

## Hiring 101: How the “great” ones do it.

### INTRODUCTION

Hiring. Just saying the word out loud for many pastors produces audible groans, pained expressions and rolling eyes. Hiring. Everyone knows it’s a necessity; hardly anyone sees it as glamorous. Yet a few, perhaps, see in it and through it a great opportunity to maintain or even increase spiritual momentum; an opportunity to positively influence their church’s future trajectory; to go from good to better or even from good to great.

In a 2006 *Leadership* article famed business guru, Jim Collins, author of *Built to Last* and *Good to Great*, discusses how his work transfers and applies to the non-profit sector. In that article, he offers these informed and insightful observations on hiring...

**Collins:** Great institutions discipline themselves to get people whose character is naturally to exhibit great behavior.

**Leadership** Since discipline is so key, where do you most often see breakdowns in discipline?

**Collins:** Not being rigorous about who’s put in leadership roles. In churches and other social sector organizations, the work is too important to let key seats on the bus be occupied by the wrong people.

He elaborates on this same theme a little later...

**Leadership:** How does a church begin moving toward greatness?

**Collins:** By getting the right people in key seats. These right people then ask, ‘What are the brutal facts we must confront?’ Notice what I did not say. They do *not* begin with a vision to rally people around. They say, ‘Let’s get some strong people in key seats who care about the cause we’re engaged in. Even though we don’t know the strategy or the end vision, there is an allegiance to the mission. Then they confront, *Why aren’t we great? What do we need to do to move the flywheel toward a higher level of performance?*<sup>1</sup>

Disciplined hiring. Apart from the sovereign work of the Holy Spirit of God, hiring is – perhaps – one of the most important issues any church can tackle, but unfortunately often one of the most neglected. The question is simply this, “If you have the privilege and responsibility for hiring at your church, how do you hire the right staff?” How do the “great” ones do it?

Fellowship Bible Church in Little Rock, Arkansas has learned a thing or two about hiring over its 30-year ministry history. As we will see in the next section, successfully implementing their broad spiritual vision has extended beyond the reach and/or control of what its Senior Pastor alone could do. They have had to find the right staff time and time again to maintain and even increase their spiritual momentum. They grasped some time ago the truth that realizing your preferred future depends on recruiting the right staff, on being disciplined about hiring.

## **FELLOWSHIP BIBLE CHURCH, LITTLE ROCK**

In the opinion of many familiar with its ministry Fellowship Bible Church of Little Rock (FBCLR) is a “great” church. But biased opinions aside, as we will see, FBCLR also meets Jim Collin’s criteria for “greatness” in the non-profit sector...

Greatness does not equal bigness. Big is not great and great is not big. In fact, the bigger you become the harder it may be to remain great. For my purposes, an organization must have three things to qualify as great:

1. Superior performance relative to its mission in the world.
2. A distinctive impact on its community. So you’d say, ‘If this church disappeared, it would leave a serious hole in this community.’
3. Endurance. Making an impact over a long enough time, so that it’s not dependent on the personality of one leader. If a church is effective during one pastorate, it may be a church with a stellar pastor, but it is not yet a great church.<sup>2</sup>

But Fellowship Bible Church of Little Rock did not begin as a so-called “great church.” In fact, it had very humble beginnings as its website succinctly communicates...

It was the 1960’s at the University of Arkansas when God hooked up a small group of students – Robert Lewis, Bill Wellons, Dennis Rainey, Barbara Peterson, Debbie Brasher, Mike Boschetti, John Rees, Starr Chenault, Carolyn Williams, Bill Carter, Sally Fontaine, Caroline Meyer, Shirley Price, Susie Wilson – none of whom had given much thought to God or His plan for their lives.

By 1977, 18 individuals began meeting in each other’s homes to discuss Don Meredith’s vision of starting a new kind of church. Using Fellowship Bible Church in the Dallas area as a model, and the worship and teaching styles they’d experienced at University Baptist in Fayetteville, Fellowship Bible Church of Little Rock opened its doors on August 21, 1977. Fifty-nine people attended its first service, which was led by Dennis Rainey at the Anthony School.

Attendance increased so much in its first 10 years that the church had to move three times, first to Pulaski Academy (1980), then to Breckenridge Theatre (1983), and finally to what is now the Special Events Center (1985).

Yet the church’s second core value – Growth – has nothing to do with church size, but everything to do with its members’ love relationship with Jesus Christ.<sup>3</sup>

Yet from these humble beginnings its mission, stated today as “Reach – Build – Release,”<sup>4</sup> emerged and forever changed the fellowship. Again, its website states...

A defining moment for this kind of growth [developing a deepening love relationship with Jesus Christ] hit in the fall of 1983 during the first State-of-the-Church address when Robert Lewis [FBCLR directional leader from 1980-2003]

unveiled a new definition for Fellowship, calling it an *equipping church*. ‘Without practically-attractive, spiritually-compelling, proof-positive lifestyles, what good are our claims and pronouncements about a life-changing God?’ wrote Lewis. ‘If we can’t outlive the world at every point – in our marriages, with our children, at work, with money, in our relationships, in the use of our time – why dare to speak of salvation and the abundant life?’

As the Holy Spirit radically transformed the lives of members, more people were drawn to Fellowship. In fact, just three years after the church’s first worship center was completed, FBC moved to three Sunday services (1988), then to a larger temporary worship center (1995), then to the current worship center (1996), back to three services once again (2001), and finally returning in 2003 to two services – but with the exciting new twist of multiple worship venues supported by advanced video technology.<sup>5</sup>

But, as the website continues, “the church’s most revolutionary moment was yet to come.”

In late 1996, at a staff leadership retreat, the question was posed: ‘Is our community really being changed?’ In the discussion that followed, someone read Jesus’ words in Matthew 5:16, ‘Let your light shine before men, that they may see your good deeds and praise your Father in heaven.’ This big idea of ‘irresistible influence’ – now known simply as ‘i<sup>2</sup>’ – was introduced during the 1997 State-of-the-Church address, and its impact has been astonishing not just in Little Rock, but around the world. In its first year, over 400 people were trained to share the gospel through One-to-One. Men’s Fraternity grew to a citywide outreach (1998). ShareFest began (1999) with support from over 100 area churches who were willing to cross denominational and cultural lines and give back to the community as one voice for Jesus Christ. Other communities have followed Little Rock’s lead, hosting their own versions of ShareFest in areas such as Texarkana (AR/TX), Tuscaloosa (AL), and Phoenix (AZ).<sup>6</sup>

At the present time (2007), Fellowship Bible Church of Little Rock has its own association of churches called Fellowship Associates (1999); it has exposed over 1,000 church pastors and lay leaders to the concept and implementation of becoming more i<sup>2</sup> in their communities through the “Church of Irresistible Influence conference” (2001); and has extended its outreach into other communities through two church plants.<sup>7</sup>

As this brief history reveals, FBCLR has unquestionably demonstrated superior performance internally by “Reaching” or growing the size of the church and by “Building” or facilitating both the expectation and experience of spiritual life change within its congregation. With ShareFest and other similar programs they have left an indelible mark on their community such that if they withdrew from their community there would be a gaping hole. Not only that, but they are moving from good to better with the advent of Tim Lundy assuming the directional leadership from Robert Lewis in 2003. Whether by biased opinion or by Jim Collin’s three “greatness” criteria listed above, Fellowship Bible Church continues to move from good to great.

And if what Collins asserts that “the bigger you become the harder it may be to remain great” is true, then hiring for Fellowship will remain a strategic core competency at the executive level for maintaining and increasing its spiritual momentum.

## **THE HIRING PROCESS**

Seeing what we’ve seen from Fellowship so far, we might rightly expect their hiring process to be prayerful, robust, disciplined and rigorous. This is indeed the case. Ken Dean, Fellowship’s Executive Pastor, says, “[by now] it’s probably [become] a part of our DNA to be thorough and try to evaluate...[a candidate’s] life, work and spiritual experiences.”<sup>8</sup> A copy of the full hiring process is contained in Fellowship’s “Hiring Process Documents” found in Appendix 1. With such a detailed process it would be easy to become overwhelmed. So in this paper we will “fly over” the entire process stopping briefly to examine the major building blocks one at a time. We will go a little more in-depth, however, on two parts identified as “key” by Dean. For our purposes we will also try to limit our hiring focus on pastoral-type staff, though much of the process described below could apply to administrative staff as well as described in Appendix 1, pages 6-7. Overall, Dean estimated that for a pastoral or executive level hire some 50-80 manhours are invested in their process from start to finish, while for more entry-level positions 15-20 hours might be normal.

### **Preparation and Approval**

The first step in Fellowship’s hiring process is an internal one called “Preparation and Approval.” This phase of the process establishes the true need for an additional staff member, based on objective criteria and research rather than simply on a staff member’s “felt need.” Page 3 of Appendix 1 shows a sample of the “Hiring Request” form.

