

The Search Committee Retreat

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The Ministerial Search Committee Retreat is the crucial formative experience for the search committee. If they don't develop deep mutual acquaintance and appreciation now, establishing a strong foundation upon which to work together even in the midst of serious disagreement, their entire project may later on come crashing down around their ears. The Retreat is thus not an occasion for detailed planning. It is a time for exploration of self and others, for bonding, for taking on roles that will serve the committee in its mission, and for developing a time line for the major events in the committee's work. For the next year and more, these people have a big job to do together!

To see how big a job, you the Facilitator should familiarize yourself with the *Settlement Handbook for Ministers and Congregations*, available at <http://www.uua.org/documents/mpl/settlementhandbook.pdf>. Read it not for its schedule or its check-list or its how-to's; read it for its recommendations to thoroughness and deliberateness and open-mindedness and think-out-of-the-boxedness. The committee will need all the personal and emotional and intellectual resources they can muster for the job ahead.

The Ministerial Search Committee Retreat comes at a particular time in the search committee's life, usually shortly following the committee's election and the visit paid to it by the Unitarian Universalist Association's Ministerial Settlement Representative (for more information see the *Settlement Handbook*). Please consider the MSR to be one of your resources:

MSR name _____
Telephone number _____
E-mail address _____

On the other hand, you may be the MSR. (Both of our authors are MSRs, two of several who contract to conduct search committee retreats in addition to their MSR work.) Similarly, please regard the UUA's Transitions Office, too, as a resource. Our contact information is on the front cover.

Our authors point out: "This document is not a finished product, but rather a work in progress. There is no one 'right way' to do it. In fact, we do not always do it the same way. One of us prefers to have the MSR II meeting before the retreat, the other does it after. We have used many resources, in addition to our own experience and the *Settlement Handbook*—some acknowledged and some unknown."

A couple of details about planning:

TIMING: The only best time is a time when all search committee members can and will attend.

TIME: A whole day. If the committee will not allot that much time, you will need to decide which parts to leave out or shorten. Many committees plan for an overnight retreat, visiting with the MSR on a Friday evening and going on the facilitated retreat all day Saturday.

LOCATION: Ideally the retreat will be held neither in the church nor in somebody's home but rather in a neutral place such as a retreat center or hotel. Wherever it is please do

encourage them to have someone else act as host so that search committee can give their full attention to the retreat. Ask them to plan for meals. Some committees have it catered. Some have a member of the church provide lunch and snacks.

SUPPLIES: If you need to fly, supplies can be a challenge. Some congregations are willing to provide supplies (bless them). Neither author is hi-tech, so our supplies are quite low-tech. Perhaps you can improve upon this. We still need – an easel and newsprint, markers. Masking tape, 3 x 5 cards, and other such supplies as exercises require. We also like to provide (or have the church provide) a personal journal for each member and some have been willing to put together a 3-ring notebook containing the *Settlement Handbook*, *Resource Guide* and *Joint Recommendations Concerning Ministerial Agreements*. Having all of this ahead of time gets them off to a great start.

The exercises we suggest are just a few of the many possibilities. What is important is that folks have a variety of ways to get to know one another and themselves as they begin this daunting task. So, relax, have fun, and if we can help, let us know. Also we would like to add your suggestions, modifications or additions.

The Charge: Early in its existence you the Ministerial Search Committee must sort out and allocate responsibility for all that must be accomplished, decide upon procedures to safeguard the identities of ministers you will consider, develop decision-making guidelines, and begin your work. The retreat is the best possible venue for doing so.

