

# OUTFITTER



A TEAM WORKBOOK FOCUSED  
ON THE WHY OF SHORT-TERM  
MISSIONS

**LEADER'S  
WORKBOOK**

SOLO COMPRE  
SUS TIKETES EN  
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# INTRODUCTION

This packet is a tool that Inca Link International has created to assist you in the planning, preparation, and execution of a short-term mission trip (STMT). It is the base tool along with additional appendices and resources available at [incalink.org](http://incalink.org). You will need the team workbook in order to use this leader's workbook.

If this is the first time you are organizing a trip, there will be lots of content for you to work through and discover how to plan. If you are a veteran leader, there will also be content that you will find helpful, although some sections may be worth skipping.

It is the heart of everyone at Inca Link that every trip taken around the globe is an extension of God's Kingdom and a tool to glorify Him. To this point, we believe that every individual that comes on a trip is taking a step in their discipleship journey. As leaders, you and your leadership team have a responsibility and a call to walk with each individual before, during, and after the trip. We hope to support you in this and provide tools for you to accomplish this goal.

As indicated in the introduction found in the team workbook, the primary goal of any global outreach ministry experience must be to glorify God. The team workbook sections focus on the heart of your participants with the goal that their hearts are prepared to glorify God on your trip and beyond. In this leader's workbook, you will find everything that comes in the team workbook along with what we call the "how to's." We desire to caution you not to focus only on the how to's of the trip. These are important and can be overwhelming. How are we going to raise that much money? How am I going to keep everyone safe? These are genuine feelings and worth thinking about, but not at the expense of investing in your team. The hope is that the "how to's" in this guide will help eliminate some of those questions. You will also find lesson plans for seven team sessions. These team sessions work together with the team workbook. The intention is that the team will do the work in the book before each meeting, giving you a base for the discussion.

We are praying for every team and every leader. Whether you come with Inca Link or another organization, it is our genuine hope that your team expands the Kingdom and God's glory.

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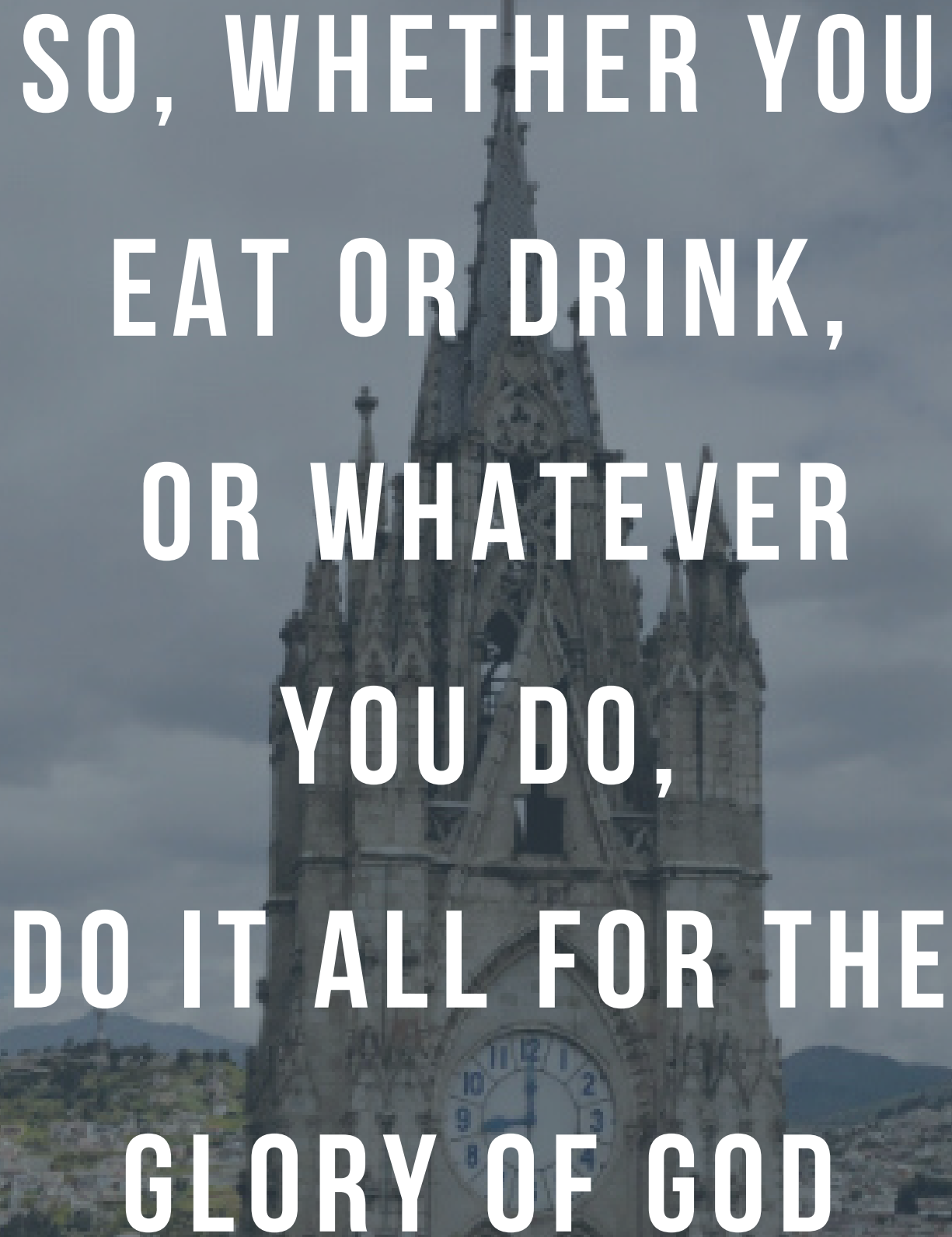
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# HIS GLORY



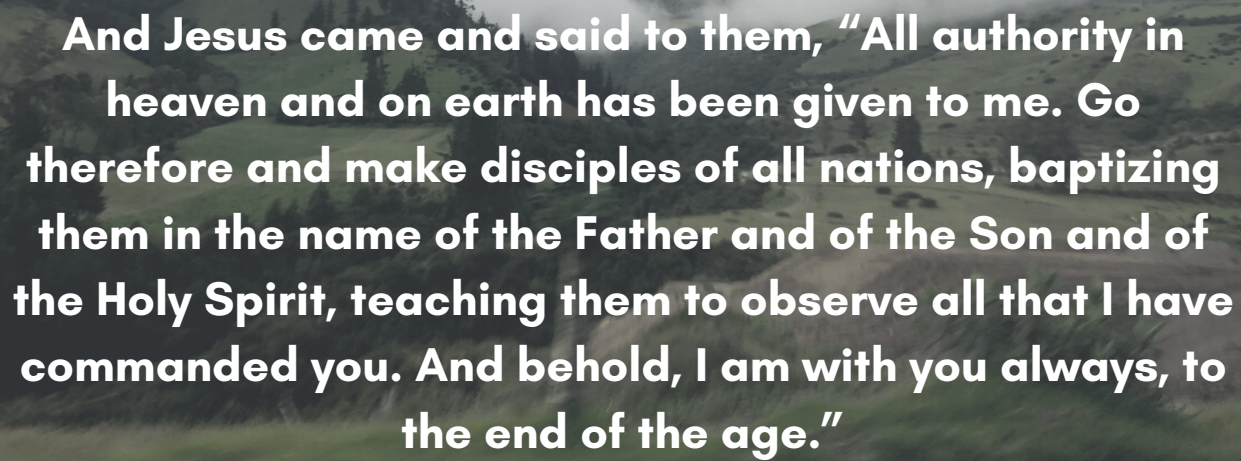


**SO, WHETHER YOU  
EAT OR DRINK,  
OR WHATEVER  
YOU DO,  
DO IT ALL FOR THE  
GLORY OF GOD**

1 CORINTHIANS 10:31  
ESV







**And Jesus came and said to them, "All authority in heaven and on earth has been given to me. Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age."**

