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A Prescriptive Model for Utilizing Character and Personality in Assessing Leadership Effectiveness Amongst Departmental Directors of the Ontario Conference

Wayne Martin
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ABSTRACT

A PRESCRIPTIVE MODEL FOR UTILIZING CHARACTER
AND PERSONALITY IN ASSESSING LEADERSHIP
EFFECTIVENESS AMONGST DEPARTMENTAL
DIRECTORS OF THE ONTARIO
CONFERENCE

by

Wayne Martin

Adviser: Trevor O'Reggio

ABSTRACT OF GRADUATE STUDENT RESEARCH

Project Dissertation

Andrews University

Doctor of Ministry

Title: A PRESCRIPTIVE MODEL FOR UTILIZING CHARACTER AND
PERSONALITY IN ASSESSING LEADERSHIP EFFECTIVENESS
AMONGST DEPARTMENTAL DIRECTORS OF THE ONTARIO
CONFERENCE

Name of researcher: Wayne Martin

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Date completed: October 2010

Problem

The Ontario Conference is growing rapidly, from 10, 970 in 1980 to its current

membership of 29,174 in September 2010. The exponential growth has placed increased

demands and challenges on the conference leaders. From a constituency of primarily

black West Indians and white Canadians this conference is now multi-cultural and multi-

ethnic in its composition. Membership growth and diversity has added to the complexity

of the decision-making process. Consequently, it may be expedient for the executive

officers of the conference to tap into the expertise of selected departmental directors to

access additional support for conference administration.

Methodology

This study explores use of the Myers-Briggs Type Indicator (MBTI) instrument to determine the personality types, personal preferences and skills of current departmental directors of the Ontario Conference. It also investigates how the personal attributes revealed by the MBTI could be invested to help conference administrators meet the challenging and diverse administrative needs of the rapidly expanding conference.

The MBTI instrument is used to identify basic preferences in each of four areas of opposing and preferred methods for receiving information and making decisions. The opposing pairs of preferences studied are: Extraversion/Introversion, Sensing/Intuition, Thinking/Feeling, Judging/Perceiving. Study results are used to determine each director's capacity to support administrators to minimize disruption of services to the established church body, while meeting the additional demands of rapid church growth.

Results

The MBTI instrument highlights the directors' personality strengths and preferences in different areas of responsibility, and their preferred style of dealing with leadership issues. Some directors are shown to be action-oriented individuals who have a special capacity for dealing with crisis. Others demonstrate the ability to critically analyze complex problems, generate creative solutions, and think globally and strategically. Still others demonstrate personality types suited to building relationships; they enjoy interpersonal interaction and excel at problem solving assignments. Although, the MBTI instrument identifies natural leadership strengths, problem solving capabilities, project management skills, and natural mentorship skills among the participating

directors, their elected positions do not consistently provide opportunity to use or further develop these skills.

Conclusion

The directors' personality types, personal preferences and skills, demonstrated by the MBTI instrument, could be effectively employed in leadership positions within the Ontario Conference. Although the directors' performance in their respective elected positions meet expectations, study results show that each has additional valuable skills, commensurate with the needs of the rapidly growing Conference. Administrators could tap into the directors' personality types, personal preferences, additional skills, knowledge and experience as a source of complementary resources to support the effective running of the conference. The MBTI assessment tool could be incorporated into the continuing human resources needs assessment process. By encouraging employees to participate in MBTI personality type assessments, administrators can identify areas for staff professional development that would be beneficial both to individual staff members and to the organization. The Myers-Briggs Type Indicator instrument is a valuable tool for making more strategic staff placements to optimize efficiency and job satisfaction.

Andrews University

Seventh-day Adventist Theological Seminary

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Presented in Partial Fulfillment

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This leadership journey has been both rich and rewarding. It has reinforced my belief in the value of teamwork, and has underscored the benefits of team members contributing complementary talents to achieve results. For this I would like to give special thanks to those who contributed their time, expertise, and encouragement to help me complete this dissertation.

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This experience has reconfirmed for me the tremendous value of team work-coordinating individuals with different skills to collectively accomplish meaningful projects. It was John Maxwell that said "One is too small a number to achieve greatness." I now understand the truth behind this statement.

CHAPTER 1

INTRODUCTION

Statement of the Problem

The Ontario Conference is a large multi-cultural, multi-ethnic conference with

complex needs and opportunities. Its rapidly growing membership has placed upon its

leaders challenges that are vast and ever changing. In 1980, the membership was 10,970

and comprised primarily a constituency of black West Indians and white Canadians of

British ancestry. The statistics of September 2010 indicate a membership of 29,174. This

threefold increase represents a new multi-ethnic, linguistic, and cultural blend of Filipino,

Portuguese, Hispanic, Eastern European, Haitian and Asian members, in addition to the

long established membership.

Traditionally, the major decisions within the Ontario Conference are made by the

three executive officers; the President, Secretary and Treasurer. However, this decision-

making model may no longer serve the mission better due to the increased demands of

the growing membership. The expanded cultural blend of the conference has increased

the complexity of the decision-making process. Consequently, it may be effective for the

executive officers to access the expertise of selected departmental directors to assist in

the administrative process. Many directors have the capacity to assist in routine

leadership functions. Their experience and knowledge could be applied in areas such as

conflict resolution or church protocol issues that do not require the direct attention of the executive officers.

Statement of the Task

This study investigates the characteristics, skill sets, proven abilities, and personality preferences of departmental directors of the Ontario Conference, who reflect the changing demographics of the conference. The study also proposes a process for incorporating these skills, as needed, into selective conference administrative processes. The suggested involvement of the departmental directors could broaden the base of the decision-making process, and reduce the growing administrative burden on the conference executives.

Justification for the Project

The executive leaders of the Ontario Conference should be strengthened to meet the increased challenges associated with the new demands of the growing and diverse membership. The focus on long-term growth and vision-casting for the conference requires the full attention of the executive officers. Routine administrative oversight could therefore be delegated to competent conference directors. The skills, knowledge and experience of these directors could be channeled towards greater leadership responsibilities to alleviate the administrative burden of the executive officers. This study demonstrates the potential benefits of entrusting administrative assignments to qualified departmental directors. This distributed approach to leadership would also develop the directors' leadership skills and enhance the conference's succession planning procedures.

Description of the Project Process

To determine the natural personality preference of each departmental director, each was asked to participate in the Myers–Briggs Type Indicator, which is a valuable psychological instrument that assists in determining preferences in eight distinct areas. These areas are: Extraversion/Introversion, Sensing/Intuition, Thinking/Feeling, Judging/Perceiving.

Current literature was reviewed. This included books and articles on the use of psychological tools and how they are utilized in making these assessments. Data was analyzed and its effectiveness assessed in companies and organizations that have benefited from the use of this instrument.

Departmental directors of the Ontario Conference were asked to complete this assessment for analysis to determine natural areas of proficiency. From this result departmental directors were re acquainted with their dominant personality profile. Knowing personality strengths helped to determine the area of leadership where the director's best contribution could be made.

Leadership responsibilities are wide-ranging and deal with a number of functions. The study results show that departmental directors who participated in the study have the personality type and skills to provide effective leadership in the following areas:

1. Pastoral Support/discipline: to provide training mentorship via ministerial support teams

2. Evangelistic Outreach: to develop innovative strategies and training programs for outreach ministries

3. Business Management and Finance: to assist in capital acquisition and business management projects

4. Educational Development: could assist in curriculum development projects

5. Church Relations: to assist in development and implementation of conflict resolution strategies.

These are only a few areas where the administrators of the conference could benefit from the experience and demonstrated abilities and personality strengths of the directors. Their assistance would reduce the time and energy that administrators would spend on these assignments.

Expectation From This Project

This project will increase the leadership base of the officers of the Ontario Conference, thus reducing the responsibility that is now placed on a few individuals to do all the hard thinking in areas where others could make a contribution. It consequently widens the base of participation and offers exposure to potential problem solvers.

The project was designed to allow other departmental directors to become informed of the leadership process and allow them to develop skills in the process of decision-making. In the process, the role of administration is demystified, allowing some to utilize their acquired abilities, and for others to better understand the nuances of the administrative function. This could create a greater sense of collegiality experienced by the departmental directors, thereby maximizing their productivity. It provides opportunities for better succession and strategic planning and increases a greater sense of team leadership.

Structure of the Project

Chapter One outlines administrative problems that could occur as a result of the current rapid growth of the Ontario Conference. It also identifies a potential source of highly qualified personnel who could help to reduce the strain of any additional administrative burden associated with the burgeoning membership, at no additional cost to the Conference. These highly qualified assistants are departmental directors who are currently employed by the conference. Many have the pertinent personality type, personal preferences and skills to help the conference successfully manage this growth period while continuing to provide excellent service to the church at large. The Myers-Briggs Type Indicator (MBTI) psychological instrument is used to determine each director's personality type and the possible practical applications of personality type to meet current and future conference needs. The expectation of this project is that conference executive officers to elect to integrate the MBTI instrument with current staff training and selection procedures. Properly employed, the MBTI instrument could help to enhance team productivity, empower staff and improve the outcome of conference directed programs and services.

Chapter Two provides Biblical and theological models of participative leadership. It describes the relational process in which collaboration and shared decision-making is practiced. It reviews examples from the Old Testament models of Moses, David, and Nehemiah whose character reflected elements of, honesty, integrity, and humility. These core virtues, though not specifically linked to a personality type, allowed them to recognize their own inability to adequately accomplish their assignments without the assistance of other skilled individuals. These examples demonstrate the leaders'

preference to use shared leadership practices that incorporated the unique skills of their assistant leaders to help them successfully complete highly complex projects. The New Testament highlights shared leadership examples from the disciples and early apostles. This chapter also reviews Ellen G. White's counsel on the use of shared leadership models in the early Seventh-day Adventist Church.

Chapter Three provides a literature review that highlights some core characteristics of true and successful spiritual leaders: humility, honesty, and integrity. It reviews the relationship between personality and the leadership process, as well as the strong correlation between personality and leadership effectiveness. It provides a brief overview of the Five Factor Model, another popular psychological testing instrument, and discusses how this model complements MBTI assessments. It further reviews the similarities and differences between the two models. The chapter concludes with an analysis of the value of team work for completing projects effectively and efficiently.

Chapter Four describes the results of the MBTI assessment for the departmental directors based on their responses to MBTI survey questions. The directors' personality types are determined from their personality preferences. This refers to their preferences for taking in information—Sensing (S) or Intuition (N); making decisions—Thinking (T) or Feeling (F); interacting with their immediate environment—Extravert (E) or Introvert (I); and the last preference refers to lifestyle. Those who prefer a more structured lifestyle have a Judging (J) preference and those who prefer a more flexible and adaptable lifestyle has a Perceiving (P) preference. The directors' personality types are explained in terms of their preferred approach to work including their time management, decision-making and problem solving skills.

Chapter Five matches the departmental directors' personality types to specific areas within the Ontario Conference leadership framework, where their skills and unique personality preferences may provide the greatest benefit. In addition to their routine responsibilities, many of the departmental directors could contribute their skills to assist the executive directors in their leadership role. For example some directors are skilled in project design, others in project implementation, whereas some are gifted communicators. The MBTI is also a valuable tool for succession planning; grooming the next generation of leaders for the conference.

CHAPTER 2

THEOLOGICAL REFLECTION

Introduction

This chapter examines biblical and theological models of leadership with an

emphasis on participative or shared leadership. The chapter is divided into three

segments. It sets out a biblical and theological foundation of leadership. It first reviews

three examples of Old Testament leaders who successfully recruited others to assist in

their administrative duties. The models of Moses, David, and Nehemiah are used to

describe the enhanced benefits of honesty, integrity, and humility, and their application to

spiritual leadership. The chapter also reviews counsels on leadership from the writings of

Ellen G. White, a significant thought leader and founding member of the Seventh-day

Adventist Church.[1]

The next segment reviews shared leadership examples from the New Testament,

with specific reference to its applications in the Gospels, and its effect on the early

church. Christ's methods of inclusive leadership are also discussed. The New Testament

shared leadership model demonstrates the value of empowerment for developing and

nurturing new leaders and enhancing their growth within an organization.

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[1]T. Housel Jemison, *A Prophet Among You* (Mountain View, CA: Pacific Press, 1955), 268.

The final segment in this chapter examines Ellen G. White's recommendations on shared leadership. As the work in early Adventism developed beyond the scope of its elected leaders, it became essential to recruit and train a larger number of individuals to become leaders. The chapter describes how the early Seventh-day Adventist Church restructured its leadership model to support its continuous growth.

A Biblical and Theological Model of Leadership

The Bible speaks clearly of the value of participative leadership. It is difficult to find a dedicated concentration of literature that describes a "theology of leadership." However, in his thesis dealing with the value of team leadership, Stanley Patterson presents a theological framework to better understand the structure of biblical leadership. Patterson's framework for understanding the theology of leadership defines spiritual leadership in several ways: *Leadership is a Relational Process*, *Leadership is Always Plural*; *Body Theology (1Cor 12: 12-31),* and *Leadership as an Incarnational Process.*[2] In other words, Patterson's thesis supports the concept that effective spiritual leadership is participative. The participative leadership style involves the entire team, group, or community in the decision-making process. The leader interacts with each member of the community in a collaborative style, and directs a process in which all are encouraged to contribute their skills and ideas to achieve the desired goal. There is much value in motivating employees and involving intelligent, highly skilled and experienced team members in decisions that greatly impact the team or community. However, the leader has the ultimate responsibility for the decisions made.

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[2]Stanley Patterson, "*It's Not about Me*" (Lecture, Andrews University, Berrien Springs: MI, 2005).

Spiritual Leadership is Relational

In his framework for understanding the theology of leadership, Patterson examines the relational aspects of biblical leadership models. The relational leadership style is based on an inspirational and positive relationship between leader and team. All leadership involves relationships. Autocratic leadership may involve minimal interaction between the leader and team, but the participative leadership style is based upon nurturing interactions and ethical relations. Christ's model of spiritual leadership was relational. He nurtured, mentored, and inspired His disciples, and built their competence and confidence. Due to Christ's relational leadership style, His disciples were able to successfully participate in His ministry, and continue His work after He returned to heaven. They established the foundation of the Christian church and demonstrated a model for Christian living that reaches down through the ages and touches the lives of present day Christians.

Each personality type brings unique qualities of strength to the leadership process, therefore leaders are encouraged to recognize and assign individuals to positions which best suit their capabilities. Character development is essential for spiritual leaders as they empower others to achieve their greatest potential. This study highlights three of these virtues of character; honesty, integrity, and humility. Leaders with these qualities may be more inclined to mentor and promote others to achieve excellence through active participation in assignments and projects.

Max Rogland commenting on Don Howell's book on servant leadership remarks that effective "leaders take the initiative to influence people to grow in holiness and

passionately promote the extension of God's kingdom in the world."[3] "Whether a person leads in a beneficial or detrimental way depends upon whether or not the character, motive, and agenda of the leader are in accord with biblical truth."[4]

Spiritual Leadership is Participative

Patterson describes spiritual leadership as a plural process.[5] Effective leadership is not an individual effort; it involves participation, collaboration, and cooperation. Effective leaders accomplish their work through the expertise and competence of team members and collaborating partners. God designed humans to function within a community. At the end of creation, God announced that it wasn't good for man to be alone, so He created Eve (Gen 2: 18). Adam and Eve were perfect individuals created in God's image, but each was incomplete without the other. Together they formed a community with interrelated and balanced roles and responsibilities. Together they reflected the image of God. The complementary roles and responsibilities that Adam and Eve shared demonstrate that God designed the leadership function to be an interactive role based on collective decisions. A leader is integral to his community. Patterson refers to this concept as the *plurality of leadership*. The leader is not to be separate from the

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[3]Don N. Howell, "Servants of the Servant: A Biblical Theology of Leadership" *Journal of Evangelical Theological Society* (2003): 3. 15Nov,2010.http://findarticles.com/p/articles/mi_qa3817/is_200606/ai_n171762431

[4] Ibid., 314.

[5]Patterson, "*It's Not about Me*"

community he leads. He should at all times remain accountable to the body, group, or community being led.[6]

The shared leadership style was demonstrated at the very beginning of Earth's history, as the Trinity collaborated on the creation of Earth's inhabitants. God called His team together and said let *us* make man in *our* own image and in our own likeness (Gen 1:26).

Leadership is an Incarnational Process

Incarnational leaders are, in essence, servant leaders who represent Christ in their interaction with those they serve. They establish didactic relationships with potential future leaders. Their focus and motivation is to reflect Christ through humility and caring.

In the vine narrative of John 15, Jesus describes a relationship with His disciples which parallel His relationship with the Father. Incarnational leaders follow this unique model in their own servant-leader relationships. Jesus regarded His followers as friends. He did not treat them as subordinates, nor restrict their access to His source of information, nor undermine their abilities, nor control them through intimidation and fear. As a leader, Jesus shared information with His team members, promoted their growth, supported their efforts, and encouraged their success (John 15:16-17). His incarnational sacrifice demonstrated His total commitment to His ultimate goal: man's redemption.

Jesus' Method of Developing Leaders

According to Patterson…

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[6]Ibid.

Jesus used four distinct steps in His process of developing leaders. He first extended an *invitation* to potential followers (Matt 4:19-20). The second step was to *teach* (Luke 11:1; Mark 9:31), responding to the disciples *inquiry* to learn. Leaders should be sensitive to requests for learning and create an environment for teaching. The third step was *empowerment.* Jesus authorized the disciples to preach, heal, and perform miracles on His behalf (Luke 9:1-2). Leaders in training should be immersed into the actual challenges of ministry. The fourth step was *team ministry*. In addition to the twelve disciples, the Lord appointed seventy leaders to assist in His ministry and they were "sent out two and two" (Luke 10:1). The biblical model focuses on developing leaders to multiply their effectiveness through collaboration. Team ministry permits co-mentoring, thereby multiplying mentors (Luke 10:17, 21, 23-24). Developing new leaders was a major step in preparing for the task of ministry."[7]

Although there is little written on the biblical theology for leadership, the Bible is not silent on the subject. It provides clear examples of God's principle of inclusive leadership.

Old Testament Examples of Leadership

The Old Testament provides several examples of participative leadership. Moses, David, and Nehemiah all exhibited the fundamental qualities of honesty, integrity, and humility. These qualities are rooted in agape love which is the sacrificial love Christ demonstrates to his children; a love that is selfless, spiritual, and pure. The Apostle Paul describes this quality of love in (1Cor 13) and concludes that of all the outstanding qualities one may possess the greatest of these is love given unconditionally and without reservation.

Honesty is defined as "being truthful and sincere, willing to conform to high standards of ethics or excellence."[8] Integrity deals with the wholeness or harmony of the

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[7]Stanley Patterson, *Jesus' Method of Mentoring* PowerPoint File: Andrews University, Berrien Springs, MI: 2008.

[8]http://www.thefreedictionary.com/honesty

individual. The *Merriam Webster Dictionary* describes integrity as incorruptibility, soundness and completeness, and firm adherence to a code of especially moral or artistic values.[9] Humility is defined as "freedom from pride and arrogance, lowliness of mind, and having a modest estimate of one's own worth."[10] These character traits seem crucial for effective leadership. Other traits, such as compassion and courage, are also necessary attributes for leaders who wish to persuade others to follow God's will.[11] Of all these traits, humility is the core quality of remarkable leaders who accept God's assignments, acknowledge God's appraisal, and pursue God's mission for their lives.[12]

Dedicated spiritual leaders should cultivate these qualities and determine to honor God, regardless of the consequences. Today's church leaders face unique ethical and moral challenges. But those who trust the Lord and submit to the guidance of the Holy Spirit can overcome even the greatest obstacles. Leaders whose character embodies honesty, integrity, and humility are better positioned to build a high level of trust and influence change.

