



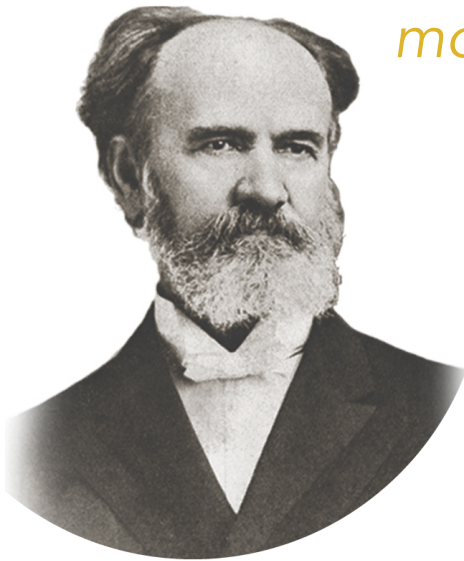
# Pathways for Development



METRO DISTRICT  
OF THE CHRISTIAN AND MISSIONARY ALLIANCE

*God is preparing  
his heroes; and when  
the opportunity comes, he can fit  
them into their places in a  
moment, and the world will  
wonder where they  
came from.*

*-A.B. Simpson*



Simpson understood the power of preparation and development for the path that God has for us. It was this passion for preparation and development to reach the world with the Gospel that led Simpson to start the Missionary Training Institute.

Even when we are already on the path of God's calling, we never know how long or how far our path will go. Preparing to lead as a Consecrated or Ordained Minister requires a sacrificial commitment to leadership. Simpson encouraged us, "When God wants to bring more power into our lives. He brings more pressure. He is generating spiritual force by friction."

As you step into Pathways for Development, be prepared to be challenged and stretched so that God can expand your capacity for all that He has for you wherever He wants to take you.

Welcome!

We are happy you have joined us in Pathways for Development as a Provisionally Licensed Worker. You are on your way to be equipped for obtaining permanent ministry status in the Metropolitan District of The Christian and Missionary Alliance. We hope that the investment you make in this process will have lasting impact in your life and ministry.

Pathways was designed to provide you a learning residency that is accessible, developmental, and progressive. It enables you to practice ministry and be introduced to The Alliance family while participating in a cohort as you complete the training process. Pathways is focused on building you as minister, leader, and person. Through modules you will be challenged to build a deeper understanding about Alliance ministry, theology, and polity. Your interaction with a ministry supervisor will help develop and sharpen your ministry skills. We will provide opportunities to cultivate the health of your soul through your participation in Pathways Cohorts.

We, in the District Office look forward to serving you in every way possible. We consider it a privilege to be a part of God's preparation process in your life as you step into this greater measure of leadership.

Blessings,

The Pathways Team

*For the most up to date information, please visit [metrocmma.org/pathways](https://metrocmma.org/pathways)*

## Modules - Year One Residency

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Your first step as a Provisionally Licensed Worker is to attend the next upcoming module. Modules are held 3x a year and participation in all modules is required to complete your first year of Pathways. If you are working towards Ordination/Consecration, years two and three will follow.

For more detailed information about required readings and assignments, please visit: [metrocmma.org/pathways](http://metrocmma.org/pathways)

### **NOW Module**

#### **New Official Workers Orientation and Missions Emphasis**

This module will give residents an introduction to the global work of The Alliance and opportunities on how they can engage the Kingdom work of The Alliance. The District Team will share the values, vision, and strategy of the Metro District and the Christian and Missionary Alliance.

### **Polity Module**

#### **Alliance Polity and Pastoral Code of Ethics**

Residents will be introduced to the inspiring story of The Christian and Missionary Alliance's founder and how we developed in the last century plus. An overview of how The Alliance is structured and the polity that governs and provides accountability in the local church will be covered. Residents will develop a Pastoral Code of Ethics to guide them in the complexities and challenges of ministry.

### **Pastoral Leadership Module**

#### **Alliance Theology and Pastoral Leadership**

During this module, residents will be challenged to lay the proper foundation for pastoral leadership by cultivating a healthy soul. Basic leadership skills that include conflict resolution and peacemaking will be introduced. Residents will review the theological distinctives of The Alliance and how Jesus Christ as Savior, Sanctifier, Healer, and Coming King should be integrated in our ministry together.

# Role of the Church Supervisor

Every Pathways resident is required to have a church supervisor for the duration of their participation in Pathways. The church supervisor must be a consecrated or ordained minister. The role of the church supervisor is to offer oversight to the resident within the church ministry and quarterly evaluations of the resident's development. It is a commitment and investment in the development of new leaders.

The support of the church supervisors is paramount to the resident's success in the program, preparation for ministry, and development as a spiritual leader. A church supervisor is encouraged to create an ongoing pattern of evaluation, reflection, coaching and honest feedback with the resident. Quarterly meetings with the resident are required to fill out the Church Supervisor Evaluation Forms. These evaluations not only provide the District office information on the development of the resident in practical ministry, but also provide time for the resident to receive encouragement, challenge and constructive evaluation from the supervisor.

The church supervisor is expected to observe and assess the resident in the following areas of personal, spiritual and leadership development:

- Professional performance including job requirements, goals, team-building, time management, and servant leadership
- Core competencies including Christ-centered character, empowered ministry, spiritual leadership, healthy living, biblical foundations and Alliance alignment.
- Personal development including growth, areas of improvement, future goals, self-awareness and soul care.



# Supervisor Evaluation Form

The purpose of this form is to bring the Resident & Church Supervisor together to assess the professional performance, core competencies, and personal development of the Resident. The form should be completed jointly through discussion by the Resident asking the questions about him/herself to the Church Supervisor. It is the Resident's responsibility to submit this evaluation quarterly.

## Professional Performance

On a scale of 1-5 how effectively is the Resident meeting the following requirements?

Fill in - 1 least effective, 5 most effective

- |   |                            |                            |                            |                            |                            |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 01. Am I meeting the requirements of my ministry description/role?            | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 02. Am I meeting our ministry goals?  | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 03. Am I able to build team and equip others?                                 | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 04. Do I use my time effectively?   | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 05. Do I lead with a servant leadership attitude? (teachable, flexible, etc.) | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

## Core Competencies

On a scale of 1-5 how effectively is the Resident acquiring core competencies necessary for ministry?

Fill in - 1 least effective, 5 most effective

- |  |                            |                            |                            |                            |                            |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 01. Character & Integrity                    | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 02. Spiritual Leadership                     | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 03. Empowered Ministry                       | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 04. Holistically Healthy Person              | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |
| 05. Biblical Foundation & Alliance Alignment | <input type="checkbox"/> 1 | <input type="checkbox"/> 2 | <input type="checkbox"/> 3 | <input type="checkbox"/> 4 | <input type="checkbox"/> 5 |

## Core Competencies Defined

- 01. Christ Centered Character** – Candidates show they have an ever-deepening walk with God that reveals itself as a godly lifestyle as described in 1 Timothy 3:1-7. They are wise stewards of their resources.
- 02. Spiritual Leadership** - Leading with excellence requires candidates to serve their team through sacrifice, effective decision making, organization, and empowering others. They manage stress and anxiety well and resolve conflict in a manner that leads toward reconciliation.
- 03. Empowered Ministry** - Discovering and confirming the candidate's gifting and calling leads to effective missional ministry where lives are transformed, communities are changed, and the world is impacted.
- 04. Healthy Person** – Candidates maintain a healthy and balanced life. They appropriately process past pains and losses. They have a positive and realistic outlook on life and are aware of how their emotions affect others. They have a strong marriage, proven parenting skills, and a family committed to a ministry lifestyle.
- 05. Biblical Foundation and Alliance Alignment** – Candidates have a working knowledge of the Bible and can articulate an integrated theology that is aligned with The Christian and Missionary Alliance. They are able to apply and communicate the Word of God with authority while living out the core values of The C&MA.

## Personal Development

Open ended discussion from Supervisor to Resident.

01. What growth did you have from last quarter? (Reflect & Celebrate)

02. What do you believe you need to improve on?

03. What goals do you have for next quarter?

04. How are you caring for your soul & self?

05. As your supervisor how can I help you?

Supervisor Signature: \_\_\_\_\_

Resident Signature: \_\_\_\_\_

Comments:



## Year One Residency Cohort Description

Year 1 Provisional Worker residents are required to participate in an assigned Pathways cohort that meets 6x's for the duration of a year. The Pathways cohort is a place for you to grow as both a person and a leader. The cohort is designed to give you space to cultivate a healthy soul while in community with other workers in the residency program.

Your six cohort meetings will follow the life and development of Jesus in the Gospels of Mark and Luke. The Wayfinder Journal will be your cohort guide. It includes reflection on the texts and how Jesus's model of leadership applies to our own development.