Objectives for the MSC Retreat

1. Get better acquainted—deeply acquainted. You will be going on a long, sometimes tortuous journey together.
2. Build trust. There will be issues, principles, processes, and people about which you will disagree, sometimes intensely. You need to develop the trust and mutual understanding now that will hold you together then.
3. Learn about each other's skills and interests so that you can begin claiming your various roles and responsibilities for the tasks ahead.
4. Develop a timeline for your search process.
5. Develop your bases for making decisions. Consensus is to be hoped for, but a back-up procedure is wise to have in place.
 - When is total agreement necessary; when it is not
 - When and how to eliminate candidates
 - How to decide on pre-candidates
 - How many reserve slots to leave for late applicants
 - Rules and when to change them
 - Confidentiality details and questions
 - Communications with Board and Congregation
 - Listening to one another and how to argue
 - Roles for process observer
 - Dealing with disagreements
 - Places for unanimity
6. Plan how you will include key leaders in your congregation and continuing staff members. It is reasonable to have certain church staff provide input into the search process. Each search committee needs to decide when and how this can best be done.

PRE-RETREAT LETTER—from the Facilitator to the Search Committee

To Unitarian Universalist Church Ministerial Search Committee
From: Retreat Facilitator
RE: Retreat and Advance

Date

Thank you for asking me to be a part of your Search Committee process on Saturday _____ . I am honored.

Friday evening you will meet with your Ministerial Settlement Representative. [or: Friday evening I will meet with you as your Ministerial Settlement Representative.] The MSR visit will take about two hours, during which time the MSR will go over the entire process and respond to questions.

Saturday we will begin the retreat. The schedule roughly is that we will gather at 9:00 for a morning of team building. The afternoon will be largely organizational; who will do what, what is needed, supplies, budgets, Q & A. We will finish around 4:00.

I attach some information for your consideration and some homework to get you thinking. In addition to this, will you please drop me a note letting me know your hopes and expectations for the day. This will help in my preparation. I do want you to get your needs met.

It would also be a good idea if you would get yourself some type of journal and bring it with you. Please spend a few quiet moments before the retreat reflecting on your most personally satisfying church experience. Write about it in your confidential journal. You will continue to journal during the retreat and are encouraged to continue throughout your search process.

I'm looking forward to it.

Preparing for Team Building event

- **Let me know what you want for you**
- **Complete Keirse-Bates Instrument**
Please bring your results with you.
- **Prepare for vision/mission building**
What are your highest personal values?
What do you see as the primary value of your congregation?
How can you best serve your religious community?
- **Committee Role** Prepare for division of tasks. What do you want to do?
What do you absolutely not want to do?
- **Relationship to Committees –**
With what committee(s) would you be willing to relate during this process?
With what committee(s) do you absolutely not want to relate?

RETREAT AGENDA

Enter Rejoice and Come In

- ⇒ Centering
 - Light the Chalice
 - Words for Gathering
- ⇒ Journaling

Sharing: Hopes and Concerns

- ⇒ What you want for you from this day?
- ⇒ What did you leave behind to come to this retreat?
- ⇒ Why did you want to be on the search committee?

Getting to know each other (chose from among these exercises)

- ⇒ What was your most satisfying church experience?
- ⇒ Personal Assessment
 - What did you learn about yourself?
 - What characteristics will get you off to a good start?
 - In what areas will you need help from your colleagues?
- ⇒ Telling the Truth About Who We Are
- ⇒ Listening Skills
- ⇒ Point North
- ⇒ Quality Control
- ⇒ Awareness Check
 - This is good before decisions are made or when someone feels something is not quite right but they don't know what it is.
- ⇒ TOOT
 - I encourage committees to take time for this any time anybody is upset about anything. Don't let it go. Talk about it.

Appreciation of Differences

It does not matter what you use here. We like Jean Trumbauer's Motivational Styles or Keirsey Temperament Sorter (Please Understand Me by David Keirsey). Any instrument that helps you help them understand and appreciate their differences and similarities.

Preparation

Review "Roles to Fill"

Give each member a 3x5 card. Ask them to write the 3 roles they would be most comfortable filling on one side. On the other side write the 3 roles they would be uncomfortable doing or couldn't perform.

When the MSC members are at lunch review the cards and determine suggestions for people for each role. Write these on newsprint.

Lunch

A time to journal, re-think assumptions – consider questions

Getting Organized

- ⇒ What are the issues/concerns?
- ⇒ How will decisions be made?
- ⇒ Develop Time Line for search.
- ⇒ Who will be responsible for which part of the task?
- ⇒ Who will relate to which committee?
- ⇒ When will you meet?
- ⇒ What do you need?
 - ⇒ from each other
 - ⇒ from the congregation
 - ⇒ from the board
 - ⇒ from the DRE
 - ⇒ from the music director
 - ⇒ from the interim minister

Closure

Journaling
Feedback
Closure

Appendix A--“Getting to know you” questions & projects

Imagining

Here are some questions and projects that will help you get to know each other better. They *may* not seem relevant to your task but it is good to begin by understanding what may be important to your fellow committee members. Feel free to share *only* what is comfortable for you. Some of you will find some of these questions more challenging than others.

Remember, this is *not* a therapy group.
Have fun.... Let your fantasy run!!!

- Think of a person — living or dead — whom you admire a great deal. It could be someone you know personally or a famous person. *What three special qualities do you most admire in that person?* Make a list of the qualities mentioned by the group. Check those that occur more than once. Use the newsprint and marker and post if possible.
- When you feel stressed or sad where do you like to go? Do you like to be with other people or alone?
- How would you spend \$10,000 if it were a no strings, out-of-the-blue gift to you?
- If you were a Fairy Godparent who was invited to a baby dedication in a Unitarian Universalist congregation, what abstract gift would you like to be able to give to the child? (This is magic, so you can give something like wisdom, joy, health...) Make a list of the suggested gifts. Try to decide which is the most important or best gift, the next most, etc.
- If you had not been born into this life as a person, what animal (mammal, bird, reptile, insect, etc.) would you like to be and why? What animal might you choose for a totem? Take a few minutes to think about it and then share your revelation if you want to.

Group art

For a break, STOP thinking only in words....

You will need the colored markers and paper. Work in teams of three or four people. Taking turns, each person adds a line of any shape or color — not lifting the marker from the paper. Go around the group three times.

Admire your work!!
Change team members and repeat.
Have fun....

What do I believe about God?

Give each person a copy of this page, and cut along the lines between cards. Sort your 12 cards into two piles: ones you agree with and ones you don't. Pick out the one you think best fits your idea of God , or write your own on the extra slip. Compare your ideas with the others' and discuss.

| | |
|------------------------------------|--|
| think of GOD as a creative force!! | I do not need the idea of GOD any more in this age of science. |
|------------------------------------|--|

| | |
|---|---|
| <p>cannot believe in an all-powerful, all-knowing, all-just, all-loving GOD because there is so much cruelty and suffering in the world</p> | <p>To me GOD is a world for all my highest values... like love.</p> |
| <p>believe GOD watches over me and hears my prayers. God cares whether I am bad or good.</p> | <p>GOD is a word I use for the wonderfulness and the mystery of life.... the "x" in the cosmic equation.</p> |
| <p>certainly believe in GOD and she is black.</p> | <p>Look at the universe! There must have been a GOD to create the universe! That's proof!</p> |
| <p>think GOD set the universe in motion in the beginning, but is not involved in people's lives now.</p> | <p>I do not need the idea of GOD in order to be good. I can be good because I think it is the best way to live.</p> |
| <p>think that what GOD is like, and whether GOD exists, are unknowable.</p> | <p>To me the word "GOD" means <hr/> <hr/> <hr/></p> |

Role playing for preliminary interview practice

Cut a copy of this page into pieces, and randomly assign a role to each member of the committee. Role-play a pre-candidate interview. You are trying to get to know each other. *This is not reality. Play with it!* Part of the value of this project is to put yourself into someone else's shoes and get a perspective different from your own. You are *not* playing yourself!

Ministerial Candidate. You are very much interested in this position. You like the area. This would be your second congregation and you want to find a good place to settle down for a while. You do not *have* to move. You want to be sure these are the people you really want to live and work with.

Elderly Widow. Your family lives far away. You are lonely and look to the congregation to provide activities and support. You volunteer for everything.

Large contributor. You are the big giver and like to have a say in all matters pertaining to this congregation.