Moses and Shared Leadership

No one is born a great leader, but every great leader must develop effective leadership skills and the character to support them. Leadership skills are developed, influenced, and modified by our life experiences. They are learned and perfected over the

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[9] http://www.merriam-webster.com/dictionary/integrity

[10] http://www.brainyquote.com/words/humility 174717.html

[11] David Baron with Lynette Padwa, *Moses on Management* (New York, NY: Pocket Books, 1999), 8.

[12] Jeff Iorg, *The Character of Leadership* (Nashville: B&H Publishing Group, 2007), 93-5.

course of time. The life of Moses demonstrates this clearly. God recognized in Moses' character those vital leadership qualities of honesty, integrity, and humility, as the foundation upon which He could mold and develop Moses into becoming a great leader.

Moses' leadership skills were refined while exiled in Midian, through the discipline of caring for sheep, he matured in obedience to a total dependence upon God. During this time, God taught him to become a true shepherd for Israel. His love for and humility enabled him to steadfastly follow the Holy Spirit's guidance. He also learned to accept sound advice and well-meaning support from competent and faithful God-fearing men, to assist him in his work.[13] Moses was accustomed to exercising authority. He had been raised in the palace of the mighty Pharaohs, he had been a commander in Egypt, and now God had chosen him to lead His people. Yet, when his father in law, Jethro, advised Moses that he needed assistance because his new leadership role was too great for him to shoulder alone, Moses humbly accepted the advice. He could have dismissed Jethro as a mere shepherd who had neither education nor training. But Moses recognized the wisdom of Jethro's advice and, in gratitude, followed his recommendations (Exod 18:13-26). Moses had learned from an earlier life experience that, in spite of good intentions, bad judgment can greatly diminish success. It was poor judgment that led him to kill an Egyptian overseer for mercilessly beating a Hebrew slave (Exod 2:11-15). His objective was to fight injustice, but murdering the perpetrator was clearly not an appropriate method for achieving his goal. Years later, he realized that social battles required the same discipline as his previous military battles. It is easier to accomplish goals when clear thinking and careful planning are applied to the problem.

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[13]Ellen G. White, *Patriarchs and Prophets* (Mountain View: Pacific Press, 1958), 300.

After the law was given at Sinai,[14] Moses divided the people into population groupings of thousands, five hundreds, hundreds, fifties, and tens, with dependable and honest men to lead each group. He used carefully constructed selection criteria to choose his leaders and based his selection on credibility, dependability, and trust. He selected some leaders from the established leadership core that the people already knew and respected, and gave the people the opportunity to select others of their own choice (Deut 1:13). This functional shared leadership style made it possible to serve the people more effectively and deal with concerns as they occurred. It is an excellent example of executing the mission.

Moses' leadership was not without conflict. He encountered challenges from his own siblings (Num 12:1-2) who questioned his appointment as leader. His associate leaders, Korah, Dathan, and Abiram, plotted to overthrow his leadership (Num 16:1-3). But Moses dealt with conflict by seeking the Lord's direction; and God intervened by dealing decisively with those who opposed His divine instructions given through Moses. This was also the case with Nadab and Abihu, Aaron's sons, who stubbornly disregarded Moses' explicit instructions and, more importantly, willfully violated God's law (Lev 10: 1-11).

Spiritual leadership is a serious responsibility, and Moses' experience demonstrates that humility is an important attribute for those in leadership roles. In moments of crisis, when his leadership was challenged, Moses calmly turned to God to resolve the conflict and inexorably demonstrate His will.

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[14]"Exodus," *SDA Bible Commentary*, ed. F. D. Nichol (Washington, DC: Review and Herald Publishing Association, 1978). 1:591.

Despite multiple challenges, Moses remained the consummate leader and treated his opponents with kindness and respect. Spiritual leaders should avoid such destructive emotions as revenge and envy. They should be honest in their actions and cautious with their criticism. Moses, for much of his life, demonstrated patience and humility. However when he became frustrated with the complaints of the people and their demand for water he unadvisedly declared "Must we fetch you water out of this rock" (Num 20:12). Moses forgot he was God's servant; not His partner. When he lapsed into independence from God, he paid dearly. In his later years, he realized the wisdom of committing difficult matters to God's hands.

David and Shared Leadership

David's style as a leader was firmly participative. He was a courageous, decisive leader who consulted his team members and valued their contributions and opinions. In the most trying situations, David acknowledged God as sovereign. He had failings but, when he recognized his tragic indiscretions, he sought forgiveness and depended on God's grace. David learned difficult lessons in humility, honesty, and integrity. He became totally dependent upon God's grace to sustain him during his time in King Saul's palace and the repeated attempts Saul made on his life. David recognized his total inability to protect himself against Saul's anger, and humbly trusted the counsel of his close advisers. He demonstrated respect and an unquestioning trust in God, and passionately followed His instructions. A humble, committed, and passionate servant of God is a perfect conduit through which God may release His unparalleled power.[15]

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[15]Henry Blackaby and Richard Blackaby, *Called to be God's Leader* (Nashville: Thomas Nelson Publishers, 2004), 202.

David sought to have a fully transparent relationship with the Lord and sincerely wished God to know and understand his deepest desires and secret ambitions. His prayer, "Search me, O God and know my heart" (Ps 139:23), marks the beginning of his journey to become a great leader. He approached his assignments with passion. His fervor was intense, although sometimes tragically misplaced, particularly in his attraction to Bathsheba. This inappropriate love connection cannot be condoned, but neither can his deep regret and profound repentance be ignored. When the prophet Nathan confronted him about this illicit relationship, David humbly acknowledged his transgression and confessed his sin before God (Ps 51:1-9).

From the beginning of David's career, while he served at the king's palace, Saul relentlessly attempted to take David's life. Despite this, David showed no animosity toward Saul or his children. When David had an opportunity to take Saul's life in the cave of Engedi, "The voice of conscience instructed him not to touch the anointed of the Lord."[16] He followed the Holy Spirit's guidance and resisted the temptation to take Saul's life. Recognizing the quality of David's integrity, his greatest enemy, Saul, was forced to declare, "Thou art more righteous than I: for thou hast rewarded me good, whereas I have rewarded thee evil" (1Sam 24:17).

David also understood the benefits of creating meaningful alliances with those he trusted. Central among the important relationships he developed was his friendship with King Saul's son, Jonathan. This relationship was built on loyalty, sacrifice, trust, and uncompromising love. In future years, when he was free from his enemies, David was gracious to Saul's descendants because of Jonathan's loyalty during those early years.

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[16]White, *Patriarchs and Prophets,* 661.

David honored God and obeyed His precepts and became known as "a man after God's own heart" (Acts 13:22).

David's experiences demonstrate how important it is for leaders to acknowledge their personal limitations and create trusted alliances to assist them in their administrative tasks. Warren Bennis, a respected authority on leadership studies, notes, "Integrity is the basis of trust, which is not as much an ingredient of leadership as it is a product. It is the one quality that cannot be acquired, but must be earned. It is given by co-workers and followers, and without it, the leader can't function."[17] Bennis confirms that leaders are more credible in the eyes of their peers and those they lead when their conduct is in accordance with their words. Bennis also notes that leaders "Need to have experienced and grown through following and learning to be dedicated, observant, and capable of working with and learning from others, never servile always truthful. Having located these qualities in themselves, leaders can encourage them in others."[18] Leaders must remain transparent; they must practice what they preach.

A leader's role can be broad and diversified, requiring the collaboration of a competent team. David's organizational structure was similar to Moses'. He established a trusted team and empowered each member to participate in managing his affairs. He assigned special tasks specific to each leader's capabilities. (1 Chr 26:26). The team leadership model built confidence in David's organizational ability. His leadership skills were evident beyond the boundaries of his military portfolio. He established civilian leaders for each of the twelve tribes of Israel (1 Chr 28:1).

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[17]Warren Bennis, *On Becoming a Leader* (Wilmington, DE: Warren Bennis, 1994), 41.

[18]Ibid.

He organized the music for temple worship. Three groups are listed by families: the sons of Asaph (see exposition on 1Chr 16:1-36), the sons of Heman, and sons of Jeduthun. A total of 288 men were assigned musical duties (1Chr 25). As with the priests, David established a rotation system based on selection by lot. David assigned gatekeepers for the Temple (1Chr 26:1-19). As with the priests and musicians, they were to be rotated by lot. All would have equal opportunity to serve. He had men responsible for the Temple's treasury Ahijah was the chief treasurer. The sons of Gershon were to help manage the money. Shelomoth was responsible for allocating the spoils of war (1Chr 26: 20-28).

There were regional supervisors Levites appointed to manage all matters related to the things of the Lord and the service of the King in Israel's remote areas (1Chr 26:29-32). David organized a monthly military, as with the priests, musicians, and other public services, David organized his army into rotations of service. There was a commander plus 24,000 men for each month of the year (1Chr 27:1-15). David had 12 tribal leaders; he placed an appropriate individual in charge of each tribe (1Chr 27:16-24). Finally David had a Kings cabinet where he appointed leaders for different parts of his government, such as the treasury at Jerusalem and various regional operations (1Chr 27: 25-34).[19]

David further gave special assignments to the Priests,

these are the groups to which the descendants of Aaron belong. Aaron had four sons: Nadab, Abihu, Eleazar, and Ithamar. Nadab and Abihu died before their father did, and left no descendants, so their brothers Eleazar and Ithamar became priests. King David organized the descendants of Aaron into groups according to their duties. He was assisted in this by Zadok, a descendant of Eleazar, and by Ahimelech, a descendant of Ithamar. The descendants of Eleazar were organized into sixteen groups, while the descendants of Ithamar were organized into eight; this was done because there were more male heads of families among the descendants of Eleazar. Since there were temple officials and spiritual leaders among the descendants of both Eleazar and Ithamar, assignments were made by drawing lots. The descendants of Eleazar and of Ithamar took turns in drawing lots. Then they were registered by Shemaiah son of Nethanel a Levite secretary. The king, his officials,the priest Zadok, Ahimelech son of Abiathar, and the heads of the priestly families and of the Levite families, were all witnesses.[20]

David had absolute trust in God as he pursued his goals. His distribution of responsibility was inclusive, involving many capable individuals. His leadership style resulted in Israel enjoying many years of peace and prosperity.

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[19] Harold L. Willmington, *Willmington's Bible Handbook* (Wheaton, Ill.: Tyndale House Publishers, 1997). 247.

[20]American Bible Society. *The Holy Bible: The Good* News *Translation* (2nd ed.) (1Chr 23:32-24:6). (New York: American Bible Society, 1992).

David's life was full of trials and triumphs. Like Moses, his approach to conflict resolution was to wait on the Lord for assistance to resolve each conflict he faced. He knew God's voice. He understood the language of the Holy Spirit. As a spiritual leader, and as a private citizen, David was in constant communion with God. This relationship enabled him to keep his head and make the right decisions even in crisis situations. David and Moses both loved the people of Israel and placed God's laws above personal ambition. Despite the many challenges to their leadership, they were inspirational leaders and remained committed to the service of God. Success or failure can be largely influenced by the presence or absence of effective leadership. Moses' and David's leadership models demonstrate the importance of humility, teamwork, and conflict management skills to successful leadership.

Nehemiah's Application of Shared Leadership

Nehemiah's inclusive leadership model is also exemplary. Nehemiah was a cupbearer to King Artaxerxes of Persia at a time when the city of Jerusalem and its protective wall had lain in ruins for over one hundred years. In the ancient world, city walls symbolized a city's strength and importance. Restoring Jerusalem, and its wall, was fundamental to restoring the Israelites' sense of self and pride as God's chosen people. Nehemiah wanted passionately to restore the walls of the city, but acknowledged his inability to attempt this enormous task without divine assistance. He pleaded with God to support the cause of Israel, restore their courage and strength, and help them rebuild the waste places of Judah.[21] Nehemiah was fully confident that God would hear

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[21]Ellen G.White, *Prophets and Kings,* (Mountain View, CA: Pacific Press, 1943), 629.

and answer his prayer. He identified with the distress of his people, but also assured them that, despite their catastrophic situation, God would forgive and deliver them.[22]

 Nehemiah's position as cupbearer allowed him to be in very close contact with the king. He explained to the king his burning desire to return to his ancestral lands to rebuild the city (Neh 2:1-5). Not only did Artaxerxes grant Nehemiah permission to return to Jerusalem, he provided protection for the journey and resources to rebuild the city. Some aspects of the restoration work had already begun in Jerusalem, but the project needed a new champion and Nehemiah was eager to fulfill this role. He began his personal preparation for the epic project by seeking God's blessing and guidance.

Nehemiah selected the most suitably experienced men for the project team to complete the work within the timeframe he had committed to Artaxerxes. He secured support and assistance from the elders in Jerusalem, to whom he outlined his project plan and proposed outcome.[23] He also included key team members and stakeholders (the Jewish elders) in the project planning stage, so that everyone involved understood the project scope.

Nehemiah assigned tasks relative to the workers' skills and experience. His project management methods motivated the workers, and the work progressed rapidly. Throughout the project, he demonstrated confidence in each worker's ability and assured them of God's presence and leadership, and they committed the outcome to His divine guidance.[24]

[22]Joseph Marciariello, "Lessons in Leadership and Management from Nehemiah," October 2003, http://findarticles.com/p/articles/mi_qa3664/is_200310/ai_n9335038/

[23]Ibid., 636.

[24]Charles R. Swindoll, *Hand Me Another Brick* (Nashville: Thomas Nelson, 2007), 90-91.

True leaders don't try to do everything themselves. They not only enlist others, but they also create the kind of climate that enables others to become leaders as well. Real leaders are not afraid to surround themselves with people who can do some things better than they can. Leaders don't feel intimidated by the excellence of others; in fact, they encourage it. Their job is to challenge others to do their best and help get the job done… Leaders develop other leaders, because they know how to discern spiritual gifts and the potential in a life.[25]

Like David and Moses before him, Nehemiah's leadership position and work were often criticized. The chief detractors were enemies of the Jews, who vehemently opposed the project and made false accusations against Nehemiah and his team (Neh 2:19). They tried to sabotage the work and plotted to harm Nehemiah (Neh 4-6). But they were not successful. Although Nehemiah's integrity as a leader was challenged, his dependence on God remained resolute. When criticized, instead of responding to his opponents, Nehemiah asked the Lord to severely punish his enemies, and protect his workers from the sting of the insults (Neh 4:4-5). 'The harsh tone of Nehemiah's imprecating prayer against his enemies is not dissimilar to some of David's emphatic prayers for the permanent removal of his enemies' (Ps 79: 4-12; 137: 7-9).[26]

Despite the opposition, Nehemiah knew "he was doing a great work" and he would not give up (Neh 6:3). "His display of resolute fearlessness and confidence in the Lord would have greatly improved the morale and self-confidence of his project team."[27] Nehemiah and his team completed the phenomenal task of rebuilding Jerusalem's walls in record time—just 52 days. This was indicative of the workers' enthusiasm and the high level of encouragement they received from their leader. Their accomplishment

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[25] Warren W. Wiersbe, *Be Determined* (Wheaton, Ill.: Victor Books, 1996), 157-158.

[26] Charles W. Gilkey, "Exposition of the Book of Nehemiah," *Interpreter's Bible (*New York: Abingdon Press, 1954), 3:698.

[27] J. Oswald Sanders, *Spiritual Leadership* (Chicago: Moody Press, 1980), 153.

demonstrates that team success is proportional to the resolute and coordinated efforts of each team member.

> The most striking reality of the rebuilding of Jerusalem's walls was that Nehemiah called every family group to work near their home and after their own style and skill. The detailed description of the craftsmanship of every family group is a trophy to Nehemiah's wisdom in being small- group-oriented and sensitive. The genius of Nehemiah's strategy was a decentralization of responsibility and localization of the total effort. Various tribal and family groups came together, worked on a common project for a common goal, and brought their unique gifts and leadership to the project. Nehemiah was a networker of people groups.[28]

When a major project is completed, and the project team has done outstanding work, it is important to celebrate the success and congratulate the team for a job well done. At the close of the project, Nehemiah celebrated their accomplishments and gave thanks for the results (Neh 12:31-43). Demonstrating appreciation helps keep the team motivated to contribute their skills to future projects. Thanksgiving was also a consistent theme in the lives of Moses and David.

In addition to celebrating the accomplishments of all team members, it is also essential for leaders to accept their own personal limitations and avoid pre-mature burnout.

> After Jesus experienced a very tiring day of healing and casting out demons, He rose early the next morning to retreat by Himself and pray. On another occasion, when the disciples returned from preaching the kingdom and healing the sick, Jesus took them away to rest. Nehemiah divided the task of building the walls of Jerusalem into small groups. When Moses became exhausted by his heavy caseload, he took Jethro's advice and appointed others to be his officials and serve as judges. Jesus, Nehemiah and Moses all recognized one of the basics of human life: we have physical limits. Although we know that this is true, we still try to disprove it again and again. At some point, then, the truth begins to take over, and we collapse in exhaustion, sickness, depression or anger. When we do not take care of our bodies by living

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[28] Gareth W. Icenogle, *Biblical Foundations for Small Group Ministry: An Integrative Approach* (Downers Grove, Ill.: InterVarsity Press, 1994), 106-107.

within our limits, we hinder God's work in the long run because we must quit the race early.[29]

It is important for spiritual leaders to help others achieve their greatest potential. In this sense, leaders are servants. Their services provide opportunity for personal growth in the communities they lead. Those they serve may become healthier, wiser, more autonomous, and more likely themselves to become servant-leaders.[30] The examples we have studied demonstrate an important distinction between leaders and managers. Managers primarily focus on productivity and *use* followers in the process. Leadership is a continuum in which "leaders *move and empower* followers, who in turn empower and impel their followers to become leaders themselves, in the complex, far reaching dynamic" relationship.[31] In other words, "leadership involves vision, ideas, direction, and assisting others to achieve their goals."[32] Leaders should model the leadership behavior they would like practiced in their team. The examples of Moses, David, and Nehemiah demonstrate the value of leaders sharing their administrative responsibilities. In each model, the entire team owned responsibility for the project's success. Team-centered leadership is appropriate for many situations. However, further research is needed to determine the limits of its usefulness,[33] because team members may not always live up to their potential or the expectation of the organization.

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[29] Jimmy Long, *Small Group Leaders' Handbook: The Next Generation* (Downers Grove, Ill: Inter Varsity Press, 1997), 171-172.

[30]Robert K. Greenleaf, *Servant Leadership* (New York: Paulist Press, 1977), 13.

[31]James MacGregor Burns, *Transforming Leadership* (New York: Atlantic Monthly Press, 2003), 71.

[32]Bennis, 139.

[33] Ibid., 390.

New Testament Examples of Leadership

Team leadership was fully established in the Old Testament and actively practiced throughout the Gospels and the New Testament. Jesus' relationship with His twelve disciples was a dynamic participative leadership model. Christ did not require human partners to help with His ministries. Nevertheless, He selected twelve men with assorted skills and backgrounds to become His special disciples and learn from Him. Christ had many disciples, but He personally selected and approved this inner circle of twelve. He became their mentor, teacher, leader and friend. He empowered His specially chosen apostles to become servant leaders.

Throughout His earthly ministry Jesus taught the value of participative leadership. When the twelve disciples first came together, they were an incongruous group of individuals. Matthew was a tax collector, a profession that the Jews despised for its close ties with their Canaanite Roman invaders. "Simon was a zealot belonging to a lawless band of brigands."[34] Mark was from an influential family, others were unschooled fishermen, and others were former followers of John the Baptist. Some loved the limelight, while others were content to work quietly in the background. And Judas has the ignominious distinction as the one who betrayed Christ.

