

XPastor **Strengths** **Indicator**

***See your
church leadership
strengths and limitations***



David Fletcher

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**Over 4,600 church leaders have taken the Indicator.
Take the XPastor Strengths Indicator to learn more.**



Introduction

The XPastor Strengths Indicator has 5 scales that show your strengths and limitations as a church leader. The scales are Mentor, Administrator, Catalyst, Relational and Overseer.

We all have various levels of strengths in each area. Just like you have a dominant left or right hand, so you have God-given strengths in your leadership style.

What are your strengths?

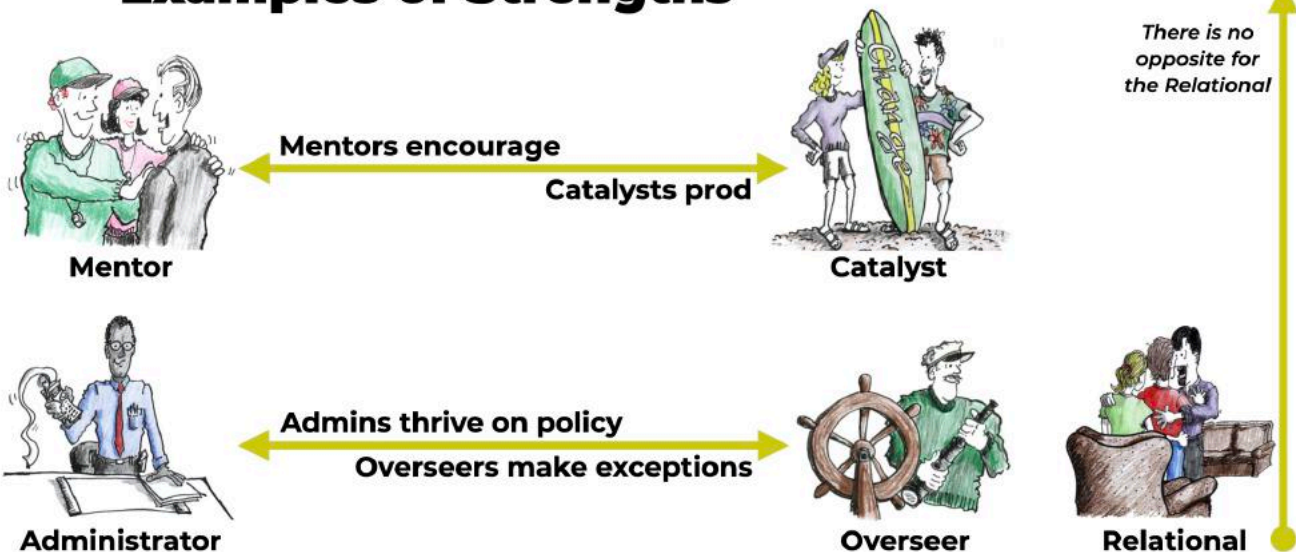
How will you shore up your limitations?

The strengths are called Sunlight, the things that we do well. The Shadow is our limitations, the things that come harder for us.

Using your Shadow is like being left handed and signing a check with your right hand. We all use our Shadow, but we may not do those things well. The Shadow is not evil or something to be judged in a moral sense. The Shadow is a part of our limitations.

Four of the scales are on continuums. The Mentors and Catalysts are on one continuum, and the Administrators and Overseers are on another. There is no opposite for the Relational—the sky's the limit in loving others! Here is one area of differences in the continuums:

Examples of Strengths



**You can be a strong Mentor or Catalyst—but not strong in both
You can be a strong Administrator or Overseer—but not strong in both**

Mentor



Mentors

Mentors are people who like to come alongside of you and develop you to be your best. They hone who you are, fanning the flame of your ability. Mentors build into you and help you realize your potential. They coach and guide you to help you discover your whole self. As trusted allies, they are friendly faces who encourage you to grow, develop and change.

Those with the Mentor People Pattern love to develop others. They come alongside others, helping to hone their gifts and abilities. The Mentor models a better way of doing things. They fan the flame of ability in the other person, training and personally developing them. Mentors love to realize the potential of others. A typical approach for them is to hone methods or people. They build into people and so bring personal growth. They empower and motivate others. They talk about life with a personal application. Mentors have a highly personal dimension in their words, conveying value for each person as an important part of the team. Mentors bring a personal dimension to tasks. They lead based on their personal integrity and can be firm, but quiet, leaders. Mentors live out their ideals and in so doing, they demonstrate their values. The Mentor is a wonderful friend who will speak into your life. Let us see a few people from history to better understand the Mentor pattern.