Father of five small children. You are very busy — too busy to have much time for congregation but you want your children to grow up to be good Unitarian Universalists.

Divorced mother. You are shy, hurt and vulnerable and are looking for companionship. You are a teacher and like to sing in the choir. Music is very important to you.

Young African-American man. You like this congregation and have been a member for some time. You'd like to see more people of color joining this congregation.

Observer. Watch how the process is working and be ready to comment on it afterward.

Decision-making role play

You are on the governing board of a Unitarian Universalist congregation which is in *dire need* of outside income. Pledges have been insufficient to cover expenses and the large mortgage payments for the new addition.

You have been approached by a large fundamentalist religious group that would like to rent your facilities every Sunday afternoon. You know that they are militantly pro-life.

The rent they offer is very tempting.

You have to make a decision tonight and you need to present a united front to persuade the congregation whichever way you decide.

You will want to consider:

- UU values

- Space that will not be available for your activities
- Your reputation in the community
- Money, etc.

I learned...

On a 3x5" file card have each person complete these sentences:

- Today I learned about myself that...
- I learned about the others in the group that...

You can then read your own cards, revealing only as much as you want, OR
Collect and shuffle the cards. Pass them out. Take turns reading out loud the card you receive.

Brainstorming

A. Call out everything you can think of that would improve your *congregation* and the way it functions. Have one person write all ideas down with markers on newsprint. Be imaginative, not necessarily realistic. No criticisms allowed. Let your ideas piggy-back on one another. When ideas stop coming, look over your list, and place an asterisk by those you all agree on.

B. With the same rules as above, brainstorm a list of all the qualities you think would be desirable in the next *minister*. Realizing that you may not find them in one person, make notes on your list of the ones you agree are most important for the congregation right now.

Ten years from now ...

It is 10:00 Sunday morning ten years in the future. You are ready to go to congregation. Imagine your congregation now ... and your feelings. How has it changed since the present? Take ten minutes in silence while each member of the committee thinks about his or her answers. Then take turns sharing your fantasies.

Appendix B – Personal Assessment

Rate Yourself on A Scale of 1 (Low) to 10 (High)
And bring it with you to the retreat

- 1 – How energetic am I?
- 2 – How good am I at detail?
- 3 – How quickly do I process information?
- 4 – How patient am I?
- 5 – How well do I listen?
- 6 – How well do I work in a group?
- 7 – How competitive am I?
- 8 – How well do I adapt to change?
- 9 – How good a leader am I?
- 10- How good a follower am I?
- 11- How much recognition do I need?
- 12 – How open am I?
- 13 – How well do I deal with a bureaucracy?
- 14- How quickly do I complete assignments?
- 15- How flexible am I?
- 16- How much do I need to control?

What are my greatest strengths?

What are my significant weaknesses?

Adapted by jks from *Team Games for Trainers*

Appendix C "Telling the Truth About Who We Are" (or "What's in a Name?")

Divide them into 2 or 3 groups,

Tick off a list of characteristics of Unitarian Fellowships, UU churches, and Beloved Communities
Charge each group with exploring to what extent each characterization is accurate here.

Have them place themselves across the room on 8 continuums and see what they make of the results:

1 The purpose of this congregation is to transform society

OR to serve as a refuge for like-minded people, especially the marginalized.

2 This congregation is a more a place to be on a communal spiritual journey

.... OR more a place where individuals engage in personal exploration of their faith.

3 UU is a religion OR a society for people who have been hurt by religion.

4 People come here on Sunday morning more to have their convictions clarified and deepened

OR more to be with their friends.

5 Which of the following statements is more true?

As a UU here, it is your responsibility to be constantly engaged in a search for truth and meaning
-- and to put into action the values that are expressed in our UU principles....

OR As a UU here, you can believe and do pretty much whatever you want?

6 Understanding UU history and thought is important here.... OR You can be a fully functioning member here without knowing much about UU-ism.

7 What people find here is more the expectation to engage in ministry themselves to others, either in or out of the congregation.... OR more the opportunity to get something valuable for themselves.

8 Annie Dillard thinks a church should be a dangerous place, a zone of risk, a place of new birth and new life, where we confront ourselves with who we truly are and who the church is calling us to become. This describes our congregation OR doesn't at all.

by Barbara Child

Appendix D - Listening Skills

Match the most applicable letter with each number:

- a) Almost Never
- b) Rarely
- c) Seldom
- d) Once in a While
- e) Occasionally
- f) Sometimes
- g) Fairly Often
- h) Usually
- i) Very Frequently
- j) Almost Always

1. I allow others to finish without interrupting or finishing their thoughts.
2. I do not change the topic before proper closure or agreement
3. I do not seem hurried or impatient during conversations.
4. I encourage others to give their views on subjects under discussion.
5. I give full attention and am not preoccupied with other concerns.
6. I listen more than I talk.
7. I listen with an open mind free from personal biases.
8. I place myself in the others' position and understand their concerns and feelings.
9. I remain non-defensive when encountering a difficult situation.
10. I check to see that the other person feels heard

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Edited and adapted – jks – 1/03

Appendix E - Point North

To get everybody in the room going in the same direction.

⇒ Ask participants to stand up and close their eyes.

⇒ Now ask them to point North

⇒ Chances are people will point in all directions

Suggest that they need to find out where they are headed before they start out.

How will they do that?

Give them time to process.

Appendix F - Quality Control

With participants seated around the table give them a large bag of peanut M&M's

Tell them this is a quality control exercise and they are to do a quality analysis, which to discard and why.

Say no more until they are done.

They usually put aside ones that are cracked, or lopsided or the logo isn't straight.

When they are finished and report why they discarded what they did, ask What is the purpose of an M&M?

Obviously to taste good.

How will they make decisions about their candidates?

- ◆ What is happening right now?
 - ⇒ What am I *doing* right now?
 - ⇒ What am I *feeling* right now?
 - ⇒ What am I *thinking* right now?

- ◆ What do I want right now?
 - ⇒ What am I trying to achieve right now?
 - ⇒ What am I trying to achieve in the long run?

- ◆ Am I being honest and open about my agenda?

- ◆ How does what I want serve the best interest of the larger community?

- ◆ How does what I want serve my own best interest?

- ◆ Am I being fair to myself?

- ◆ Am I being open to others?

- ◆ What do I need to say/do to get my needs met?

Breathe – and breathe again

And then conspire – literally – to breathe together

Time Out Of Time

To illuminate the system so that people in it can see it, know one another's experience and see new choices.

The Guidelines

- **Everybody Shows Up.** All relevant parties get in the room together, no matter what their position in the system, no matter how they feel.
- **No Business Is Transacted.** The TOOT is not a meeting or a time to solve problems. The purpose is to illuminate the system for everyone.
- **Tell the Truth:** Paint a picture. Describe your experience. There is no other way for us to know what your world is like.
- **Listen Carefully to Others:** No judging, no arguing or debating – just listen. Are you able to let in the experience of others and see them as valid?

Describe your world

- What are the issues you are dealing with in your life?
- What issues are you dealing with in the church?
- What are you feeling?
- How are you seeing other parts of the congregational system
- How are they helping or hindering you?

Adapted from:

Seeing Systems: Unlocking the mysteries of Organizational Life

Barry Oshry

Appendix I

Instructions for Jean Trumbauer's Leadership/Motivational Style Questionnaire

Jean Trumbauer says motives are the "whys" of behavior. They arouse and maintain activity and determine the general direction of the behavior of an individual. In essence, motives or needs are the mainsprings of action.

Distribute copy of "Motivational Styles" questionnaire to each member. Invite them to complete them and tally their numbers of A's, B's and C's. The highest score indicates their preferable style.

Caveats: One style is not better than another. We need all kinds of people motivated by different needs. Our prevailing motivations may change during our lives.

