



JOHNPEARSONASSOCIATES

**Experience God's Pleasure!** Board service can be immensely enjoyable. Honest! When board members leverage their spiritual gifts, their strengths, and their God-given social styles (analytical, driving, amiable, or expressive), they experience extraordinary fulfillment and joy. That's God's plan for us! If board service feels draining and debilitating for you, then consider another area of service "where your deep gladness and the world's deep hunger meet," as Frederick Buechner so aptly put it.

## The 4 Social Styles in the Boardroom: Leveraging the 3 Powerful S's

- ☑ **Spiritual Gifts**
- ☑ **Social Styles**
- ☑ **Strengths**

\*Read Lesson 11, "Thrive With Four Kingdom Values: Set a high standard for the board and the board members," in *More Lessons From the Nonprofit Boardroom: Effectiveness, Excellence, Elephants!* by Dan Busby and John Pearson

\*Read Lesson 11 online at:

<http://www.ecfa.org/Content/Thrive-With-Four-Kingdom-Values-MoreLessonsNP>

**NOTE!** The following notes for "Leveraging the 3 Powerful S's" were created by John Pearson for three board governance enrichment programs:

- M.J. Murdock Charitable Trust's Board Leadership & Development Program
- CCCA Thriving Boards: Growing Healthy, Effective Camp Boards—an initiative of Christian Camp & Conference Association
- Christian Ministry Advancement Ltd., a registered charity, incorporating the ministry of Christian Management Australia - <https://www.cma.net.au/>

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BOARD GOVERNANCE AND MANAGEMENT CONSULTANTS

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## **SESSION 5:**

# **Leveraging the 3 Powerful S's: Spiritual Gifts, Social Styles, Strengths**

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### **HEALTHY GOVERNANCE CHECKLIST**

CCCA Thriving Boards ♦ Growing Healthy, Effective Boards

#### **#5. ALL BOARD MEMBERS LEVERAGE THEIR “SWEET SPOTS” WHEN SERVING!**

- Board members understand board service as a holy calling—and experience joy when serving.
- The board leverages the spiritual gifts, social styles (or other model), and strengths of each other.
- Board members are students of the unique strengths and giftedness of their board chair and their CEO.
- The board chair, CEO and the senior team are students of the strengths and giftedness of all board members.

#### **IN THIS SESSION:**

- 1. Pop Quiz! Have you ever completed an assessment?
- 2. Imagination Moment! What if...every board member was empowered to leverage our unique sweet spots in our holy calling as board members? (The 3 Powerful S's)
- 3. Book/Online Assessment. **Spiritual Gifts:** The unique design and “wiring” given by God—*supernaturally*—to every believer so we accomplish His plan for our lives.
- 4. Book/Online Assessment. **Clifton StrengthsFinder®:** The 34 themes that describe what we *naturally* do best, per research by Gallup.
- 5. Book/Video: **Social Styles:** The easy-to-remember model for understanding our own behavior preferences—and that of others—in how we act, make decisions, and use our time.

**❑ 1. POP QUIZ! HAVE YOU EVER COMPLETED AN ASSESSMENT?**



**REMAIN STANDING IF...**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

**WHAT DID YOU OBSERVE IN THE ROOM ABOUT...**

- Myers-Briggs Type Indicator
- DiSC
- Enneagram
- Four Animal Types (Gary Smalley and John Trent)
- Personality Plus (Florence Littauer)
- Spirit-Controlled Temperaments (Tim LaHaye)
- StrengthsFinder
- Social Styles
- Birkman Personality Assessment
- Style of Influence®
- \_\_\_\_\_
- \_\_\_\_\_

Note: The Greek physician Hippocrates—perhaps—first suggested the four fundamental personality types: sanguine, choleric, melancholic, and phlegmatic. Most formulations include the possibility of mixtures among the types where an individual's personality types overlap and they share two or more temperaments. (Wikipedia)

**Frederick  
Buechner**

**“The place God calls you to  
is the place where your deep gladness  
and the world’s deep hunger meet.”<sup>1</sup>**

<sup>1</sup> Frederick Buechner is quoted in *Crafting a Rule of Life: An Invitation to a Well-Ordered Way*, by Stephen A. Macchia (Downers Grove, IL: InterVarsity Press, 2012), 54.

