Operational Leaders lack vision and leadership and try to avoid conflict.
- The Strategic Style Leader** ("C" Personality).
 - Strategic Leaders are very detail-oriented.
 - Strategic Leaders are generally very organized.
 - Strategic Leaders are not people-oriented and are slow decision makers.

What if Every Leader Were the Same?

- If all leaders were **Directing**:
Strong vision casting but no organization or detailed plan.
- If all leaders were **Team Building**:
Strong relationships and fun without accomplishing the goal.
- If all leaders were **Operational**:
Strong structure and efficiency, but lack of vision and direction.
- If all leaders were **Strategic**:
Strong planning but lack of inspiration and motivation.

We need a balanced team of leaders!

Group Application

Assessing the Leadership Styles

Consider that you have just been assigned to a ministry team of 12 members who are planning to take a trip to a foreign country to work with a strong national church to help them conduct a medical clinic, children's evangelistic outreach, and a pastoral leadership training conference.

Discuss the positive and negative aspects for your specific project if your team leader is a Directing (D), Team Builder (I), Operational (S), or a Strategic (C) type leader.

B. Leading Different Personalities.

[See Appendix 4B]

1. Challenges to leading a “D” personality.

- a. **The “D” personality is argumentative.**
They can appear argumentative since they challenge the status quo in an effort to improve the system or organization.
- b. **The “D” personality does not like routine.**
They do not like routine tasks since they are not challenging. They will struggle to consistently meet those tasks.
- c. **The “D” personality may overstep authority.**
They may overstep authority to get something accomplished due to their strong task-oriented approach.
- d. **The “D” personality can be pushy.**
They have an ability to make things better by challenging why it “has always been done this way.” If you are a person that is not comfortable with change, you may find your self in conflict with this type of person.

Ways to motivate a “D”

- Give them difficult assignments.
- Give them power and authority to take risks in decision making them.
- Do not excessively assign routine tasks.
- Do not provide too much structure – allow them to create processes and systems.

2. Challenges to leading an “I” personality.

- a. **The “I” personality needs variety in their work.**
Provide variety in their work. Influencers tend to have a shorter attention span for tasks and desire to work with people rather than things.
- b. **The “I” personality requires creative tasks, not routine.**
Routine means boredom for the Influencer. Tap into their ability to think “outside the box” by giving them challenges that require a creative mind.

- c. **The “I” personality craves people-related work.**
Allow them to work in group activities, which allows them to motivate others.
- d. **The “I” personality operates by their feelings.**
Teach them to make objective decisions by weighing facts as much as feelings in their decision-making process.

Ways to motivate an “I”

- Recognition and praise for a job well done.
- Provide a friendly environment.
- Provide people who will tend to the details so they are free to tend to the people.
- Provide a forum to express ideas.

3. Challenges to leading an “S” personality.

- a. **The “S” personality needs to be pushed for results.**
Ensure that you establish priorities and deadlines for tasks.
- b. **The “S” personality avoids decisions.**
Help them learn to make quick decisions even when they are uncomfortable doing so. This requires you to provide a safe environment for them to learn and develop this skill.
- c. **The “S” personality resists change.**
Help condition and prepare them prior to change. This will help them to adjust much faster if they have not been caught by surprise and have to mentally prepare.
- d. **The “S” personality needs to be motivated.**
Encourage their creativity and love for people. Show them how their personal effort contributes to the group effort.

Ways to motivate an “S”

- Recognize them for their loyalty to the group, task, or organization.
- Provide a safe environment to learn with little conflict.
- Provide predictable procedures and tasks.
- Provide tasks and projects that can be followed through to completion.

4. Challenges to leading a “C” personality.

- a. **The “C” personality focuses extensively on details.**
So intense is their nature towards detail, that they often can miss the big picture.
- b. **The “C” personality can find fault easily.**
Because of their high standards for quality and accuracy, they can appear to be “hard to please.”
- c. **The “C” personality can withdraw easily.**
When in an antagonistic environment, the “C” person will usually withdraw.
- d. **The “C” personality needs exact expectations.**
They require job descriptions because of their detailed approach to work.

