

MINISTRY INSIGHTS™

Understanding Strengths and Blending Differences™

*"How blessed is the one who finds wisdom,
and the one who finds understanding".
Proverbs 3:13*

George Small

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8-29-2003

START HERE!

You've made a wise decision to better understand your own unique, God-given strengths, as well as how to blend and appreciate differences in your home, workplace, or ministry.

Proverbs 16:16 tells us, "It is better to gain wisdom than gold! And gaining understanding is better than silver." The Ministry Insights™ Assessment you've taken has done the hard work of "mining" valuable nuggets from your responses. Our prayer is that these insights will help you become even more effective in your family, ministry, or workplace relationships in the days and years to come.

Your personal report includes two sections:

- A detailed analysis of your unique strengths and style, combining the popular work of Dr. John Trent with a clear, concise report format with descriptive headings and instructions for each section.
- An Additional Insights section for further reflection with graphs and text. Each part of this section is designed to give you insights on how your strengths are being applied in your life and relationships.

We encourage you to read the brief introduction on the four "animal" styles that follows, then dive right into your unique report!

Yours in building great relationships,
John Trent, Ph.D.
Ministry Insights International

INTRODUCTION

What does the "L," "O," "G" and "B" mean on my graph?

Your Ministry Insights™ report begins with a graph of your Core Style. Throughout this report, you'll see four letters (L, O, G, and B) used as well as the names of four animals - Lion, Otter, Golden Retriever, and Beaver. These are Dr. John Trent's "pictures" of basic character traits we all possess in different combinations and intensity.

While everyone is a unique combination of these traits, it might help to read a very brief description of what a Lion, Otter, Golden Retriever, and Beaver individual is generally like.

People who score the highest in the "L" or Lion scale tend to be...

- Strong, assertive, take charge people. They're often the bosses...or soon will be!
- Lions are decisive and can be impatient with obstacles in their way, which is why they often think that stoplights are a tool of Satan! They like to keep the car moving, and keep moving toward their goals.
- If you have children that have a lot of Lion in them...they're the ones letting you live at home!

People who primarily reflect the "O" or "Otter" scale tend to be...

- Fun-loving and very verbal, they love groups, parties, and activity - and especially getting to "Yak, Yak, Yak!"
- Otters like change and are fast-paced and spontaneous.
- They are usually creative and often "non-detail" oriented, which is why they start projects at the latest possible time. When it comes to balancing the checkbook, they would prefer to just switch banks!

INTRODUCTION

People who primarily reflect the "G" or "Golden Retriever" scale tend to be...

- Great team players - Golden Retrievers are steady and they're the ones who want everyone to feel close and connected.
- Very understanding and compassionate - they tend to buy too many Girl Scout cookies each year because it's so hard to say, "No!"
- Golden Retrievers can be so soft on people they can sometimes be too soft on problems. They are generally slower-paced and thoughtful decision makers.

People who primarily reflect the "B" or "Beaver" scale tend to be...

- Very detail-oriented - they're essential to have on a team because they are the ones who remember to take care of important details that others may have overlooked.
- Beavers like to start a task and see it completed well. They like to finish one project before starting another.
- There is comfort in a systematic way of doing things with a slower, steady pace that produces long-term solutions and results!

Let's take a look at your profile

YOUR STYLE ANALYSIS GRAPH

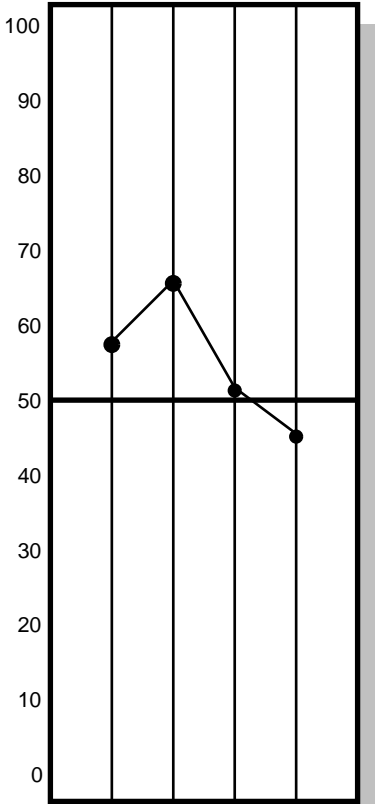
George Small

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8-29-2003

"Core" Style

L O G B



Score
%

| | | | |
|----|----|----|----|
| 4 | 3 | 6 | 7 |
| 58 | 66 | 52 | 46 |

GENERAL CHARACTERISTICS

Based on George's responses, the report has selected general statements to provide a broad understanding of his strengths. These statements identify the "Core" strengths that he brings to the position or relationship. That is, if left on his own, these statements identify how he would choose to carry out his work and relate to others. Use the general characteristics to gain a better understanding of George's "Core" strengths.

