

# ROYCE WHITE

HEAV LeaderLife 2018 Workshops Notes v2.4

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**Leadership & Team Development  
Interactive Exercises**  
(Leadership Games and Lessons)

**Wired by God: Speaking Everyone's  
Personality Language**

**Recruiting, Managing, and  
Retaining Volunteers**

**Life After Leadership:  
Balancing Life, Family, and Leadership**

# In today's culture, is your home school student equipped to take on the world and lead?

You've prepared them academically—but do they have the leadership skills to lead themselves to success through college and beyond?



You've spent your life training your children—we get that—we spent 27 years home schooling our five kids. Now you can help your student get all the necessary life-skills to become a world-class leader in any situation and any organization—and even if leading others isn't your goal, you still need to lead yourself well. Extremely well. Most people don't learn leadership and even less actually study it. Even overachievers struggle to apply proper leadership principles—you can't do what you don't know.

So how do you get them what they need? *Intensive* leadership mentoring for your student (ages 17-19). Royce White, author, executive coach, and international speaker with the *John Maxwell Team*, will lead your student weekly through a special nine-month teleconference program for high school students to help them get from where they are to the top of their desired field—to quickly go from team member to team leader and on to become a *Level 5 leader*—the pinnacle of leadership. These learned skills will give your student a *significant* edge to power through college, find the best possible career opportunity, and achieve their definition of success—and those not going to college will learn to apply crucial leadership skills to help find their desired career and jump-start their life. Plus, applying the laws of growth and leadership will help your student take responsibility for their life. Get the details on the website or give us a call—then let's do this together. 800-328-2390 or see [alaleaders.com](http://alaleaders.com).

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There is more material here than I gave at the Conference because I had more material than I had time. This material is copyrighted © 2018. Please enjoy it and share it with your leadership teams.

“Being defeated is often a temporary condition. Giving up is what makes it permanent.”

*Marilyn Von Savant*

# Leadership & Team Development Interactive Exercises

Session 1—2:30pm Friday, March 9



## 1. Participation.

This weekend is a participation Weekend. It's not a restful weekend—although I believe you will feel rested when we are done. It is not a sit

quietly weekend—you must add value to the pool—if you have the answer and you know you have the answer, you **MUST** participate—you must speak up! If you don't know, you must ask! Selling isn't telling, selling is asking questions. You have to sell leadership to yourself and to your team because most people do not study leadership and do not know how to lead others well. Some can do it by accident because they have learned some good traits from their parents or through trial and error. But most do not know how to **INTENTIONALLY** lead themselves and others.

What are your systems for dealing with problems? Where is your leadership lid? Do you know that you don't know? or Don't know that you Don't Know? That's called DeeKaySquared (DK2). That's the worse place to be. I'm going to help you out of that place this weekend into knowing so you can lead yourself and others to a better place.

Proverbs 20:5 says

The purposes of a person's heart are deep waters, but one who has insight draws them out.

I need you to participate heavily this weekend—like you have never participated before. You need to have conversations at dinner, at lunch, at breakfast. You need to search for the answers you seek—You need to start writing them down now. Make a list—what things do you want answers to? Homeschooling, life, leadership, personal growth, personality. For those of you who are generally reserved, you need to Raise your “Outgoing” personality side and make more noise this weekend than you have ever made. I am giving you permission. You outgoing types are already loud—so make sure you make room for the reserved folks while still participating.

You need to leave with your questions answered!! Most of them anyway. Grab me at every opportunity and ask questions. Have questions for the round table. For one another. For the Q&A Time after each session. Do NOT leave here wondering. Leave here excited, enthusiastic, energized. Motivated. Inspired. And even if you don't have all the answers, leave here with the resources to FIND the answers.

Can we pray for our time?

One of my favorite stories is about the Sunday School Teacher who one Sunday morning started out her class by asking her third grade students, “What is it that scampers around the yard gathering nuts and burying them, has a furry tail, and jumps from tree to tree?”

The students were silent.

Okay” she responded, “how about this—it’s also classified as a rodent, is usually grey in color, and certain varieties can glide as if they’re flying?”

You could hear a pin drop.

“Are you sure nobody know’s the answer??

She continued a little amazed—”It also can sit in a tree making ‘chuck-chuck’ noises, throw acorns at you, and runs around like crazy in the road when you are riding in your car!”

Silence.

A bit flabbergasted, she shook her head and said, “Nobody has any ideas at all??? No one?”

Finally, after a moment, little Johnny in the front row sheepishly raised his hand.

Before he had an opportunity to put it down, the teacher shouted, “WONDERFUL! Johnny can you tell us the answer?”

“Well” began Johnny, “I know that the answer is Jesus, but it sure sounds like a squirrel to me!”

That’s the same as with Leadership. We know that Jesus is the answer, but there are a lot of good leadership principles that will point us to the truth. Contrary to popular belief, the scripture’s purpose isn’t to provide an answer to every question in life—there are many things that are not answered—otherwise the Bible would be at least a thousand volumes. Its purpose is to show us how to have an awesome relationship with the King of the universe, His beloved Son, and the Holy Spirit... AND with one another. Don’t get me wrong. It does have a lot of answers to life’s questions, but God leaves a lot of room for us to figure out the day to day.

So that’s what we’re doing this weekend—finding out how to be better leaders. The proverbs are full of wisdom and how to love others and take care of yourself. I can’t encourage you enough to read a Proverb daily—the Proverb of the Day, repeat.

## **2. Get Started!**

Okay—let’s get started. Game #1—Juggling. How many of you have ever juggled before? Okay—we need to start with a coordination wake-up test. Everybody stand up. Get some comfortable space. Im going to say “1 2 3 Clap. So every body claps. Ok ready? 1 2 3 (wait)



clap. The instructions were crystal clear and yet many (most) of you clapped after ‘3’ — why? Conditioning.

Okay put your hands like this (Show) you’re going to clap them. Now each time I cross my hands (show) you need to clap. If I don’t cross my hands, don’t clap. Ready? Do it.

### **3. Fingers Together**

(Try this at home!) Put your fingers together, interleaving them. Now look at your thumbs. Which is on top, the left or the right? Now when I say go, shift all your fingers—if your right thumb is on top, shift your fingers away from you. If the left thumb is on top, shift your fingers toward you. Notice how awkward that feels? There is a right way and a wrong way to your brain. It’s also hereditary.

### **4. Cross your Arms.**

Similar to putting your fingers together. Cross your arms normally. One hand usually grabs your bicep while the other hand usually tucks under your other bicep. Now switch to the opposite way—so if your right hand was grabbing your left bicep and your left hand was tucked under your right bicep, switch to your left hand grabbing your right bicep and your right hand was tucked under your left bicep. Doesn’t that feel weird? Some things are natural for us and some are not. Leadership is the same way. Some things that we are comfortable doing because that’s the way we have always done them make sense while other things—possible the opposite way, are uncomfortable. But you

need to learn the proper way to lead so you can become comfortable with doing the right thing at the right time.

## 5. Juggling

Okay. Now I'm going to ask again—How many of you have ever juggled before? Okay—you need to watch more than anything—though I do have a purpose for you. Get into groups of (divide number of ball sets into the number of people). Pick someone to be your first juggler. Yes they will drop the balls. But just keep juggling until I call time. Everyone else WATCH them juggle and note what you think would help them juggle better—BUT don't call it out—just note it in your mind. After a minute of trying to juggle, stop (I'll give you the times for starting and stopping). During the next minute, go around the group and quickly make your best suggestion as to how they can juggle better. Juggler, listen intently and put into place those things that you believe will help you the most, or “test” several of them to see what really helps. Juggle for another minute—until I say stop. Repeat the advising process. Now juggle for a final minute. Then spend the last minute with the juggler telling what the best help was. Now pick a new juggler. Repeat the whole process. Finally do a third juggler. Give them the motion side to side as a help.

### Lesson Learned

Awareness. You cannot give what you don't have. You need to lead yourself and your team in understanding where you are AND where you are going—your vision. You must ask yourself daily,

1. What did I do today that I don't want to do tomorrow and work at not doing it tomorrow!

2. What did I do today that I want to do more of tomorrow and work at doing it! Test and Measure, Test and Measure. You cannot Beware until you're first Aware

3. So journalling is key. Be INTENTIONAL and spend five minutes every night asking yourself the two questions above and dealing with issues daily. If you deal with things fail, 10 years can never sneak by (or a week for that matter) without you dealing with the issue. Learn daily.

## **6. Red Cup Stack.**

Take the Red cups and set them upside down on the table in a line. Take the rubber band and attach 5-10 strings to it (pending number of people). Pull the strings to get over cups and put them in a pyramid. Go! Do for 3 minutes. Stop and talk about it, plan, figure for 5 minutes. Round 2: Do it again for 3 minutes. Add a person in change a person. When done, talk about the questions:

1. How did you feel during the task?
2. What was the effect of the leadership they experienced?
3. What was the dynamic of the team?
4. Get input from observers
5. Play the game again as a contest.

### **Lessons Learned**

THE LAW OF MOUNT EVEREST—As the Challenge Escalates, the Need for Teamwork Elevates

1. Develop Team Members. The first thing you want to do with any team that doesn't understand its potential, or isn't getting to where they need to be (which is most new or young teams), is to grow

team members. One of the most important responsibilities for the leader (that's you!) is to understand this potential in people and draw it out. Once you accomplish this, than you start to show yourself to BE the leader! Determine what your team needs based on the following categories: • Enthusiastic beginner—they need direction • Disillusioned learner—they need coaching • Cautious completer—they need support • Self-reliant achiever—they need responsibility. Always give the people who are already on your team a chance to grow and bloom.

## 2. Add Key Team Members.

Sometimes all your team needs is one key person with talent in an area to make the difference between success and failure. Then it's time to add the person to the team. I'll talk more about this in my first session tomorrow on Recruiting, managing, and retaining Volunteers—many of those principles will apply to any team member not just volunteers.

## 3. Change the Leadership.

If your team is still not growing, sometimes it's time to change the leadership. There are many different challenges that require different types of leaders. It may not be a permanent ant change, but a temporary one. The particular challenge at the moment may determine what kind of leader you need for that challenge. Why? Because every person on the team has strengths and weaknesses that come into play. This is why it's good know what the personality traits are of all your team players. Of course, you need to be wise and mature enough to make sure that you are not the problem. Sometimes you need to remove yourself and replace the leader with one who has a higher leadership lid than you have. That's hard to do, but can be one of the best things for your team.

## 4. Remove Ineffective Members.

This is one of the hardest things to do. Sometimes there is an ineffec-

tive team member or one with a bad attitude. Somebody with stinkin thinkin. You have to keep put the team first and remove the person with the problem if they are not able to change. If your team keeps breaking down or falling short, you may need to make changes in your team. Growing a team is demanding and time-consuming. But for the sake of the rest of the team and the sake of the goal, you need to do the right thing and let them go. The stronger your dream or goal, the stronger your team needs to be.

As the challenge escalates, the need for teamwork elevates. That is the Law of Mount Everest.

## **7. Index Card Tower Game**

(Because of time constraints, we did NOT play this game but I include it here because it was in my notes and there are some good questions to ask yourself at the end—even though you won't "feel these things" because we didn't do it, the questions are valid and will cause you to think and learn.)

Divide class into 3-8 people groups. Each team has 200-400 cards.

### **Round 1**

Each team has 3 minutes to build a tower without using tape, glue, staples, paper clips, rubber bands, or string. You can only talk to your teammates. Begin. After 3 minutes, stop. You now have 5 minutes to talk, plan, and organize on building the tower again. After the 5 minutes of planning is done, stop.

Now Round 2.

3 minutes to build. Stop after 3 minutes. See the results. Let the groups

start talking amongst themselves.

Debriefing—

Round 1

1. How did you feel the first time building the card tower?
2. What was going through your mind... what were you thinking about 9n building the tower?
3. Who was involved and how were they participating?
4. Did everyone participate?
5. Did anyone take charge and direct the group?
6. Do you think the group was working as a team?
7. Did anyone begin to compare the team's tower to the other groups' tower?
8. Did anyone feel it was a competition? (It was never mentioned that it was

Round 2

1. What happened in the second round after your team had a chance to plan the build?
2. How did it go the second time?
3. Were you more successful the second time? Why?
4. Who took the lead? Was there any battling for power, control?
5. Who talked the most? What were they saying? Encouraging, inspiring? How did that affect the team?
6. Who supported in the build? How did they support?
7. Who focused on the quality of the structure? Also, if it was done correctly?
8. Who focused on making sure the team was following the guidelines?