It must have been challenging for this group to work together, but Christ's leadership style changed their hearts; and enabled them to work harmoniously for the good of the team. Jesus knew the unique strengths and weakness of His disciples. He saw Peter, James, and John's aspirations for position and power (Mark 3:16-17). He saw Judas' greed (John 12: 4-6) and Thomas' disbelief (John 20:25). But, despite their

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[34]WebBible Encyclopedia, http://www.christiananswers.net/dictionary/simon.html

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differences, He had confidence in their ability to build a symbiotic relationship. He therefore taught them lessons on character and team development, self-confidence, and commitment.

Among the twelve, Peter, James, and John formed an intimate group who were especially close to Jesus. It is generally accepted and desirable for leadership teams to have an inner circle who enjoy a special working relationship and make outstanding contributions to the team.

In addition to the twelve apostles, Jesus also appointed a group of seventy disciples to fulfill a specific mission. They were to go ahead of Him, in teams of two, into the cities and places He planned to visit, and prepare the way for His ministry (Luke 10:1). This is another critical representation of the team leadership model. Christ recruited these disciples to share His ministry with the twelve apostles, because the harvest was abundant and the laborers were few (Luke 10:2). The appointment of the seventy disciples parallels the appointment of the seventy elders empowered by the Holy Spirit to share Moses' mission (Num 11:24-25). It is clear that Christ favored the shared leadership model, and did not encourage His disciples to bear leadership burdens alone. He commissioned His disciples to work in pairs (Mark 6:7; Luke 10:1).

Paul, another New Testament spiritual leadership giant, followed the participative leadership model and shared his ministry with Peter, Barnabas, Silas and others.

"Christ's selection of the twelve apostles was the first step in the organization of the church."[35] His participative leadership style allowed Christ's disciples to gain

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[35]Ellen G. White, *The Desire of Ages* (Mountain View, CA: Pacific Press Publishing Association, 1940), 291.

practical ministerial experience. The results were far-reaching; Peter, James and John, are

counted among the founding fathers of the Christian Church. Peter evangelized the

Gentiles and influenced the establishment of the church in Rome. James helped to

establish the Apostolic Church in Jerusalem and John authored the biblical books that

bear his name and the book of Revelation. Each apostle played a unique role in Christ's

ministry and, collectively, they successfully completed the commission to preach the

gospel to all nations.

The growth of the early church was challenged by the complexities of ministering

to dissimilar cultural and ethnic groups. The church in Jerusalem had grown rapidly and

there were God-fearing Jews from many different nations in Jerusalem (Acts 2:5). The

Greek-speaking Jews, or Grecians, were in constant disagreement with the Palestinian

Jews. The Greek widows complained they were being overlooked in the daily distribution

of community services. This contentious issue violated the egalitarian principles of the

gospel as proclaimed by the disciples. The rumors created suspicion and cast doubt on the

disciples' credibility. The apostles had to act promptly to safeguard the progress of God's

work. The Holy Spirit outlined a solution for the apostles. They were to appoint seven

deacons to take over the day-to-day administration of the church. The apostles could not

continue to bear the full leadership burdens of the early church alone, without

jeopardizing its future prosperity.[36] By delegating some of their responsibilities to

capable, resourceful, and God-fearing men, they were free to continue their primary

ministry of preaching the gospel. This was the first time the apostles accepted assistance

from anyone outside their select circle to help expand their ministry. Their decision to

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[36] Ellen G. White, *The Acts of the Apostles* (Mountain View, CA: Pacific Press, 1911), 88.

select deacons to assist them in their administrative responsibilities was a pragmatic response to a pressing problem. The apostles' daunting workload included preaching, praying, healing, and giving aid (Acts 4:34-37). As their administrative and ministerial responsibilities grew too large to be handled effectively by them alone, the apostles acquired assistance from talented spiritual veterans.

The explosive growth of the apostolic church post Pentecost was largely due to a participative leadership style that shared responsibilities across several levels of leaders. Apostolic church leadership was shared by the deacons, the group of seventy and the apostles themselves. The deacon's responsibility is still very important today. Providing assistance to the local church leaders is central to the deacon's role. They act as specialists fulfilling a variety of tasks and undertaking special assignments to keep the local church functioning at its best.

Throughout the formation and early development of the New Testament church, the tenet of shared leadership was widely followed. Deacons and elders assisted the apostles in their administrative duties (Acts 15:2, 4, 6, 22, 23). Paul and Barnabas appointed elders in churches in Lystra, Iconium, and Antioch (Acts 14:21-23). Later, Paul left Titus in Crete to organize things and ordain elders in each city (Titus 1:5). In his letter to the Corinthians, Paul illustrates the body as an interconnected unit, in which each component affects the function of the entire unit (1 Cor 12:12-31). This demonstrates the fundamental principle of Christian leadership. It infers that communities which function effectively are built on interdependent relationships, where each person is dependent on the other to deliver the highest quality service within the context of his or her spiritual gift. Positional leaders contribute coordination to the process of leadership. This

emphasis on collaborative leadership from the ground up is akin to the representative style of church governance practiced by the Seventh-day Adventist Church. Church authority flows from the people up; the church body sanctions the appointment of elected leaders.

Spiritual gifts were given to members of the early church (1 Cor 12:1-11; Eph 4:11-13) to facilitate individuals in contributing their complementary skills to the ministry. Apostles, evangelists, pastors, teachers and prophets are all integral to "the work of the ministry" for "perfecting the saints" (Eph 4:12). Individuals should celebrate their spiritual gifts and use them to actively participate in church ministry. Each member's full participation in church projects would create an environment for organizational success.[37] Shared leadership succeeds when everyone takes responsibility for finding the best solution to the problem at hand. Contemporary specialists in the field of community learning and development propose that successful leadership is achieved through listening and contributing. This suggests that the leader's behavior is as important as the position itself. The leader must have a clear vision plus the capacity to work with others to develop and achieve the vision.[38] Successful leadership depends on how people act collectively to achieve solutions. Put another way, successful leadership is shared leadership. Leaders should cultivate a team atmosphere that supports

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[37] Angus MacNeil, Alena McClanahan, "Shared Leadership," July 2005, p.1-2 http://cnx.org/content/m12923/latest/

[38] Michele Erina Doyle and Mark K. Smith, "Shared Leadership," *The Encyclopaedia of Informal Education*, September 7, 2009, http://www.infed.org/leadership/shared_leadership.htm

knowledge exchange; knowledge shared is knowledge multiplied, and "open dialogue creates pathways for improved listening skills and respect for others opinion."[39]

The Writings of Ellen G. White on Leadership Models

Ellen G. White's writings and ministry include specific counsel on shared leadership, leadership development, and organizational philosophy.

From 1863 to 1888, the administrative leadership of the Seventh-day Adventist Church was restricted to just a few individuals. James White served for ten years, and George Butler served for eleven years during this period.[40] The success of any organization is dependent on judicious governance and sound succession planning. In 1863, Adventist Church membership was 3,500. Over the next forty years, the original six local conferences grew to fifty-seven conferences worldwide with a membership of 78,000.[41] This remarkable growth triggered an urgent review of the organizational structure of the church. The General Conference president could no longer give the careful attention to the denomination that James White and George Butler had given throughout the formative years.[42] Continued effective leadership would require a redistribution of administrative responsibilities.

The rapid expansion of the early Adventist Church brought new demands and added responsibilities, as was the case with apostolic church growth. A few select

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[39]Ibid., pp. 4-6.

[40]Richard W. Schwarz, and Floyd Greenleaf, *Light Bearers.* (Nampa, ID: Pacific Press Publishing Association, 1995), 251-2.

[41]Ibid.

[42]Ibid., 241.

individuals could no longer adequately manage the entire organization. Expanded

dependable leaders were needed to guide the growing organization. By the turn of the

twentieth century, dozens of Adventist health care institutions and publishing houses, and

more than 200 schools had joined the list of Adventist holdings.[43] These new acquisitions

required proficient leaders. The church was now an international organization. Regions

outside North America pressed for decentralized control. The pattern in revealed history

is for humans to centralize control in order to maximize authority; but God distributes

responsibilities for greater participation and effectiveness.

Some original church leaders were not prepared to relinquish leadership

responsibilities, and resisted requests to grant decision-making authority to regional

centers. However, Ellen White warned against allowing the opinions of a few to direct

organizational decisions.[44] She opposed the centralization of power in a few individuals

and sanctioned broadening the base for administrative decision-making.

The organizational structure of the church was eventually redefined and the

leadership distribution began to reflect the international expansion of the work. In 1894,

the Australasian Union Conference was established, uniting the conferences in that

region. The contrast in management efficiency between North America and the newly

formed Australasian Union Conference was clear.[45] The Australasian Conference allowed

participative leadership in their regional conferences, and empowered local leaders to

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[43]George R. Knight. *Organizing to Beat the Devil* (Hagerstown, MD: Review and Herald Publishing Association, 2001), 67.

[44] Schwarz and Greenleaf, 250.

[45] Ibid., 54.

identify problems and recommend solutions. North America had yet to divide its territory into Unions, which made it more difficult to manage their field administratively.

The 1901 General Conference Session was a milestone in Adventist history. Following the appointment of A.G. Daniells as Chairperson of the Executive Committee, he supervised the reorganization of the church's governance structure. He implemented an administrative structure based on the participative leadership model, and transferred more decision-making responsibility to those who understood the needs of the global church. The most significant organizational change was the decision for the General Conference to share administrative responsibilities for local churches and auxiliary organizations with local unions and conferences.[46] Under Daniells' direction, the General Conference Executive Committee grew from five members to seventy-five members, including new recruits from the various unions and conferences, worldwide. This expanded the decision-making base to effectively manage the institution's complex organizational problems.[47] Today, the Executive Committee of the General Conference retains the participative leadership model instituted by Daniells in 1901.

The Lord expects spiritual leaders to excel in their roles and make wise use of their spiritual gifts. Whether their gift is to preach, teach, serve, heal, lead, govern, or encourage, they are expected to work together harmoniously.[48] God never designed that His work should bear the stamp of one man's mind and one man's judgment.[49] This is

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[46]Ibid., 108-9.

[47]Schwarz and Greenleaf, 256.

[48]Ellen G. White, *The Acts of the Apostles,* (Mountain View, CA: Pacific Press, 1911), 92.

[49]Cindy Tutsch, *Ellen White on Leadership*, (Nampa, ID: Pacific Press, 2008), 59.

why Ellen White recommended a participative model to workers in the rapidly growing

Southern California region. She clearly denounced elected officials who abused their

positions of trust and authority to attain personal power.[50] In response to the burgeoning

discontent among leaders in this region, Ellen White counseled leaders to collectively

contribute their spiritual gifts and natural talents to the work. She further noted that it was

dangerous to entrust spiritual responsibilities to those who insisted on controlling their

colleagues.[51]

Ellen White also spoke strongly on the importance of incorporating external talent

in administrative decision-making. She advised that it is selfish, and detrimental to the

Lord's ministry, for leaders to insist on working alone, and to refuse the assistance of

those who can help them.[52] The council is clear in (Luke 10:1) to work two by two. She

clearly valued the unique knowledge and experience that a coalition of independent

thinkers can bring to the leadership process. Accordingly, she recommended that a

mutual dependence be developed between colleagues, so each could rely on the other for

assistance. Ellen White urged leaders to delegate authority and recognize the available

talent within the community, as "talent will grow by being used."[53] She gave the

following instruction to spiritual leaders:

> Men in responsible positions should credit others with some sense, ability of
> judgment, and foresight, and look upon them as capable of doing the work committed
> to them. Our leading brethren have made a great mistake in marking out all the

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[50]Ellen G. White, *Testimonies for the Church*, (Mountain View, CA: Pacific Press, 1948), 9:270.

[51]Ibid.

[52]Ellen G. White, *Testimonies to Ministers and Gospel Workers*, (Mountain View, CA: Pacific Press Publishing Association, 1962), 329.

[53]Ibid., 326.

directions that the workers should follow. This has resulted in deficiency . . . Leading men should place responsibilities upon others, and allow them to plan and devise and execute, so that they may obtain an experience.[54]

Some leaders are unwilling to share their knowledge with junior workers, but Ellen White recognized this behavior as a threat to effective information management and succession planning. She advised that talent and ability should be cultivated and respected in all workers, and at all levels of the organization. Individuals who resist knowledge sharing and collaboration hinder effective business practices. The culture of knowledge sharing develops talent and preserves and extends institutional knowledge and expertise. Leaders who are professionally secure and spiritually mature will willingly share their authority.

Ellen White also advocated the recruitment of young workers with intellect and good judgment to participate in church leadership. This would help new recruits become effective spiritual leaders, and would enable them to create a succession plan. Delegating routine administrative responsibilities to junior leaders would allow executive leaders more time for weightier matters that demanded their special attention. "It is not God's plan for such men to mediate minor matters that others are well qualified to handle."[55]

Current statistics indicate that the Seventh-day Adventist Church is one of the world's fastest growing organizations with a "world membership exceeding 16 million. More than one million people joined the Adventist church in the 12-month period ending June 30, 2009."[56] In keeping with the traditions of the Seventh-day Adventist Church,

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[54]Ibid., 302.

[55]White, *The Acts of the Apostles,* 93.

[56]http://en.wikipedia.org/wiki/Seventh-day_Adventist_Church.

today's church conferences are still governed by the Conference Executive Committee. Its membership reflects both professional ministers and laymen who provide broad counsel for conference leaders. The committee has an advisory role and is responsible for the governance of local organizations. Responsibilities also include a consultative role for property acquisition, establishing new churches, human resources decisions, educational direction, and other conference policy issues. At times, sub-committees are appointed to inform the executive committee on current issues and trends that are relevant to the local conference and its institutions. The sub-committees could benefit from the knowledge and expertise of informed denominational leaders and skilled individuals for advice and guidance.

Conclusion

Shared leadership is a key component of institutional growth. This leadership style sustains corporate productivity and efficiency. The evidence presented in this study clearly demonstrates that leaders who incorporate the skills, experience, and knowledge of team members are more likely to achieve excellent results. There is real danger in placing full authority for a company, department, or complex project in the hands of a single individual. It is good business practice to allow experienced workers to contribute their own unique skills to the advancement of the organization.

Each of the leadership models reviewed in this study show how much more effectively a task can be accomplished when leaders utilize the full resources that are at their disposal, including the skills of their team members. For complex projects, the accomplishment of the team will surpass the individual effort. Applying this general principle would be of tremendous value to administrative leadership.

The Old Testament examples of Moses, David, and Nehemiah clearly illustrate the benefits of shared leadership. Astute, successful, and confident leaders acknowledge the capabilities of their assistants and assign responsibilities that are commensurate with skills. They demonstrate their confidence and appreciation by enabling their assistants to represent the team and develop meaningful solutions. The whole team succeeds when talented team members are mentored, encouraged, and empowered to succeed. This is a time honored leadership model that liberates executive leaders to focus on momentous issues that require their undivided attention. The examples of the great Old Testament leaders demonstrate the importance of spiritual leaders having a good relationship with the Lord. Those who do not have an intimate relationship with the Lord are handicapped and, consequently, their teams are handicapped also. Spiritual leaders should seek the Holy Spirit's guidance to prepare for their important assignments.

The New Testament also demonstrates shared leadership as a pragmatic response to pressing problems. Christ's leadership model was not based on control or force. He used a participative style that trained and encouraged His team members to share all roles and responsibilities. When faced with critical challenges, the apostles reached beyond tradition to develop didactic long-term solutions for their problems. They created opportunities for assistants to take on increased leadership roles. Applying these innovative inclusive practices brought order and stability to the fledgling groups, and church membership grew exponentially.

It is the responsibility of executive leaders to ensure that the organization's philosophy and cultural traditions are valued across the organization and used to steer the organization's business practices.

Ellen White helped to establish the organizational philosophy of the Seventh-day Adventist Church. She was a great advocate of shared leadership and governance by committee rather than by a few individuals. She endorsed the concept of succession planning to ensure that institutional knowledge, skills, and experience remain within the organization after senior leaders retire. Her writings emphasize the executive leaders' responsibility to effectively train the next generation of highly skilled workers to assume leadership responsibilities. The general application of her advice has strengthened the organizational leadership philosophy of the church. Humility and faith are essential attributes for church leaders. Elected officials are team leaders; their success is reflective of their team's effectiveness and efficiency. The rewards and recognition for a job well done should be credited to the full team and not just a few selected individuals. These principles form the basis of the theological application of biblical leadership.

The Seventh-day Adventist Church is one of the world's fastest-growing organizations. The growth and development of the work has created an increased need for qualified leaders in all regions of the world. Inclusive leadership practices can provide training opportunities to address this need. The scope of the work is too large for just a few leaders to manage adequately. With informed foresight, administrative leaders can effectively prepare for future challenges of the growing church. Shared leadership is a necessity and not an option as the membership of the church continues to grow.

The examples reviewed in this study demonstrate that successful leadership is a social process, in which the leaders' attitude is very important. Spiritual leaders should use a relational leadership style, with God at the head of a continuum from the leader to the most junior member. This is a winning configuration. Spiritual leaders should have a

good relationship with the Lord. Those who do not have an intimate relationship with the Lord are handicapped and, consequently, their teams are handicapped also. To be effective, spiritual leaders must recognize the qualities of each team member and encourage those with leadership potential to become leaders in their own right.

Team building is an important driver for organizational success. It improves productivity and inspires communication, cooperation, and commitment among workers and between leaders and their group members. Researchers of progressive leadership trends identify teamwork as a key component of effective leadership. Individuals who share their expertise with the team greatly increase the team's productivity and, at the same time, sharpen their own skills and broaden their own accomplishments. Assignments should be delegated to individuals who are fully committed to succeed. Participation should be founded on team effort, shared information, and the free exchange of ideas. However, individuals must take responsibility for their own personal growth, developing their skills, and contributing to the success of the community.

CHAPTER 3

LITERATURE REVIEW

Introduction

The spiritual leader's most essential resources are a personal and dynamic

relationship with God, a heart that recognizes and obeys the leading of the Holy Spirit,

and a character that reflects Christ. The embodiment of these qualities is crucial for

spiritual leaders to develop inclusive administrative practices. This review of literature

will focus on character and personality development using the Five Factor Model (FFM).

Aspects of this model will underscore the value of the Myers Briggs Type Indicator

(MBTI) as a reliable psychological instrument for assessing personality and the value of

team and shared leadership.

The first segment examines the literature related to the importance of character

development and its impact on the spiritual leader's effectiveness. Honesty, integrity,

compassion, courage,[57] purity, and humility[58] are some important qualities that define

great leaders. This review discusses the value of honesty, integrity, and humility as some

of the core qualities for effective spiritual leaders. Becoming an effective spiritual leader

does not occur by chance; it requires prayer and consistent effort. Spiritual "leaders are

usually remembered for who they were, and not for what they did…. They are

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[57]David Baron with Lynette Padwa, *Moses on Management*, (New York: Pocket Books, 1999), 8.

[58]Iorg, vii.

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remembered for their character."[59] Spiritual leaders must take time to develop the qualities they desire to teach others.

The second segment examines the impact of personality on the leadership function. It introduces the FFM and discovers the interrelatedness of this model with the MBTI. A number of studies have been conducted on the relationship between personality and leadership effectiveness, but amongst the most comprehensive was the Meta study conducted by Judge, Bono, Ilies, and Gerhardt (2002) on the FFM. This study describes five factors associated with leadership: neuroticism, extraversion, openness, agreeableness, and conscientiousness. The authors discovered that many of the essential personality factors presented in the FFM are represented in the MBTI. It then introduces the MBTI as a reliable psychological instrument for identifying personality types. There are a number of personality assessment tools available, including the Hogan Personality Inventory, International Item Pool, and the NEO Personality Inventory-Revised (NEO-PI-R)."[60] These are all valuable psychological instruments that offer their own unique contribution to personality assessment. This paper reviews the Five Factor Model and the MBTI to determine their contribution to understanding personality development and leadership effectiveness.