Once the research has been completed, the new position justified, approval has been received from the appropriate supervisor and funding has been reviewed the Finance Department, a “Position Focus Sheet” or “PFS” (pp. 4-5 of Appendix 1) is created by the candidate’s direct supervisor, though input may also be received from others on an as-needed basis. If the hire is to replace a former staff member the justification step is bypassed and the former, but existing PFS is modified as needed and then approved. This preliminary or top-level PFS is then sent to the Human Resources department to be bundled with a standard interview packet. At the present time, Fellowship has a Human Resources department staffed with one full-time and one half-time employee to process, among other things, these hiring applications.<sup>9</sup>

According to Dean there are two big keys to hiring the right person. The first of these big keys is preparing a well-done Position Focus Sheet. The final Position Focus Sheet for the Executive Pastor is shown in Appendix 3. Dean believes a well-done PFS should clearly and simply communicate the key roles, relationships, values and priorities required by the position as indicated in the example. He feels anything longer than two pages might be too long for many temperament types, so he stresses a goal of one page and if it goes to another half page that is acceptable. Dean would undoubtedly agree with the KISS principle – keep it short and sweet – and also want us to use plain, everyday language in order to best communicate with those not familiar with our ministry language or internal “buzz” words.

He also expresses concern over a PFS prepared by a committee, “Your typical recruiting tool [as opposed to our PFS] is developed by a committee. Everything starts with a jump ball. There isn’t a filter for anything that doesn’t need to be in there, so it’s just a collection of everything and the kitchen sink.” He adamantly believes the direct supervisor should take the lead and be responsible for determining and defining the PFS, not Human Resources. He also notes that the purpose behind putting the hours next to key tasks on the PFS is to help the candidate understand where his time priorities should lie, again striving clearly to communicate as many expectations as possible up front.

The completed PFS also likely undergoes some level of revision before it receives final approval from the hiring person’s direct supervisor. Once the Hiring Request and the PFS have been completed and approved the process is ready to move on to step two. This is such an important step at Fellowship that the hiring process *cannot commence* without an approved PFS and Hiring Request.

### **Recruitment and Interview**

Phases 2 and 3 of the hiring process involve identifying, evaluating and interviewing potential candidates. Appendix 2 contains the cover letter Fellowship sends to its prospective candidates. The letter is not only designed to make contact but to unambiguously educate the candidate on each successive step of the process, especially managing the candidate’s expectations with the phrase by “mutual agreement.” For Fellowship, the hiring process is a two-way street. The step identified as “Preliminary” is usually completed over the telephone and the internet while the steps labeled “Prospect” and “Pursuit” require a greater level of investment of time and money as the candidate must visit the Fellowship Campus at least once, and depending on the level of the position in question, multiple times.

As in other large organizations, the Human Resources department at Fellowship usually conducts the initial or cursory interview over the telephone for all candidates. This initial screening looks to remove candidates from the list who do not possess the required education and/or experience needed to move along any further in the hiring process. As a for example, if a pastoral position required a Master of Theology or equivalent seminary degree and a man did not possess that degree, Human Resources would remove that man’s name from the list of “qualified” candidates. Dean did not hazard an estimate as to what percentage of the candidates are trimmed at this stage, but thought it was probably large.

Dean commented that Fellowship recruits for pastoral-level positions both from within the congregation as well as from without it, each in its “season.” They do not subscribe to the “hire internally or don’t hire at all” philosophy. Rather it would seem they follow the adage, “form follows function.” They intend to hire for specific roles and/or tasks and that is what drives the avenues down which they search. They want the best person for each position recognizing that sometimes that person is within their walls, and sometimes is not. They also tap into seminaries and other churches within and outside of their association as well as using personal and professional networking to find qualified candidates. As of this writing, however, there is no formal, church application that a prospective candidate must fill out that might

provide personal information and grant the permissions required allowing Human Resources to perform a preliminary screen based on illegal activity and/or child sexual abuse.

As we have seen, the first big key for Dean is completing a well-done PFS, or job description. This is the check-and-balance that seeks to preserve the church's desired trajectory and spiritual momentum. The second big key in successful hiring is focusing on the right person. Despite how it initially sounds, this is not just stating the obvious for Dean. By this he is using a short-hand way of describing an intentional, orchestrated, spiritual discovery process where details about the candidate's character, his competence or experience in ministry and his chemistry with the staff and the mission and vision of the church are "mined" from their interviews and instruments. Like many churches, Fellowship strives to probe for information from a potential candidate in the three big areas of Character, Competence and Chemistry or "fit."

**Character** – With respect to discovering a candidate's Christian character, the process is straightforward and uses personal interviews. Following a brief faith testimony from him, the "Candidate Questions" (see Appendix 4) would be covered most likely over the telephone. Any issues or problem areas the interviewer hears or discerns are followed up on with additional questions to gain increased clarity. Particularly troubling and destructive issues in today's society, such as alcohol, drugs, anger management, internet pornography and moral failures are also addressed in an up-front way during this interview. Dean says all references are checked at this stage, and depending on the position, the spouse may be interviewed as well. He also realistically noted that even though they are as conscientious and careful as possible, those who desire to intentionally hide or deceive Fellowship are obviously able to do so. No screening or discovery process can eliminate all errors or future staff problems. But without "passing" the character component, the foundation upon which all else is built, no potential candidate will proceed further in the discovery process.

**Competence** – To discover a candidate's competence particular attention would be paid to his resume. Because past performance is still the best indicator of future performance the interviewer, many times the direct supervisor, would look for a track record of doing what Fellowship needs done in its open position. Some key references may be followed up here if needed to better understand the accomplishments listed on the resume. The previous telephone interview concerning our candidate's character would naturally and logically flow into a dialog about his ministry history and performance – again with the attitude of discovering what this man has been like and how he has performed in his previous ministry positions, including any more minor things that may have been left off the resume. When and if the time comes for a face-to-face interview our candidate would be asked to provide additional detail on the parts of his education and experiences that would be of particular interest to Fellowship. At Fellowship's size it is clear that they hire "Specialists" for particular ministry areas not "Generalists."

**Chemistry** – The most elusive aspect of the hiring process is the discerning a candidate's level of organizational and missional chemistry or "fit." This component tries to discover if the potential candidate *already* manifests the necessary DNA not only to fit in with the staff but with the preferred ministry direction of Fellowship. Dean uses up to four different on-line instruments to discover the level of fit, acknowledging that it is always a subjective process at best. To say

the same thing a different way might be to say that the ideal hiring process is one where science and art coalesce.

The fit category breaks down into two subcategories for Fellowship. The first subcategory is the “Personality Component.” To assess a candidate’s personality, or at least his perception of it, Dean would send him to <http://www.discprofile.com> (or similar) with a pre-paid code of some variety allowing the candidate to complete the instrument on-line. An explanation of the DiSC theory and an overview of its main parts is contained in Appendix 5 while a brief description follows from Wikipedia...

DISC is the four quadrant behavioral model based on the work of William Moulton Marston Ph.D. (1893-1947) to examine the behavior of individuals in their environment or within a specific situation. DISC looks at behavioral styles and behavioral preferences.

The tests classify four aspects of personality by testing a person's preferences in word associations (compare with [Myers-Briggs Type Indicator](#)). DISC is an acronym for:

- **Dominance** - relating to control, power and assertiveness
- **Influence** - relating to social situations and communication
- **Steadiness** (submission in Marston's time)- relating to patience, persistence, and thoughtfulness
- **Conscientiousness** (or caution, compliance in Marston's time) - relating to structure and organization
- These four dimensions can be grouped in a grid with D and I sharing the top row and representing extroverted aspects of the personality, and C and S below representing introverted aspects. D and C then share the left column and represent task-focused aspects, and I and S share the right column and represent social aspects. In this [matrix](#), the [horizontal](#) dimension represents a factor of "**Assertive**" or "**Passive**", while the vertical represents "**Open**" vs. "**Guarded**".<sup>10</sup>

Certainly paper versions of the DiSC test could be substituted for the on-line test if needed. The results of the on-line assessment are then emailed to the candidate’s direct supervisor and anyone else who might need to review it. Dean indicated that Fellowship uses the DiSC instrument primarily to gain insight into how their candidate normally and naturally engages in interpersonal relationships.

Dean also mentioned how important and helpful he has found two other on-line instruments to be in his or his staff’s “fit” discovery process, both being found at [www.psychtests.com](http://www.psychtests.com). The first test is a gauge of a candidate’s resiliency or how “thick skinned” he might be. The second is one on anger management. He believes that used together – the DiSC and the other two instruments from the “PsychTests” website – these instruments give him some level of insight into his candidate as well as create ideas for follow-up interview questions. He truly believes in the value of these types of instruments. He says, “I can’t tell you how often I’ve seen someone who’s really a sharp, bright person, but they’ve always got these emotional things

going on.” As in all church ministry, Fellowship’s ideal candidate must be able to handle the pressure of a public position; they must be resilient; they must relate well to others, have a thick skin and know how to manage their anger in many types of public and private situations.

Besides the Personality Component, Dean also shared how Fellowship tries to discover a candidate’s “Natural Wiring” as the second subcategory of fit. From his description, it seems Fellowship tries to tease out and articulate a candidate’s unlearned abilities. Dean went on to indicate that he believed these unlearned abilities cannot or do not change over time. In other words, you are what you are and you will be in the future what you have been in the past. Your past responses to situations are the most likely predictor of how you would behave in the future. Others have said it just a little bit differently, such as “you can’t be anything you want to be.” The bottom line is this: Fellowship is seeking to distinguish those who are already going in their direction from those who are not or cannot.