Cohort topics include:

1. Your Story
2. Soul
3. Identity
4. Self-Awareness
5. Community
6. Calling

*\*You will receive an assigned cohort group and leader from within your region*





# *The Wayfinder*

Pathways for  
Development  
Cohort Journal

Welcome to your Pathways Cohort,

The Pathways Cohort is a place for you to grow as both a person and a leader. The cohort is designed to give you space to cultivate a healthy soul while in community with other leaders in the residency program. It is our hope that you will build strong relationships and learn with one another as you journey through the Pathways process together and beyond.

We have assigned you to a cohort that will meet six times in the duration of a year. Your cohort leader will schedule the time and location for the meetings. If these meetings are a challenge to your schedule, please first have that conversation with your cohort leader and then, if it's not able to be resolved, contact the Pathways team ([Pathways@metrocmma.org](mailto:Pathways@metrocmma.org)).

Please make it a priority to make each of the sessions and complete each of the journal assignments prior to your meeting. Our prayer is that you will deepen your love for Jesus, cultivate a healthy soul, and build deep relationships with one another. May God richly bless you as you lean into His desire for you to develop a resilient soul and healthy ministry. This is our prayer for you,

*"For this reason I kneel before the Father, from whom every family in heaven and on earth derives its name. I pray that out of His glorious riches He may strengthen you with power through His Spirit in your inner being, so that Christ may dwell in your hearts through faith. And I pray that you, being rooted and established in love, may have power, together with all the Lord's holy people, to grasp how wide and long and high and deep is the love of Christ, and to know this love that surpasses knowledge—that you may be filled to the measure of all the fullness of God. Now to Him who is able to do immeasurably more than all we ask or imagine, according to His power that is at work within us, to Him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen."*

Blessings,

The Pathways Team

## Your Story - Following the genealogy of Jesus

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The genealogy of Jesus was marked down by two authors, in two different forms, at two points in Jesus' life. His lineage was significant to his story because it affirmed that God did not enter into the life of an isolated man at a singular point in time. God became man within a family legacy. This legacy carried the power and revelation of God through the ages and prepared the way for Jesus.

As Jesus' life on earth unfolded, he understood the power and revelation of God was always at work in His story. Significant life events such as fleeing into Egypt with his parents, getting left behind by his parents as he taught at the temple, and his baptism by his cousin, John, shaped the ways that he would lead, teach and minister.

Like Jesus, your story carries the power and revelation of God for every person with whom you share it. Often we live as if we are an isolated man at a singular point in time, but God desires each of us to connect with the narrative of what he has done and what he is doing through us to reach others. This requires us to know our story and to get familiar with the uncomfortable and painful parts of it. Often the parts of your story most difficult to share are the parts, once healed, that will carry the greatest power and revelation of God for others. He has uniquely designed every component of your story to shape the way you lead, teach and minister.

As you reflect on your personal spiritual history look for ways the power of God moved in your family and where the revelation of God shifted your family culture. Many of us have relatives, like Jesus did, who have not glorified God. Even those relatives contribute to how our spiritual lives are shaped.

### *Pre - Assignment*

Make a timeline of the significant events in your life. Reflect on how each event has impacted you in positive, negative, helpful or painful ways.

## Soul - Relationship and intimacy with the Father

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***“If you are failing to feed your soul, while at the same time you are handling sacred responsibilities, the disconnect will finally become too much.”***

***- Morris Dirks***

It is easy to conclude that we need an intimate relationship with God, but *how* we get it and especially how we *sustain it* are much more difficult to determine. I want it to be as predictable as fueling my car, complete with a gauge that tells me when I am getting low and a flashing red empty light when I can't put it off any longer. I pull in, fuel up and don't think of it again until the pesky red light blinks at me.

In one verse, Jesus sets up a simple formula for us to connect with the Father “Very early in the morning, while it was still dark, Jesus got up, left the house and went off to a solitary place, where he prayed (Mark 1:35).” The problem is that the formula contains 5 things that most of us don't like: early mornings, the dark, getting out of bed, solitude, and prayer. While problematic, this example is intentional because it teaches us the intentionality of meeting our need for the Father despite the circumstances.

Rather than giving us the formula for *how*, Jesus is showing us that we *must*. In those days, Jesus was well aware of the demands on him and his ministry. He understood that he needed connection and intimacy with the Father to sustain Him, and so he was willing to get uncomfortable (early in the morning, in the dark, and by himself ) to get it. Prayer was how he got it. Jesus was motivated to get away to pray because it was his pipeline to receive from the Father. Through prayer he listened to His heart, His will, and His strategy for the Kingdom.

Far too often we are unwilling to get uncomfortable for the sake of our relationship with God. We ignore the warning signs in our work, press through the blinking lights in our relationships, and turn a blind eye to the empty tank of our soul.

There's no doubt we need intimacy with God, but we do not know how to get it or sustain it. Jesus' early morning solitude teaches us three things that cannot be ignored:

**First**, if Jesus needs it then we are desperate for it.

**Second**, we must be intentional to get it.

**Third**, we receive our relationship with God through prayer.

### *Pre - Assignment*

Jesus' early morning prayer retreats on a mountain side are just one example for how we connect with God in prayer. Through the ages, Christian authors have defined the many

different ways we connect with God, as outlined in scripture and exemplified in the lives of biblical characters. Developing a sustainable relationship with God requires that we pay attention to our souls and understand how God has shaped our unique spiritual temperaments. The following chart outlines seven spiritual instincts that are normative ways believers connect with God.

**Reflect** on each instinct described.

**Identify** how you best connect with God and how you find it challenging to connect with God.

**Process** why you connect with God so well in some spiritual instincts and why you do not connect well in others.

**Develop** a sustainable personal plan to connect with God and care for your soul.

**Share** your plan with your Pathways cohort.

## Spiritual Instincts

Spiritual Instinct	Agenda	Characteristics and Examples	Potential Dangers
Aesthetic	Majesty	Worship in beauty & order, loves tradition, art and architecture. Looks, sounds, smells, ambience, liturgy, creeds, hymns. David, Solomon, J.R.R. Tolkien, C.S. Lewis, Robert Webber.	Past orientation can rob present experience
Experiential (Worship)	Joy (Encounter)	"Feeling" God's presence, intimacy, experience, the person is always ready to worship, God is our contemporary in the "here and now." David, Peter, Renewal Movements, Vineyard, Hillsong.	Can become renewal junkies
Activist	Achievement	Serving God, evangelism, social justice, transformation, change, build or join activist organization. Moses, Nehemiah, Paul, Mother Teresa, Samaritan's Purse, Compassion Int'l, YWAM, Adventures in Missions, CAMA Services, International Justice Mission (IJM).	Can have a "Martha Spirit"
Contemplative	Listening	Focus on the "interior," prayer as "listening" as opposed to "talking," often feel out of place with evangelicals. Mary, John the Baptist, A.W. Tozer, monasticism.	No community accountability
Student	Truth	Knowing God = Studying the Word. Proper doctrine is a priority, books, discussion, exposure of false teaching, systematic theology. Paul, Martin Luther, John Calvin, Campus Crusade, Navigators, Chuck Colson, Ravi Zacharias.	Can have a "letter of the law" mentality
Relational	Love	"Together" we feel & meet God. High touch, join groups for sharing & prayer, solitude feels like solitary confinement. Barnabas, John, Cell Church & Small Group Movement.	Can try to get from community what they should be getting from God
Naturalist	Creation	David, St. Francis of Assisi, The "Green" Evangelicals.	Become a worshipper of creation instead of the creator



## Identity - Strengthening your Core Muscle

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***"If we fail to integrate the things God has declared to be true about us into our daily lives, there will be cracks in the walls of our soul."***

**- Rob Reimer**

Jesus was not unaware that he was God's Son. In Luke 2, as a twelve year old boy, Jesus knew God was his Father and challenged his parents to recognize the same. His sonship with God the Father was a truth he knew and a reality He lived out. Luke 2:40 also reveals to us that Jesus was strong in character, wisdom and health. He was accepted and affirmed with favor from God and his community; he did not need his identity confirmed because he was insecure or unaccepted.

However, the Father knew the temptation trials, the public praise, and the persecution His Son was to endure in the next season of His life. To prepare Him in his humanity, God strengthened the muscle of Jesus' identity, so that He could respond with strength to what was coming. At his baptism God confirmed Jesus' security: "You are my Son," God accepted Him: "whom I love," and God affirmed Him: "with you I am well pleased."

Following public confirmation, Jesus' identity was immediately questioned. Satan challenged Jesus, "If you are God's son, turn these rocks into bread," and "If you are God's son, throw yourself off this cliff." In temptation, Jesus' identity was tested. He was prepared and His identity in Sonship stood strong.

As Jesus' ministry grew, crowds followed him to see his miracles and hear his messages. In the midst of success and praise, Jesus' identity was challenged. He responded out of the security and acceptance of His Father, "Very truly I tell you, the Son can do nothing by himself; he can do only what he sees his Father doing, because whatever the Father does the Son also does. For the Father loves the Son and shows him all he does" (John 5:19). If



our identity is weak, we are at risk to respond in pride or self-righteousness and take on behaviors of performance or people-pleasing.

