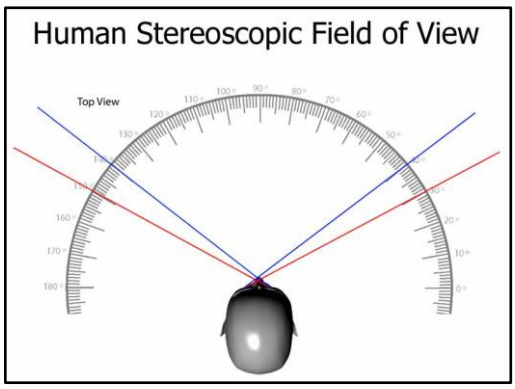
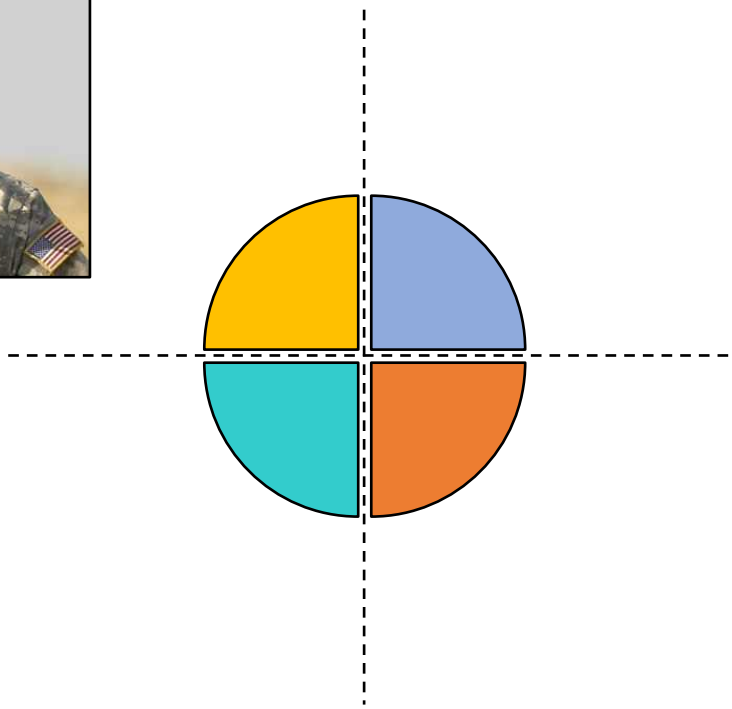
PWOC LDP
Leadership Development Program

Personality Module: PERSONALITY/LEADERSHIP STYLES

INTRODUCTION:

- All personalities reflect God in their own way (Psalm 139:13-14; Genesis 1:27).
- No one has a 360° view of life or leadership. *We need each other*. This is not weakness; this is how the Body of Christ is intended to function. We each bring needed strengths to the table. Together, we more fully reflect the image and the heart of God (Romans 12:4-5; 1 Corinthians 12:12-27).
- Picture two service members on guard duty, back-to-back. What field of view can each see? How does the other service member know what is behind them?
- Now picture four service members on guard duty, each responsible for a 90° quadrant of the field of view. Focus on a single 90° quadrant; can the other three service members see that quadrant clearly?
- Cooperation and communication are key.
- Gaining a basic understanding of how our teammates think, interact, and how they approach leadership sets us up for success to work well together.





Read and Mark: *Read the following three paragraphs and mark what's important to you. You'll have the chance to share with the whole group.*

YOU are made in the image of God and reflect His heart in your own unique way. Though your personality may fall into a category, you are one-of-a-kind and cannot be reduced to a score on a page. What you bring to the board, no one else does; your voice is vital and your perspective is necessary. None of us have a 360° view of the world—God has built us for *community*, we are the Body of Christ. Romans 12:4-5 (NIV) says it like this, "For just as each of us has one body with many members, and these members do not all have the same function, so in Christ we, though many, form one body, and each member belongs to all the others." A leader who disregards her team and the God-given voices, personalities, and perspectives around her, is unwise and short-sighted. Her impact will be limited.

No personality type is better than another. We tend to applaud personalities that are our idea of *what a Christian should look like*, but if we are all made in the image of God, how can we deem one personality more reflective of God than another? This is not a discussion of morality, nor is it negating the process of sanctification in our lives. Instead, it is an acknowledgement that God gave you your basic personality and perspective *on purpose*. He did not grace one person and short-change the next; that is not His way. You bring to the board what no one else can, and your voice matters.