□ 2. IMAGINATION MOMENT! What if...every board member was empowered to leverage our unique sweet spots in our holy calling as board members?

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## THE 3 POWERFUL S'S

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### Spiritual Gifts

**BRUCE BUGBEE:**

“God has created and designed us with a purpose in mind. We are ‘wired’ to care about some things more than others. **We have been given spiritual gifts to competently accomplish ministry tasks.** We have also been designed with a personal style of relating to others and the world around us. We have been given a passion.”<sup>2</sup> *So...knowing all of that, what has God designed you for?*

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### Strengths

**TOM RATH:**

“...our studies indicate that people who do have the opportunity to focus on their strengths every day **are six times as likely to be engaged in their jobs** and more than three times as likely to report having an excellent quality of life in general.”<sup>3</sup>

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### Social Styles

**DON GERMAN:**

“Interpersonal Versatility is the third dimension to this system. This dimension is a measure of how others view your ability to adapt to different people and situations. **A key principle of understanding social styles is this: There is no good or bad style!**”<sup>4</sup>

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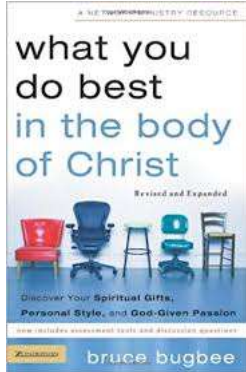
<sup>2</sup> Bruce Bugbee, *What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style, and God-Given Passion*, rev. ed., (Grand Rapids: MI: Zondervan, 2005), 15.

<sup>3</sup> Tom Rath, *StrengthsFinder 2.0* (New York: Gallup Press, 2007), iii.

<sup>4</sup> Don German, “How to Radically Improve Your Communication Skills by Knowing the Preferred ‘Social Style’ of Your Boss!” *Christian Management Report* (October 2005).

**□ 3. BOOK/ONLINE ASSESSMENT. SPIRITUAL GIFTS: The unique design and “wiring” given by God—supernaturally—to every believer so we accomplish His plan for our lives.**

## SPIRITUAL GIFTS



**□ BOOK: *What You Do Best in the Body of Christ: Discover Your Spiritual Gifts, Personal Style, and God-Given Passion***  
by Bruce Bugbee

This is the Spiritual Gifts 101 book. You can also read, of course, Romans 12, Ephesians 4 and many other New Testament chapters.

### SPIRITUAL GIFTS LIST

**□ LIST:** Bruce Bugbee's list of spiritual gifts (from the New Testament):

- |   |  |
|---|--|
| <input type="checkbox"/> Administration         | <input type="checkbox"/> Prophecy          |
| <input type="checkbox"/> Craftsmanship          | <input type="checkbox"/> Evangelism        |
| <input type="checkbox"/> Creative Communication | <input type="checkbox"/> Shepherding       |
| <input type="checkbox"/> Encouragement          | <input type="checkbox"/> Teaching          |
| <input type="checkbox"/> Faith                  | <input type="checkbox"/> Discernment       |
| <input type="checkbox"/> Giving                 | <input type="checkbox"/> Word of Knowledge |
| <input type="checkbox"/> Helps                  | <input type="checkbox"/> Word of Wisdom    |
| <input type="checkbox"/> Hospitality            | <input type="checkbox"/> Healing           |
| <input type="checkbox"/> Intercession           | <input type="checkbox"/> Interpretation    |
| <input type="checkbox"/> Leadership             | <input type="checkbox"/> Miracles          |
| <input type="checkbox"/> Mercy                  | <input type="checkbox"/> Tongues           |
| <input type="checkbox"/> Apostleship            |  |

### FREE ONLINE SPIRITUAL GIFTS ANALYSIS

The Team Ministry Spiritual Gifts Survey is a discovery tool that provides you with a personalized analysis. Not an exam, but a simple questionnaire giving you a profile of your God-given spiritual gifts.

<https://gifts.churchgrowth.org/spiritual-gifts-survey/>

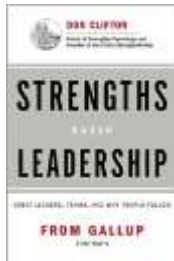
□ 4. BOOK/ONLINE ASSESSMENT. CLIFTON STRENGTHSFINDER®: The 34 themes that describe what we *naturally* do best, per research by Gallup.