**Matthew 28:18-20**

**ESV**

## **BEFORE YOU DECIDE TO TAKE A TRIP**

So you are thinking about taking a short-term mission trip (STMT)? Before you even announce the trip to your church, school, or youth group, you need to think through a few key topics on what you want for your trip and what the Lord wants out of you.

Why even take a trip? - THE GLORY OF GOD.

Habakkuk 2:14, 1 Peter 2:9-10, Acts 1:8. God is glorified when we finish his mission. In Matthew 28:18-20 (see above)- The Great Commission is one of the best-known verses in Scripture. Many times we believers start the quote at GO; however, the verse really starts with Christ's declaration of his authority: "All authority in heaven and on earth has been given to me" (vs. 18b). The recognition of this makes the next statement all the more powerful. Jesus said, "Go, therefore." The "go" in this verse is directly connected to Jesus and his authority. It is no longer a suggestion or a question he is asking of us. It is a clear and defining direction! GO make disciples, GO and baptize, GO and teach, GO to your neighbor, GO to your town, GO to the ends of the earth, GO in Christ's authority, GO with Jesus - "I am with you always, to the end of the age" (vs. 20b).

The moment we go to do global outreach ministry, we start to see the glory of God. He gives us the power to fulfill his mission. We start to see his grandeur and his majesty. His goal is that all of his honor and glory be transmitted to every creature (Isaiah 60:2). The moment we serve, we need to strive to give the glory to Him.

In any service that we do during a STMT, we need to give all of the glory to Him. If someone is converted, it is for His glory. If the members of the team go back to their countries excited to follow Christ for the rest of their lives, it is for the glory of God.





## WHAT ARE THE POTENTIAL IMPACTS OF A TRIP?

Many people think that participating in short-term missions will make them agents of change and that they will "better" the culture they will be going to. It is important to understand that missionary work is not about changing the culture you are visiting. It is the Holy Spirit, using Christians within that culture, who influences the necessary changes. The change caused by external pressure is not enduring. Change in the mission field needs to come from the work that is going on internally. Realistically, any change made through a trip most often is in us, not the culture hosting us.

When returning to your own culture, you will have the opportunity to see things from a different perspective, and you will be able to be an agent of change in your own culture. One of the benefits of a mission trip is that it gives you new perspectives that potentially could change your way of living when you go back home, as long as you apply and develop the skills and knowledge you acquire on the field.





## WHO SHOULD BE POSITIVELY IMPACTED BY YOUR TRIP?

There are five groups of people that need to be positively impacted by your STMT:

**The sending community:** We need to have a heart that drives us to change and a desire to make our local community even better. In other words, we need to come back with an energy to serve more fully and to be thankful for our community. We should seek opportunities to give testimonies when we return from the trip to inspire the people in our congregation to grow in Christ and serve others. As a leader, it is important to remember that your community is more than a fundraising source. How can you inspire your team to serve your community before, during, and after the STMT?

**Those who travel with the suitcases:** We need to be changed in such a way that our families notice. We need to put into practice what God has taught us through our STMT. If we do not come out transformed, it would be like any other vacation that we have attended without change. If God is calling us to missions, we cannot go back without some changes. We have to go back and live fruitful lives. This is why a STMT should be a process in anyone's discipleship journey. As a leader, you have a responsibility to follow up with, shepherd, and direct your team in a way that glorifies God and builds them up.





**The missionaries that receive us:** These are the people who live where we are going, and they should be impacted by our visit. Being somewhere different for years and years drains you. We have a good opportunity to encourage the missionaries who are receiving us. A healthy God-glorifying team can be a boost of energy for a missionary and help increase their ministry capacity. On the other hand, an unhealthy team can move the ministry in reverse and drain the missionary of energy. As the leader, you need to remember to be humble and listen to the missionaries and step up when needed to resolve a negative situation caused by your team. Think about how you can bless the missionaries before, during, and after your trip.

**The local church in the community we are going to:** The church has to benefit. God is sending us to learn from and serve alongside them. If we are the only ones impacted by the mission trip, then it is just Christian tourism and not missions. Receiving a missions group takes much work and can be a burden. They should never feel like the burden is greater than the blessing! Training your team well and helping them have a healthy cultural perspective is key to this. It may mean that you need to educate yourself on where you are going and what is expected of you as a visitor.

**The community around the church:** We should be a blessing to the community surrounding the church. We can do evangelism, skits, music, etc., at the direction of the local leadership or missionaries. Healthy partnerships with the local church and missionaries will provide opportunities for you to bless the community. Follow the lead of these individuals; remember they know the community better than you. They will know how to bless the community best.

These five groups must all be positively impacted and blessed by the mission trip. If by chance, one of these five groups is not benefiting from the trip, then we believe it would be better not to go. For short-term missions to overcome the mistakes and negative statistics of the past, we need to guarantee that all five groups benefit and bring Glory to God.



## WHAT TYPE OF TRIP SHOULD WE BE TAKING?

This is an essential question to be asking yourself or your leadership team. To take a STMT for the sake of taking a trip or because that is what every other school or church is doing is not the right reason for going. You and your team need to evaluate the heart behind taking your trip; as we stated above, many growth possibilities can happen with the success of a trip.

There are several types of trips that can happen regardless of where you are going in the world, each with its own positives and potential negatives. It is important to think through what type of trip you want to take to avoid the risk of a negative impact. Trip locations, such as rural, urban and extreme should be taken into consideration when selecting your trip type.