The Original Mentor

About three thousand years ago, Homer wrote two insightful stories about life and death, war and peace, honor and shame. In those stories was a man named Mentor. The great man Odysseus left for the Trojan war, sailing off with his fleet of ships. He left his trusted friend, Mentor, both in charge of his palace and as a guide to his young son, Telemachus. Mentor came alongside of Telemachus, advising and coaching him. As a trusted ally, Mentor was a friendly face who encouraged Telemachus to grow and develop.

French writer François Fénelon used the name Mentor and the word became identified with the activity of coaching, guiding and advising. In the modern world, many use the word mentor as a counselor or guide who is generally more experienced in some aspect of business life. Mentors give advice on how to do well in business and advance one's career.

Francis Ford Coppola went to his mentor, Roger Corman, and asked if he should shoot the film, *Apocalypse Now* on location in the Philippines. Corman was a good selection for a mentor, especially for this question, as he had shot several films in the Philippines. The reported two-word bit of mentoring from Corman to Coppola was, *Don't go*. Yet, Coppola went to the Philippines and had huge problems. Mentors have sage advice that should be heeded!

Dwight Eisenhower

Dwight D. Eisenhower showed the Mentor Pattern in his military career and presidential life. He empowered and encouraged others to act and accomplish the established plan and vision.

People with the Mentor Pattern are trusted allies. They are friendly faces who encourage and exhort. Eisenhower had a strong agenda—to win the war. But he needed to work with the British leaders, as well as his own generals, to win their support for his plans. One person said:

Eisenhower's post called for a combination of tact and resolution, for an ability to get along with people and yet maintain his own position as the leader of the Allied forces.

Eisenhower said:

I would rather try to persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone ... Leadership is the art of getting someone else to do something you want done because he wants to do it.

Leaders with the Mentor Pattern not only select excellent subordinates but they provide an environment where subordinates can flourish in their giftedness—allowing them to perform at their highest capacity.

Eisenhower was such a *builder into people* that partisan politics were distant from him. Both the Republicans and the Democrats wanted him as their presidential candidate in 1952. People with the Mentor Pattern may not come across as conventional political leaders. Eisenhower said:

The best morale exists when you never hear the word mentioned. When you hear a lot of talk about it, it's usually lousy ... The supreme quality for leadership is unquestionably

integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.

Eisenhower trusted his well-made people over his well-made plans. The Oxford Companion to Military History says about Eisenhower:

The key word here is 'manage'; he was not a 'hands on' president, but one who delegated authority and insisted that his staff should bring only matters of the highest political importance to his personal attention.

Eisenhower used his Mentor Pattern whether as a General or a President—building into people and empowering them to act.

Indira Gandhi

Politics is about leading a nation and yet the Mentor desires to develop individuals. There can be a tension point! Indira Gandhi was the Prime Minister of India and her words speak to individuals reaching their potential:

*Anger is never without an argument, but seldom with a good one ...
People tend to forget their duties but remember their rights.*

Each quote speaks to the individual, to the potential that each person can rise to. A wonderful quote that summarizes her Mentor spirit is set in the context of leadership and possibly the political enterprise:

I suppose leadership at one time meant muscles; but today it means getting along with people.

Even in her wondering about a possible death by an assassin, she focused on the assassin, not her death. She challenges the world to think of her assassin's thoughts, not the act of her dying:

If I die a violent death, as some fear and a few are plotting, I know that the violence will be in the thought and the action of the assassins, not in my dying.

Her words as a Mentor motivate us to look for future peace and not the violence of her death.

Jesus

In the life and teaching of Jesus, there are examples of the Mentor Pattern. He teaches his disciples, using the word *show*:

I will show you what he is like who comes to me and hears my words and puts them into practice. He is like a man building a house, who dug down deep and laid the foundation on rock. When a flood came, the torrent struck that house but could not shake it, because it was well built.