George tends to trust people and may be taken advantage of because of his high trust level. He is driven by recognition, status and "being in charge". He is optimistic and usually has a positive sense of humor. He likes to develop people and build organizations. George prefers working for a participative leader. He does his best work in this kind of environment. His goal is to have and make many friends. At work, he is good at maintaining friendly public relations. He is approachable, affectionate and understanding. He likes freedom from many controls. George wants to be seen not only as a team player, but also as a leader of the team. He seeks popularity and social recognition. He likes to deal with people in a favorable social environment.

George is good at solving problems that deal with people. Because of his trust and willing acceptance of people, he may misjudge the abilities of others. He is good at giving verbal and nonverbal feedback that serves to encourage people to be open, to trust him and to see him as receptive and helpful. He may leap to a favorable conclusion without considering all the facts. George likes working for a leader who make quick decisions. When he has strong feelings about a particular problem, you should expect to hear these feelings, and they will probably be expressed in an emotional manner.

George tends to influence people to his way of thinking by using verbiage as compared with others who like to use reports. He has the ability to look at the whole problem; for example, thinking about relationships, being concerned about the feelings of others and focusing on the real impact of his decisions and actions. It is important for George to use his people skills to "facilitate"

GENERAL CHARACTERISTICS

agreement between people. He tends to look at all the things the group has in common, rather than key in on the differences. He is good at negotiating conflict between others. George feels that "if everyone would just talk it out, everything would be okay!" George is comfortable with most people and can be quite informal and relaxed with them. Even when dealing with strangers, George will attempt to put them at ease. He is positive in his approach to dealing with others. He may not understand why everyone doesn't see life as he does! He judges others by their verbal skills and warmth. He is people-oriented and verbally fluent.

VALUE TO THE TEAM

This section of the report identifies the specific talents and strengths George brings to the ministry. By looking at these statements, one can better identify his role. Understanding these strengths can help capitalize on George's God-given strengths that make him an integral part of the team.

- Often joins organizations or clubs to represent the ministry.
- Competitive.
- Verbalizes his feelings.
- Creative in his approach to solving problems.
- Positive sense of humor.
- Challenge-oriented.
- Tenacious.
- People-oriented.
- Forward-looking and future-oriented.

CHECKLIST FOR COMMUNICATING

Many people find this section to be extremely accurate and important for enhancing communication with George. Whether at work, home or in the ministry, understanding how best to communicate with others can be a great relationship asset. This page provides a list of things to DO when communicating with George. Review each statement with George to identify the statements which are most important to him. We recommend highlighting the most important "DO's" and provide this list to those who communicate with George frequently.

Do:

- Provide a warm and friendly environment.
- Provide questions, alternatives and choices for making his own decisions.
- Be clear, specific, brief and to the point.
- Present the facts logically; plan your presentation efficiently.
- Ask specific (preferably "what?") questions.
- Support the results, not the person, if you agree.
- Motivate and persuade by referring to objectives and results.
- Use enough time to be stimulating, fun-loving, fast-moving.
- Talk about him, his goals and the opinions he finds stimulating.
- Read the body language--look for impatience or disapproval.
- Stick to business--let him decide if he wants to talk socially.
- Provide testimonials from people he sees as important.

DON'TS ON COMMUNICATING

This section of the report is a list of things NOT to do while communicating with George. Review each statement with George and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Don't:

- Try to convince by "personal" means.
- Ask rhetorical questions, or useless ones.
- Direct or order.
- "Dream" with him or you'll lose time.
- Take credit for his ideas.
- Be redundant.
- Drive on to facts, figures, alternatives or abstractions.
- Reinforce agreement with "I'm with you."
- Legislate or muffle--don't overcontrol the conversation.
- Be dictatorial.
- Ramble on, or waste his time.
- Forget or lose things, be disorganized or messy, confuse or distract his mind from important tasks.

COMMUNICATING WITH OTHERS

This section provides suggestions on methods which will improve George's communications with others. By understanding how other people like to communicate, George will become more effective in his communication. He may have to practice some flexibility in varying his communication style with others who may be different from himself. This blending and the ability to interpret the needs and strengths of others is the mark of a superior communicator.

