

Leading by Faith

Session #3: Knowing Yourself

Review – Welcome Back!

- God created us in his image: Humans are the center of God's creation activity, unlike the rest of creation, and representatives of God.
- God created us to image him, that is, to:
 - Explore the good he created.
 - Form the creation for the greater good.
 - Fill the earth with everything good.
 - Multiply the good of more images of God.
 - Enjoy everything that is good.
- Sin has distorted God's image in us.
- Jesus is the perfect image of God.
- Jesus is redeeming his image in us.
- Jesus will resurrect his redeemed images to fully and permanently image him in a New Heavens & New Earth.

Discussion – What was your most impactful take away from the second session? Why?

- Each person 60 seconds or less!
- Most common one from your table.

Don't forget to sign in.

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Knowing Yourself

Okay, you did a good amount of work preparing for this session tonight.

- The plan is...I will share my profile with you and explain some of the dynamics in each category, applying them to leadership.
- You will also discuss some of the topics around the table and even have opportunity to finish/edit your profile if necessary.

Faith

- **Baptism – 1993**
- **Virtue – Wisdom**
- **Vice – Harsh**
- **Gifts – Preaching, Leadership & Faith**

I was baptized in 1993 when I became involved in Eastview Christian Church in Normal, IL.

If you put that list of virtues in front of all my kids and said pick one, they would likely all say wisdom.

- Wisdom in the Godly sense is decision-oriented insight; a combination of the ability to understand reality, the ability to discern truth, and the desire to live righteously which produces decisions, activities, and relationships that are pleasing to God and results that are successful in God's eyes.

Wisdom uniquely originates in God, is most profoundly manifested in Jesus Christ, and is primarily given through the Word of God by the Spirit of God to humans in proportion to their fear of the Lord.

If you put that list of vices in front of all my kids and said pick one, sadly, they would likely all say harsh.

- One of my other virtue strengths is zeal...determined enthusiasm about and loyalty to God—his nature, his character, his promises, and his purposes.
- The shadow side of zeal, that intensity and energy, is harshness.
- While I am not regularly harsh, I have been, especially when I was younger and less mature, and I still can be on occasion.
- I have focused a lot of energy in my Christian life on becoming more gentle like Jesus.

My three prominent spiritual gifts are preaching, leadership and faith.

- When I preach, I am told that people hear from the Lord.
- When I have led, the church has grown numerically, ethnically, demographically, geographically, and in maturity.
- And I notice that I trust the Lord more easily than others.
- For example, I'm living here now. It's easier for me to identify spiritual gifts as a pastor who has been in ministry for over 3 decades.

It may be difficult for you to identify three, but everyone should be able to identify one.

- Spiritual gifts tests are okay,
- But the best way to know is to serve and glean from that experience and what others experience of you.

Leadership Impact of Faith Section

- You can be a leader as a new Christian but realize that your leadership generally improves the longer you walk with God. Be patient & respect older leaders.
- Don't assume that the way you came to Christ is the way everyone comes to Christ.
- Lead by leaning into your virtue strengths and work hard to minimize the impact of your vices by always remembering where you are weak, he is strong.
- Lead from your gifts and be content with your gifts; don't desire gifts you don't have.

Family Background

- **Birth Order – Only Child**
- **Asset – Family Values**
- **Liability – Gospel-less**
- **Generation – X**

I am not an only child in the strict sense of that word as I had two older sisters and one older brother, but I am 6 years younger than my brother. So, the dynamics in my upbringing were more like an only child than a youngest child.

Birth order has a modest impact on people, but it doesn't override strong inherent personality traits.

- The closer the siblings in ages the greater the impact.
- The more distance, the less the impact and the more people experience a little of the two categories they bridge.
- Birth order can be categorized into four primary positions: firstborn, middle child, youngest, and only child.

The firstborn is the eldest child in any family.

- Often responsible, self-reliant, and achievement-oriented, striving for perfection and leadership.
- Common traits include organization, maturity, and a tendency to uphold family traditions.
- May have pressure to succeed and anxiety related to status within the family.

The middle child is born between older and younger siblings.