Mentors come alongside of us and often teach by showing examples of possible actions. They tell a story with several possible endings, often giving the various endings for our enrichment. It is by following their advice that we learn skillful living and how to navigate the issues of life.

And in John 13 Jesus says:

I have set you an example that you should do as I have done for you. I tell you the truth, no servant is greater than his master, nor is a messenger greater than the one who sent him. Now that you know these things, you will be blessed if you do them.

Mentors model a better way of living, through stories and personal example. Using the Mentor Pattern, Jesus transformed his followers from servants to friends.

Mentors love to fan the flame of your ability. They coach and guide you to be your best. They are friendly faces who encourage you to discover yourself and live up to your potential.

Exercise & Next Steps

To easily see some of the major points of your Mentor Pattern, check the boxes that contain the words or phrases that are a firm yes about how you interact with others:

- Develop
- Come alongside
- Hone
- Model
- Fan the flame
- Train
- Personal development
- Realize potential
- Build
- Grow

This will give you a simple way to remember some of the details of your pattern and be able to share it with others. Consider these action steps:

- What friends, family members or co-workers are also Mentors?
- How can you express to others the strengths that you bring as a Mentor?
- Consider how your Sunlight in the Mentor Pattern shows your interdependence on people with other Patterns. How do you need the Patterns of other people to bring wholeness into your life and work?

Administrator



Administrator

Administrators help establish the plan and then follow it as it is laid out. They like policy and structure, and are good with details and budgets. Administrators focus on management and tend to be averse to taking risks. They are good with procedures and like to follow the rules.

Individuals with the Administrator People Pattern love details and policy. If there is a plan that can be followed, these folks want to stick to it. Whether it is time or money, budgeting is important. The Administrator is structured in living life, assessing needs and using the right tactics to successfully manage life. They like to implement their plans and follow time-proven procedures, if possible.

A mantra could be, *don't break the rules*, because they were created for a good purpose and give structure to an unstructured world. They see that God is in the details. Administrators dislike creating precedents. They have an inner sense of rules, policy and law. Administrators may not always share those rules with others—until the rules are broken! This doesn't mean the Administrators follow the rules of other people, they can define their own sense of conventionality. People with the Administrator Pattern like to treat others fairly and see that others are working in the right area for their abilities and education.

To understand the Administrator Pattern, let's look at some historical figures.

Nehemiah

Nehemiah was an attendant to King Artaxerxes in Persia in about 450 B.C. The capital city was Susa, about 150 miles east of the Tigris River, now in Iran.

After getting the report about the serious problems back home in Judah, Nehemiah requested a leave of absence from the king. He asked to rebuild the city and walls. The king gave permission for wood from the king's forest to be used and made Nehemiah a governor for the area. The king provided an escort for Nehemiah, along with letters of transit to all of the leaders of the provinces along his route.

Nehemiah was risk averse. He was not just cautious about approaching the king, but exceedingly cautious. Further, he had a tactical plan about what to do about rebuilding the city when the king asked him.

Nehemiah was a genius with details and tactics. He had an amazing grasp on how to assess needs and use the right tactics to implement his plan. He handled money, volunteer workers, and enemies well. He enforced the religious rules of his day. Nehemiah believed that the law of Moses was created for a good purpose, giving structure to the world of their day, and should not be broken. Nehemiah gave every evidence of the Administrator People Pattern.

Lyndon Johnson

A master tactician was Lyndon Johnson, who exemplified the Administrator Pattern. Johnson lived in the details of both the legislation and the legislators in the Senate. As one of the youngest leaders ever in the Senate, he was the Democratic whip and then majority leader. He built consensus through *methods both tactful and ruthless*.

Robert A. Caro is a noted biographer of Johnson and writes in his book, *Master of the Senate*:

How he manipulated the Senate's hallowed rules and customs and the weaknesses and strengths of his colleagues to change the 'unchangeable' Senate from a loose confederation of sovereign senators to a whirring legislative machine under his own iron-fisted control.

People with the Administrator Pattern can master rules of an organization. Things changed when President Kennedy was assassinated and he assumed the office. Johnson resumed his attention to detail and the legislative process. He was able to pass significant legislation with the Civil Rights Act and the Voting Rights Act. He could handle the details of the legislative process, but could not transfer that to international policy.