When communicating with a "Lion" ... a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- Be clear, specific, brief and to the point.
- Stick to business.
- Be prepared with support material in a well-organized "package."

Factors that will create tension or dissatisfaction:

- Talking about things that are not relevant to the issue.
- Don't leave loopholes or cloudy issues.
- Avoid appearing disorganized.

When communicating with an "Otter" ... a person who is magnetic, enthusiastic, friendly, demonstrative and political:

- Provide a warm and friendly environment.
- Don't deal with a lot of details (put them in writing).
- Ask "feeling" questions to draw their opinions or comments.

Factors that will create tension or dissatisfaction:

- Being curt, cold or tight-lipped.
- Controlling the conversation.
- Driving on facts and figures, alternatives, abstractions.

COMMUNICATING WITH OTHERS

When communicating with a "Golden Retriever" ... a person who is patient, predictable, reliable, steady, relaxed and modest:

- Begin with a personal comment--break the ice.
- Present your case softly, nonthreateningly.
- Ask "how?" questions to draw their opinions.

Factors that will create tension or dissatisfaction:

- Rushing headlong into business.
- Being domineering or demanding.
- Forcing them to respond quickly to your objectives.

When communicating with a "Beaver" ... a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- Prepare your "case" in advance.
- Stick to business.
- Be accurate and realistic.

Factors that will create tension or dissatisfaction:

- Being giddy, casual, informal, loud.
- Pushing too hard or being unrealistic with deadlines.
- Being disorganized or messy.

IDEAL ENVIRONMENT

This section identifies the ideal environment based on George's God-given strengths or "Core" Style. Use this section to identify specific duties and responsibilities that George enjoys and also those that may create frustration.

- Freedom from controls, supervision and details.
- Democratic supervisor with whom he can associate.
- An innovative and futuristic-oriented environment.
- Evaluation based on results, not the process.
- Assignments with a high degree of people contacts.
- Nonroutine work with challenge and opportunity.
- Forum to express ideas and viewpoints.

KEYS TO MOTIVATING

Understanding what motivates a person is often found by understanding what it is he wants or values. This section of the report can help understand George's wants and desires. Those statements that ring true, but aren't a current part of his ministry, can become goals to reach.

George wants:

- Outside activities so there is never a dull moment.
- A wide scope of activities.
- New challenges and problems to solve.
- To be seen as a leader.
- More time in the day.
- Prestige, position and titles so he can control the future of others.
- Opportunity to verbalize his ideas and demonstrate his skills.
- Control of his own future.

KEYS TO LEADING

In this section are some needs which must be met in order for George to perform at an optimum level. Some needs can be met by himself, while leadership must provide for others. It is difficult for a person to enter a motivational environment when that person's basic needs have not been fulfilled. Review the list with George and identify 3 or 4 statements that are most important to him. This allows George to participate in forming his own personal growth plan.

George needs:

- To focus conversations on work activities--less socializing.
- Participatory leader.
- Better organization of record keeping.
- To know results expected and to be evaluated on the results.
- Help on controlling time and setting priorities.
- An awareness of the parameters or rules in writing.
- To mask emotions when appropriate.
- To display empathy for people who approach life differently than he does.
- Identification with achievement and successful people.
- More control of body language.
- People to work and associate with.
- To be informed of things which affect him.
- To negotiate commitment face-to-face.

AREAS FOR IMPROVEMENT

This section lists possible "Core" limitations or tendencies for George. It does not consider life and work experiences or formal education and training that he may have received to overcome these obstacles. Review with George and cross out those limitations that do not apply. Highlight one to three statements that are hindering his performance and develop an action plan to eliminate or reduce these tendencies.

George has a tendency to:

- Trust people indiscriminately if positively reinforced by those people.
- Be optimistic regarding possible results of his projects or the potential of his people.
- Be too verbal in expressing criticism.
- Take information at face value without validation or substantial investigation.
- Be unrealistic in appraising people--especially if the person is a "friend."
- Be inattentive to detail unless that detail is important to him or if detail work is of a short duration.
- Make decisions based on surface analysis.
- Act impulsively--heart over mind, especially if his security is not perceived to be threatened.
- Overuse praise in motivating others.

PERCEPTIONS

A person's actions and feelings may be quickly telegraphed to others. This section provides additional information on George's self-perception and how, under certain conditions, others may perceive his actions. Understanding this section will enable George to balance his emotions to be successful in different situations.