## Lessons Learned:

1. What does it take for a team to perform at it's maximum level? (defined roles, direction, assisting, planning, creative thinking, trust, inspiration, belief, know-how, vision...)

2. The importance of planning

1. How serious are you about your life? Do you have a plan for growth?

2. How much do you plan? Are you specific? 15 minutes of planning can save up to 2 hours daily!

3. How to schedule every minute!

3. The importance of getting team members feedback to maximize productivity.

1. How often do you talk to your team? Your family? Your spouse?

2. Do you specifically ask for feedback often? STORY: My dad asking Dona why I was doing this.

4. With a goal, people perform better. They know what to shoot for—they have vision.

1. Do you have constant goals. Mapped out for a year sliding every quarter?

5. Thinking outside the box... by being creative, you are able to come up with better solutions.

1. We are all different!

1. D's want to do and are very future oriented—rarely look back—it's why they have trouble apologizing—they're done with the past—even if they're still wrong. Sometimes D's just stay in the present 'doing' and can be good about scheduling a week out but further planning—like a year—can allude them. Build a system. Map it out and then... do it!

2. I's. Yikes. I's are all over the place. You def need to build

one OR MORE systems. Keep it simple though. Get accountability. Google Calendar is awesome for that as is your Smart Phone because it will remind you when you've already forgotten 15 minutes later. Take time every day to plan.

3. S's. Settling into a consistent daily schedule is comforting for you. The problem is when things change often. As well, learning to say no is paramount to getting to success.

4. C's. This is where you SHOULD shine. Planning and executing. You are all about being efficient. But you can neglect some of the more important things in life—like people—when you schedule. So put the PEOPLE in your schedule!

## **Conclusion.**

Teamwork. Life. God has made us into a body of different parts to do and be different things. We need to do this life together. Life is better connected. Loneliness is one of the biggest causes of depression. And some of us here are lonely in the midst of our busy family and work. STORY: Had a client once who had no friends. Married with kids, but no friends. Wasn't a believer. Was doubly reserved. How can he have accountability if he doesn't have anyone to share with? Some of us are so busy we have no time for deep friendships.

Leadership is about people. Always has been always will be. We are all Positional Leaders—the lowest level of leadership—by default. In order to grow our Leadership Lid we have to build relationships. We have care about people and help them grow. We have to learn how to lead.

Abe Lincoln said, “That some have achieved great success is proof to all that others can achieve it as well.” There is nothing new under the sun. It all depends on your plan and execution—AND what God has



in store for you. The only thing holding you back is you. If God is for you, who can be against you? But you have to plan AND execute. Test AND Measure. Have Strategy and Tactics. Define AND Refine.

Who is in control of your schedule anyway? Are your expectations too great? Too little? What needs to change in order for you to live the life you think best AND that honors God? You don't have to accomplish everything in the world! Take some time annually and plan with your spouse, with your family. What are your goals? Maybe you're an empty-nester and it's just you and your life-long love. Maybe You're alone. Build a team—a system— at home and work to help you accomplish your goals and get everybody on board and agreeing that these are the goals. And then, DO IT! Measure weekly your results! Make changes. Read incessantly so you're gaining knowledge and then APPLY that knowledge! Knowledge is NOT power—APPLIED knowledge is power! *END OF SESSION.*

“People are not  
against you;  
they are merely  
for themselves.”

*Gene Fowler*

# Wired by God: Speaking Everyone's Personality Language

Session 2—5:00pm Friday, March 9

Pray. Henry M Story...

There is a famous neuropsychology case of someone with a condition that was first documented in 1957 and has been studied by thousands of doctors and researchers. The patient is called Henry M. He was



born in Hartford, Connecticut, in 1926, and he suffered from a case of epilepsy that was so severe and debilitating that he couldn't function. At age twenty-seven, he underwent an experimental surgery in which parts of his brain were removed to try to treat his epilepsy. The good news was that after the surgery, he no longer suffered constant debilitating seizures. In addition, he suffered no negative impact on his intelligence, personality, or ability to interact with others socially. However, there was one horrible side effect. He seemed to have no short-term memory. Henry M. couldn't remember anything that happened after the surgery. He didn't recognize his doctors. He couldn't find his way to the bathroom. When he returned home, he would do the same jigsaw puzzles every day and read the same magazines without having any memory of having done so. When his family moved to a new house, he could never remember having moved, nor could he find the way to his new home, though he remembered his old one vividly. When interviewed thirty minutes after lunch, he could not recall a single item he had eaten. In fact, he could not remember having eaten at all. He was stuck in time, unable to learn, grow, and change.

Sounds a little like how I've felt lately as I get older. Watch a movie I saw a year ago and can't remember what happened.

How aware are you?

How much do you know about yourself and why you do the things you do? Feel the things you feel? Why certain things make you happy and other things make you sad? Did you just wake up one morning and have a list of each? And what about your spouse? Your kids? Why are most of them different than you? And your boss? And maybe your dad?

What about your addictions? We're all addicted to something. It doesn't have to be alcohol, drugs, sex, food, work—it can be something a lot more innocuous—like materialism or a bad attitude. Or maybe clothes, shoes, kids. We have a tendency to latch onto something and make it an idol of some kind.

See that wall? If that wall contained all the knowledge in the universe and I gave you a pen and asked you to draw me a circle that showed how much knowledge you had on that wall—how big would that circle be? I know mine would be a dot that you couldn't see without a high powered magnifying glass.

I love when atheists read a study of a discovery made about the brain. Instantly it proves that there is no God. What it proves to me is that man is discovering a small part of what God designed that way. There's so many things about the brain that we do not know. Did you know that the heart and the mind are the only two things that we have that you cannot touch physically? They make up the spirit of the person.

So who are you? Really—who are you?

The Law of Awareness says “You must know yourself to grow yourself.”

If I asked you to give me directions to Washington, DC what would be the first thing you should ask me?

“Where are you coming from?” Most people would assume that I meant from the place where I am standing, but that's not necessarily the case.

You have to know where you are coming from—you have to understand yourself. You have to understand how you are made.

Okay. My Bride Jody, the most beautiful and wonderful woman in the world is passing out a folded flyer. **DO NOT TURN IT OVER.** It should say “**FOR YOUR DISCOVERY**” at the top. Leave it like that.

Once the papers are passed out...

Okay. **DON'T TURN THE PAPER OVER YET!** On the other side there is a box with a bunch of numbers in it. When I tell you to turn it over, I want you to start with the Number 1 and circle all the numbers you can in one minute in consecutive order, so you will circle 1, then 2, then 3, then 4, etc. **DO NOT CIRCLE ANY NUMBERS OUT OF ORDER.** Does everybody understand? Is there anyone who has a question? Does everybody have a pen? This is mandatory participation so everybody make sure you have one.

Alright—you ready? 1.2.3 Go!

Timer. Make comments. (Remember my annoying comments while you were working? There was a purpose in that—life is full of distractions. You have to keep working no matter what happens!

**TIME!**

How many of you got 10? 20? 30? 40? How many?

Alright. We're going to do this again. **BUT** this time I am going to tell you the secret.

If you look at your paper at the 12:00 position you will see a tiny hash mark—line—on the top line right to the left of the number 66. You

will also see a small mark on the bottom line in-between the numbers 7 and 84. Draw a vertical line through those marks splitting the box in half. You will also find a mark on the left and right lines halfway down the box. Draw a horizontal line through the two marks. Now. You have four quadrants. Notice that the number 1 is in the top left quadrant, the number two is in the top right quadrant, the number 3 is in the bottom left quadrant and the number four is in the bottom right quadrant. All the rest of the numbers follow this SAME pattern. 5 is top left, 6 is top right, 7 is bottom left and 8 is bottom right, etc.

This time I want you to put an x through the numbers starting with the number 1 and going consecutively. You should do better because some of the numbers are already marked. Any questions?

Alright. Ready 1.2.3 Go!

Doing Great. Faster. You can do it! 30 seconds. TIME!

How many of you got 10? 20? 30? 40? 50? How many of you did better the second time?

Why? Because you understood the secret. You understood how it was made. You became AWARE of it's design.

Well that's the same for who we are. Once you understand how you are designed, you understand how you work and you can do what is necessary to build your strengths and minimize your weaknesses.

The first time you were all pushing hard, grunting and groaning, frustrated, stressed. You looked like this..... stressed... but the second time you looked like this... gleeful.

What we're about to do has had a profound effect on lots of people. Take this seriously. What's great about this is that it is NOT making you something you are not! It's revealing to you who you already are. And once you understand yourself and others, you can communicate and connect with anyone.

For those of you that think this is mumbo jumbo—please stay with me. I promise when we're done you will see where this is going in relation to who you are and you will see it's usefulness.

Okay. Enough of that. It's time to Rock and Roll. Is it okay to have some fun with you? Huh? Is okay?

Alright. Everybody stand up. Don't worry about your stuff. Actually, is there anybody here who has never told a lie in your whole life, not even a little white lie? Is there anybody here who has never stolen anything, even a grape from the store? Well on second thought you may want to hide your stuff because you're all admitted liars and thieves!

Again—this is a participation session. It is paramount that you participate!

Everybody wave at me.  
Everybody give me a thumbs up  
Everybody give me a high five!  
Everybody shout WooHoo!  
Everybody clap.

DIVIDE THE ROOM Script. 25 minutes. Sorry—it's ©.

When we're done, everybody take a seat.



Now that you know your primary personality trait, I will be talking to you specifically about that in the other sessions so you can apply specific concepts to your personality—We all have certain strengths and weaknesses. We're all different.

Let's turn to the inside of the booklet.

You're probably not 100% like the follow definitions, but you should embrace about 80%-90% of these. If you see a couple that don't fit, don't throw out the rest. Dominants be careful—you do not like being put in a box—that's way too confining. And remember—this isn't labeling, categorizing, or analyzing you—it's understanding you.

Let these things sink in. What we've found is, if you don't laugh right away and say, "that is soooo me!", you will start to see these things in your life over time and realize they are more a part of who you are than you realize. Here we go!

## **DOMINANT TYPE**

Back in college, my friend Dave worked construction one summer driving a steamroller. During one of his paving jobs, he was smoothing macadam as normal when his driving mechanism got stuck. He frantically tried to stop the roller but it would not release (why doesn't anyone think to pull the key out at this point?) Several crushed cars later the steamroller came to a stop. Truth.

Although I don't think Dave is a Dominant personality, the episode of the steamroller is a good one to remember for Ds. Here's why.

You are confident, courageous, commanding, pioneering, resolute,

definitive, determined, damn the torpedoes full steam ahead! You are task oriented and love to get things done. You're motivated by power, authority, competition, winning, and success. In fact, that's your claim to fame! "I get things done!"

You're also a steam-roller and flatten your people—including your best people. And they leave. Now who's going to do all the work you can create?

You say, "That's okay—many have said, 'Lead, follow, or get out of the way' or something like that." George Patton said "Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity."

You know where you're going, you can get people involved, and storm the gates of hell. But you can't keep your staff because you burn them out emotionally and discard them. "There are wars to fight, battles to win, dragons to slay, products to sell, money to be made before our competition does, children to raise, and yada, yada, yada." If you're a one person business, that's fine—you only have yourself to work into an early heart attack.

Everything looks good right now. Why worry? Why change? That's like saying I'll learn self defense after I get beaten up or I'll learn to drive after I get on the road. You're going to crash—and maybe burn. Do you always have to only learn on your failures? Isn't it okay to learn on other people's failures? Wisdom has been defined as learning on other peoples failures.

But if you're the leader of a growing business, church, or NGO, you must rely on good people and the way to get and keep good people is

to use your D skills to learn and be a better leader.

If you embrace personal growth and start to learn leadership skills from the moment you start a business or a career, you will not fail for lack of knowledge—maybe for not applying the knowledge, but you will always know what to do.

So what is so important about understanding this as a D?

There are positive traits that you resonate with and knowing them and pushing them help you to work in your strengths and accomplish much more because you live in your strengths. Have a sane estimate of your capabilities and don't work too much outside of your strengths—unless you're a one-person show.

## **Limitations**

You have limitations as a D (or I,S,C). Your targeting motto is, “Ready... Fire...Aim!” You shoot before you aim which can hit the wrong target and hurt people. Particularly, D's have a tendency to run over people. They deal with tasks/things better than people. By recognizing this you can lead to your strengths and understand your limitations. If you know the DISC system, you know that S type personalities are kinder, gentler, supportive people and you need to deal with them as people instead of as a thing or task. And similarly—though not as much—with the other two traits. This way you can build them up to add to your success instead of squashing them and taking from your success. If you have a whole company of D types, you would eat each other for lunch. We need all personalities in strategic areas of our business. Know your people and their traits and you can help them help you succeed.