The third and concluding segment highlights the importance of participative or shared leadership and its potential contribution to the decision-making process. Teams can produce outstanding results for organizations. "Working in teams develops tolerance

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[59]Ibid., 21-2.

[60]Timothy A. Judge, Joyce E. Bono, Remus Ilies, and Megan W. Gerhardt, "Personality and Leadership: A Qualitative and Quantitative Review," *Journal of Applied Psychology,* Vol. 87, No. 4, American Psychological Association (August 2002): 770.

amongst members and can yield extraordinary results."[61] Research indicates that

productive teams can offer balanced recommendations that increase the effectiveness of

corporate decisions. Some authors claim "that the truly committed team is the most

productive performance unit management has at its disposal."[62] When technical experts

and visionary thinkers participate in the decision-making process, it often results in a

dynamic improvement of services delivered. "Top performing teams consist of people

with all the technical, functional, problem solving, decision-making, interpersonal, and

teamwork skills the team needs to perform."[63] These are the qualities which will help

produce outstanding collaborative results.

Core Characteristics of Honesty, Integrity, Humility

Behavior is an important indicator and expression of our character. Dedicated

spiritual leaders who effect meaningful change in people's lives are guided by Biblical

instruction and the promptings of the Holy Spirit.[64] They mold their character on divine

principles. God empowers His leaders to manage the growth and development of His

work. Spiritual leaders must learn to listen and wait on instructions from God.

> The Holy Spirit provides those whom God has chosen for spiritual leadership,
> opportunities to develop the key elements of character essential to this vocation. God
> directs the leader through careful investigative study of the Bible. As a result,

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[61]Bob Fisher & Bo Thomas, *Real Dream Teams* (Boca Raton, FL: St. Lucie Press, 1996), 43.

[62]Jon R. Katzenbach, and Douglas K. Smith, *The Wisdom of Teams* (New York Harpercollins Publishers, 2003), 44.

[63] Ibid., 141.

[64] Iorg, 9.

spiritual leaders develop a balanced Christ like character as they allow God's word to govern their perceptions, choices, and values.[65]

Phillips Brooks, the noted Episcopal preacher of the mid-nineteenth century, noted that "Character is made in the small moments of our lives."[66]

Among the desirable character traits for spiritual leaders, three important core virtues are particularly significant for Christian leaders: honesty, integrity, and humility. Authors believe that "Honesty is related to one's values, ethics and standards."[67] Closely related to honesty is "integrity which is recognized as being foundational to business and leadership success."[68] And completing this triad of core characteristics, humility would not likely be discussed as a core essential by those who consider themselves successful, however, "Humble leaders have a balanced view of how God sees them and who God says they are."[69]

Honesty

Honesty is the character trait most frequently selected in some surveys as being the most admirable quality for leaders to possess. "Almost 90 percent of individuals surveyed by Kouzes and Posner in a 1990 study chose honesty as the most admired characteristic in leaders."[70] Honesty ranked equally with respect for ethical and principled

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[65]Ibid.

[66]John C. Maxwell, *Becoming a Person of Influence* (Nashville: Thomas Nelson, 1997), 21.

[67]Henry Blackaby, *Spiritual Leadership* (San Francisco: Jossey-Bass Publishers, 1995), 23.

[68]Henry Blackaby, & Richard Blackaby, *Spiritual Leadership* (Nashville: Broadman & Holman Publishers, 2001), 104.

[69]Iorg, 96.

[70] James M. Kouzes and Barry Z. Posner, *The Leadership Challenge.* San Francisco: Jossey-Bass Publishers, 1995: 22.

behavior. "Consistency between word and deed is the measurement used to determine honesty."[71] This correlates with transparency; "When leaders admit their weaknesses, people are better able to relate to them."[72]

Integrity

Spiritual leaders with integrity are true, consistent, and genuine. They demonstrate integrity in four main areas: family, work, relationships, and self,[73] but their "greatest accomplishments occur in their homes."[74] There is no inconsistency between their work and home life, because their conduct is exemplary in all areas of their lives. Integrity is richly rewarded in relationships, where people are never used as the means to an end. Despite their anxiety to achieve personal goals, "True leaders will always treat others with the respect required to preserve good relationships."[75]Self-analysis plays an important role in maintaining personal integrity. Conscience is a good indicator of one's personal level of integrity—"Leaders stand tried and condemned by the court of their own conscience."[76] Those who maintain personal integrity avoid compromising their convictions. Warren Bennis, a leader and organizational consultant in the field of Leadership Studies, cites three essential components of integrity: "Self-knowledge,

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[71] Ibid., 20-22.

[72]Maxwell, 28-9.

[73]Blackaby, *Spiritual Leadership*, 269-274.

[74]Ibid., 270.

[75]Ibid., 273.

[76]Ibid., 274.

candor, and maturity. Self-knowledge alerts the leader to personal flaws and assets."[77]

Candor is the behavioral quality of honesty, sincerity, and transparency. "Maturity results

from experience and growth through dedicated, healthy and sincere service to others."[78]

One author contends that "*Personal integrity* is the single most important quality of

executive leaders. Spiritual leaders must no less be sincere in promise, faithful in

discharge of duty, upright in finances, loyal in service, and honest in speech."[79]

<div align="center">Humility</div>

Ellen White counsels that God highly values humility. This virtue should not

"degenerate into timidity" or be manifested as "cheap inefficiency." Humility is essential

to spiritual leadership, and "should be prayerfully cultivated."[80] It is evident in leaders

who willingly serve those whom they lead, and defer to those with superior knowledge.[81]

Humility is a prized Christian virtue. "Of all the classical spiritual disciplines, *service* is

the most conducive to the growth of humility."[82]

God's criteria for leaders are strength of character and compassion; qualities

spiritual leaders should possess in abundance.[83] The core characteristics of honesty,

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[77]Warren Bennis, *On Becoming a Leader* (Reading, MA: Addison-Wesley Publishing Company, 1994), 40.

[78]Ibid., 41.

[79]J. Oswald Sanders, *Spiritual Leadership* (Chicago: Moody Press, 1994), 62.

[80]Ellen G. White, *The Upward Look,* (Washington, DC: Review and Herald Publishing Association, 2008), 206.

[81]Stephen R. Covey, *Principle- Centered Leadership* (New York: Simon & Schuster, 1992), 54.

[82]Richard J. Foster, *Celebration of Discipline* (San Francisco: HarperCollins Publishers, 1998), 130.

[83]David Baron, with Lynette Padwa, *Moses on Management* (New York: Pocket Books, 1999), 5.

integrity, and humility can help leaders develop strength and determination and the ability to understand and sympathize with those whom they lead.

Personality and Leadership Effectiveness

It is becoming popular for some organizations to depend on the personality of their CEO to promote their corporate image. Effective leaders must be engaging, decisive, and influential. Marketing agencies know that personality sells. It is the individual and not the product alone that attracts customers. A leader with an amiable personality can create a positive environment for increased productivity and organizational success. Magazine editors will more readily feature the CEO of the Ford Motor Company in an article than merely list the company's automotive accomplishments. The same is true for Warren Buffet, US billionaire, investor, businessman, and philanthropist. Buffet is the chairman, CEO, and face of the Berkshire Hathaway Corporation.[84]

Leadership style is influenced by personality, and personality is influenced by personal choices, decisions, interactions, and roles.[85] This subject has been heavily researched and debated by many twentieth century scholars. Early researchers found that personality traits analyzed independently of other data, such as environment, interpersonal relations, and politics, for example, explained little about leadership

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[84]Warren Bennis, Gretchen M. Spreitzer, and Thomas G. Cummings, eds., *The Future of Leadership* (San Francisco: Jossey-Bass, 2001), 158.

[85] Linda V. Berens, Linda K. Ernst, Melissa A Smith, *Quick Guide to the 16 Personality Types and Teams* (Huntington Beach, CA: Telos Publications, 2004), 4.

effectiveness.[86] At the end of the twentieth century, leadership researchers began to analyze the correlation between personality traits and leadership effectiveness, and not focus on the traits or behavior alone. Focusing on typical behaviors and ignoring effectiveness, was an overarching problem in leadership research.[87]

<center>Leadership and Management</center>

Much of what is considered to be leadership more accurately reflects what is practiced in management. They both function from very different principles. Leadership is based on influence, while management is governed by authority. The differences between these two kinds of functions centers on the directional aspects of influence in leadership, and the presence of coercion in management. In leadership, influence is multidirectional, in which leaders influence followers and they, in turn, influence leaders. In management, authority is unidirectional and is administered from the top down by orders imposed on subordinates. This is usually observed in industrial settings, but in a professional environment leadership is more actively demonstrated through influence.[88]

Among professional peers coercion is rarely advisable to gain influence, colleagues prefer to discuss options and seek attainable solutions.

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[86]*Luke McCormack, and David Mellor, "*The Role of Personality in Leadership: An Application of the Five-Factor Model in the Australian Military,*" Military Psychology* 14, no. 3 (2002): 180.

[87]Robert Hogan, "What We Know About Leadership Effectiveness and Personality," *American Psychologist* 49, (1994): 494.

[88]Joseph C. Rost, *Leadership for the Twenty-First Century* (Westport, CT: Praeger Publishers, 1993), 150.

Five Factor Model

The Five Factor Model (FFM) emerged "as a dominant instrument of personality

structures in the nineteen eighties."[89] FFM creates a framework to better understand

leadership effectiveness and its correlation with personality. The model classifies

personality into five broad factors: Neuroticism, Extraversion, Openness, Agreeableness,

and Conscientiousness.[90] Extensive research on the FFM validates the importance of

personality and its comprehensive effect on leadership. Extraversion was shown to be the

most important personality trait for leaders and leadership effectiveness, but more

strongly related to a leader's emergence. This could be related to the fact that "extraverts

talk more, and talking is strongly related to emergent leaders."[91] Extraversion, openness

to experience, and conscientiousness were strongly correlated to leadership. For example,

research findings indicate that intelligent, open minded leaders are more creative and

open to new ideas. [92] Research further indicates that creativity and openness are

important personality qualities positively linked to effective leaders.[93] Neuroticism is not

a significant predictor of leadership, and agreeableness was the least relevant of the Big

Five traits.[94] In an Australian military study, effective leaders scored higher on the

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[89]Robert R. McCrae, and J. Allik, *The Five- Factor Model of Personality Across Cultures* (New York: Kluwer Plenum Publishers, 2002), 1.

[90]Luke McCormack, and David Mellor, "The Role of Personality in Leadership: An Application of the Five-Factor Model in the Australian Military," *Military Psychology* 14, no. 3 (2002): 180.

[91]Timothy A. Judge, Joyce E. Bono, Remus Ilies, Megan W. Gerhardt, "Personality and Leadership: A Qualitative and Quantitative Review," *Journal of Applied Psychology* 87, no. 4 (2002): 774.

[92]Robert J. Sternberg, *Handbook of Creativity* (New York: ACM Publishers, 1999), 288-289.

[93]Judge, *Personality and Leadership: A Qualitative and Quantitative Review*, 768.

[94]Wikipedia Encyclopedia, "Big Five Personality Traits," July 2009, http://en:wikipedia.org/wiki/Big_Five_Personality_traits#agreeableness

conscientiousness scale than their less effective peers.[95] This trait is positively linked to job performance as it "enables individuals to be promoted into significant positions."[96] Generally, most of the FFM personality factors except neuroticism and agreeableness are useful leadership traits. "However one of the prominent criticisms of the FFM is that it provides too general a description of personality. It does not provide for the varying personality differences and is unable to predict the leadership criteria. Therefore it potentially masks personality and leadership relations."[97] It is difficult to find one model to address all the issues on personality and leadership effectively. Nonetheless, "Collectively the results provide support for the relevance of the Five Factor Model in leadership research."[98]

The Myers-Briggs Type Indicator

A Reliable Psychological Instrument

Individuals cannot always explain why they act or react in certain ways. Studies on personality dispositions address the "why" of our unique actions. If we had a better knowledge of our personality we could better understand and learn more about our own behavior.

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[95] McCormack and Mellor, 192.

[96]Timothy A. Judge, Chad A. Higgins, Carl J. Thoresen, and Murray R. Barrick, "The Five Personality Traits, General Mental Ability, and Career Success Across the life Span," *Personnel Psychology* 52, (1999). 7.

[97]Judge, Personality and Leadership: A Qualitative and Quantitative Review, 768-9.

[98]Ibid., 774.

The Myers-Briggs Type Indicator (MBTI) was developed by the mother/daughter team of Katharine Briggs and Isabel Myers. It is one of the most widely used psychological assessment tools, and is valuable to our understanding of personality differences.[99] This tool is based on the theory of *Psychological Types* developed by the Swiss psychiatrist Carl Jung. Myers constructed an "indicator" which made Jung's theory on personality preferences more widely understood and its concepts more practical.[100]

The MBTI defines personality type as an individual's preferred ways of thinking and acting. The model organizes eight personality preferences into four opposing pairs that form the basis of 16 possible personality types. Figure 1 shows the four pairs of MBTI personality preferences and the designated letter that identifies them.

The opposing preference pairs are defined as: Extraversion/Introversion, Sensing/iNtuition, Thinking/Feeling, Judging/Perceiving. Each dominant personality preference is balanced with its opposing preference. In the MBTI context, the names for these preferences are technical terms, and differ from their meaning in the everyday use of the words. For example, a *judging* personality is not necessarily *judgmental*.

Extraversion (E)	Introversion (I)
Sensing (S)	Intuition (N)
Thinking (T)	Feeling (F)
Judging (J)	Perceiving (P)

Figure 1.   MBTI opposing personality preferences.

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[99]Ibid., 65.

[100]Sandra Krebs Hirsh, and Jane A.G. Kise, *Work it Out: Using Personality Type to Improve Team Performance.* (Mountain View, CA: Davis-Black Publishing, 2006), 2.

Extraverts (E)/Introverts (I) are classified on the basis of how they interact with their immediate environment. Extraverts like to work with people and things—their external environment. They like to talk things out. Conversely, Introverts like to work with concepts and ideas—their inner environment. They prefer to think things through.

The Sensing (S)/iNtuitive (N) type indicate the manner in which people absorb facts and process information. "Sensing types prefer dealing with facts and realities that can be observed through one or more of the traditional five physiological senses (sight, hearing, touch, smell, taste). The iNtuitive types look for meaning, possibilities, and relationships."[101]

The Thinking (T)/Feeling (F) type relates to how an individual organizes information and makes decisions. The Thinking type is logical, analytical, and tough minded. The Feeling type considers the impact the information could have on themselves and on others. They make decisions only after careful consideration of all the possible outcomes. The presence of one MBTI personality type does not preclude the existence of its opposing pair; it merely indicates the dominant preference. This is true for all MBTI personality type preferences. So, in this example, it is important to remember that MBTI "Thinking types have feelings and Feeling types do think."[102]

The final pair of type preferences is the "Judging (J)/Perceiving (P) dichotomy. This type indicates one's approach to life. Judging types are systematic and orderly. They plan their work and follow through with their plans. They like to have things settled

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[101]Roy M. Oswald and Otto Kroeger, *Personality Type and Religious Leadership* (Herndon, VA: The Alban Institute, 1990), 34.

[102]Sandra Krebs Hirsh and Jane A.E. Kise, *Work it Out*, 7.

quickly. Perceiving types enjoy listening and other forms of information gathering, but are slow to make a decision. They are more flexible and receptive to change.[103]

Figure 2 shows the 16 MBTI personality types that are formed by the interplay of the eight personality type preferences.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Figure 2.   MBTI 16 personality types.

The MBTI indicates board categories of selection preferences for one or the other of two opposing modes. MBTI identifies the dominant constant preference with a 75 percent degree of accuracy.[104] It also agrees with a number of other personality instruments, like the "California Psychological Inventory (CPI) which is a personality inventory that measures behavioral tendencies in three primary areas: Internality, Norm-Favoring, and Self-Realization, which correlates favorably with extraversion."[105] Other correlations occur between the MBTI and with the Five Factor Model, which researchers regard as a 'robust' instrument for recognizing personality strengths in leaders. Four of the five traits identified in the Five Factor Model are reflected in the MBTI. Neuroticism

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[103]Ibid., 8.

[104]Catherine Fitzgerald and Linda K. Kirby eds., *Developing Leaders* (Palo Alto, CA: Davis-Black Publishing, 1997), 15.

[105]Ibid., 119.

is the only factor not present in the MBTI analysis.[106] While other psychological

instruments are actively used for measuring personality, the major descriptive qualities in

these instruments are found in the MBTI.

MBTI and Other Instruments

There are two major differences between the MBTI and other psychological

instruments. "The habits and attitudes associated with MBTI type preferences are based

on empirical research. MBTI is also a theory-based instrument that sorts empirical data to

reveal an individual's preferred personality type. The MBTI is *type-based* and not *trait-*

based like so many other personality assessment instruments."[107] This is a basic

difference between MBTI and trait-based tools such as the Five Factor Model. The

second major difference is that, unlike most other personality assessment questionnaires,

the MBTI does not measure how much or how little of a particular human characteristic

each individual has or uses. "The MBTI assessment tool does not measure specific

behaviors, values, or skills."[108] MBTI *clarifies* ability and behavior based on personality

preferences, but does not *quantify* these preferences. For example, the tool may reveal

that an individual *clearly* prefers extraversion, but it would not determine the strength of

that preference. None of the MTBI preference types is considered "better" or "worse"

than another. The MBTI simply indicates a natural preference for one or the other of the

two opposing pairs of personality characteristics, for example extraversion vs.

introversion. "The intention is to identify dominant preferences and not to give

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[106]Ibid., 123.

[107]Ibid., 13.

[108]Ibid.

information about the extent of the personality preference (e.g., extraversion) an

individual has."[109] It does not evaluate. This subtle difference between the MBTI and

other psychological instruments could lead to errors in interpretation by practitioners who

do not understand the difference between a *trait-based* instrument and a *type-based*

one.[110] The MBTI predicts behavioral preferences, rather than quantifying the degree of a

personality trait.

The reliability of the MBTI remains at a high percentage rate among adults in the

United States who have used this instrument.[111] Since the MBTI was launched in 1962, it

has been recognized as the world's most widely used personality assessment tool. In

1997, over 2.5 million people used the tool in the United States alone.[112]

Interpretation and Application of the MBTI

The MBTI identifies a respondent's personality type preference. It is an indicator

of behavior and attitudes, therefore, in theory, the respondent's self-knowledge and the

assessment results should harmonize. It has been shown that, in practice, respondents

agree with their MBTI results about 75 percent of the time. Type is determined by

indicating the letter that best describes an individual's preference. Inconsistencies

between the assessment and user responses show a high correlation with the degree of

confidence respondents have in selecting their true preferences.[113]

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[109]Fitzgerald and Kirby, 14.

[110]Ibid., 48-49.

[111]Ibid., 14.

[112]Susan Nash, *Turning Team Performance Inside Out* (Palo Alto, CA: Davis-Black Publishing, 1999), 66.

[113]Fitzgerald and Kirby, 15.

The MBTI personality inventory has no quantitative formula to determine how well developed a particular preference is, or to what extent a specific aptitude is used. [114] It detects categories of preferences rather than measuring how much of a trait is present. For these reasons, it is not advisable to use this instrument as the sole indicator for job placements. Other methods should be used to learn more of an individual's ability, aptitude, and skill level. The MBTI is more appropriately used to assist individuals develop their own self- understanding, and to increase appreciation of personality differences.[115]

Personality Type and Leadership Application

Personality seems to play an important part in effective leadership.[116] It is therefore important to determine whether one personality type is better suited for leadership positions than others. Another important consideration is whether the composition of corporate decision-making committees should reflect similar or dissimilar personality types.

Organizations involved in strategic and leadership planning would normally include individuals with diverse personality types. This allows exposure to a broader range of leadership perspectives.[117] No one type can adequately master all the nuances of the various personality needs. It is also likely that no one leader will have all the

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[114]Ibid.