The first of these on-line instruments to assess natural wiring is StrengthsFinder found at <http://www.strengthsfinder.com>. The StrengthsFinder website says about itself...

Based on a 40-year study of human strengths, Gallup created a language of the 34 most common talents and developed the Clifton StrengthsFinder assessment to help people discover and describe these talents. In 2001, the initial version of this assessment was included with the bestselling management book *Now, Discover Your Strengths*. The discussion quickly moved beyond the management audience of this book. The goal was to start a global conversation about what's right with people. It appears that the world was ready to have this conversation.

Another website says this regarding the StrengthsFinder theory that helps illuminate Dean’s statements above...

There is a widespread belief that people can do anything well if they learn enough or try hard enough. Training and development programs that attempt to teach "steps," "habits," or "behaviors" ignore the fact that everyone's steps, habits, and behaviors are different -- and should be different if people are to use their natural talents and strengths. This remedial approach [i.e. trying to develop someone’s weaknesses] often produces disappointing results. It rarely, if ever, helps the person achieve excellence, and it wastes training and development dollars.<sup>11</sup>

The second instrument is truly the one Dean says they rely on most to discover a potential candidate’s natural wiring. It is called “Servants By Design” and each potential candidate is issued a pre-paid password in order to log in and complete the approximately hour-long assessment. A sample “Personal Profile Report” is contained in Appendix 6.

The Servants By Design website puts it this way...

YOU are “fearfully and wonderfully made.” (Psalm 139:13-14) Just imagine how effective you would be if you could discover your one-of-a-kind design authored by God!



Wouldn't it be awesome if every person could learn to employ their unique design in service to Him and to others?

This is what the Servants By Design™ Inventory is all about.

By completing the Inventory, you will receive a Personal Profile Report that will explain the core strengths of your personality, your talents and abilities in detail. You will discover:

How you have been wired by God  
How you go about doing things  
The lens through which you view life  
What makes you come alive!<sup>12</sup>

Dean says, "The primary language and the primary instrument we use around here is Servants By Design. We had a couple of doctors in the church who took [an existing instrument] and translated it into a spiritually-oriented language." Dean says there is also a one and one-half day training and certification seminar to teach those who will interpret the results what to look for and what the instrument's evaluation means to the organization and mission of the church. "We rely on it very heavily," he says and continues "We don't want to make a hire that changes the DNA [meaning the mission, vision, leadership and operation] of our church."

When asked about using both Servants and StrengthsFinder, Dean said for him that Servants By Design predicts as much as it describes and articulates the "language" another uses to describe himself and his ministry. Dean indicated that Servants can help him get inside the head a little bit of a candidate to probe a little deeper into how he interprets the world as well as how he sees ministry. And this is also where and how StrengthsFinder plays a role. It articulates 34 "unlearned" abilities that a candidate may or may not have, but more importantly provides a common "language" to describe passions and natural abilities. One suspects Fellowship, with its more diverse hiring practices, has found the need to create a common language not only internally but with its candidates to minimize confusion and maximize objectivity during the discovery process.

Yet science still gives way to art and intuition at a certain point in the hiring process. "I'm [still] trying to figure out a way to put words to this thing that when you're with somebody and there's such a kindred spirit about a broad range of topics that even though you're coming at it from different experiences, different bents and so on, you trust each other's judgments in those [many] areas," says Dean. However, doing the "due diligence" using interviews and instruments – the science – helps keep Fellowship from shooting from the intuitive hip and hiring a candidate on impulse rather than by working their process.

At this point, some might feel that Fellowship's process is too mechanical, rote, too scientific and computerized and perhaps leaves out the "art" or the Holy Spirit. What is the spiritual, intuitive side then of the hiring process? Dean addressed this issue by saying that he firmly believes that all people are uniquely created by God and that their hiring process should

probably better be called a “spiritual discovery process” where they use the instruments available to discover and measure, at least qualitatively, a candidate’s unique, God-given design. He indicated they coupled the science with the art of prayerful dependence on God before, during and after each interview whether it was in person or over the telephone. As they move down the process and personal meetings become increasingly important Dean also said the interviewer or small group of interviewers will lay hands on particular candidates – those who will continue as well as those who will not – and pray for God’s blessing on them and their ability to use their unique design in future Kingdom work. Dean noted that all the scientific data gives you is data. It gives you starting places, open doors, and the like for discovering who God has made this person to be and what he brings to the Kingdom table.

As we have seen, Fellowship Bible Church of Little Rock has a sense of spiritual trajectory and momentum that propels it toward its future. Their primary goal is to hire other staff who will, as Dean says, “[make decisions] consistent with the history, the belief systems and the objectives of the organization and where it needs to go in the future.” A disciplined hiring process for Fellowship, in a very real sense, guards and preserves the future integrity of the ministry.

### **Recommendation and the Offer/Hire**

Phases 4 and 5 conclude the hiring process for Fellowship. Once the instruments and interviews have been completed and the results have been evaluated, usually by a team, the primary candidate is contacted by their direct supervisor and brought to the campus again for a final, formal interview to discuss the agreed upon PFS, salary and benefits. At Fellowship there is no minimum number of candidates that need to be brought to the final dance. Dean said they always expect God to bring them the right person. If a potential candidate did not make it through to the final cut, he would be sent a letter informing him that the church did not feel the sense of fit it needed in order to bring him on staff at the present time. A good sample rejection letter from another church is included for completeness purposes in Appendix 7. If the candidate accepts the offered position a start date is established, Human Resources is notified to coordinate the orientation process and Finance has delivered to it a Compensation and Benefit Fact Sheet to initiate compensation. As a final step, the completed interview packet, the PFS, the signed approval sheets, etc. are all compiled and put into the candidate’s personnel file.

### **CONCLUSION**

Fellowship Bible Church of Little Rock has and continues to demonstrate true ministry “greatness.” They have a collective sense of ministry trajectory toward their preferred future of impacting the lives of those in their congregation as well as impacting their local community. They also have a wonderful sense of spiritual momentum that has and continues to carry them along that path. We do not doubt that they will continue to “reach, build and release” another generation of Christ-followers who will themselves leave spiritual legacies.

They are also a church that takes hiring very seriously. There is no haphazardness or impulsiveness about its importance or its execution. They have a well-defined and written process which they work with discipline and rigor. They know what they want. They put in the required time to do it well. They do not circumvent it or short-circuit it because they know that it

is through that process that they will discover or discern potential new staff members who are already going in their direction and then invite them aboard for the ride. As Jim Collins might observe, Fellowship seems to see hiring in its true light – the strategic process that ensures the future health, well-being and “greatness” of a local church.

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<sup>1</sup> Leadership (2006). "The Good to Great Pastor -- An Interview with Jim Collins". Leadership. **Spring**: 48-50.  
italics his.

<sup>2</sup> Ibid.

<sup>3</sup> Fellowship Bible Church, L. R. (2007). "History." Retrieved July 20, 2007, from <http://www.fbclr.org/about/History.asp>.

<sup>4</sup> Fellowship Bible Church, L. R. (2007). "Home." Retrieved July 20, 2007, from <http://www.fbclr.org/fbchome.aspx>.

<sup>5</sup> Fellowship Bible Church, L. R. (2007). "History." Retrieved July 20, 2007, from <http://www.fbclr.org/about/History.asp>.  
Italics his.

<sup>6</sup> Ibid.

Italics his.

<sup>7</sup> Ibid.

<sup>8</sup> Egner, B. (2007). Personal conversation with Ken Dean.

<sup>9</sup> Ibid.

<sup>10</sup> Wikipedia.org. (2007). "DISC Assessment." Retrieved 7-20-2007, from [http://en.wikipedia.org/wiki/DISC\\_assessment](http://en.wikipedia.org/wiki/DISC_assessment).

Bold emphasis theirs.

<sup>11</sup> Consulting, G. (2007). "StrengthsFinder." Retrieved 7-20-2007, 2007, from <http://www.gallupconsulting.com/content/?ci=61>.

<sup>12</sup> Design, Y. U. (2007). "Your Unique Design." Retrieved 7-20-2007, 2007, from <http://www.youruniquedesign.com/YUDHome.asp>.



# Hiring Process Documents

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## **Search and Hiring Process**

The hiring of executive staff will be the responsibility of either a Management Team Overseer or Ministry Director, with assistance provided by Human Resources. Listed below is the standard process for recruitment and hiring of executive staff at Fellowship:

### ***Preparation and Approval***

- Identify need with supporting documentation.
- Develop new PFS job description or update existing PFS (sample attached).
- Request Hiring Requisition approval from Ministry Overseer, Ken Dean and David Gatewood.
- Obtain interview packet from Human Resources.
- Discuss compensation/benefit package with Finance.

### ***Recruitment***

- Identify primary recruitment sources.
- Initiate contact with likely prospects, requesting resume and references.
- Conduct preliminary phone interview with key prospects.
- Potential candidates will be mailed an interview packet by recruiting Ministry Leader.

### ***Interview (Interview tools available from Human Resources)***

- Evaluate resumes and completed testing instruments.
- Contact primary candidate and conduct thorough phone interview.
- Contact key references for primary candidate(s).
- Determine timeline for on-site, first pass personal interview with primary candidate (OR visit primary candidate at their location to observe them "in action") and coordinate schedules to include some elders, key staff, key lay leaders.
- Pursue additional prospects as required until "ideal candidate" is matched.