No personality type is better than another—we are all different and all needed to survive and thrive. If you think your type is better, you're starting out in the wrong place. The eye cannot say to the ear I have no need of you. The ear gives spatial context to the brain as the eye takes in focus. In contrast, the parts that seem to be less needed, are more needed than we realize. Now, not everybody is a steamroller! But those that are Ds have a propensity for plowing ahead over everybody. The point is to be aware!

## **The Takeaway**

Learn to live life from people to tasks instead of tasks to people. Treat all people as people first, then as someone that can accomplish a task. Hire a great assistant and empower he/she to keep you in check when you are rolling over people. Great leadership looks to making people a success first. Here are three of John Maxwell's 21 Irrefutable Laws of Leadership that will help the most:

THE LAW OF ADDITION—Leaders Add Value by Serving Others

THE LAW OF CONNECTION—Leaders Touch a Heart Before They Ask for a Hand

THE LAW OF EMPOWERMENT—Only Secure Leaders Give Power to Others

Don't lose your Dominant traits! But do add the necessary people skills and become an awesome leader. Learn to love people. A kind word will always go further than a command. People do what people see. Model love and kindness as you lead with strength and confidence.

## **INSPIRING TYPE**

As I walked onto the stage at PC Expo and took to the podium, I paused and looked out at 2,000 eager faces waiting to learn all they could about this new technology. It was just a year earlier that I had started my company and now I was addressing a large crowd of passionate content developers at the largest computer show in the country. I went through my presentation with precision and perspicuity. As I finished the last question during the Q&A, I remember wondering if I had met their expectations and inspired them; did I convince them that this was the wave of the future? Was I indeed as clear in delivery as I thought? Did I have what it takes to mold their interests? Undaunted, I went down into the audience to answer the myriad of individual questions and smiled as I greeted each one...

### **The Profile**

You're an 'I'. You're inspiring, influencing, impressionable, interesting, impressive, and involved. You shape the environment, persuade, and get involved with people. You love social recognition, group activities, building relationships. You're charming, sociable and enthusiastic.

Your impulsiveness and disorganization leads to lack of follow-through and sometimes illogical conclusions. You can take your people down the wrong path. You need an anchor and systems in place to keep you on target.

You're the life of the party. You live to bring joy and fun to the masses. You are the company's chief sales person whether it's in your job

description or not. You leave people feeling good about situations. You choose transparency over rigidity, substance over form. You're a people person and treat others well— usually. You think of people first, tasks second... and that is your strength and limitation. You can also get so caught up in self that you forget other people.

## **Limitations**

Your targeting motto is, “Ready... Fire...Talk!” You like to talk much of the time instead of act. Activity does *not* equal accomplishment. Your main limitation is that you chose being liked over just about everything else. You can be selfish without recognizing it, thinking that you're not because you're making everything so much fun and people like fun! Well, except for your D(ominant) boss. You can chose to be illogical just to get to fun!

Keep your eyes on the goal, do the work, and have fun—don't substitute work for fun—you'll do plenty of fun naturally. I'm a strong 'I' (an IDSC to be exact) and I have to fight wanting to do everything for fun. Everytime someone says something to me, the first thing I think of is a funny answer—even when the thing is very serious. That's a real struggle. The thing I hear the most from people is that I'm inspiring. And that's exactly what I want to be. I want to help people be motivated to accomplish whatever it is they want.

## **The How**

If you work hard at it, you can learn to accomplish with productivity. You must put different systems into place to ensure your success. Set up a system for everything, from how you schedule to how you approve funds to how you hire and fire to how you do everything. Then,

DO IT every day. You must embrace the plan moment by moment or you'll quickly get off track.

You can have a tendency to hire people with more need than talent sometimes. You can be taken in by an inspiring person—like yourself—you resonate. Be careful. Everything needs to be consistent or you'll bounce from pillar to post. Consider getting an executive coach—they're well worth their money to keep you on target and succeed famously. C (Conscientious) or D (Dominance) makes a great assistant—they can keep you on task.

Something that is paramount for everyone that runs a business—for all personality types (especially S and I types)—is to have a board of advisors. Not a board of directors which you should also have if the company is a corporation, but a group of peers in the community that are experts in their respective fields. Buy them dinner once every six months to lay out for them where you've been, where you are, and where you're going. Get their input and guidance. This will help keep your feet firmly planted on the ground, and, you will have peers in place to challenge you when you're not making it happen or going astray.

## **The Takeaway**

Surround yourself with non “yes” people—people that will love you enough to tell you the truth and help you make your business fly—people that will help you get the work done. The three of John Maxwell's 21 Irrefutable Laws of Leadership that will help the most:

**THE LAW OF PROCESS—Leadership Develops Daily, Not in a Day**

THE LAW OF PRIORITIES—Activity is not Necessarily Accomplishment

THE LAW OF SACRIFICE—A Leader Must Give Up To Go Up

You have the greatest opportunity to build an adept team and take your company to the top—but only if you get and stay on target. If you use your influence to effectively lead your team and meet their needs, they will stay with you for a long time and you will climb to the top—together.

## **SUPPORTIVE TYPE**

Karen was an awesome team-player. Not only did she complete her work on time but was constantly looking for others to help. Her tried and true methods of accomplishing her job allowed her to start her day with the knowledge that she would be done by the end of it. Nothing much riled her feathers and she was probably my nicest team member. Until the day we switched from PC to Mac. Then, the Dark Side began to take over.

Even though the rest of her coworkers embraced the change with excitement, Karen struggled with the idea of change. Her routine was blown sky-high and fear crept in and began to motivate her in ways unknown to her and strange to the rest of us. She became extremely critical of the new system and was worried much of the time. Even personal training didn't seem to help. It's as if someone was attacking her physically. She became judgmental of the coworkers that embraced it the most and slowed the team down by using the old system most of the time.



It got to a point where she seemed like she was taken over by body-snatchers. This was not the person I knew who was the most helpful. Once I finally realized what was going on, I brought her in for a crucial conversation. I knew she was a natural at avoiding conflict, so I needed to create a safe environment for her to be able to discuss the problem. After about an hour she came to understand her fears and was willing to embrace them—whatever that meant! I gave her a hug (sorry, big business can't do that today though S types need hugs often!) and promised to help her personally get the new technology. It took a while, but things got back to normal. She became the new system's biggest advocate. All is well in Lake Wobegon.

## **The Profile**

You're an 'S'—Supportive—stable, steady, sweet, status quo, shy. You like routine, harmony, teamwork, and things to stay the same. You love to be accepted and sticking with what works. You emphasize achieving stability and accomplishing tasks by cooperating with others. You will show patience and loyalty and you're a good listener. You're motivated by infrequent change, stability, sincere appreciation and cooperation.

Keep in mind—that you are a blend of DISC personality types—not just a total 'S' (or total whatever trait). You will have some of all the DISC traits at differing degrees—some might be minimal or some off the charts.

Your strengths include being calm, dependable, easygoing, trustworthy, efficient, practical, conservative, diplomatic, and humorous. Under control, you are relaxed, reliable, cooperative, single-minded, steadfast, softhearted, systematic, and amiable.

In other people you will notice patience, calmness, desire for teamwork, and a methodical approach, kindness, caring, patience, understanding, and gentleness.

You like peace, helping others, friendly environments, finishing the job. You don't like insensitivity, surprises, intense conversation, sarcasm, being pushed, and misunderstandings. You're a hardworking team-player.

## **Limitations**

Your targeting motto is, “Ready... Ready...Ready!” There's a time to lead and a time to follow. Raise your D and step out and lead—especially yourself. Make it happen!! When you're out of control, you lack initiative, are dependent, used by others, indecisive, uncommunicative, inflexible, resistant to change, easily manipulated, slow, and resentful. You also have an over willingness to give and you put your personal needs last.

## **The How**

To be your best, you need to deal well with your fears and limitations. One of the biggest limitations is change. You do not like change. So you need to learn to accept change and be a lot more flexible when you can. Set up systems to notice when you are being inflexible. Tell your team that as an S you are wired to not like change. Ask them to challenge you in love and help you work toward it. Read some good books on change. My favorites are:

\* *Who Moved My Cheese?* by Spencer Johnson,

\* *15 Invaluable Laws of Growth*, by John C. Maxwell

- \* *Change Anything*, by Joseph Grenny et. al.,
- \* *Positive Accountability*, by yours truly

You can be easily crushed by D type personalities that don't check their personality. Remember that D types are not mean on purpose, they're wired that way. Actually, it's not mean, just uber focused and they hate wasting time. They want to accomplish now, now, NOW! You tend toward consistency and to work methodically, and more slowly. Sometimes to them, it looks like laziness. You also tend more toward accuracy over speed. Take D types with a grain of salt. Fortunately, patience is more of a strength with you.

You also don't speak up enough. You hold your thoughts and are more easily duped or sucker punched. Align with I types who can speak up for you if necessary, but learn to communicate and connect well. Another great book for anyone and everyone (and this means you who are reading these words now) is *Crucial Communications* by Joseph Grenny et. al. A fabulous book on communicating when it's very difficult.

Learning to be more assertive is important. It's not good to let people walk over you—not good for you or them. Unlike popular belief, you don't have to be mean to be honest. Practice speaking the truth in love. Resist the temptation to hold in all feelings until you pop and say things you shouldn't making the situation worse. Being gently honest will help you help others as well which is what you live for! Again, *Crucial Communications* will help you be more assertive, too.

## **How To Spot The S's For The Rest Of Us**

Look and listen. S's are more quiet than the rest of us; though C's are, too. Although they are people oriented, they are also reserved and indi-

rect. They keep their emotions in check, so you only see the level side of them. This doesn't mean they are not passionate—they just don't wear their emotions like I's do naturally or D's to in aggressiveness.

S's speak slowly at a very comfortable pace—they are very conversational and they will concentrate on you while conversing. As well as being methodical speakers, they are good listeners. So if someone is pay attention to you and comfortable conversing with you at the same time, they are possibly an S or a C.

S's have a tendency to follow, not lead, and they enjoy working in small groups or with one other person. They love to help the team in anyway they can and are happy to take on a task when asked or even when a general question to the team is asked.

All in all, those who act in these ways are Supportives and are a great asset to your team in the right positions. Putting the right person in the right seat on the bus—as Jim Collins, author of *Good to Great* would say—is paramount for a happy team and more productive business.

S types make good artists, chefs, child care workers, counselors, CSRs, department heads, diplomats, flight attendants, funeral directors, HR directors, librarians, managers, nurses, painters, pharmacists, pastors, planners, real estate agents, school teachers, secretaries, social workers, supervisors, technicians, veterinarians, wait staff. Naturally, this list isn't exhaustive but just to give you a gist and let you tie in with other jobs and careers that well suit S personalities.

## **The Takeaway**

At work, surround yourself with strong personalities (in order), D, I, and C types—people that are strong leaders. Your tendency is to follow

and you need to be working with people who can lead strongly. But find a place where people know how to lead—not just be strong-headed. Learn to accept change and build systems to help you speak up when you have good things to add. The three of John Maxwell's 21 Irrefutable Laws of Leadership that will help the most:

THE LAW OF ADDITION—Leaders Add Value by Serving Others—(This will help you understand you!)

THE LAW OF TIMING—When To Lead Is Just As Important As What To Do And Where To Go

THE LAW OF PRIORITIES—Leaders Understand That Activity Is Not Necessarily Accomplishment

THE LAW OF INFLUENCE—The True Measure of Leadership Is Influence Nothing More, Nothing Less

You are the backbone of accomplishment and support for your team. Work hard at communicating well with those over and under you. Be the Peacemaker you are (NOT PEACEKEEPER) and help connect others for better communication between all. Learn to speak the hard things when necessary and be willing to change when necessary. You are a vital asset to the company and your friends. Don't lose sight of that. You can appear like a wallflower—don't be mistaken for one. Be curious and ask questions to make sure you understand what the real goals are. Do not be passive. Be active in everything you say and do!

Being an 'S' who likes to follow more than lead, doesn't mean you aren't a leader—we are all leaders, at the very least of our selves. S's can learn very well how to lead. Understanding risk and surrounding yourself with task oriented assistants and managers allows you to get things done while you keep the focus on people orientation.