[115]Ibid.

[116]Robert Hogan, *Personality, Leadership, and Organizational Effectiveness* (Power Point: Hogan Assessment Systems, 2003).

[117]Fitzgerald and Kirby, 491.

leadership skills required to successfully guide the organization to a productive and sustainable future. Due to the ever changing challenges facing administrators, a coalition of astute leaders could assist in decision-making. "When executives truly believe they must create a team oriented guiding coalition, they always seem to find competent advisors who have the skills."[118] Executive leadership teams are also stronger when there are diverse talents at the table. The key is to capitalize on people's strengths and manage their weaknesses.[119] It is observed that "One is too small a number to achieve greatness."[120] Therefore, the job of the leader is to identify and leverage the team's distinct talents into a unified whole that is greater than the sum of its parts.

The advantage of type diversity in decision-making is perhaps ideal but may not always create the best results; they can sometimes be counterproductive to the effectiveness of the organization. Type diversity seems to work best at the top administrative levels where a variety of opinions is desired to accommodate the range of personality types for whom decisions will be made. The greater the representation of preference types in executive dialogue; the greater the possibility to make sensitive decisions pertinent to people's needs. In smaller work groups where cohesion is essential, individuals with type similarity may be the most desirable. Leaders should try to determine the management outcome they desire before they assign team members. Research supports the reasonable assumption that individuals will choose those with

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[118]John P. Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996), 65.

[119]Robert H. Rosen with Paul B. Brown, *Leading People* (New York: Penguin Book Publishers, 1966), 370.

[120]John C. Maxwell, *Ultimate Leadership* (Nashville: Thomas Nelson, 2001), 470.

similar personalities to work together on group task assignments.[121] Self selected teams based on type preference similarities are likely to be more productive. The fact that they share peculiarities in personality type and work habits leads to less friction in the team, which can translate to higher productivity.

Many institutions are driven by profits and productivity. The 'Thinking and Judging' preference is the typical MBTI personality profile of top administrators in successful institutions. Traits like objectivity, punctuality, and accountability are qualities that we most frequently relate to productivity and profit making. These are also distinguishing characteristics of the 'Thinking-Judging preferences. Although all MBTI personality types are represented at the executive level of top institutions, almost 90 percent of top executives are 'Thinking-Judging' types.[122] The majority of management positions across a variety of cultures and organizations are occupied by those with personality types of ISTJ, INTJ, ESTJ, and ENTJ. The 'Thinking-Judging' combination is also dominant in leaders of social organizations including schools and various social service agencies.[123] These institutions are not profit and productivity driven; their focus is on social outcomes and community benefits.

It should be noted that, despite the disproportionate distribution of Thinking-Judging types in management positions, "Type does not appear to predict success in organizations. There is no one type that stands out at the top; training may be a better

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[121]Otto Kroeger with Janet M. Thuesen, *Type Talk at Work* (New York: Dell Publishing, 1992), 190.

[122]Ibid., 191.

[123]Fitzgerald and Kirby, 18.

indicator of success than type."[124] Placement, then, in an administrative capacity is not necessarily indicative of an individual's effectiveness in that position.

It is interesting to note that although honesty, humility, and integrity character traits are not directly connected to any specific personality type, they are closely associated with those with the *feeling* personality types.

"Feeling is the function which carries our values, the basis on which we discriminate between good and evil. In religious literature, the *feeling* function resides in the heart where all past experiences both good and bad are collected and where values are shaped. Dominant feeling types place higher value on judgments of right and wrong which grow out of past experience than those that come from logical, linear thinking. In this sense, their heart rules."[125]

"It is the feeling function which allows us the capacity for intimacy. As such it is the primary source of life. Research psychology has taught us that *to be* is *to be with.* Martin Buber said that all real living is meeting. It is the I-THOU relationship that calls forth life in us and gives us reasons to live. In short, we can't be human alone."[126]

Personality types are value neutral and have no moral qualities attached to them. Spiritual leaders, regardless of their personality type, should therefore develop the core moral qualities of honesty, humility, and integrity, which will further define them as credible spiritual leaders.

In institutions where only a select few can elect new leaders, the tendency for individuals to select like-minded personality types can induce the disproportionate representation of Thinking-Judging-types in executive leadership positions. "The fact is, whether hiring is done in individual departments or by a centralized personnel

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[124]Ibid., 95.

[125]Oswald and Kroeger, 101.

[126] Ibid.

department, most staffs invariable resemble typologically those at the top."[127] This

should be guarded against in organizations with a representative form of government,

such as the Seventh-day Adventist Church, where other qualities should be considered,

like balance, character, compassion, and spiritual maturity. However, in observing the

rapid growth of the church, there has been a corresponding decline in the effectiveness of

the representative system. In some areas of church governance there is a move more

toward an Episcopal model. The migration toward this model may also be resulting in

more Thinking-Judging types in executive leadership positions. Care must be taken for

the church to maintain its participative, collaborative governance structure with the

appointment of leaders to executive leadership positions so that the church can be

sympathetic and relevant at its highest level of service with qualities of honesty, humility,

and integrity.

Thinking-Judging types have a role to play in church leadership, but executive

church leadership teams would benefit from the inclusion of other personality types that

are more sensitive to human relationship issues. Feeling and Perceiving-types can add

value to these roles. These personality types could bring greater inclusion and sensitivity

to the decision-making function.[128] This would bring added value to the leadership

process and facilitate the resolution of complex situations.

Psychological testing tools can greatly benefit job placement and career selection

processes. Using the MBTI to define individual personality preferences can help

individuals select a career that is suited to their type and help recruiters select the

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[127]Kroeger with Thuesen, 105.

[128]Fitzgerald and Kirby, 28.

individual whose personality best suits the position. No career will perfectly match an individual's personality type preferences, but personality tools such as the MBTI can help individuals choose jobs that will challenge them, pique their interest and motivate them. Individuals can use the MBTI tool to simplify the search for the 'perfect' job and employers can use the tool the help fill their job vacancies with the 'perfect' candidates.

Some studies indicate that certain careers and professional positions are suited to a certain personality type. "Different types enter the job market and stay in various positions for reasons related to their personality preferences."[129] For example, sales and marketing careers are most suited to 'Extraverts and Feeling' types. Extraverted people enjoy working and interacting with people for extended periods, whereas introverts, although they can interact well with others, can only do so effectively for limited time periods. After a while, introverts need to retreat back into their own world and spend time recuperating from energy expended to create and maintain those interpersonal relations. Extraverts, on the other hand, thrive on such interactions, the more time they spend mingling with clients and colleagues, the more energized they become.

The accounting professions are well suited to the 'Sensing and Thinking' personality types.[130] Sensing is an information-gathering function. This preference relates to how an individual understands and interprets new information. Sensing-types trust concrete, tangible information–the type of information that accountants deal with in the course of their work. They enjoy delving into the details and investigating the facts to resolve problems or gain accurate understanding or insight into situations. Typically,

[130]Kroeger with Thuesen, 177.

[131]Ibid., 192.

those with the Thinking preference make rational decisions. They are "analytical and make logical and objective decisions based upon known facts."[131] Thinking types are suited for administrative, technical, and scientific professions.

The MBTI iNtuition preference is an information gathering function. "Intuitive types tend to be concerned with new possibilities and new ideas, they enjoy research development"[132] and innovation. Intuition-types are intrigued by the research process. They like to investigate the meaning behind the data, to determine the 'whole picture.' Thinking is a decision-making function. As noted above, Thinking-types tend to analyze facts and make objective decisions based on those facts. Therefore, professions that require research and development skills are well suited to iNtuition and Thinking types.

Human Resource careers are suited to the 'Sensing and Feeling' type.[133] Feeling-types have excellent interpersonal skills and build relationships based on trust; they are empathetic and recognize and appreciate individual needs. The combination of Sensing and Feeling preferences are suited to human resource careers because Sensing types are usually problem solvers. They analyze problems to gain an accurate understanding of the situation at hand. They are practical and focus on outcomes. When this preference is tempered by the Feeling preference, which is a *judging* function, Sensing-Feeling types will consider the "impact of their decision and whether it addresses what is important to the people involved."[134]

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[131]Fitzgerald and Kirby, 342.

[132]Kroeger with Thuesen, 192.

[133]Ibid.

[134]Fitzgerald and Kirby, 6.

Every psychological type is valuable in the work place; each makes its own

unique contribution. The MBTI personality instrument can inform employment choices

and help employees and employers avoid frustration. It can be used to effectively link

individuals to potential careers that are better suited to their personality type. The MBTI

can also inform church administrators on how to effectively position their staff for

optimum efficiency. Christian leadership is a complex role that demands different skills

to serve and communicate God's message to the world. It requires an integrative

approach that incorporates the skills, expertise, strengths, and distinct personalities of all

workers to support the work and accomplish the ministerial objectives.

Team Effectiveness in Decision Making

An increasing number of organizations acknowledge that collaborative leadership

is essential for corporate success. "There is no doubt the group mind can be far more

intelligent than the individual."[135] This trend confirms the truth of the Japanese proverb

that asserts "None of us is as smart as all of us." Companies will sooner promote

employees who improve the efficiency of the entire group than self-centered staff who

are only interested in personal achievement. In many cases, teams provide good long-

term corporate benefits, such as improved staff retention, and a vigorous, interactive

work environment. Teamwork increases the possibility for impartial decisions and

innovative outcomes that build morale and make work more enjoyable.[136] Team members

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[135]Daniel Goleman, *Working with Emotional Intelligence* (New York: Bantam Doubleday Dell Publishing Group, 1998), 203.

[136]Susan Nash, *Turning Team Performance Inside Out* (Palo Alto, CA: Davis-Black Publishing, 1999), 98.

can inspire one another to apply their best contribution to comprehensive and balanced team decisions.

Conventional wisdom suggests that the more stimulating and open the debate, the better the final decision. Not necessarily! Open conflict among decision makers can quickly erode any possibility of collaborative decision-making. The appropriate selection of team members becomes the tipping point for success or failure.[137]

Companies are discovering the value of emotional intelligence (EQ). Those with high EQ reflect strong nurturing qualities. They are referred to as "health-engendering people" who contribute significantly to the dynamic interplay of team effectiveness.[138] Hiring individuals with a high IQ has been standard practice for many years. However, companies are becoming increasingly aware of the benefits of considering EQ in making employee selections. Skills, knowledge, and expertise are valuable attributes for team members. However, equally valuable are individuals with high EQ who listen well, and are influential, collaborative, and great motivators.[139] A number of authors such as Goleman and Nash validate individuals with EQ and their ability to build rapport and create an effective workforce. These authors value the independence of creative thinking expressed in an affable atmosphere of respect and congeniality. "High EQ individuals are able to create stimulating environments that help team members grasp and share ideas. They endorse the team concept and give their best contribution."[140]

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[137]Goleman, 220.

[138]Ibid., 222.

[139]Ibid., 29.

[140]Ibid., 109.

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Some leaders function from a more "traditional model, which is hierarchical in nature and dictatorial in practice. They value individual performance and are not team oriented. They are generally compliance driven, domineering and controlling."[141] This approach is not conducive to team building. Team leadership roles vary, but it is clear that effective team leaders are resource persons who encourage their team toward excellence. They build confidence, share authority, and promote ownership that a personal interest will be given to each assignment. Where participation is highest, commitment is strongest.[142]

Despite the clear benefits of team decision-making, there are some inherent difficulties that could reduce their effectiveness if not addressed. Teams should clearly identify the objectives that they plan to accomplish. Unclear objectives or unrealistic goals will only frustrate the process of teamwork. Leadership experts have developed guidelines for avoiding common team-related problems:

1.   Clarify the work to be accomplished and differentiate shared tasks from those to be done individually.

2.   Develop knowledge of others' responsibility.

3.   Assess the scope of the task and the capability of each team member.

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[141]Robert H. Rosen, with Paul B. Brown, *Leading People* (New York: Penguin Group, 1996), 132.

[142]Ibid., 112-3.

4.   Avoid individuals who are not committed to the team concept; strong independent personalities are often unwilling to create the dynamic required for team success.[143]

Susan Nash observes that, "Western values are geared more toward competition than collaboration. Collaboration is often considered counterproductive to attaining outstanding personal performance. Western culture values position, power, and personal success, however these values are inconsistent with team philosophy."[144] Corporate executive leaders should work collectively to shape polices, processes, and structures that are instituted to accomplish corporate objectives. "Corporate teams should be committed and accountable to their stakeholders and their fellow team members. When people do good work together, trust and commitment follow."[145] Organizations should trust and support the teams they assemble to make prudent decisions. Businesses are best served by individuals who take initiative, are accountable for their actions and decisions, and support organizational goals.[146] Bernard and Geeta Lall from Andrews University support the team-leadership approach to management and suggest that "The most powerful team-building activity is the collective development of, and commitment to a shared vision."[147]

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[143]Kimball Fisher, Steven Rayner, and William Belgard, *Tips for Team,* (New York: McGraw-Hill, 1995), 40-1.

[144]Nash, 98.

[145]Jon R. Katzenbach, and Douglas K. Smith, *The Wisdom of Teams* (New York: Hapercollins Publishers, 2003), 60.

[146]Rosen, 112.

[147]Bernard M. Lall, and Geeta Rani Lall, *New Dynamic Leadership* (Berrien Springs, MI: Geetanjali Publishers, 1994), 453.

Leaders who develop these qualities create a sense of ownership and desire to succeed within their teams.

Shared leadership and team building opportunities are somewhat compatible. The real challenge for leaders is to create a participative culture where each player's contribution is recognized as valuable to the team. In addition to this, leaders also should reinforce their value of individual contributors and showcase their efforts. Leadership experts have shown that what inspires and energizes people the most is the opportunity to work with respected colleagues in pursuit of a worthwhile cause. People typically want to make a difference. Their contributions should be rewarded by a work environment that provides growth, meaning, and excitement.[148]

Conclusion

Spiritual leaders should demonstrate a personal relationship with God and reflect virtues indicative of Christian refinement. Central among these virtues are humility, honesty, and integrity. While there are many other notable virtues, the present writer believes these are core qualities for Christian leaders. Christ instructed His followers to practice servant leadership. Love is the overarching quality that undergirds all spiritual conduct; it governs our attitudes and behavior. Humility is an important quality that enables leaders to be firm yet also compassionate.

Honesty is a quality that is greatly admired in leaders. This virtue includes trust and reliability, transparency and sincerity. When leaders' words are consistent with their actions, they gain trust and respect from their followers. Dishonest leaders find it difficult

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[148]Burt Nanus and Stephen M. Dobbs, *Leaders Who Make a Difference* (San Francisco: Jossey-Bass Publishers, 1999), 151-2.

to sustain loyalty and dependability from their followers. It is therefore essential for spiritual leaders to reflect honesty, truthfulness, and a lack of deceit in all their relations, communications, and practices. Integrity is closely associated with honesty. Leaders with integrity are genuine and sincere. These three virtues: humility, honesty, and integrity, are believed to be core essentials for effective spiritual leaders. The adoption of these qualities will help govern leaders' actions and help them to be more receptive to new ideas.

Personality plays an essential role in leaders' effectiveness; this is substantiated by certified psychological instruments used to access personality. Personality assessment instruments, such as the MBTI, are excellent tools for understanding normal personality differences, and explaining basic patterns in human behavior. The MBTI emphasizes the value of naturally occurring differences in normal populations. The Five Factor Model (FFM) is another prominent personality assessment tool. Both instruments show remarkable agreement with the personality qualities most suitable for effective leaders.

The MBTI is type-based and only identifies an individual's preference, whereas the FFM, which is a trait-based instrument, measures the intensity of each preference. Despite this difference, there are surprising similarities between the two tools. Extraversion is the most prominent of all the personality preferences and is positively represented in both models. The FFM confirms the findings of the MBTI by recognizing the significance of this personality type in leadership emergence and effectiveness. With four of the five categories of the FFM represented in the MBTI personality profile demonstrates the value and contribution of this psychological instrument. It is safe to conclude that personality plays an important role in a leader's effectiveness.

Administrative leaders could therefore benefit from the skills of the departmental directors by giving them specific assignments consistent with their personality and identified skill sets. Some may be assigned to resolve misapplied conference policies or feuding between members with their pastors. Still others may need to resolve extenuating circumstances surrounding property acquisition for new churches. Any number of situations could require the services of experienced directors to adjudicate. They would then report their findings to the executive officers of the conference. Teams of directors could be established to work on long-range conference projects for future educational or youth projects. These assignments could create more time for the executive officers to deal with pressing administrative matters while plans for the future development are being investigated. The directors could play a more effective role in the leadership team of the conference as they maximize their personality strengths and develop their spiritual gifts for the advancement of the organization and the cause of God.

Teams have become a major contributor in organizational development. The combined skills of individuals who are driven by the same goals and corporate objectives could maximize productivity. Teams develop synergy where collaboration is practiced and innovation and creativity are encouraged. Team leaders are challenged to know the personality type of each member and harmonize their efforts toward corporate success. Each member should be respected for his or her area of expertise and no member should be permitted to downplay the contribution of the other. Together they share concerns and find solutions.

Shared leadership should be effectively modeled by the administrative officers of organizations and the benefits of team performance should become a natural part of the

organizational structure. When a coalition of acknowledged thought leaders are invited to participate in making administrative decisions, the results are usually more thoroughly investigated and the decisions made more equitable. Shared leadership and team involvement in decision-making has become an effective tool in organizational leadership.

If fully adopted at the administrative level of church organizations, shared leadership and team involvement could be beneficial tools for reducing the strain of decision-making and implementation, which traditionally involves only a few individuals. Shared leadership would strengthen team function, improve efficiency, allow for greater collaboration, improve staff retention, and build morale through increased participation. When new leadership is required, individuals would be prepared to transition into familiar roles they have been exposed to. This would effectively facilitate the smooth transfer of responsibility. If succession planning was an integral part of the leadership structure, the best prepared spiritually, socially, experientially, and typologically would be recommended for leadership positions. These individuals could build on the legacy of previous leaders, and effective succession planning would insure that the best suited individuals would be selected for future leadership positions.

CHAPTER 4

PERSONALITY TYPE OF DIRECTORS

Introduction

As a result of international evangelism and outreach activities in communities all around the world, the Seventh-day Adventist Church is growing at an unprecedented rate. The Ontario Conference of Seventh-day Adventists is a large multi-cultural conference with complex needs. Growth of the conference can place vast and ever-changing challenges upon its executive officers. It is safe to assume that the increased responsibilities will make it difficult for leaders to respond to every situation in a timely fashion. It may also be difficult to support continued growth without additional assistance at the administrative level. In anticipation of these future pressures, this study seeks to assess the personality preference of the departmental directors of the Ontario Conference of Seventh-day Adventists and develop an inventory of their dominant leadership profile. The results will help to determine how suited the departmental directors are to assist with executive leadership functions. Broadening the base of participative leadership by involving directors in areas of leadership that do not require the direct attention of the executive leaders could be an inexpensive and mutually beneficial method of coping with the anticipated increased workload.

Twelve departmental directors of the Ontario Conference participated in a survey to determine their personality type. The survey was based on the Myers-Briggs

personality indicator, a psychometric assessment tool for determining personality preferences within eight distinct psychological categories grouped into four pairs of contrasting preferences: Extraversion/Introversion, Sensing/iNtuition, Thinking/Feeling, and Judging/Perceiving. Survey results were used to identify individual comfort levels with leadership tasks that require processing information or include decision-making functions.

<center>Eight MBTI Personality Preferences</center>

In order to determine the director's MBTI Personality Type, it was first necessary to clearly understand the eight MBTI Personality Preferences. These preferences, which are based on behavior and attitude in specific situations, are indicators of our preferred manner of focusing our attention when accessing information, making a decision or simply relaxing. For example, one pair of preferences indicate whether we are energized by constant interactions with our fellow human beings or whether we draw our energy and inspiration from an internal source with minimal external influences. This is the Extraversion and Introversion preferences. The information gathering preference indicates whether we rely on concrete proven facts or whether we prefer to unravel or analyze the facts to see the big picture.