In the Garden of Gethsemane, Jesus experienced the greatest attack on His identity. He was so burdened by his approaching death that Luke depicts drop of blood dripping like sweat down his face. In these moments, Jesus pleaded with his disciples to support him and pray for him. In Luke 22:42, an angel of the Lord, came to accompany him and strengthen him. Jesus' identity as the Son of God, sent for mankind, as a lamb to be slaughtered was under attack. He needed to be strengthened even beyond what he could muster. He responded to God in the midst of his trial, strengthened by His identity as God's son, "Father, if you are willing, take this cup from me; yet not my will, but yours be done."

Identity is something that many of us want settled. We want it to know it, so that we can move on, but as we grow in maturity as a believer and especially as we experience success in ministry our identity is like a muscle that needs to be exercised and strengthened. As we strengthen our identity we prepare it to respond appropriately to the growing changes, challenges, and achievements in life.

In his divinity, Jesus knew his identity as God's Son and He was secure in the trinity, but if in His humanity He needed continued reminders of his acceptance, affirmation and security how much more do we?

### *Pre - Assignment*

Reflect on the following questions and prepare to discuss with your Pathways Cohort.

**The Desert** - In temptation, how does your identity respond?

**The Miracles** - In success and praise, how does your identity respond?

**The Garden** - In trials & suffering, how does your identity respond?

What strengthens your identity?

## Self Awareness - Following Jesus' pattern for victory

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***"The great illusion of leadership is to think that man can be led out of the desert by someone who has never been there."***

***- Ruth Haley Barton***

When Jesus went out into the wilderness He faced temptations attacking the core of His identity and calling. The text only describes three temptations of the enemy, but the text says that for 40 days (everyday) he was tempted by the devil. The enemy was aware of the ways in which Jesus was susceptible to temptation in the desert. The three examples given also represent core patterns of sin. He was tempted to take matters into his own hands regarding His:

### **1. Provision**

Physically, He was hungry and longed for provision. The enemy tempted him to provide His own food. Satan pressured Jesus to question, "Why wait on God, when you can provide for yourself?"

### **2. Power**

In his divinity, power and authority were innate within Him. The enemy tempted Him to grasp for His own power and authority of the Earth. Satan pressured Jesus to question, "Why submit to God, when you can gain your own power?"

### **3. Protection**

In his humanity, he was vulnerable to the harsh conditions around Him. The enemy tempted Him to test God's protection. Satan pressured Jesus to question, "Can God really be trusted?"

Despite the temptations, Jesus leads us in the example that he was self-aware and prepared for the impact of these temptations. Though each temptation was different, Jesus was aware of four ways to gain victory over the enemy every time. Jesus' responses, outlined in Luke 4:4-12, gives us a pattern for how to grow in self-awareness and walk in victory.

- 1. He knew his identity.** When Jesus' identity as God's son was questioned, He did not need to defend it, because He knew it to be true. He also recognized the lie, "IF you are the Son of God..." was a tactic of the enemy to create doubt and insecurity in His mind.
- 2. He acknowledged the temptation.** Jesus acknowledged the temptations that were impacting him. Jesus was hungry; the text acknowledges that. When we deny the temptation that we are experiencing we disable our ability to overcome it. We can only overcome that which we acknowledge.
- 3. He knew the unique tactic of the enemy against Him.** Jesus was aware of the enemy. If we are unaware of the enemy's repetitive and strategic work to destroy our lives and the lives of our family and ministry, then we are giving Satan a free all-access pass for destruction.
- 4. He knew the power of the Word.** Through His knowledge of scripture, Jesus was able to govern His reactions to the enemy and walk in victory through the power of the Word. When we don't know the Word, it can be difficult to recognize how we need to govern ourselves in a tempting situation.

Our self-awareness is revealed in temptation. Self-awareness enables us to prepare for the attacks of the enemy, because we understand the needs of our soul and the patterns of our sin that will be exposed. When we face success, conflict and trials, self-awareness leads us to understand our patterns of response and what support we need to overcome the temptations that arise in those situations.

### *Pre - Assignment*

The enneagram is a valuable tool to increase self-awareness of our own sin and areas of temptation. Use the included enneagram packet to identify your core sin/temptation pattern. Reflect on the questions below:

- What are your core sin patterns?
- What are your skills for identifying and overcoming the tactics of the enemy?
- How do you walk in victory?
- What do you do when you give into temptation and sin occurs?
- Come to your cohort meeting prepared to discuss your discoveries.

# The Enneagram | RISO-HUDSON QUEST

## Instructions

For the QUEST to yield a correct result, it is important that you read and follow these few simple instructions.

- Select one paragraph in each of the following two groups of statements that best reflects your general attitudes and behaviors, as you have been most of your life.
- You do not have to agree completely with every word or statement in the paragraph you select! You may agree with only 80 to 90 percent of a particular paragraph and still select that paragraph over the other two in the group. However, you should agree with the general tone in the group. However, you should agree with the general tone and overall “philosophy” of the paragraph you select. You will probably disagree with some part of each of the paragraphs. Do not reject a paragraph because of a single word or phrase! Again, look at the overall picture.
- Do not overanalyze your choices. Select the paragraph that your “gut feeling” says is the right one for you, even though you may not agree with 100 percent of it. The general thrust and feeling of the paragraph as a whole is more important than individual elements of it. Go with your intuition.
- If you cannot decide which paragraph best fits you in one of the groups, you may make two choices, but only in one group; for example, C in group I, and X and Y in group II.
- Enter the letter you have selected for that group in the appropriate box.

GROUP I Group I Choice \_\_\_\_\_

A. I have tended to be fairly independent and assertive: I've felt that life works best when you meet it head-on. I set my own goals, get involved, and want to make things happen. I don't like sitting around—I want to achieve something big and have an impact. I don't necessarily seek confrontations, but I don't let people push me around, either. Most of the time I know what I want, and I go for it. I tend to work hard and to play hard.

B. I have tended to be quiet and I am used to being on my own. I usually don't draw much attention to myself socially, and it's generally unusual for me to assert myself all that forcefully. I don't feel comfortable taking the lead or being as competitive as others. Many would probably say that I'm something of a dreamer --- a lot of my excitement goes on in my imagination. I can be quite content without feeling I have to be active all the time.

C. I have tended to be extremely responsible and dedicated. I feel terrible if I don't keep my commitments and do what's expected of me. I want people to know that I'm there for them and that I'll do what I believe is best for them. I've often made great personal sacrifices for the sake of others, whether they know it or not. I often don't take adequate care of myself---I do the work that needs to be done and relax (and do what I really want) if there's time left.

## The Enneagram

The RISO-HUDSON QUEST

GROUP II    Group II Choice \_\_\_\_\_

X.     I am a person who usually maintains a positive outlook and feels that things will work out for the best. I can usually find something to be enthusiastic about and different ways to occupy myself. I like being around people and helping others to be happy---I enjoy sharing my own well-being with them. (I don't always feel great, but I try not to show it to anyone!) However, staying positive has sometimes meant that I've put off dealing with my own problems for too long.

Y.     I am a person who has strong feelings about things---most people can tell when I'm unhappy about something. I can be guarded with people, but I'm more sensitive that I let on. I want to know where I stand with others and who and what I can count on---it's pretty clear to most people where they stand with me. When I'm upset about something, I want others to respond and to get as worked up as I am. I know the rules, but I don't want people telling me what to do. I want to decide for myself.

Z.     I tend to be self-controlled and logical---I am uncomfortable dealing with feelings. I am efficient---even perfectionistic---and prefer working on my own. When there are problems or personal conflicts, I try not to bring my feelings into the situation. Some say I'm too cool and detached, but I don't want my emotional reactions to distract me from what's really important to me. I usually don't show my reactions when others "get to me."

# The Enneagram

The RISO-HUDSON QUEST

## Interpreting the QUEST

Together the two letters you have selected form a two letter code. For example, choosing paragraph C in group I, and paragraph Y in group II, produces the two letter code CY. To find out which basic personality type the QUEST indicates you are, see the QUEST codes below.

2 digit code	Type	Type Name and Key Characteristics
AX	7	<b>The Enthusiast:</b> Upbeat, accomplished, impulsive
AY	8	<b>The Challenger:</b> Self-confident, decisive, domineering
AZ	3	<b>The Achiever:</b> Adaptable, ambitious, image-conscious
BX	9	<b>The Peacemaker:</b> Receptive, reassuring, complacent
BY	4	<b>The Individualist:</b> Intuitive, aesthetic, self-absorbed
BZ	5	<b>The Investigator:</b> Perceptive, innovative, detached
CX	2	<b>The Helper:</b> Caring, generous, possessive
CY	6	<b>The Loyalist:</b> Engaging, responsible, defensive
CZ	1	<b>The Reformer:</b> Rational, principled, self-controlled

# The Enneagram

The RISO-HUDSON QUEST

## The Nine Passions

The idea of the Deadly Sins (also called the “Passions”) is best understood if we think of the word sin as missing the mark in some way. The passions represent the nine main ways that we lose our center in Christ, and become distorted in our thinking, feeling, and doing.