## CAUTIOUS TYPE

Maya and Connor stood there looking at each other for a long time. Connor just didn't understand why Maya questions everything he says and does—it feels like a personal affront everytime. And Maya doesn't get why Connor can't finish what he starts—he gets two thirds done with the job and then gets off onto something else. It really frustrates. Plus, Connor is a messy and can't keep his areas clean. It doesn't get in anyone's way, but the sheer sight of the disorganization and mess literally causes Maya physical distress and frustration. Sometimes she even feels sick without understanding why. Maya is a very high “C” and Connor is a very high “I”. If they don't start speaking each other's personality language soon, their marriage is going to be in serious trouble. Likewise, there are serious problems at work.

### The Profile

You are cautious, competent, careful and calculating. Cognitive, critical thinking, compliance wanting, conscientious, correct, conformist, consistent. And because of all this you can be cold in your appearance toward others. You are reserved and task oriented, which means you can be very quiet and thoughtful. You are the deep thinkers. The majority of you that went to college graduated with some kind of honors.

You like critical analysis, working alone, doing research, and having an established order and structure. Your role must be clearly defined and then you like to take time to validate your work.

You stay on track long after others have given up. You have laser-like focus. You are not pushy and you don't have to be the leader like the D's and I's do—part of your reserved nature. You have little time for



## What if one “ah-ha” moment could show you and your children how to communicate extremely well—for the rest of your lives?

Your children have different personalities than you. In fact, we're all different. Yet, those differences can cause us to misunderstand each other and create havoc in our personal and professional relationships—it happens in families every day. They can cause life-long rifts, depression—even suicide. But learning these personality differences empowers us to both understand *and* be understood. So how do we do that?

Using the DISC model of human behavior, we created a one-time Sunday morning experience for youth group and parents that will help your students understand *themselves*, you, family, friends, teachers, boss—everyone. It's so compelling that it causes a paradigm shift in thinking. After a relationship with Christ, it is the single greatest tool we've found to help us recognize how we are wired, how to speak another's personality language, and how to live life more intentionally. Ask your youth pastor to call us for more information—800-328-2390 . Or email [jody@wearecaris.com](mailto:jody@wearecaris.com). See you on Sunday!

fooling around and you can see things in your mind unfold step-by-step. You love to be correct and hate to be wrong. Not because you think you're better than others, you just enjoy being right.

You like to keep things under your control because it ensures accuracy. You're the ones who have been correcting my grammar as you have read this post. You're naturally curious and concerned about most things. You know what it means to do your homework and you naturally have to prove it yourself. You enjoyed school and did well in it. Teachers love you—because most teachers are C's and they *understand* you.

## Limitations

Your targeting motto is, “Ready... Aim...Aim...” Sometimes you never get to the solution because your always trying to figure out how to make something better. Know when enough is enough. All this can make you seem cold, calculated, and self-centered but that's not your intention. You ask a boatload of questions which, to the other non-C, can get tiring. I's take it personally when you question them—they think you don't trust them and it causes problems. Of course, I's have a tendency to not be very careful with facts and the truth—they just want to get the story out—and that makes a difficult problem for a C. At times you appear moody, critical, rigid, and negative which makes others see you as impractical and unsociable—even revengeful. Don't live your life embracing Murphy's Law—*If something can go wrong, it will*. Instead, embrace the meme, “it's better to love and have lost than to never have loved at all.”

You are perfectionists which can slow down your progress and make others—especially *Dominants*—really frustrated with you. Realize



that some things are *good enough* and don't engineer everything to death.

Out of control, you can be compulsive, critical prying, easily offended, unsociable, fearful, inflexible, doubtful, and worrisome.

## **The How**

To be your best, you need to think of the needs of the other person. C's are some of your best and smartest people—because they can focus and stay on target until the job is done. In fact, C's can make just about the best of anything because they will do the homework to be really good at something—especially things they feel uncomfortable with.

That doesn't mean that the other traits are bad in a particular field, it just comes more naturally for C's to focus and get good at something. Realize that no one on earth knows everything or as Thomas Edison quipped, “We don't know one millionth of 1% about anything.” (remember the analogy of the big wall representing all the knowledge in the universe and I asked you to take a pen and draw a circle of the size of the amount of knowledge you have in that universe.). Then treat people like people. Live your life from people to task. Always start by understanding the person, then understand the task. If you start with task, only a third of the people will appreciate your effort—D's—who you struggle with—and other C's.

## **The Takeaway**

Although you don't like to lead, you will lead and you will make good Level 5 Leaders—the pinnacle of leadership *if* you raise your S personality to be warmer and more people oriented. Don't work things to

death. Consider others and what will make “just enough”.

One of the main difficulties is being reserved—it’s very difficult to be a frontperson. You like to be in the background helping the team analytically from the back. You can be good-to-great at anything, but it’s hard to be in front of a group. So you need to raise your I and D personality (outgoing traits) by learning to *connect* properly with people. Doing the homework reduces your fears. Speaking to individuals and small groups will allow you to address your fears and uncomfortable nature, and hone your craft.

Learn to confront others in love, make faster decisions, and go along with the occasional spontaneous activities. It can be very hard, but there is a time to be a perfectionist and a time to accommodate imperfections. When dealing with things, you can be more perfect (albeit bad grammar—perfect is a superlative and you cannot have more perfection—it either is or isn’t). When dealing with people, know the difference and let love cover a multitude of sin. 25-30% of the population is a C personality.

Here are four of John Maxwell’s 21 Irrefutable Laws of Leadership that will help the most:

THE LAW OF RESPECT—People Naturally Follow Leaders Stronger than Themselves

THE LAW OF CONNECTION—Leaders Touch a Heart Before They Ask for a Hand

THE LAW OF EMPOWERMENT—Only Secure Leaders Give Power to Others

THE LAW OF PRIORITIES—Leaders Understand That Activity Is Not Necessarily Accomplishment

## Conclusion for All Four Personality Styles

Remember to not *only* read your personality section, but look at the others so you can understand and speak to others better. It's great knowing yourself, but the real key to life is understanding others and leading them in a better way—Life (and leadership) is about people—always has been, always will be.

“Seek first to understand, then to be understood.”

~ Stephen Covey

“Most people do not listen with the intent to understand; they listen with the intent to reply.”

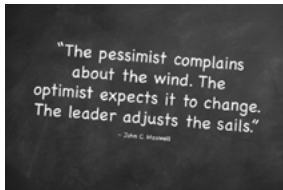
~ Stephen Covey

“Successful and unsuccessful people do not vary greatly in their abilities. They vary in their desires to reach their potential.”

~ John Maxwell

“If you don't live in your strengths, you'll die in your weaknesses. Do first and most what you're good at, and bring others along who are good at your weaknesses.”

~ Royce White



“A volunteer is  
like a rare gem—  
when placed in  
the right setting  
and cared for,  
they will shine  
and give pleasure  
to all who see  
them .”

*Unknown*



# Recruiting, Managing, and Retaining Volunteers

Session 3—11:15am Saturday, March 10

## I. RECRUITING VOLUNTEERS

“Sometimes one pays most for the things one gets for nothing.”  
– Albert Einstein

“A volunteer is like a rare gem. When placed in the right setting and cared for, they will shine and give pleasure to all who see them.”  
— Unknown

I have an enormous amount to cover. And I’m going to move quickly through this. I apologize that it is more information than speech oriented, but that is the nature of this topic. I want to give yours much input and leadership as possible. There are some million dollar ideas here. Take really good notes. Then use this information as fast as

possible. Great insight: Whenever you are learning, learn it as though you are going to teach it!

There are three basic types of Volunteering in HS Co-ops—

1. Mandatory. Everyone has to volunteer because that's part of the deal. You come to the co-op, you have to volunteer.

2. Trade. In return for something (class discount? pizza?) you volunteer. Certain Tax restrictions on what you can trade so be careful here. Talk to your accountants/tax people.

3. Paid volunteers. Paid very little to minimum wage to do the work. Most of you are not in this category

Likewise there are three reasons that people volunteer—some of this overlaps.

1. People want a service so they trade their time. (CDSI)
2. Friendships and fun—they want to be a part of the action. (I&S)
3. They want to shape the future of the organization (D&C)

So based on how your organization works, you may want to employ different methods of recruiting. For example, if you're a mandatory volunteer organization, you don't have much trouble getting volunteers. Your task is to schedule them well and keep all balls in the air and manage them well. Similar for paying volunteers.

If you're a trade oriented co-op, you have to find people to fill the slots.

These methods and procedures are for any type of volunteer organization or NGO, not just restricted for homeschool co-ops.

Here are a number of ways to recruit. Some may not seem “directly” important but are indirectly important and actually some are MORE important.

### **1. Make sure you cast the vision of the co-op well so others can be encouraged to volunteer.**

Life is a story—tell it well! Some will come just because they agree with/like your vision. Take some time to write and rewrite your vision statement and let all know often what your purpose is! Don't assume they all understand what you do because it's obvious—the WHAT is easy in life—the HOW and WHY are more difficult to understand. Take them deeper from the beginning. Let them understand your heart.

### **2. Lead ALL meetings well.**

If potential volunteers see you leading well in parent/teacher/Event meetings, they will be more inclined to be a part. The more disorganized/poor quality you hold your meeting—including AV, sound, timing—honoring peoples time—the less people will want to be involved. The more disorganized it is, the less Task oriented people will want to be involved and those are the backbone of your volunteers. How you perform is important to at least 35% (Task) of your audience. You can lose a third of your audience when you don't plan well. Here are some guidelines:

1. Plan your meetings really well. Do not waste peoples time. Honor it. If you're an S or an I personality, consider letting a C or D run the meeting (Ds will jump at the opportunity and Cs will hate it—but do it extremely well!). Or raise your C or D and stay on target. Follow your notes—your script. **DO THE HOMEWORK—Practice.**
2. Advertise the meeting well and early—give people lots of time to respond and plan. Set your meetings up at the beginning of the year! You can always shift.
3. Ask your speakers to be prepared—**NOBODY WINGS IT! DO THE HOMEWORK!!!** Write it out—follow your script. Be responsible!! Not lazy.
4. Execute your meeting with precision. Give someone the responsibility of keeping it on time and moving—hopefully a C personality.
5. Hold speakers to their time. No exceptions. Again—honor the attendees time. Plus, giving more time to one speaker over another isn't fair and dishonoring to the other speakers. If three minutes is the max, cut it at three minutes (go stand nearer to the speaker with 5-10 seconds to go. There are some great speech timers for iPads etc. that you can set on the lecture/table in front of them to keep them on target. Ask them to write it out and time it.
6. **TRIPLE** check all AV—hire an AV expert for the evening. **TRIPLE** check all AV. Did I say triple check all AV? Check the batteries on the mic (wireless). Replace low batteries before the meeting starts..
7. Make sure you thank people for their different efforts publicly—it shows those that may be potential volunteers that they too will be appreciated. Think **FUTURE!** Think **PEOPLE!** Think fruits of the Spirit.



### **3. Separate pricing for Volunteers**

There is a co-op that offers separate pricing on classes for volunteering. Signup and, choose your time slot and get a discount Volunteer pricing.

### **4. Charge more for your classes.**

What? Charge more for your classes. How does that get more volunteers you ask. Great question. You're a very astute audience. There was a co-op that had very little time to find a new location for the co-op this past year and was worried that they would lose a lot of their following. The didn't happen. In fact, they gained enrollment in spite of the fact that they moved. As well, they didn't lower their pricing. Some of you are holding some really good courses with really good teachers. Your classes are worth more. I understand that you want to keep it as affordable as possible for families—I get that. But do the homework every year and make sure you are charging a fair amount. The idea is the Goldilocks Principle—not too little, not too much, but ... Just right. If you charge more, you can offset with #3 above. Test it—in marketing we test everything—EV—RE—THING. If it doesn't work, don't do it again or change it. If it works, make a note of it.

### **5. How you manage and treat volunteers will reflect on how well you get responses to your call for volunteers.**

If you are known as a good leader treating people well and adding value to them, it makes it easier to get volunteers. People will talk/gossip—especially if they're unhappy. We'll cover more of this in a few minutes under the Managing Volunteers portion of this session. Don't discount this—this is huge.

## **6. Know your potential volunteers so you can ask them to do things they are good at.**

### **7. Related to #6—Get to know your people!**

If you spend 5 minutes with each parent and you have 200 parents, that's 1,000 minutes or 16 hours. Break it up in your team. Get to know your people and you have a better chance of finding the right person for the right job. And start building the rapport to get to a yes if they are interested and have the skill set you are looking for. Put it all in a database or spreadsheet.

### **8. Be position Driven instead of People Driven.**

The needs of the Co-op typically won't change (in general) so you know what you need to have done. Go out and find those people (ask people).