As shown in Figure 3, each of the preferences is symbolized by a unique letter. Each of the four letters that make up a personality type means something different. Together they help to define behavior as an expression of personal preferences and reveal how individuals processes information and make decisions. It is important to note that the psychological type is influenced by more than the four individual preferences. The interaction of these preferences, referred to as type dynamic, is also important.

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Mode of Energizing	
Extraversion (E) Like to work with people and things	Introversion (I) Like to work with concepts and ideas
Information Gathering Mode	
Sensing (S) Prefers dealing with facts and realities	iNtuition (N) Looks for the big picture, possibilities and hidden meaning
Decision Making Mode	
Thinking (T) Logical, analytical, and tough minded	Feeling (F) Considers the impact the information has on others
Lifestyle Preference	
Judging (J) Systematic and orderly	Perceiving (P) Flexible

Figure 3.   Personality types: How they are energized.

Research Instrument

The survey consisted of fourteen questions compiled by Otto Kroeger Associates designed to help determine an individual's personality preferences. Otto Kroeger Associates are a psychological and management consulting firm which uses the Myers-Briggs Type Indicator extensively as a basis for understanding differences. Therefore, they would seem qualified to select the most appropriate questions. It is only one of four organizations certified to provide the training required for professionals in administering

and interpreting the MBTI.[149] They are well experienced in the subject area to provide the relevant questions for the questionnaire used in this survey.

Questions pertain to each of the eight MBTI Personality Preferences, for a total of 112 questions. Participants were asked to respond to the questions by selecting the letter that best symbolized their preferred style of processing information or interacting with their environment or making decisions. Information was gathered using blind survey methodology. Each participant was assigned an alphabetical indicator from A to L to protect his or her identity. This approach encouraged participants to indicate their true preferences without fear of any adverse consequences. Knowing that their identity was protected, participants were free to provide open and honest responses, thus reducing the level of bias in the data collected.

Survey Analysis and Response

After the session, survey responses were analyzed to determine each participant's personality type. The 16 possible Myers Briggs personality types are shown in Figure 4 below.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

Figure 4.   Sixteen possible Myers-Briggs personality types.

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[149]Otto Kroeger, with Janet M. Thuesen, *Type Talk at Work* (New York: Dell Publishing, 1992), 401.

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Verification of each director's personality type was reconfirmed in a personal follow up interview with each director to identify their best-fit type. A guide on personalities and teams was used to help validate and determine the accuracy of each director's self determined personality profile. In many cases, the follow up interview confirmed the findings of the designations selected during the survey.

In reporting the findings of this survey, each director's report include a general overview of the personality type described, followed by the contribution each brings to a team. This is followed by a description of how each type maintains relationships and handles conflicts. And finally, the potential blind spots associated with their personality type.

Table 1 below lists the directors from A to L and their MBTI four letter designations.

Table 1

Survey results of directors personality type

MBTI Personality Designations Survey Results	
Participating Director	Calculated Personality Type
A	ISFP
B	INTP
C	ISTJ
D	ENFJ
E	ENTP
F	INFP
G	INTJ
H	ISFJ
I	ENTJ
J	ENTP
K	INTJ
L	ISFJ

MBTI Results

Designations of Departmental Directors

Based on Director A's personal responses, the MBTI assessment tool produced

results to identify which of the 16 MBTI personality type's best described Director "A."

The calculated personality type represents Director A's preferences in four separate

categories, each composed of two dichotomies. Collectively, the four categories form the

basis of Director A's personality based on the following key areas (Director A's results

are shown in Table 2 in bold font):

Table 2

Survey results of Director "A" personality type

Where Director A focuses attention	Extraversion (E) or **Introversion (I)**
The way Director A takes in information	**Sensing (S)** or Intuition (N)
The way Director A makes decisions	Thinking (T) or **Feeling (F)**
How Director A deals with the outer world	Judging (J) or **Perceiving (P)**

The survey results designated Director "A's" personality type as ISFP**;** an

introvert, sensing, feeling, and perceiving individual. Individuals with this personality

type are generally

…quiet, serious, sensitive and kind. They are loyal and faithful and generally dislike
conflict. They have extremely well developed senses. They are not interested in

leading or controlling others. They are usually flexible and open minded. They are original and creative and enjoy the present moment.[150]

Their personality indicates their desire for freedom to select information they choose to act on. They take a resourceful and creative approach to teamwork. They are skilled at compromising to obtain the best quality results and can effectively galvanize teams to work cohesively for optimal success. Their creativity helps them to be effective problem solvers. They are able to view problems from a fresh perspective and assist others to do the same and arrive at a solution that is acceptable to all involved. They are pragmatic, expedient and extremely dependable, and will always follow through on their commitments. They approach problem solving by listening to ideas, getting support, and persuading others.[151]

ISFP personality types build relationships through camaraderie, they have fun interacting and make problem solving exciting. They approach their interactions with a free spirit and the freedom to change their mind or direction. They enjoy the freedom to experiment until they get just the right effect. When working in teams, they are accommodating to other team members and try to keep interpersonal problems to a minimum. ISFP types do not do well in conflict situations. They prefer helping others alleviate their suffering.[152]

> Their natural talents lie in the service portion of a given task. Service, in fact, is the cornerstone of ISFPs' motivation, and they are at their best when what they are doing has a significant service component to it. However, they tend not to tackle

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[150] "The Sixteen Personality Types-High Level," *Consulting Psychologists Press*, 1998-2006, http://www.personalitypage.com/high-level.html

[151] Linda V. Berens, Linda K. Ernst, and Melissa A. Smith, *Quick Guide to the16 Personality Types and Teams* (Huntington Beach, CA: Telos Publications, 2004), 12.

[152] Ibid.

personal problems immediately; preferring to ignore them for as long as possible–perhaps hoping that they will go away. They do not invest too much time on interpersonal issues. [153]

Prolonged conflict causes them to withdraw from the relationship.

Their potential blind spots could be taking short cuts and ignoring important systems, policies and procedures to achieve required outcomes. Their desire for variety and tendency for multi-tasking could cause many things falling through the cracks if they do not have well-structured and organized team management assistance. They could be dogmatic in holding on to a point, and ignore likely implications and consequences.[154]

Because of their unassuming nature, they are often blind to their own

contributions and needlessly underestimate themselves. They can become vague about

what they are thinking when they feel pinned down and may become quiet when angry,

which may lead to their withdrawal from the team.

Director "B" Results

The MBTI designation for Director "B" was INTP; an introvert, intuitive,

thinking, and perceiving type.

These individuals are generally logical, original, creative thinkers, who can become excited about theories and ideas. They can understand complex theories. They highly value knowledge, competence, and logic. They are generally quiet and reserved, which makes it hard to know them well. They are individualist, and have no interest in leading or following others.[155]

Their interest is in theorizing, analyzing, and learning; they like to explore, and understand, and explain how the world works. For INTP personality-types team relationship is about sharing expertise and engaging in collaborative problem solving. Their contribution can become arduous as they seek for exact definition of words, and clarification of ideas, and point out inconsistencies among team members. They are excellent at connecting people with ideas and information, as well as networking with

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[153]Kroeger and Thuesen, 332.

[154]Berens, Ernst, and Smith, 12-13.

[155]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html

people–usually around their particular area of expertise….They handle conflict through avoidance, and deal with it only as a last resort, because conflict disturbs their flow of clear-thinking. They enjoy a lively debate of ideas; but when it becomes personal they become non communicative. They do best in a calm non combative environment where consultative rather than hierarchical relationships are the norm. Before committing their support, they must be convinced of the logic, the rationale, and proof behind each procedure….One potential blind spot for the INTP-type is their impatience with errors, redoing work, and having to deal with inaccuracy and inefficiency. They may be perceived as uncaring when they detach themselves from the team to analyze, critique, and problem solve. Other team members may see them as being too skeptical, theoretical or rigid. They may lose focus by spending too much time contemplating other options or ideas.[156]

Director "C" Results

Director "C" has a MBTI designation of ISTJ; an introvert, sensing, thinking, judging personality-type. ISTJ types are "serious and quiet, interested in security, and tranquility. They are extremely thorough, responsible, and dependable. They are loyal and support established traditions. They are well organized, disciplined and hard working."[157]

They make good administrators and managers, and have the ability to influence corporate and financial interests. In situations of fiscal constraint, they would conserve resources to keep the organization fiscally viable. They are very private people who don't like a lot of attention; they would prefer to be observers in a group.[158]

On a team, they are systematic, businesslike, and careful, working with steady energy to meet deadlines and follow through with commitments. They help others integrate facts and information pertaining to the stability and advancement of the team. They respect hierarchy and organizational structure and expect others to follow rules and

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[156]Berens, Ernst, and Smith, 28.

[157]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html

[158]Berens, Ernst, and Smith, 16.

procedures. They inspect their work and compare and verify results to ensure that

standards and expectations are met or surpassed.

ISTJ types would rather tolerate conflict than deal with it. When it reaches the

point of causing personal stress, they distance themselves from it and then revisit the

problem with a calmer focus. They manage conflict in a calm thought-through manner.[159]

 "When confronted with demands, particularly those related to people's needs and

seemingly trivial project details, the ISTJ can become edgy, scattered, and even quite

depressed. In those moments they need time for quiet reflection and contemplation."[160]

> Their potential blind spots may be focusing too much on responsibilities and not on
> their personal relationships. They can be seen as being too serious and task focused.
> They are overly cautious especially when their task is unclear. They view situations in
> stark terms as black or white and make right/wrong or good/bad judgments too
> quickly. They are not comfortable with ambiguity; and need clear facts in order to
> make good decisions.[161]

Director "D" Results

Director "D" was identified as an ENFJ type; an extravert, intuitive, feeling, and

judging type.

> These individuals are usually popular and sensitive with outstanding people skills.
> They are externally focused with real concern for how others think and feel. They
> usually dislike being alone and see things from a humane perspective. They dislike
> impersonal classifications and analysis. They are very adept at managing
> interpersonal issues and leading out in group discussions. They are very sensitive to
> others needs and often place others' needs above their own.[162]

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[159]Ibid.

[160]Kroeger and Thuesen, 342.

[161]Berens, Ernst, and Smith, 16.

[162]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html .

ENFJs are excellent team players and are able to get the best from team members through camaraderie, support, and a commitment to excellence and achieving team goals. They have excellent …mentoring ability; they are able to both challenge and lead others to achieve their greatest potential. They are empathetic, understanding and adept at assisting others to learn, grow, and develop. They have exceptional communication skills, enthusiasm, and warmth, and gain cooperation by persuading others to maintain personal and collective ideals…. They value diversity and inclusion and encourage all team members to contribute their unique gifts and achieve their greatest potential.[163]

> In conflict situations ENFJs use persuasive dialogue to prevent the problem from escalating. They find ongoing disharmony unbearable and have a tendency to withdraw from conflict situations, but they will defend those who are mistreated. However, their best contribution could become their greatest weakness. They can be so absorbed in building good relationships and creating harmony in the team that their focus is distracted from their own task.[164]

> They learn to strike a balance between their idealism and reality.

A potential blind spot for ENFJs is

> …over personalizing negative reactions to their ideas and ideals." People can have strong contrary views without making it personal. Failure to acknowledge this can lead to enormous "feelings of inadequacy." They should understand that questioning their opinion is not necessarily a reflection on their credibility or integrity.[165]

Director "E" Results

Director "E" was evaluated as an ENTP; an extravert, intuitive, thinking, and perceiving type. ENTPs are creative, resourceful, and intellectually quick. They enjoy

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[163]Berens, Ernst, and Smith, 30.

[164]Ibid.

[165]Kroeger and Thuesen, 383.

debating issues and sometimes engage in "one-upmanship" to demonstrate their quick-thinking skills.

ENTPs have an excellent ability to understand concepts and apply logic to find solutions.[166] They get excited over new ideas and projects, but tend to neglect the more routine tasks. They enjoy stimulating company, and are generally outspoken and assertive.

> These individuals are natural team builders and inventors by nature who are able to find ingenious solutions to both people and technical problems. They are able to develop ideas into functional and innovative applications that are unique. They have faith in their creativity to make and discover new approaches that work. They are engineers of human relationships and also in the scientific and technological domain. They bring high energy to their projects, and can motivate their team to make challenging discoveries. They are participatory visionaries who can cast a vision but seek input from others and allow them to follow their own interests in realizing the goal. They are engaging in making new relationships and link others into a web of new relationships. They often function as trailblazers opening new territories, fostering change, and develop new opportunities for others to fill. As team builders they create relationships by generating and sharing ideas. They stimulate debate; they share interests and concepts, and join in recreational activities. They are often a catalyst for the team because they see the potential in others and give them opportunities to develop their skill. They deal with conflict in an unconventional way by reframing it and making it a teaching moment. This is sometimes misinterpreted as manipulative, but it is really designed to keep things moving in a positive direction by working through conflict to get to an agreement.[167]

This progressive dynamic personality-type has some potential blind spots. "Despite their propensity for generating creative ideas they can be inaccurately labeled as underachievers,"[168] because they are frequently remiss at following their ideas through to completion. This can lead to frustration among their coworkers and family members. If

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[166]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html .

[167]Berens, Ernst, and Smith, 26.

[168]Kroeger and Thuesen, 367-8.

they were more diligent at driving their ideas through to completion, they could gain greater recognition for their accomplishments.

ENTPs process information with an abstract random approach which sometimes causes them to neglect concrete data, especially when generating ideas. They sometimes jump to strategic problem solving before the team is ready, only to be surprised that the team is lagging behind in processing input and ideas.[169]

Director "F" Results

Director "F" had an INFP MBTI designation, which indicates he is an introvert, intuitive, feeling, and perceiving individual. It further suggests this individual is usually quiet, reflective, and idealistic. INFP types have a well developed value system and enjoy serving the less fortunate, and participating in humanitarian outreach events. They are extremely loyal, laid back, and adaptable, unless a strongly held value is threatened. They are usually mentally quick, somewhat visionary, and are also usually talented writers.[170]

> They prize idealism and are ready to advocate for those in need. This help strengthen and clarify their own values and identity. They resist being confined to rigid structures, and tend not to focus on rules and procedures that may inhibit self expression or personal freedom.[171]

INFPs "find worth and value in the work they do. They work best and are most productive when the effort reflects some ideal or service. Clearly they work best when

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[169]Berens, Ernst, and Smith, 26.

[170]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html .

[171]Berens, Ernst, and Smith, 36.

whatever they're doing serves their personal values. However, if the same work can lead to teaching or serving others it will be equally stimulating and satisfying for them."[172]

This type needs to be affirmed as individuals. They seek for themselves and others openness and respect and react negatively when their values are challenged as not being worthy. When this occurs, they experience a huge sense of betrayal. A possible blind spot is their difficulty with structure and bureaucracy, which they feel deny them possibilities of discovering new options. They run the risk of becoming over zealous at times and reflect a posture of inflexibility or even arrogance.[173]

Director "G" Results

Director "G" is defined as an INTJ type. Individuals with this profile are introverts, intuitive, thinking, and judging. They are generally independent, original, and analytical thinkers. INTJs are determined and gifted with the ability to turn theories into solid plans of action. They greatly value knowledge, competence, and structure. They are visionary as they make long-range plans. They are task driven as they establish high standards of performance for themselves and others. Despite their personal ability as leaders, they will be led by leaders who demonstrate integrity.[174]

They are skilled in defining goals, detailing plans, and outlining contingencies. They are open to ideas which could advance their objectives. They drive themselves hard to master what is needed to fulfill their goals. As team members, they are focused on

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[172]Kroeger and Thuesen, 336.

[173]Berens, Ernst, and Smith, 36.

[174]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html.

achievement; they have high expectations for themselves and fellow team members. They are devoted to accuracy and precision. The more challenging the problems are intellectually, the more they embrace them. Their intuition is a creative source for new techniques and innovations. They relentlessly drive toward their goal and help the team plan and execute action steps. They prefer to delegate routine day-to-day operations. They enjoy quiet moments for privacy and for reflective thinking. For INTJs, team relationships have a purpose to accomplish goals and make progress. They remain totally absorbed in their work and enjoy collegial relationships with those who stimulate their thinking.[175]

When interpersonal conflict occurs, they

> …prefer to withdraw, or move on. They prefer discussions to be calm and non-judgmental. If there is no improvement, they will probably give up, account it to experience and move on. INTJ's are cautious in their planning and would be prudent as they devise and implement strategies to regulate organizational expenditures.[176]

Their disciplined intellectual capabilities often consumed in strategizing and planning, leave little time to implement their projects. This may be a potential blind spot for INTJs. They value the benefits of goal-setting, time management, and team building techniques, but they do not always practice their principles. They would prefer to write about, think about, or further analyze the concept, than be engaged in the actual process. Consequently, when confronted with people needs and trivial project details, they are likely to become edgy and even mildly depressed.[177]

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[175]Berens, Ernst, and Smith, 24.

[176]Ibid.

[177]Kroeger and Thuesen, 324.

Another potential blind spot for INTJs is the effect they have on others; "They can be sarcastic and critical without realizing the impact they are having. They do not readily offer feed back and rarely give praise. This leaves others unsure of an accurate evaluation of their performance."[178]

Director "H" Results

Director "H" was designated by the MBTI as an ISFJ type, which identifies them as introverts, sensing, feeling, and judging individuals. They are "quiet, kind, conscientious and dependable. They usually put the needs of others above their own. They value security, stability and established traditions. They are generally practical, perceptive, and sensitive to the feelings of others."[179]

This personality type supports and protects those in their charge, they assist them to succeed and accomplish their goals. They are respectful and unassuming and thrive on serving quietly without applause. Their special contribution to the team is their dedication and commitment to see that things run smoothly. They focus on harmony and mutual support by providing structure and creating a plan. They are totally loyal and dedicated to the team and the organization. They exhibit a non-threatening, encouraging, and open style. They lead reluctantly, yet accept the challenge to fulfill their responsibilities and obligations.[180]

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[178]Berens, Ernst, and Smith, 24.

[179]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html .

[180]Berens, Ernst, and Smith, 20.

ISFJs find conflict disconcerting, for them it is disrespectful and emotionally draining. If possible they will distance themselves from it. They hope the resolution can be settled in a calm fashion that people are not unduly hurt in the process.[181]

A potential blind spot for ISFJs is that, despite their "total commitment to their task; their need for appreciation could be overlooked and even abused. They have to be more assertive about their own personal needs to prevent others from taking advantage of them."[182]

"They may show little tolerance for ambiguity; they prefer their responsibilities to be clearly defined which give them greater assurance going forward. They are sometimes seen as slow, methodical decision makers who would prefer solitude and time for reflection."[183]

Director "I" Results

Director "I" is designated by the MBTI as an ENTJ. The characteristics of this type are extraverted, intuitive, thinking, and judging. These individuals are assertive and outspoken, they are driven to lead. They have excellent ability to understand difficult organizational problems and create solid solutions. They are intelligent and well-informed; they usually excel at public speaking. They value knowledge and competence, and usually have little patience with inefficiency or disorganization.[184]

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[181]Ibid.

[182]Kroeger and Thuesen, 312.

[183]Berens, Ernst, and Smith, 20.

[184]Consulting Psychologists Press, "The Sixteen Personality Types-High Level," 1998-2006, http://www.personalitypage.com/high-level.html .