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## STRENGTHS

**Imagine! What if everyone on your board received committee assignments that leveraged their strengths?** Each book below includes a unique access code for an online assessment at [www.gallupstrengthscenter.com](http://www.gallupstrengthscenter.com). After you complete the 20- to 30-minute online assessment, you will receive a list (and commentary) of your Top-5 strengths. Many boards compile these strengths into a chart so that committee assignments and volunteer work are delegated according to a person's strengths. Each book includes mini-descriptions of each of the 34 talent themes.

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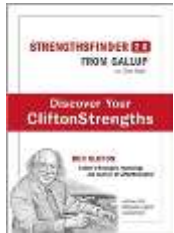


### ***Strengths Based Leadership: Great Leaders, Teams and Why People Follow***

by Tom Rath and Barry Conchie

**According to the Gallup Organization**, over 18 million people worldwide have discovered their CliftonStrengths®—their top-five of 34 strengths/talent themes. **Yet...75 percent of the workforce do not leverage their strengths at work every day.** *Yikes!* Instead, many supervisors, bosses and boards focus incorrectly on a leader's weaknesses—instead of his or her strengths. This book also includes four “case studies” of four CEOs from each of the four domains of leadership strength: Executing, Influencing, Relationship Building, and Strategic Thinking.<sup>5</sup>

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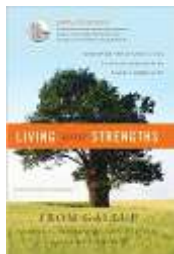


### ***StrengthsFinder 2.0: Discover Your CliftonStrengths®***

by Tom Rath

“...our studies indicate that people who do have the opportunity to focus on their strengths every day **are six times as likely** to be engaged in their jobs and more than three times as likely to report having an excellent quality of life in general.”<sup>6</sup>

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### ***Living Your Strengths: Discover Your God-Given Talents and Inspire Your Community***

by Albert L. Winseman, Donald O. Clifton, and Curt Liesveld

**A BOARD MEMBER:** “After serving almost four years on the church board, I had yet to fully know or understand those with whom I was working. The extent of our personal knowledge about one another went little beyond being asked to ‘share your favorite movie.’ At the initiation of a new church board chair and a new executive pastor, we underwent strengths coaching, both individual and team. Everyone engaged in the process, and I learned more about my teammates in one evening than in all my previous years on the board. It was the most meaningful and significant times we’ve spent together.”<sup>7</sup>

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<sup>5</sup> Tom Rath and Barry Conchie, *Strengths Based Leadership: Great Leaders, Teams and Why People Follow* (New York: Gallup Press, 2008), 24.

<sup>6</sup> Tom Rath, *StrengthsFinder 2.0* (New York: Gallup Press, 2007), iii.

<sup>7</sup> Albert L. Winseman, Donald O. Clifton, and Curt Liesveld, *Living Your Strengths: Discover Your God-Given Talents and Inspire Your Community, Third Edition* (New York: Gallup Press, 2008), 56.

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## ☑ STRENGTHS TOOL #1: WALLET-SIZE CARDS<sup>8</sup>

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### Laminate *and* Leverage Your Strengths!

After your board has completed the CliftonStrengths<sup>®</sup> assessment, prepare wallet-size laminated cards for each person—as a reminder to “leverage your strengths!”

#### OPTION 1:

##### **JOHN PEARSON ♦ MY TOP-5 STRENGTHS<sup>9</sup>**

1. **“FOCUS<sup>®</sup>** - People exceptionally talented in the Focus theme can take a direction, follow through and make the corrections necessary to stay on track. They prioritize, then act.”
2. **“RESPONSIBILITY<sup>®</sup>** - People exceptionally talented in the Responsibility theme take psychological ownership of what they say they will do. They are committed to stable values such as honesty and loyalty.”
3. **“SIGNIFICANCE<sup>®</sup>** - People exceptionally talented in the Significance theme want to be very important in others' eyes. They are independent and want to be recognized.”
4. **“BELIEF<sup>®</sup>** - People exceptionally talented in the Belief theme have certain core values that are unchanging. Out of these values emerges a defined purpose for their lives.”
5. **“MAXIMIZER<sup>®</sup>** - People exceptionally talented in the Maximizer theme focus on strengths as a way to stimulate personal and group excellence. They seek to transform something strong into something superb.”