### **9. Ask your current volunteers if they know anybody who might be interested in Volunteering.**

Volunteers are always a good source of other volunteers. Especially I & S personalities—they want their friends there so they can enjoy them. Just like current customers are your best next potential sale, so your current volunteers are your best resource for new or next volunteers—PROVIDED you treated them well.

### **10. We have not because we ask not.**

This is def one of the most important ways to get volunteers. Some people love to BE volunteers—or work with you on the project, but they don't like to Volunteer! They are waiting for you to “ask them directly”. Start building a mental database when you meet people—this person would make a great hall monitor; this person has the skill set for accounting; this person loves menial work; this person is here

all day—what can they do?

11. Beth & Forrest Mora talk about Paying your volunteers—not money—but in other ways.

Pay comes in all forms. Monetary is not an option. What is your volunteer getting paid. People do things for different reasons. Understand of what their level of motivation is. Put each volunteer into one of these categories/

Basic Level—self serving volunteer. They need it from you to get a particular service. How to Pay? Give them the services they need.

Relational Level—I could probably exist but you're my friend and I want to do it because you are there. I need to have it met. Pay? Make sure you met up.

Belief Level—I love homeschooling I love co-ops. They sacrifice all to be there. Want to see progress, movement. Want to see the organization moving forward.

KNOW your people!

## **II. MANAGING & RETAINING VOLUNTEERS**

Here are a number of ways to retain volunteers from my experience, a myriad of articles, books, interviews, and more—most importantly The Maxwell Philosophy and the Laws of Growth and Laws of Leadership. Some of these things you won't need. Some you're not willing to do (get feedback and input!), some you will adopt right away. As I read and listened to different talks and workshops on Volunteers, the

lack of personality understanding created an inability to see properly from others points of view—especially in light of the fact we can be so myopic to our own way of thinking because we are specifically trained by decades of mono-directional thinking.

Most of us get the What right in life—it’s the HOW where most of us fall down. Leadership and life is about people—always has been, always will be.

Generational oversight. Life-stage oversight.

Why do people quit? People quit people—people don’t quit a company/cause.

Don’t ASSUME that people out there who are not ACTIVELY home schooling DON’T want to be a part of volunteering with your co-op. There are thousands of Home School Parents that are done home schooling and might have some time and a desire to volunteer for your coop. We have not because we ask not.

## **Training**

Equip!

You don’t have to do all of these things. So don’t feel overwhelmed by these—pick and choose what works for you.

1. **Christine Litch** in her article on “What Makes Volunteers Stay?”, put it this way—”Simply put, to reduce turnover, volunteers must be pleased with the environment in which they work and motivated by the tasks to which they are assigned.”

## **2. Understand and utilize why your Volunteers want to volunteer.**

This is part of getting to know them. If you understand them and know why they want to volunteer, you can meet their needs much better and help them see their needs are being met.

## **3. Manager vs Leader.**

A manager manages things a leader leads people. Lead people and let them manage things!

## **4. Consider using two volunteers where you might normally have one to overlap.**

Create redundancy, and give them someone to work with, to converse with. Especially good for I's and S's.

## **5. Tell Volunteers what you expect—be clear, concise, and honest.**

Take the time to write out the job description including time it will take weekly to accomplish it. If you underestimate, you can burn them out quickly. If you overestimate, they can become bored—depends on personality. Giving clear guidelines allows you to ensure they are succeeding and help direct them, and helps them accomplish and walk away satisfied by their accomplishment.

## **6. Try to put the right personality in the right position.**

1. Don't give accounting/numbers tasks to outgoing or Inspiring type personalities.
2. Don't give menial tasks to Dominant personalities.
3. Don't give "change" oriented decisions to Supportive personalities.
4. Don't give speaking or encouragement tasks to Cs.

5. This doesn't mean they won't do a good job, but you have a higher chance of burning them out or creating an environment where they don't want to continue.

6. Removed.

7. Treat them like a team member.

Give them expectations, specific times to follow, any rules and regulations they need to follow. Treat them fairly and consistently. They are a team member—just not paid with money. Treat them as a team member in order to make your whole team function better.

### **8. Let them know the importance of their task/job.**

Give them input as often as possible. Be detailed and appreciative.

### **9. Exercise great leadership principles.**

Treat them like you would your staff—again they are part of the staff—just volunteers. They are not employees and it is important to keep a legal distinction. knowhownonprofit says it is important to manage the risk of volunteers:

1. anything that could be seen as a payment for work, for example, paying expenses should be a genuine reimbursement of out-of-pocket expenses rather than a fixed amount per week
2. training offered should be linked to the role that the person is carrying out, rather than a general perk or enticement to volunteer
3. phrasing the volunteer relationship in terms of expectation rather than obligation
4. language that suggests employment – a volunteer agreement rather than contract, role understanding rather than job description.

## **10. Train them well! and then empower them!**

Don't micro manage! Don't just teach process, teach desired outcome. The same as you would do for a paid position. And especially because things have changed in 2018. A lot more of your volunteers are better trained and quite capable of being very technical and doing MORE than you have asked them and hence, want to use all their skills in the volunteer process. They want to be trusted and use all their gifts. Many times—in general business environments as well—we hire someone or bring someone on, give them the job description and say—“GO!!” leaving them to figure it out on their own. Don't do it! Train them deeply! Train them like you would a paid person. Help them grasp the meaning behind the job so they can not only accomplish it better, they can have the enthusiasm behind the need of the job. As well, they can pass that on to the next person to do it. Help them to Fail Forward!

## **11. Give feedback!**

This is part of on-going training. Don't just walk up one day and say, “hey, this isn't working out—you really messed up—you need to move on.” Yes it's going to take a lot of your time to develop a volunteer program—but once you have it in place it will free you up to do more of the things only you can do—like determine direction for the future, deal with teacher and parent issues, figure out whether you need to have salaried employees or pay them as contractors. Again, do everything with the Volunteer that you would do with a paid person. Make them a part of the organization. People want to make a difference. [ STORY: the study where they doubled the pay every day to dig and fill in the hole]. Without feedback, people don't know if they are making a difference. Test and Measure.

## 12. Make sure it's a fit!!!

Sometimes what they chose to do or what you have them do, isn't a fit—your're just putting a BIC—or as John says, putting a *Butt in the Chair*. Don't do it.

[ Example/Story of hiring your first person in business and giving some training and turning them loose and not following up. Disaster!]

## 13. LISTEN to you Volunteers.

LISTEN. Listen. Did I say listen? Not listening to them is like saying, “you're not that important to me.” Have special meetings once a month or quarter just for this purpose, but more importantly, listen/ get feedback as often as possible. Give them a forum. Ask them on a regular basis—

1. How is it going?
2. What are the biggest struggles you are having?
3. If you were in charge, what would you change?
4. How can you be freed up to do your job better?
5. How can the job be reconfigured to make it more productive or meet the need better?
6. What are your pain points?
7. Are you having any problems working with anyone?
8. How can I help you do your job better?
9. What are your frustrations?
10. Where do you feel you can do better?
11. Mandatory Exit Interviews to get final input. Crucial for future changes and to revise roles for relevance and need.
12. Monthly surveys (SurveyMonkey, etc.) to get general, simple, short feedback. Get feedback on feedback!
13. Add your own—do the homework!



Not only will you learn how they are doing, but you will see changes that will help the organization!

#### **14. Be a PeaceMaker.**

Have crucial conversations. Conflict resolution. It happens in business. It happens at home. At school. In church. We are all so different and we usually ONLY see things from our own perspective. One personality is empathetic while the others are not so much—they live by their personality behavior!

Dominants—you have a tendency to be forward thinking only and not willing to look back to deal with people issues—as well, you are task oriented and find it difficult to work with people.

Inspiring types can find it difficult to resolve conflict between people because you want to be liked both both people! Plus, it isn't fun to have to deal with these things.

Supportive you HATE conflict and will run the other direction instead of dealing with it.

Conscientious types are also task oriented and find it difficult dealing with people. As well, you have a tendency of being perfectionist and usually right so it makes it difficult to resolve a People issue versus a Task issue. Imagine if you dealt with one issue per month... So learn to be a peacemaker—NOT A peace KEEPER—a peacemaker. if you chose to be a peace keeper, you will not solve the necessary problems. You will only go deep enough to stop the fighting and flighting. This won't solve the issue and it will keep cropping up and others will become frustrated by it. PeaceMaking deals with the issue. Saves a lot of headache and heartache. Deal with the issues—NOW!

### **15. Make it convenient to be a Volunteer.**

As a co-op, there are specific school times. But for some of the other non-onsite-necessary business tasks, you can let them do the work on their time. (accounting, Also, by having a couple people with the same job, they can trade on and off and allow them to have the time to do other necessary things.

### **16. Give Volunteer oversight/leadership a good home!**

Don't make it an afterthought. If you're the best leader, you should start by being their leader. If there is someone better equipped, have them lead the Volunteers. They make the day go smoothly. Have someone who plans and organizes well lead the Team (C personality?)

### **17. Communicate the importance of their Role.**

Being a hall monitor is tedious and simple. But without them, serious problems can arise. Help volunteers understand their role and appreciate the need for it—no matter how mundane.

### **18. Have a good Technology tool for working with Volunteers**

A good database. Mobile Communications app. Ability to communicate online with staff and volunteers. Online signup and description of positions. At least a spreadsheet. Some available Apps: Volgistics, do a Google search on “apps for managing volunteers”. Also you could set up a database on your website and control, track everything. For WordPress sites, I use Formidable Forms. I'm a database programmer for the past 30 years so I speak dB. It's fairly easy to use, robust, and you can track and report on anything. You can also use it for doing surveys, polls, and capture registration data—all kinds of things.

## **19. Show appreciation—Value your Volunteers.**

Anytime. All the time, overtime. One of the things we don't do well, is encourage people DAILY. Unless you have trained yourself well to honestly encourage people often, it doesn't come naturally—especially depending on your personality. D's don't even think of it. I's are not always genuine and authentic. S's frequently encourage. C's are perfectionists. So as long as it's not tied up in criticism.

1. Encourage weekly. Be authentic, not forced. You cannot give something you don't have, so take some time to THINK about these people and what you really do appreciate about them—

1. how they make the system run better.
2. how they make your job go smoother.
3. you appreciate their attitude
4. You appreciate their professionalism & punctuality
5. you like their ideas.
6. Simply tell them thank you!

2. Annual volunteer party

3. Invite them to special planning staff meetings—even if they don't come they will feel appreciated and if they do come you will get the benefit of their input!

4. Praise Volunteers in general at all your events, and to your staff, teachers, and parents. Make them a real part of your appreciation in life! And don't just give lip service—APPRECIATE THEM!! Change your heart and mind if you have to.

5. If you can afford it, budget gift cards or some token of appreciation.

6. Perks—give them something you give others—something dedicated just for volunteers.

7. Off campus training, books, webinars.

## **20. Communicate often and let Volunteers know about changes EARLY!**

Don't leave them hanging. Someone has to be thinking "Volunteers" daily. As soon as they feel you don't care or appreciate them, they will begin to leave. Especially depending personality.

## **21. NEVER send a negative text/email/communication.**

Always do that through live communication—(face to face or phone). Starting today—for the rest of your life—never ever send another email that can have a negative impact on the receiver—whether a group or individual email. I'm pretty sure this is in the Bible—"NEVER send a negative email." 2nd Hesitations 1:1. Don't do it. Pray "Lord Lead me not into temptation and deliver me from the evil email." Email is for information purposes and positive things only. Negative should be done face-to-face preferably or phone if you can't do live. I've seen to many people ruined by sending negative emails.

## **22. If Necessary, Develop your Volunteers—just like you would a paid team member.**

Let them be a part of Leadership training, training other Volunteers, if there are other opportunities within your co-op, let them know about them and what it takes to learn how to do that job. It's a great way to test someone out. If they are a poor volunteer, you probably don't want them as a paid person.

## **23. Challenge.**

Especially those that have Dominant personalities. People like to be challenged. Menial is okay when necessary but try to make it challenging.

**24. Create a Social Media (FaceBook or your website) page for your Volunteers ONLY.**

Keep information there for your volunteers. Needs, closings, changes, problems. This will not be your ONLY way to communicate but one of the ways. Build a GREAT system of communication. Think of ways you can make them feel special and that you can communicate better.

**25. Look for opportunities to share with others HOW your Volunteer(s) made a difference—**

1. in the way they handled a situation,
2. ideas they came up with—give credit
3. taking initiative, etc. There's no motivation as powerful as knowing that you made a difference in the world.

President Harry S Truman said it best— “It is amazing what you can accomplish if you do not care who gets the credit.” Give credit often. It's part of making influence.