Ways to motivate a “C”

- They desire reassurance that they are doing what you expect.
- Give them control over factors that affect their performance.
- Give them tasks with details that would exhaust anyone but a “C” person.
- Provide tasks/projects that are followed through to completion - no “loose ends.”

Point to Ponder

Your giftedness and “DISC” personality type is not what is most important. It’s your relationship with God and others that makes the difference.

C. Ministry Leaders are Called to be Servant Leaders.

1. Old Testament understanding of “leader” is servanthood.

a. The Hebrew word for leader is “*nagiyd*.”

- The root meaning is servanthood. Developing from that root is the idea of setting forth a good example.
- It means a leader who is under authority, and fulfilling the desires of that authority.
- Finally, it means to stand out boldly, to announce or manifest the commands of their higher power.

b. A leader is the servant of those they lead.

The Old Testament definition of a leader is a servant of those they lead; inspiring others to follow by being a good example of living under God’s authority and proclaiming God’s rule.

2. New Testament concept of ministry leadership is serving.

a. The words “minister” and “serve” are intertwined.

- Forms of “serve” are used over 100 times in the New Testament to describe “ministry.”
- Ministry is equated to an act of service.

b. Deacons are servants.

- The two church leadership positions in the New Testament are deacons and elders.
- The qualifications to become either of these are defined by the qualities of a servant (1Ti 3:2-13).
- The word “deacon” itself means “servant.”

c. Paul describes himself as a Servant of Christ.

- Paul, one of the foremost Church leaders, calls himself a bondservant (Ro 1:1).
- He sees himself bound as a slave to Christ willingly because of his love for Christ and desire to serve Him.

d. Christ set the ultimate example of a servant.

- Everything He did and said, Jesus taught that Christians, and essentially leaders, must be servants (Lk 12:37, 22:37; Mk 10:43; Jn 12:24-26).
 - “Jesus took the form of a servant and humbled Himself unto death...” (Php 2:8).
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3. **Effective leaders are blended servant leaders.**

a. **Your Personality and Gifts are intended for serving.**

- The most effective leader is the blended servant leader. These individuals learn how to adapt and become “all things to all men.”
- Learning about your Personality and Gifts helps you find your PLACE of service.
- Learning about others helps to serve them, understanding their style & motivations.
- Servant leaders raise others up to stand on their shoulders and go higher than they ever went themselves.

b. **Yielding your strengths and weaknesses to Christ.**

- You must guard your strengths from overuse and strive to improve your weaknesses (2Co 12:9-10).
 - Your DISC personality or gifts are never an excuse to avoid being a servant leader.
 - Servant leaders allow the Holy Spirit to expose and strengthen their weaknesses, freeing them to raise up others to great acts of service.
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Discussion Questions for Session 4

1. Which leadership style(s) tends to be most likely to become the senior leader? Why?
2. How would you practically implement the concept of leading and relating to each person differently, rather than treating everyone the same?
3. Have your ministry leaders modeled servant leadership? What areas will have to change to be better servant leaders?

Point to Ponder

Whoever wants to be great among you must be your servant.
Mk 10:43

APPENDIX 4A

Four Diverse Leadership Styles²

1. The Directing Style Leader (“D” Personality).

a. Directing Leaders excel at communicating vision.

- They do not invest energy in the details of the process.
- They inspire gifted people to help by describing an appealing future and helping them to own that vision.

b. Directing Leaders are good decision-makers.

- They like to have the facts at their disposal.
- They have an intuitive nature and anointing.
- They do not run from difficult problems or decisions.

c. Directing Leaders are impatient and impulsive.

- They are often disinterested in the fine details.
- They tend to be impatient with the process of evaluating every contingency.
- Without an effective Strategic Leader, chaos can result.
- They often are impulsive and have a short attention span.

2. The Team Building Style Leader (“I” Personality).

a. Team Builders are very people-oriented.

- Directing Leaders love the challenge of the dream.
- Strategic Leaders love the intellectual challenge of understanding and planning.
- Team Builders love people and are loved by them.

b. Team Builders gather people around a common cause.

- Their relational skills network people who share a passion for the mission.
- They leave everyone feeling like they are a valuable part of the team.
- The Team Builder is the life and energy of the party.
It is often their personal charisma and personality that energizes the group.

c. Team Builders are disorganized and lack attention to detail.

