Self-Awareness for Spiritual and Leadership Formation
A Multi-Instrument 360° Assessment

A Report for: Client
First Church, Your Town

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March 9, 2021

TABLE OF CONTENTS

EXECUTIVE SUMMARY

Overview of Report

This report is the product of a multi-instrument 360° assessment conducted for Client (subject), Senior Pastor of First Church of Your Town. The three assessments (see below) were provided to eight staff members (one of whom is the subject's wife) and nine board members selected by the subject. The subject also completed the same assessments for himself in order to establish a baseline that would lead to better self-understanding and self-awareness. All of those participating completed each of the assessments with the exception of one board member who felt they did not know the subject well enough to accurately complete the Dark Side Assessment. The results of this process resulted in 56 individual assessments that have been consolidated into this final report.

Assessments and Methodology

The three assessments used were:

- The Johari Window (see description on page 5)
- A SWOT Analysis of the subject's leadership in the context of First Church (see description on page 13)
- A Dark Side of Leadership Assessment (see description on page 33)

For the Johari Window assessments, each participant was asked to select six descriptors from a list of 55 that they felt best described the subject based on their knowledge and experience of him. These 114 individual responses were then collated into a master list (page 11) and ranked based on the frequency that each descriptor was selected. The descriptors that were selected by only one person (with the exception of the subject's wife) were not listed. Additionally, the 15 descriptors that were not selected by anyone are also listed on page 11 as they potentially represent items of significance to the subject. Finally, the results were placed in the various quadrants of the Johari Window (along with pertinent items from the two other assessments).

 For the SWOT Analysis, all participant responses were recorded for each quadrant and then, using a modified Grounded Theory, were organized through axial coding around major categories and individual items organized under each category. The Board and Staff were handled separately, as they represent different spheres of influence for the subject and it is important to understand them as two unique groups, though the subject will certainly see areas of overlap between the two.

The Dark Side of Leadership Assessment results were plotted as two separate crisscross radar graphs, one representing the subject and his wife, the other the board and staff. Scores for the board and staff were totaled and averaged to arrive at plotting points and plotted separately onto one radar graph.

Purpose and Use

The purpose of this process and report is to provide the subject with the information he needs to increase his level of self-awareness and proactively pursue opportunities for growth in his spiritual and leadership formation. The report will provide input that the subject can use to prioritize the areas where immediate attention needs to be directed in relationship to his current practice of leadership, as well as provide a roadmap for ongoing personal and spiritual formation.

JOHARI WINDOW

The Johari Window

Overview

The Johari Window model is a simple and useful tool for illustrating and improving self-awareness and mutual understanding between individuals within a group. This model can also be used to assess and improve a group's relationship with other groups. This model is particularly useful in team development.

It was devised by American psychologists Joseph Luft and Harry Ingham in 1955 while researching group dynamics at the University of California Los Angeles. The model was first published in the Proceedings of the Western Training Laboratory in Group Development by UCLA Extension Office in 1955 and was later expanded by Joseph Luft. Today the Johari Window model is especially relevant due to modern emphasis on, and influence of, 'soft' skills, behavior, empathy, cooperation, inter-group development and interpersonal development.

The Johari Window consists of four quadrants that reflect an individual's relative self-awareness. **Quadrant one reflects the "Open Self".** This is what an individual knows about themselves that is also shared by others who know and/or work with them.

Quadrant two reflects the "Blind Self". This quadrant illuminates an individual's blind spots; what others experience them to be like, but that the individual may not be as acutely aware of about themselves. This is most common as it pertains to a person's "Dark Side" traits or their "False Self". Often, a person with narcissistic tendencies, for example, is unaware of their narcissistic tendencies and behaviors because they have become such an essential element of their false self and the persona they have developed over time. However, others in relationship with them clearly experience these traits and behaviors, though they might not always be able to accurately identify them as narcissistic. Elements in this quadrant can be moved into quadrant one (open self) as an individual is made aware of these traits, acknowledges them, and consciously works to moderate them and mitigate their negative impact in relationship to others.

Quadrant three reflects a person's "Hidden Self". This is the area where the individual knows things about themselves about which others are unaware. Quadrant three generally consists of the less attractive aspects of a person that they work to keep private or hidden from others, fearful that should these aspects of their personality or life be discovered they would lose the respect, admiration, and social standing they have worked so hard to attain and maintain. The hidden self contains past failures, habitual sin patterns and behaviors that are generally considered to be unacceptable both to the individual hiding them and those with whom they interact. Elements of a person's hidden self are discovered and moved into quadrant one (open self) by either self-disclosure or exposure by others.

Quadrant four reflects the "Unknown Self". The unknown self consists of aspects of our life and personality that we have not yet become consciously aware of and remain undiscovered and unexplored. Things in quadrant four may include traumatic experiences from our childhood

or adolescence that have been repressed, but yet may have significant influence on our way of being in the world and the false self we have subconsciously created to protect the spiritual and/or psychological wounds that resulted from the trauma. Other elements in quadrant four might include unmet needs from our childhood and/or adolescence that, again, we are attempting to meet or compensate for through our false self and the persona we present to the world around us. Often, a person can begin to become more conscious of aspects of their hidden self by reflecting on items in their hidden self and their blind self, using tools such as the Johari Window and the help of a skilled guide in an effort to mine the depths of "why" we hide certain aspects of our self and are willfully blind to others. Other aspects of the unknown self may be as yet undiscovered passions and dreams for the future, latent talents, skills, and aptitudes. Elements in this quadrant can at times be identified with the guidance of a therapist, counselor or spiritual director and moved into quadrants one or three.