After they tally their scores let them know that:

A = Achievement style: seeking goals and concrete outcomes

B = Affiliation style: relationship based

C = Influence/Power style: seeking change in individuals and organizations

Then give each group of A's, B's, and C's a large sheet of newsprint with a foursquare drawn on it. Ask the self-identified group to answer each question about themselves first but also invite the other members to contribute – since they have an outsiders' perspective

In the first square have each group brainstorm all the positive attributes of their style. What makes them **effective and easy to work with?**

In the second square: what makes them **difficult to work with?** What is their shadow side?

In the third square: What are **suggestions for working** with people of this type?

ex.: Give them a deadline or they'll never finish. Invite them to slow down so they rest of the members can catch up.

What kinds of directions, tasks and goals motivate this style as members of a MSG?

Questions: Do they want to just get along? Do they want to do it themselves? Do they tell others what to do? Do they see the "big picture?" Do they like to work "behind the scenes?" Do they like detail work?

In the fourth square: What kind of animal or mascot represents this style and why?

Appendix J--Motivational Styles

Complete each sentence by indicating:

3 for the ending that sounds most like you.

1 for the ending that sounds least like you.

2 for the remaining ending.

1. My major goal is A. quality performance and excellence.
 B. enjoying being with other people.
 C. having influence on decisions and programs.
2. I tend to A. be competitive or innovative.
 B. be friendly and seek acceptance from others.
 C. want my ideas and values to prevail.
3. I like jobs that A. challenge my abilities.
 B. allow for interactions with others.
 C. allow for some personal control.
4. I like tasks that A. offer opportunities to learn new skills and information.
 B. offer opportunities for collaboration and cooperation.
 C. allow me to provide leadership and direction to others.
5. I prefer A. to have clear feedback on my performance.
 B. to have stable relationships.
 C. to have tangible recognition for my work.
6. I tend to think about A. how I can improve my performance.
 B. how I can help other people.
 C. how I can bring about change.
7. I often wonder A. what I have to do to reach a goal.
 B. whether I am liked by others.
 C. how I can empower others.

Total for A _____

Total for B _____

Total for C _____

From *Created and Called*, by Jean Trumbauer

Based on original research by David C. McClelland and John A. Atkinson.

Appendix K--Committee Roles

Think about what you would like to do, where your gifts can best be used, what will give you most personal satisfaction. Think about what you absolutely do not want to do. Get clear in your own mind. Redesign the list to suit yourself. In addition I strongly urge that each of you relate to a committee or cluster. My rationale for that is that it is another way to hear special needs, wants, concerns and desires of your congregation. It is another conduit for communications and an excellent way to do rumor control.

^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^^

Chair: This is where the buck stops. You are responsible for the care and feeding of your committee. It will be up to you to hold the vision. You need to enjoy keeping your finger on the pulse of everything, be relatively easy to reach, not terrified by conflict and can use tough love if necessary. You will convene meetings and be the primary communicator with the governing body.

Distributor: You will receive packets from candidates and create the means for all committee members to see all packets and assure that they make the rounds in a timely fashion. In addition you will send your packet to candidates and receive and renew returned ones.

Hospitality Arrangements: You arrange for the care and comfort of the pre-candidates and candidate from the moment they arrive in town until they leave. Flexibility and creativity are needed. Who will meet them? Where will they stay? Where/when will they eat? Who will drive them where? What will a tour include? No detail is too small to influence a candidate's first impression of your congregation.

Neutral Pulpit Arrangements: You set up preaching dates in area churches for pre-candidates and see that everyone has all the information they need. This requires a great deal of flexibility and creativity since you will be making arrangements for a person you do not know with a person you do not know at a time that has yet to be decided with a church that probably wants to get its Sunday morning schedule in place during a season when weather can be a challenge.

Packet editor: You need to have an artistic flair, love compiling material, and believe you can create a fair and attractive picture of your church

Reference Checker: Design some type of instrument to help you remember what information you want about candidates and devise a way to communicate your findings with the committee.