This type is the quintessential executive leader. They can both direct and mobilize a team as they develop policy, establish plans, coordinate, and sequence events, and implement effective strategy to accomplish team objectives. They excel at directing others to reach organizational goals, and thrive on marshaling forces to put plans into action. They are natural organization builders; they take charge in ineffective situations. They enjoy creating efficiently structured systems and setting priorities to achieve goals.[185]

"This natural leader makes decisions quickly and accurately, while they assist others to develop their talents. They honor deadlines and accomplish their assignments on time. They develop skills and competencies to achieve and implement their vision."[186]

ENTJs "Build relationships with fellow team members as they solve problems and create new pathways for them to learn new skills. They are insightful and visionary, willing to share information and defend their stated position."[187]

This personality type is generally straightforward, unemotional, honest, and direct with their opinions. They are comfortable with initiating relationships, but resist self-disclosure until they are convinced of the individual's credibility. They are balanced and objective when dealing with issues. Conflict does not disturb ENTJs; they treat it as another obstacle to overcome in order to accomplish team goals. The blind spots for this

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[185]Berens, Ernst, and Smith, 22.

[186]Ibid.

[187]Kroeger and Thuesen, 386-7.

type are their unwillingness to give praise or offer spontaneous feedback. They are

generally impatient with those who do not take responsibility for their actions.[188]

Directors "J" "K" "L" Reports

Departmental directors J, K, and L share the same type designations with other

directors in the test group. Director "J" has the same MBTI designation as Director "E,"

which is an ENTP. Director "K**"** has the same designation as Director "G," which is an

INTJ**.** Director "L" shares the same type designation as Director "H," which is an ISFJ**.**

Among these three pairs of directors there is remarkable agreement and some significant

differences observed in expressed behavior between the personality types. Director J and

E both share the MBTI designation of being ENTPs, described as extravert, intuitive,

thinking, and perceiving. Despite their type similarity, director J is not as outgoing and

demonstrative as his counterpart director "E." This could be explained by the age,

education, and exposure to life's experiences of director "E." However, when director "J"

is among close professional associates he is as liberated and energetic as director "E."

This observation can also be made of directors "K" and "G;" both are described as

INTJs who are introvert, intuitive, thinking, judging types. Director "K" is more quiet

and reserved than director "G," who communicates spontaneously with others, not to the

extent of being overbearing, but is noticeably more conversational than director "K."

Director "K" is female and older than director "G;" both are mild mannered but visibly

different in their willingness to initiate new relationships. Director "K" is probably very

comfortable in communicating with those under her immediate charge, but does not

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[188]Berens, Ernst, and Smith, 22.

readily try to develop new relationships. It is difficult, therefore, to accurately access ones personality type by just general observation. It is best to observe how individuals function in various social and professional settings. Behavior may be more conditioned by the context individuals are in, and not necessarily reflect one's personality type. So, type similarity may not be necessarily expressed in the same manner. Sometimes, however, there are patterns of behavior which are more easily observed, as in the case of the final pair of directors.

The behavioral patterns which are noticeably identical are those of Directors "L" and "H." They are described by the MBTI as ISFJs introvert, sensing, feeling, judging types. The mannerisms of these directors are also uniquely similar. They are quiet and contemplative, effective and thorough, disciplined and courteous. They can work well in teams as well as independently. Sometimes their quiet disposition could be mistaken for detachment from the group, but they are productive team players.

Administrators could significantly benefit from a comprehensive knowledge of the different strengths and weakness of their director's personality. The Human Resource department could provide the administrators with a personality profile for each director which contains their MBTI type and proficiencies. In different administrative situations directors could be invited to share their expertise to address administrative issues. This would provide for adequate succession planning of the most qualified and informed directors for future executive positions.

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CHAPTER 5

PERSONALITY TYPES IMPLEMENTED

Introduction

The personality profiles completed by the departmental directors of the Ontario

Conference are important preference indicators. These preferences were determined using

the Myers-Briggs Type Indicator instrument. This is a psychometric assessment

questionnaire designed to measure individual preferences for interacting with the world

and making decisions. For example, it determines whether a person is an extravert,

preferring to focus on the outer world of people and things, or an introvert, preferring to

focus on the inner world of thoughts and ideas. It also determines whether an individual's

decision-making preference focuses primarily on logic and consistency (Thinking type)

or on people and special circumstances (Feeling type). In this study, the instrument

highlighted the directors' personality strengths and preferences in different areas of

responsibility, and their preferred style of dealing with leadership issues. Knowledge of

these preferences could assist the conference administrative officers to assign directors to

special functions commensurate with their identified strengths. They could be assigned

on an as-needed basis to projects that would benefit from their personality strengths.

The demands and expectations placed on the executive officers of the conference

are numerous and ever-changing. Departmental directors could relieve the executive

officers of some of their lower priority commitments that are typically pushed to the back

burner due to ongoing emergencies. This would bring added value to the administration, because minor problems that are left unattended can morph into major issues that require extensive investments of time and human resources to resolve. Departmental directors could proactively investigate and resolve general concerns before they escalate into major problems.

The administrative team's effectiveness could be increased by selecting participants with a cohesive blend of personality strengths and professional skills. Teams could instruct church officers in interactive skills, team-building techniques, and succession planning. This approach would optimize the use of conference human and financial resources in moving toward a more effective ministry. Further, directors with skills in dispute resolution could be tasked with addressing crises in local churches. Others could apply their business knowledge and strategic planning skills to help develop and implement capital investment projects. An inclusive leadership approach of this nature would be mutually beneficial to the executive offices and department leaders. It would contribute to the directors' professional development and the overall growth and success of the conference. Inclusive leadership is an effective form of succession planning, because it provides a nurturing milieu for knowledge transfer and the development of the next generation of effective leaders.

Classification and Administrative Contribution

The personality profile highlights areas in which directors could make a valuable contribution to corporate administration. Many directors have extensive ministerial experience, combined with a preferred dominant preference. They could therefore be of assistance in multiple areas of personal or team ministry. In their extensive work on

applications in psychological type, authors Fitzgerald and Kirby make the following observation:

> Psychological type theory suggests the four basic mental functions are sensing, intuition, thinking, and feeling. These functions are generally understood and regularly applied. Individuals observe reality in the present tense and store data (sensing); they also analyze patterns and formulate conclusions (intuition); they apply logical criteria in decision-making (thinking); and apply values in making decisions (feelings). Each individual applies these functions differently; however there is order in how these four preferences are used.[189]

The interaction of the MBTI personality preference types are known as type dynamics. The four letters defining type dynamics indicate the order in which preferences are used and how they interact. For each of the sixteen Types, one function dominates and is developed early in life. The more the dominant function is used, the more it is differentiated from the other functions.

1. The *dominant* function is the most preferred, first developed, most relied upon, and trusted. The dominant function is strengthened through use. The direct opposite of the dominant function is often the least preferred function, or the inferior function. For example, if Thinking is an individual's dominant function, Feeling would be that person's least preferred function.[190]

2. The *auxiliary* function is the second most preferred, and provides support and balance to the dominant. The auxiliary function tends to develop after the dominant function. If individuals used only their dominant function, they would be too one sided, for example, great at gathering information but unable to make a decision.[191]

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[189]Catherine Fitzgerald and Linda K. Kirby eds. *Developing Leaders* (Palo Alto, CA: Davis-Black Publishing, 1997), 276.

[190]The Myers Briggs Foundations, "Understanding Type Dynamics." http://www.myersbriggs.org/my-mbti-personality-type/understanding-mbti-type-dynamics/
[191]Ibid.

3. The *tertiary* function is the third strongest. Individuals have fewer skills associated with this function. The letter of this function does not appear in your type. It is the opposite function from the auxiliary function. If an individual's auxiliary function is Thinking, then the person's tertiary will be Feeling.[192]

4. The *inferior* function is the least used and developed of the four. Very few skills are associated with this preference. For example, people with a dominant Thinking function would tend to have fewer skills associated with the Feeling function.

Everyone has a favorite or dominant function, which they intentionally develop and rely on more than the other three functions. For example, some people trust their intuition more than tangible evidence. This is because they have used the intuition function for most of their lives and have grown to trust it above the other functions. Extraverts use their dominant function in the outer world because they prefer to interact with people and things. In contrast, introverts focus their dominant function on their inner world of thoughts and ideas. They show their auxiliary function to the outside world, because their dominant function is introverted. The last letter of the four-letter MBTI type denotes the function used with the outside world. This is either the perception function (sensing-S or intuition-N) or the judgment function (thinking-T or feeling-F). For example, ENTJ types use their judgment function–which in this case is Thinking–in the outside world. On the other hand, ISFP types would use their perception function–which in this case is Sensing–in the outside world.[193] Therefore, in summary, "Both extraverts

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[192]Ibid

[193]Ibid.

and introverts use one of their preferred functions to deal with the outside world. For extraverts, this will be their dominant function; for introverts, their auxiliary function."[194]

Following is a description of the unique skills of each director, as determined by the MBTI evaluation process used in this study.

<div align="center">Director "A"</div>

He is classified as an ISFP: an introvert, sensing, feeling, and perceiving individual. His dominant function is *feeling*, his preference is an *introvert*, and his auxiliary function is *sensing*.[195] The quiet, sensitive, and loyal personality of these individuals is strengthened by their flexibility and creativity, which are valuable qualities for team leadership. Oswald and Kroeger describe ISFPs as action-oriented individuals who are energized when dealing with crisis.[196] Tieger and Barron-Tieger observe that ISFPs "prefer to deal with facts rather than theory as they apply practical skills in problem solving."[197] The administrators could use Director "A's" problem-solving ability to assist them in resolving disputes. Director "A's" auxiliary sensing function could also be effective in public relations positions that require sincerity and caring. ISFPs function best in situations where they have "flexibility to make the best decisions and are not restricted by excessive rules and structures."[198]

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[194]Fitzgerald and Kirby, 274.

[195]Ibid., 272.

[196]Roy M. Oswald, and Otto Kroeger, *Personality Type and Religious Leadership* (Washington, DC: The Alban Institute, 1990), 57-8.

[197]Paul D. Tieger & Barbara Barron-Tieger, *Do What You Are* (New York: Little, Brown and Company, 2001), 349.
[198]Ibid., 348.

Personal Analysis Director "A"

Director "A" is a responsible and committed individual who diligently completes

all assigned tasks. The descriptors of ISFPs accurately portray Director "A's"

preferences. In his professional role, individuals in crisis often go to him to have their

conflicts resolved. He takes great care to ensure that needs brought to him are addressed

in a timely manner. He enjoys the trust placed in him to make prudent decisions for the

effective functioning of the office. He is dependable and forthright in his actions. This

director could more formally contribute his skills, knowledge, and expertise to investigate

conference conflicts, review findings, and present possible solutions to the executive

officers for their review, approval, and implementation. His contributions could be

maximized if given more autonomy to devise methods and procedures to produce the best

outcome for the conference.

<div align="center">Director "B"</div>

He is an INTP: an introvert, iNtutive, thinking, and perceiving individual. His

"dominant function is *thinking* with a preference for *introversion*, and his auxiliary

function is *intuitive*."[199] According to Oswald and Kroeger, INTPs attempt to "control

their environment in order to predict and explain realities".[200] Their logical thinking and

ability to clearly discern inconsistencies and develop rational solutions to complex

problems make them valuable assets for any dynamic organization. INTP types address

problems using illustrative concepts that are easily understood. They can vigorously

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[199]Fitzgerald and Kirby, 272.

[200]Oswald and Kroeger, 58.

defend their position, especially when the counter argument is based on an incorrect analysis of the situation.[201] They "value competence"[202] and possess the skills to make "innovative"[203]contributions to the conference's strategic planning and policy development processes, because they like to "explore and debate ideas."[204] Charles Martin's research corroborates these INTP qualities. Martin is a licensed psychologist, consultant, and coach specializing in professional and personal development, self-mastery, and effective living. He observes that INTPs are able to "critically analyze complex problems, generate creative solutions, and think globally and strategically."[205] This is an attribute of the "auxiliary function reflected in INTPs; the extraverted intuitive side of their personality,"[206] which is outgoing and intellectually stimulating.

Personal Analysis Director "B"

Director "B" works best alone and develops tremendous creative concepts and initiatives for his department. Director "B"'s preferences are accurately portrayed by the MBTI. His skills and personality strengths could be profitably employed outside of the boundaries of his formal responsibilities. His talents could be advantageous to the conference's project design or policy development teams.

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[201]Fitzgerald and Kirby, 271.

[202]Tieger and Barron-Tieger, 223.

[203]Ibid.

[204]Fitzgerald and Kirby, 271.

[205]Charles R. Martin, *Quick Guide to the 16 Personality Types and Career Mastery* (Huntington Beach, CA: Telos Publications, 2001), 31.

[206]Fitzgerald and Kirby, 271.

Director "C"

He is an ISTJ: an introvert, sensing, thinking, judging personality type whose "dominant function is *sensing* and whose preference is *introversion*. His auxiliary function is *thinking*."[207] As an ISTJ, Director "C's" Sensing function is introverted. He has an organized and methodical leadership style, focuses on detail, and makes every effort to complete tasks and responsibilities within set timelines. ISTJs take a pragmatic approach to their work, and assess information in terms of facts and details. This is true of Director "C," whose personality type is most comfortable with facts and tangible realities; he is well-suited to leadership positions that require strict record keeping. This is consistent with his demonstrated competency in accounting. His personality type is also well-suited to management functions; ISTJs represent the largest group of individuals selected for administrative leadership positions. This director would be an excellent office manager. It is evident that he would provide clear definition of roles and institute proven protocols for his employees, which is compatible with his personality type.[208] The ISTJ auxiliary function is *thinking*, which influences Director "C's" logical, objective, structured, and disciplined approach to decision-making. ISTJs introversion may make them appear somewhat aloof and distant. However, appearances are sometimes deceiving, as ISTJs are usually high achievers with well-developed social skills.

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[207]Ibid., 272.

[208]Tieger and Barron-Tieger, 255.

Personal Analysis Director "C"

Director "C" is extremely competent and functions well in his position. His personality is an exact fit with Myers-Briggs profile. However, it is clear that his skills could be much more gainfully employed outside of the parameters of his specified job description. If he assumed the office management responsibility, which is currently overseen by an executive officer, he would apply policies and procedures effectively to enhance office productivity and integrity. This would allow the executive officer currently tasked with this responsibility more time for the weightier duties associated with his executive role. It is easy, though not intentional; to typecast proficient individuals into a specific role of function, but the MBTI identifies other areas where they could also excel, given the opportunity and support. This director is among the Thinking/Judging type that comprise of a large percentage of executive officers in many organizations. He could be a tremendous asset to the executive leadership of the conference.

Director "D"

He is an ENFJ: an extraverted, iNtuitive, feeling, and judging type whose "dominant function is *feeling* and whose preference is *extraversion*. The auxiliary function is *intuition*."[209] Like others of this type preference, this director possesses excellent people skills and is sensitive to the feelings of those he deals with. "These individuals have excellent communication skills; they are persuasive and often very

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[209]Ibid., 272.

convincing. They are excellent salespeople,"[210] and, as such, would make excellent

"planned giving officers"[211] tasked with encouraging constituents to remember the church

in their estate planning. The intuitive skills of the ENFJ suggest the ability to listen and

objectively deal with problems without alienating their audience. This profile represents

Director "D." They could be of further assistance to the administrative team in the area of

"human resource development. In this position they work toward improving the quality

of life for others."[212] Director "D's" skills and personality type preferences show that he

would make an effective problem-solver; he has the necessary competencies to help

resolve routine conference issues. The executive officers could benefit from the

assistance of an ENFJ director to field test their new ideas and new projects. By doing so,

conference officers could confidently devote more of their time to confidential and/or

sensitive issues that cannot be delegated. Skilled directors with this personality type

could also assist the administration in areas such as marketing and dispute resolution.

ENFJs are also effective team players. They would make excellent mentors to challenge

and lead others to achieve their greatest potential.

Personal Analysis Director "D"

Director "D" could be effectively utilized outside his designated area of

responsibility in some of the areas already recommended for ENFJs. This director excels

in interpersonal relationships and would be a natural spokesperson for conference

promotions and essential projects. He is equally effective as a team player or given a

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[210]Kroeger and Thuesen, 379.

[211]Tieger and Barron-Tieger, 114.

[212]Ibid., 115.

personal assignment. The MBTI accurately profiles this director as having the ability to place others at ease while managing potentially explosive situations. Director "D" could be a designated primary investigator for churches or individuals at variance with the conference. Directors will more readily embrace new challenges that complement their interests and abilities.

<div align="center">Director "E"</div>

He is an ENTP; an extravert, iNtutive, thinking, and perceiving type whose "dominant function is *intuition* and whose preference is *extraversion*. The auxiliary function is *thinking*."[213] ENTP types are problem solvers. Their perceiving preference allows them to readily find solutions to problems and generate creative ideas. This gives them an important advantage on a team. They are motivators and could readily inspire churches and constituents to support conference initiatives. They are visionaries who can formulate long-term plans to help the organization reach its stated objectives. Director "E" is multitalented and possesses skills that could greatly assist administrators in a number of important areas. This director and other ENTP types could be recruited to liberate conference executives from the pressures of visioning and creatively managing new projects. The intellectual advantage of their auxiliary *thinking* role, together with their inquisitive personality, quick mind, and communication strengths, gives ENTPs a superior ability to promote and sell new concepts. Such skills could benefit the conference in extreme pressure situations that require executive officers to promote new projects in outlying regions of the conference, within short timelines. Director "E" could

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[213]Fitzgerald and Kirby, 272.

help encourage the team of conference professionals to contribute their talents, as needed, to projects and other opportunities, outside the boundaries of their regular responsibilities. This would help to "create a work environment that is new, flexible, and changing."[214] This would generate greater cohesiveness among the administrative staff which could strengthen conference leadership.

Personal Analysis Director "E"

Director "E" is energetic, thorough, exciting to work with, and is an accurate fit with the MBTI profile. The difficulty inherent with energetic personalities is the risk of their effervescence being misunderstood as a contrived tool for personal advancement. Less secure administrators could feel threatened by their well-rounded abilities and therefore not utilize them to their optimum potential. Given the opportunity to fully utilize his personal talents, Director E could effortlessly encourage a wide array of minds to contribute innovative ideas for future strategic conference projects. The *perceiving* aspect of his personality accommodates the free flow of ideas, while his *thinking* preference harnesses and processes information into practical action steps. Success becomes measurable when power is given away and others have buy in and assume ownership of programs to make them successful. This director could accomplish these objectives for the success of the conference. Executive officers would then be more open to include other directors with unique leadership strengths to become part of a think tank for future conference development. Executive officers could make their work easier if

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[214]Tieger and Barron-Tieger, 211.

assignments were shared with the skilled support team around them. Knowledge of these skills is accessible through this valuable psychological tool.

<center>Director "F"</center>

He is an INFP; an introverted, iNtutive, feeling, and perceiving type whose "dominant function is *feeling* and whose preference is *introversion*. The auxiliary function is *intuition*."[215] Oswald and Kroeger offer the following very interesting description of this personality type:

Emphasizing their unlimited possibilities, the combination of their personality makeup identifies the INFP as the natural mystic. The authors suggest that if movement towards God implies being more and more open to the infinite, the INFP is the most ideal type to explore this infinity. The INFP is essentially a loner who pursues his own solitary spiritual journey. The presence of the dominant *feeling* personality and the less dominant *iNtutive* creates expression for self-understanding, growth, and self actualization. The INFPs also have a natural restlessness toward self discovery and reflection. Their perceptive skills give them an array of possibilities to encounter God.[216]

Tieger and Barron-Tieger observe that "INFP's work with others to help them grow and develop their human potential. This is best accomplished when the assistance they offer is in harmony with their own inner values and beliefs."[217] INFPs could assist the conference by sharing new insights with churches to develop new exciting ways to develop a deeper experience with God. They could further provide valuable assistance on

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[215]Fitzgerald and Kirby, 272.

[216]Oswald and Kroeger, 52.

[217]Tieger and Barron-Tieger, 165.

special assignments in which they are passionately interested, particularly in the area of counseling or other instructional services,[218] provided by the conference. Special assignments that allow INFP workers to receive personal fulfillment will keep them motivated.