Lyndon Johnson was most effective when he was pushing legislation through Congress. His ability to grasp details and tactics was superb. This is typical of people with the Administrator Pattern. They know how to master the rules of an organization and follow the established plan.

Jesus

Even when it comes to paying taxes, Jesus knows how to follow the rules. In Luke 20 it says:

The spies questioned Jesus: Is it right for us to pay taxes to Caesar or not?

*He saw through their duplicity: Show me a denarius. Whose portrait is on it?
Caesar's, they replied.
He said to them: Then give to Caesar what is Caesar's, and to God what is God's.*

Administrators know how to follow the rules, even when they are not a part of that rule system. Tactics are vital to avoid a problem and keep the larger vision on track. Jesus used both the rules and tactics to not become absorbed in the tax problem.

In his Sermon on the Mount, Matthew 6 records:

Do not think that I have come to abolish the Law or the Prophets; I have not come to abolish them but to fulfill them.

Administrators are good with detail and following the rules. In this passage, Jesus affirms that he knows the law. The law must be fulfilled, all of it, down to the smallest letter. This is the joy of the Administrator Pattern, to follow and fulfill a good rule, a good policy, a good procedure. Why change something that is good, unless there is even something better to replace it? What could be better than fulfilling the law of Moses and giving in its place the law of Love?

Exercise & Next Steps

To easily see some of the major points of your Administrator Pattern, check the boxes that contain the words or phrases that are a firm yes about how you interact with others:

- Details
- Policy
- Follow the plan
- Budget
- Structured
- Assess
- Tactics
- Implement
- Procedures
- Don't break the rules

This will give you a simple way to remember some of the details of your pattern and be able to share it with others. Consider these action steps:

- What friends, family members or co-workers have the Administrator Pattern?
- How can you express to others the strengths that you bring as an Administrator?
- Consider how your Sunlight in the Administrator Pattern shows your interdependence on people with other Patterns. How do you need the Patterns of other people to bring wholeness into your life and work?

Catalyst



Catalyst

Catalysts are people who will challenge you, and so take you to new ground. They innovate and experiment in life, motivating you to change. Catalysts seem to light fires under people, spurring them on to unconventional or entirely new methods. They can be revolutionary, stirring people to action. As trusted critics, we know their words are speaking truth as they speed up change in our lives.

People with the Catalyst Pattern love to challenge others to take new ground or explore new areas of their lives and world. They prize innovation and experimentation in life. The Catalysts enjoy lighting fires in people's lives, or under people, to motivate them. These folks understand how to shift paradigms in people's thinking.

They prize launching people's potential, spurring others on for great change. Catalysts can be unorthodox and risk takers. They enjoy being on the cutting edge. They thrive on bringing new methods to solve existing problems.

Catalysts easily disregard precedents. They can easily change an environment to foster growth and change. Some people may take twelve months to instigate a change in their lives, while the Catalysts will do the same in four weeks. People with the Catalyst Pattern have a unique ability to rustle others to find that inner motivation. The word rustle is an excellent word for this process. It comes from Middle English and has one meaning of *to act or move with great energy and forthrightness*. That is the Catalyst and what can make them exciting to be around!

To see more of the Catalysts, let's look at some men and women from history.

Clara Barton

Clara Barton founded the American Red Cross and lived an amazing life in the 1800s. In the Red Cross' biography about Clara, they use words and themes typical of Catalysts:

As a pioneer, she began teaching school at a time when most teachers were men.

Clara Barton said:

I have an almost complete disregard of precedent, and a faith in the possibility of something better. It irritates me to be told how things have always been done. I defy the tyranny of precedent. I go for anything new that might improve the past.

With the spirit of a Catalyst, she disregarded precedent, searching for better ways to help and serve.

While it may seem minor by today's standards, Barton was the first woman to become a clerk in the United States Patent Office. Barton would say of herself:

The door that nobody else will go in at, seems always to swing open widely for me.

With the beginnings of the Civil War, she saw wounded and confused soldiers. She collected, stored and distributed medical supplies, food and clothing. She saw the need of the wounded from the First Battle of Bull Run in Virginia and took action.

Catalysts are risk takers and unorthodox, experimenting with new methods for existing problems. Clara Barton had the Catalyst with Relational Pattern. There is the ability to innovate and create new solutions to help with the problems of the soldiers around her.