**26. Do all the menial tasks need to go to the Volunteers?**

Some of your volunteers will be very talented. Consider using them in a way that helps them and that gets some other things accomplished. Again, you don't only need to use volunteers for menial tasks.

**27. Give preference to current Volunteers for next year/semester.**

Ask them first about volunteering next year (if they are worthy).  
Story of a Volunteer that was trouble.

## **28. Let skilled professionals use their skills!**

Especially milenials. They are the most educated generation of all times. A lot in the tech end. They have skills. use them! Let THEM use them!

## **29. Unresolved Conflict.**

Don't let unresolved conflict continue. This is related to “Be a peace-maker.” Deal with conflict quickly and fully. Read Ken Sandie’s book on *PeaceMakers*, Henry Cloud’s book on *Boundaries* and Joseph Grenny’s book on *Crucial Conversations*.

## **30. Volunteer base watches you carefully.**

Your volunteer base is watching you closely to see how you treat other volunteers and people in general. Always put on your best behavior—be steadfast and loyal and pursue excellent character. This is another way you build Influence—remember, “Leadership is influence—nothing more, nothing less.” JCM

## **31. Be a Level 2—Permission Leader—at the least.**

Level 2 Leaders get the team members Permission to lead them. This comes from building relationships. Level 2 is a relational leadership. Even moreso than with the paid portion of your team. Learn their other talents and abilities so they can use unknown gifts in other capacities as Volunteers. Read *The Five Levels of Leadership* by John Maxwell.

## **32. TO DON'T and TO DO lists.**

Set up and work with your Volunteers To Do and To Don't Lists—a description of things they should do AND things they want to specifically avoid. And where to go for emergency input.

### **33. Look at breaking up bigger tasks into smaller ones and getting several people to fill the smaller positions.**

Albeit, it speaks for itself, look at the possibility of breaking a larger task into several smaller ones. This gives more people an opportunity to serve and makes the task easier. But it needs to be a larger task—not a small task into even smaller ones.

### **34. 7 Spheres of Life**

spiritual, family, physical, career, financial, intellectual, social

### **35. Motivate them.**

Yes motivate them. Let me clarify—you cannot really motivate people—they are already motivated—but you CAN find out there motivation and press those buttons. Learn why they are motivated to volunteer and encourage them in that for next year—or merely for the day. Sometimes we all need a simple reminder of our “why” in any particular subject.

### **36. OJT. Conferences.**

### **37. Be available and spend time talking with them.**

Just because they are a volunteer, don't treat them as though they are not as important as anyone else. I know you wouldn't do this intentionally, but make it a habit to BE INTENTIONAL about answer their questions quickly and being available for them to ask questions.

### **38. Food!**

Pizza party for volunteers at the end of year. Cake in a special room for volunteers only on the last week of school. Be creative. Show them your love.

### **39. Tangible incentives. Logo apparel, rest or other gift certificates/cards, flowers,**

Something that makes the volunteers stand out or gives them incentive and appreciation. You don't have to be extravagant here (pending on what you are really gaining from volunteers. If they save you thousands of dollars, share some of that by showing a tangible appreciation.

### **40. Fun. Togetherness.**

Some of the people you bring on as volunteers are looking to do it just to be with some other people or some friends. Wherein you cannot let them dominate your time. However, you can take some time to enjoy them. Life and leadership is about people—always has been, always has been, always will be.

### **41. Accountability**

Hold your Volunteers accountable just like you would anyone else. Speak the truth in love. Let them know where they are letting the team down or where they need to make changes. D's & C's be careful to speak the Love part. S's & I's be careful to speak the truth part.

### **42. Pass on feedback from others.**

When someone else praises one of your volunteers directly to you, pass it on to them—and to others as well. It's nice to see that something you did had a positive impact on someone else. Makes it all worthwhile.

### **43. Say thank you. Often. Praise in public.**

Written Notes to boomers, email to Gen X, Y, and beyond. Personal recognition and respect.

Make the word's "Thank you" common words for the day. I don't



know any one who doesn't like to hear it—except some D personalities. But that doesn't matter—do it anyway

#### **44. The Law of Magnetism—Who you are is who you attract.**

If you want good people—volunteers or paid—you need to be who you want others to be. We do not attract who we want, we attract who we are. It's what rapport is all about. What type of people do you look for? What qualities would they possess? Would you want them to be aggressive and entrepreneurial? Are you looking for leaders? Do you care whether they are in their twenties, forties, or sixties? Stop right now, take a moment, and make a list of the qualities you'd like in the people on your team.

Keep in mind that there are different personalities for different Jobs! You don't want a Dominant personality running your finances! You want someone who is going to take the time to do it right—not get it done no matter what.

Make a list of characteristics you want in your volunteer. Then, for each characteristic you identified, decide whether *you* possess that quality. For example, if you wrote that you would like “great leaders” and you are an excellent leader, that's a match. Put a check by it. But if your leadership is no better than average, put an X and write “only average leader” next to it. If you wrote that you want people who are “entrepreneurial” and you possess that quality, put a check. Otherwise, mark it with an X, and so on. Now review the whole list. If you see a whole bunch of Xs, then you're in trouble, because the people you describe are not the type who will want to follow you. In most situations, unless you take strong measures to counteract it, you draw people to you who possess the same qualities you do. That's the Law of Magnetism: who you are is who you attract.

**45. The Law of Connection—Leaders touch a heart before they ask for a hand.**

When working with people, the heart comes before the head. That's true whether you are communicating to the whole company, leading a team meeting, or trying to relate to your spouse. If you've been on a winning team in business, sports, or service, you know that the leader didn't simply give instructions and then send you on your way.

He or she connected with you on an emotional level. For leaders to be effective, they need to connect with people. Why? Because you first have to touch people's hearts before you ask them for a hand. That is the Law of Connection. All great leaders and communicators recognize this truth and act on it almost instinctively. You can't move people to action unless you first move them with emotion.

**46. The Law of Empowerment—Only secure leaders give power to others.**

If you're insecure as a leader, you are not able to empower your people. You have to understand your leadership capabilities and know when to let others lead. Otherwise you undermine your team and they go elsewhere to get their needs met.

**47. The Law of Buy-In—People buy into the leader, *then* the vision.**

**48. The Law of Victory—Leaders find a way for the team to win.**

**49. The Law of Sacrifice—A leader must give up to go up.**



## **Want to really understand and connect with your spouse? Want to take your marriage to a much deeper level?**

If both you and your spouse take the *Extended Adult DISC Assessment* (\$60 each), I will complete a *Relationship Interaction Guide Report* for the two of you for free.

That's a \$99 gift from me to you.

*I want your marriage to succeed.* The paradigm shift that will occur in your marriage after reading the 50 page *Assessment* and the 11 page *Interaction Guide*, is absolutely wonderful. Finally, you will understand your spouse and communicate deeply. Then, ask your pastor to bring us into your church to do our personality weekend marriage encounter—you and your spouse can attend for free. To take the assessment, go to [WeAreCaris.com](http://WeAreCaris.com) and Click on DISC in the upper right menu. To bring us to your church, call Jody at 800-328-2390 or email [jody@WeAreCaris.com](mailto:jody@WeAreCaris.com)





“When no one is  
selfless in a relationship,  
there is war.

When one is selfless,  
there is peace.

When both are selfless,  
there is joy.”

*Royce White*

“Our greatest  
fear should not  
be of failure...  
but of succeed-  
ing at things in  
life that don’t  
really matter..”

*Francis Chan*

# Life After Leadership: Balancing Life, Family, and Leadership

Session 4—3:30pm Saturday, March 10

## **The Perfect Day.**

Ah the perfect day. You wake up feeling refreshed and raring to go. After a nice shower, you get dressed and go downstairs to make coffee and fix breakfast. After you make a great omelet and potatoes, your spouse cleans up the kitchen while you have your devotions and get ready for work. If you have kids, you prepare for the school day.



A quick kiss goodbye to your spouse and school begins. After four or five hours of school, it's lunchtime. A couple more hours of school and then a few hours working at your home business. Dinner is up next and the kids all pitch in to make the perfect meal. Your spouse arrives home promptly at 6:00pm when dinner hits the table. 45 minutes of wonderful food and wonderful conversation leads into a quick cleanup with all hands on deck. Some fun and games, then family devotions and it's off to bed for the kids while you and your spouse take in the latest episode of NCIS and cuddle on the couch. Finally, ready for bed and it's lights out...

...the Perfect Day.

Except that we left out soccer practice, piano lessons, dance lessons, jujitsu, and a host of other lessons, your spouse called and said he was going to be 90 minutes late for dinner that is ready and hot now, the cat got sick on your family room rug—don't know why we have a cat anyway—the “Change Oil” lamp is perpetually stuck on your car dashboard, the water bill is \$50 too high, another computer virus is threatening your mac which wasn't supposed to get viruses and you spend two hours with tech support, your very high ‘I’ daughter wants to talk just once more about why she can't date until she's 18, your mom called venting because she is angry at your dad because he turns the TV up too loud and drives her crazy, your... does that seem more real?

Balance. Is it real? When does it happen in Life? When does it happen in nature? Who was it who said we're always in three stages of problems—going into one, in the midst of one, and coming out of one... is that Balance? Being out of balance means that something isn't getting the attention it needs or that you want to have more of



something in your life.

If you think back to your own experience throughout life, anytime balance may have been achieved, it was only for a moment and then we quickly sank back into semi-controlled chaos. Depending on the personalities of you and your spouse, you can also lean too far one way or the other. I think it's why God made opposites attract—we can aim at keeping some balance in our lives.

There are two schools of thought about Work Life Balance.

1. Work Life Balance is real and there are very specific methodologies to make it happen and work best. Many of the people writing books and blogs want this to be the case because it allows them to help you and you buy their product. Nothing wrong with that—IF—it's true.

2. Work Life Balance is a myth and is something that cannot be attained.

I can give you 20 ways to try and achieve a so called work life balance but in the end something is going to suffer. In my reading and study, most people — especially women—find themselves “out of balance” and they seek to bring their lives back into balance. And maybe that's because in many cases you have been forced to chose between work and family—especially those that are now single mothers. We men have it easier emotionally with this—we've been the bread winners for the last 5,000 years. It's really only since the end of WWII where many women worked full time in the war factories and the men came home to situations where some of the women enjoyed

working outside the home.

So Is it balance or success? Is it that we are only out of balance when we are not having success? And when we are having success, in many ways we don't feel out of balance. If that's true, then how do you define success? How do you define Balance?

Things are very complicated today. The introduction of the personal computer into the home around 1985, brought with it a host of time-eating problems. Then add the internet a decade later and all the rabbit trails it created. Fast Forward another decade and Smart Phones and social media—specifically FaceBook—joined the ranks of time wasters in our lives adding more to our daily need. Programming apps. Learning 50 different apps instead of a few. All the technology we must learn and maintain and troubleshoot. Keeping two to three cars running and functioning. Budgeting the family's finances and tracking it day to day or at least weekly, keeping a daily schedule that would make Mark Zuckerberg's look like a day in the park, keeping up with church activities, your kids social network friends, intimacy with your spouse, meal planning and execution, yard work and seasonal grass care, getting... STOP!!

The list goes on and on and on and on! It really never stops. There is no balance! Only “what new are we adding today”. And what about your job or home business? Or Wait—I said stop.

So you ask “is there balance ?” Glad you asked that. And I would respond, Is it balance that we are looking for? Or is it achievement in the areas of our life that are important? Do we want equal time across all the spheres in our life or do some things take precedence? Should we seek to accomplish all these things or take the time to prioritize

and ditch the rest? What's the answer??? HEEEELLLLLPPPPP!

I submit that the pursuit of balance is a myth. Because it's not balance that we want! So What do we really, Really, REALLY mean by Balance?

What do you mean by Balance?

I think the real issue we want to answer is “how do we accomplish the things that are really important to us, cut out the things that don't matter so much, and stop feeling like we're always on the verge of drowning?” Well first, we need to stop feeling guilty for not achieving balance!

If we look at the life of Christ as an example, we don't see a life that is “balanced”. We see a life that is dedicated to the mission at hand. When he is ministering/speaking to a group, he doesn't cut it short to go talk with his mother and brothers even when they've come specifically to talk with him! (Ref) He doesn't even go early to heal Lazarus after he died. He waited until after he was dead so he could show an even greater truth.

And what about Martha when she asked Jesus to tell Mary to help her in the kitchen? He said that Mary had chosen the better understanding... Doesn't look like balance to me.