- Known for adaptability, compromise, and diplomacy, often serving as peacemakers between siblings.
- Sometimes struggle with identity or feeling overlooked, potentially leading to insecurity or lower self-esteem.
- Traits include ambition, thoughtfulness, entrepreneurial spirit, and sociability, often with robust friendships outside their family.

The youngest child is “the baby” of the family. Frequently receives protection and leniency, fostering sociability and willingness to seek attention.

May develop humor, social intelligence, and creativity to stand out among siblings.

- Noted for adventure, unconventional thinking, and rebelliousness, sometimes resisting responsibility.
- Typically fun-loving, emotionally expressive, and agreeable.

An only child is raised without siblings or distant from older ones. They often receive focused parental attention and mature quickly.

- Associated traits include maturity, intelligence, creativity, and strong self-sufficiency.
- Often high achievers, excelling academically and in career pursuits.
- Tend to form deep bonds with parents and can feel pressure from heightened expectations.
- May experience isolation, but also demonstrate independence and strong connections in close relationships.

Every family has assets and liabilities.

- If I had to pick one of each from my family, the asset would be family values.
- My parents valued marriage. My dad now wants to live until their 75th wedding anniversary. They valued children.
- They valued hard work, buying a home, and doing the right thing in life. They wanted a better life for me that they had.

The liability of my home life was there was no Gospel.

- There was some church,
- but it was a liberal church that believed Jesus was simply a good teacher and moral example for us to follow.

I was born in Generation X (1965–1980)

- Came of age during rapid technological change, economic fluctuations, and social transition.
- Adaptable, self-reliant, and pragmatic, valuing independence and work-life balance.
- Bridged the analog and digital worlds and embraced diversity and skepticism.

Silent Generation (1928–1945)

- Grew up during the Great Depression and World War II, marked by economic struggle and collective sacrifice.
- Known for discipline, resilience, and respect for authority, with a strong emphasis on tradition and thriftiness.
- Often conformist in public life but inspired major social movements and cultural shifts behind the scenes.

Baby Boomers (1946–1964)

- Named for the post-WWII birth-rate boom; experienced rising prosperity, suburban expansion, and significant social change.
- Characterized by optimism, ambition, and competitiveness; often seen as driven and self-sufficient.
- Played major roles in civil rights and cultural revolutions and helped build much of modern consumer society.

Millennials (Generation Y, 1981–1996)

- Grew up with the internet, globalization, and digital connections; highly educated but faced rising costs and economic uncertainty.
- Tech-savvy, collaborative, open to diversity, and prioritize experiences and purpose in work over possessions.
- Delayed traditional milestones like marriage and homeownership and often seek careers with social impact.

Generation Z (1997–2012)

- The first true digital natives, raised with smartphones and social media as daily realities.
- Pragmatic, value authenticity, social consciousness, and are financially cautious.
- Known for strong commitment to diversity and inclusion and adapt quickly to new technology and global change.

Leadership Impact of Family Background Section

- You may assume you're supposed to lead in a situation because you were a first born, like you are on relational muscle memory, and you're not supposed to lead. Or you may be hesitant to step into leadership because you are a middle child or the baby, and you are supposed to lead. Discern God's leading on when and how you lead, not your habits.
- Thank the Lord for your family assets. Trust the Lord to overcome your family liabilities. Do your best not to bring those into your leadership without overcompensating.

I have probably focused on the Gospel so much because I had a Gospel-less home. Can't overcompensate on that, but there are ways in which people swing a pendulum too far the other way in their leadership when they didn't have it in their home.

- Overly disciplined because there was none.
- Overly lax because it was too strict.

Know what generation you were born in and take it into consideration when leading others who have had a different experience in life growing up. Descriptions are in the notes.

Discussion – What was the best asset of your family background? How have you taken that with you?

Current Family

- **Cindy & Ben**
- **Alyssa, Patrick, Savannah, & Knox**
- **John**
- **Matt & Becky**

I've been married 31 years to Cindy.

- She is beautiful, kind, and encouraging, my very best friend and the love of my life.
- She is a registered nurse who has volunteered in many capacities at the churches we have served and currently serves as my Executive Assistant.

Ben is our youngest at 20.

- He's a JR at GCU, now going online, currently majoring in Public Accounting, and he lives with us on Long Island.
- We have two Malti-poops, Cici & Coco, who are 2 years old.

Alyssa is our oldest at 30.