Barton was not content to help the soldiers from the safety of a distant city. Following the battle of Cedar Mountain in northern Virginia in August 1862, she appeared at a field hospital at midnight with a wagon-load of supplies drawn by a four-mule team. The surgeon on duty, overwhelmed by the human disaster surrounding him, wrote later:

I thought that night if heaven ever sent out a holy angel, she must be one—her assistance was so timely.

After this she was known as the *Angel of the Battlefield*. Barton says of one harrowing and near-death experience:

A ball had passed between my body and the right arm which supported him, cutting through the sleeve and passing through his chest from shoulder to shoulder. There was no more to be done for him and I left him to his rest. I have never mended that hole in my sleeve. I wonder if a soldier ever does mend a bullet hole in his coat?

The soldier that she was carrying died in her arms, the ball going through him as she held him. Catalysts are risk-takers, doing whatever it takes!

Wherever Catalysts go, they are at the forefront of innovation and change. People with the Catalyst Pattern love to challenge others. They explore new areas of their lives and world. Barton said:

Everybody's business is nobody's business, and nobody's business is my business.

The Catalysts love to light fires and motivate others. Unorthodox to the max, the Catalyst Pattern people find that *nobody's business is my business*.

Jesus

Jesus at many times demonstrates the Catalyst Pattern. He was an expert in lighting fires under people and challenging others. In Luke 11 he says:

He who is not with me is against me, and he who does not gather with me, scatters.

And in Luke 6:

Love your enemies, do good to those who hate you, bless those who curse you, pray for those who mistreat you. Do to others as you would have them do to you.

Catalysts love to shift paradigms in people's thinking. Jesus in this passage spurs his listeners on to new heights never considered in human history.

People with the Catalyst Pattern are also trusted critics. Jesus shows this side of himself in Luke 22:

Peter, before the rooster crows today, you will deny three times that you know me.

Jesus, as a trusted critic of Peter, does not mince any words. In a straightforward manner, Jesus gives the brutal truth to Peter—this is what trusted critics do! Jesus shows many traits of the Catalyst Pattern. He is bold and aggressive, calling his listeners to new paradigms in thinking. He lights fires under others and is a trusted critic. Those Catalysts prize launching people's potential! They spur others on for great change.

John F. Kennedy

The Presidency of John F. Kennedy shows a Catalyst Pattern. As a Catalyst he was an innovator. In his acceptance speech, Kennedy showed the Catalyst Pattern. He said:

We stand on the edge of a New Frontier.

This is the phrase of a Catalyst! For the rest of his presidency, the phrase *New Frontier* was a Kennedy moniker. His Catalyst Pattern is seen again in his inaugural address. Kennedy delivered his famous line:

Ask not what your country can do for you, ask what you can do for your country.

This is another Catalyst phrase! He is calling his listeners to a new paradigm, a new way of thinking about their country.

What Kennedy did do was light fires under others. His call in 1961 to land a man on the Moon by the end of the decade was a prime example of this. He ignited popular support for the space program. He promised new technology to achieve his desire of sending a man to the Moon—and Catalysts love using technology to achieve their goals.

In 1962, the Catalyst Pattern President faced the Cuban missile crisis. Russian missiles had been discovered just minutes away, minutes in rocket flight-time, from the American shore. Kennedy responded as a Catalyst with a bold move to impose a full naval blockage on Cuba and to demand that the Soviet Union remove the nuclear missiles from Cuba. Catalysts are bold and spur others on to great change. This was a game of nuclear brinkmanship, which a Catalyst Pattern person could play with excellence.

As a Catalyst, Kennedy called the youth of the nation to join the Peace Corp. Kennedy left a legacy as an inspiring Catalyst Pattern. He called America, and the world, to think in new paradigms.

Exercise & Next Steps

To easily see some of the major points of your Catalyst Pattern, check the boxes that contain the words or phrases that are a firm yes about how you interact with others:

- Challenge
- Take to new ground
- Innovate
- Experiment
- Light the fire
- Motivate
- Paradigm shifts
- Launch potential
- Spur
- Change

This will give you a simple way to remember some of the details of your pattern and be able to share it with others. Consider these action steps:

- What friends, family members or co-workers are also Catalysts?
- How can you express to others the strengths that you bring as a Catalyst?
- Consider how your Sunlight in the Catalyst Pattern shows your interdependence on people with other Patterns. How do you need the Patterns of other people to bring wholeness into your life and work?