1	ANGER	This Passion might be more accurately described as <i>Resentment</i> . Anger in itself is not the problem, but in Ones the anger is repressed, leading to continual frustration and dissatisfaction with themselves and with the world.
2	PRIDE	Pride refers to an inability or unwillingness to acknowledge one’s own suffering. Twos deny many of their own needs while attempting to “help” others. This Passion could also be described as <i>Vainglory</i> —pride in one’s own virtue.
3	DECEIT	Deceit means deceiving ourselves into believing that we are only the ego self. When we believe this, we put our efforts into developing our egos instead of our true nature in Christ. We could also call this passion <i>Vanity</i> , our attempt to make the ego feel valuable without turning to our spiritual source.
4	ENVY	Envy is based on the feeling that something fundamental is missing. Envy leads Fours to feel that others possess qualities that they lack. Fours long for what is absent but often fail to notice the many blessings of their lives.
5	AVARICE	Fives feel that they lack inner resources and that too much interaction with others will lead to catastrophic depletion. This Passion leads Fives to withhold themselves from contact with the world. Thus they hold on to their resources and minimize their needs.
6	FEAR	This Passion might be more accurately described as <i>Anxiety</i> because anxiety leads us to be afraid of things that are not actually happening now. Sixes walk around in a constant state of apprehension and worry about possible future events.
7	GLUTTONY	Gluttony refers to the insatiable desire to “fill oneself up” with experiences. Sevens attempt to overcome feelings of inner emptiness by pursuing a variety of positive, stimulating ideas and activities, but they never feel that they have enough.
8	LUST	Lust does not only refer to sexual lust; Eights are “lusty” in that they are driven by a constant need for intensity, control, and self-extension. Lust causes Eights to try to push everything in their lives---to assert themselves willfully.
9	SLOTH	Sloth does not simply mean laziness, since Nines can be quite active and accomplished. Rather, it refers to a desire to be unaffected by life. It is an unwillingness to arise with the fullness of one’s vitality to fully engage with life.



## Type Descriptions

1

### THE REFORMER

#### Enneagram Type One

##### The Rational, Idealistic Type:

##### Principled, Purposeful, Self-Controlled, and Perfectionistic

- **Basic Fear:** Of being corrupt/evil, defective
- **Basic Desire:** To be good, to have integrity, to be balanced

#### Profile Summary for Enneagram Type One

##### Healthy Levels

**Level 1 (At Their Best):** Become extraordinarily wise and discerning. By accepting what is, they become transcendently realistic, knowing the best action to take in each moment. Humane, inspiring, and hopeful: the truth will be heard.

**Level 2:** Conscientious with strong personal convictions: they have an intense sense of right and wrong, personal religious and moral values. Wish to be rational, reasonable, self-disciplined, mature, moderate in all things.

**Level 3:** Extremely principled, always want to be fair, objective, and ethical: truth and justice primary values. Sense of responsibility, personal integrity, and of having a higher purpose often make them teachers and witnesses to the truth.

##### Average Levels

**Level 4:** Dissatisfied with reality, they become high-minded idealists, feeling that it is up to them to improve everything: crusaders, advocates, critics. Into "causes" and explaining to others how things "ought" to be.

**Level 5:** Afraid of making a mistake: everything must be consistent with their ideals. Become orderly and well-organized, but impersonal, puritanical, emotionally constricted, rigidly keeping their feelings and impulses in check. Often workaholics—"anal-compulsive," punctual, pedantic, and fastidious.

**Level 6:** Highly critical both of self and others: picky, judgmental, and perfectionistic. Very opinionated about everything: correcting people and badgering them to "do the right thing"—as they see it. Impatient, never satisfied with anything unless it is done according to their prescriptions. Moralizing, scolding, abrasive, and indignantly angry.

## Unhealthy Levels

**Level 7:** Can be highly dogmatic, self-righteous, intolerant, and inflexible. Begin dealing in absolutes: they alone know "The Truth." Everyone else is wrong: very severe in judgments, while rationalizing own actions.

**Level 8:** Become obsessive about imperfection and the wrong-doing of others, although they may fall into contradictory actions, hypocritically doing the opposite of what they preach.

**Level 9:** Become condemnatory toward others, punitive and cruel to rid themselves of "wrong-doers." Severe depressions, nervous breakdowns, and suicide attempts are likely. Generally corresponds to the Obsessive-Compulsive and Depressive personality disorders.

**Key Motivations:** Want to be right, to strive higher and improve everything, to be consistent with their ideals, to justify themselves, to be beyond criticism so as not to be condemned by anyone.

## Type Descriptions

2

### THE HELPER

#### Enneagram Type Two

**The Caring, Interpersonal Type:**

**Generous, Demonstrative, People-Pleasing, and Possessive**

**Basic Fear:** Of being unwanted, unworthy of being loved

- **Basic Desire:** To feel loved

#### Profile Summary for Enneagram Type Two

## Healthy Levels

**Level 1 (At Their Best):** Become deeply unselfish, humble, and altruistic: giving unconditional love to self and others. Feel it is a privilege to be in the lives of others.

**Level 2:** Empathetic, compassionate, feeling for others. Caring and concerned about their needs. Thoughtful, warm-hearted, forgiving and sincere.

**Level 3:** Encouraging and appreciative, able to see the good in others. Service is important, but takes care of self too: they are nurturing, generous, and giving—a truly loving person.

## Average Levels

**Level 4:** Want to be closer to others, so start "people pleasing", becoming overly friendly, emotionally demonstrative, and full of "good intentions" about everything. Give seductive attention: approval, "strokes," flattery. Love their supreme value, and they talk about it constantly.

**Level 5:** Become overly intimate and intrusive: they need to be needed, so they hover, meddle, and control in the name of love. Want others to depend on them: give, but expect a return: send double messages. Enveloping and possessive: the codependent, self-sacrificial person who cannot do enough for others—wearing themselves out for everyone, creating needs for themselves to fulfill.

**Level 6:** Increasingly self-important and self-satisfied, feel they are indispensable, although they overrate their efforts in others' behalf. Hypochondria, becoming a "martyr" for others. Overbearing, patronizing, presumptuous.

## Unhealthy Levels

**Level 7:** Can be manipulative and self-serving, instilling guilt by telling others how much they owe them and make them suffer. Abuse food and medication to "stuff feelings" and get sympathy. Undermine people, making belittling, disparaging remarks. Extremely self-deceptive about their motives and how aggressive and/or selfish their behavior is.

**Level 8:** Domineering and coercive: feel entitled to get anything they want from others: the repayment of old debts, money, sexual favors.

**Level 9:** Able to excuse and rationalize what they do since they feel abused and victimized by others and is bitterly resentful and angry. Somatization of

their aggressions results in chronic health problems as they vindicate themselves by "falling apart" and burdening others. Generally corresponds to the Histrionic Personality Disorder and Factitious Disorder.

**Key Motivations:** Want to be loved, to express their feelings for others, to be needed and appreciated, to get others to respond to them, to vindicate their claims about themselves.

### 3 THE ACHIEVER Enneagram Type Three

#### **The Success-Oriented, Pragmatic Type: Adaptable, Excelling, Driven, and Image-Conscious**

- **Basic Fear:** Of being worthless
- **Basic Desire:** To feel valuable and worthwhile

#### **Profile Summary for Enneagram Type Three**

##### **Healthy Levels**

**Level 1 (At Their Best):** Self-accepting, inner-directed, and authentic, everything they seem to be. Modest and charitable, self-deprecatory humor and a fullness of heart emerge. Gentle and benevolent.

**Level 2:** Self-assured, energetic, and competent with high self-esteem: they believe in themselves and their own value. Adaptable, desirable, charming, and gracious.

**Level 3:** Ambitious to improve themselves, to be "the best they can be"—often become outstanding, a human ideal, embodying widely admired cultural qualities. Highly effective: others are motivated to be like them in some positive way.

##### **Average Levels**

**Level 4:** Highly concerned with their performance, doing their job well, constantly driving self to achieve goals as if self-worth depends on it. Terrified of failure. Compare self with others in search for status and success. Become careerists, social climbers, invested in exclusivity and being the "best."

**Level 5:** Become image-conscious, highly concerned with how they are perceived. Begin to package themselves according to the expectations of others and what they need to do to be successful. Pragmatic and efficient, but also premeditated, losing touch with their own feelings beneath a smooth facade. Problems with intimacy, credibility, and "phoniness" emerge.

**Level 6:** Want to impress others with their superiority: constantly promoting themselves, making themselves sound better than they really are. Narcissistic, with grandiose, inflated notions about themselves and their talents. Exhibitionistic and seductive, as if saying "Look at me!" Arrogance and contempt for others is a defense against feeling jealous of others and their success.

## Unhealthy Levels

**Level 7:** Fearing failure and humiliation, they can be exploitative and opportunistic, covetous of the success of others, and willing to do "whatever it takes" to preserve the illusion of their superiority.