### ***Recommendation***

- Contact primary candidate and communicate desire to recommend them for position.
- Establish schedule for formal interview/final visit.
- Confirm complete compensation/benefit package with Finance.

### ***Offer/Hire***

- Ministry Leader will contact candidate and offer position, communicating compensation/benefit package.
- If candidate accepts, agree upon date to begin work.
- Communicate hire to Human Resources to coordinate orientation process.
- Contact Finance and request Compensation and Benefit Fact Sheet for the new hire.
- Return interview packet with resume and testing to Human Resources for personnel file.



Subject: **Hiring Request**

Date: \_\_\_\_\_

---

Job Title: \_\_\_\_\_

Proposed Salary Range: \_\_\_\_\_

Department: \_\_\_\_\_

Budgeted: Yes ☐ No ☐

Reason for Request: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Person(s) who will interview and hire:

\_\_\_\_\_

\*\*\*\*\* Please attach an updated PFS for supporting documentation. \*\*\*\*\*

---

Approval:

Requested By: \_\_\_\_\_ Date: \_\_\_\_\_

Ministry Overseer: \_\_\_\_\_ Date: \_\_\_\_\_

Ken Dean: \_\_\_\_\_ Date: \_\_\_\_\_

David Gatewood: \_\_\_\_\_ Date: \_\_\_\_\_

---

\*\*\*\*\*After approval is complete, please copy to Human Resources. \*\*\*\*\*

# 2006-07 Position Focus Sheet

Name:



## Ministry Information

## Community Group

### Ministry: Pastor/Discipleship and Evangelism

**Position Title:** Community Group Pastor/Discipleship and Evangelism Pastor

### FBC Vision / Mission Statement:

To equip Christians to change the world through irresistible lifestyles and influential works of service which are:

### Purpose of Position:

Passionately Committed to Jesus Christ  
 Biblically Measured  
 Morally Pure  
 Family Centered  
 Financially Faithful  
 Evangelistically Bold  
 Socially Responsible

### Ministry Overseer: Relates Closely With:

## 2005-06 Unifying Directives

- Provide vision and leadership for the Community Group System.
- Implement a church wide small group system in an effort to better relationally connect and shepherd those under our care while identifying and growing leaders.
- Evaluate staff and make recommendations for the development of the small group system.
- Give oversight to the Discovery process and small group assimilation.
- Recruit all required Community Group leaders for the next ministry year prior to August of 2005. Include these additional leaders in my new team structure.
- Develop a plan by June 1 to disciple new leaders and potential leaders using the material of my choice.
- Develop a plan by June 1 to train new leaders in Leading With Confidence.

## 2005-06 Ongoing Responsibilities

### Include Measurables, i.e. Goals, Tasks, Dates of Completion, and Hours Weekly

**CG Leadership Development:** Coach and support my coaching team leaders for their personal growth and encourage leadership development from within the CG congregation. I will meet all CG leaders as often as possible.

**Hours Weekly:**

**Congregational Shepherding:** Expand my relational connection to my congregation, and leaders and provide ongoing pastoral support and care of the CG congregation. This will be accomplished through having each CG under the shepherding care of either an elder or coaching leader. Each leader couple will have 4 CG groups under their care. Each couple will participate as a CG member for one quarter in each CG they shepherd. CG pastor and spouse will have all new groups that have completed D2 to our home for a time of fellowship. I will continue to do hospital visitation as needed and be available for general shepherding needs of my congregation. We will also have a Community Group leader couples retreat in September.

**Hours Weekly:**



<p><b>Discipleship:</b> Provide opportunities for men and women leaders and potential leaders which will allow me to pastor them in the Word. This will entail teaching Becoming Men of Character for men and Becoming Women of Character for women leaders and potential leaders weekly throughout the year. In addition, I will teach Real Life Skills for a small group of 5-6 men who want to learn the basics of the faith. Finally, I will develop and lead a small group of men through a 1 year discipleship process that reproduces the Faith in others.</p>	<p><b>Hours Weekly:</b></p>
<p><b>Equipping:</b> Prepare and teach One to One training in the EC, provide Dilemma of Guesses training, and possibly a discipleship class focused on the basics of the faith for new believers in the Equipping Center. Each CG leader will be trained in The Seven Skills for Successful Small Group leadership this year. Prepare and teach Fellowship Institute classes.</p>	<p><b>Hours Weekly:</b></p>
<p><b>Administration:</b> Planning, promoting and administrating the details related to our congregation's involvement in ShareFest, ongoing service opportunities, and other special events and issues related to the leadership of the congregation. Participation on Management Team.</p>	<p><b>Hours Weekly:</b></p>
<p><b>CG Pastor's team:</b> Provide leadership for the CG pastoral team activities and meetings: 10 one hour business meetings and individually meet with each CG pastor. Plan and attend the annual team celebration/retreat and 2 outings for pastors and wives. Carry out team tasks as assigned. Implement a church wide coach/leader CG system.</p>	<p><b>Hours Weekly:</b></p>
<p><b>Evangelism:</b> Continue to expand and network evangelism opportunities in the church at large specifically through the CG system (i.e., Explore, One to One, Open Forum, Evangelistic home groups, other new ministries).</p>	<p><b>Hours Weekly:</b></p>
<p><b>Miscellaneous:</b> This would include unexpected and unplanned for additional responsibilities that occur on a weekly basis that are hard to anticipate and plan for. Performing pastoral duties including general counseling, weddings, funerals and staff mentoring.</p>	<p><b>Hours Weekly:</b></p>
<p><b>Total Hours per Week:</b></p>	



## **Search and Hiring Process for Administrative Support Staff**

The hiring of administrative staff will be a team responsibility of the Director(s) in the Ministry involved, and the Human Resources staff. Listed below is the standard process for recruitment and hiring of administrative staff at Fellowship:

### ***Preparation***

- Identify need with supporting documentation.
- Develop new PFS job description or update existing PFS (sample attached).
- Request Hiring Requisition approval from Ministry Overseer, Ken Dean and David Gatewood.
- Notify Human Resources.
- Create “ideal candidate” profile.
- Discuss compensation/benefit package with Finance.

### ***Recruitment***

- Announce job opportunity to all Fellowship Staff.
- Human Resources will run ad in Fellowship bulletin and Fellowship website.
- All applicants are instructed to initiate contact with Human Resources.

### ***Interview***

- Human Resources will interview, test, and screen qualified applicants.
- Human Resources will contact references on best candidates.

### ***Recommendation***

- Human Resources will recommend best applicants for interview by Ministry Leader(s)
- Ministry Leader(s) and Human Resources will agree upon candidate to hire.
- Confirm complete compensation/benefit package with Finance.

### ***Offer/Hire***

- Human Resources will contact candidate and offer position, communicating compensation/benefit package.
- If candidate accepts, agree upon date to begin work.
- Human Resources will coordinate and communicate new staff orientation process.
- Human Resources will request Compensation and Benefit Fact Sheet for the new hire.

# Sample

## Position Focus Sheet

***Assigned Person:***

***Effective Date:***

***Title of Position:*** Administrative Assistant (or Project Assistant)

***Purpose of Position:*** To provide administrative support for assigned staff members

***REPORTS TO:***

***RELATES CLOSELY WITH:***

### ***POSITION GENERAL RESPONSIBILITIES***

- Honor a 37.5 hour work week, with any variations approved by Ministry Overseer
- Participate in staff meetings and other activities coordinated by Staff Leadership
- Participate in orientation/training process coordinated by Human Resources
- Develop and maintain a Procedure Manual detailing the responsibilities of this position
- Embrace and practice Fellowship's Staff Values (integrity, excellence, teamwork, loyalty and innovation)
- Honor commitment to confidentiality of privileged information
- Maintain dress and conduct in a professional manner (business casual)

### ***POSITION SPECIFIC RESPONSIBILITIES***

- Respond to callers and visitors, processing people's requests in a friendly and helpful way, keeping accurate telephone log.
- Provide administrative support to ministry leaders in their areas of responsibility.
- Process mail and correspondence.
- Produce Power Point presentations and other printed materials as needed.
- Coordinate meetings and other events.
- Budget tracking, check requests, purchase orders, keeping orderly records. Assist in planning annual budget proposal.
- Assist in planning and coordinating team building activities and events.

### ***PRIMARY STRENGTHS/GIFTS/TALENTS REQUIRED***

- Administrative/organizational skills (ability to organize work, set priorities, and carry out responsibilities with a minimum of oversight)
- Good communication skills (spelling, grammar, composition, and speech)
- Computer competency (Microsoft Word, Excel, Power Point, data management)
- Ability to work under time pressures, multi-task, and creatively solve problems
- Mature team player (commitment and loyalty to staff, supportive and cooperative, teachable, demonstrating consistent servant spirit)
- Expectation of being on staff for minimum of 3 years

*Date*

*Candidate Name*

*Candidate Address*

*City, State, Zip Code*

Dear *Candidate* :

Greetings from Little Rock and Fellowship Bible Church! We are pleased that you are interested in discovering more about the ministry staff position in *ministry/position title*.