Relational



Relational

Relationals are motivated by harmony and see the team as crucial. They want people to be whole and healthy, and so are good team builders. Relationals highly value grace and mercy, and can be quite loving and warm. People deeply matter to them. Decisions are guided by deep-seated values and personal connections to others.

Those with a Relational People Pattern understand that their team is crucial and that happy relationships are the key to a successful life. They are graceful people, both in giving grace and creating it in others. The Relational Pattern helps people be whole and healthy. Whether said or not, their mantras are *I care for you* and *of course I have time to help you*. People and people-values are supremely important for these personable Relationals.

Motivated by harmony, these folks are great team builders. They bring a high moral tone to work and family issues, often with a crusade and moral imperative. They have an over-arching drive for peace and harmony. People with the Relational Pattern value cooperation and it can be extremely taxing for them to fire people or end relationships.

To better understand the Relational Pattern, let's look at men and women from history.

Princess Diana

When one reads the quotes, comments and speeches of Princess Diana, the Relational People Pattern is evident. Diana often said:

I wear my heart on my sleeve.

I don't go by the rule book ... I lead from the heart, not the head.

I am not a political figure, nor do I want to be one; but I come with my heart.

The decisions of the Relational Pattern are guided by deep-seated values and personal connections to others. This is often called *heart*. Relationals want to help others be whole and healthy. Diana said:

Everyone needs to be valued. Everyone has the potential to give something back ... I'd like people to think of me as someone who cares about them.

Decisions for Relational people are guided by deep-seated values and personal connections to others. Diana put her care into action. She was not content to merely speak about love, care and concern. She was impelled by an inner force to put her words into actions:

I remember when I used to sit on hospital beds and hold people's hands, people used to be shocked because they'd never seen this before. To me it was quite normal.

They often have a high moral tone, crusading with a moral imperative. People and people-values are supremely important for these personable Relational Patterns. Their world is structured around people and harmony with others. Diana said:

When you are happy you can forgive a great deal.

For a Relational, harmony is vital in their lives. The lack of harmony brings a deep sense of confusion and conflict into life. They have an over-arching drive for peace and cooperation in human spirit.

John, Paul and Jesus

The Relational Pattern has as its base the call to live in a higher plane, a moral and ethical plane of grace and peace. The apostle Paul said in I Corinthians 13:

Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not self-seeking, it is not easily angered. It always protects, always trusts, always hopes, always perseveres.

In wanting people to be whole and healthy, consider Paul's call to live in God's fullness in Galatians 5:

The fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control.

This is the supreme people-value: live a life that is full of love and patience. Live at a higher plane of harmony, living harmoniously with others. A prototypical Relational Pattern is John, often called the Apostle of Love. He says in I John:

Dear friends, let us love one another, for love comes from God. Everyone who loves has been born of God and knows God. Whoever does not love does not know God, because God is love.

People with the Relational Pattern begin with a stronger *ethical and moral antenna* than others. This doesn't make them better, just born with a higher propensity to tie into ethics and morals. They tell us of how the world could be and how we can work together for a common good.

The Relational Pattern has a component of team-building and harmony among people. In John 15, Jesus says:

Love each other as I have loved you. Greater love has no one than this, that he lay down his life for his friends. You are my friends if you do what I command. I no longer call you servants, because a servant does not know his master's business. Instead, I have called you friends, for everything that I learned from my Father I have made known to you.

Jesus gives his highest ethical imperative, to love each other as he loved them.

Jimmy Carter

Jimmy Carter styled himself as an outsider that could clean up Washington and not lie to the American people. Where Nixon had been perceived as a schemer, Carter would stand for integrity. Carter called for:

... a government that is as honest and decent and fair and competent and truthful and idealistic as are the American people.

In helping the nation be whole and healthy, Carter modeled emotional and spiritual health. He portrayed himself as an openly religious man, even calling himself *born again*, a new term for an American President.

Relationals are motivated by harmony and see the team as crucial, and so it is fitting that in his inaugural parade, Carter walked down Pennsylvania Avenue. His fireside chats were an authentic part of his persona, as were the radio call-in shows. As one person said:

Carter tried to set a high moral tone. He stressed human rights in international affairs and opposed 'pork barrel' legislation at home.