The Personality/Leadership Style Assessment that you will take is based on the *Animal Personality* material from The Smalley Institute and is used with permission. This assessment measures four personality types: Lion, Otter, Golden Retriever, and Beaver. ALL are essential. ALL reflect the heart of God. ALL have strengths. ALL are needed for a healthy PWOC. Be very careful that you do not shame another personality, especially if it is your opposite—they can see what you cannot…they see your blind spot! It would be wise to listen very carefully to what they say. Do not belittle. Do not dismiss. Appreciate their God-given abilities and perspectives. A wise leader will be sure to include her opposite personality on her team and will consult her when making important decisions. Opposites in this assessment are Lions & Golden Retrievers and Otters & Beavers.

- Take a few moments to share what stood out to you in the Read & Mark section.
- Before moving on to the personality descriptions, take the assessment at the back of this packet.
- Place your scores on the lines below based on your Personality Assessment.

Lion:___ Otter:___ Golden Retriever:___ Beaver:___

Following is a description of the four personality types based on Dr. Gary Smalley's writings and used with permission, granted by The Smalley Institute. Visit their website for excellent resources on marriage and relationships. www.smalleyinstitute.com

LION: This personality likes to lead. The lion is good at making decisions and is very goal-oriented. They enjoy challenges, difficult assignments, and opportunity for advancement. Because lions are thinking of the goal, they can step on people to reach it. Lions can be very aggressive and competitive. Lions must learn not to be too bossy or to take charge in other's affairs. Their greatest relational need is to add softness to their natural style to keep from being too hard on people in the process. They need to be intentionally relational, understanding that it cannot be forced. Meaningful decisions and projects take time—it's a discipline for a lion to be patient with this process and to take the time to bring others along, rather than making unilateral decisions that others will have to live with.

Biblical Example: **PAUL**- Case Study, Acts 9:3-19

Strengths:		*Strengths Pushed out of Balance:*
• Problem Solver	→	• Too busy
• Bold, direct communication	→	• Insensitive
• Decision maker	→	• Not thoughtful of others' wishes
• Strong-willed	→	• Stubborn
• Independent, self-reliant	→	• Avoids people and seeking help
• Action oriented, persistent	→	• Inflexible, relentless, unyielding
• Likes authority	→	• Too direct or demanding
• Takes charge	→	• Pushy, impatient, Do it now!
• Confident	→	• Cocky, may overlook feelings
• Enterprising	→	• Big risks
• Competitive	→	• Cold blooded

Motto: "Do it now!"
Stressed: Becomes a dictator
Under Pressure: Lashes out

OTTER: Otters are very social creatures—otter personalities love people! They enjoy being popular and influencing and motivating others. Otters can sometimes be hurt when people do not like them and can sometimes hurt others with their carefree words. They usually have lots of friends, but not always deep relationships. Otters love to goof-off! They are notorious for messy rooms. Otters like to hurry and finish jobs, and because of that, jobs are sometimes not done well. "Follow through" is often one of the otter's main challenges. Otters tend to make all kinds of promises and think "all things are possible," but need accountability for the actual completion of the project. They need to be careful to consider the consequences and take time to think and pray before committing to new opportunities. The otter personality is like Tigger in Winnie the Pooh- Fun, fun, fun!

Biblical Example: **PETER**- Case Study, John 21:1-22

Strengths:		*Strengths Pushed out of Balance:*
• Enthusiastic	→	• Overbearing
• Takes risks	→	• Dangerous, foolish
• Visionary, inspirational	→	• Daydreamer, phony
• Fun loving, infectious laughter	→	• Not serious, obnoxious
• Motivator, promoter, initiator	→	• Manipulator, exaggerates, pushy
• Energetic	→	• Impatient
• Friendly, group oriented	→	• Shallow relationships
• Likes variety, enjoys change	→	• Scattered, lacks follow-through
• Spontaneous	→	• Not focused
• Enjoys creativity, new ideas	→	• Unrealistic, avoids details

Mottos: "Close enough" or "Trust me, it will work out." Also, "Get approval from others."
Stressed: They need to be allowed to be vocal/ verbal without judgment.
Under Pressure: They verbally attack.