### **Type 1 - All youth trip**

STMTs for years has been viewed as something that the youth group does. This in itself is not positive or negative but just reality. Planning an all youth trip takes some extra organization and development for the leadership team. Youth trips tend to be high energy, high excitement, and provide high opportunity to see changed minds and hearts. There is something exciting about taking a group of youth somewhere outside their normal bubble and introducing them to brothers and sisters around the globe. If you are opting to take an all youth trip, it is highly suggested that you have a 1:4 or 1:5 student-leader ratio. This is not for control of the team or safety but for discipleship through the process. Students return from trips excited and ready to dive deeper; however, this is frequently a missed opportunity because of the lack of one-on-one discipleship the student needs post-field. If you keep the student-leader ratio low, the leaders can make themselves more available to meet individually with the students and help develop their post-field growth. This model has the opportunity for great success if the leaders are willing to step into the lives of the students and if the students are well prepared heading into the trip. The ministry of the leaders is to the students. Post-field, this group has a great opportunity to impact their community through missional living, sharing about the trip with their friends at school, and the possibility of being called to the field long-term, changing their future's course.





## **Type 2 - All adult trip**

Taking a whole group of adults from your church can be very interesting and beneficial for the STMT. With an all adult team, people come with years of experience, collected skills, and resources to support the mission. These are great gifts that can be utilized while the team is on the ground. Leading a team of all adults can either be very easy or very difficult, depending on whom you allow to join the team. If the team is understanding, flexible, and willing to serve, this is a really easy team to lead. The most work you have to do is collect paperwork and lead conversations. If the team is rigid or stuck in its ways, it can be difficult to lead. Once on the field, they will find accommodations, climate, culture, and work all too strenuous for themselves. However, an adult team has great potential for development and discipleship if the leaders are willing to facilitate hard conversations, guide the team well, and walk with love alongside them through these struggles. Post-field, the team has the opportunity to impact their families, speak into the church's culture, financially support great commission workers around the globe, and receive the call of a new career into the mission field.

## **Type 3 - Mixed Generation or Family Trip**

This team will consist of a spectrum of people and should be a cross-section of your church's population. Sometimes this team has families engaged with it as well. This is a huge blessing for your church and team when a family can serve the great commission together. With any mixed generation group, you need to keep your eyes out for a few things. First is that everyone on the team has an opportunity to share and express their thoughts, as sometimes individuals feel shy because of age differences. Second, when working on projects or serving in ministry, your younger participants get the same opportunities to serve. For example, one time, a team was working on a roofing project, and the adults on the team would not allow the younger students to climb the ladders or use the tools. This meant that the younger members were only able to watch, which was a missed teaching moment. The third thing is that your younger members remember that not everyone has the same energy level, and some people need to go to sleep earlier than others. This keeps people on the team happy. One of the largest benefits of a mixed generation trip is that people from your church will socialize and mix with people they usually do not have the opportunity to interact with. If the adults on the team view part of their role as investing in and discipling the youth, all the better. This can create relationships that extend far beyond the trip and create lifelong friendships, mentors, and deeply impact the culture of your church.



## IDEAL TEAM SIZE

This can be a tricky decision. It is encouraged that you focus more on having the right people over having a specific numerical goal. However, here are some suggestions/outcomes for a larger or smaller team.

### **Large Team - more than 15 people**

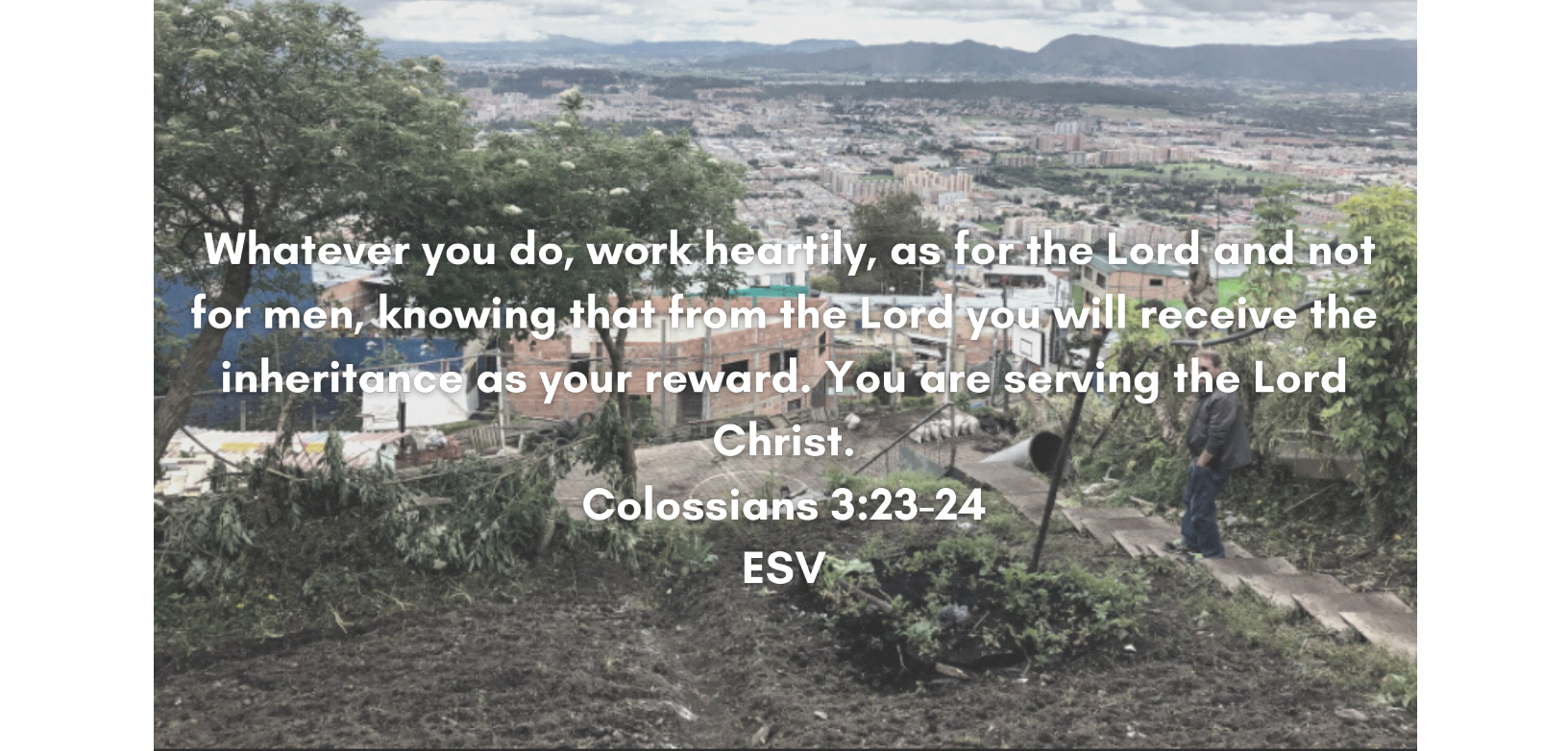
A larger team can be a huge gift to the field; many hands make light work. A few things to consider going forward - Make sure that the location on the field can handle the size of your team. You will also want to build a good leadership team to help you with all the planning and organizing - more team members means more paperwork, plane tickets, etc. The best reason for taking a larger team is the outcomes it can have for your church. A larger team means more people are exposed to great commission work, brothers and sisters in Christ from another culture, and return to your church with a missional heart. The energy that comes back with the team can be infections in your congregation; the more people on the team, the larger the spread. This can particularly be beneficial if this is the first STMT your church has ever taken or the first one in a long time.