Relationals know the rightness of their crusade and the moral imperative in their agenda.

One feels when around Relationals that they convey *of course I have time to help you*. In 1978, Carter hosted thirteen days of negotiations with President Anwar Sadat of Egypt and Prime Minister Menachim Begin of Israel. This produced the Camp David Agreement, a framework for peace between Egypt and Israel. People with the Relational Pattern have an overarching drive for peace, going to superhuman lengths to bring people together.

Soon after leaving office, Jimmy Carter founded the Carter Center to work on a broad spectrum of human rights issues around the world, from third world countries to local issues:

Creating a world in which every man, woman, and child has the opportunity to enjoy good health and live in peace ... the Center's staff wage peace, fight disease, and build hope by both engaging with those at the highest levels of government and working side by side with poor and often forgotten people.

This is premier territory for the Relational Pattern. The goal is health and peace. The idealism of working with the *poor and often forgotten* is embraced in its vision.

Carter has never lost his Relational Pattern touch of caring for people. He and his wife have volunteered many summers helping build low-income housing with Habitat for Humanity. He also taught Sunday School for years in his local Baptist church.

People with the Relational Pattern are motivated by harmony, personal values and teamwork.

Exercise & Next Steps

To easily see some of the major points of your Relational Pattern, check the boxes that contain the words or phrases that are a firm yes about how you interact with others:

- Team is crucial
- Happy relationships are key
- Grace
- Help people be whole and healthy
- I care for you*
- Sure, I have time to help*
- People
- Personable
- Motivated by harmony
- Team builders

This will give you a simple way to remember some of the details of your pattern and be able to share it with others. Consider these action steps:

- What friends, family members or co-workers are also Relational Pattern people?
- How can you express to others the strengths that you bring with the Relational Pattern?
- Consider how your Sunlight in the Relational Pattern shows your interdependence on people with other Patterns. How do you need the Patterns of other people to bring wholeness into your life and work?

Overseer



Overseer

Overseers like to see the big picture. They work best with principles and concepts as their guiding force. Overseers prefer to work on strategy, aligning people with their right places to work. They think in terms of the vision and direction of things, tending to look at the horizon rather than at what is immediately in front of them.

The Overseer Pattern is about people who are constantly aware of their surroundings. They focus on the principles behind actions. While some folks don't like change, the Overseers allow for it as a healthy way to evolve and adapt to new circumstances—instead of following every iota of the rules, they tweak and bend the rules to fit their needs.

They marshal whatever resources they have for a project and readily delegate to others. Strategy is key for these folks, and they align others with the agreed upon vision. The Overseers create plans and vision. They look at the horizon to keep the vision set on *true north*.

To gain a better perspective on the Overseer, let's see some men and women from history.

Margaret Thatcher

Margaret Thatcher had a strong will and driving force in politics. Brian Walden on the BBC's *Westminster Hour* commented:

Her strong points were her iron will ... anything that required guts and will she could do for you. Anything that required sensitivity, she couldn't, she had none.

Margaret Thatcher was a tough woman, called the *Iron Lady*. Thatcher served longest as Prime Minister of Britain since 1827 and changed the course of that nation with her politics. Thatcher said:

To wear your heart on your sleeve isn't a very good plan; you should wear it inside, where it functions best.

Typical of Overseers, Thatcher could bend the rules. Overseers often see that their vision and philosophy are more important than every instance and situation. Thatcher said:

You don't tell deliberate lies, but sometimes you have to be evasive.

Thatcher used whatever tools she had at hand to bring her ideas and plans into reality. Overseers like to focus on the big picture. Thatcher said:

Why do you climb philosophical hills? Because they are worth climbing. There are no hills to go down unless you start from the top ... Economics are the method; the object is to change the soul.

Overseers love to think in terms of philosophy and vision. Thatcher was about changing an entire nation and changing the people in it.

Jesus

Jesus demonstrates the Overseer Pattern. He is aware of the big picture and focuses on principles behind his and others actions. In Luke 4, Jesus quotes from Isaiah:

The Spirit of the Lord is on me, because he has anointed me to preach good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to release the oppressed, to proclaim the year of the Lord's favor.