Summary

For this report, input was gathered from eight of Client's staff colleagues and nine board members for a total of 17 participants. Client, and his wife, also participated, with Client's responses creating a baseline, which the responses of others were compared against in order to create a more comprehensive profile of Client. For the Johari Window, participants were given a table of 55 personality descriptors and asked to identify six that they felt most accurately described Client, based on their knowledge of and experience with him. These were then collated and inserted into the appropriate quadrant (page 10). To create a more robust 360° Johari Window profile, elements were also drawn from the SWOT Analysis and the Dark Side Assessment. Ultimately, a total of 25 descriptors were chosen by more than one person to describe Client. There were 15 descriptors that were selected by only one person, which are not included in the tables (page 11), with the exception of three, which were chosen by Wife alone. There were 15 descriptors that we not selected by anyone (see page 11).
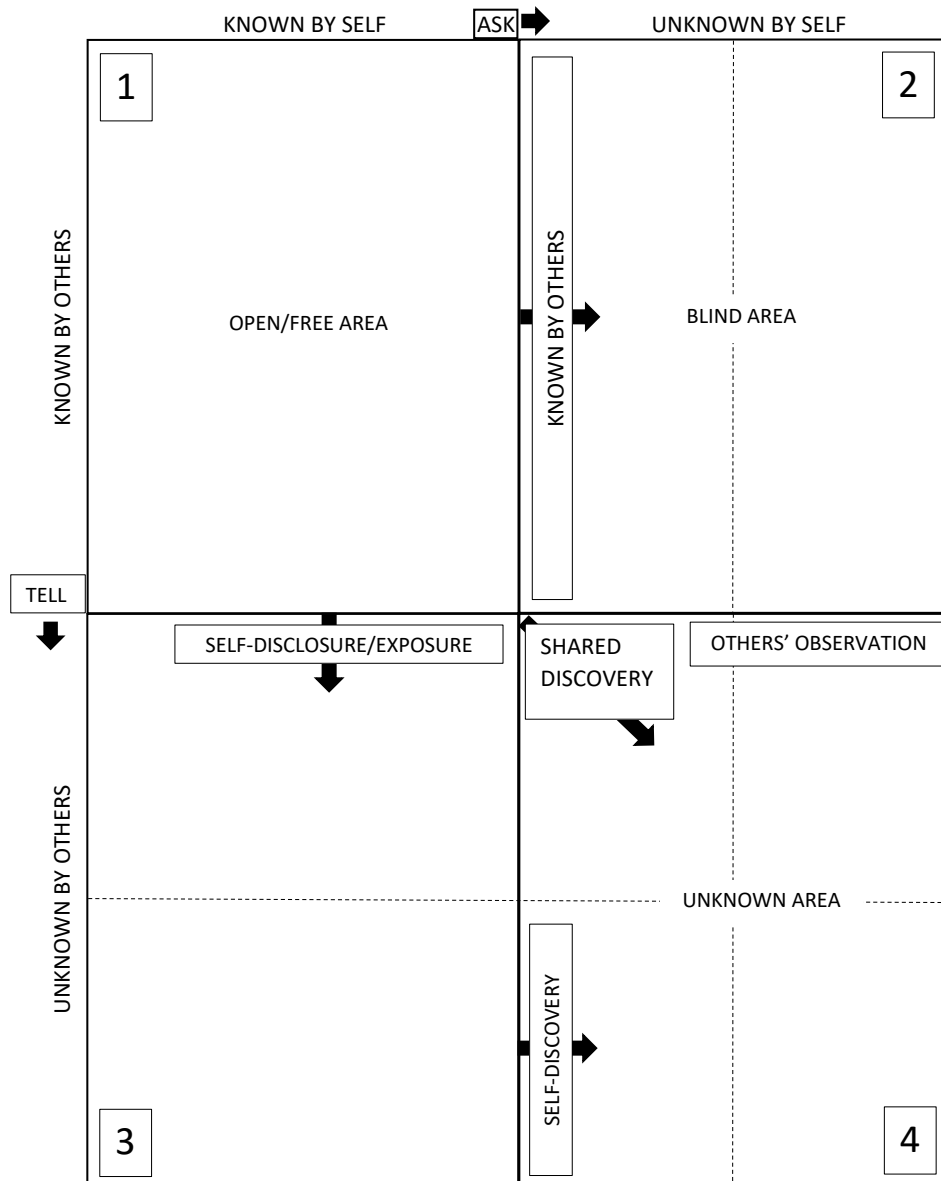
In the final analysis, five of Client's self-identified descriptors (Reflective, Patient, Knowledgeable, Independent, Searching) were also selected by at least four others, with "searching" being selected by both Client and Wife as well as five others, for a total of seven, which was the second highest frequency of all descriptors apart from "friendly", which received a total of 11. One of Client's self-identified descriptors (calm) was selected by only one other person.

The final Johari Window for Client (page 11) reflects a relatively high degree of self-awareness and based on conversations with Client, I would conclude that he does, indeed, possess a high degree of self-awareness. However, as will be seen in other sections of this report, his staff views him as having low self-awareness. I believe this could largely be the result of issues in quadrant three (hidden self) that Client is aware of but has not shared with others. An area for Client's future exploration should focus on how his hidden self is possibly leading him to exhibit a certain guardedness in his relationships with others that is perceived as a lack of authenticity, resulting in other's feeling an inability to genuinely relate to Client and know the "real" Client. Other areas for exploration and personal development would be to give attention to any of the

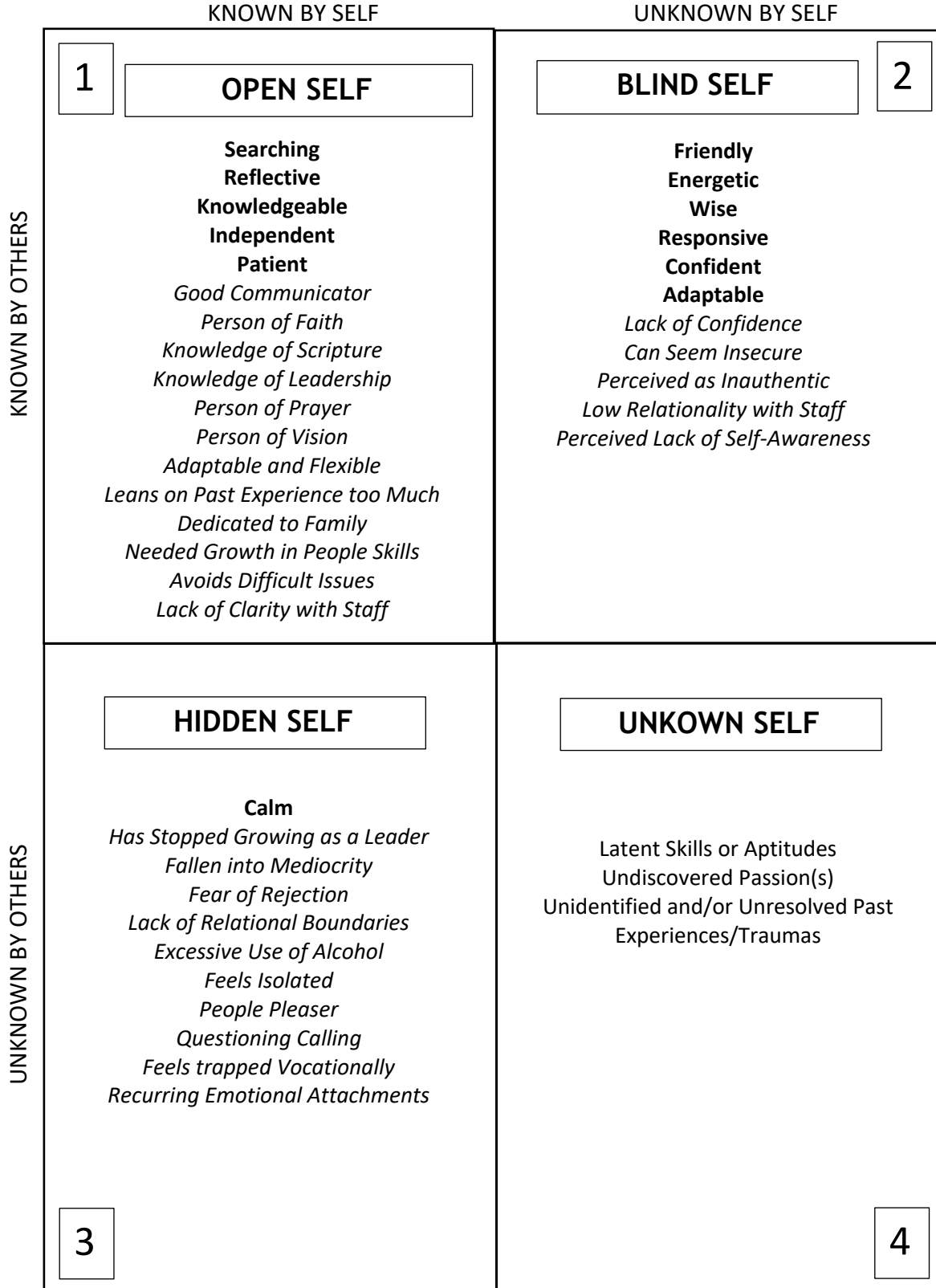issues identified in quadrant two (blind self) that may be contributing to the perceived limitations to his leadership articulated in the SWOT Analysis.