"See Yourself As Others See You"

SELF-PERCEPTION

George usually sees himself as being:

Enthusiastic
Charming
Persuasive

Outgoing
Inspiring
Optimistic

OTHERS' PERCEPTION

Under moderate pressure, tension, stress or fatigue, others may see him as being:

Self-Promoting
Overly Optimistic

Glib
Unrealistic

And, under extreme pressure, stress or fatigue, others may see him as being:

Overly Confident
Poor Listener

Talkative
Self-Promoter

SECTION TWO: Additional Insights

How much do you feel you're having to "adapt" your "core" style to your present environment?

You've just read a detailed report that illustrates your "core" strengths and style. But for many people, they're having to "adapt" their natural strengths to fit their unique work, home or ministry environment.

The "adapted" graph below can give you a picture of how much you feel you are needing to "change" or "adapt" your core style to match the needs or requirements of your environment.

For example, let's say the high point on your "Core" graph is a Lion (L) and you are in a position that requires you to do redundant data entry all day, every day. This could cause your Lion (L) point to move down in your "Adapted" graph. This movement from your "Core" Style could become challenging because you feel the need to be something you are not.

If both of your graphs are similar, that would indicate that there are few demands on you to "adapt" your core style. If the "adapted" graph is very different than your "core" graph, that can indicate a high degree of internal energy is going into making that adaptation.

People can do well in a ministry, workplace or home situation that calls them to make significant changes. However, it does require more energy and understanding to excel in these situations than in settings that draw more on our "core" style. (In other words, common sense tells us that an introverted person would probably not be very happy as an outside commission sales person, and an extroverted person would not fit well in an accounting position handling minute details for long periods of time.)

Let's look at your "core" and "adapted" graphs side by side on the next page

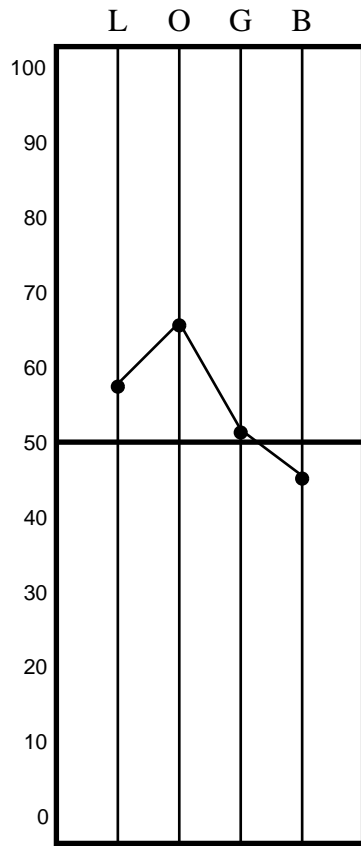
STYLE ANALYSIS GRAPHS

George Small

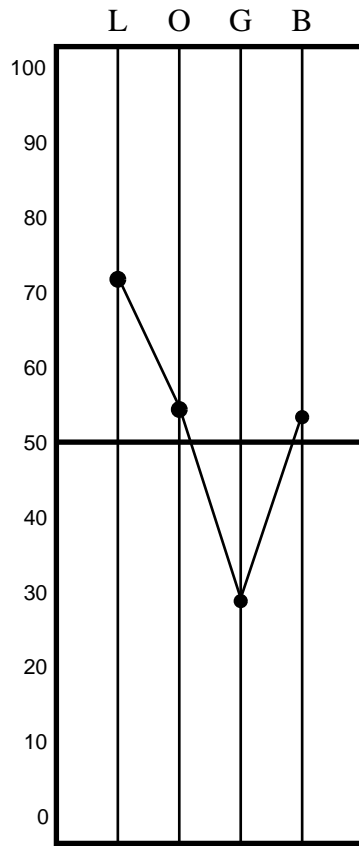
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8-29-2003

"Core" Style



"Adapted" Style



Score
%

| | | | |
|----|----|----|----|
| 4 | 3 | 6 | 7 |
| 58 | 66 | 52 | 46 |

| | | | |
|----|----|----|----|
| 10 | 4 | 2 | 4 |
| 72 | 55 | 30 | 54 |

ONE-WORD DESCRIPTORS

Your Unique Strengths

Based on George's responses, the report has marked those words that describe him. They describe how he solves problems and meets challenges (L), influences people (O), responds to the pace of the environment (G) and how he responds to rules and procedures (B) set by others.

