



# CODE BLUE

TRAINING FOR LOCAL LEADERS



MODULE ONE

## LEADERSHIP

Session 1 - Understanding Your Personality  
Session 2 - Introducing Leadership  
Session 3 - Leadership Non-negotiables  
Session 4 - 'Courageous Leadership' Video Presentation

## PARTICIPANT'S MANUAL

The Salvation Army  
Australia Territory



## **LEADERSHIP**

### **Session 1: Understanding Your Personality**

**AIM:**

This session is designed to help participants understand the defining marks of their personality type. Using the Keirsey Temperament Sorter as a tool, participants will be able to discover their basic temperament and how that affects those around them.

### **INTRODUCTION**

Every person is unique. Most Christians instinctively know God has created a one-of-a-kind character in them. This character is made up of many components – spiritual gifts, temperament and personal preferences. Add to this upbringing, environment and life experiences and it's clear that no two people see the world – and each other – in quite the same way.

One of the challenges of ministry is working with people. Most of us are probably familiar with Linus Van Pelt's (of Peanuts fame) classic quote: "I love mankind, it's people I can't stand."

There are valid reasons why we struggle with others in ministry. Why is it that some people are so disorganised, why do others never stop talking, and still – why do others seem not to contribute anything? It's all tied up in personality, the focus of this session.

### **OPENING ACTIVITY – THE WAY WE SEE THINGS**

Spend five minutes talking to someone about an issue – religion, politics, popular culture and you'll find that we don't all see the world the same way. We rarely even describe things in the same way. A person who may be offensive to one person may be totally intriguing to another.

This activity involves looking at some images and asking participants to call out thoughts, feelings, observations, ideas upon viewing the image. The aim of this activity is to help the group understand that we each see the world in slightly different ways.

#### **Questions for group discussion:**

1. Are you surprised that an image that evokes nothing in you evokes a passionate response in others?
2. What sort of time do you spend thinking about why others are different to you?
3. Unless challenged, do you think you tend to think in the same way about most things (e.g. religion, politics, parenting, ministry)?
4. Do you find that most people you know are opinionated, or they do not have clearly defined views?
5. How is your personality and character challenged by those who are different from you?
6. Do you think you would be less misunderstood if people knew you better?



## PLEASE UNDERSTAND ME – The Keirsey Temperament Sorter

There are several tools that have become popular in determining personality preferences. One of the most popular is the Myers-Briggs Type Indicator (MBTI). This tool is based on Plato's four temperaments.

David Keirsey's tool that we will use today is a 'pre-cursor' to MBTI. The questionnaire is a simplified version of the MBTI and sorts personality preferences into four groups. From there, you may (at a later date) research the dimensions of your specific type.

At the end of the questionnaire you will have your Myers Briggs type indicated by a four-letter type (eg. INTP, ENTJ).

The Keirsey Temperament sorter focuses on TWO of these letters and groups the sixteen MBTI types into **FOUR basic temperaments**. For the purpose of this session, we will be looking at these four types:

**ARTISAN** – those with **SP** in their type

**GUARDIAN** – those with **SJ** in their type

**RATIONAL** – those with **NT** in their type

**IDEALIST** – those with **NF** in their type

## ADMINISTERING & SCORING THE TOOL

Some of you will not have attempted any type of self-analysis previously. Some statements in the questions will be challenging and daunting and you may not be able to easily choose a preference.

The key to this tool is to answer in a way that reflects what your personal PREFERENCE is on the MAJORITY of occasions. Example, question 48:

Do you tend to choose:

- \_ (a) rather carefully
- \_ (b) somewhat impulsively

In a question such as this, you may think to yourself 'it depends what I'm choosing...When I choose furniture I'm very careful, but when I choose a book to read, I just grab something I haven't read before.' As a broad rule, act on your first instinct – do not think about questions for too long and say what you would do MOST of the time.

(Further down on the table you will find the four-letter MBTI role – this can be researched further at [www.keirsey.com](http://www.keirsey.com))

You will notice on the Keirsey tool that there is no consideration for the distinction between introverts and extroverts. The differences are explained below, but remember that this part of the scale will not change your basic temperament.