Finally, this Johari Window should prove to be a valuable tool for Client as he is able to connect some of the issues identified in quadrants one, two and three to the perceived limitations and opportunities for growth revealed by the SWOT Analysis.

Johari Window Model

	KNOWN BY SELF	ASK ▶	UNKNOWN BY SELF

1

KNOWN BY OTHERS

OPEN/FREE AREA

KNOWN BY OTHERS ▶

2

BLIND AREA

TELL
▼

SELF-DISCLOSURE/EXPOSURE
▼

SHARED DISCOVERY
▶

OTHERS' OBSERVATION

UNKNOWN BY OTHERS

UNKNOWN AREA

SELF-DISCOVERY ▶

3

4

Client's Johari Window

KNOWN BY OTHERS

1   OPEN SELF

Searching
Reflective
Knowledgeable
Independent
Patient
Good Communicator
Person of Faith
Knowledge of Scripture
Knowledge of Leadership
Person of Prayer
Person of Vision
Adaptable and Flexible
Leans on Past Experience too Much
Dedicated to Family
Needed Growth in People Skills
Avoids Difficult Issues
Lack of Clarity with Staff

BLIND SELF   2

Friendly
Energetic
Wise
Responsive
Confident
Adaptable
Lack of Confidence
Can Seem Insecure
Perceived as Inauthentic
Low Relationality with Staff
Perceived Lack of Self-Awareness

UNKNOWN BY OTHERS

HIDDEN SELF

Calm
Has Stopped Growing as a Leader
Fallen into Mediocrity
Fear of Rejection
Lack of Relational Boundaries
Excessive Use of Alcohol
Feels Isolated
People Pleaser
Questioning Calling
Feels trapped Vocationally
Recurring Emotional Attachments

UNKOWN SELF

Latent Skills or Aptitudes
Undiscovered Passion(s)
Unidentified and/or Unresolved Past
Experiences/Traumas

3   4

Client's Johari Window Results

Bold* = Client **Bold! =** Wife

Trait	Frequency
Friendly	11
Searching*!	7
Reflective*	5
Patient*	5
Confident	5
Adaptable	5
Knowledgeable*!	4
Independent*	4
Energetic	4
Responsive	4
Wise	4
Trustworthy	3
Tense	3
Relaxed	3
Kind	3
Caring	3
Organized	3
Cheerful	3
Idealistic	3
Religious	3
Calm*	2
Dependable	2
Bold!	2
Nervous	2
Extroverted	2
Brave!	1
Helpful!	1
Intelligent!	1
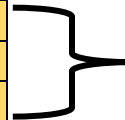
Traits Not Mentioned by Anyone	
Spontaneous	Happy
Sympathetic	Self-assertive
Sentimental	Dignified
Introverted	Ingenious
Quiet	Giving
Witty	Clever
Warm	Shy
Silly	

SWOT ANALYSIS

SWOT ANALYSIS

Overview

The SWOT Analysis is a common strategic planning tool used in many organizations, most often in a business context. However, the SWOT Analysis, which focuses on Strengths, Weaknesses, Opportunities and Threats, can also be used to effectively increase a leader's self-awareness and provide a blueprint for individual leadership development. One of the most effective ways to increase self-awareness in a ministry context is to use a 360° SWOT Analysis. Increasingly, self-awareness has been cited as the most important capability for leaders to develop, according to the authors of "How To Become a Better Leader," which was published in the *MIT Sloan Management Review*. Successful leaders know where their natural inclinations lie and use this knowledge to boost those inclinations, compensate for them, or correct them when necessary.

The focus of this SWOT Analysis is for Client to develop an increased level of self-awareness related to how his leadership is perceived in the context of First Church of Your Town. Now at the three-year mark in this ministry position, there has been sufficient time for staff and board members to become personally acquainted with Client and familiar with his leadership style and impact.

Summary

For this SWOT Analysis, nine board members, eight staff members as well as Client and Wife participated for a total of 19 SWOT Analyses being completed. Because the board and staff represent two unique and separate spheres of influence in which Client must lead, I have created separate SWOT Analyses for the board and staff.

The completed SWOTS, by both staff and board, indicate far more strengths than any other area, with the board having a very high view of Client's strengths relative to limitations and opportunities for growth, while the staff, though very high on strengths, tended to list more limitations than did the board. Of course, this is natural as the staff work with Client on a daily basis, while the board has a more limited, though vital, perspective.

Based on the staff SWOT, there are two primary opportunities for growth in Client's leadership. The first multi-faceted area involves building authentic relationships with the staff, staff development and teambuilding, and consistent engagement. The second area of opportunity for growth involves engaging in empathetic, active listening and clarity in communication with staff, both of which Client also identified in his personal SWOT.

From the board's perspective, as reflected in the collated final SWOT Analysis, the two primary areas for attention are vision casting (also mentioned by Client) and issues related to personal relationality.

Board SWOT Analysis for Client

Strengths in Leadership	Opportunities for Growth in Leadership

Vison Casting, Planning and Change Management
• Communicating Church's mission
• Strong visionary
• Plans for long term
• Adaptability during COVID
• Very goal-directed
• Knowledge and strategies for church growth
• Identifies where change needs to be made and develops plan to make it happen
 	
Character/Personality Traits
• Integrity and trustworthy
• Faithful
• Confident
• Sincere desire to do right
• Self-confident
• Has drive
• Humble
 	
Relationality
• Good inter-personal skills
    o Good Listener
    o Cares for the people he leads
• Desires feedback before making decisions
• Great at soliciting and accepting feedback
• Works well with people
 	
Staff Management and Development
• Building cohesive team
• Empowers staff and delegates well
• Surrounds himself with quality associates
• Works purposefully to develop staff and their strengths
 	
Spiritual Leadership
• Great biblical communicator
• Focus on prayer
• Strong connections to DENOMINATION regionally and nationally
• Open to engaging other leaders in and out of the church
	Vision Casting
	• Set more clear expectations and timetables
	• Do more vision casting to church body
	• Pursue organizing around our purpose/mission
	• Develop a strategy/vision for the future
	• Focus on being a healthy church more than growing church
	• Communicate the importance of church membership
	
	Professional Development
	• Need to address problems head on
	• Deal with issues with maximal transparency
	• Continue to assess personal blind spots
	• Improve personal communication – not responsive to emails
	• Develop greater authenticity and sincerity – sometimes doesn't seem relationally engaged
	
	Community/Congregational Engagement
	• Gain more knowledge of the community and surrounding area
	• Follow through on connecting with other Lexington area pastors
	• Develop greater awareness of congregational needs for pastoral care – a personal touch needs to be directed by senior leadership
	
	Board Leadership
	• Gain confidence in direction of the board
	• Don't accommodate the previous board culture – after three years it's yours now

Current Perceived Limitations in Leadership	Threats to Existing Leadership
Personal Relationality and Congregational Connection • Seems insincere • Hard to have a conversation with • Can be to surface and guarded • Can come off as inauthentic or unable to relate to the realities of the staff • Wants people to like him – could cause conflict when people have different views or opinions • Not relationally connecting with senior members of congregation **Board Leadership** • Limited knowledge and skill at preparing for board meetings in a way that protects the integrity of decision-making **Staff Leadership** • Staffing and recent hire questioned • Never understood the worship ministry transition or new vision • Too dependent on teaching team **Vision Casting** • Limited vision casting – he seems to look to others • Global mission focus feels secondary or delegated to others • Lack of clarity around the mission and desire to do "something"	**COVID related challenges** **Issues related to change management** • Rapid change of the past three years – is the older generation feeling pushed out • Those who are resistant to change • Overthinking and overanalyzing situations • Lack of "challengers" who will honestly question and critique proposed change **Personality and leadership traits that may jeopardize his leadership if not addressed** • Personal communication and responsiveness • Tendency to overextend himself • Authenticity and relationality

Summary of Strengths in Leadership – Board

Using modified Grounded Theory, 57 initial items from the SWOT analysis were reduced to five major leadership categories and 27 collated items.