GOLDEN RETRIEVER: Golden Retrievers are good at making friends and are very loyal; they are relational experts. Retriever personalities do not like big changes; they look for security. Retrievers can be very sensitive and caring. This personality forms deep relationships, but usually has only a few close friends. The Golden Retriever wants to be loved by everyone and looks for appreciation. They work best in a limited situation (clear boundaries) with a steady work pattern (predictability). One of the biggest challenges for a Golden Retriever is learning how to say, "No." They need practice in confronting others, learning to see it as a positive interaction—one that will bring the most good in the long run.

Biblical Example: **ABRAHAM**- Case Study, Genesis 12-22

Strengths:		*Strengths Pushed out of Balance:*
• Sensitive feelings	→	• Easily hurt
• Loyal	→	• Missed opportunities
• Calm, even-keel	→	• Lacking enthusiasm
• Non-demanding, patient	→	• Pushover, doormat, taken advantage of
• Peacemaker, hates confrontation	→	• Misses honest intimacy
• Enjoys routine, dislikes change	→	• Stays in a rut, not spontaneous
• Warm and relational	→	• Fewer deep friends (limits number of deep relationships)
• Accommodating	→	• Indecisive
• Sympathetic, good listener	→	• Holds on to others' hurt or pain

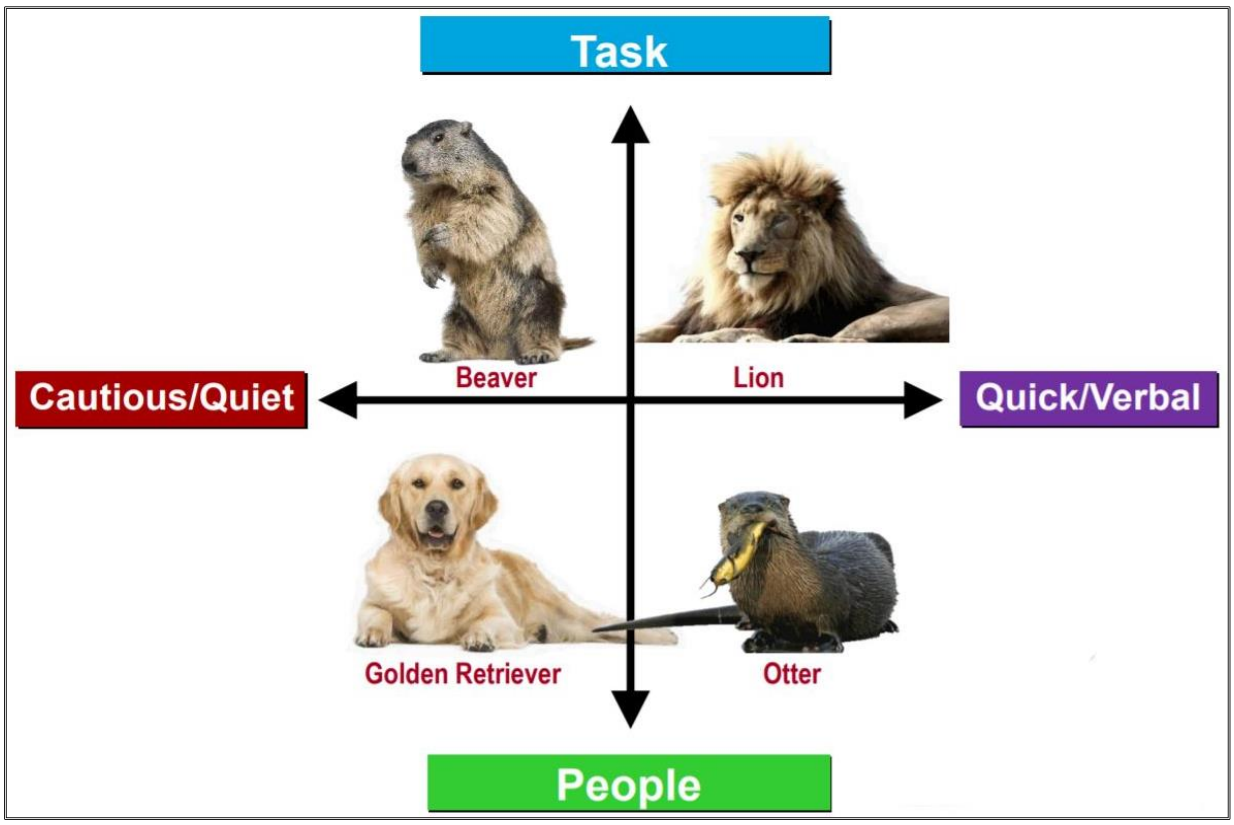
Mottos: "Let's keep things the way they are," or "Get along with others."
Stressed: Digs heels in.
Under Pressure: They need to be embraced and treated with gentleness and patience.