| Lion | Otter | Golden Retriever | Beaver |
|---------------|-----------------|---------------------|-----------------------|
| Demanding | Effusive | Phlegmatic | Evasive |
| Egocentric | Inspiring | Relaxed | Worrisome |
| Driving | Magnetic | Resistant to Change | Careful |
| Ambitious | Political | Nondemonstrative | Dependent |
| Pioneering | Enthusiastic | Passive | Cautious |
| Strong-Willed | Demonstrative | Patient | Conventional |
| Forceful | Persuasive | | Exacting |
| Determined | Warm | | Neat |
| Aggressive | Convincing | Possessive | Systematic |
| Competitive | Polished | Predictable | Diplomatic |
| Decisive | Poised | Consistent | Accurate |
| Venturesome | Optimistic | Deliberate | Tactful |
| Inquisitive | Trusting | Steady | Open-Minded |
| Responsible | Sociable | Stable | Balanced Judgment |
| Conservative | Reflective | Mobile | Firm |
| Calculating | Factual | Active | Independent |
| Cooperative | Calculating | Restless | Self-Willed |
| Hesitant | Skeptical | Alert | Stubborn |
| Low-Keyed | Logical | Variety-Oriented | Obstinate |
| Unsure | Undemonstrative | Demonstrative | |
| Undemanding | Suspicious | Impatient | Opinionated |
| Cautious | Matter-of-Fact | Pressure-Oriented | Unsystematic |
| Mild | Incisive | Eager | Self-Righteous |
| Agreeable | Pessimistic | Flexible | Uninhibited |
| Modest | Moody | Impulsive | Arbitrary |
| Peaceful | | Impetuous | Unbending |
| Unobtrusive | Critical | Hypertense | Careless with Details |

HOW ARE YOU HAVING TO "ADAPT?"

This list of descriptions can give you a picture of the way George feels he may need to respond to the current environment to be accepted. If these statements DO NOT sound related, explore the reasons why as a key to understanding George's current situation and his need to "adapt" to be accepted.

- A competitive environment, combined with a high degree of people skills.
- Persistence in task completion.
- Exhibiting an active and creative sense of humor.
- Quickly responding to crisis and change, with a strong desire for immediate results.
- Dealing with a wide variety of activities.
- Anticipating and solving problems.
- Skillful use of vocabulary for persuasive situations.
- Having the ability to see the "big picture" as well as the small pieces of the puzzle.
- Meeting deadlines.
- Acting without precedent, and able to respond to change in daily work.
- Being sensitive to, but not necessarily controlled by, rules and procedures.
- Handling a variety of activities.

CORE AND ADAPTED STYLE

George's "Core" Style of dealing with problems (L), people (O), pace of events (G) and procedures (B) may not always fit what the environment needs. This section may provide valuable information related to the stress and pressure George may feel when he "Adapts" his style to the environment.

PROBLEMS - CHALLENGES ("Core" Style)

George is quite inquisitive and wants to be seen as an outwardly competitive person who is adventuresome by nature. He is results-oriented and likes to be innovative in his approach to problem solving. George is not necessarily confrontational by nature, but if a problem does exist he will not turn down the opportunity for confrontation.

PROBLEMS - CHALLENGES ("Adapted" Style)

George's response to the environment is to be strong-willed and ambitious in his problem-solving approach. He seeks to remove all obstacles.

PEOPLE - CONTACTS ("Core" Style)

George is enthusiastic about his ability to influence others. He prefers an environment in which he has the opportunity to deal with different types of individuals. George is trusting and also wants to be trusted.

PEOPLE - CONTACTS ("Adapted" Style)

George feels the environment calls for him to be sociable and optimistic. He will trust others and wants a positive environment in which to relate.

CORE AND ADAPTED STYLE

PACE - CONSISTENCY ("Core" Style)

George is deliberate and steady. He is willing to change, if the new direction is meaningful and consistent with the past. He will resist change for change's sake.

PACE - CONSISTENCY ("Adapted" Style)

George wants an environment that is variety-oriented. He feels a great sense of urgency to get things completed quickly. He is eager to accept change and work on many activities.

PROCEDURES - CONSTRAINTS ("Core" Style)

George is independent by nature and somewhat self-willed. He is open to new suggestions and can, at times, be seen as somewhat freewheeling. He is most comfortable in an environment where the constraints can be "loosened" for certain situations.