Vison Casting, Planning and Change Management
- Communicating FAC's mission
- Strong visionary
- Plans for long term
- Adaptability during COVID
- Plans for long term
- Very goal-directed
- Knowledge and strategies for church growth
- Identifies where change needs to be made and develops plan to make it happen

Character/Personality Traits
- Integrity and trustworthy
- Faithful
- Confident
- Sincere desire to do right
- Self-confident
- Has drive
- Humble

Relationality
- Good inter-personal skills
  - Good Listener
  - Cares for the people he leads
- Desires feedback before making decisions
- Great at soliciting and accepting feedback
- Works well with people

Staff Management and Development
- Building cohesive team
- Empowers staff and delegates well
- Surrounds himself with quality associates
- Works purposefully to develop staff and their strengths

Spiritual Leadership
- Great biblical communicator
- Focus on prayer
- Strong connections to CMA regionally and nationally
- Open to engaging other leaders in and out of the church

Strengths in Leadership – Board

- Works well with people
- Invests plenty of time
- Cares for the people he leads
- Prays
- Trusts his team
- Delegates
- Focus on prayer
- Humility
- Communicating Church's purpose
- Defining Church's purpose
- Preaching – knowledge of the word
- Cohesive, stable staff
- Strong vision
- Willing to adapt
- Cohesive team
- Approachable
- Visionary
- Surrounds himself with quality associates
- Empowers staff to excel
- Listener
- Clear communication
- Seems to give staff latitude to develop programs
- Consistent messaging about church mission – maybe a little overdone?
- Patient during COVID challenges
- Strong connections to DENOMINATION regionally and nationally
- Open to engaging other leaders in and out of the church
- Identifying and supporting staff
- Desire for functional, high achieving team
- Great biblical communicator
- Knows how to build a team – identifying missing pieces and hiring to fill
- Plans for long term
- Insightful and listens to people
- Delegates well
- Adaptability during COVID
- Dedicated desire to lead
- Self-confident
- Honest and has integrity
- Has drive
- Works to develop strengths of his team
- Cast clear vision to the board
- Plans for long term

- Desires feedback before making decisions
- Knowledge and strategies for church growth
- Sincere desire to do right
- Good inter-personal skills
- Works purposefully to develop staff
- Confident
- Organized
- Good reporting to the board
- Big picture visionary
- Identifies where change needs to be made and develops plan to make it happen
- Team builder
- Builds staff cohesiveness in working toward common goals
- Integrity and trustworthy
- Faithful

Summary of Limitations – Board

Using modified Grounded Theory, 19 initial items from the SWOT analysis were reduced to four major leadership categories and 13 collated items.

Personal Relationality and Congregational Connection
- Seems insincere
- Hard to have a conversation with
- Can be to surface and guarded
- Can come off as inauthentic or unable to relate to the realities of the staff
- Wants people to like him – could cause conflict when people have different views or opinions
- Not relationally connecting with senior members of congregation

Board Leadership
- Limited knowledge and skill at preparing for board meetings in a way that protects the integrity of decision-making

Staff Leadership
- Staffing and recent hire questioned
- Never understood the worship ministry transition or new vision
- Too dependent on teaching team

Vision Casting
- Limited vision casting – he seems to look to others
- Global mission focus feels secondary or delegated to others
- Lack of clarity around the mission and desire to do "something"

Limitations – Board

- Seems insincere
- Hard to have a conversation with
- Staffing and recent hire questioned
- Can be to surface and guarded
- Can come off as inauthentic or unable to relate to the realities of the staff
- Capacity to over-extend himself in energy and time
- Vision casting – looks to others
- His preaching "doesn't put the cookies too high on the shelf" not as intellectual as in past. Not necessarily bad, but different
- Wants people to like him – could cause conflict when people have different views or opinions
- Not connecting with senior members of congregation
- Global mission focus feels secondary or delegated to others
- Never understood the worship ministry transition or new vision
- Need a push from Paul to the board to consider "what's next for our growth and future
- Limited technical knowledge
- Too dependent on teaching team
- Needs more knowledge of local community – tough during pandemic
- Lack of clarity around the mission and desire to do "something"
- Limited knowledge and skill at preparing for board meetings in a way that protects the integrity of decision-making
- Lack of knowledge of the broader culture beyond evangelicalism – limits ability to speak in terms that are relevant

Summary of Opportunities for Growth – Board

Using modified Grounded Theory, 17 initial items from the SWOT analysis were reduced to four major leadership categories and 16 collated items.

Vision Casting
- Set more clear expectations and timetables
- Do more vision casting to church body
- Pursue organizing around our purpose/mission
- Develop a strategy/vision for the future
- Focus on being a healthy church more than growing church
- Communicate the importance of church membership

Professional Development
- Need to address problems head on
- Deal with issues with maximal transparency
- Continue to assess personal blind spots
- Improve personal communication – not responsive to emails
- Develop greater authenticity and sincerity – sometimes doesn't seem relationally engaged

Community/Congregational Engagement
- Gain more knowledge of the community and surrounding area
- Follow through on connecting with other Lexington area pastors
- Develop greater awareness of congregational needs for pastoral care – a personal touch needs to be directed by senior leadership

Board Leadership
- Gain confidence in direction of the board
- Don't accommodate the previous board culture – after three years it's yours now

Opportunities for Growth – Board

- Gain more knowledge of the community and surrounding area
- Set more clear expectations and timetables
- Do more vision casting to church body
- Gain confidence in direction of the board
- Don't accommodate the previous board culture – after three years it's yours now
- Promoting more global mission focus and support of missionaries
- Follow through on connecting with other Lexington area pastors
- Pursue organizing around our purpose/mission
- Develop a strategy/vision for the future
- Focus on being a healthy church more than growing church
- Communicate the importance of church membership
- Need to address problems head on
- Deal with issues with maximal transparency
- Continue to assess personal blind spots
- Improve personal communication – not responsive to emails
- Develop greater authenticity and sincerity – sometimes doesn't seem relationally engaged
- Develop greater awareness of congregational needs for pastoral care – a personal touch needs to be directed by senior leadership

Summary of Threats to Leadership – Board

Using modified Grounded Theory, 13 initial items from the SWOT analysis were reduced to three major threats and 7 collated items.