### **Smaller Team - less than 15 people**

A smaller team has the opportunity to develop more personal and intimate moments on the field. A smaller team is able to focus a little deeper on discipleship, debrief, and one-on-one relationships. This can be very good if this is a goal of the trip and/or a focus you and your leadership team have. Another benefit of a smaller team is the opportunity to explore different types of ministries in which a larger team wouldn't be able to participate. Upon returning, a smaller team can produce a much tighter-knit group, which may inspire them to search for ways to serve again as a group in their community or your church. Please note: Teams smaller than 10 people are often less than ideal.

The size of your team is really dependent on you and the interest of the people you are inviting. It would be encouraged that you seek the Lord's leadership in what type and size of team you should take on the STMT. In some situations, the field will be the determining factor in team size. Always check with your partners on what size of a team they can accommodate.





**Whatever you do, work heartily, as for the Lord and not for men, knowing that from the Lord you will receive the inheritance as your reward. You are serving the Lord Christ.**

**Colossians 3:23-24**

**ESV**

## **WHERE SHOULD WE SERVE?**

Picking the right location is very, very important. Not all locations are created equally, and the people you are considering bringing might not fit well in some. When you are selecting a location, there are a few things to consider. The biggest thing is you should never pick a location because you think the country is cool and a neat place to visit. You need to seek the Lord's leading and see how your team's skills and abilities can be a blessing to the field.

Other things to consider are:

- Feasibility
- Length of travel
- Local tourism regulations and visas
- Potential impact
- Ministries that are taking place on the field
- Ability to participate with the national church

You also want to try to pick a location where you can develop a long-term partnership. Finding and developing a healthy long-term partnership is the best way to move global outreach forward and have a major Kingdom impact.



## WHERE SHOULD WE SERVE?

There is a trend inside the STMT movement of churches or individuals attempting to visit as many places as possible through a mission trip. This is just an activity in getting your passport stamped, not about Kingdom-focused work. By far and without a doubt, the most effective teams to the field are from churches, schools, and organizations that have built long-term partnerships with the field. The team knows the history, culture, and expectations. The field knows the heart of the sending body and the ministry values. It cannot be stressed enough how deeply and impactful a healthy, long-lasting partnership is.

A few key things on developing a long-term partnership:

- A healthy partnership impacts and is known by the whole congregation. Too often, one leader has a passion for a region or ministry, and the partnership ends when that leader leaves.
- The partnership should be mutual and work both ways. You and your partner should work together to expand the Kingdom in your community and theirs.
- The best partnerships have a Kingdom impact not just for their communities but also open their networks for connections that expand even further.
- The best partnerships become family, with all the love and benefits that come from that feeling.





## WHO SHOULD I BRING ON THE TRIP?


Regardless of what type of trip you are taking - youth, adult, or mixed - you need to select the right people to go on the trip. This starts with your leadership team. You should invite these people personally and first. These people should help you carry the burden of administration and organization. They should also be willing and equipped to disciple and lead people spiritually. Global outreach through a STMT is a tool in a participant's discipleship journey. Your leadership team needs to be willing to support that.

It is encouraged that you invite some key people whom you think would benefit from participating in a trip who also would bring something to the team. After that, make some announcements to the church or group of people you are inviting to come. It is alright to use some kind of application process and interview. (See Appendix A for an application example.)

It is important that each individual that joins your team is joining for the right reasons and is willing to put the work into the trip. It is alright to say no to someone if they are not quite ready for the trip or have some maturing to do.







**As each has received a gift, use it to serve one another,  
as good stewards of God's varied grace.**

**1 Peter 4:10**

**ESV**

## **TEAM LESSONS**

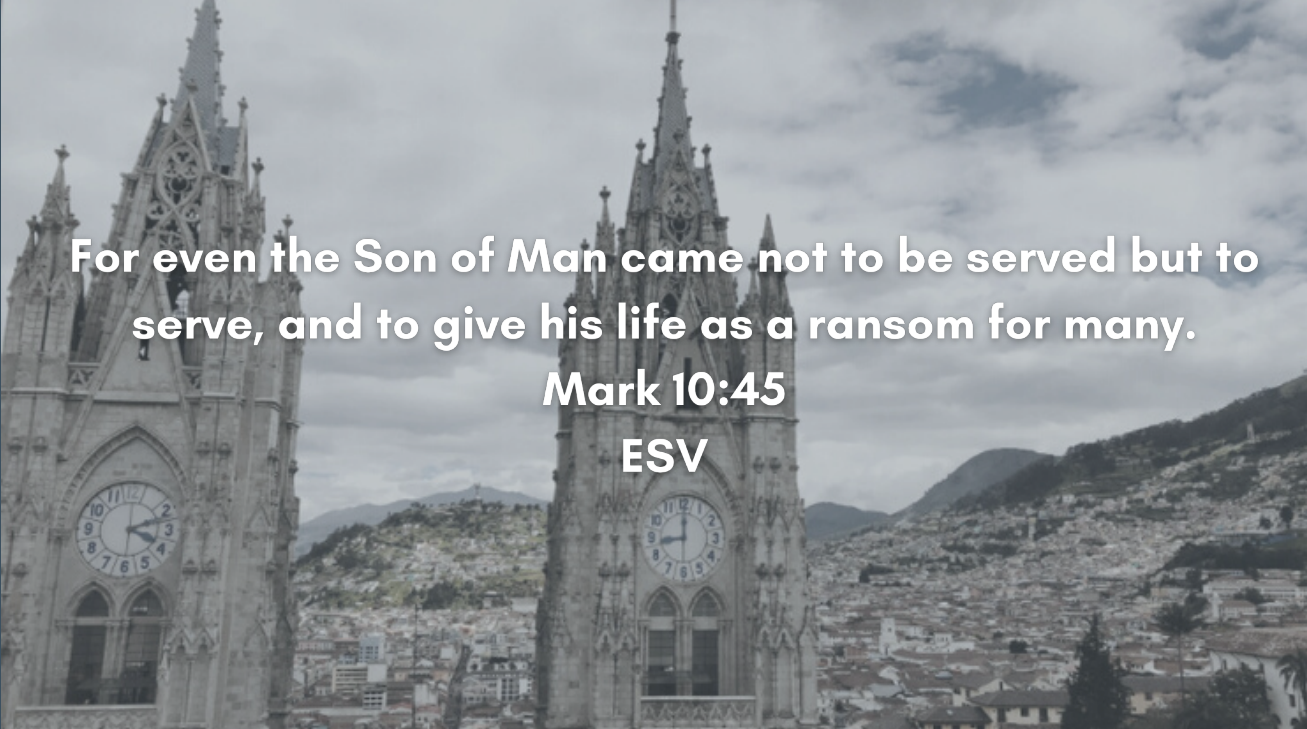
Each one of these lessons is to provide you with a framework for running an in-person team meeting. Every session should include an icebreaker, a time of worship, prayer, team intimacy/team building, the lesson or discussion based on the team workbook, and some preparation/work time. Team Meeting 1 is where you will hand out the team workbook to do the homework and bring it ready for the next session. How you set these up is flexible. It is suggested that you have a meeting once a month or so before the trip.