#### OPTION 2:

##### **DAN BUSBY ♦ MY TOP-5 STRENGTHS<sup>10</sup>**

**LEARNER<sup>®</sup>**  
**ACHIEVER<sup>®</sup>**  
**CONNECTEDNESS<sup>®</sup>**  
**IDEATION<sup>®</sup>**  
**BELIEF<sup>®</sup>**

*“I praise you because I am fearfully and wonderfully made;  
your works are wonderful, I know that full well.”*

Psalm 139:14 (NIV)

#### MORE RESOURCES:

##### ☐ Gallup Strengths Center:

<http://www.gallupstrengthscenter.com>

##### ☐ One-minute YouTube videos of all 34 strengths:

[www.youtube.com/user/GallupStrengths](http://www.youtube.com/user/GallupStrengths)

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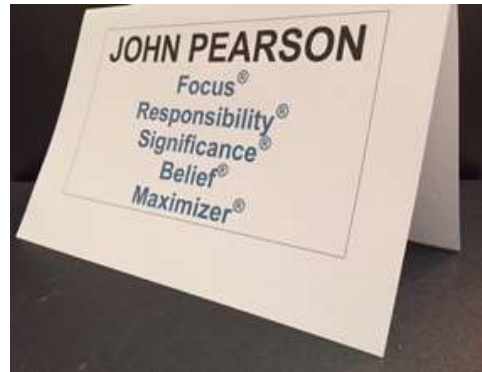
<sup>8</sup> Busby and Pearson, *ECFA Tools and Templates for Effective Board Governance* (See the access code for downloading selected “Strengths” tools noted on these pages.)

<sup>9</sup> CliftonStrengths<sup>®</sup> and each of the 34 theme names are trademarks of Gallup, Inc. To discover your top five CliftonStrengths<sup>®</sup>, please visit the Gallup Strengths Center at <https://www.gallupstrengthscenter.com/>.

<sup>10</sup> Ibid.

## ☑ STRENGTHS TOOL #2: TENT CARDS

Enrich your board and committee meetings with 8.5" x 11" tent cards—highlighting the strengths of each person.



**Easy-to-print!** Prepare on 8.5" x 11" card stock, print on BOTH sides, and fold in half.<sup>11</sup>

**“A leader needs to know his strengths as a carpenter knows his tools, or as a physician knows the instruments at her disposal. What great leaders have in common is that each truly knows his or her strengths—and can call on the right strength at the right time. This explains why there is no definitive list of characteristics that describes all leaders.”<sup>12</sup>**

Donald O. Clifton

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<sup>12</sup> Rath and Conchie, *Strengths Based Leadership*, 13.



**☑ STRENGTHS TOOL #3: CHART**

Download the color-coded templates (8.5" x 11" and 11" x 17" landscape version for larger boards).

**Our Board's Top-5 Strengths from CliftonStrengths®<sup>13</sup>**

<b>NAMES:</b>	Rick	Mike	Cathy	Mark	Maria	
Strength #1						
Strength #2						
Strength #3						
Strength #4						
Strength #5						
<b>EXECUTING</b>						
Achiever®						
Arranger®						
Belief®						
Consistency®						
Deliberative®						
Discipline®						
Focus®						
Responsibility®						
Restorative®						
<b>INFLUENCING</b>						
Activator®						
Command®						
Communication®						
Competition®						
Maximizer®						
Self-Assurance®						
Significance®						
Woo®						
<b>RELATIONSHIP BUILDING</b>						
Adaptability®						
Connectedness®						
Developer®						
Empathy®						
Harmony®						
Includer®						
Individualization®						
Positivity®						
Relator®						
<b>STRATEGIC THINKING</b>						
Analytical®						
Context®						
Futuristic®						
Ideation®						
Input®						
Intellection®						
Learner®						
Strategic®						

Chart Concept: John Pearson

<sup>13</sup> CliftonStrengths® and each of the 34 theme names are trademarks of Gallup, Inc. To discover your top five CliftonStrengths®, please visit the Gallup Strengths Center at <https://www.gallupstrengthscenter.com/>.