COVID related challenges

Issues related to change management
- o Rapid change of the past three years – is the older generation feeling pushed out
- o Those who are resistant to change
- o Overthinking and overanalyzing situations
- o Lack of "challengers" who will honestly question and critique proposed change

Personality and leadership traits that may jeopardize his leadership if not addressed
- o Personal communication and responsiveness
- o Tendency to overextend himself
- o Authenticity and relationality

Threats to Leadership – Board

- Lack of "challengers" who will honestly question and critique him
- Lack of congregational diversity
- Previous goals are now unattainable
- COVID related challenges
- Rapid change of the past three years – is the older generation feeling pushed out
- Those who are resistant to change
- Overthinking and overanalyzing situations
- A lack of policies related to staff relatives serving on staff
- Lack of financial oversight that is transparent and understandable
- Personality and leadership traits that may jeopardize his leadership if not addressed
  - o Personal communication and responsiveness
  - o Tendency to overextend himself
  - o Authenticity and relationality

Staff SWOT Analysis for Client

Strengths in Leadership	Opportunities for Growth in Leadership
Personal Character Traits and Practices • Friendly • Humble (willing to accept criticism and willing to learn) • Patient • Flexible • Fair • Available • Encouraging • Dedicated to family **Organizational Leadership** • Knowledgeable about leadership and church growth/development • Empowers people in areas of strengths • Good organizer • Unique perspective on issues • Willing to make decisions • Desire to care for staff • Becoming willing to delegate to and release staff to make higher level decisions **Spiritual Leadership** • Strong biblical preaching and teaching • Emphasis on prayer • Dedicated to the Lord • Solid faith	**Staff Relationships and Development** • Provide regular opportunities for professional development and teambuilding with staff • Taking time to develop personal relationships with staff members and congregation members • Opportunities to multiply leaders for ministry • Focus on relational leadership rather than positional leadership, • Create opportunities to connect staff and board members • Develop consistency in ways you engage the Executive Team **Personal Awareness and Relationality** • Leading with courage • Becoming more authentic and genuine so people can know the real you • Getting more involve in church community life and that of the local community • Develop personal accountability group **Communication** • Listening to unique and different leadership voices in our local area • Remain humble and open to hearing the voices of the people you lead (which will result in more enthusiastic followers) • Growth in clearly communicating expectations rather than implying them **Vision Casting** • Create intentional time to vision cast and lead team in fulfilling our mission • Provide greater clarity of vision/direction that will energize staff and give them focus

Current Perceived Limitations in Leadership	Threats to Existing Leadership
Lack of confidence • Doesn't lead with confidence • Fear and insecurity in leadership • Fear of or intimidated by board • Overstepping staff's authority when nervous or fearful about an issue • Will not confront difficult issues head-on **Unclear Communication** • Has a difficult time listening to and communicating with clarity to staff • Unclear expectations when asking for tasks/projects to be done • Unilateral decisions that come with little explanation as to "why" • Tendency to move ahead with plans despite issues that have been vocalized by staff without providing rationale **Staff Culture and Relationships** • Struggles to connect, listen to, sympathize with or understand staff at a personal level • The need to connect with and unify the executive team • Lack of focus on staff culture and morale • Better relationships with staff and executive team **Vision and Vision Casting** • Lacks strong voice for leading staff in vision for THE CHURCH • Decisions are not driven by vision, mission or values of THE CHURCH • Lack of overarching vision • Tendency to fall back on past success • Still trying to understand cultural difference between south and west coast **Low Self-awareness**	**Lack of authentic relationality with team will lead to low morale and staff turnover** **Lack of self-awareness** **Lack of compelling vision for the church and clarity of communication** **Burnout and/or moral Failure** • Some interactions with female staff make me feel uncomfortable

Summary of Strengths – Staff

Using modified grounded theory, 38 initial items from the SWOT analysis were reduced to three major leadership categories and 19 collated items

Personal Character Traits and Practices
- Friendly
- Humble (willing to accept criticism and willing to learn)
- Patient
- Flexible
- Fair
- Available
- Encouraging
- Dedicated to family

Organizational Leadership
- Knowledgeable about leadership and church growth/development
- Empowers people in areas of strength
- Good organizer
- Unique perspective on issues
- Willing to make decisions
- Becoming willing to delegate to and release staff to make higher level decisions
- Desires to care for staff

Spiritual Leadership
- Strong biblical preaching and teaching
- Emphasis on prayer
- Dedicated to the Lord
- Solid faith

Strengths in Leadership – Staff

- Solid faith
- Biblical teaching and preaching
- Encouraging
- Patient
- Humble
- Available
- Willing to accept criticism
- Can be very humble
- Can be open to new ideas
- Can be very encouraging
- Fair
- Is becoming willing to delegate and release staff to make higher level decisions
- Knowledge of leadership and church growth/development
- Strong biblical preaching
- Emphasis on prayer
- Willing to learn
- Welcoming to everyone who comes to the church
- Desires to care for staff
- Unique perspective on issues
- Good organizer
- Empowers people in areas of strengths
- Prayer
- Willing to make decisions
- Sets good work family boundaries and encourages this in staff
- Humility
- Dedication to the Lord
- Patience
- Flexibility
- Knowledgeable and capable in leadership
- Knowledgeable and capable in preaching
- Very friendly toward new people
- A Voice of wisdom and encouragement to team
- Respectful – does not insert himself into conversations
- Prayer
- Preaching
- Patience and pace
- Prioritizes family loyalty
- Humility

Summary of Limitations – Staff

Using modified Grounded Theory, 40 initial items from the SWOT analysis were reduced to six major leadership categories and 26 collated items.

Vision
- Lacks strong voice for leading staff in vision for FAC
- Decisions are not driven by vision, mission or values of FAC
- Lack of overarching vision
- Tendency to fall back on past success and experiences
- Still trying to understand cultural difference between south and west coast

Lack of confidence
- Lacks confidence
- Doesn't lead with confidence
- Fear and insecurity
- Fear of, or intimidated by board
- Reflected in overstepping staff's authority when nervous or fearful about an issue
- Will not confront difficult issues head-on

Staff Culture – lack of connection
- Struggles to connect, listen to, sympathize with or understand staff at a personal level
- The need to connect with and unify the executive team
- Lack of consistency in how he engages the executive team
- Lack of focus on staff culture and morale
- Better relationships with staff and executive team

Lack of Trust
- Can be a micromanager
- Hard to trust as a friend or leader

Low Self-awareness
- Lack of self-awareness
- Low self-awareness

Unclear Communication
- Has a difficult time listening to staff
- Poor communication with staff
- Unclear expectations when asking for tasks/projects to be done
- Unilateral decisions that come with little explanation as to "why"
- Need for greater clarity
- Tendency to move ahead with plans despite issues that have been vocalized

Limitations - staff

- Lacks strong voice for leading staff in vision for FAC
- Struggles to connect, listen to, sympathize with or understand staff at a personal level
- Connecting with and unifying the executive team
- Lacks confidence
- Unique challenges with having wife on staff. Strong influence that may affect staff relationships and ministry choices or direction
- Unilateral decisions that come with little explanation as to "why" needs greater clarity
- Undermining formal power structure by giving wife a louder voice at the table than the executive team
- Lacks an overarching vision
- Doesn't lead with confidence
- Will over-step your authority in a heartbeat if he is nervous about something
- Lacks trust
- Can be a micromanager
- Puts too much stock in opinions of a few, sometimes people who have no business speaking into the process of running a church
- Will not confront difficult issues head on **PA**
- Has tunnel vision – knows what he wants but doesn't factor in relevant challenges and potential problems. Even if they are pointed out, will move forward despite vocalized issues
- Still trying to figure out cultural, societal differences between south and west coast
- Lacks ministry experience in different situations
- Leadership principles that are often a book quote rather than personal conviction
- Perception that decisions are not driven by mission, vision, values of church
- Lack of follow-through risks impact to credibility
- Lack of consistency in how he engages executive team
- unclear expectations when asking something to be done
- often appears to fall back on past ministry leaders and successes
- Lacks sensitivity to what God might be doing by his spirit
- Fear
- Insecurity
- Lack of vision
- Lack of self-awareness
- Lack of focus on staff culture and morale
- Fear or intimidation of board
- Confusion around governing bodies – relations with board, staff, elders, exec team
- Favoritism
- Unpredictable and unorganized
- Poor communication
- Can't be trusted as friend or leader