“Now as they went on their way, he entered a village; and a woman named Martha received him into her house. And she had a sister called Mary, who sat at the Lord's feet and listened to his teaching. But Martha was distracted with much serving; and she went to him and said, “Lord, do you not care that my sister has left me

to serve alone? Tell her then to help me.” But the Lord answered her, “Martha, Martha, you are anxious and troubled about many things; one thing is needful. Mary has chosen the good portion, which shall not be taken away from her.”

Distracted. That feels an awful lot like what we are experiencing. Not that there isn't a time to do those things, there is. But Christ tells us that one thing is “needful” and that is to be in deep relationship with him! That's what the whole bible is teaching! “Seek first the kingdom of God and all these “other” things will be added to you.” Matt 6:33-34.

Look at many of the disciples when he called them. They wanted to go home and say goodbye. They wanted to bury their dead. They wanted to do things other than the ministry God set before them. And by following him closely, he fed them. He clothed them. He grew them. All their needs were met. AND... they accomplished the mission. THAT's where I want to live! Does that sound like balance to you?

Look at the last supper. He spent time with his friends, his brothers. He ministered to them. There was a time to meet with the multitudes, a time to work as a carpenter, and a time to be with his family. And each time he was not distracted with the “other”—he concentrated on the need at hand.

I don't think that we are called to a Work-Life balance, but we are called ... to life. Work is a part of that. Marriage is a part of that. Raising children is a part of that. Giving time to an organization is a part of that. There is no balance—only a concerted effort on the things you are called to.

Oh there may be a desire to not work so hard—and that may be right. Or you may need to work more because you're distracted. I can't tell you what it is that makes you feel "out of balance", but I can give you the tools to figure it out for yourselves, to build a system, a methodology to accomplish what you believe God is calling you to.

There are seasons of life. Our first 20 years on earth is the season of Preparation—we prepare to add to our families and the society at large. The next 20 years are the season of Production. The next 20 years we are at the Pinnacle of career and production and leadership. And finally the last 20 years are the season of the Patriarch—you're creating a legacy to give back and prepare the next generation and leading the church and watching over your greater family.

I think the problem for many of us is that we have chosen too many things to do! For some of us it's FoMO—*Fear of Missing Out*. We want to be a part of everything that is going on because we don't want to miss the action. For some, it's because we cannot say "no". For others we want to "control" the outcome so we are heavily involved. And still others, we want to see it done right so we jump in to make sure it's correct—or because we don't see anyone else getting involved and we know it's the right thing to do so we do it because it's the right thing to do—not because we're called to do it.

When you leave here today, I want you to take home a rough sketch, a skeleton of how to achieve this balance—this integration in your own life.

We're going to look at 10 things today to help you determine what you should AND shouldn't be doing to achieve what we THINK is "balance or integration. This is going to take your participation—both

here and at home. But if you're going to be intentional about being more "balanced", you have to grow on your own—

These 10 things are pragmatic and can help you learn how to balance or ensure you are doing the right things at the right times and to make it feel like you're having a more balanced and integrated life. BUT depending on your personality you may not do these! SO... write these down, see what applies to you, and MAKE.THEM.HAPPEN!

READY? Here we go. Number...

### **1. What is your definition of Success?**

Sometimes I think this needs to be a prerequisite question for couples for marriage. It may be one of the "Deal Breakers." My Bride has the audacity to expect the same level of comfort that we have now when we're old and gray. Wait... I mean, I could live in a tent and ride my bike everywhere—who needs a house, car, and ... You see what I mean by we're opposites. So DEFINE what you're looking for in life. For some of us we sort of just woke up this morning and found ourselves where we are. We don't know how we got here. It was little decisions along the way. To buy that house. To have those kids. To take that job. It just SEEMED like the right thing to do. We want to give our children a full life. What does that mean? An abundant life is one thing but a full life? Does that mean an opportunity to try every martial arts program in greater Williamsburg—Virginia's Finest City? Now some of you may object to me calling it that, but I read it on every sign going and coming into the city!

So what is your definition of success? I ask all my clients, all my friends, and anyone I meet on the street... How do you define

success? Let me give you a little input so you're not going it alone. Success is not necessarily about money. It can be if money is what you're about. But most of the time, it's everything else in life. There are seven basic areas of life that we call the seven spheres and it's good to define success for each of these areas. Why? I think Zig Ziglar said it best—

”I believe that being successful means having a balance of success stories across the many areas of your life. You can't truly be considered successful in your business life if your home life is in shambles.”

Here are the The 7 Spheres—Write these down. Memorize them... And these are not in any particular order other my OWN order—although YOU should put them in the order of most to least important for you...

- 1 spiritual
- 2 family
- 3 physical
- 4 career
- 5 financial
- 6 intellectual
- 7 social

So, what does success look like in each of those areas for you? Sometimes we only define it for work. Have you actually every sat down and asked yourself, “self, what does success with God look like?” Make because that sounds crass because we are using the word “success” But remember, that's not a dirty word. It's just a word used to define if you're achieving what you want or need to in an area.

**ACTION:** What is your definition of “Balance”? And success?

Take 2 minutes to write out your definition right now. Rewrite it and refine it at home. Again, the toughest part of getting started is getting started. They don’t have to be equal to your spouse for now. Just get started.

**READ:** *The Purpose Driven Life* by Rick Warren. If you haven’t read it, read it. If you have, read it again.

## **2. Scheduling and Time Management.**

1. RW Interruptions Video. Here’s a funny little video I made for my Positive Accountability website talking about interruptions...

Show Video. [Link](#)

That was just a fun little video. Ok. Why did I show it to you? Because if I can help you LEAD yourself better, if I can help “create” balance by making you more productive, that will create the time you need to “feel” more balanced in life as you integrate different things into your life. If you are accomplishing all the things you want to or need to in life, you will achieve the balance you desire—or at least the success.

Ok so what’s the point of the video? Build a system and be intentional! Do the homework! Sometimes you have to spend more money to save money or do more work to lighten the work load.

A couple of months ago I woke up in the middle of the night with excruciating pain. Worst I’ve ever felt in my entire life... times 10.



As well, I was sick to my stomach as well all night. I called the doctors office first thing in the morning and told him I needed to come in. I thought I was having a reaction to the antibiotic he had given me for a sinus infection. After I explained my side of it, he said in a very strong voice, “Royce, those are not the symptoms of any kind of reaction to the medication. Those signs are life-threatening. Get to the emergency room now!! I am calling them and telling them you are coming.

Ok. So my bride took me to the ER where they pronounced me as having acute pancreatitis. Which can be deadly if untreated. Checked me in and started the healing process.

We discovered that the cause was gall stones. A big one passed and got stuck. So, after my week in the hospital, I had my gallbladder removed.

You see, If I didn't have my Gallbladder removed which—was painful for another few days, I could have easily had another Pancreatitis attack—and that one may have killed me. It's like a child that falls off his bike and scrapes his knee badly. Once you look at the wound and see some small gravel still in there, you know you need to go into the wound and remove the gravel. You know that's going to hurt—but if you don't opt for the pain now, you will eventually opt for major pain when the leg needs to be amputated. You need to do the hard thing now. Now. Now.

2. Scheduling. Do you schedule daily, weekly, monthly, and yearly? Yearly and monthly are more long term—where you want to go in your life, and scheduling daily makes it so you NEVER let a month or year go by without accomplishing the important stuff.

Schedule daily. Some people are afraid to schedule because they fear it will take away their freedom and they won't be able to do what they "want" to do. It's just the opposite. If you don't schedule EVERYTHING—including your free time, the first thing to go IS free time. Here's how I do it:

Full Organization. Schedule every moment. One of the top things you can do in life to stay on target (and just in general), keep out of trouble and accomplish your goal, is to schedule your complete day. Schedule everything and I mean everything (well, almost). From when I wake at 4: 50a, to when I go to bed at 10: 00p, everything is scheduled— even free-time— in half-hour increments. If you schedule all your time, there will be less opportunity to get sidetracked, plus you have the added benefit of accomplishing a lot of things.

You can put your own reminders in there for your own accountability. It takes me 10-15 minutes maximum per day to keep this, and sometimes only five minutes. I set it up a week in advance and tweak it as necessary and specifically the night before at 5:00p and on the day scheduled at 7:30a. Studies have shown that 15 minutes a day planning can save up to two hours per day in wasted time. That's 730 hours per year. That's 5 years over your lifetime. (What's in your wallet!) What can you do with 5 years? Maybe spend it on the things that were out of balance...

Also, by keeping a detailed schedule, you can see what you're missing and where you're out of... balance. "Hey honey, I just finished my schedule for the year and I noticed we don't have any time together. See you at Christmas!" Test and measure, test and measure. If you write it down, it makes it more visible for you to deal with. Meaning, you can see where you are out of balance.

Get your hands on a Franklin Planner, a DayTimer, Scheduler App for your Smartphone—I use Google Calendar—or something that works for you (operative word is “works for you”). I don’t care if you’re a student, a salesperson, a homemaker, or a rocket scientist. Time is the most precious thing we have; and, if you use it well, you will always be satisfied with your day. If you waste it, you will end up like the 4,000 executives from the Dr. Jeremy Bell study who wished they had taken charge of their lives sooner (i.e. scheduled their lives better) and set goals earlier.

**ACTION:** Plan now to start using a planner daily—make a commitment—make a covenant. Do it. Ask someone to be your accountability partner. Don’t be afraid of it. It won’t bite you—it will feed you. I promise.

Extra reading: EAT THAT FROG by Brian Tracy on procrastination and scheduling.

**3. Expectations and Limits.** What were you expecting out of marriage that went totally unmet? Undiscussed expectations can cause havoc in marriage... and life. You Need to ask yourself and your spouse—and maybe your family, too—what are you expecting out of life? To have fun? This was the main desire of a client of mine—to have fun—period. True story. That’s going to be a hard life. Maybe To be a millionaire? I think it was Steve Martin who said, “I don’t want to be rich, I just want to have all the money I need and be able to buy anything I want.” Are we addicted to materialism? American culture is affluent. There are a lot of nice houses out there. God has blessed us materially for sure. Now I’m not saying anything against having a nice house. We bought a big house because we wanted to grow an investment.

But are our expectations too high?

Do we have limits? How much time at work is too much? 50 hours per week? 60? 70? 100? I have a client who works for a large church >10,000 members— and regularly puts in 80 hours per week because they are so under staffed. Who's watching out for him? Where is the real leadership there? And what about your work situation? What about your kids work and play habits? How many hours with Call of Duty is too much? Or soccer, baseball, football, lacrosse, basketball, volleyball all in the same semester?

And what about our kids? Do they have to try every martial arts program in greater Williamsburg—Virginia's Finest City? Now some of you may object to me calling it that, but it's official—I read it on every sign coming in and going out of the city!

And what about doing every kind of dance class for 18 years having started at age Three? Are our limits too low? Stop trying to do it all. Is that more of the FoMO? Fear of Missing out.

Harvard Researchers Nash & Stephenson showed that high-powered people who experienced real satisfaction in life achieved it through the *deliberate imposition of limits*.

So what needs to go on our TO DON'T LIST? What's a TO DON'T LIST? Glad you asked. Well, you've heard of a TO DO LIST, right? Well, this is a TO DON'T LIST—it's the opposite. Create and Write on your TO DON'T LIST all the things you want to STOP doing and look at it daily as a reminder.

**ACTION:** Start your TO DON'T LIST right now. Put one item on

that you know needs to go on it.

#### **4. Switching and Linking.**

It's how to switch quickly between tasks. Moreover, in the research of Nash & Stephenson, their research uncovered four irreducible components of enduring success: And I'm quoting—

1. happiness (feelings of pleasure or contentment about your life);
2. achievement (accomplishments that compare favorably against similar goals others have striven for);
3. significance (the sense that you've made a positive impact on people you care about); and
4. legacy (a way to establish your values or accomplishments so as to help others find future success).

The high-powered people who experienced REAL satisfaction achieved it through the intentional imposition of limits. They were able to focus intensely on one task until it gave them a particular sense of satisfaction, then put it down and jump to the next category with a feeling of accomplishment and renewed energy. This refocusing could occur within the same activity (say, when you base your product strategy on accomplishing your profit goal and on caring for the customer), or it can involve switching attention between two realms (spending time at your work and then taking time to help a friend).

In other words, you don't have to spend inordinate amounts of time on all projects when "just enough" should be your goal. Speaking of Just Enough...