**OUR BOARD'S TOP-5 STRENGTHS FROM CLIFTONSTRENGTHS® - EXAMPLE<sup>14</sup>**

<b>BOARD MEMBERS</b>	<b>RICK BURTON</b>	<b>MIKE PORTER</b>	<b>CATHY JONES</b>	<b>MARK OWENS</b>	<b>MARIA LOPEZ</b>
<b>Strength #1</b>	Belief	Woo	Strategic	Connectedness	Relator
<b>Strength #2</b>	Positivity	Empathy	Maximizer	Woo	Belief
<b>Strength #3</b>	Developer	Positivity	Activator	Belief	Arranger
<b>Strength #4</b>	Connectedness	Communication	Command	Maximizer	Achiever
<b>Strength #5</b>	Strategic	Arranger	Relator	Learner	Focus
<b>EXECUTING</b>					
<b>Achiever<sup>®</sup></b>					Achiever
<b>Arranger<sup>®</sup></b>		Arranger			Arranger
<b>Belief<sup>®</sup></b>	Belief			Belief	Belief
<b>Consistency<sup>®</sup></b>					
<b>Deliberative<sup>®</sup></b>					
<b>Discipline<sup>®</sup></b>					
<b>Focus<sup>®</sup></b>					Focus
<b>Responsibility<sup>®</sup></b>					
<b>Restorative<sup>®</sup></b>					
<b>INFLUENCING</b>					
<b>Activator<sup>®</sup></b>			Activator		
<b>Command<sup>®</sup></b>			Command		
<b>Communication<sup>®</sup></b>		Communication			
<b>Competition<sup>®</sup></b>					
<b>Maximizer<sup>®</sup></b>			Maximizer	Maximizer	
<b>Self-Assurance<sup>®</sup></b>					
<b>Significance<sup>®</sup></b>					
<b>Woo<sup>®</sup></b>		Woo		Woo	
<b>RELATIONSHIP BUILDING</b>					
<b>Adaptability<sup>®</sup></b>					
<b>Connectedness<sup>®</sup></b>	Connectedness			Connectedness	
<b>Developer<sup>®</sup></b>	Developer				
<b>Empathy<sup>®</sup></b>		Empathy			
<b>Harmony<sup>®</sup></b>					
<b>Includer<sup>®</sup></b>					
<b>Individualization<sup>®</sup></b>					
<b>Positivity<sup>®</sup></b>	Positivity	Positivity			
<b>Relator<sup>®</sup></b>			Relator		Relator
<b>STRATEGIC THINKING</b>					
<b>Analytical<sup>®</sup></b>					
<b>Analytical<sup>®</sup></b>					
<b>Context<sup>®</sup></b>					
<b>Futuristic<sup>®</sup></b>					
<b>Ideation<sup>®</sup></b>					
<b>Input<sup>®</sup></b>					
<b>Intellection<sup>®</sup></b>					
<b>Learner<sup>®</sup></b>				Learner	
<b>Strategic<sup>®</sup></b>	Strategic		Strategic		

Chart Concept: John Pearson

<sup>14</sup> CliftonStrengths® and each of the 34 theme names are trademarks of Gallup, Inc. To discover your top five CliftonStrengths®, please visit the Gallup Strengths Center at <https://www.gallupstrengthscenter.com/>.

## ☑ STRENGTHS TOOL #4: COFFEE MUGS!

**Present a personalized Strengths mug to every board member!**



(Photo courtesy of Scott Mackes, Strengths Mugs, [www.strengthsmugs.com](http://www.strengthsmugs.com))

**Order at:**  
[www.strengthsmugs.com](http://www.strengthsmugs.com)

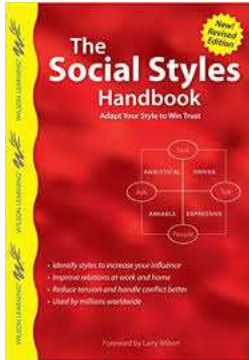
**←Recommendation!** Download the Strengths chart template.