Summary of Opportunities for Growth – Staff

Using modified grounded theory, 26 initial items from the SWOT analysis were reduced to four major leadership categories and 16 collated items

Staff Relationships and Development
- Provide regular opportunities for professional development and teambuilding with staff
- Taking time to develop personal relationships with staff members and congregation members
- Opportunities to multiply leaders for ministry
- Focus on relational leadership rather than positional leadership
- Create opportunities to connect staff and board members
- Develop consistency in ways you engage the Executive Team

Communication
- Listening to unique and different leadership voices in our local area
- Remain humble and open to hearing the voices of the people you lead, which will result in more enthusiastic followers
- Growth in clearly communicating expectations rather than implying them

Vision Casting
- Create intentional time to vision cast and lead team in fulfilling our mission
- Provide greater clarity of vision/direction that will energize staff and give them focus

Personal Awareness and Relationality
- Leading with courage
- Become more authentic and genuine so people can know the real you
- Getting more involve in church community life and that of the local community
- Develop personal accountability group

Opportunities for Growth – Staff

- Courage
- Vision casting
- Relational leadership
- Counseling and pastoral care
- Staff leadership and development
- Evangelism
- Multiplication of leadership
- Team staff development
- Look to tap local expertise and talent rather than that outside of the area
- Listening to unique and different leadership voices in local area
- Communicating expectations
- Follow through with stated plans
- Consistency in how he engages the (executive) team
- Truly take input from employees (not just asking for the sake of asking when outcome is already known
- Continue learning how to listen to people's concerns
- Clearly stating expectations rather than implying them
- Provide greater clarity/vision/direction that will energize the staff and give them something to shoot for
- Remain humble and open to hearing the voices of the people he leads with, which will lead to more enthusiastic followers
- Create intentional time to vision cast and lead team in fulfilling our mission
- Work on developing personal relationships with staff members and congregation
- Get more involved in church community life and local community
- Connecting board members and staff
- Develop a personal accountability group
- Provide professional development and team building opportunities for staff
- Become more authentic/genuine and allow people to know the real Paul
- Reduce the atmosphere of fear in the office

Summary of Threats – Staff

Using modified grounded theory, 11 initial items from the SWOT analysis were reduced to four major leadership categories one specific item.

Lack of authentic relationality with team will lead to low morale and staff turnover

Lack of self-awareness

Lack of compelling vision for the church and clarity of communication

Burnout and/or moral Failure
- Some interactions with female staff make some feel uncomfortable

DARK SIDE OF LEADERSHIP ASSESSMENT

DARK SIDE OF LEADERSHIP ASSESSMENT

Overview

From ministry leaders to corporate CEOs, the devastating effects of leadership failure are evident to most in this late-modern era. The highly publicized organizational failures of Enron, MCI WorldCom, and the Catholic Church serve as reminders to all of how vital it is for the dark side of leaders to be held in check. Because of this, Rima (1996) argues that there is a desperate need for leaders to engage in serious and sober self-examination in an effort to uncover the issues within their lives that have all too often created the unhealthy drives and motivations that end up in moral and ethical failure. If this plea were to be heeded among today's leaders, the extent to which such forms of self-leadership would benefit individual organizations and the world's societies in general would be astounding. In order to assist in the process of leader self-examination, Rima (1996) developed the Dark Side of Leadership Profile (DSLP) for use among ministry leaders. The DSLP has been designed to measure five dysfunctional leader traits. These are: (a) compulsivity, (b) narcissism, (c) paranoia, (d) codependency, and (e) passive-aggressive behaviors.[1]

Dr. Justin Irving, Ph.D., Professor of Leadership at The Southern Baptist Theological Seminary, conducted a study to determine the validity and reliability of the Dark Side of Leadership Profile and concluded:

> For leaders who take their fiduciary responsibilities seriously, this is a welcome addition for those seeking to manage the dark side tendencies that are a reality for most leaders. The DSLP provides one means for paying attention to these shadow tendencies and serves as a means not only for identification of dark side issues, but likewise may be used to point toward areas for focused developmental growth. While refining work on the DSLP should continue, the instrument—with the proposed changes—is a trustworthy instrument for its intended function.

Summary

The Dark Side Assessment was given to Client, and his wife also took it based on her perception of him. Likewise, the board and staff participants also completed the assessment based on their perception and experience of Client as a leader. All staff and board scores were totaled and averaged and then plotted on a single radar graph as separate scores, providing a crisscross assessment. Based on the raw scores and analysis based on other insights from this report, it was determined that the three highest traits were Passive Aggressive, Narcissistic and Codependent.

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[1] Irving, Justin A. From a peer reviewed journal article on the Dark Side of Leadership Profile instrument, https://people.bethel.edu/~irvjus/PDF/ILSC_2004_Dark%20Side_Irving.pdf
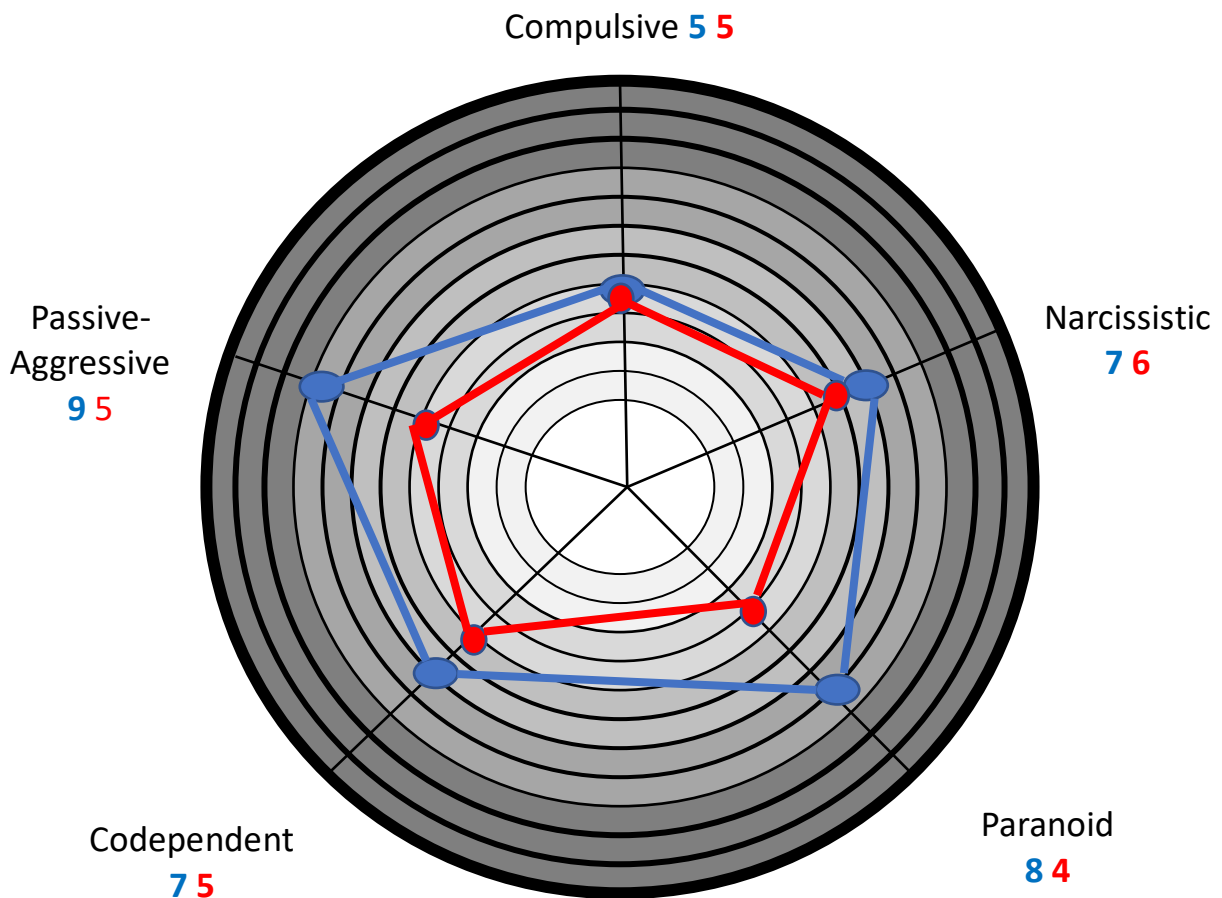
Dark Side Scores
Client and Wife