PROCEDURES - CONSTRAINTS ("Adapted" Style)

George shows little discomfort when comparing his "Core" Style to his response to the environment "Adapted" Style. The difference is not significant and George sees little or no need to change his response to the environment.

PERSONAL STRENGTHS INDICATOR™

This section shows the specific factors that make up this report and the degree to which George expresses them, both in his "Core" and "Adapted" Style. A higher score would indicate a high degree of this factor, and a lower score would indicate less of this characteristic. This section can provide good insights into how George's "Core" and "Adapted" styles are expressed.

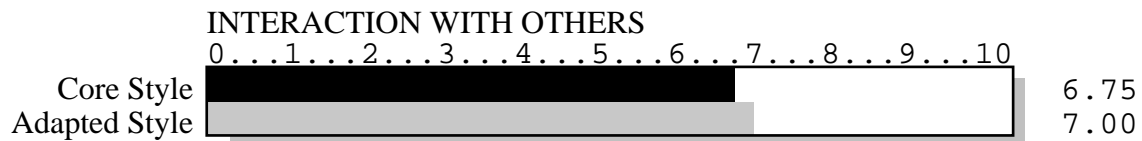
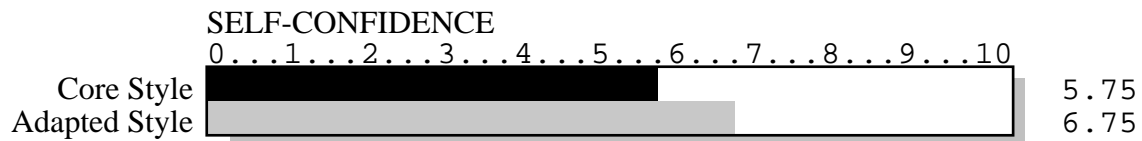
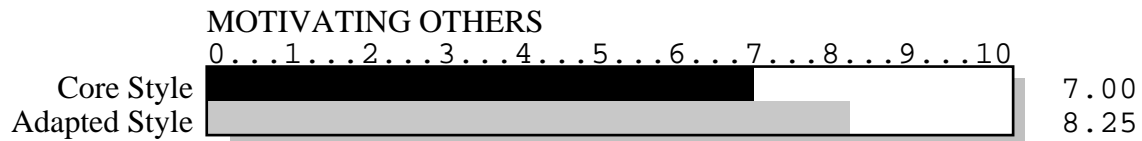
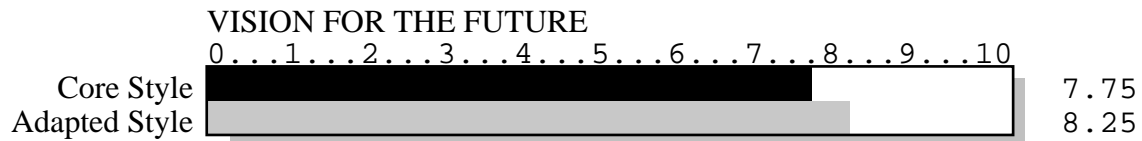
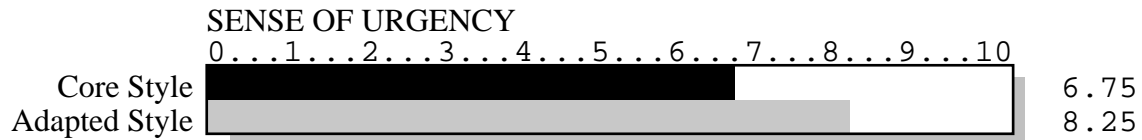
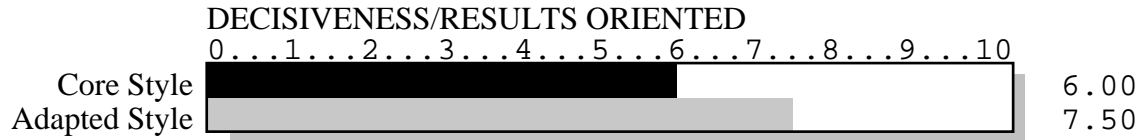
For example, the "Decisive/Results oriented" factor is the first "factor" listed. If George's "Core" style is 8.5 and his "Adapted" Style is 5.25, that may indicate he feels a fairly strong need to adapt or limit his "Core" Style in the current environment.