- They love people, but they hate paperwork.
- They often ignore anything that has been written down (*like budgets and procedures*).
- They tend to waffle on details, because they don't remember what they said previously.

²Adapted from *Building Effective Lay Leadership Teams* by George Barna.

Four Diverse Leadership Styles²

3. The Operational Style Leader (“S” Personality).

- a. **Operational Leaders are very systems-oriented.**
 - They are often more comfortable managing the system that already exists, rather than looking for creative ways to make the process better.
 - They often are most comfortable behind the scenes.
- b. **Operational Leaders have more management skills.**
(As opposed to the leadership skills that the other three types of leaders tend to have.)
- c. **Operational Leaders lack vision and leadership and try to avoid conflict.**
 - They sometimes lose sight of the fact that they are leaders, and start to function like managers.
 - They can lose sight of the vision and become content that they lead a well-run system—regardless of where it is headed.

4. The Strategic Style Leader (“C” Personality).

- a. **Strategic Leaders are very detail-oriented.**
 - They are most happy evaluating the options before the organization.
 - They unemotionally analyze reality.
- b. **Strategic Leaders are generally very organized.**
 - They tend to over-prepare for meetings.
 - If you ask them a question, you will likely get more detail than you wanted to hear.
- c. **Strategic Leaders are not people oriented and are slow decision makers.**
 - They tend to focus on facts, figures and plans, rather than the feelings of those they lead.
 - They prefer paperwork to people interaction.
 - They often take a long time to reach a decision, largely because they feel they need to have all the facts before they make a commitment.

²Adapted from *Building Effective Lay Leadership Teams* by George Barna.

APPENDIX 4B

Styles of Leading and Following³

People lead and follow according to their personality.

Leader Styles

“D” Leaders

“D”s are take control and be in charge types. They don’t like people telling them what to do. “D” leaders can be too pushy and forceful. They need to control their direct and demanding approach to management. They make better leaders when they learn to slow down, be gentle, and not be so demanding of others.

“I” Leaders

“I”s are inspiring and enthusiastic. They love to lead and influence others. Naturally great presenters, they tend to talk too much. “I” teachers need to listen more and not be so sensitive to rejection. They are the most impressive and positive leaders. “I”s love crowds, but need to be interested in individuals.

“S” Leaders

“S”s are the sweet, steady and stable leaders. They seldom demand anything. They are friendly and loyal, but tend to be too nice. They need to be more aggressive and assertive. Overly sensitive to their shortcomings, “S”s need to be more confident. They hate to take risks. They often miss opportunities because of their caution. Reliable and relaxed, they are more reserved.

“C” Leaders

“C”s are competent and compliant. They go by the book and want to do everything just right. They are thorough and detail-oriented, but tend to be too informative. “C”s need to be more positive and enthusiastic. They answer questions people aren’t asking. When optimistic, “C”s are extremely influential. They should not concentrate on problems, but focus on potentials.

Follower Styles

“D” Followers

“D”s respect strong leaders. They want to be part of a winning team. They follow with power and authority in mind. They wonder, “Will this action make me more respected and/or get the job done?” “D” followers need choices, rather than “get-in or get-out” ultimatums. They need opportunities to do their own thing.

“I” Followers

“I”s follow with their hearts. They tend to be impulsive followers. They want opportunities that will make them look good. “I” followers talk a lot. They make great first impressions. Their high egos and ability to persuade often turn them into the leaders in order to rise to the top. Sometimes you don’t know who’s leading whom.

“S” Followers

“S” followers don’t make quick decisions. They like leaders who are understanding and gentle. They want to establish a relationship with a leader who will be around for a long time. “S”s are concerned about service and stability. When it comes to sensible and slow judgment, “S” followers feel right at home. They like familiar and low-key environments.

“C” Followers

“C”s are “Consumer Report” type followers. They analyze each decision. They love research and development. “C”s are quality-oriented followers. They don’t like quick or costly decisions. Picky and precise, they follow with their minds, rather than hearts. “C”s seldom respond positively at first. They often want time to think about their decisions. Once convinced, they follow best.

³Excerpted from *Uniquely You In Christ*, by Mels Carbonell, Ph.D. Used by Permission of Uniquely You Resources.