Download the 11" x 17" color-coded blank template and add the Top-5 strengths for each board member. The completed template will visually show how "well-rounded" your board is in the four domains of leadership strength (Executing, Influencing, Relationship Building, and Strategic Thinking).<sup>15</sup>

<sup>15</sup> The four domains of leadership strength (Executing, Influencing, Relationship Building, and Strategic Thinking) are described in the book, *Strengths Based Leadership: Great Leaders, Teams and Why People Follow*, by Tom Rath and Barry Conchie (New York: Gallup Press, 2008).

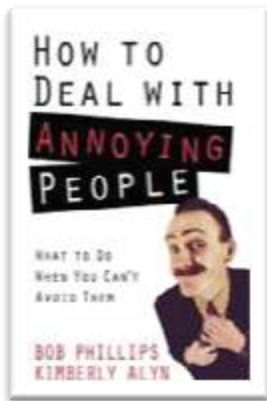
❑ **5. BOOK/VIDEO: SOCIAL STYLES: The easy-to-remember model for understanding our own behavior preferences—and that of others—in how we act, make decisions, and use our time.**

## SOCIAL STYLE®



❑ ***The Social Styles Handbook: Adapt Your Style to Win Trust***, published by Wilson Learning<sup>16</sup>

Many organizations use the Myers-Briggs Type Indicator, or DISC, or other “personality” type assessments—but few organizations build them thoughtfully into the DNA so CEOs really know their people and their board members (by their styles). The “social styles” system is perhaps the simplest and easiest to remember because the four key words describe the behavior: **Driving, Analytical, Amiable and Expressive.**



❑ ***How to Deal With Annoying People: What to Do When You Can't Avoid Them***, by Bob Phillips and Kimberly Alyn<sup>17</sup>

This is the faith-based book on the four social styles, written by Bob Phillips, former executive director of Hume Lake Christian Camps in California. Many board consultants find that 80 percent of most board conflicts are the result of board members not understanding the basic differences between the four social styles.

## RESOURCES

❑ Visit Tracom: “The Social Intelligence Company®”  
<https://tracom.com/social-style-training>



❑ **5-MINUTE VIDEO:**  
<https://tracom.com/social-style-training/model>

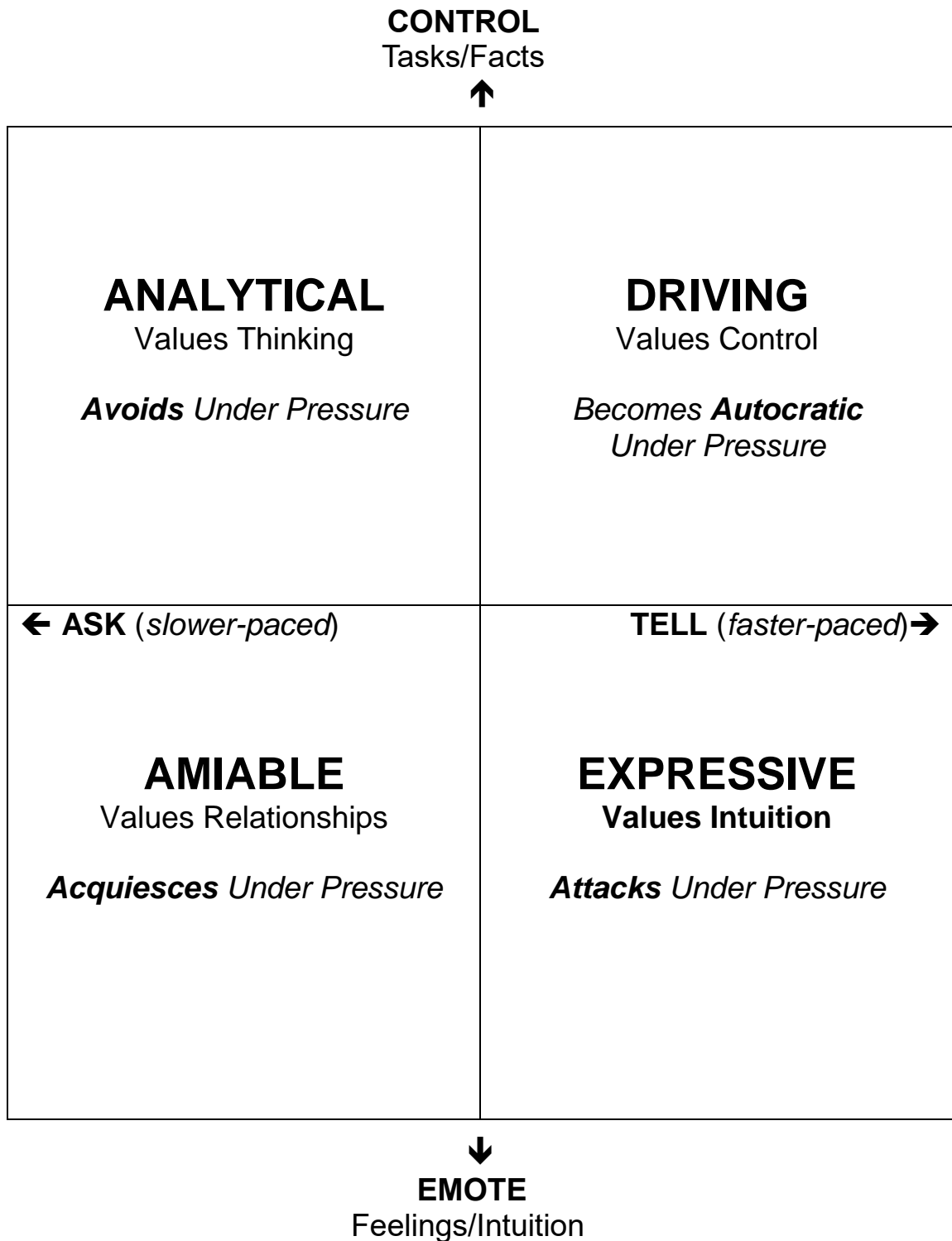
❑ Visit The People Bucket:  
[www.managementbuckets.com/people-bucket](http://www.managementbuckets.com/people-bucket)