Let's say George's "Core" Style is 3.85 on the Decisiveness/Results oriented scale, and 7.25 on his "Adapted" Style, this may indicate that George is having to strongly express a trait that isn't a "Core" strength.

Read and compare George's graphs. Look at each factor and the importance of that factor to his current position. George's "Adapted" graph may identify those factors he sees as important to focusing his energy.

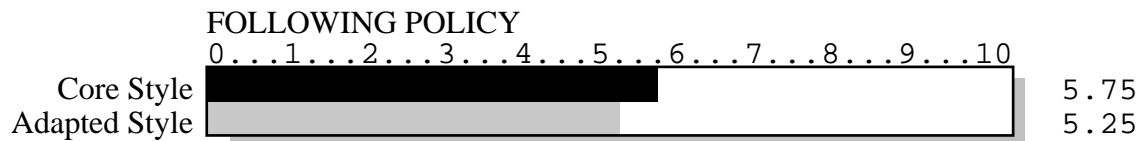
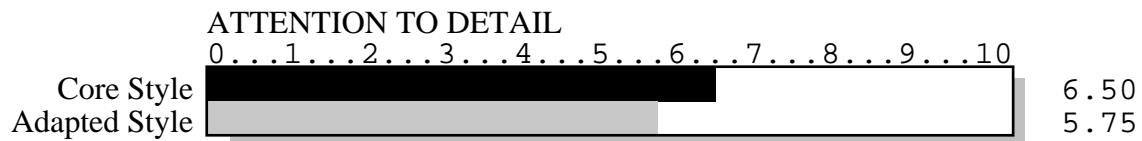
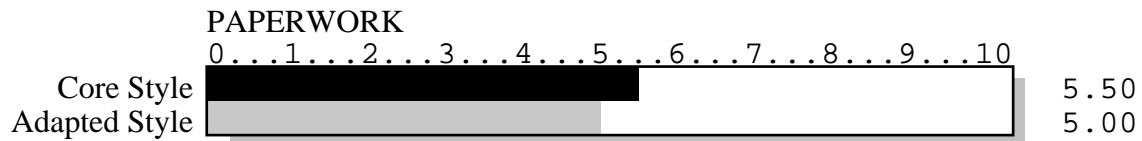
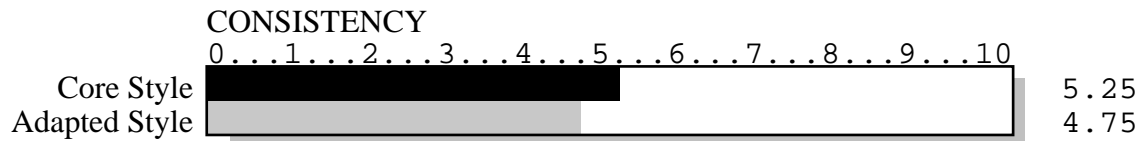
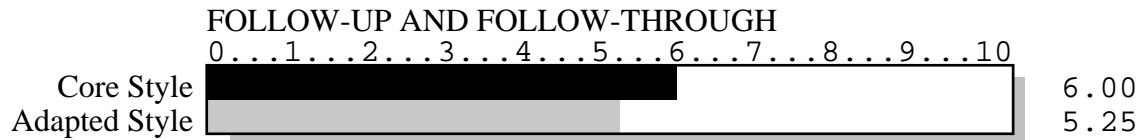
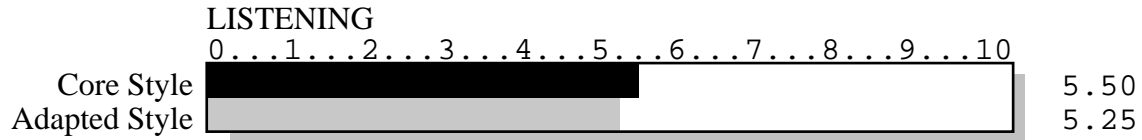
SPECIFIC FACTOR ANALYSIS

George Small



SPECIFIC FACTOR ANALYSIS

George Small



THE MINISTRY INSIGHTS™ WHEEL

The Ministry Insights™ Wheel is a powerful tool to help George visually see his "Core" strengths and how he may be "Adapting" his style to meet others' expectations.

- The circle represents George's "Core" Style.
- The star represents George's "Adapted" Style.

If the star and circle are plotted in different boxes on the wheel, then George is adapting his style. The further the two points are from each other, the more George may feel the need to "Adapt" to others' expectations.