The enclosed assessment tools and *Interview Questions* listing are self-explanatory and provide an in depth, focused understanding of your specific ministry gifts, dreams and desires in light of this particular staff role. Should you need assistance in completing any of these assessments, please do not hesitate to call.

Following is the procedural sequence for the staff search process, in which you are now entering, and hopefully will help you envision what is ahead as we seek God's will in this area of critical importance to us both. This exciting process, which reflects a natural and professional progression, is a roadmap of the new territory we are entering together!

#### **PRELIMINARY STAGE - Cordial Introduction**

This introductory stage will begin with a telephone or personal contact to initiate the search process. If you have not already done so, please submit your resume and references for consideration. You will receive from us a preliminary ministry role description (Position Focus Sheet/PFS), which highlights this particular staff position. In addition, you will have the opportunity to complete a variety of assessment tools to assist in defining and connecting ministry gifts to the staff role. With mutual agreement, it will be determined if the interest and passion exists at a level appropriate to proceed to the next stage.

#### **PROSPECT STAGE - Careful Consideration**

This second step in the process will involve a thorough reference check and a planned visitation (at Fellowship or at your location). There will also be an opportunity to focus on additional key questions related to background, passions, gifting, "skeletons", the work focus, tasks, relationships, and what FBC and Little Rock are really like! We will provide a more highly defined Position Focus Sheet, moving toward the goal of a final model. Other areas to be addressed include compensation issues and clear timetables for the process to continue toward its conclusion. Again, with mutual agreement, it will be determined if the interest and passion exists at a level appropriate to proceed to the next stage.

**PURSUIT STAGE - Candidate Presentation**

This third and final stage is driven by the desire to reach the point of final clarity and confirmation ... or radical redirection. The Management Team and Elder Board of Fellowship Bible Church will receive a candidacy proposal, and will have the responsibility of approving the timetable and plans required to continue the process. An expanded interview and visitation process, involving members of the Management Team and Elder Board, will take place here in Little Rock and may also include relating with key people in the prospective working relationship. This will also be an occasion to participate in worship services and ministry programs, as well as learn of local housing options, areas of interest in our community, etc. And, as before, mutual agreement is required before the position details are finalized and hiring/employment protocols are concluded, resulting in our celebrating the blessings of God.

Again, *Candidate Name*, we appreciate your desire to enter the staff search process. We look forward to corresponding with you in the days and weeks ahead as we follow the leading of the Lord.

Sincerely in Christ,

*Ministry Director's Name*  
*Min. Director's Title*

*MD/aa*

encl.

## 2007-08 Position Focus Sheet

**Name: Ken Dean**

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### Ministry Information

**Ministry:** Exec. Team

*Position Title:* Executive Pastor

*Purpose of Position:* To lead and manage the FBC staff, organize the Executive Leadership Team, facilitate the strategic planning process, and lead the Missional Team in the execution of the goals and strategies of the church planning process.

*Ministry Overseer:* Tim Lundy

*Relates Closely With:* Executive Team, Operational Elders & Staff

---

### Staff Values

*Spirit Led* God Centered, Humble, Servant Leadership, Unified

*Missional* Intentional, Outcomes focus, Organized, Effective

*Team* Trust, Healthy conflict, Commitment, Accountable, Attention to Results, Embracing Roles, Collaboration

*Positive* Fun, Believes the Best, Encouraging, Optimistic

*Stewardship* Faithfully: Managing Time, Talent and Treasure well, Investing well in kingdom values, maximizing what we have been given to a maximum outcome, Generous Context, Give away what God has given us.

---

### 2007-08 Ministry Directives

Continue to develop worship department, and venue distinctives for new campus.

Continue to develop and motivate the staff towards the mission, vision and values.

Manage the implementation of the strategic plan.

Continue to develop the plan for the geographic sub-congregations.

Continue to organize and support the Executive Leadership Team

---

### 2007-08 Ongoing Responsibilities

Include Goals, Tasks, Dates of Completion	Hours Weekly
Lead & Manage FBC Staff – organize, plan and execute staff meetings twice per month including staff development.	5

## 2007-08 Position Focus Sheet

Organize Executive Leadership Team – plan and organize the meetings and activities of the Executive Leadership Team, and manage the non-teaching components of the team.	7
Lead the Missional Team – organize, plan and execute the meetings and activities of the Missional Team.	3
Lead and Manage the Worship and Creative Arts Ministries, and manage the Leaders of the main campus worship venues.	10
Manage the Leader of the Community Group System.	2
Manage the Video department, and Leader of Print Media.	2
Manage the Leaders of FSK and Women’s Ministry.	3
Lead the creation and Implementation of the Strategic Plan, and coordinate and support the Operational Elders.	7
In the rotation as Service Pastor of the Worship Center, and other Sunday morning management.	6
Planning and coordination with Tim Lundy	2
Teaching and Sunday theme planning	2
Total Hours Weekly	49



## Candidate Questions

1. What adjectives would you use to describe yourself?
2. What causes 80% of your frustration, tension, and pressure? Why?
3. What brings you 80% of your pleasure, joy, and fun? Why?
4. What is the key to understanding the "real you" that most people miss?
5. What really motivates you? Why?
6. What is the most meaningful compliment you have ever been given? Why was it important to you?
7. Where do you see yourself in 5-10 years?
8. What would you like your epitaph to read? Why?
9. Are you a team player? What role would you prefer to play on the team?
10. What would you most like to delegate? Why?
11. What would you definitely want to continue doing? (not delegate) Why?
12. What salary level do you believe is necessary to make you comfortable and effective in ministry?
13. What three people do you most admire in the world? Why?
14. What are the kind of "lingering questions" in your mind ... the kind which keep coming back to you time after time and have still not been resolved ... about anything in life?
15. Which of these is the single most pressing? Why?
16. What are your spouse's three greatest strengths and three greatest weaknesses?
17. Are you and your spouse in complete agreement about your pursuing this position?



18. How well would you say you understand Fellowship Bible Church's philosophy of ministry? Explain your answer.
19. Are you in complete doctrinal agreement with Fellowship Bible Church? (see attached)
20. From your previous vocational positions, briefly describe your experience and/or training relative to the following areas. Be sure to define the role you played in each.
  - Teaching Experiences
  - Leadership Development: Training Lay Leaders
  - Volunteer Recruitment
  - Administration: Including Planning and Coordinating Events, Projects, etc.
  - Pastoral Care: Counseling and Care for Others
  - Developing and Implementing a Ministry Plan
  - Computer Skills
21. In your opinion, what are the greatest strengths you bring to Fellowship Bible Church?  
What is the greatest weakness?
22. Describe any previous experiences you have had related to the position you are pursuing with Fellowship. What role did you play? What was accomplished? What energized you the most?
23. If money was no object and you could develop this FBC ministry in any way you wanted, what would you do? Why?
24. Are there any ghosts in the closet that you think we should know about? (Financial problems, lawsuits, relationship issues, etc.)
25. What would you like to ask us about in the interview process?

## DISC assessment

From Wikipedia, the free encyclopedia

Jump to: [navigation](#), [search](#)

DISC is a group of [psychometric](#) tests based on the 1928 work of psychologist [William Moulton Marston](#).

### History

DISC is the four quadrant behavioral model based on the work of William Moulton Marston Ph.D. (1893 - 1947) to examine the behavior of individuals in their environment or within a specific situation. DISC looks at behavioral styles and behavioral preferences.

Marston completed doctoral studies at Harvard in the newly developing field of [Psychology](#). In the early 1920's Marston's work when he first studied the concepts of will and power and their effect on personality and human behavior. These findings contributed greatly to the field of psychology.

Marston published Emotions of Normal People in 1928. In this book he first formally presented his findings, though he had written about DISC four years earlier. Marston published a second book on DISC, Integrative Psychology, in 1931. Marston really wanted to develop a unit of measurement of 'mental energy'. He did not develop the DISC test or assessment. In fact, he never used it as an assessment at all. However, in 1930, a friend did use it as an assessment in a book on success and it was published as one of the first in the newly emerging field of Self-Help publications.

### Method

The tests classify four aspects of personality by testing a person's preferences in word associations (compare with [Myers-Briggs Type Indicator](#)). DISC is an acronym for:

- Dominance - relating to control, power and assertiveness
- Influence - relating to social situations and communication
- Steadiness (submission in Marston's time)- relating to patience, persistence, and thoughtfulness
- Conscientiousness (or caution, compliance in Marston's time) - relating to structure and organization

These four dimensions can be grouped in a grid with D and I sharing the top row and representing extroverted aspects of the personality, and C and S below representing introverted aspects. D and C then share the left column and represent task-focused aspects, and I and S share the right column and represent social aspects. In this [matrix](#), the [horizontal](#) dimension represents a factor of "Assertive" or "Passive", while the vertical represents "Open" vs. "Guarded".

- Dominance: People who score high in the intensity of the 'D' styles factor are very active in dealing with problems and challenges, while low D scores are people who want to do more research before committing to a decision. High "D" people are described as demanding, forceful, egocentric, strong willed, driving, determined, ambitious, aggressive, and pioneering. Low D scores describe those who are conservative, low keyed, cooperative, calculating, undemanding, cautious, mild, agreeable, modest and peaceful.
- Influence: People with High I scores influence others through talking and activity and tend to be emotional. They are described as convincing, magnetic, political, enthusiastic, persuasive, warm, demonstrative, trusting, and optimistic. Those with Low I scores

influence more by data and facts, and not with feelings. They are described as reflective, factual, calculating, skeptical, logical, suspicious, matter of fact, pessimistic, and critical.