	Compulsive	Narcissistic	Paranoid	Codependent	Passive-Aggressive
Client	5	7	8	7	9
Wife	5	6	4	5	5

Plotting Key
A = Passive-Aggressive   B = Compulsive   C = Paranoid   D = Narcissistic   E = Codependent

Compulsive **5 5**

Narcissistic **7 6**

Paranoid **8 4**

Codependent **7 5**

Passive-Aggressive **9 5**

How Does Your Dark Side Influence Your Leadership?
0 – 4   Little to No Influence
4 – 8   Significant Negative Influence
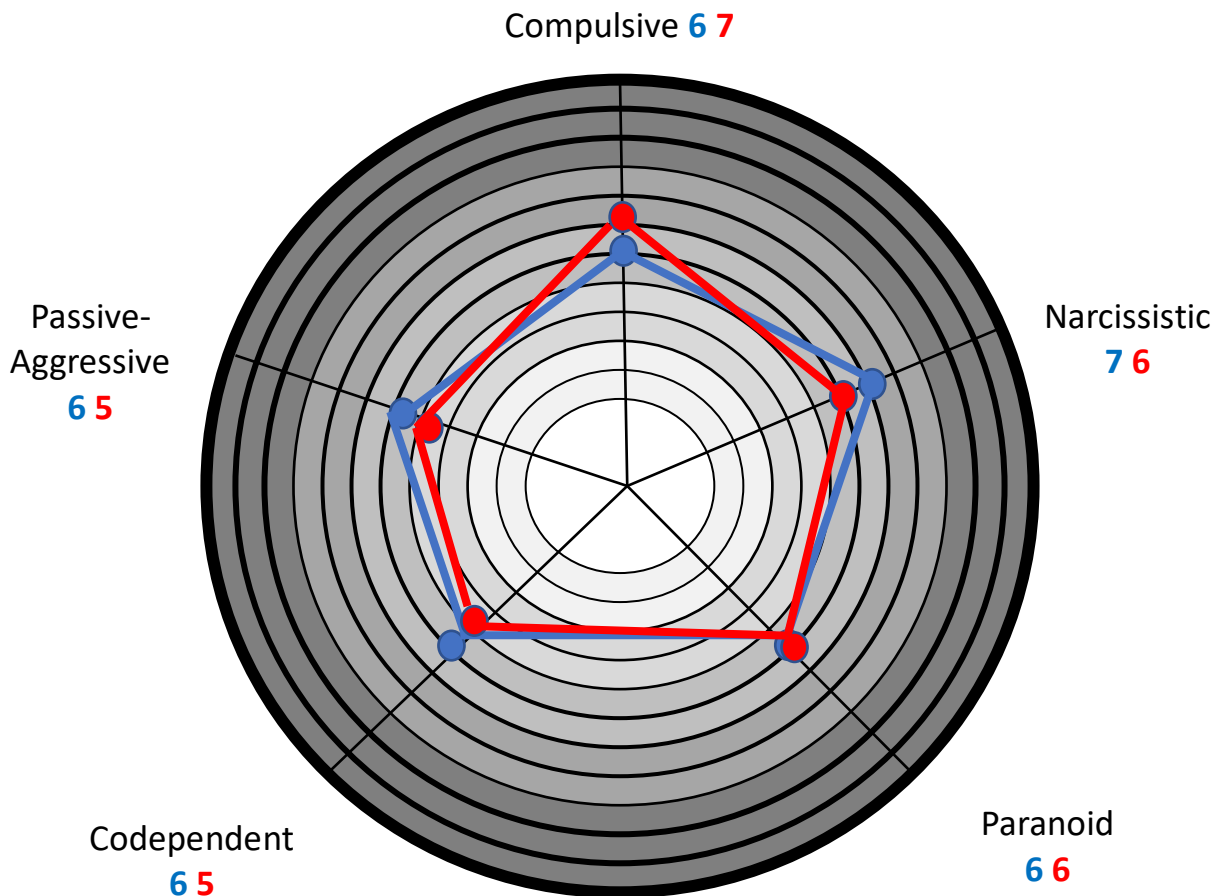8 – 12   Potentially Destructive Negative Influence

Dark Side Scores
Staff and Board

	Compulsive	Narcissistic	Paranoid	Codependent	Passive-Aggressive
Staff	6	7	6	6	6
Board	7	6	6	5	5

Plotting Key
A = Passive-Aggressive   B = Compulsive   C = Paranoid   D = Narcissistic   E = Codependent

Compulsive 6 7

Narcissistic 7 6

Paranoid 6 6

Codependent 6 5

Passive-Aggressive 6 5

How Does Your Dark Side Influence Your Leadership?
0 – 4   Little to No Influence
4 – 8   Significant Negative Influence
8 – 12   Potentially Destructive Negative Influence

DARK SIDE TRAIT SUMMARY
For Client's Three Primary Traits

The Passive-Aggressive Leader (Biblical example: Jonah)
Jonah disobeyed; the following sorrow and repentance would not last long; he preached lethargically but with success, the results of which, led to a period of sulking and depression/desolation. He had a generally negative outlook on his life.

We see:

- A resistance to God's command to perform an assigned task
- Bursts of sadness and anger
- Short-lived periods of contrition and sorrow for his actions
- Impulsive behavior
- General negativity

Passive-aggressive leaders have a tendency to passively resist demands to adequately perform tasks or to engage in planning that establishes specific goals that their performance will be measured against.

This is most often expressed through:

- Procrastination
- Dawdling
- Stubbornness
- Forgetfulness
- Intentional inefficiency

All this stems from the fear of failure; and from the fear that success may breed higher expectations, which could lead to failure later.

Passive-aggressive leaders:

- Are prone to short outbursts expressing intense emotions (sadness, anger, frustration), often just within the bounds of what is legal and socially acceptable, yet it is still provocative, often followed short-lived periods of sorrow and repentance. This demonstrates certain impulsiveness.
- Perform the tasks, but with little or no enthusiasm
- Harbor anger and bitterness for the expectations that others place om them.
- Their impulsiveness leaves their colleagues often feeling edgy. They make people uncomfortable and leave them confused.
- They exhibit impatience, irritability, fidgeting when things are not going their way.