## **5. Just enough!**

People who have achievement with enduring success rely on a kaleidoscope—or multifaceted—strategy to plan their lives. Not only do they continually make “new deposits” in each of the four categories, but they also choose their actions so that the whole picture will display a pleasing “balance”. Feeling deep satisfaction in each category strengthens these achievers’ ability to turn away from one category when another needs attention. It allows them to say, “I don’t need to work away at this particular thing until I’m satiated and hate the very sight of it. This is just enough.” They recognize the importance of setting their own standards for “enough” and not falling prey to the lure of the infinite “more.” Limits.

This is exactly the kind of thinking you see in good leaders: They anticipate what will be needed in all four dimensions of success despite pressures to deliver to the maximum in just one of them.

In other words, not everything you do has to be perfect or to the limits. What does it take to do enough. What is enough for each area or sphere of your life? What is too much? There is a definition. Define it.— Refine it.

## **6. Boundaries.**

Dr. Henry Cloud has made a career from teaching boundaries. I know we have read several of his books—boundaries in marriage. [ Define Boundaries ] Boundaries with your children (teens). Boundaries with others. We need boundaries everywhere—at work, at home, in relationships—and even in the pursuit of life. So list out your non-negotiables. Sit with your spouse, your kids, even your boss and find out what their expectations are and then decide what you’re willing to

give. You can't go up until you give up. You may need to find another job because 80 hours a week for "a short project" has turned into a lifelong habit and it's going to cost you your spouse, your children, and maybe even your life. So change your job! Talk it over with your spouse and make the change. Why do people think that their isn't life after the company they're working for? I just don't get that. But, then I am a very high D Dominant. I want control.

Or maybe you run your own business and it's taking every waking moment. So down size, sell the things you never use anyway, and live within your means. It's the meaningful things that you do in life that make life worth it. You can love your spouse, play with your children (and grandchildren), worship God, help your neighbor, and still put in a proper full day of work. What did Vicki Corona say, "Remember that life is not measured by the number of breaths we take, but by the moments that take our breath away!"

My daughter is a fire medic with a large county. She's the best at what she does. Her motto is "*You don't die on my watch!*". She once went on a call, walked into the room where her patient was, took one look at her, *instantly diagnosed her just by looking at her*, ran over and grabbed her, ran her out to the rescue unit and they hi-tailed back to the hospital. While they were on the way, the girl died on her — twice. She revived her both times. You *don't* die on her watch. Don't even try!

But nothing could have prepared her for one of her first calls as a medic. The call came early in the morning. As they got to the location and got out of the rescue unit, there hanging in the tree in the front yard was a 17 year old boy. Her first suicide. It had a significant impact on her. Is that balance? How long did that disrupt her thinking?

Life is fragile. We don't know what's in store for us tomorrow—or even later today.

**ACTION:** Schedule right now to take 1-2 hours to talk with your family and then write out your boundaries. Memorize them after you write them out. What are your non-negotiables... (that you have already negotiated away some times...)

### **7. Budgeting. Yes budgeting. Remember these are tools to help you integrate life better.**

In my book, in one of the *Appendices* I talk about three things you can do in life to be happy and effective 95% of the time.

1. Schedule all your time. Every minute. We talked about that earlier.
2. Budget every dollar. As Dave Ramsey the High D says, control even dollar. YOU decide where it goes.

Don't let anyone else dictate how you spend it and know where it goes. Set up a budget in a spreadsheet. If you don't have a good one, email me and I'll send you a blank copy of mine. Or use mint.com powered by intuit the QuickBooks and TurboTax people. Once set up, it shows everything automatically including all your expenses and investments, current home worth, net worth and a lot more. It's wonderful.

Get out of debt while you're at it. Money gives you opportunities. It's a tool and nothing more. If you budget, you are in control of your money and not your money in control of you. Our idol's control us.

**ACTION:** Make a deadline right now for when you are going to have a complete true budget.



**Read:** Dave Ramsey's Financial Peace or attend one of his FPU courses locally. Do this before the month is out.

## **8. Journal Daily**

How many of you journal daily? Every night before you go to bed, take 5 minutes and write in your journal. This is the Law of Reflection at work—one of the 15 laws of Growth. We need to reflect often. If we don't we have a tendency to repeat history—the bad parts. Reflection helps you fix the problems. Do these two things every day—

Ask yourself these two questions—

1. what did I do today that was really useful and great that I want to do more of tomorrow? What do I need to do immediately and specifically to make that happen? Follow your advice.

2. what did I do today that was really useless and bad that I don't want to do again tomorrow? What do I need to do immediately and specifically to make that happen? Follow your advice.

Be intentional

## **9. Communicate effectively.**

How many Crucial Conversations do you need to have weekly because you didn't—or someone else—didn't communicate well? As we learned in the DISC session yesterday, we all see things in different ways—we are wired a particular way and sometimes unless we listen intentionally, mirroring back what we THINK we heard, we won't understand someone—and if we don't understand someone, we'll Misunderstand them.

I have given you some BASIC tools—and I stress BASIC—that will start you on the road to understanding yourself better, and understand-

ing others better. BUT... you have to practice this. Daily. In every conversation.

Also, please spend 15 minutes of your life and go online and take our DISC Personality Assessment. Yes it does cost \$60, But that's cheap at 10 times the price. But I really do guarantee it will be one of the best \$60 you ever spend. In all seriousness it's worth \$10,000 for what it brings to the table and the headache and heartache it prevents. Talk about stress taking time off your life... As well, have your spouse take it. To make it worth your while, for everyone that takes it, I'll GIVE you 15 minutes of free coaching with your report. And for all those that have their spouse take it too, I'll give you a personalized Interaction Guide from the assessment which tells you how to better work with your spouse based on your specific personality. It will change your life. Really. Seriously. Yes it will.

When dealing with crucial conversations—conversations that become difficult—there's a formula for working through them. This is adapted from *Crucial Conversations* by Joseph Grannay et al.

1. Start with Heart. Ask yourself

1. What do I really, really, really want?
2. What do I want for the other person?
3. What do I want for our relationship?
4. It's a reminder to keep you from engaging your fight or flight mechanism

2. Learn to Look.

Watch not only the CONTENT of your conversations, but also the CONDITION of the conversation. When it starts to deteriorate,

STOP. At this point one or both of you could be heading for Silence or Violence. And I don't mean physical but verbal violence. As people feel unsafe, they start down one of these two unhealthy paths. The conversation needs to return to Safety. Learn what your style looks like under stress. Your secondary trait—that one you “POINTED” to at the end of our DISC session yesterday, is where you primarily go under stress. THAT's why it may be hard to recognize. SO how you react or respond can look very different. Ever hear people say, “That wasn't like her...” Because we move to our secondary trait when we stress.

### 3. Make it Safe—

Make sure the conversation is safe. If it isn't, step out and Make it safe. Then when you're ready step back in and continue. Do that as many times as you need to. Here's How Specific Personality types need to watch out—

1. D's stop being so pushy and thinking only of what you need to accomplish. Listen. Use what you have learned. Help you they will!

2. I's Don't be concerned about being liked and being self-ish—Listen. Look out for the other person. Don't be the victim.

3. S's—engage. Don't be afraid. Conflict really won't kill you. Raise your D personality style and step into the conversation and add value to it while keeping the heart of your S. Engage. If you don't you may end up going postal because you keep it all inside.

4. C's—remember that you tend toward perfection. Life isn't perfect. Think more of the big picture when talking to Outgoing types. Think People first, task second. Move from People to Task.

4. Master your stories. We tell ourselves a story in — literally— a split second. Stories that we have built up for ages.

1. “This person is mean.”
2. “I’m the victim here.”
3. “You always treat me this way.”
4. “You’re just like your mother.”
5. “ I know dogs nicer than you. Mater of fact, ALL dogs are nicer than you!

We need to tell ourselves a different story—a TRUE story. Remember the DISC personality styles—the other person is different than I am. Tell yourself the truth that makes the difference.

#### 5. State your Path.

You now need to Define to yourself, where you want this to go, how you’re going to get there, and what you need to say. Take time in your conversation to think about this. Tell the other person to “Give me a second please.” This is crucial. Take the time right then to think of the direction you want to go.

#### 6. Explore the OTHER person’s path.

Just like you thought about where you want this to go, ASK them where they want this go. Take time to TRULY listen. This doesn’t have to be settled this moment, this hour. These are the defining times in our lives.

#### 7. Move to Action.

Now it’s time to act on what you discovered. Be intentional and make a system for fixing the problem. Decide how you are going to work on this together. We’re all sinners, maybe it’s time to repent and make the change to obedience.

**ACTION:** Learn to be present in all conversations beyond just fun chit-chat. Be intentional about your system for crucial conversations. **READ:** Joseph Grenny's *Crucial Conversations*. Worth it's weight in gold, silver, and precious jewels! For family, work, friends, parents.

### **10. Positive Accountability.**

I've read and heard many success formulas. I've listened to many, many, many members on the *John Maxwell Team* talk of success alluding them in their past. I've had many clients talk about the same thing. And oh how they tried. So what was lacking? In almost every case the thing I found and the thing I come back to time and time again, is *Positive Accountability*. So what is positive accountability?

It's sharing your goal with someone and having them check-in on you daily to encourage you to accomplish it (or often anyway).

Who is your accountability? Who is there to talk about your successes and your failures with you? Who is there to help you get on and stay on target? That's what Positive accountability is all about. It's easier for the Task Oriented people to stay on target because they can focus. It's much harder for the People oriented folks to stay on target—they have trouble focusing.

Once you have done your action items for each of these, find a good accountability partner and get started.

### **In conclusion...**

You are fearfully and wonderfully made. You are made in the image of a holy and perfect God! That means you have God *Stuff* in you. We are not gods, but we have his stuff in us. We are amazingly made. We

are made by the Perfect God! The eye and the ear and the touch and smell and all the inner workings of our personality and being. We are amazing, unique, and special—if you think any less than that, you make God out to be a liar. And our work in life is to enjoy him, love others, and live an abundant life.

The more we align ourselves with what I call “The Physics of God” the more we will enjoy the abundant life.

AND...

You must be intentional... you must continually build systems—write them down. Use them. Be serious about entering into life and growing. Be present all the time. Life is in session!

Life has seasons as I mentioned. And some simpler seasons that may only last a day or few. Sometimes we need to work 80 hours. Sometimes we need to play a while. Sometimes we need to just sit and rest. D’s need to be careful not to become workaholics—it’s easy for you to work too much because it *feels* like play to you. I’s need to be careful to not work too little. S’s need to embrace change and learn to say no; and C’s need to learn when to stop and enjoy those around them more. We need all of these things in order to live life as it was intended. You’re in control of your life to a major degree. Take the time to plan out your life and make the changes you need in order to integrate your life. Take the time to plan!

I leave you with a story that sums up work life integration. What I've found is that by living the two great commandments that Christ left us with—*love God with all your heart, mind, soul, and strength; and love your neighbor as yourself*—we find the “balance that we seek.”

I received the following text from my paramedic daughter very early one morning... she said this after finishing an emergency call at 2:00am: and I quote—

“That awkward moment when you walk into a room at 2:00am and there's just a random newborn preemie baby attached to a placenta lying on the bed.”

“Today is so ironic. Seven years ago to this day I was trying to save a little three year old that had been terribly abused because she was hated. She didn't make it. And today I started my morning at 2:00am with a brand new baby, and the first hand he ever wrapped his little fingers around, was mine.”

“Life”

Isn't that Life? Heartbreaking one moment and delightful the next. Jesus says that if we are to be like him, then we will struggle. That struggle has a name—Life.

There is no balance. Only life. And everything we do fits under that category of Life. Make every day count. Be that “good and faithful servant.” Love those around you like you may not see them tomorrow. Do life together—that's the way it was meant to be.

Thank you very much!

## Final Thoughts...

Life keeps you out of balance. There's nothing about life that is predictable. You can only be balanced in an environment that allows you to be balanced—always the same. Predictable. *Don't think life is predictable.* Think of *seasons* in life—not balance. Things where what the times call us to do is intense. It's a season. When a season goes too long it becomes a habit. And habits—bad habits—can develop and take you down a bad path for a very long time. Ask, am I unwilling to move from one season to another? Am I too comfortable in one season over another?

It's not healthy to prolong a season.

Whatever season you're in remember—there's another season coming.

Thanks for taking this journey with me.



**For HELP! Remember two things:**

**One—If you want prayer anytime for anything, let me know—email me—I will pray for you often until you tell me God has answered you.**

**Two—If you ever have questions in life, I am happy to answer you with personality and leadership understanding. Please feel free to email me.**

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**“Education costs money. But then so does ignorance.”  
— Sir Claus Moser —**



**To really, really, really understand yourself and others, get your 50-page DISC personality assessment report today. It will change your life.**

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