<sup>16</sup> Foreword by Larry Wilson, *The Social Styles Handbook: Adapt Your Style to Win Trust, rev. ed.*, (USA: Nova Vista Publishing, 2004, 2011).’

<sup>17</sup> Bob Phillips and Kimberly Alyn, *How to Deal With Annoying People: What to Do When You Can't Avoid Them* (Eugene, OR: Harvest House Publishers, 2003/2005).

**SOCIAL STYLES AT-A-GLANCE:**

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Visit Tracom: "The Social Intelligence Company"<sup>®</sup>  
<https://tracom.com/social-style-training>

# 6 TIPS ANALYTICAL STYLE

## How to Work with Analytical Style People

1	take your <b>TIME</b>	4	<b>RESPECT</b> their processes
2	<b>COMMUNICATE</b> clearly & concisely	5	ask directly for their <b>FEEDBACK</b>
3	<b>DON'T PRESSURE</b> for answers	6	give them <b>SPACE</b>

Courtesy of Tracom: "The Social Intelligence Company®"  
<https://tracom.com/social-style-training>

# 6 TIPS DRIVING STYLE

## How to Work with Driving Style People

1	<b>RESPECT</b> their time	4	show your <b>COMPETENCE</b>
2	<b>STICK TO</b> the facts	5	<b>EARN THEIR TRUST</b> before expecting it
3	follow up on your <b>PROMISES</b>	6	let them have some <b>CONTROL</b>

Courtesy of Tracom: "The Social Intelligence Company®"  
<https://tracom.com/social-style-training>

# 6 TIPS AMIABLE STYLE

## How to Work with Amiable Style People

1	<b>APPROACH</b> conflict carefully	4	draw out their <b>OPINIONS</b>
2	<b>GET TO</b> know them	5	handle issues in <b>PRIVATE</b>
3	consider their <b>PERSPECTIVES</b>	6	always be <b>COURTEOUS</b>

Courtesy of Tracom: "The Social Intelligence Company®"  
<https://tracom.com/social-style-training>



# 6 TIPS EXPRESSIVE STYLE

## How to Work with Expressive Style People

- 1 LAUGH** with them
- 2 LISTEN** to their opinions
- 3 THINK BIG** picture
- 4 RECOGNIZE** their contributions
- 5 LIGHTEN UP**
- 6 form a FRIENDSHIP**

Courtesy of Tracom: "The Social Intelligence Company®"  
<https://tracom.com/social-style-training>

## GENERAL OVERVIEW OF THE FOUR SOCIAL STYLES

My Social Style is: \_\_\_\_\_

### Know Your Comfort Zone and Help Others Feel Comfortable

Review this sheet before every board meeting!