**Some definitions:**

INTROVERTS	are renewed in their energy levels by being alone, contemplating, and reflecting on personal thoughts and interactions.
EXTROVERTS	are renewed in their energy by talking, socialising and sharing ideas (and energy) with others.
CONCRETE	solid, immovable, clear, factual
ABSTRACT	metaphoric, conceptual, storytelling
UTILITARIAN	practical, useful
COOPERATIVE	shared ideas, teamwork, helpful

**THE TRAITS OF TEMPERAMENT AND CHARACTER**

	CONCRETE		ABSTRACT	
	Utilitarian	Cooperative	Utilitarian	Cooperative
	<b>SP</b>	<b>SJ</b>	<b>NT</b>	<b>NF</b>
<b>CHARACTER</b>	<b>ARTISAN</b>	<b>GUARDIAN</b>	<b>RATIONAL</b>	<b>IDEALIST</b>
<b>Language</b>	Harmonic	Associative	Deductive	Inductive
<b>Intellect</b>	Tactical	Logistical	Strategic	Diplomatic
<b>Interest</b>	Arts & Crafts	Commerce	Sciences	Humanities
<b>Self-image</b>	Artistic	Dependable	Ingenious	Empathic
<b>Value</b>	Stimulation	Security	Knowledge	Identity
<b>Social Role</b>	Playmate	Helpmate	Mindmate	Soulmate
<b>Leadership Role</b>	Negotiator	Stabiliser	Visionary	Catalyst
<b>Myers-Briggs Roles</b>	Promoter (ESTP) Crafter (ISTP) Performer (ESFP) Composer (ISFP)	Supervisor (ESTJ) Inspector (ISTJ) Provider (ESFJ) Protector (ISFJ)	Fieldmarshal (ENTJ) Mastermind (INTJ) Inventor (ENTP) Architect (INTP)	Teacher (ENFJ) Counselor (INFJ) Champion (ENFP) Healer (INFP)



## ARTISANS

**ARTISANS (SPs)** are **CONCRETE** in communicating and **UTILITARIAN** in implementing goals.

They can become highly skilled in **TACTICS**. Their most practised and developed intelligent operations are promoting and operating, or displaying and composing. They would (if they could) be virtuosos at one of these.

Artisans are proud of themselves in that they are graceful in action, respect themselves, are daring and adaptable. They trust in spontaneity and hunger for impact on others. They are usually hedonistic about the present, optimistic about the future, cynical about the past, and their preferred time and place is the here and now.

Educationally they go for arts and crafts, enjoy techniques-based hobbies, and vocationally choose operations work. They tend to be permissive as parents, playmates as spouses, and play oriented as children.

There are many Artisans to be found in many places where the action is, at least 35% and as many as 40% of the population.

## GUARDIANS

**GUARDIANS (SJ's)** are **CONCRETE** in communicating and **COOPERATIVE** in implementing goals.

They can become highly skilled in **LOGISTICS**. Their most practised and developed intelligent operations are supervising and inspecting, or supplying and protecting. They would (if they could) be magistrates watching over these forms of social facilitation.

They are proud of themselves in that they are reliable in action, gain self-respect from doing good deeds, and value respectability. In search of security they trust in legitimacy and hunger for membership (belonging). They are usually stoic about the present, pessimistic about the future, fatalistic about the past, and their preferred time and place is the past.

Educationally they go for commerce, enjoy regulation-based hobbies (clubs, movements, military, scouting) and vocationally choose material work. They tend to be enculturating (passing down/stressing values) as parents, helpmates as spouses, and conformity oriented as children.

There are even more Guardians than Artisans around, at least 40% and as many as 45% of the population.



## RATIONALS

**RATIONALS (NT's)** are ABSTRACT in communicating and UTILITARIAN in implementing goals.

They can become highly skilled in STRATEGIC ANALYSIS. Their most practised and developed intelligent operations tend to be marshalling and planning, or inventing and configuring. They would (if they could) be wizards in one of these forms of rational operation.

They are proud of themselves when they are competent in action, respect themselves when being autonomous, and feel confident of themselves when they exert their will.

Ever in search of knowledge, they trust in reason and hunger for achievement. They are usually pragmatic about the present, skeptical about the future, trust their instincts regarding the past, and their preferred time and place are intervals - discovering patterns for events and behaviour.

Educationally they go for the sciences, enjoy technological hobbies, and vocationally choose systems work. Rationals tend to be individualizing as parents, mindmates as spouses, and learning oriented as children.

Rationals are rare, comprising as few as 5% and no more than 7% of the population.

## IDEALISTS

**IDEALISTS (NF's)** are ABSTRACT in communicating and COOPERATIVE in implementing goals.

They can become highly skilled in DIPLOMACY. Their most practised and developed intelligent operations are usually teaching and counselling or conferring and tutoring. They would (if they could) be sages in one of these forms of social development.