- Steadiness:(Submission in Marston's time): People with High S styles scores want a steady pace, security, and don't like sudden change. Low S intensity scores are those who like change and variety. High S persons are calm, relaxed, patient, possessive, predictable, deliberate, stable, consistent, and tend to be unemotional and poker faced. People with Low S scores are described as restless, demonstrative, impatient, eager, or even impulsive.
- Conscientious: (Compliance in Marston's time): Persons with High C styles adhere to rules, regulations, and structure. They like to do quality work and do it right the first time. High C people are careful, cautious, exacting, neat, systematic, diplomatic, accurate, tactful. Those with Low C scores challenge the rules and want independence and are described as self-willed, stubborn, opinionated, unsystematic, arbitrary, and careless with details.

A common general public misconception is that if one is described as having either a D, I, S, or C style that all people are simply categorized into one of four types. The 1970's work by Dr John Geier brought DISC into practical application with substantive research. The Geier research delineated the distinct differences of persons within the 4 factor styles with the advent of the Classical Pattern definitions. It was found that there are distinct differences between persons within each of the 4 style profiles. For example not all D's behave in the same way. The same is accurate for the other styles of behavior. ([http://en.wikipedia.org/wiki/DISC\\_assessment](http://en.wikipedia.org/wiki/DISC_assessment))

# **Servants by Design®**

## **Profile Report\***



**\*Your Unique Design® Edition**

**This report was prepared for  
John Doe.**

**By  
Dr. Robert S. Maris and Dr. Jerry C. Richardson**

The *Servants by Design*® profile is a self-report inventory and tool, not a test. It is derived from the original Process Communications Model® of Dr. Taibi Kahler. Spiritual applications of the original Process Communication Model® were developed by Dr. Robert Maris for Living Hope Press, L.L.C.. This form of the profile was created for use by individuals to explore and understand their own unique design more fully. This manual and profile information may not be used to create any other profiles, manuals, seminars, books, or in any other ways to disseminate the information either in teaching, training, or consulting formats. This manual and profile may not be used in clinical or counseling settings. Other profiles, training and support materials are currently available or under development for applications of the Process Communication Model® to other dimensions of spiritual life.



## Introduction

The *Servants by Design*® inventory and profile report have been adapted, in part, from the Process Communication Model® developed by Dr. Taibi Kahler in the 1970's. Since its inception, this model, and adaptations of it, have been successfully used in industry, schools, correctional work, mentoring programs, clinical settings, marital seminars, vocational guidance and even as part of the selection process for NASA astronauts. It was chosen by NASA because of its accuracy in assessing compatibility between members of a team and because of the model's unique ability to predict how people are likely to react under stress. Over the past three decades tens of thousands of individuals around the globe have been introduced to the Process Communications Model® and profited from the insights and self-awareness it has fostered.

Dr. Kahler's original work was translated by Dr. Robert S. Maris for Living Hope Press, L.L.C. into *Your Great Design*®, an adaptation reflecting a biblical and Christian worldview. The *Servants by Design Profile - Your Unique Design Edition*® is a special application of the original model along with additional materials developed by Dr. Robert Maris and Dr. Jerry Richardson. These tools were designed specifically, and have been used successfully for several years, to help individuals in churches discover, learn to appreciate and develop their God-given gifts and find appropriate missions or works of service in which to utilize all that has been designed into them.

The *Servants by Design - Your Unique Design Edition*® Profile report contains these ten key features:

**Personality Structure** – your unique six-floor condominium

**Personality Strengths** – the core assets of your design

**Viewpoint** – the perspective from which you view life

**Motivators** – the needs and wants that energize you

**Subject Matter** – the resources you enjoy working with most

**Abilities** – the specific activities that best fit your design

**Setting** – the environment which best supports your design

**Relationships** – leadership and supervision preferences

**Life Tips** – for connecting to others and motivating yourself

**Potential Pitfalls** – ways you may react negatively to stress

## Personality Parts

Although each of us is "fearfully and wonderfully made" (Psalm 139), there are certain traits or areas of gifting which continue surfacing as identifiable and discrete parts of our design. We refer to these as Personality Parts. Each of us will express these Personality Parts, to a greater or lesser extent. Differences in design can be described in terms of the relative strengths and weaknesses we have in these various parts. Our personality strengths, the way we view our world, what motivates us and even how we move into negative, unproductive or self-defeating behaviors can be accurately predicted by knowing the amount of energy available in each personality part. A brief explanation of all six parts and the amount of energy available to you in each is summarized in "Your Personality Parts" on page 3. Your most influential parts, their characteristics and, the potential inherent in each are described in detail in the profile that follows.



## Your Personality Parts



**ACHIEVER** - This is the logical, requesting, fact-finding part of your personality. Your Achiever part does not make demands or give directives. It does not even form opinions. It simply exchanges and processes information, asking questions, drawing conclusions and solving problems in a logical and sequential manner. Your Achiever crunches data with no emotions.

This is the strongest part of your personality. You can draw on these abilities at all times and have the least chance of experiencing stress and moving into negative behavior when the tasks at hand call for this part.



**HARMONIZER** - This is the warm, nurturing and affectionate part of your personality that expresses love and concern emotionally through soft words, reassurance, permission, affirmation and appropriate touch. Your Harmonizer offers emotionally expressive, feeling-oriented, unconditional love.

You have very good energy available in this part. You can call upon these traits consistently without experiencing undue stress or moving into negative behaviors as long as you continue to have your needs met in healthy ways.



**PERSISTER** - This is your protective part that evaluates and avoids danger. The Persister part of your personality is value-driven, measuring everyone and every experience against an internal system of your beliefs and standards.

You have very good energy available in this part. You can call upon these traits consistently without experiencing undue stress or moving into negative behaviors as long as you continue to have your needs met in healthy ways.



**DREAMER** - This is the part of your personality that focuses inward. The Dreamer part is the imaginative, conceptual and divergent thinking part of your personality that considers possibilities and asks "What if?" The Dreamer's eyes are turned inward and this part does not initiate or even respond. In order to move outward, you must shift to some other part of your personality.

You have fair energy available in this part. You can call upon these traits for a moderate time as long as you continue to meet the needs of the lower floors of your Personality Structure. You must still return to those more familiar floors to energize yourself on a regular basis and ongoing basis.



**ENERGIZER** - This is the playful, emotional, and spontaneously expressive part of your personality. Much artistic expression and creativity comes from the Energizer part. Your Energizer cries, laughs, sighs and jumps for joy. This part allows you to express anger in healthy ways, without attacking or blaming someone else, and to experience and express deep grief or sorrow over losses and disappointments.

You have relatively little energy available in this part. You can call upon these traits briefly but then must return to a stronger personality part to energize yourself.



**CATALYZER** - This is the part of your personality that gives commands (without attacks or threats). Your Catalyzer part gives directives, commands and imperatives aimed at getting something done. It calls others to action and/or compliance. Unlike a request, a message from your Catalyzer part does not ask someone to think or decide for themselves. It directs them to actions; to "do it".

You have very little energy available in this part. You can call upon these traits very briefly, if at all. If called upon to use these traits consistently and/or exclusively, you will experience considerable stress and/or burnout.



## Personality Structure

In addition to looking at the influence and relative strength of each individual Personality Part, your responses to the inventory questions allow us to predict the order in which these parts are likely to have developed in your personality. "Your Personality Structure", on page 5, shows the strongest, and earliest to develop, part of your personality at the bottom, like the foundation of a building. This base or "Foundation", as we sometimes call it, is pivotal because it is the key Personality Part upon which your personality is constructed. As you will see later in the profile, your Foundation determines your strongest and most readily available "Personality Strengths". It also determines through which of the six "Viewpoints" you will perceive, filter and evaluate your world and what things will be the strongest "Motivators" for you.

Your Personality Structure then builds upward, on top of this Foundation like the floors of a building, through other parts in which you may have considerable aptitude, gifting and energy. Our research has shown that a significant number of people are drawn to develop more fully some of the upper floors of their Personality Structure. If you have been drawn in such a way, you may find that the Motivation that is currently most important for you and the types of behaviors you demonstrate when under mild stress will not be those of your Foundation. Current Motivation and signs of mild distress will reflect the part that you are currently developing, sometimes called a "Phase". It is as if God has awakened a new longing, new facets of your personality and, with it, the potential for new experience and expression of distressed behavior.