**Level 8:** Devious and deceptive so that their mistakes and wrongdoings will not be exposed. Untrustworthy, maliciously betraying or sabotaging people to triumph over them. Delusionally jealous of others

**Level 9:** Become vindictive, attempting to ruin others' happiness. Relentless, obsessive about destroying whatever reminds them of their own shortcomings and failures. Psychopathic, murder. Generally corresponds to the Narcissistic Personality Disorder.

**Key Motivations:** Want to be affirmed, to distinguish themselves from others, to have attention, to be admired, and to impress others.

## 4

### THE INDIVIDUALIST Enneagram Type Four

#### **The Sensitive, Withdrawn Type: Expressive, Dramatic, Self-Absorbed, and Temperamental**

- **Basic Fear:** That they have no identity or personal significance
- **Basic Desire:** To find themselves and their significance (to create an identity)

## Profile Summary for Enneagram Type Four

### Healthy Levels

**Level 1 (At Their Best):** Profoundly creative, expressing the personal and the universal, possibly in a work of art. Inspired, self-renewing and regenerating: able to transform all their experiences into something valuable: self-creative.

**Level 2:** Self-aware, introspective, on the "search for self," aware of feelings and inner impulses. Sensitive and intuitive both to self and others: gentle, tactful, compassionate.

**Level 3:** Highly personal, individualistic, "true to self." Self-revealing, emotionally honest, humane. Ironic view of self and life: can be serious and funny, vulnerable and emotionally strong.

### Average Levels

**Level 4:** Take an artistic, romantic orientation to life, creating a beautiful, aesthetic environment to cultivate and prolong personal feelings. Heighten reality through fantasy, passionate feelings, and the imagination.

**Level 5:** To stay in touch with feelings, they interiorize everything, taking everything personally, but become self-absorbed and introverted, moody and hypersensitive, shy and self-conscious, unable to be spontaneous or to "get out of themselves." Stay withdrawn to protect their self-image and to buy time to sort out feelings.

**Level 6:** Gradually think that they are different from others, and feel that they are exempt from living as everyone else does. They become melancholy dreamers, disdainful, decadent, and sensual, living in a fantasy world. Self-pity and envy of others leads to self-indulgence, and to becoming increasingly impractical, unproductive, effete, and precious.

### Unhealthy Levels

**Level 7:** When dreams fail, become self-inhibiting and angry at self, depressed and alienated from self and others, blocked and emotionally paralyzed. Ashamed of self, fatigued and unable to function.

**Level 8:** Tormented by delusional self-contempt, self-reproaches, self-hatred, and morbid thoughts: everything is a source of torment. Blaming others, they drive away anyone who tries to help them.

**Level 9:** Despairing, feel hopeless and become self-destructive, possibly abusing alcohol or drugs to escape. In the extreme: emotional breakdown or suicide is likely. Generally corresponds to the Avoidant, Depressive, and Narcissistic personality disorders.

**Key Motivations:** Want to express themselves and their individuality, to create and surround themselves with beauty, to maintain certain moods and feelings, to withdraw to protect their self-image, to take care of emotional needs before attending to anything else, to attract a "rescuer."

## Type Descriptions

### 5

#### THE INVESTIGATOR Enneagram Type Five

#### **The Intense, Cerebral Type: Perceptive, Innovative, Secretive, and Isolated**

- **Basic Fear:** Being useless, helpless, or incapable
- **Basic Desire:** To be capable and competent

#### Profile Summary for Enneagram Type Five

### Healthy Levels

**Level 1 (At Their Best):** Become visionaries, broadly comprehending the world while penetrating it profoundly. Open-minded, take things in whole, in their true context. Make pioneering discoveries and find entirely new ways of doing and perceiving things.

**Level 2:** Observe everything with extraordinary perceptiveness and insight. Most mentally alert, curious, searching intelligence: nothing escapes their notice. Foresight and prediction. Able to concentrate: become engrossed in what has caught their attention.

**Level 3:** Attain skillful mastery of whatever interests them. Excited by knowledge: often become expert in some field. Innovative and inventive, producing extremely valuable, original works. Highly independent, idiosyncratic, and whimsical.



## Average Levels

**Level 4:** Begin conceptualizing and fine-tuning everything before acting—working things out in their minds: model building, preparing, practicing, and gathering more resources. Studious, acquiring technique. Become specialized, and often "intellectual," often challenging accepted ways of doing things.

**Level 5:** Increasingly detached as they become involved with complicated ideas or imaginary worlds. Become preoccupied with their visions and interpretations rather than reality. Are fascinated by off-beat, esoteric subjects, even those involving dark and disturbing elements. Detached from the practical world, a "disembodied mind," although high-strung and intense.

**Level 6:** Begin to take an antagonistic stance toward anything which would interfere with their inner world and personal vision. Become provocative and abrasive, with intentionally extreme and radical views. Cynical and argumentative.

## Unhealthy Levels

**Level 7:** Become reclusive and isolated from reality, eccentric and nihilistic. Highly unstable and fearful of aggressions: they reject and repulse others and all social attachments.

**Level 8:** Get obsessed yet frightened by their threatening ideas, becoming horrified, delirious, and prey to gross distortions and phobias.

**Level 9:** Seeking oblivion, they may commit suicide or have a psychotic break with reality. Deranged, explosively self-destructive, with schizophrenic overtones. Generally corresponds to the Schizoid Avoidant and Schizotypal personality disorders.

**Key Motivations:** Want to possess knowledge, to understand the environment, to have everything figured out as a way of defending the self from threats from the environment.

## Type Descriptions

### 6

## THE LOYALIST Enneagram Type Six

## **The Committed, Security-Oriented Type: Engaging, Responsible, Anxious, and Suspicious**

- **Basic Fear:** Of being without support and guidance
- **Basic Desire:** To have security and support

### **Profile Summary for Enneagram Type Six**

#### **Healthy Levels**

**Level 1 (At Their Best):** Become self-affirming, trusting of self and others, independent yet symbiotically interdependent and cooperative as an equal. Belief in self leads to true courage, positive thinking, leadership, and rich self-expression.

**Level 2:** Able to elicit strong emotional responses from others: very appealing, endearing, lovable, affectionate. Trust important: bonding with others, forming permanent relationships and alliances.

**Level 3:** Dedicated to individuals and movements in which they deeply believe. Community builders: responsible, reliable, trustworthy. Hard-working and persevering, sacrificing for others, they create stability and security in their world, bringing a cooperative spirit.

#### **Average Levels**

**Level 4:** Start investing their time and energy into whatever they believe will be safe and stable. Organizing and structuring, they look to alliances and authorities for security and continuity. Constantly vigilant, anticipating problems.

**Level 5:** To resist having more demands made on them, they react against others passive-aggressively. Become evasive, indecisive, cautious, procrastinating, and ambivalent. Are highly reactive, anxious, and negative, giving contradictory, "mixed signals." Internal confusion makes them react unpredictably.

**Level 6:** To compensate for insecurities, they become sarcastic and belligerent, blaming others for their problems, taking a tough stance toward "outsiders." Highly reactive and defensive, dividing people into friends and enemies, while looking for threats to their own security. Authoritarian while fearful of authority, highly suspicious, yet, conspiratorial, and fear-instilling to silence their own fears.

#### **Unhealthy Levels**

**Level 7:** Fearing that they have ruined their security, they become panicky, volatile, and self-disparaging with acute inferiority feelings. Seeing themselves as defenseless, they seek out a stronger authority or belief to resolve all problems. Highly divisive, disparaging and berating others

**Level 8:** Feeling persecuted, that others are "out to get them," they lash-out and act irrationally, bringing about what they fear. Fanaticism, violence.

**Level 9:** Hysterical, and seeking to escape punishment, they become self-destructive and suicidal. Alcoholism, drug overdoses, "skid row," self-abasing behavior. Generally corresponds to the Passive-Aggressive and Paranoid personality disorders.

**Key Motivations:** Want to have security, to feel supported by others, to have certitude and reassurance, to test the attitudes of others toward them, to fight against anxiety and insecurity.

## Type Descriptions

### 7

## THE ENTHUSIAST Enneagram Type Seven

### The Busy, Fun-Loving Type: Spontaneous, Versatile, Acquisitive, and Scattered

- **Basic Fear:** Of being deprived and in pain
- **Basic Desire:** To be satisfied and content—to have their needs fulfilled

Profile Summary for Enneagram Type Seven

## Healthy Levels

**Level 1 (At Their Best):** Assimilate experiences in depth, making them deeply grateful and appreciative for what they have. Become awed by the simple wonders of life: joyous and ecstatic. Intimations of spiritual reality, of the boundless goodness of life.

**Level 2:** Highly responsive, excitable, enthusiastic about sensation and experience. Most extroverted type: stimuli bring immediate responses—they

find everything invigorating. Lively, vivacious, eager, spontaneous, resilient, cheerful.

**Level 3:** Easily become accomplished achievers, generalists who do many different things well: multi-talented. Practical, productive, usually prolific, cross-fertilizing areas of interest.