Adapted from *Mastering the Management Buckets*, by John Pearson

	ANALYTICALS	DRIVERS	AMIABLES	EXPRESSIVES
<b>Reaction</b>	Slow	Swift	Unhurried	Rapid
<b>Orientation</b>	Thinking and fact	Action and goal	Relationship and peace	Involvement and intuition
<b>Likes</b>	Organization	To be in charge	Close relationships	Much interaction
<b>Dislikes</b>	Involvement	Inaction	Conflict	To be alone
<b>Maximum effort</b>	To organize	To control	To relate	To involve
<b>Minimum concern</b>	For relationships	For caution in relationships	For affecting change	For routine
<b>Behavior directed toward achievement</b>	<b>PRIMARY EFFORT:</b> Works carefully and alone	<b>PRIMARY EFFORT:</b> Works quickly and alone	<b>SECONDARY EFFORT:</b> Works slowly and with others	<b>SECONDARY EFFORT:</b> Works quickly and with team
<b>Behavior directed toward acceptance</b>	<b>SECONDARY EFFORT:</b> Impress others with precision and knowledge	<b>SECONDARY EFFORT:</b> Impress others with individual effort	<b>PRIMARY EFFORT:</b> Gets along as integral member of group	<b>PRIMARY EFFORT:</b> Gets along as exciting member of group
<b>Actions</b>	Cautious	Decisive	Slow	Impulsive
<b>Skills</b>	Good problem-solving skills	Good administrative skills	Good counseling skills	Good persuasive skills
<b>Decision-making</b>	Avoids risks, based on facts	Takes risks, based on intuition	Avoids risks, based on opinion	Takes risks, based on hunches
<b>Time frame</b>	Historical	Present	Present	Future
<b>Use of time</b>	Slow, deliberate, disciplined	Swift, efficient, impatient	Slow, calm, undisciplined	Rapid, quick, undisciplined

\*Figure 7.6 (Chapter 7, page 121) – Adapted from *The Delicate Art of Dancing With Porcupines* by Bob Phillips (Regal Books). See Note #5 under Core Competency 7: The People Bucket on page 276 of *Mastering the Management Buckets*.<sup>18</sup>

<sup>18</sup> John Pearson, *Mastering the Management Buckets*, 121.

**WORKSHEET:**

Identify your most STRATEGIC next steps for the 3 Powerful S's:

- Option #1:** Ask board members to take the SF assessment—and create a grid.
- Option #2:** Ask board members to discuss their spiritual gifts at next board meeting.
- Option #3:** Decide which 1, 2 or 3 “Powerful S’s” you’ll own—and how you’ll keep them “top of mind” at every board meeting—and all year.
- Option #4:** Recruit a willing champion who will keep the “3 Powerful S’s” on the front burner—especially when new members join your board.
- Option #5:** All of the above!

POINT PERSON	TASK	DEADLINE DATE	DONE DATE

<p><b>Bruce Bugbee</b></p>	<p><b>“Why are you doing what others can do, when you are leaving undone what only you can do?”<sup>19</sup></b></p>
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<sup>19</sup> Bugbee, *What You Do Best in the Body of Christ*, 135 (quoting an unnamed person).

## For more resources, visit:

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▶ **The 20 Management Buckets, including:**

- The People Bucket (social styles)
- The Team Bucket (strengths)

<https://www.managementbuckets.com/20-management-buckets>

▶ **“John Pearson’s Buckets Blog”**—the archives of *Your Weekly Staff Meeting eNewsletter*

[https://urgentink.typepad.com/my\\_weblog/](https://urgentink.typepad.com/my_weblog/)

▶ Read Chapter 7, “The People Bucket,” in *Mastering the Management Buckets: 20 Critical Competencies for Leading Your Business or Nonprofit*, by John Pearson

<https://www.managementbuckets.com/>