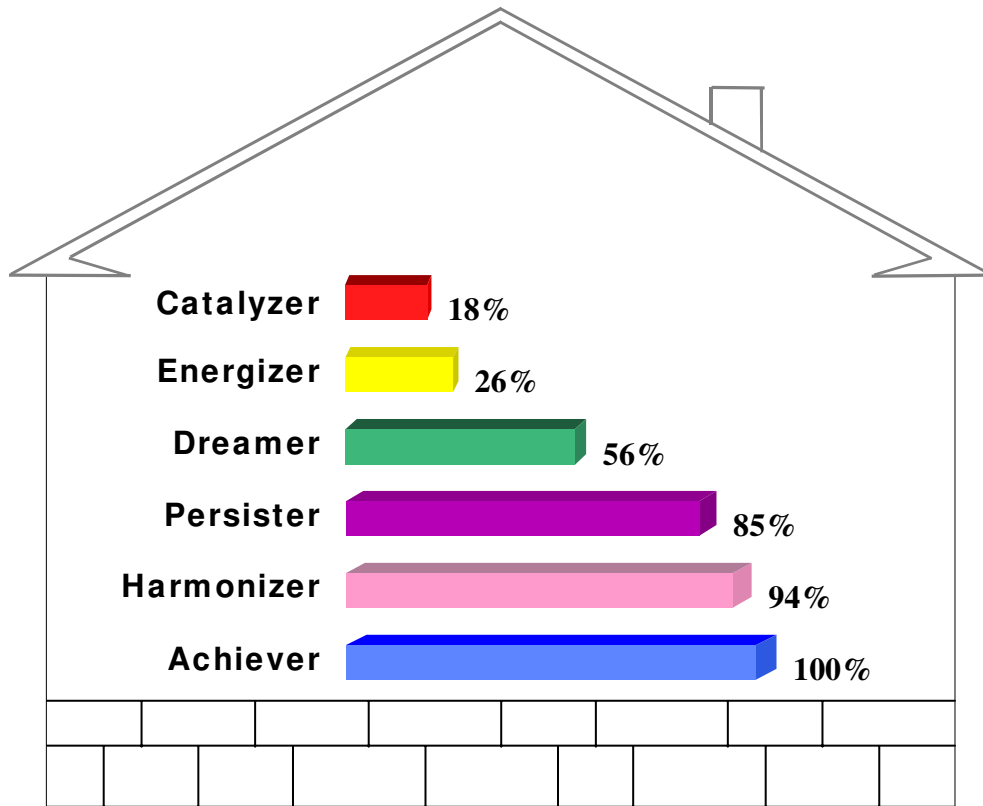
If you move from your Foundation to a Phase and then are drawn to develop even the next floor in your Personality Structure, you retain the abilities of your Foundation and those of what was your Phase. This "completed" Phase will show a value of 100% and is called a Stage. The next floor above it will now be your new Phase, which will provide new motivation and in which you will now develop your gifts and abilities.

Those parts that have relatively little energy and/or are likely to develop later in your life or not at all are in the top part of your Personality Structure. You may think of them as being in the "Attic", seldom used and hard to reach. When encountering tasks and people that require the traits of your "Attic", you will experience the most expenditure of energy, the greatest stretch, and the potential for fatigue and burnout. You may push up into your Attic floor to use the abilities housed there, but it is with considerable effort and, sometimes, awkwardness.

The lengths of the bar graphs and the percentages beside them represent the amount of energy available in, or relative strength of, each personality part. This unique feature of Dr. Kahler's *Process Communications Model*® allows you to assess not only current strengths and needs, but also to predict what strengths and needs are likely to develop in the future. Because it describes relative weakness as well as strengths, it will help you to predict and understand that certain tasks and certain relationships will naturally take much more effort than others. Our life goal is not to fill out each bar or get 100% for each part. It is to become all that we were designed to be while appreciating the unique gifting and design of others.



## Your Personality Structure



### PERSONALITY STRENGTHS\*

#### Achiever Strengths



At the bedrock of your personality structure is an organized, logical and analytical Achiever part. You gather data, sort facts, categorize and solve problems in a clear-thinking manner. Your Achiever part first asks, "Does it make sense?" You have the ability to set goals, collect the relevant information, initiate schedules and procedures, follow through and complete projects for which you have taken on responsibility. You are methodical and able to put off immediate gratification for an optimal final outcome. When you agree to take on a task, whether great or small, you are faithful to complete it to the best of your ability. You can lead others as an example of how to set high goals and consistently move toward them in a step-wise fashion.

\* If you compare your "Personality Structure" with others, you will discover that some have lots of energy in one or two parts while others have strength in three, four, five or even six. This is also "by design". And those of us who are specialists, with one or two areas of gifting and interest, are no less valuable, developed or mature than those who are "generalists", having a broader range of skill, talent and interests. Our goal is to fully use what we have been given as servants in the Kingdom.





You're reliable, responsible, and thorough in whatever you have taken on. This allows those you love to feel safe, secure, and taken care of. You are a diligent worker and show your love by providing for those for whom you have taken responsibility. You respect people who are fair and honest and demand respect for those same qualities. As long as your observant and critical eye does not take on a negative, perfectionistic or superior quality, you can exhort others to higher self-expectation than they may have for themselves. You can be incisive and blunt when called for, and sometimes when not.

In a world of apparent confusion and chaos, you have the ability to stick with the facts, focus on what is accurate and makes sense, and move toward worthwhile goals in a stepwise and methodical fashion. You may have a keen interest in apologetics, Bible history or the finer points of Christian doctrine and may enjoy debating these issues with those of a similar personality bent. You consider a disciplined study and thoughtful understanding of the scripture to be an essential part of your faith. With so much work to be done in the Kingdom, your focus, initiative, follow-through and commitment to the truth are invaluable assets and a key to your areas of contribution in the Kingdom of God

### DEVELOPING STRENGTHS

Because you have developed your skills and arranged your life and circumstances to meet the needs of your basic, or foundational, Achiever part, your currently developing Harmonizer part is likely to be the one that you are most aware of at this time in your life. You may be experiencing the longings and desires of your Harmonizer part, unconditional love and acceptance as a unique and special person

The extent to which you identify with the strengths and needs associated with this part will be determined by the extent to which it has already developed in you. If you have less than 50% or 60% energy in this part, as indicated in your Personality Structure graph, you may only be beginning to experience the longings and developing strengths associated with that part. If you have significantly more energy in that part, it may be very familiar to you and the associated strength may seem a natural part of who you understand yourself to be.

In order to move toward fulfillment and avoid distress and negative behaviors, you will need to plan for and exercise the strengths of your **Harmonizer** part and experience the unique and special rewards that accompany exercising these developing abilities, talents and gifts.

### YOUR VIEWPOINT

The term "Viewpoint" is used to describe the unique way or perspective from which each of the six personality parts views the world. Your strongest Viewpoint will be that of the first and most fully developed part, the bottom floor of your Personality Structure. As other parts develop, you may increase in your ability to see things from a different point of view, but your first will always be your strongest and most natural. Viewpoint is extremely important because most communications difficulties that arise seem to be based in a lack of understanding and appreciation for how those different from us see and evaluate their worlds.



## Achiever Viewpoint: Thoughts



Through the eyes of your strongest, Achiever part you have always viewed the world through the windows of that floor of your Personality Structure. Even though you may have developed other perspectives as you developed other parts of your personality or as you passed through other stages in your life, your Achiever Viewpoint remains the primary grid through which you view the world. You lead with your well-developed intellect, **thinking** that if everyone would just get the facts and sort them out in a logical way, there would be few remaining problems. You are objective and analytical. You tend to rely on your senses for gathering the information upon which you base your conclusions. Most typically a sequential thinker, couching things in "if then," "cause and effect" terms, you are no stranger to lists. Your energy is aimed at getting THE right answer to any problem or question.

## Catalyzer Attic Blindspots



In addition to certain advantages of your own style and preference for perceiving, you have "Blindspots" which are represented by the Attic floors of your Personality Structure. These areas, like other attics, are seldom visited, require considerable effort to enter and take even more effort to remain in for an extended period of time. Attics often contain valuable assets that, though infrequently used, are essential for maintaining a complete household.

Your only Attic is comprised of the Catalyzer floor of your Personality Structure. You may experience considerable distress, fatigue, and difficulty if required in particular tasks or relationships to consistently **act**, identifying opportunity and moving quickly and decisively under your own initiative in an atmosphere "electric" with excitement and potential risk.

## MOTIVATORS

### Harmonizer Motivators



While in the process of developing your Harmonizer part, you will hunger for relationships. You will seek interactions in which you feel special, unique, valued and unconditionally loved by others. At this time in your life you may be especially sensitive to God's unconditional love and acceptance of you, feeling chosen by God because He loved you for who He made you to be, not just because He plans to use you in some way. In every aspect of your life, this need to care for others and be cared for will motivate you into relationships where you can share the love of Christ through your sensitive, compassionate and accepting heart.

In addition to nurturing others, you will need to nurture yourself. By pampering your senses of sight, smell, touch, taste, and sound, you can recharge your batteries, making yourself available again to give to others. A warm atmosphere, cozy chair, soft colors, relaxing music, and pleasant aromas may all add to filling this need for sensory enjoyment.



## Achiever Motivators



You will always retain to a large degree the longings and needs of your foundational Achiever part. This basic, God-given, motivational structure will be expressed in your ongoing need for productive work and predictable time schedules. Planning, organizing and completing meaningful tasks or projects will remain a priority for you. Recognition for a job well done by someone you respect and admire can be an excellent motivator, although you certainly have the ability to work for long periods of time motivated only by your need to be responsible and do your best. If these basic needs are not met, you may suffer severe distress. Resting in the assurance of God's perfect timing, His unalterable plan and His guaranteed success is an important mainstay for you when everything else seems futile and out of control.