### Average Levels

**Level 4:** As restlessness increases, want to have more options and choices available to them. Become adventurous and "worldly wise," but less focused, constantly seeking new things and experiences: the sophisticate, connoisseur, and consumer. Money, variety, keeping up with the latest trends important.

**Level 5:** Unable to discriminate what they really need, become hyperactive, unable to say "no" to themselves, throwing self into constant activity. Uninhibited, doing and saying whatever comes to mind: storytelling, flamboyant exaggerations, witty wise-cracking, performing. Fear being bored: in perpetual motion, but do too many things—many ideas but little follow through.

**Level 6:** Get into conspicuous consumption and all forms of excess. Self-centered, materialistic, and greedy, never feeling that they have enough. Demanding and pushy, yet unsatisfied and jaded. Addictive, hardened, and insensitive.

### Unhealthy Levels

**Level 7:** Desperate to quell their anxieties, can be impulsive and infantile: do not know when to stop. Addictions and excess take their toll: debauched, depraved, dissipated escapists, offensive and abusive.

**Level 8:** In flight from self, acting out impulses rather than dealing with anxiety or frustrations: go out of control, into erratic mood swings, and compulsive actions (manias).

**Level 9:** Finally, their energy and health is completely spent: become claustrophobic and panic-stricken. Often give up on themselves and life: deep depression and despair, self-destructive overdoses, impulsive suicide. Generally corresponds to the Manic-Depressive and Histrionic personality disorders.

**Key Motivations:** Want to maintain their freedom and happiness, to avoid missing out on worthwhile experiences, to keep themselves excited and occupied, to avoid and discharge pain.

## Type Descriptions

8

### THE CHALLENGER Enneagram Type Eight

#### **The Powerful, Dominating Type: Self-Confident, Decisive, Willful, and Confrontational**

- **Basic Fear:** Of being harmed or controlled by others
- **Basic Desire:** To protect themselves (to be in control of their own life and destiny)

Profile Summary for Enneagram Type Eight

## Healthy Levels

**Level 1 (At Their Best):** Become self-restrained and magnanimous, merciful and forbearing, mastering self through their self-surrender to a higher authority. Courageous, willing to put self in serious jeopardy to achieve their vision and have a lasting influence. May achieve true heroism and historical greatness.

**Level 2:** Self-assertive, self-confident, and strong: have learned to stand up for what they need and want. A resourceful, "can do" attitude and passionate inner drive.

**Level 3:** Decisive, authoritative, and commanding: the natural leader others look up to. Take initiative, make things happen: champion people, provider, protective, and honorable, carrying others with their strength.

## Average Levels

**Level 4:** Self-sufficiency, financial independence, and having enough resources are important concerns: become enterprising, pragmatic, "rugged individualists," wheeler-dealers. Risk-taking, hardworking, denying own emotional needs.

**Level 5:** Begin to dominate their environment, including others: want to feel that others are behind them, supporting their efforts. Swaggering, boastful, forceful, and expansive: the "boss" whose word is law. Proud, egocentric, want to impose their will and vision on everything, not seeing others as equals or treating them with respect.

**Level 6:** Become highly combative and intimidating to get their way: confrontational, belligerent, creating adversarial relationships. Everything a test of wills, and they will not back down. Use threats and reprisals to get obedience from others, to keep others off balance and insecure. However, unjust treatment makes others fear and resent them, possibly also band together against them.

## Unhealthy Levels

**Level 7:** Defying any attempt to control them, become completely ruthless, dictatorial, "might makes right." The criminal and outlaw, renegade, and con-artist. Hard-hearted, immoral and potentially violent.

**Level 8:** Develop delusional ideas about their power, invincibility, and ability to prevail: megalomania, feeling omnipotent, invulnerable. Recklessly over-extending self.

**Level 9:** If they get in danger, they may brutally destroy everything that has not conformed to their will rather than surrender to anyone else. Vengeful, barbaric, murderous. Sociopathic tendencies. Generally corresponds to the Antisocial Personality Disorder.

**Key Motivations:** Want to be self-reliant, to prove their strength and resist weakness, to be important in their world, to dominate the environment, and to stay in control of their situation.

## Type Descriptions

9

### THE PEACEMAKER Enneagram Type Nine

**The Easygoing, Self-Effacing Type:  
Receptive, Reassuring Agreeable, and Complacent**

- **Basic Fear:** Of loss and separation
- **Basic Desire:** To have inner stability "peace of mind"

## Profile Summary for Enneagram Type Nine

### Healthy Levels

**Level 1 (At Their Best):** Become self-possessed, feeling autonomous and fulfilled: have great equanimity and contentment because they are present to themselves. Paradoxically, at one with self, and thus able to form more profound relationships. Intensely alive, fully connected to self and others.

**Level 2:** Deeply receptive, accepting, unselfconscious, emotionally stable and serene. Trusting of self and others, at ease with self and life, innocent and simple. Patient, unpretentious, good-natured, genuinely nice people.

**Level 3:** Optimistic, reassuring, supportive: have a healing and calming influence—harmonizing groups, bringing people together: a good mediator, synthesizer, and communicator.

### Average Levels

**Level 4:** Fear conflicts, so become self-effacing and accommodating, idealizing others and "going along" with their wishes, saying "yes" to things they do not really want to do. Fall into conventional roles and expectations. Use philosophies and stock sayings to deflect others.

**Level 5:** Active, but disengaged, unreflective, and inattentive. Do not want to be affected, so become unresponsive and complacent, walking away from problems, and "sweeping them under the rug." Thinking becomes hazy and ruminative, mostly comforting fantasies, as they begin to "tune out" reality, becoming oblivious. Emotionally indolent, unwillingness to exert self or to focus on problems: indifference.

**Level 6:** Begin to minimize problems, to appease others and to have "peace at any price." Stubborn, fatalistic, and resigned, as if nothing could be done to change anything. Into wishful thinking, and magical solutions. Others frustrated and angry by their procrastination and unresponsiveness.

### Unhealthy Levels

**Level 7:** Can be highly repressed, undeveloped, and ineffectual. Feel incapable of facing problems: become obstinate, dissociating self from all conflicts. Neglectful and dangerous to others.



**Level 8:** Wanting to block out of awareness anything that could affect, them, they dissociate so much that they eventually cannot function: numb, depersonalized.

**Level 9:** They finally become severely disoriented and catatonic, abandoning themselves, turning into shattered shells. Multiple personalities possible. Generally corresponds to the Schizoid and Dependent personality disorders.

**Key Motivations:** Want to create harmony in their environment, to avoid conflicts and tension, to preserve things as they are, to resist whatever would upset or disturb them.

## Community - The paths to the cross and to joy.

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***“The more genuine and the deeper our community becomes, the more will everything else between us recede, the more clearly and purely will Jesus Christ and his work become the one and only thing that is vital between us.”***  
***- Dietrich Bonhoeffer “Life Together”***

Jesus did not have to build community. He could have just walked across the lake instead of hitching a ride in his friend's boat. He could have just spent time on a hill with God instead of hanging out at Mary and Martha's house. He knew “man does not live on bread alone,” so why did He go to so many dinner parties?

Jesus chose to build community. It was an intentional choice to live in deep, authentic relationships with other people. Jesus was not content to just minister to people or just preach to people, He wanted to know friends and be known by friends. Jesus chose to build community because of two paths set before him.

1. The path of the cross.
2. The path of joy.

First, Jesus understood the power of community in the face of sacrifice. The path of the cross required Jesus to leave everything in Heaven for earth. To follow Jesus, the disciples had to “leave everything and follow him” (Lk 5:11). He did not call the disciples to leave everything and go off by themselves. He called them to leave everything and join Him. He would ask them to take up their own cross, to deny themselves, but He would not ask them to do it alone. When Jesus was facing His own death on the cross, He pleaded for His friends to stay with Him and to join him in His prayers.

Likewise, when we face our own trials, suffering and sin, we are not to walk through it alone. When Jesus was calling Simon Peter in Luke chapter 5, Peter responded, “Go away, from me, Lord; I am a sinful man.” Often we want others to, “Go away from us” so they do not see our sinful nature, hurting pain, or fearful disappointments. But it is for these things, that are always found on the path of the cross, that Jesus calls us to build community. He calls us to build a community who will walk the path of the cross with us.

Second, Jesus received His greatest joy through his experiences with His friends. When Jesus sends out his disciples in Luke chapter 10 they return rejoicing that even the demons submitted to them. Jesus gave them a quick correction to not rejoice that the demons submit to them, but that their names are in the book of Heaven. Then the text says, "full of joy through the Holy Spirit," Jesus praises God for how he has revealed himself to the disciples. Jesus joy was not found in the work they did or that even He did. His joy was seeing the disciples, His friends, know God, see God at work, and enter His father's work with him. No longer did Jesus just get to see God at work. He got to see God at work through His friends. When we build community we are expanding our capacity to see God at work, that is true joy.