Personal Analysis Director "F"

Because of the mystic nature of this personality type, Director "F" could be easily misunderstood. This is generally due to others' inability to grasp the depth of his concern and aspirations to meet people's needs. Director "F" is concerned about the marginalized and forgotten, and would place himself at risk to bring these individuals into the mainstream or provide the attention they need. Executive officers could harness these passions by allowing Director "F" to pilot special assignments that require specialized instructions, counseling, or training.

Director "G"

He is an INTJ: an introverted, iNtutive, thinking, and judging type whose dominant function is *intuition* and whose preference is *introversion*. The auxiliary function is *thinking*.[219] The personality type of this director is "visionary, disciplined, and organized."[220] They can provide valuable input from project concept through to completion. The combination of their primary *intuitive* ability and their auxiliary *thinking* role equips them to deal with complex problems. These individuals have drive. They are

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[218]Koeger and Thuesen, 336.

[219]Ibid.

[220]Ibid, 322.

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independent, critical thinkers who would do well on policy development teams. "Especially when working with other conscientious people whose expertise, intelligence, and competence they respect."[221] They could be a great asset to the conference, if allowed greater participation in conference-sponsored community outreach projects. "They prefer to be accountable for the control and outcome of their projects; with the autonomy to effect change and the freedom to develop people and systems."[222] These are extremely competent, independent, and analytical individuals who value professional excellence.

Personal Analysis Director "G"

Director "G" is creative, hard working, and productive; he is fully engaged with his departmental challenges and fulfills his responsibilities effectively. But his typological preference indicates that he could be further inspired to explore his more intellectual capabilities. As part of a project design team, he could help to both plan and design future projects for youth outreach, or pastoral nurture to refine the area of ministerial interest for young pastors. Director "G" could work with the Ministerial Department or a select team of directors to prepare workers for a career in ministry: media evangelism, youth ministry, public evangelism, pastoral ministry, or administration. Director "G's" talents and experience would be invaluable to the design and implementation of a project like this.

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[221]Tieger and Barron-Tieger, 194.

[222]Ibid.

Director "H"

He is an ISFJ: an introverted, sensing, feeling, and judging type whose dominant function is *sensing* and whose preference is *introversion*. The auxiliary function is *feeling*.[223] This director could serve well on committees or teams that deal with human resource issues. His acute *sensing* and *feeling* preferences would lend sensitivity to situations dealing with individual emotional needs. This director could help executive officers to resolve issues of a sensitive personal nature. Tieger and Barron-Tieger recognize that ISFJs also have highly developed "technical skills and effective communication ability which enables others to receive the assistance they need to complete their assignments."[224] Those with this personality type could be equally adept in serving the conference as a computer support specialist, or as a human resource administrator. They enjoy working independently, usually behind the scenes, to provide support for others to be successful. As a computer support specialist, they work best in a "traditional, stable, orderly, and structured environment, where the results are practical and service oriented."[225] As a human resource administrator, this director's *sensing* and *feeling* acuity would provide the patience required to find the best fit for potential employees to optimize their contribution to the organization.

Personal Analysis Director "H"

Director "H" demonstrates his technical skills and expertise in the professionalism he brings to his present position. But his job description does not provide opportunity to

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[223]Fitzgerald and Kirby, 272.

[224]Tieger and Barron-Tieger, 293.

[225]Ibid., 291.

demonstrate and become appreciated for his other equally well developed qualities. Psychometric tools like the MBTI can be used to highlight an employee's additional strengths and preferences. Director "H" has a unique quality for compassion reflected both in his dominant and auxiliary preferences of *sensing* and *feeling*. Because of the highly specialized technical field he works in, this side of his personality is rarely observed. But he could contribute to the administrative process by helping to investigate sensitive human relations issues. He could also be effective on an internal disciplinary team adjudicating inter office conflict. His disciplined technical mind would permit him to identify the critical steps necessary to rectify irregularities.

<center>Director "I"</center>

He is an ENTJ: an extraverted, iNtuitive, thinking, and judging type, whose dominant function is *thinking* and whose preference is *extraversion*. The auxiliary function is *intuition*.[226] They are multiply gifted in leadership tasks and are generally seen as life's natural leaders. "The special combination of preferences gives this type the right mixture of basic leadership qualities; enthusiasm, vision, objectivity, and accountability."[227] Their intuitive, progressive thinking can mobilize others to action. They have the potential to become excellent executive leaders. The ENTJs preferred function is extraversion. They are able to communicate their feelings easily, and share information spontaneously. They are highly organized and reach desired goals on schedule. They could easily become bored with routine assignments, therefore they need

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[226]Fitzgerald and Kirby, 272.

[227]Koeger and Thuesen, 385.

"challenging and difficult problems to increase and demonstrate their competence."[228] Their abilities peak with equally motivated individuals on a team, as they work together toward achieving corporate goals and objectives.

Personal Analysis Director "I"

Director "I's" personality type is described as nature's natural leader who "prefer to be in positions of authority, control, and leadership."[229] He could therefore make valuable contributions to the conference administration function in a number of different ways.

He would probably embrace an opportunity to help formulate long-range plans for the conference, with contingency provisions in place. His decisions would be tough, yet fair. He honors deadlines and makes proficiency his personal responsibility. He is a focused director who works diligently until the job is completed and does so cheerfully. Executive officers could benefit from the tremendous ability of skilled ENTJ directors. As assistants to the executive team, their contribution on committees would be invaluable, and their applied skills would help complete projects successfully and on schedule. Given the opportunity, Director "I" could make a huge difference in reducing the workload of conference executive officers.

Directors "J," "K," and "L" share personality type designations with other directors in the test group. Director "J" has the ENTP designation, the same MBTI designation as Director "E;" and therefore, due to his commensurate skills, would be able

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[228]Tieger and Barron-Tieger, 177.

[229]Ibid., 178.

to assist the executive officers in a similar way as already described for Director "E."

Director "K" has the same designation as Director "G," which is an INTJ. Her abilities

are very similar to those described for Director "G." Finally, Director "L" has an ISFJ

type designation. He shares this designation with Director "H," and has the ability to

contribute the same assistance to the executive officers as described for Director "H."

Conclusion

This study provides a summary of the personality preferences and the unique

administrative contribution each departmental director, with his accompanying

personality type, could provide the executive officers of the Ontario Conference. The

results of this study could be used to inform the future placement of individuals to

positions that maximize the use of their talents and optimize their proficiency within the

conference.

Personality variables play an important role in team building and contribute to

effective organizational management and administration. Team leadership has become

immensely popular for managing complex issues in large corporations. In the

administration of a complex organization such as Ontario Conference of Seventh-day

Adventists, it would be beneficial to organize teams to manage special projects and

contribute to the resolution of specific church issues. Selecting qualified departmental

directors of various personality types to participate on the administrative council is a

progressive leadership approach that could add value to the decision-making process and

increase the inclusive nature of the decisions made. This is of particular benefit when the

decisions affect a wide cross-section of the constituency.

Assembling a coalition of the best administrative minds to participate in the leadership process would greatly improve conference administration. Corporate business executives have demonstrated the value of including contributions from a broad base of experienced leaders. The additional value of intentionally selecting the personality profile of each contributor would help to enhance team productivity, efficiency, and effectiveness. Each personality type has its own unique combination of abilities. A cohesive blend of personalities can enable a strong bond of cooperation and reduce conflict among team participants. Team-leadership creates a greater sense of ownership among individuals involved in project design.

Practical Application of Personality Preference

Acknowledging and employing staff skills to the mutual benefit of the employee and the employer is critical to sustaining an organization's development. The Myers-Briggs Type Indicator is a valuable tool for team-building and understanding group dynamics, professional development, leadership training, and executive coaching. A better knowledge of personality preferences can assist in better job placements based on candidates' natural abilities. Some personality types are more suited for certain positions than others. Although most individuals work well even without the opportunity of psychometric testing, they could receive greater job satisfaction if they were given assignments that match their natural personality preference. Knowledge of type preferences can help employers to place individuals where they are most likely to succeed. For example, in the Ontario Conference of Seventh-day Adventists, directors with specific leadership skills and preferences could be invited to assist in areas of pressing need where their personality preference is strongly suited.

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If a director demonstrates ability in problem solving, he could be placed on a team that is specifically tasked to find solutions. Team members should represent a diverse group of preferences to effectively contribute to a well rounded solution. Using departmental directors to develop solutions and make recommendations for the administrative officer's consideration would allow executive officers to better spend their time on more pressing issues.

Directors with technical skills and organizational ability can be invited to design, implement, and direct special projects for the conference. Executive leaders are concerned about the growth and future development for the conference. A coalition of skilled directors could be appointed to develop a framework for achieving the vision and projected goals of the organizational leaders. This team leadership concept would take the directors outside the boundaries of their regular scope of responsibilities and allow them to share their expertise to accomplish the organizational goals. Studies show that synergy is created when colleagues are able to collaborate on projects beyond the scope of their individual responsibilities. Team formation could create a surge of renewed interest in conference project development.

When conference officers are aware of the personality preferences of their directors with their unique skill sets, teams could be formed to conduct various studies for the conference. For example, there could be an educational need to establish a new church school. The team would do the feasibility study to determine the viability for a school in that area. They could further give leadership to help determine the location and expected size of the school. They could also initiate the recruiting process for staffing, and arrange for interviews through the denominational school board overseeing the

project. Similar teams could be established to study other needs for both short and long-term projects. This could increase cooperation throughout all sectors of the conference.

Future Development and Application of MBTI

A number of applications could be made from the MBTI instrument available to the Ontario Conference. As the Apostle Paul points out in 1 Corinthians 12:4-12, spiritual leaders as members of the body of Christ share a variety of gifts that should be collectively pooled to accomplish the Lord's work. It is clear that the gifts do not all reside in one individual.

Those who are strong 'thinking judging' types (the ISTJ, INTJ, ESTJ, and ENTJ) are heavily represented in executive leadership positions in the corporate management structure. While the other twelve designations are not excluded from executive leadership positions, they are not adequately represented. This study has shown that all personality types can bring value to executive and spiritual leadership roles.

No one personality type proved to be more spiritually inclined than another, although those with the *feeling* preference were more inclined to listen to their heart-felt intuitions and values. The core leadership qualities of honesty, humility, and integrity can be characteristic of any personality type who seeks to develop these qualities. Knowledge and understanding of the tools available for assessing an individual's decision-making and communication style can be an important contribution to leadership selection. Central among these is the Myers-Briggs Type Indicator, a trusted and reliable instrument for determining personality preference.

This instrument could be of tremendous value if applied to the recruitment process for all positions throughout the conference. Knowledge of each director's

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personality type and natural skill set is a valuable asset that administrators could utilize in making strategic human resources decisions. Conference officers are informed by church leaders of the specific qualities they desire in their new ministers. The Myers-Briggs Type Indicator, if used correctly, could help the conference make the most appropriate ministerial selections for individual church communities. Church congregations each have their own unique personalities. Matching the church's personality and needs with the leadership skills and personality type of the incoming pastor or leader would help to maximize the success of each leadership appointment. Judicious placement of well suited leaders increases the probability of achieving greater spiritual growth and commitment to service in local congregations. It would also demonstrate the conference's commitment and ability to service and respond to the needs of the churches.

The Myers-Briggs Type Indicator may also be effectively applied to the selection of departmental office staff. For example, the instrument could help recruiters select the best suited individual, from a group of high potential applicants with equivalent skills and experience, by matching the personality type of the candidates with the personality of the director to be served. This research has attempted to demonstrate ways in which the Myers-Briggs Type Indicator may be of great value to the conference for fulfilling job placements and committee assignments. Knowledge of type preferences could be beneficial to many different conference administrative processes.

It could be used to inform and improve the selection of new recruits, from administrative staff to leaders for in-house committees and teams, to new pastors for local churches. Used in this capacity, the Myers-Briggs Type Indicator may be considered an effective and inexpensive tool for streamlining conference functions and optimizing

leadership appointments at local churches, to achieve the dual goals of serving the flock and winning souls for Christ.

Specific Recommendations

The MBTI instrument is an invaluable workplace tool that helps organizations and staff to function optimally. The Ontario Conference could use this instrument to determine the type preferences of departmental directors and support staff. Professionals who understand their type preferences are able to better manage their workload by developing an approach to work that better suits their personality type. Potential benefits include improved time management skills, ability to cope with stress, and decision-making capacity. These improvements would impact the entire organization. The dominant work force in the Conference is the local minister who fosters growth, develops spirituality, and resolve difficulties amongst members. Ministers could also benefit from using the MBTI instrument. Understanding their behavioral preferences will help in interactions with their church members and local community.

The Ontario Conference could also benefit from using the MBTI instrument for cohesive team building to assemble the most productive blend of personality types to work together on special assignments. Using the instrument in this way would help to improve interpersonal understanding, communication, relationships and decision making ability among team members.

The MBTI allows the possibility of matching personality types to suit particular tasks. Tailoring the type to suit the task. This option would be of tremendous benefit to the Ontario Conference. For example, the Conference could provide further training for sensing and feeling personality types with the appropriate background and interest, to

fulfill the role of conflict resolution specialists. The executive officers could then rely on these specialists to develop plausible conflict resolution mechanisms for ratification.

Similarly, the Conference could develop project management specialists from intuitive and thinking types who have the appropriate training, skills and interest. An individual's personality type can greatly influence all segments of a project, from initiation and planning to roll-out and implementation. Intuitive, thinking individuals are outcome driven. Intuitive thinking types would do well in this role because they can inspire others with their positive, enthusiastic manner in communicating the project's purpose and meaning. Perceiving types are adept at finding new approaches and techniques to resolve difficult situations. They strongly believe every challenge has a solution. In addition, the thinking-judging personality type tends to create logical and attainable objectives; they respect time lines and efficiency. Clearly these are all critical skills for project managers to possess.

Conference administrators should develop a systematic approach for involving departmental directors of different personality types in the decision-making process. For example, thinking and judging types are typically pragmatic and tend to bring tangible and practical proposals to the table. They are strategic thinkers with an innate ability to analyze problems, examine the options and recommend solutions. Departmental directors with these type preferences could bring added strength, balance and value to the conference's strategic discussions and administrative processes.

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EDUCATION

Doctor of Ministry Program, Leadership   2005-2010
Andrews University
Dissertation topic: A prescriptive model for utilizing character and
personality in assessing leadership effectiveness amongst departmental
directors of the Ontario Conference

Master of Sacred Theology   1996
Mc Gill University

Master of Divinity   1985
Andrews University Theological Seminary

Bachelor of Theology
Canadian University College   1980

EXPERIENCE

Senior Pastor of Apple Creek Seventh-day Adventist Church 10/2009-present
Ontario Conference of Seventh-day Adventists
Responsible for all of the pastoral and administrative duties of the 1000-
member congregation, with the assistance of an associate pastor and youth
pastor. We plan and execute all of the leadership functions of the church
for Bible studies and evangelism and the return to producing a television
ministry. The departments of the church are currently involved in the
conference initiative for laymen to conduct crusades. The intent is to
release the laity in soul winning activities.

Director of ADRA, Community Service, and Sabbath School   2005-2009
Ontario Conference of Seventh-day Adventists
Directed seminars and workshops, planned conventions and rallies for the
departments listed above. Promoted these departments throughout the
conference as I preached in churches and provided workshops tailored to
their respective needs. Distributed funds to churches from the Annual
ADRA appeal promotions for community outreach. Encouraged local
churches to develop strategies to know and deliver services that would
benefit the community they serve. Introduced the Certification program
for Teachers in Sabbath School to become facilitators rather than
instructors. Lesson should be more of a review than a lecture.

Senior Pastor Toronto Central SDA Church　　　　　　　07/1999-2005
Ontario Conference of Seventh-day Adventists

> Interned youth pastors and encouraged the various leaders who took responsibility to direct the completion of a warehouse into a church of worship which accommodates over 500 members. Organized annual evangelistic meetings and over the six years the church membership was increased by over two hundred. We had regular monthly baptisms and annual evangelistic meetings. Programs are vibrant and creative end executed by talented leaders. Attendance to the worship increased.

Ministerial Director and Pastor of Norwood SDA Church　　　1994-1999
Quebec Conference of Seventh-day Adventists

> Visited and encouraged the ministers in their respective districts across the province.
> Assisted ministers in their ministerial challenges with lay leaders and difficult members.
> Ministers shared their aspirations for further educational development. Recommendations were made to the administration for those most prepared for seminary.
> Responsible to plan and coordinate workers' meetings providing the curriculum and presenters for the various tracks.
> Created ministerial professional trips and training to annual Evangelism Counsel meetings in Alabama, Florida, and Michigan.
> Responsible for the supervision and coordination of the evangelistic activities within the various cultural and linguistic groups in the conference.
> As pastor of the Norwood Church, I encouraged personal witnessing through training members how to conduct Bible studies.
> The result was a large number of individuals added to the church, which created an excitement in soul winning and personal ministry.

Pastor of Westmount SDA Church　　　　　　　　　　　　1989-1994
Quebec Conference of Seventh-day Adventists

> During these years, the different ministries of the church were fully mobilized. There were four church choirs, several singing groups, youth Bible studies conducted during the week. Youth meetings on Friday nights, Pathfinder club in full operation on Sundays, and members were engaged in Bible studies. Evangelistic crusades were conducted during the spring or fall of each year. Many individuals became members of the church. During this period the church was declared a "Heritage" building and therefore received government grants for its physical external restoration. It became necessary to reline the internal dome of the ceiling several times. Much was required to maintain the appearance of this

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historical structure. At that time, this was the largest church in the conference with a seating capacity of over 1200. This church was the main venue for large convocations, so it was necessary to be kept in good repair.

Associate Director and Pastor of Mount Zion Church   1987-1989
Quebec Conference of Seventh-day Adventists
> Served in Family Life Department and encouraged family life directors in the local churches to be certified through Andrews University certification program. Nurtured the members of the Mount Zion church family through visitation and Bible studies. A number of individuals were baptized during that period.

Pastor of La Salle and Point St-Charles Churches   1985-1986
Quebec Conference of Seventh-day Adventists
> Provided leadership in these two small churches mainly through visitation, Bible studies, and evangelistic meetings. Demands in the conference for someone in the English sector to be responsible for Personal Ministries necessitated another change in pastoral assignments.
> The Point St-Charles Church, while being renovated, was destroyed by fire from a welder's torch. We were able to secure another building for the congregation which was renamed the Mount Zion Seventh-day Adventist Church in the same area. It is still a progressive and viable congregation today.
> During this period I was ordained to the gospel ministry in 1986 in the Westmount Church.

Educational Leave   1982 -1984
Seventh-day Adventist Theological Seminary, Andrews University
> Completed studies in the seminary and took additional courses in the Department of Education in the area of Educational Administration. Particular interests were in leadership applications. I completed the requirements for the Master of Divinity in December 1984.

Ministerial Intern   1981- 1982
Quebec Conference of Seventh–day Adventists
> I served as an intern under the supervision of a senior pastor. He was primarily responsible for another church, but coached me within the district. I served the small Point St Charles congregation alone for about fifteen months.

College Years   1977-1980
Canadian University College, Lacombe Alberta, Canada
> I attended and graduated from this institution with a Bachelor of Theology Degree in 1980.

Community Involvement   1992-1994

Black Star Organization-Montreal, Canada

>During these years, a number of Black professionals comprised of physicians, sociologists, clergy and educators met weekly to create a Big Brother association known as 'Black Star' for young Black men in the Montreal area. Model fathers were asked to coach these young men to become responsible citizens and eventual fathers for their own children. Funding was provided by the local governmental agencies to improve the quality of youth entering manhood. This was supported by the local Montreal Expos baseball team which offered free tickets to games and created an opportunity to meet with successful baseball stars.
>
>The reports we received were encouraging as the young 'Black Stars' stated the value of their experiences.