Here Jesus presents the big picture of his life—from good news to proclaiming God's favor. Overseers marshal their resources, keeping people focused on their tasks.

Ronald Reagan

People with the Overseer Pattern see the horizon, typified by the words of President Ronald Reagan:

While I take inspiration from the past, like most Americans, I live for the future.

While many Presidents talk in idealistic or even grandiose language, Reagan often focused on his core vision:

We've gone astray from first principles. We've lost sight of the rule that individual freedom and ingenuity are at the very core of everything that we've accomplished. Government's first duty is to protect the people, not run their lives.

Overseers think in terms of vision. Reagan had a folksy charm and ability to weave in everyday elements that reinforced his principles. Reagan said:

All great change in America begins at the dinner table. If we ever forget that we are One Nation Under God, then we will be a nation gone under. Within the covers of the Bible are the answers for all the problems men face.

Reagan had a firm faith in God. This faith comes out in many quotes. He does not just talk about the Supreme Deity but he also interweaves his vision:

There are no easy answers but there are simple answers. We must have the courage to do what we know is morally right. We are never defeated unless we give up on God ... Without God, democracy will not and cannot long endure.

It was Reagan the Overseer who brought together a collation of political ideologies for the *Reagan Revolution*. He said:

They called it the Reagan revolution. Well, I'll accept that, but for me it always seemed more like the great rediscovery, a rediscovery of our values and our common sense.

Overseers concentrate on vision, purpose and steering whatever organization they happen to be in.

Joseph, Jethro & Daniel

Joseph is one of the younger children of the biblical patriarch Jacob, the man who was later called Israel. Joseph was sold into slavery by his brothers, only to rise to a position of great prominence under Pharaoh in Egypt. In the book of Genesis Pharaoh says to Joseph:

You shall be in charge of my palace, and all my people are to submit to your orders. Only with respect to the throne will I be greater than you.'
He had him ride in a chariot as his second-in-command, and men shouted before him, 'Make way!' Thus he put him in charge of the whole land of Egypt.

Joseph is given the role of an Overseer to implement the dream that God gave to Pharaoh. There were to be seven years of plenty and then seven years of famine—and the Overseer would prepare the nation for that and prepare Pharaoh's treasury to sell grain in the famine at great profit.

Few people will know Jethro, the father-in-law to Moses. In Exodus 18, Moses is overworked and needs help:

When his father-in-law saw all that Moses was doing for the people, he said, 'What is this you are doing for the people? Why do you alone sit as judge, while all these people stand around you from morning till evening?'

Although Moses was the spiritual leader of the nation, he incorrectly concluded that he must make every judicial decision. Jethro recommends a delegation of authority to competent judges, allowing for complex cases to rise in the hierarchy. Jethro lays out an organized model of delegation, typical of what Overseers do.

The book of Daniel tells the story of a young man who was carried by an invading army, from Israel to Babylon. He became famous for interpreting dreams and was a prominent figure in the court of the Babylonians. In Daniel 2 it says:

The king said to Daniel, 'Surely your God is the God of gods and the Lord of kings and a revealer of mysteries.' He made him ruler over the entire province of Babylon and placed him in charge of all its wise men. Moreover, at Daniel's request the king appointed Shadrach, Meshach and Abednego administrators over the province of Babylon.

Daniel was placed in a high position and he immediately sought permission to have competent people to delegate to! Overseers like to align people into their best places for work. They love strategy and vision, directing a family or a business by delegating.

Exercise & Next Steps

To easily see some of the major points of your Overseer Pattern, check the boxes that contain the words or phrases that are a firm yes about how you interact with others:

- Big picture
- Principle
- Allow for change
- Marshal resources
- Strategic
- Align
- Vision
- Create
- Horizon looker
- Tweak the rules

This will give you a simple way to remember some of the details of your pattern and be able to share it with others. Consider these action steps:

- What friends, family members or co-workers are also Overseers?
- How can you express to others the strengths that you bring as an Overseer?
- Consider how your Sunlight in the Overseer Pattern shows your interdependence on people with other Patterns. How do you need the Patterns of other people to bring wholeness into your life and work?

Conclusion

Learn your strengths and limitations! Over 4,600 church leaders have taken the Indicator. Take the Strengths Indicator and see your areas. Get a 5-page report and a chart like one of these:

