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THE PEOPLE MODEL WORKBOOK

The purpose of the workbook is to equip you to lead in everyday situations. Every question is intended to assist both you and your group in your leadership and character development. Most of the questions are personal and probing, though some of them invite you to discuss various aspects of the book. Almost every question is open-ended.

SESSION 1

Setting Up Your Small Group

The People Model Workbook can be used by individuals or small groups. It applies to businesses, families, civic clubs, governments, churches, etc.

The workbook questions can be answered

- *on your own (for convenience and privacy)*
- *prior to meeting with a group (so that everyone will be prepared to share)*

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- *on the spot in community with a group (so that no one will have homework)*

The workbook is designed to be covered in nine separate one-hour sessions. Of course, it can be used in any way that fits the group's schedule.

Each section is comprised of open-ended questions. If one particular question evokes an especially good discussion, then the group may choose to focus exclusively on it for an entire session. Whatever the group decides is acceptable.

Note: If the small group includes more than twelve people, it might be best to divide into subgroups. When small groups get too big, the conversation changes because it's hard for the discussion to go deep.

Usually small groups run best when someone agrees to serve as the facilitator. The facilitator's job is to guide the group in decision making and to lead the group discussions. The facilitator is also responsible to create space for each person to contribute (if they'd like) and to prevent anyone (including the facilitator!) from accidentally dominating the discussion.

Facilitator Checklist:

- ___ 1. The group has chosen me to be the facilitator, and I have agreed to serve.
- ___ 2. The group agrees to meet either weekly or biweekly.
- ___ 3. The group has decided what time to start and end the sessions.
- ___ 4. The group has committed to complete the workbook together in ___ sessions.
- ___ 5. Each member has already read the book and taken the People Model test.
- ___ 6. The group has agreed for each member to bring prepared answers ___ or to allow each other to answer the questions "cold" ___. (Put a check in the blank that fits.)
- ___ 7. The group has decided to allow visitors to join them.
Yes ___ No ___

- ___ 8. Each member of the group is informed of when meetings are scheduled.
- ___ 9. Each member knows where the meetings will take place.
- ___ 10. All members have introduced themselves to the group.

Many of the workbook questions ask people to talk about themselves. The idea is for the group to support one another, not pressure one another. It's important also for members of the group to keep sensitive matters confidential. (That's why it's good to decide beforehand whether or not to welcome visitors.)

Finally, it's helpful if the facilitator previews all the questions, so that the group can stay on course as much as possible.

Opening Discussion

- 1. Which of the three categories best describes you? Which one describes you the least? Which tailor-made title do you like best? (See page 151.)

- 2. Are most members of your group primarily from the same category? If so, which one? To achieve a better balance of all three types, does the group want to add any members from the other two groups before starting the second session?

- 3. What point in this book impacted you most? What lines in the book did you find helpful? Was there anything with which you disagreed?

- 4. Do you agree or disagree with the categorizations of famous Strategists, Humanitarians, and Diplomats on page 16?

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5. Which character in the story do you relate to most and why?

6. Consider the situation at WeServTech. Have you seen a similar scenario play out at your own workplace? If so, briefly describe the dynamics.

7. Were you surprised to learn at the end that Nathan had been named president of another company? Why or why not?

SESSION 2

Seeing the People Model in Everyday Life

1. Refer back to the People Model Test. Do your observers' evaluations reflect the same conclusions as your self-evaluation? Are there any discrepancies in the details of these evaluations? If so, what can you learn from that?

2. Which People Model category best fits your supervisor? Does your supervisor see himself or herself primarily in the same category in which you see him or her?

3. Which category best describes your organization? How can supervisors develop those workers who are *not* of the same type that the organization tends to be overall? For instance, if your organization tends to award Humanitarians the most (for being loyal and agreeable), then how might it develop the Strategists

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(who may seem threatening) and the Diplomats (who may seem to be manipulative)?