The lessons and the corresponding workbooks are designed for you to have the freedom and flexibility to run the group meetings as needed. Our goal is to have some resources that can help direct, not a perfect step-by-step lesson plan.

After the first team meeting, the participants should come with each of their workbook lessons done before the meeting time. This will create the best opportunities for conversations and getting to know the team.

It is estimated that you will need an hour to an hour and a half for team meetings.





For even the Son of Man came not to be served but to serve, and to give his life as a ransom for many.

Mark 10:45

ESV

## TEAM MEETING 1, TEAM LOGISTICS AND ABILITIES - TEAM DYNAMICS

### Objectives:

- Trip Leader will provide an overview of where the team will be going with main details.
- Trip Leader will encourage and motivate individuals to participate in the trip.
- Individuals will identify their reasons to participate in the trip.
- Individuals will identify their specific skills and talents.
- Individuals will participate in an activity that will make them think about the place they will be going.
- Individuals will talk about the details of the trip and their own expectations.
- Individuals will find that Jesus is our example in ministry and will pray for the ministry, work, and friendships they will create together.

### Structure

#### **Icebreaker: (10 minutes)**

Today's icebreaker will be an introduction time to get to know the potential members of the team. Each individual should introduce themselves, provide one personal "fun fact" and share one word to describe why they came to the meeting today.

#### **Worship: (10 minutes)**

Spend some time in worship using tools/methods of choice.



## **Devotional: (20 minutes)**

### **The Joy of Loving**

(adapted from "The Joys of Love" by John Piper)

Read 2 Corinthians 8:1-8.

In 2 Corinthians chapter 8, love can be described as the “overflow of joy in God that gladly meets the needs of others,” demonstrated by the way the Macedonians overflowed with joy when sacrificially loving on others. Though extremely poor, they actually begged Paul for the privilege of giving what they had toward the relief efforts of believers suffering in Jerusalem. They found joy when demonstrating God’s grace through their poverty to relieve the poverty of others! Astonishing!

If love is the overflow of joy in God, then it is not found in simply doing what is right for right’s sake, nor in performing a duty or task out of a feeling of responsibility. It is also not an abandoning of one’s own good solely for the good of another. It is a deep, satisfying, personal experience of the fullness of God’s grace and then a doubly satisfying experience of sharing that grace with others. (Piper, "Desiring God.")

Questions to Think About/Discuss:

1. What motivated you to come here today?
2. How can we joyfully meet the needs of others both here and around the world?
3. How can we joyfully meet the needs of others in this group?
4. Read Psalm 146 and think about what God may be saying to you personally.  
(Can be “homework.”)



### **Prayer: (10 minutes)**

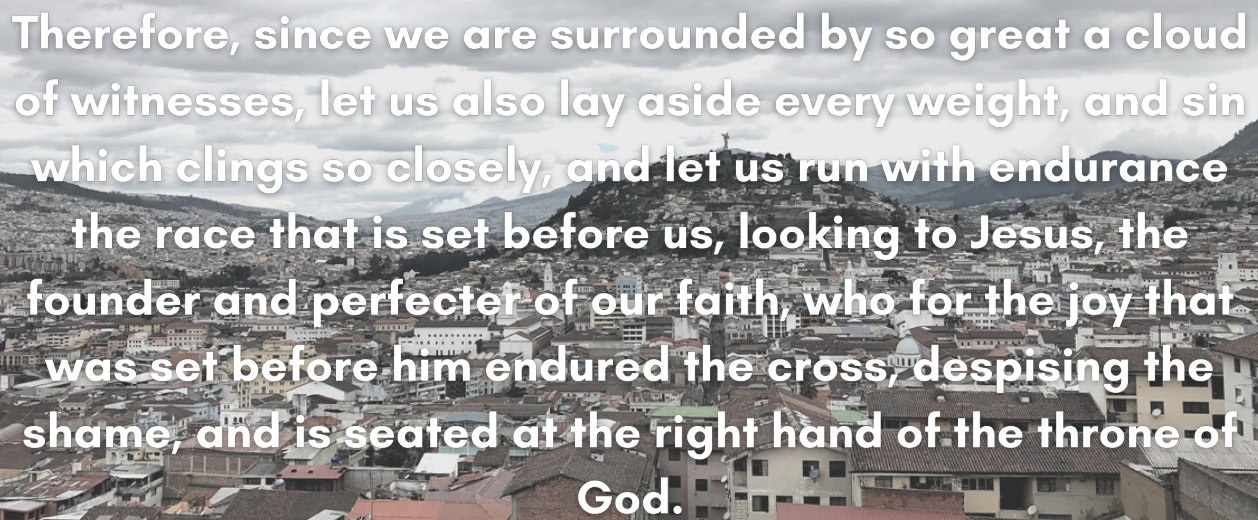
Split into groups of 2-4 and pray with and for one another and our desire to joyfully give of ourselves to show God's love and grace to others.

### **Field Preparation: (20-30 minutes)**

1. Share basic trip information and logistics:
  - a. Location overview (Pass out Welcome Guide)
  - b. Dates/Costs/Fundraising (Appendix B)
  - c. Travel Documents/Vaccines (Welcome Guide)
  - d. Basic Trip Outline/Timeline (Welcome Guide)
  - e. Share video of the field, if possible
2. Complete Participant Survey and Pre-Registration form.
  - a. This will provide a clearer idea of who will be on the team and any special skills the team members possess. The special skills should be shared with the host for possible customization of the service opportunities. (Appendix C)
3. Distribute the Team Workbook and briefly review its content and purposes.  
Assign part one for homework.







Therefore, since we are surrounded by so great a cloud of witnesses, let us also lay aside every weight, and sin which clings so closely, and let us run with endurance the race that is set before us, looking to Jesus, the founder and perfecter of our faith, who for the joy that was set before him endured the cross, despising the shame, and is seated at the right hand of the throne of God.

Hebrews 12:1-2  
ESV

## TEAM MEETING 2, WORKBOOK LESSON 1: WHY DO WE GO?

### Objectives:

- Leaders will walk the team through their first “homework.”
- Team will begin to develop a unified heart.
- Team will be able to explain and understand the Why of going on a STMT.
- Team will develop a deeper understanding of glorifying God.