- She's an RN like her mom and now works PT because she is a mom.
- She's married to Patrick Hardy, who is the Lead Pastor of Generations Church in Independence, KY, where they live with their daughter Savannah, son Knox, and bulldog named Brady.
- Patrick's dad is a pastor and his grandpa was pastors.

John is 27.

- He lives in an apartment in Chicago, IL, and works as a financial advisor.
- He is a free-spirit, sociable, super smart and compassionate, huge heart.

Matt is 25.

- He lives in a house in Huntley, IL, and works in IT enterprise sales. Unusual achiever and maturity level.
- He's married to Becky, who teaches kindergarten and has a cool little business called Bobbin Haus.
- They have a cat named Peanut and another one coming home soon named Palmer.

By God's grace, all our children have put their faith in Christ, and been baptized in a local church.

Leadership Impact of Family Background Section

- Be careful not to overly focus on leading others if you aren't leading them well.
- Different ages and stages require different types of leadership for your current family.
- If you are single, marriage is wonderful, but singleness has benefits for the Kingdom according to the Apostle Paul. So, enjoy the station in life God has given you and lead from it.

Personality

- **Realist**
- **Thinker**
- **Ordered**
- **Assertive**

I'm an ESTJ on the Meyer's Briggs which means I am a

- Realist – I focus on what is happening or very likely to happen.
- Thinker – I'm objective and rational. Effectiveness is one of my love languages. Efficiency.
- I also like an Ordered world – I'm decisive and organized in my approach to life. I like clarity, candor and predictability.
- I'm Assertive – I happen to life around me; life doesn't happen to me. I'm even-tempered and resistant to stress. I thrive on challenges and like to accomplish goals.

Leadership Impact of Personality Section

- Recognize that there are pros and cons in leadership to all personality types. Be careful not to over value your personality upon those you lead.
- To lead well, make sure you have people near you who are not like you and appreciate them for their personalities, traits you don't have.
- Accept yourself! Embrace your personality!

Discussion – What is your personality according to the assessment? Does it accurately describe you?

AW Tozer, a pastor & theologian from Chicago, said, “It is doubtful whether God can bless a man greatly until he has hurt him deeply.”

- Not sure that's exactly true, but there's something there that I have experienced and observed.
- God uses the pain and loss in our lives in powerful ways to lead others. I'll give you three of mine.

Pain & Loss

- **Jody**
- **Addiction**
- **Matt's Disability**

I watched one of my older sister's emaciate and die of cancer in our home during my MS and early HS years. I had a mid-life crisis in my teen years re: our mortality. *Read in AGN.*

How has the Lord used that in my leadership?

- “Life is short, life for God” is a theme of my life.
- I influence people with the urgency to prioritize the Lord given the brevity of life.

I was a drug addict and alcoholic. So much pain to myself and others through it. So much sin vs. God.

How has the Lord used that in my leadership?

- I’m thoroughly in touch with the human condition of being a sinner, and touch others with that experience.
- I rejoice much because I have been forgiven much.
- I influence people to really believe that God can change them. He changed me!

Matt was born with post axial hypoplasia. I still wish I could give him my entire left leg. *Read in AGN.*

- I have compassion on people who are struggling through the impact of the fallen world on them and their loved ones.
- My heart is soft to them. It’s one reason I sit out in the Atrium with Cindy & pray for needy people.

Leadership Impact of Pain & Loss Section – What are your pains and your losses?

- Come to terms with them. God didn’t cause them. Original sin did. His solution is Jesus.
- And lead from your pain and loss. God will use it greatly in the lives of others.

Interests

- **Family & Home**
- **Work**
- **Sports**
- **Beach & Pool**

I always wanted to be a husband, father, and grandfather growing up. I like being at home. And doing stuff around the house.

- I value work and career. It's important to me to contribute to the productivity of the world.
- I played DI baseball and was very competitive person, especially growing up. Our kids all played sports through HS too. I coached all of it for them. We watch various sports. Cindy and I walk every day and work out three days per week.
- We also go to the beach when we can on Friday AM, weather permitting. The sound of the waves is fantastic, though I rarely go in the water. We swim in our pool. We go to Marco Island, FL, every year because it has both! I like sun and warmth more than snow and cold.