Secretary: You will write to candidates, keeping them informed of your process. You will also be the primary communicator to the congregation of your committee's progress (you might consider setting up a regular space in the newsletter.) You also need to keep detailed notes and minutes. This is a great gift to any future search committees. There is no way to imagine the amount of communication needed, so you need to like doing this.

Survey coordinator: You need passion for learning the wants/needs/hopes/desires of the congregation and a vision for how to do this, create the instrument/events, devise a way to get feed-back from the congregation (have you really heard them?) and communicate this to the candidates.

Treasurer: You will keep track of expenses. Create your budget. Report to the Finance Committee. And make sure committee members account for expenses and are reimbursed in a timely fashion. You might be the logical person to head up the negotiating committee.

PLEASE NOTE!!! Nobody should or will do any of these tasks alone. This is to be a team effort. The above are only suggestions for primary responsibility and accountability.

Taken From
Please Understand Me
Character Temperament Types
David Keirsej & Marilyn Bates
Prometheus Nemesis Book Company

A revival of the idea of temperament in the 1950s was accidental. Isabel Myers dusted off Jung's book on psychological types and with her mother Kathryn Briggs devised the Myers-Briggs Type Indicator, a tool for identifying sixteen different patterns of action. The test was used so widely that it created international interest in the idea of types of people and revived interest in Jung's theory of psychological types. But it also revived interest in the ancient theory of four temperaments because the sixteen Myers-Briggs types fell neatly into the four temperaments of Hippocrates, Adickes, Kretschmer, Spranger and Adler.

Suppose it is so that people differ in temperament and that therefore their behavior is just as inborn as their body build. Then we do violence to others when we assume such differences to be flaws and afflictions. In this misunderstanding of others we also diminish our ability to predict what they will do. Likewise, we cannot even reward others should we want to, since what is reward to us is, very likely, a matter of indifference to the other. To each his own, different strokes to different folks. To achieve the intent of these sayings will take a lot of work in coming to see our differences as something other than flaws.

The payoff of such work is that you can look upon your spouse, for example, as a DIFFERENT person--someone you don't quite understand, but someone you can, with a sense of puzzlement perhaps, gradually come to appreciate. Similarly, you can gain an appreciation of your offspring, parent, superior, subordinate, colleague and friend. Much to gain, nothing to lose.

But first it is necessary to study yourself. If you don't have yourself accurately portrayed, no way can you portray anyone else accurately. The best way at present to do this is to take the Myers-Briggs Type Indicator test. This can be done by attending a workshop on the Myers-Briggs types or by going to a counselor or psychologist who is authorized to administer this test. In the meantime it may help you to read this book with more personal involvement than otherwise to answer the questions on pages 5 through 10. An answer sheet is provided on page 11, with additional copies to be found in the back of the book. Decide on answer a or b and put a check mark in the proper column of the answer Sheet. Scoring directions are provided at the bottom of page 11. There are no right or wrong answers since about half the population agrees with either, answer you choose.

The Keirsej Temperament Sorter

- 1. At a party do you**
 - (a) interact with many, including strangers
 - (b) interact with a few, known to you

2. Are you more

- (a) realistic (b) philosophically inclined

3. Are you more intrigued by

- (a) facts (b) similes

4. Are you usually more

- (a) fair minded (b) kind hearted

5. Do you tend to be more

- (a) dispassionate (b) sympathetic

6. Do you prefer to work

- (a) to deadlines (b) just “whenever”