4. Think of those family members and friends with whom you are closest (spouse, children, parents, best friend or roommate). Which category best describes each of them?

5. Can you identify any points of conflict that might have arisen between you and your supervisor, or you and a family member, that the People Model chart can explain?

6. Name one problem that your organization is trying to address right now.

- a. Is the company taking a Strategist approach and correcting it, or a Humanitarian approach and putting a short-term bandage on it, or a Diplomat approach and covering it up?

- b. How do you feel about what the company is doing with this problem?

- c. How many corrections do you think an organization or person can handle in any given period of time? How do you know when it's better to address problems with short-term solutions? How do you know when it's better to address problems cosmetically rather than to address them at the root?

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7. Do people in your organization believe that there is such a thing as objective truth? Or would they argue instead that you have your truth and they have theirs? What did you think of John Mark's comment, "Everyone knows what truth is because everybody knows how to lie"? (See page 56.)

SESSION 3

Going Deeper with Yourself

1. What are your strongest qualities *above* the line? What qualities do your coworkers or group members consider to be your strongest?

2. Where do you most tend to fall *below* the line? Where do those with whom you work see you falling into the basement? Have you asked them for their honest opinions?

3. What character qualities do you most desire to develop? For example, if you're primarily a Strategist, you may want to be more refined and empathetic. If you're primarily a Humanitarian, you may want to learn to be more confrontational and yet more sensitive to timing. If you're a Diplomat, you may want to become more accountable and compassionate.

4. Which trap are you most likely to fall into: that of being cynical, feeling guilty, or being aloof?

5. *Cynicism* is a form of anger and despair. Strategists are susceptible to becoming cynical when truthfulness is devalued and promises are broken.

a. It hurts to be rejected when you're pointing out an aspect of the truth. Have you ever felt rejected for telling the truth? Can you tell a quick story about it?

b. What happens to an organization (or a marriage) when truth is persistently ignored?

c. What is the antidote to cynicism?

6. There are two kinds of guilt—true guilt and false guilt. True guilt arises when a person really *is* guilty of something. True guilt is an element above the line in the Strategists' category. False guilt is a by-product of fear. False guilt arises when a person feels guilty about something he or she is not responsible for. False guilt is an element below the line in the Humanitarians' category.

a. Are you carrying a sense of guilt about something? Do you feel guilty for not pleasing a certain person? What does that person expect from you? Are those expectations realistic?

b. What is the antidote to feeling guilt ridden?

c. What is the antidote to people pleasing?

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7. To be *aloof* is to be overly detached from other people. To be aloof is to be too focused on oneself or one's own interests. Diplomats have a tendency to retreat from other people and be isolated or emotionally inaccessible. Aloofness can also be described as an inappropriate form of self-protectiveness. Aloofness allows a person to hide, even from himself or herself.

a. Have you ever realized that you were deceiving yourself?
How did you find out about it?

b. Have you ever felt trapped in your self-image? In other words, have you ever felt as though you *couldn't* tell people that you were struggling because it would wreck your core sense of identity? _____

c. What is the antidote to aloofness?

SESSION 4

Becoming a Better Strategist

1. What are your strongest Strategist attributes (both above and below the line)?

2. Whom do you tend to be most judgmental of? Whom do you most often critique? What seems to try your patience the most? Why is it hard for you to withstand the process of waiting on *that* particular thing? What's at stake?

3. You've heard the old saying to "take the log out of your own eye before you remove the speck from someone else's." What does

that mean? How can your organization (or family) be more truthful? How can it become less hypocritical?

4. Can you think of a current situation in which Strategists are attacking other Strategists? What will it take to get them to stop fighting? What does the People Model suggest?

5. Review pages 107–108. In what ways are you tempted to attempt to turn the stones into bread in your workplace? in your family?

6. Sometimes people would rather have a magic genie than worship a God whose ways are hard to understand. Have you ever been angry at God for not turning the stones into bread, that is, for *not* doing exactly what you prayed that he would do? Have you ever experienced God's comfort?