Leadership Impact of Interests Section

- Everyone isn't interested in what you are interested in. Take an interest in what the people you lead are interested in.
- Enjoy your interests! Don't let the rigors of leadership drown out your interests.
- Leverage your interests for good leadership.

Discussion – What is one of your interests? Why do you find it interesting?

Relationships

- **Energy – Slight Extrovert**
- **Capacity – 5-8**
- **Preference – Bestie**

I am a slight extrovert.

- I can take the test one day and be an extrovert, and the next be an introvert.
- That isn't relationship skill. It's energy. Are you energized by the outer world of people or the inner world of your own thoughts.

Capacity is different than energy and skill. Science suggests that people fall into one of four categories when it comes to having significant relationship connections.

- Reserved is 0-4 people.
- Sociable is 5-8.
- Outgoing is 9-15.
- Gregarious is 16-30.

Perhaps think of yourself like a lego with a certain number of those nubs.

- Some of us are bigger legos than others.
- We have the capacity for a greater number of significant relationships.

I can't tell you how important this is to identify about yourself and accept to be true.

- Everyone has a relational capacity and it's hard to change it very much.
- Not how many friends you have. How many people can you maintain a significant ongoing relational connection?

I think most people are actually overloaded on this front.

- I am sociable, capable of 5-8 significant relationships.
- Obviously, we can all have more relationships than that, but that's the range of mine that can be like a familial or close friend level.

And lastly, what is your relational preference, again different than energy, skill and capacity.

- It's what do you prefer if you could choose.
- The technical terms are singular relational, familial, and multi-relational.

Looking back on growing up is helpful.

- Did you want a bestie? A clique? Or a crowd/party?
- I'm singular. Bestie.

Leadership Impact of Relational Section

- Recharge in the way you are energized. Introverts can be excellent people leaders but need time alone.
- Learn to say, "My Lego is full." Or, if I take on a new significant relationship, which other one is going to lose connection. Know your limitations relationally.

Vocation

- **Passion – Religious**
- **Energy – DT**
- **Depletion – GE**

We could do an entire session on vocation. Passion is the field of work or service that really fires you up.

- For me that's the local church, and to a lesser degree ministry in general.
- And I have the added holy burden of a call from God. If I left pastoring, I would feel as though I am sinning. I must do this work.

I am not certified in the Working Genius tool because it is like \$3k, but I have used it so much, I would excel at vocational coaching or executive coaching.

I hope you took the assessment and read about it.

- I don't like that it is working genius, competency and frustration as I don't think the test actually measures skill. Rather, it measures motivation. Very different.
- You can be motivated to do something you stink at and not motivated to do something you are good at.
- For vocational satisfaction, you need to work in ways that energize you more than deplete you. Cannot avoid depleting activities, but it's helpful to minimize them or you will hate your job.

My energizing functions are Discernment and Tenacity.

- I love to problem solve. To evaluate and come to conclusions. To quickly sense which ideas or solutions will work best, often making astute decisions based on instinct and experience.
- I also love results. To finish the task with diligence and persistence. To drive efforts to completion, ensuring projects are fully executed.

My depleting functions are Galvanizing and Enablement.

- It drains me to have to rally others to take action. Why aren't you self-motivated?
- It drains me to have to provide practical support and encouragement. It's why I would come home from coaching little league and need a nap!

Now, I am actually skilled at Galvanizing and Enabling.

- Church life is filled with those two functions!
- And I was dearly loved by kids and parents as a little league coach.

Skill is different than energy.

- My particular energy is why I have spent more time leading in bigger churches than smaller ones.
- Because DT is more valued the larger the organization.
- GE is less necessary.

Leadership Impact of Vocational Section

- What is energizing for you and depleting for you? And how does that line up with your current work or volunteer service? If you can line up more of what you do with what energizes you and less of what depletes you, your vocational satisfaction and your life happiness in general will increase significantly.
- I'd like to help you more interpersonally with this tool, but my lego is full, and my schedule is packed. 😊 But we could have a quick conversation here or there that could make a huge difference in your vocational life.
- Lining up your passion with the area, and motivation with work tasks is vitally important for fruitfulness in leadership.

Discussion – What is your strongest vocational passion and your task energy? Are you involved in that for your job? Why or why not? Can it change? How?