The Idealist temperament have an instinct for interpersonal integration, learn ethics with ever increasing zeal, sometimes become diplomatic leaders, and often speak interpretively and metaphorically of the abstract world of their imagination.

They are proud of themselves when they act empathically, respect themselves when they are benevolent, and feel confident of themselves when they are authentic. Idealist types search for their unique identity, hunger for deep and meaningful relationships, wish for a little romance each day, trust their intuitive feelings implicitly, and aspire for the profound.

They are credulous about the future, mystical about the past, and their preferred time and place is the future and the pathway (how they can get there).

Educationally they go for the humanities, are interested in ethics, and vocationally choose personnel work. Social relationships: In their family interactions they strive for mutuality, provide spiritual intimacy for their mates, a fantasy world for their children, and for themselves continuous self-renewal.

Idealists do not abound, being as few as 8% and nor more than 10% of the population.





### A little more about myself

Take time to read about your broad personality type. Circle words on the coloured chart on the previous page that relate to you.

Take note of what the actual letters represent. Here are some definitions. Fill in the blanks.

- S: SENSING** Uses all five s\_\_\_\_\_ and observes to **gather** information.
- N: INTUITIVE** Uses i \_\_\_\_\_ or big picture possibilities to **gather** information.
- F: FEELING** Uses e\_\_\_\_\_ and what is important to them and others to **make** decisions.
- T: THINKING** Uses logic, knowledge and r\_\_\_\_\_ to **make** decisions.
- J: JUDGING** **Orientates** to the external world by living in a p\_\_\_\_\_, orderly and regulated way.
- P: PERCEIVING** **Orientates** to the external world by living in a flexible, s\_\_\_\_\_ way, seeking to e\_\_\_\_\_ rather than to control information.

### Questions for group discussion & reflection:

1. What surprised you about the temperament sorter results?
2. Does the definition sound like you?
3. What do you find difficult to understand in other personality types that are different to you?
4. What do you think are your personality type's weaknesses?
5. Think of people on your ministry team (those you work with). How do their differing personalities add to the team?

As you work through the questions, fill in the following table to help summarise your thoughts.

My type _____
Keywords that relate to me _____
_____
Strengths of my type _____
_____
Weaknesses of my type _____
_____
How my personality type can enhance my leadership _____
_____



## PERSONALITY & LEADERSHIP

The journey of self-discovery can be an eye-opener for your leadership – how you respond to others, how decisions are made and how plans are carried out.

The more you understand about yourself – the strengths and weaknesses of your personality type, the more you can learn how to make the most of who you are in leadership.

Personality is but one thing that influences leadership. Other factors such as spiritual gifts, personal experience make up our 'shape' for ministry and influence our choices. As you move through the *Code Blue*, you will have opportunity to explore how these aspects influence your leadership.

## PRAYER & CLOSE

Just for fun, we're going to have a look at the Myers-Briggs prayers.





Use your four-letter type to find your personality's perfect one line prayer.

## ISTJ

God,  
Help me to begin relaxing  
about little details  
tomorrow at 11:41:32

## ISFJ

God,  
Help me to be more laid  
back, and help me to do it  
exactly right.

## INFJ

God,  
Help me to not be a  
perfectionist  
(Did I spell that correctly?)

## INTJ

God,  
Keep me open to others'  
ideas WRONG though they  
may be!

## ISTP

God,  
Help me consider people's  
feelings, even if most of  
them are hypersensitive.

## ISFP

God,  
Help me stand up for my  
rights. (If you don't mind  
me asking)

## INFP

God,  
Help me finish everything I  
sta..

## INTP

God,  
Help me be less  
independent but let me do  
it my way.

## ESTP

God,  
Help me to take  
responsibility for my own  
actions, even though  
they're usually not my fault

## ESFP

God,  
Help me to take things  
more seriously, especially  
parties and dancing.

## ENFP

God,  
Help me keep my mind on  
one th...LOOK A BIRD!...ing  
at a time.

## ENTP

God,  
Help me follow established  
procedures today. On  
second thoughts I'll settle  
for a few minutes.

## ESTJ

God,  
Help me try not to run  
everything. But if you need  
some help – just ask.

## ESFJ

God,  
Give me patience and I  
mean RIGHT NOW!

## ENFJ

God,  
Help me do only what I can,  
and trust you for the rest.  
Would you mind putting  
that in writing?

## ENTJ

God,  
Help me to slow  
downandnotrushthrough  
whatIdoAmen.