### Structure

#### Icebreaker: (10 minutes)

Provide each person with a sheet of paper (8.5 x 11) and a pencil or pen. Each person should write their name at the top of the paper and then write and complete these two statements: “I am most excited about this trip because \_\_\_\_\_.” and, “I am most nervous (anxious, concerned) about this trip because \_\_\_\_\_.” They should then fold their paper into an airplane (any type will do, even a wadded up ball, if necessary). Take 30-60 seconds to fly the airplanes around the room, grabbing and launching planes as they land nearby. At the end of the flight time, each person should pick up a plane near to them and return to their seats. Each person will unfold and read the plane they have collected. For example, Tony is most excited about...., he is most nervous about.... Take turns until everyone has shared.

Note: This icebreaker will give you insight into your team member’s feelings as you help them prepare for the trip.

#### Worship: (10 minutes)

Spend some time in worship using tools/methods of choice.





## **Group Conversations, either small groups or as a whole team: (25 minutes)**

Facilitate conversations related to the homework. Pick questions from the team workbook or use further group discussion questions which are below. However, it is encouraged that as the team leader you lead and direct conversations, the questions are just a reference point.

Questions to Think About/Discuss:

1. Why is it so important to focus on glorifying God as we prepare for, go and return from our STMT?
2. What sorts of things, good or bad, have the potential to take our focus away from glorifying God?
3. How can we guard ourselves and one another from these distractions?

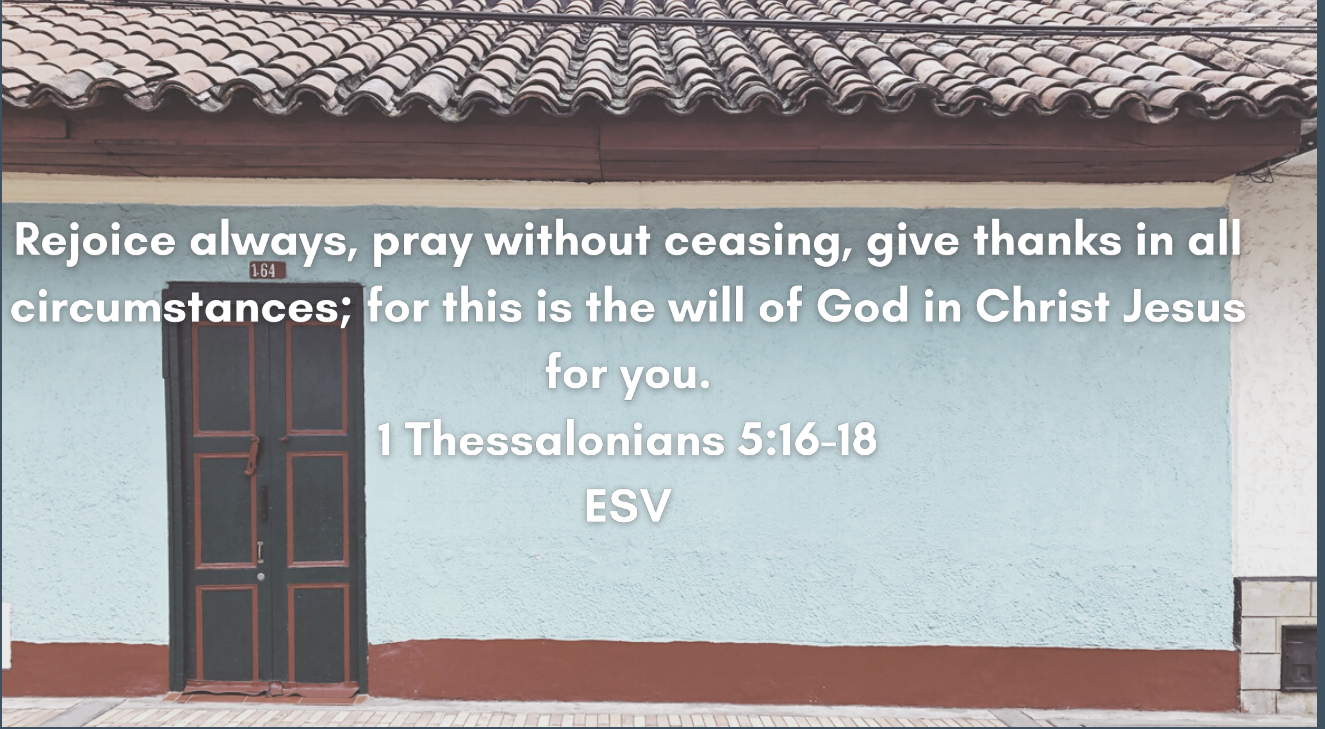
## **Prayer: (10 minutes)**

Split into groups of 2-4 and pray with and for one another and our desire to see God's mission accomplished and His name be glorified.

## **Field Preparation: (30-40 minutes)**

Reserve this space for any work that your partner ministry has requested you prepare: planning of fundraisers, development of VBS, whatever is needed for the organization, and preparation of your trip.





Rejoice always, pray without ceasing, give thanks in all circumstances; for this is the will of God in Christ Jesus for you.

1 Thessalonians 5:16-18  
ESV

## TEAM MEETING 3, WORKBOOK LESSON 2: SPIRITUAL HEALTH

Objectives:

- Team is aware of the spiritual realities.
- Team develops tools for working together for spiritual health.
- Team becomes closer and more intimate through sharing struggles.

### Icebreaker: (10 minutes)

Description: Ask each group member to name 1-2 people, past or present, he or she admires. Why?

Or ask: If you could interview anyone in history, who would you choose and why? What one or two questions would you ask?

Tips: Members of your group will most likely talk about people who have impacted their lives personally so that it may take longer than other icebreakers. If your team is large, limit this to one hero per person.

### Worship: (10 minutes)

Spend some time in worship using tools/methods of choice.

*A good icebreaker reference can be found in the Works Cited.*



## **Group Conversations, either small groups or as a whole team: (25 minutes)**

Facilitate conversations related to the homework. Pick questions from the team workbook or use further group discussion questions which are below. However, it is encouraged that as the team leader you lead and direct conversations, the questions are just a reference point.

Questions to Think About/Discuss:

1. In what ways do you think our team could be vulnerable to attacks from our enemy as we plan this trip?
2. What are some practical ways we can support one another and help our team overcome the attempted attacks?