Building community is risky. It was Jesus' community of disciples who doubted him, denied him and betrayed him. Sometimes we may feel like giving of ourselves to a community of friends is not worth it and too risky. We fear the conflict that community inevitably brings. But if we are to pick up our cross and follow him or if we are to have the joy that surpasses all understanding then we must be prepared to lay down our lives for our friends just as Jesus laid down his life for us.

***"Greater love has no one than this: to lay down  
one's life for one's friends."  
- John 15:13***

### ***Pre - Assignment***

#### **Circles of Community:**

Fill in the diagram attached to illustrate your circles of community. Identify if the relationship is giving, receiving or reciprocal.

Come to the next cohort meeting with your circles of community diagram and prepared to reflect on the following questions.

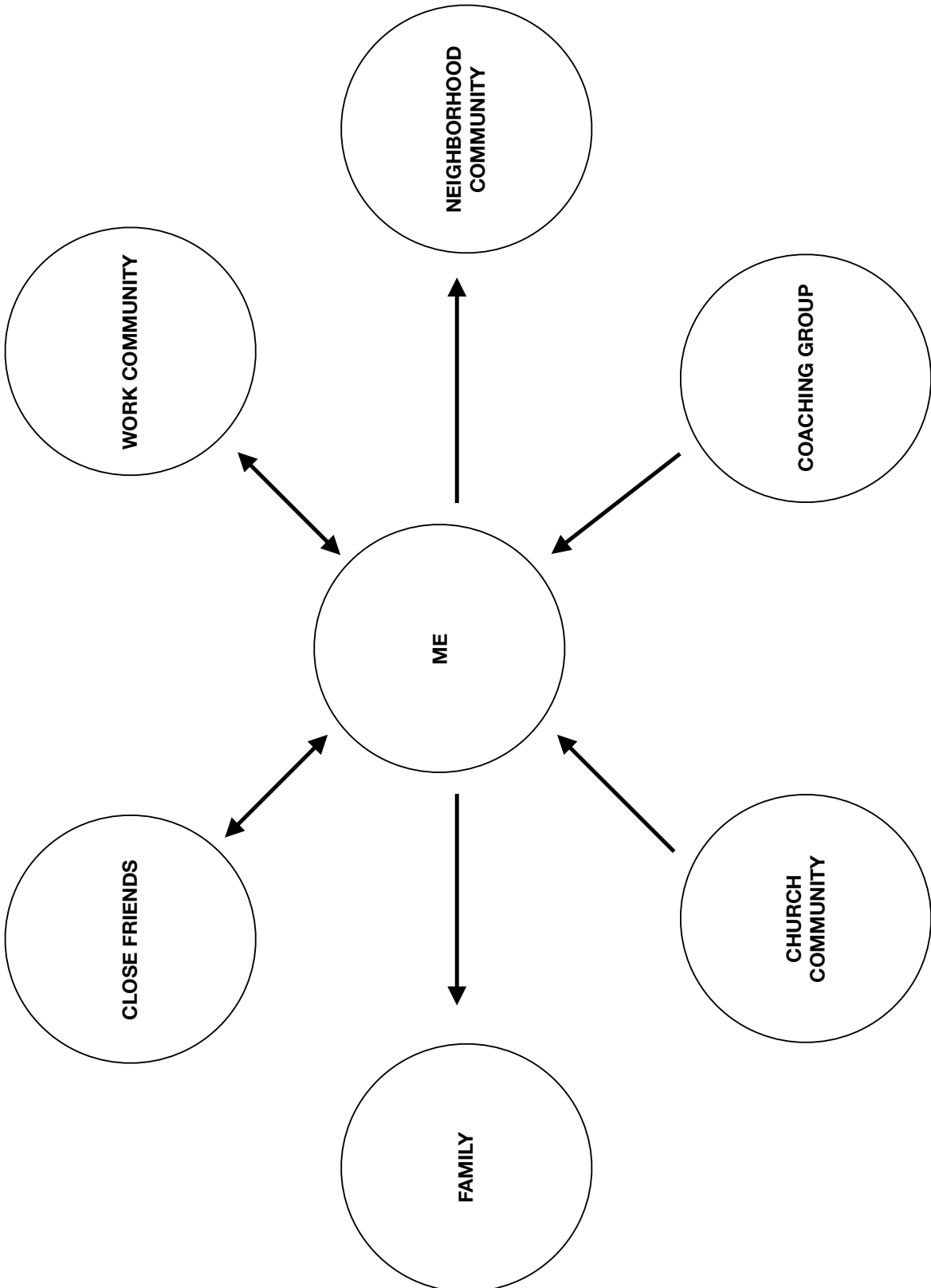
1. Does building community feel risky or safe to you?
2. How have your relationships helped you walk the path of the cross (i.e. trials, suffering, temptation)?
3. How have your relationships brought you joy in life, ministry and fun?
4. In your relationships, how do you resolve conflict and establish boundaries?

**Sample Diagram: Circles of Community**

Arrows in: Receiving Relationships

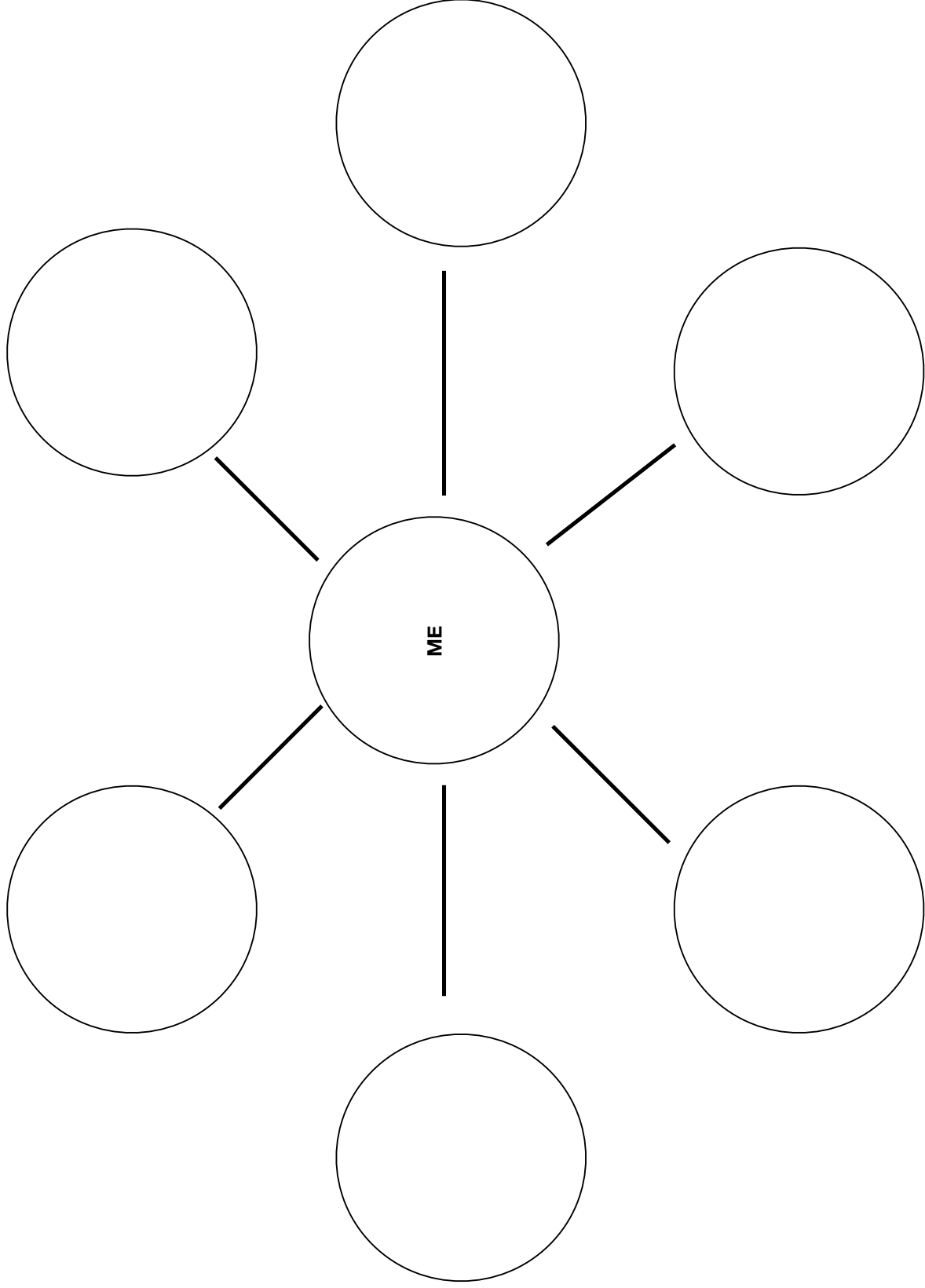
Arrows out: Giving Relationships

Arrows both directions: Reciprocal Relationships



**Fill in your Circles of Community**

1. Label your circles of community - Add circles if you need more.
2. Add arrows in, out or both directions from yourself to identify giving, receiving or reciprocal relationships.