7. Do you tend to choose

- (a) rather carefully (b) somewhat impulsively

8. At parties do you

- (a) stay late, with increasing energy
(b) leave early, with decreased energy

9. Are you a more

- (a) sensible person (b) reflective person

10. Are you more drawn to

- (a) hard data (b) abstruse ideas

11. Is it more natural for you to be

- (a) fair to others (b) nice to others

12. In first approaching others are you more

- (a) impersonal and detached
(b) personal and engaging

13. Are you usually more

- (a) punctual (b) leisurely

14. Does it bother you more having things

- (a) incomplete (b) complete

15. In your social groups do you

- (a) keep abreast of others' happenings
(b) get behind on the news

16. Are you usually more interested in

- (a) specifics (b) concepts

17. Do you prefer writers who

- (a) say what they mean
- (b) use lots of analogies

18. Are you more naturally

- (a) impartial
- (b) compassionate

19. In judging are you more likely to be

- (a) impersonal
- (b) sentimental

20. Do you usually

- (a) settle things
- (b) keep options open

21. Are you usually rather

- (a) quick to agree to a time
- (b) reluctant to agree to a time

22. In phoning do you

- (a) just start talking
- (b) rehearse what you'll say

23. Facts

- (a) speak for themselves
- (b) usually require interpretation

24. Do you prefer to work with

- (a) practical information
- (b) abstract ideas

25. Are you inclined to be more

- (a) cool headed
- (b) warm hearted

26. Would you rather be

- (a) more just than merciful
- (b) more merciful than just

27. Are you more comfortable

- (a) setting a schedule
- (b) putting things off

28. Are you more comfortable with

- (a) written agreements
- (b) handshake agreements

29. In company do you

- (a) start conversations
- (b) wait to be approached

30. Traditional common sense is

- (a) usually trustworthy
- (b) often misleading

31. Children often do not

- (a) make themselves useful enough
- (b) daydream enough

32. Are you usually more

- (a) tough minded
- (b) tender hearted

33. Are you more

(a) firm than gentle (b) gentle than firm

34 Are you more prone to keep things

(a) well organized (b) open-ended

35 Do you put more value on the

(a) definite (b) variable

36 Does new interaction with others

(a) stimulate and energize you (b) tax your reserve

37 Are you more frequently

(a) a practical sort of person (b) an abstract sort of person

38 Which are you drawn to

(a) accurate perception (b) concept

39 Which is more satisfying

(a) to discuss an issue thoroughly (b) to arrive at agreement on an Issue

40 Which rules you more:

(a) your head (b) your heart

41 Are you more comfortable with work

(a) contracted (b) done on a casual basis

42 Do you prefer things to be

(a) neat and orderly (b) options

43 Do you prefer

(a) many friends with brief contact
(b) a few friends with longer contact

44 Are you more drawn to

(a) substantial information (b) credible assumptions

Are you more interested in

(a) production (b) research

46 Are you more comfortable when you are

(a) objective (b) personal

47 Do you value in yourself more that you are

(a) unwavering (b) devoted

48 Are you more comfortable with

(a) final statements (b) tentative statements

49 Are you more comfortable

(a) after a decision (b) before a decision

50 Do you

- (a) speak easily and at length with strangers
(b) find little to say to strangers

51 Are you usually more interested in the

- (a) particular instance (b) general case

52 Do you feel

- (a) more practical than ingenious
(b) more ingenious than practical

53 Are you typically more a person of

- (a) clear reason (b) strong feeling

54. Are you inclined more to be

- (a) fair-minded (b) sympathetic

55 Is it preferable mostly to

- (a) make sure things are arranged (b) just let things happen

56 Is it your way more to

- (a) get things settled (b) put off settlement

57 When the phone rings do you

- (a) hasten to get to it first (b) hope someone else will answer

58 Do you prize more in yourself a

- (a) good sense of reality (b) good imagination

59 Are you drawn more to

- (a) fundamentals (b) overtones

60 In judging are you usually more

- (a) neutral (b) charitable

61 Do you consider yourself more

- (a) clear headed (b) good willed

62 Are you more prone to

- (a) schedule events (b) take things as they come

63 Are you a person that is more

- (a) routinized (b) whimsical

64 Are you more inclined to be

- (a) easy to approach (b) somewhat reserved

65 Do you have more fun with

(a) hands on experience (b) blue sky fantasy

66 In writings do you prefer

(a) the more literal (b) the more figurative

67 Are you usually more

(a) unbiased (b) compassionate

68 Are you typically more

(a) just than lenient (b) lenient than just

69 Is it more like you to

(a) make snap judgments (b) delay making judgments

70 Do you tend to be more

(a) deliberate than spontaneous (b) spontaneous than deliberate