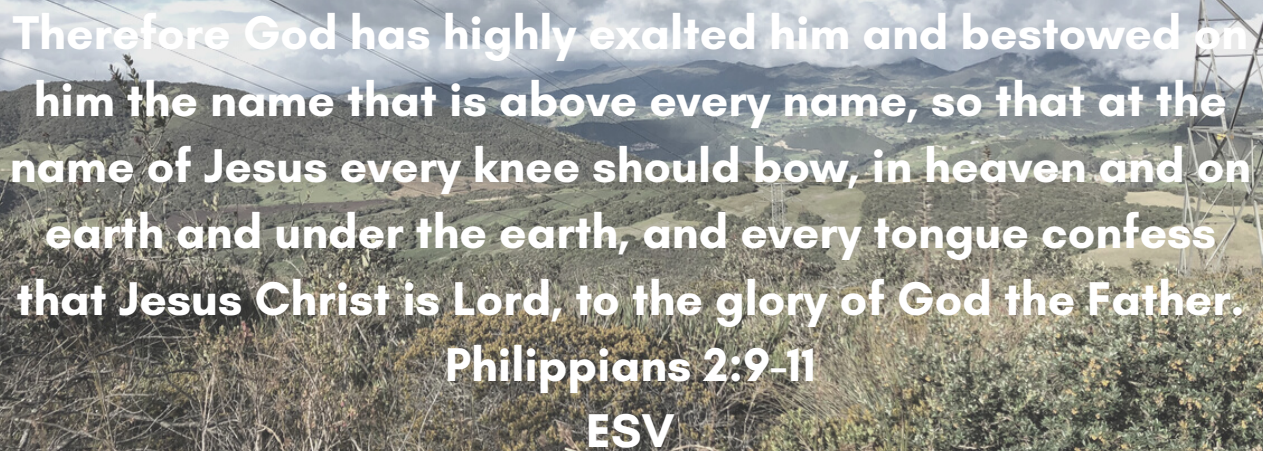
## **Prayer: (10 minutes)**

Break into small groups of 2-4 people. Ask the question, what oppositions are you currently facing and how can we pray for those? Pray together and pray for the spiritual health of the trip.

## **Field Preparation: (30-40 minutes)**

Reserve this space for any work that your partner ministry has requested you prepare: planning of fundraisers, development of VBS, whatever is needed for the organization, and preparation of your trip.





Therefore God has highly exalted him and bestowed on him the name that is above every name, so that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father.

**Philippians 2:9-11**  
**ESV**

## **TEAM MEETING 4, WORKBOOK LESSON 3: CULTURAL UNDERSTANDING**

Objectives:

- Team is able to recognize the importance of cultural intelligence.
- Team demonstrates understanding related to their own cultural background and blindspots.
- Team examines how our own culture can change how we read and interpret scripture.

### **Icebreaker: (10 minutes)**

Description: Ask your group members to imagine the following scenario: Your house is on fire, and everyone is safe. You have 30 seconds to run through the house and collect three articles you want to save. What would you grab? Why?

After everyone has done this, the group can discuss what they learned about the things they value.

Tips: If you decide to discuss your group members' answers, allow extra time. You can also come back and discuss the answers in a later meeting.

### **Worship: (10 minutes)**

Spend some time in worship using tools/methods of choice.





### **Group Conversations, either small groups or as a whole team: (25 minutes)**

Facilitate conversations related to the homework. Pick questions from the team workbook or use further group discussions questions, which are below. However, it is encouraged that as the team leader, you lead and direct conversations. The questions are just a reference point.

Questions to Think About/Discuss:

1. How can we become more aware of our own cultural bias and avoid allowing it to have a negative impact on our mission trip?
2. How can we gain an awareness of the cultural norms of our host prior to our trip in a way that allows us to be a blessing to their ministry?

### **Prayer: (10 minutes)**

Have each team member take a few minutes to write out a prayer in their journals reflecting the upcoming trip and their heart/mind preparation. Note: this prayer time may be more reflective following the lesson.

### **Field Preparation: (30-40 minutes)**

Reserve this space for any work that your partner ministry has requested you prepare: planning of fundraisers, development of VBS, whatever is needed for the organization, and preparation of your trip.







And he said to them, "Go into all the world and  
proclaim the gospel to the whole creation.

Mark 16:15

ESV

## TEAM MEETING 5, WORKBOOK LESSON 4: POVERTY

Objectives:

- Individuals begin to redefine poverty.
- Individuals recognize their own brokenness and needs.
- Team understands the struggle of balancing financial poverty and our desires to help.

### Icebreaker: (10 minutes)

Description: Give your group members pens and paper. Ask them to draw a line representing the movement of their lives between high times and low ones. Invite people to think back as far as they can and mark significant moments along the line they have drawn. Ask them to consider the high points and low points, moments of inspiration, moments of despair, leveling-off times, and where they are now.

The charts will probably be a mixture of straight, slanted, jagged, and curved lines. At the different points of their lines, have people draw something or write a phrase to represent that season of their life. Ask people to make at least five different points on their chart to represent significant moments in their lives.

After everyone has drawn their lines, have people share what they've drawn and what it means with the group.

Tips: This one may take longer than other activities. One option is to have people draw their charts beforehand to bring with them. If people are willing to share honestly, this can be a great activity to help your group bond. Ask your group to share only one to three points on their graphs to save time, or have people share their whole graphs in smaller groups. These graphs will tie together well with the types of poverty about to be discussed.



### **Worship: (10 minutes)**

Spend some time in worship using tools/methods of choice.

### **Group Conversations, either small groups or as a whole team: (25 minutes)**

Facilitate conversations related to the homework. Pick questions from the team workbook or use further group discussions questions which are below. However, it is encouraged that as the team leader you lead and direct conversations, the questions are just a reference point.

Questions to Think About/Discuss:

1. In what ways is physical poverty influenced by poverty of spirit, being, community, and stewardship?
2. Do you think it is possible to overcome physical poverty in the world without overcoming the other forms of poverty first?
3. Is it possible to be physically poor without being poor of spirit, being, community, or stewardship? Why do you feel this way?