If George is a part of a group or team who also took the assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's "Core" and "Adapted" style. This allows for quick identification of potential conflict. This will also help identify where communication, understanding and appreciation can be increased.

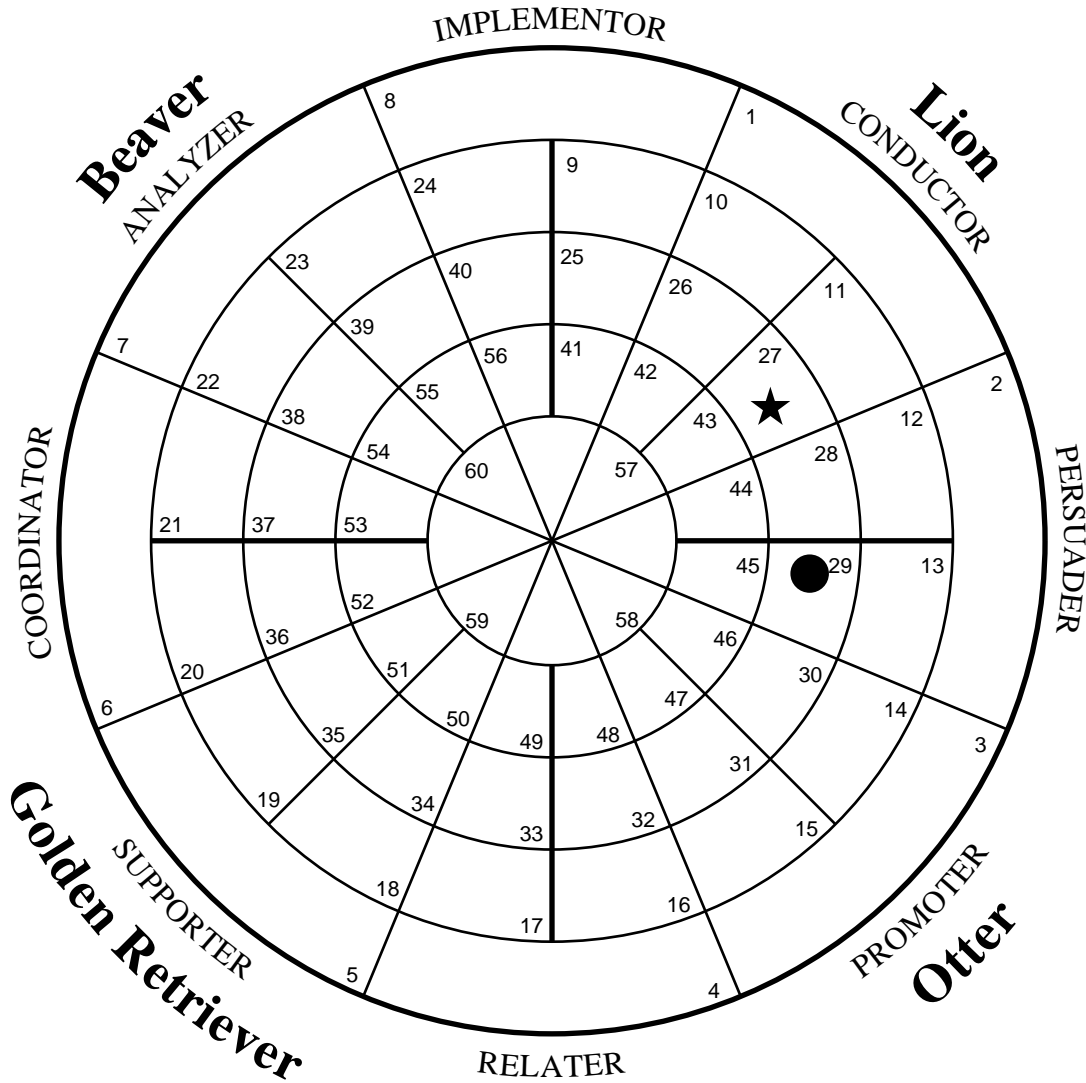
Also notice on the outside of the circle descriptive words like "Conductor" or "Supporter." These words are designed to help describe George's "Core" and "Adapted" Style. Additional insights and instructions on using the Ministry Insights Wheel can be found in your online workbook.

THE MINISTRY INSIGHTS™ WHEEL

George Small

MVNU

8-29-2003



"Adapted" Style: ★ (27) PERSUADING CONDUCTOR (FLEXIBLE)

"Core" Style: ● (29) PROMOTING PERSUADER (FLEXIBLE)