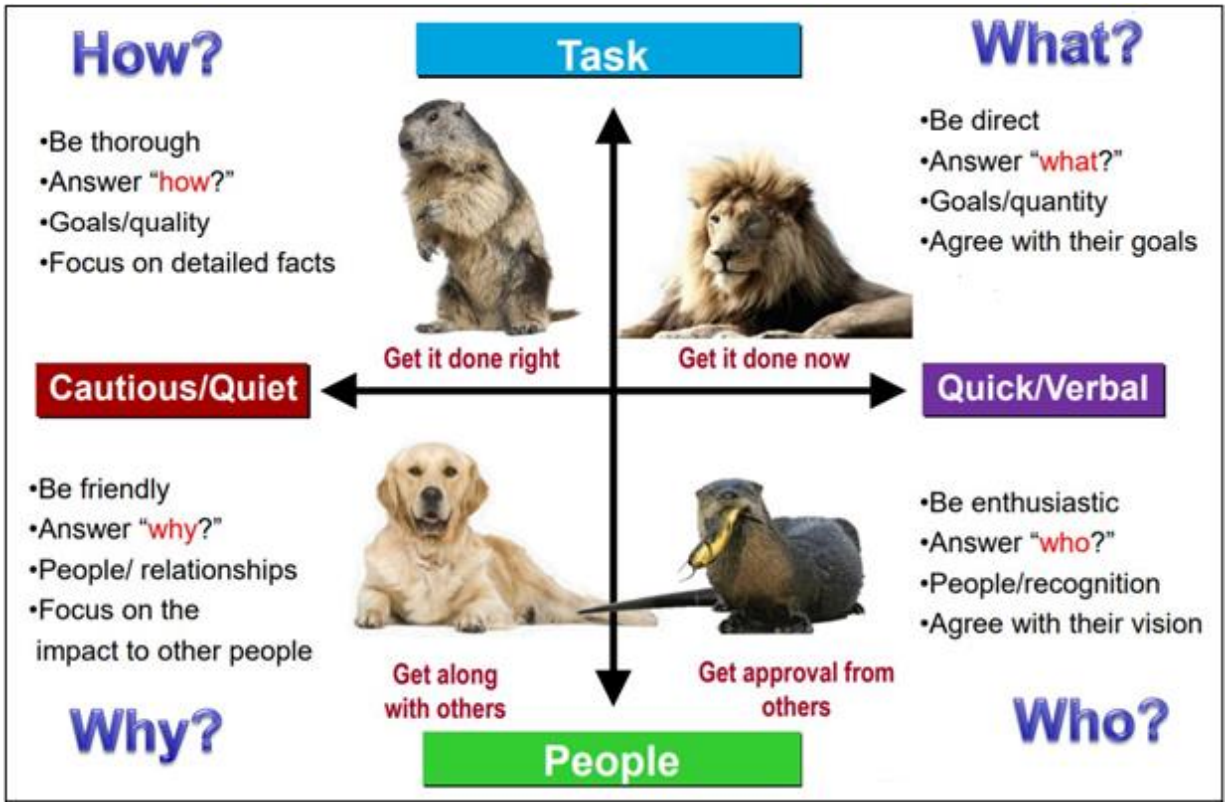
BEAVER: Organized. Administrative. Beavers think that there is a right way to do everything and they want to do it exactly that way. Beaver personalities are very creative. They desire to solve everything and to take their time and do it right. They must learn to relax and allow projects to remain undone, or to be done in a less-than-perfect way—or more specifically, in a way that is different than how they themselves would do it. Beavers do not like sudden changes. They are very hard on themselves and need reassurance.