## Calling - Givers of the Kingdom

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***"This is our high calling, to represent Christ, and act in His behalf, and in His character and spirit, under all circumstances and toward all men."***

**- A. B. Simpson**

Just as you have been on a journey through Pathways over the past year, your calling is a journey, not a destination. The journey to follow your calling will shape you and form you as a follower of Jesus and servant of people for as long as you live.

Jesus had declared his earthly calling in the temple at the beginning of his ministry, but he navigated that calling each day through a series of daily assignments, conversations, dinner parties, miracles and sermons. He did not stop to say, "Oh yeah, now I have arrived at my calling." Or, "No I don't think I'll raise Lazarus from the dead, because that wasn't listed in my calling." Throughout your life you will have various assignments, but through it all your calling is to God and to make disciples regardless of the assignment you are in.

Jesus, understood that following your calling is like following a compass. Your calling gives you a direction for where the Lord is leading, but it is up to you to navigate the daily assignments, conversations, challenges and miracles that you encounter along the way. For this reason, he did not leave us to navigate alone. Jesus gave the disciples their calling in Matthew 28:18- 20, however, he told them to wait and not go out on the journey of their calling until they had received the Holy Spirit who He would send them (Acts 1). The Holy Spirit is your guide for the journey, like true north on the compass. Without the Holy Spirit you are bound to chase after your calling in many different directions, but never know where the Lord is leading you. Sometimes, even when following your calling by the direction of Holy Spirit, you still hit roadblocks. The disciples did when they encountered a boy with an evil spirit they could not cast out. They questioned Jesus, "Why couldn't we drive it out?" Jesus answered, "This kind cannot come out, except by

prayer (Mark 9:28-29).” Jesus’ answer pointed the disciples back to intimacy with God. When your calling hits road blocks, opposition or limitations in authority your reaction may be to pull back from God or redirect your course, but Jesus’ directions are clear: connect with your father in Heaven. From your intimacy with him will flow all power and authority for the calling He has set before you.

Through your pathways cohorts we have explored 5 markers for the journey that the Lord has given you. These 5 markers define the path of your calling. If one marker is wearing down and becoming undefined in your life, invest in its renewal and restoration.

**1. Your story** shapes your calling. Who you are, the family of origin you were born into and the life circumstances that you have encountered are intricately woven into your calling. Jesus could not have fulfilled his calling as a Gentile. His heritage and his story mattered to his calling.

**2. Cultivating your soul** in intimacy with God is your connection to “true north”. Without intimacy with God your calling will get lost in following the affirmation, security and significance of men.

**3. Your identity** is the muscle that will sustain your calling. Strengthening your identity in the midst of temptation, success and trials is the only way to sustain you for a lifetime of ministry.

**4. Self-awareness** is like carrying a flash-light. There are areas of your self and relationships that you cannot see clearly. Self-awareness shines gracious light on the dark, often hidden areas of your soul that can be attacked by temptation and impacted by relationships. Allow self-awareness to shine light in your life and invite others to help you see yourself more clearly.

**5. Community** is your gift for the journey. He knew we could not carry out our calling alone. Build community to walk with you in your calling.

As you walk out your calling, following these markers, the process of leadership will begin. As the disciples gathered to Jesus, and then the

crowds as well, they came to Him to receive from Him. Jesus led them by giving what He had received from His father in heaven.

Ultimately, your leadership will be measured not by how much ministry you take on, but by how much of the Kingdom of God you give away. In all things, until the King returns, be abundant givers of the Kingdom of Heaven.

### *Pre - Assignment*

1. Write out a personal mission statement for your calling. See the attached resource for guidelines.
2. Create a Personal Growth Plan. Be sure to incorporate the 5 Journey Markers listed above. See the attached resource for guidelines.
3. Reflect on the following questions:
  1. How can you more intentionally follow your calling in the daily assignments of life?
  2. Are you navigating your calling with direction from the Holy Spirit? Why or Why not?
  3. How do you respond when your calling hits roadblocks, opposition or limitations to your authority?
  4. Which of the 5 Markers for the Journey do you believe is the strongest and which is the weakest in your life?
  5. In what ways are you using your leadership to give the Kingdom of God to others?



## 7 Steps to Building An Effective Mission Statement | Christian Coach Institute

***If you HAD to tell someone your mission statement, would it roll off your tongue effortlessly?*** Or, would you have a puzzled look and give a response similar to “I have thought about it, but never really clarified it or written it down. Let me get back to you on that.” Or, maybe give a vague “I want to make a difference.” While “making a difference” is a good start, you may want to be a little more clear what you are making a difference for and about.

Bottom line, if you haven’t written a mission statement, here are seven tips that will help you clarify and finally get it on paper.

### ***1. An effective Mission Statement will answer these questions:***

What will I leave behind?

What difference will I make in the lives of those I touch?

### ***2. An effective Mission Statement is consistent with scripture:***

God gives us the purpose in our lives, and this will be compatible with Biblical Scripture  
What God originates, He orchestrates

### ***3. An effective Mission Statement supports your personal **core values, spiritual gifts, strengths, and passion:*****

Our mission will support how God made us. We are built for a mission to do something that only we can do. He created you for a purpose.

### ***4. An effective Mission Statement is short, clear and easy to recite***

Avoid vague, unclear statements. Long mission statements are easily forgotten and confusing. Give it the “grandma” test. Your grandmother should be able to remember it.

Keep It Simple!

**5. An effective Mission Statement is specific and action-oriented**

This is your blueprint so it needs to be specific and indicate “how” you will do it, using verbs (i.e. communicate, train, equip teach)

**6. An effective Mission Statement is measurable. In other words, will it answer the questions:**

How will anyone know when I have succeeded?

How will you demonstrate when you accomplish the mission?

**7. An effective Mission Statement ignites and inspires**

Must have a compelling reason for moving forward. What is the problem that needs solving?

What is the solution?

What is reason something must be done?

What is reason something must be done NOW?

### **What is a Personal Development Plan?**

A personal development plan (PDP) is a tool to help examine the key aspects of our lives and then to pursue growth or change where it is most needed. There are many important facets to our lives and God cares about each of them. In fact, He even has a lot to say in His word about how we live on a daily basis. He cares deeply about us—our relationships, our financial health, our circumstances, our physical health, our service as well as our intimacy with Him. To make Christ Lord, all aspects of our lives must be under His control.

### **How do I write one?**

The most basic and simple way to write a PDP is to ask yourself 3 questions for each of the key areas of your life.

- What is going well in this area?
- What is not going very well?
- What do I need to keep doing, improve upon or change altogether?
- What should I do once I've completed this exercise?

Writing a plan could actually be the easy part. Making use of it as a valuable tool for growth over the next year will take a little more work and intentionality. Here are a few things to keep in mind:

- Keep it simple.
- Be realistic.
- Transfer action points (goals) to a calendar.
- Seek accountability.

After completing an exercise such as these, some people become overly ambitious. They are ready to change everything that needs changing tomorrow. Others could well become depressed at the thought of what it appears that they "ought" to be doing. The thought of failure hangs over their head and they wonder "why bother?"

With that in mind, try to prioritize what really needs to change the most in your life. What is the ONE thing that if you would start doing (or stop doing) would make the biggest difference in your life? Identify 1-3 top priorities, set some goals in those areas, put them on your calendar and

## Writing a Personal Development Plan | Carolyn Raye | Cru Press

then tell someone about them. Invite that person into your life to help you see this life growth actually come about.

The following worksheet is a tool to help in writing your own development plan. Take your time to do this. Pray and ask the Lord to give you insight.

### Worksheet for Writing a Personal Development Plan

Use the following questions/phrases to help ask yourself how you are doing in each of these six areas of your life. Feel free to skip questions or add questions of your own.

#### Spiritual

- Consistency in the Word and Prayer
- Application of the Word to my life (meditating, memorizing, journaling, confessing sin, making changes etc.)
- Do you consistently take a Day with the Lord?
- What would you like to continue doing or start doing to grow in intimacy with the Lord?

#### Relational

- How are your relationships with family, friends, church body, unbelievers?
- If you are married, how would you describe the health of your marriage? What needs to change or improve?
- Do you have someone in your life that you can share your dreams and struggles with?
- Do you have "life-giving" relationships around you locally?

#### Financial

- Are you living according to your means? (credit card debt?, on a budget?)
- Are you saving for the future and for retirement?
- Are you giving according to how He has blessed you?
- Do you have a Biblical perspective of financial stewardship?

#### Physical

- What are you doing to take care of your physical body? (eating, sleeping, exercise habits)
- Are there any habits that you would like to eliminate or incorporate into your life?

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### **Making it Happen**

#### **Keep it Simple**

What is the one single most important thing that you could focus on to help you grow into becoming all of the person that God wants you to be?

#### **Be Realistic**

Set specific goals for the top 3 things that are the most important for you to incorporate into your life this year.

#### **Put it on the calendar**

Put your action points on your calendar or to-do list.

#### **Seek Accountability**

Who are you going to share this with? What are you going to ask them to hold you accountable to?

Make a clear and simple copy of your PDP so that you can incorporate it into your prayer life.