In Ministry: Passive-aggressive leaders:

- Find it difficult to set goals and implement plans for the future
- Have a pessimistic outlook
- Quickly complain about not having support or not being allowed to lead the way they want
- A majority of the time they appear to be happy, compliant and satisfied with their job and organization. However, over a period of time a pattern of erratic emotional behavior can be seen.

The Narcissistic Leader (Biblical example: Solomon)
For the narcissistic leader the world revolves on the axis of self. Narcissistic leaders present various combinations of:

- Intense ambitiousness
- Grandiose fantasies
- Feelings of inferiority
- Overdependence on external admiration and acclaim

At the same time the narcissistic leader is:

- Chronically uncertain of himself and how he is perceived by others, particularly people he admires or respects
- Often experiences dissatisfaction with his accomplishments
- Can have an over-inflated sense of his importance to the organization
- Can have an exhibitionistic need for constant attention and admiration from others
- Restless ambition
- Can be exploitive in relationships with others, using the relationship for their own benefit and advancement.
- A tendency to overestimate their own achievements and abilities while refusing to recognize the quality and value of the same in others; it would be a threat to their own self-importance

Narcissistic leaders tend to use others to advance their own goals; therefore, they are notorious for being unable to empathize with those they lead. This enables them to pursue their own ends without restraint. Christian leaders often use those they lead to enhance their own image and improve the way they feel about themselves.

Signs: to be immediately obsessed with whether a sermon was good and how people responded to it, is a prime symptom of narcissism.

Numerous churches have been destroyed by leaders who led the church into projects too energetic and costly for the congregation, because the leader needed to feel good about himself. When the leader is constantly beginning new ministries, even when existing, essential ministries are not adequately staffed or effective, it can be a sign of narcissism. Rather than

ensuring that existing ministries are efficiently functioning, once the "high" of a new ministry or program launch is gone, the narcissistic leader provides little long-term oversight or maintenance. Narcissists like to think of themselves as "Big Picture" people and don't concern themselves with the details of leadership that aren't seen or noticed by others.

The Codependent Leader (Biblical Example: Moses)
Codependency does not fall into any one category of recognized personality disorder. It is more of a generic trait or behavior that can be found in many different personality types.

Definition:
An emotional, psychological and behavioral condition that develops as a result of prolonged exposure to, and practice of, a set of oppressive rules; rules that prevent open expression of feelings as well as discussion of personal problems. Preserving the appearance of normalcy is more important than taking the difficult actions to actually begin creating normalcy and health. Codependency is most often associated with people living with others who are compulsively dependent on something (alcohol, drugs, food, pornography).

Another aspect of the social system around a codependent's relationships involves counterbalancing a socially unacceptable and embarrassing behavior of the dependent person which often involves strict rules that dictate how the family must behave and communicate in public.

- Coping behaviors for covering up or rationalizing inappropriate behaviors develop
- Resulting in emotional repression that creates great stress for the codependent person
- Sometimes very high, unrealistic standards that are impossible to consistently meet – resulting in a constant sense of failure and self-blame
- Tendency to react rather than to initiate action; codependents react to the behavior of the dependent person; they make an effort to balance, cover up, maintain peace in their relationships
- Codependents take personal responsibility for the actions and emotions of others, often blaming themselves; they generally have a high tolerance for bizarre behaviors in others; they will go far to avoid hurting a person's feelings, even if it means they hurt themselves in the process
- Avoiding confrontations, they often serve as peacemakers and can appear to be extremely benevolent, always willing to take on another task – despite being often over extended. Codependents have a difficult time saying "no" if they feel it will disappoint someone. However, this inability to say no often results in repressed anger and frustration
- Codependents obsessively worry about the feelings of others – they can often become emotionally and physically ill.

In essence: the problem of codependency involves the way that an individual copes with the behaviors and expectations of those around him/her.

Spiritual leadership is the ultimate venue for taking care of others. The person with severe codependency will experience great frustrations in ministry.

A common manifestation of codependent leadership is the reluctance or failure to confront and deal with inappropriate behavior within the church; always in fear of hurting somebody's feelings and risking the loss of approval. Natural result of such avoidance: enabling of unhealthy and unbiblical behaviors within the church.

The codependent leader is often willing to take responsibility for the inappropriate attitudes and actions of others.

S/he finds it nearly impossible to say no to requests of church members, so s/he can find his/her schedule out of control and the workload unbearable. Ministry provides the perfect environment for a leader to focus on others to the exclusion of self. This often results in the codependent leader's failure to care for himself, producing burnout and other debilitation maladies.

INITIAL RECOMMENDATIONS

Based on the results and analysis of this report, I would make two recommendations for taking immediate action. Obviously, these are my recommendations, and you may come to other conclusions regarding that to which you would like to give initial attention. However, I do believe that there are internal core issues (being) that our radiating out and negatively impacting other external factors (doing). I believe these internal core issues should be addressed first, as they are impacting numerous other areas. Ultimately though, the choice is yours as to what you would like the focus to be.

Recommendation One: Address the Lack of Congruency in Your Life

There are three essential elements in the life of the spiritual leader that have the greatest impact on their faithfulness, endurance and effectiveness in ministry: Character, Competency and Congruence. Without question, you are a leader of high competency. You are extremely gifted and knowledgeable and have been used by God effectively in past ministry contexts. Yes, there may be some areas in this new ministry context where you need to develop some new competencies, but I have no doubt that that is something you can easily do on your own or with minimal coaching. You are also a man and leader of character, as evidenced by both the board and staff SWOT Analyses, as well as quadrant one of the Johari Window. You are a person of integrity, faithfulness, fairness, patience, sincere desire to do right, humility and other admirable character traits. I might add, your character is also demonstrated in your willingness to be brutally honest about yourself. That is an extremely rare and admirable character quality. However, based on my analysis, it seems the area where you are struggling the most at the present time, and which is adversely affecting other areas of your life and leadership, is related to a current lack of inner congruency. Because of your high degree of competency, you are able to go through the motions of ministry leadership and maintain the illusion that all is well. And yet, internally you are struggling with a sense of isolation, feeling trapped in ministry, feeling you have fallen into mediocrity and, as a result, been self-medicating to numb the inner pain you are currently feeling. Though others may not be aware of this because your high degree of competency is able to mask it, you are all too aware of what's going on in the hidden self. This is creating a profound sense of incongruence and personal dissonance between your public professional life and your inner personal life, resulting in a divided life. And, as a result, it is having a direct influence on the limitations in leadership perceived by both the board and the staff: lack of confidence, unclear communication, less than ideal staff culture and relationships and a lack of personal relationality and congregational connection. To use a Jesus metaphor, clean the inside of the cup and the outside will become clean also. I believe this is where you need to give initial attention. Could it be that God loves you so much that he led you to THE CHURCH, not solely for how he would work **through** you in the church, but just as importantly, for how he wants to work **in** you as His beloved son? Something to consider.

Recommendation Two: Build Genuine Relationships with the Staff and Have Fun with Them

A second area of immediate focus might simply be beginning to truly love the staff, show them you care about them as people, not just as employees, and find ways to have fun together (I

have some ideas we can discuss). As the old, hackneyed saying goes, "People don't care how much you know, until they know how much you care". Building meaningful relationships with the staff, even those that may be contrary, and showing that you are interested in them, will go a long way toward building relational capital, which wields many dividends. A strong team, bound together by deep relationality, provides a strong foundation from which to engage in the strategic planning that will result in a compelling vision you can pursue together as a team.

These recommendations are intended to present a starting point for ongoing coaching and spiritual direction.