Biblical Example: **MOSES-** Case Study, Exodus 3-4

Strengths:		*Strengths Pushed out of Balance:*
• Perfectionist	→	• Too controlling
• Detailed, enjoys instructions	→	• Slow in accomplishing tasks
• Accurate, precise	→	• Too critical, too strict
• Consistent, predictable	→	• Resists spontaneity or variety, boring
• Practical	→	• Not adventurous
• Sensitive	→	• Stubborn
• Conscientious	→	• Inflexible
• Analytical	→	• Loses "big picture"
• Discerning	→	• Negative
• Controlled, reserved, orderly	→	• Too serious and stuffy, rigid

Motto: "Let's do this right."
Stressed: May become overwhelmed and freeze OR may stay up all night to finish a project.
Under Pressure: Will rely only on self; will not ask for help.


Task
Cautious/Quiet
Quick/Verbal
People
Beaver
Lion
Golden Retriever
Otter


How?
Task
What?
•Be thorough
•Answer "how?"
•Goals/quality
•Focus on detailed facts
•Be direct
•Answer "what?"
•Goals/quantity
•Agree with their goals
Get it done right
Get it done now
Cautious/Quiet
Quick/Verbal
•Be friendly
•Answer "why?"
•People/ relationships
•Focus on the impact to other people
•Be enthusiastic
•Answer "who?"
•People/recognition
•Agree with their vision
Get along with others
Get approval from others
Why?
People
Who?

Activity 1 (about 20 minutes)

1. Break into **4 personality groups** according to your most dominant trait.
2. Take about 10 minutes to brainstorm what the other three personality types need from you- how do they need to be spoken to? Treated? What would help your working relationship?
   -
   -
   -
3. Share out. Consult the various "expert groups" to confirm or clarify what would be beneficial.

Activity 2 (about 20-25 minutes)

1. Break into two groups: 1) **Lions-Golden Retrievers** & 2) **Beavers-Otters.** Sit in personality groups. You will be working with the personality that is the most opposite of yours.
2. Review the page describing your opposite (i.e. Lions, review the Golden Retriever page). From any portion of that page, choose the most intimidating statement (to you) regarding your opposite.
3. Take turns by personality groups. Partner up with members of the opposite group. Use the following exchange:
   - Lion/Otter reads **what statement is the most intimidating** about Goldens/Beavers.
   - A representative from the Golden/Beaver side says, **"How can I put you at ease about that?"**
   - Lion/Otter responds with **"It would help me if you could _____."**
   - Golden/Beaver responds with, **"I hear you and I will do my best."** *Note: The Golden/Beaver can ask a clarifying question if needed to make sure they fully understand what is being asked of them.*
   - Lion/Otter responds with, **"Thank you!"**
   - The process begins again with a member from the opposite group stating what is most intimidating. Alternate group members for each exchange until everyone has had a turn. This will feel awkward and unnatural, but it will be safe for all participants and will pay dividends for your board going forward.
4. Now repeat the process, choosing the most encouraging statement (to you) about your opposite personality. Use the following exchange.
   - Lion/Otter reads **what statement is the most encouraging** about Goldens/Beavers.
   - Golden/Beaver responds with, **"I would be happy to be like that for you this year."**
   - Lion/Otter responds with, **"Thank you!"**
   - Switch sides and repeat until everyone has had a turn.

Activity 3 (roughly 45 minutes)

1. **Whole Board**: Sit in personality groups.
2. **Plan an event:** PWOC wants to reach this community for Christ. What is an event that could effectively reach women who wouldn't normally walk into a chapel/church?
    - **Brainstorm and decide on your event.** Note: All 4 personalities must weigh in and all 4 must be ok with the event that is chosen. The **President or Outreach Coordinator** should lead this brainstorming session and should be more of a recorder than a generator of ideas.

      Event we decided on: _____

    - **Beaver takes over the discussion.** What are the nuts and bolts of this thing? What are all the elements that need to be considered. Make a To-Do List with the input of the team.

      To-Do List:

    - **Otter takes over the discussion.** Does this event sound like fun? What would make it better? What would make it more appealing to non-churched women?

      What would make it better?

    - **Golden Retriever takes over the discussion.** What is the awkward-factor of this event? How can we help to put women at ease and make them feel wanted and welcome?

      What would help women feel welcome?