Aptitudes

- **Mathematical**
- **Athletic**

I could always do math. I rolled out of bed answering calculus problem. I got a 36 on the math portion of the ACT. Didn't get a single question wrong.

- I was also able to excel at every sport I tried. I won field day at my elementary school.
- I played four sports my FR year. And baseball into college.

Leadership Impact of Aptitudes Section

- Know what you are good at naturally, and what you have to work at because you are not.
- Emphasize doing what you're good at and get what you are bad at to a level of competence.
- Don't try to be good at things you don't have aptitude for. I think that's a waste of your time and energy. And it interferes with others leading in their aptitudes that you don't have.

Experiences

- **College Athletics**
- **Ministry**
- **Marriage & Parenting**

As I said, college baseball was one of the life shaping experiences I had.

- Being recruited, playing at that high level.
- It took over my life for probably 6 years.

But God used it in ministry. Our first FT ministry was AIA, traveling the world through baseball to share the Gospel and train college baseball players.

- Keys to cities. Arrested in China.
- Influenced so many people.

My ministry experience has been extremely broad. I have served in international, urban, suburban and rural contexts. I have led brand new churches and 70+ year old churches.

I have served as a parachurch missionary, church planter, denominational superintendent, adjunct professor, solo pastor of a small church, senior pastor of a medium sized church, executive pastor of a large church, and lead pastor of a multi-site mega church. This life experience has profoundly shaped me.

And I have been married for 31 years, raised 4 children into adulthood, and now have 2 grandchildren. That, more than anything has made me the man I am today.

Leadership Impact of Experiences Section

- If you have no experience in something, don't act like you do. Good leaders say, "I don't know," if they don't know.
- Learn from others through their experiences. Identify when people have had experiences that are valuable to what you are leading and deploy them in ways that help.
- Experience in something doesn't mean you are an expert, but your experience is helpful. God will use it to lead you into what he wants you to lead.

Leadership Style

- **Drive**
- **Influence/Clarity**

Leadership style is just that, how you like a leader to lead, not in terms of values or principles or focus, but style wise.

- It's how you prefer to lead.
- And you may even define leadership in terms of style. That's a mistake though.

Drive – “D” Leaders are decisive, results-oriented, and assertive. They excel at making quick decisions, setting bold goals, and inspiring action. Drive-style leaders challenge the status quo and thrive in fast-paced environments that require confidence and authority.

- Influence – “I” Leaders are enthusiastic, charismatic, and skilled communicators. They motivate teams through energy and vision and build rapport and strong relationships. Influence-style leaders create collaborative atmospheres, encourage creative problem-solving, and rally others around shared goals.
- Clarity – “C” Leaders prioritize accuracy, structure, and careful analysis. They set high standards, make data-driven decisions, and ensure processes are consistent and logical. Clarity-type leaders excel in detail-oriented environments, emphasizing quality, risk management, and precise execution.
- Support – “S” Leaders value harmony, reliability, and teamwork. They encourage collaboration, consistency, and a secure team environment. Support-style leaders are empathetic and patient, helping maintain stability and strong interpersonal bonds within the team.

My highest score is always a D.

- My second score is pretty much tied between I and C.
- It depends on the day or the job I am in.
- There are pros and cons to all four styles.

Leadership Impact of Leadership Style Section

- The style that worked in the past, even in the same field, isn't necessarily the style that will work now or in the future.
- What got us here won't necessarily get us there.
- Style isn't negative. Sin is. Everyone sins in their own style. Don't be against a style. Be against sin. And even then, be gracious as God is.
- Be careful not to blame your sin on your style.
- Know your style and flex your approach depending on what is needed. Most leadership roles require all the styles.

Assignment

- Finish your profile if you haven't already.
- Identify someone in the room that you don't know that well. Person to person or couple to couple. Have them at your house or go to lunch after church or dinner or go to coffee. To get to know them.
- You have to set a date before you come back in two weeks!
- We are not asking you to make room for them on your lego. Just some time to get to know someone new in this leadership community of Living Faith.
- Maybe make that date before you leave tonight.

Leaders walk with God, understand human purpose, and know themselves. Next session, we will focus on growing in virtue. A leader who is not growing can't lead well. Let's pray.