## YOUR DESIGN AT WORK

When your work calls upon your natural abilities and provides circumstances that naturally spark your interest and efforts, you will experience your work as motivating, satisfying, fulfilling and even fun. You will “enter into the joy of your Maker” as you experience yourself doing “good works” which were designed “beforehand” for you to do. According to your design, as measured by this inventory, situations with the following key elements are most likely to provide the satisfaction that comes from a perfect match of labor and laborer.

### SUBJECT MATTER

Subject matter refers to what you enjoy working with. This category can include concrete things, abstract ideas, people, data, or even experiences of your senses. The first table (Data \* People \* Things) shows the extent to which you prefer working with Data (both numbers and ideas), People (relationships of different degrees) and Things (physical objects or mechanisms).

#### DATA \* PEOPLE \* THINGS (DPT)



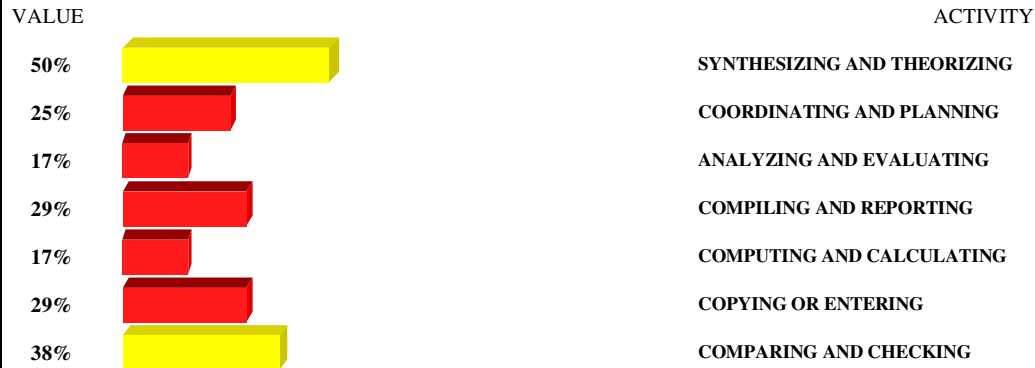
### ACTIVITIES

In addition to having a preference for working with certain Subject Matter -- either Data, People or Things -- in a general way, you will have specific strengths and interest in how you work with this Subject Matter. For example, you may generally enjoy and prefer to work in the context of personal relationships, dealing with People. You may prefer to work with people by providing personal services or as a mentor or counselor. “People” would be the generally preferred Subject Matter but a specific Activity would be serving or mentoring, respectively. It is helpful to know both the general Subject Matter and specific Activities for choosing a mission or area of service in which you might experience joy and satisfaction as your gifts are most effectively used by God.

In the three tables below, the Subject Matter (Data, People and Things) is broken down into specific Activities. Compare the relative strengths of the various Activities within each category of Subject Matter to begin getting ideas of the kinds of activities you are likely to enjoy and feel most effective.



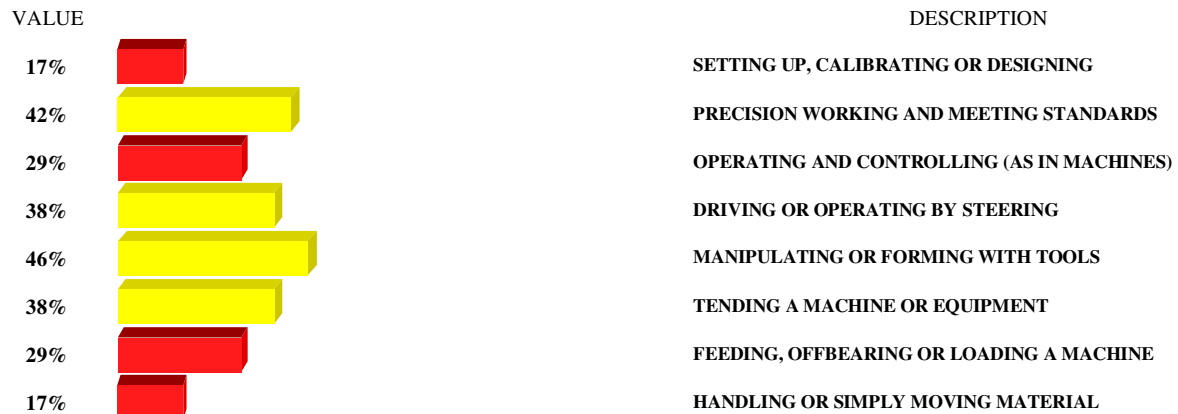
### DATA (Numbers and ideas)



### PEOPLE



### THINGS





## ABILITIES

Your abilities spring out of the Personality Strengths that were described earlier in this profile. Below is a list and description of several more specific strengths that have been extrapolated from your answers on the profile instrument. As you recall activities and work situations in which you experienced a “good fit” between you and your work, consider the extent to which you called upon and utilized these particular abilities.

1. Based on your responses on the inventory, you appear to have special ability and significant interest in the general area of Developing, especially by:

- improving, fine tuning and making something that already exists better
- clarifying or refining a process, product or idea by working through the detail and making it more succinct, specific, descriptive, etc
- improving an idea, concept or design by expanding, extending or adding to the scope of it

2. You also appear to have special ability and significant interest in the general area of Conceptualizing, especially by:

- working things out by first going through the steps or processes in your mind
- using mental pictures or images to actually “seeing in your mind’s eye” as a way of understanding an idea, process or concept
- coming up with a theory or hypothesis to explain or understand something
- bringing together, either physically or conceptually, an various things or ideas to make something new
- coming up with an idea or concept in order to explain or understand something

3. In addition to Developing and Conceptualizing, you appear to have special ability and significant interest in the general area of Producing, especially by:

- making useful articles or crafts items with your hands
- using raw building materials to construct something physically
- molding, forming and shaping materials with tools to make something
- assembling pieces or materials to fabricate or make something new

## SETTING

The term “Setting” is used to describe not only the physical environment in which you might best express your design, but also the emotional, intellectual and ethical milieu that will support your best efforts. It will include expectations, rules (or lack thereof) and many other aspects that make up the general climate of your work situation.

The setting that best unleashes your gifting will be one that will include: an interactive social opportunity, on a team or close working relationships in an amiable environment, a comfortable working area that feels warm and perhaps has a personal touch, flexible structure, and a place that provides appreciation of who you are at a personal level. You are triggered into action by someone’s needs or discomforts.



The physical environment that might suit you best could be: cozy, soft, and nest-like with plants, family pictures, pleasant smells, soothing music, soft colors, comfortable furniture.

### RELATIONSHIPS

Another important determiner of satisfaction is the types of relationships that you experience in your work setting. Each of us prefers to work in certain types of relationships with our coworkers and supervisors better than in other types of relationships. The following paragraph will describe the type of leadership or supervision under which you will work most productively and comfortably.

The leadership style that you respond to best is one in which the person is valued over the task. The supervisor that fits you best is one that fosters a sense of belonging in others by interacting in a nurturing and accepting way knowing that when people feel good about themselves they do better.



## YOUR LIFE TIPS



### ACHIEVER - TIPS FOR CONNECTING

- Your personal profile reveals that your core strengths include being responsible, logical and organized.
- You will tend to see the world through thinking and logic.
- You value facts, accurate data and clear information.
- People will often look to you for answers and clear thinking.
- You have a knack for weighing all the information and drawing logical conclusions.



### HARMONIZER - TIPS FOR MOTIVATING

- You are personally motivated when affirmed as a person, not just acknowledged for what you do.
- Relationships, family, friends, etc., are very important to you.
- You value nurturing and caring for others.
- Appropriate, meaningful touch is important to you.
- To be comfortable in a group setting, you desire lots of reassurance from those around you.
- You enjoy making your surroundings feel warm and inviting. Warm colors, good smells, soft lighting, pleasant decorations, and comfortable furnishings are all things you naturally arrange.



### HARMONIZER – POTENTIAL PITFALLS

- A likely pitfall of yours is to feel that things are going so well, something bad is bound to happen.
- Under pressure, you will tend to over commit in an effort to please others.
- If you are overloaded, you likely will begin to experience self-doubt, laugh at yourself inappropriately, or make careless errors which can set you up for criticism from others.
- You may substitute sadness for feelings of anger when anger is the appropriate response.



Date

Name

Address

City, State, Zip Code

Dear Name,

Thank you so much for your interest in the [Position Title] at [Church]. I enjoyed visiting with you by phone a couple of weeks ago and was blessed by the level of open and honest communication we had. It was a privilege getting to know you a little better.

As you know, many variables enter into making a tough decision such as this. A lot of those variables that come into play have nothing to do with the candidate and everything to do with our particular church — with our needs and our weaknesses. We have prayed that God would direct through this process in finding the best fit between our applicant's qualifications and the church's needs.

I am well aware that you have placed an enormous trust in us to be good stewards of what God has entrusted into our mutual care. So after much prayer and consideration, I do not believe this would be a good fit and have decided to pursue other candidates.

I deeply appreciate the sacrifice and time you have invested to pray and consider this ministry and am humbled by the process. In closing this particular door, I trust that God will continue to direct you to the place He has for you. Be assured that you are in our prayers as you continue to pursue God's best. May God continue to richly bless you in the future.

Sincerely,

[Staff Member Name]

[Staff Member Title]