    - **Lion takes over the discussion.** Review the plans for your event. Check in with your team and make sure they all feel represented. Now offer your visionary perspective about how you see this event becoming a reality. What's the bottom line?

      What's the bottom line? What's the big picture?

Personality Assessment

Note: Do not overthink it! If the word(s) resonate with you, check the box, and if not, leave it blank. Move quickly through the lists. This is just a glimpse at your personality.

Lion

- ☐ takes charge
- ☐ determined
- ☐ firm
- ☐ enterprising
- ☐ competitive
- ☐ enjoys challenges
- ☐ problem solver
- ☐ productive
- ☐ bold
- ☐ purposeful, goal-driven
- ☐ decision maker
- ☐ adventurous
- ☐ strong-willed
- ☐ independent, self-reliant
- ☐ controlling
- ☐ persistent
- ☐ action oriented
- ☐ "Let's do it now"
- ☐ resists other control
- ☐ may look or sound angry when not
- ☐ decisive
- ☐ bossy
- ☐ daring
- ☐ intense
- ☐ gets results
- ☐ competent
- ☐ direct
- ☐ impatient
- ☐ born leader
- ☐ time frame is "now"
- ☐ wants highlights, not details

Lion total ____

Otter

- ☐ enthusiastic
- ☐ takes risks
- ☐ visionary
- ☐ motivator
- ☐ energetic
- ☐ very verbal
- ☐ promoter
- ☐ friendly, mixes easily
- ☐ enjoys popularity
- ☐ fun-loving
- ☐ likes variety
- ☐ spontaneous
- ☐ enjoys change
- ☐ creative, new ideas
- ☐ group oriented
- ☐ optimistic
- ☐ initiator
- ☐ infectious laughter
- ☐ inspirational
- ☐ "Trust me, it'll work out."
- ☐ show off
- ☐ spirited
- ☐ likes the spotlight
- ☐ fast-paced
- ☐ loves a party
- ☐ frustrated by details
- ☐ avoids fine print- "close enough"
- ☐ focus is on the future
- ☐ avoids confrontation
- ☐ procrastinates
- ☐ tends to be more surface

Otter total ____

Golden Retriever

- ☐ sensitive feelings
- ☐ loyal
- ☐ calm, even-keeled
- ☐ non-demanding
- ☐ avoids confrontation
- ☐ enjoys routine
- ☐ dislikes change
- ☐ warm and relational
- ☐ gives in
- ☐ indecisive
- ☐ dry humor
- ☐ adaptable
- ☐ sympathetic
- ☐ thoughtful
- ☐ nurturing
- ☐ patient
- ☐ tolerant
- ☐ good listener
- ☐ peacemaker
- ☐ "Let's keep things the way they are."
- ☐ laid-back
- ☐ makes deep long-lasting friendships
- ☐ deep need to please others
- ☐ finds it hard to say "no"
- ☐ easy-going
- ☐ will back up convictions
- ☐ responsible
- ☐ considerate
- ☐ prefers old and familiar
- ☐ willing to wait
- ☐ need for meaningful relationships

Golden total ____

Beaver

- ☐ follows directions
- ☐ accurate
- ☐ consistent
- ☐ controlled
- ☐ reserved
- ☐ predictable
- ☐ practical
- ☐ orderly
- ☐ factual
- ☐ conscientious
- ☐ perfectionist
- ☐ discerning
- ☐ detailed
- ☐ analytical
- ☐ inquisitive
- ☐ precise
- ☐ persistent
- ☐ scheduled
- ☐ sensitive
- ☐ "How was it done in the past?"
- ☐ reads instruction manuals
- ☐ careful decision makers
- ☐ appear slow-paced
- ☐ "Let's do this right."
- ☐ tends to withdraw and shut down
- ☐ keeps close watch on emotions
- ☐ focuses on the past
- ☐ systematic
- ☐ authentic
- ☐ high standards
- ☐ private

Beaver total ____

Our Results:

Board Member	**LION**	**OTTER**	**GOLDEN RETRIEVER**	**BEAVER**
Name	*Score*	*Score*	*Score*	*Score*

Note: Record your teammates' scores. You may find this helpful in the future when you run into an issue. The information in this packet can help you adjust your approach to work more effectively with people who are wired (and gifted!) very differently than you.