7. In what specific ways would you like to become a better Strategist? How can you be a humble Strategist?

SESSION 5

Becoming a Better Humanitarian

1. What are your strongest Humanitarian attributes (both above and below the line)?

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2. Whose disapproval do you most fear? Whom do you tend to be most afraid to confront? Is it easier for you to confront someone else? Who? What makes it easier or harder for you to confront someone?

3. How do other people feel when the leader of the company enables someone to work below the line?

4. Review pages 108–109. In what ways are you tempted to bow down to the status quo in your workplace? in your family?

5. Can you think of a current situation in which Humanitarians are enabling someone else? What will get them to stop? What does the People Model suggest?

6. Do you feel prompted to do something that you fear may upset someone whom you're trying to please? Explain.

7. In what ways would you like to be a better Humanitarian? How can you develop into a courageous Humanitarian?

SESSION 6

Becoming a Better Diplomat

1. What are your strongest Diplomat qualities (both above and below the line)?

2. Whom are you trying most to impress? Why do you want to impress them?

3. Review page 107. In what ways are you tempted to show off?

4. How do people feel when the leader of your organization redefines the truth instead of admitting it openly? Have you ever seen that happen? If so, how did you feel about it?

5. Can you think of a situation in which Diplomats are currently leading below the line? What will it take to motivate them to stop? What does the People Model suggest?

6. Consider the Solutions Chart (see page 158). Give an example of what it means to nuance your remarks.

7. In what specific ways would you like to become a better Diplomat? How can you develop into an honest Diplomat?

SESSION 7

Finding Help to Rise above the Line

1. Who is the most above-the-line leader you can think of? What makes him or her a model leader?

2. Although the People Model has no power to transform a person's character, it can still guide someone who wants to make positive changes in his or her life. Consider this: Sometimes it takes a bank shot to get yourself back into the upstairs of your primary category.

If a Diplomat, for instance, wants to rise out of the Diplomat basement, one way to do that is to aim for the Humanitarian upstairs by making it a point to serve others. Serving other people may help the Diplomat to be less self-absorbed.

Similarly, a Humanitarian may rise out of the Humanitarian basement by aiming for the clarity of the Strategist upstairs. When a Humanitarian is stuck in the basement, feeling anxious or guilty, he or she cannot think clearly because negative emotions of fear and guilt interfere with his or her clarity of thought.

Likewise, a Strategist in the basement may rise above the line by aiming for the calmness of a Diplomat. Calmness helps a person to wait and withhold judgment.

Which bank shot do you most need to make?

3. Everyone feels angry sometimes. Using the People Model chart, describe how a Strategist might express anger. How about a Humanitarian? a Diplomat?

4. What kind of help do you need in order to rise above the line in your leadership? in your relationships with your coworkers? in your relationships outside of work?

5. How might God help you as you attempt to lead above the line more consistently?

SESSION 8

The Power of the People Model

1. Since reading *Leadership above the Line*, which of the three powers—explanatory, motivational, or creative—have you exercised in your workplace or personal life at home? Explain.

2. Using the explanatory power of the People Model, explain why Strategists tend to be so tied to their own opinions while honest Diplomats do not.

3. Using the motivational power of the People Model, describe how a Humanitarian could begin to break the habit of people pleasing.

4. Using the creative power of the People Model, explain a good way to stay above the line if your supervisor asks you to do something unethical.

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5. Share your response to the challenges on pages 157–158 with your small group.

SESSION 9

Staying above the Line

1. What in this workbook impacted you most?

2. What were the highlights of your small group experience?

3. Have you noticed any changes in your behavior since beginning the study? any transformation in your character?

4. In what ways have you applied the People Model? How has the Solutions Chart helped you?

5. Although this is not a book on mentoring, John Mark and Lisa's relationship illustrates how a beneficial mentoring relationship can work. Is there anyone within your group with whom you can keep meeting as you both seek to stay above the line?