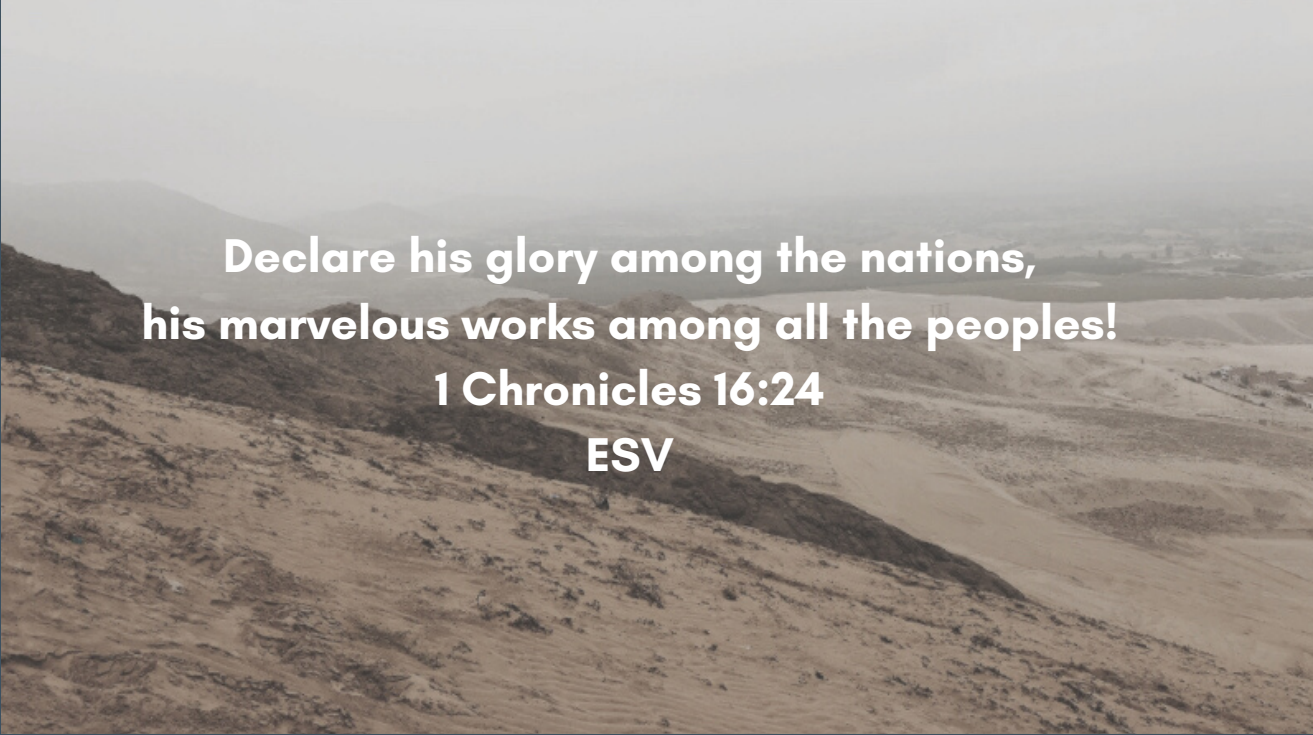
### **Prayer: (10 minutes)**

Have individuals move to quiet locations around the room and spend time in prayer for the areas of their lives where they are experiencing the various forms of poverty.

### **Field Preparation: (30-40 minutes)**

Reserve this space for any work that your partner ministry has requested you prepare: planning of fundraisers, development of VBS, whatever is needed for the organization and preparation of your trip.





**Declare his glory among the nations,  
his marvelous works among all the peoples!**

**1 Chronicles 16:24**

**ESV**

## **TEAM MEETING 6, WORKBOOK LESSON 5:**

### **HEART AS SERVERS, MIND AS LEARNERS**

Objectives:

- Team develops an appropriate posture of serving.
- Team is able to identify the role of the Holy Spirit, national leadership, and themselves.
- Team is able to describe and demonstrate the position of being a learner.

Structure

#### **Icebreaker: (10 minutes)**

Description: Pass a bag of M&M's around and tell everyone to take a few but not to eat them. Individual snack size bags work, as well.

Ask each person to share something for every M&M. For every red M&M, share something you learned this past week; for every blue M&M, share a way someone served you; and for every yellow M&M, share something you appreciate about a friend. (Other color suggestions: share ways to serve others, share ways you felt people let you down, share random acts of kindness, share something you would like to learn this year, etc.) Let people eat the M&M's as they share.

Tips: This icebreaker can become as creative as you want it to be. Come up with any question that works well with your group. If your group needs to bond more, come up with a few questions that bring deeper answers to the surface. If your group needs to laugh together, come up with a few funny questions.



### **Worship: (10 minutes)**

Spend some time in worship using tools/methods of choice.

### **Group Conversations, small groups or as a whole team: (25 minutes)**

Facilitate conversations related to the homework. Pick questions from the team workbook or use further group discussions questions, which are below.

However, it is encouraged that you lead and direct conversations; the questions are just a reference point.

Questions to Think About/Discuss:

1. Which do you feel may be most challenging for you: serving genuinely from your heart or humbly learning from other people, cultures, and situations? Why?
2. Why is having the right heart and mind so important to your Gospel witness?

### **Prayer: (10 minutes)**

Have each team member write their name and at least one specific request related to having the heart of a server and/or mind of a learner on an index card or paper. Drop them in a bag or box. Have each team member draw a card from the box (if they pick their own, exchange it) and take several minutes to lift the card owner and their request up in prayer. They will then take the card home and commit to praying for that individual until the next meeting.

### **Field Preparation: (30-40 minutes)**

Reserve this space for any work that your partner ministry has requested you prepare: planning of fundraisers, development of VBS, whatever is needed for the organization, and preparation of your trip.

### **Homework for next meeting:**

Team members will be asked to take a brief version of the Myers Briggs personality survey: <https://www.16personalities.com/free-personality-test>

Please take the survey and read the report they provide for your own personality type. Please review Appendices D, E, and F for the next meeting and print some copies as handouts for the team.







**And the gospel must first be proclaimed to all nations.**

**Mark 13:10**

**ESV**

## **TEAM MEETING 7, WORKBOOK LESSON 6:**

### **SELF-AWARENESS, HEALTHY BOUNDARIES AND EXPECTATIONS**

Objectives:

- Participants will understand the importance of self-awareness and how to use it to maintain engagement on their trip to recognize and resolve issues that may arise as they interact with others in a new cultural context.

Structure

#### **Icebreaker: (10 minutes)**

Description: This icebreaker can allow team members to express where they stand on an issue. This game can gently ease team members into open conversations about compassion and caring for the poor and oppressed as Jesus would.

Create a line by laying a piece of long string or tape on the ground, or create an imaginary line. The line represents a spectrum of ideas and thoughts. Have the team leader start by introducing simple differences like, "Those who think it's more comfortable to sleep on their back, stand on the right, and those who think it's more comfortable to sleep on their stomach, move to the left side." As the game continues and team members warm-up, you can begin to ask more meaningful questions such as, "If you feel it's acceptable to give your spare change or cash to a homeless person, stand on the right, and those who prefer to give supplies, stand on the left." Now allow your team to discuss their thoughts in a controlled environment. (Faith Ventures, 2015)



### **Worship: (10 minutes)**

Spend some time in worship using tools/methods of choice.

### **Group Conversations, small groups or as a whole team: (25 minutes)**

Review the results of the Myers Briggs/NERIS Type Explorer® survey. If anyone was unable to complete the survey, they may log in and do so now at:

<https://www.16personalities.com/free-personality-test>

1. Pass out copies of Appendices D, E, and F.
2. Divide the team into 4 corners of the room, grouping themselves by Analysts, Diplomats, Sentinels, and Explorers.
3. Have each group read and discuss the personality type article and identify the strengths they bring to the whole team and their weak areas. They will then make a chart/poster identifying their strengths (superpowers) and their weaknesses (kryptonite).
4. Groups will briefly share their charts with the whole team, revealing their strengths and weaknesses.
5. Wrap up this segment by discussing how one group's strengths fulfill another group's weaknesses and together each member has an important role to play on the team.

Questions to Think About/Discuss:

1. Discuss the importance of clear communication, having an honest and open discussion about how each of you is doing during the trip, how to handle conflict on the team, etc.

### **Prayer: (10 minutes)**

Have team members make a list in their workbooks of their "typical responses to stress" and prayerfully offer those responses to God, asking for His strength and the fruit of His Spirit to cover them when they feel stressed in preparing for and while on the STMT. (Galatians 5:22)

### **Field Preparation: (30-40 minutes)**

Reserve this space for any work that your partner ministry has requested you prepare: planning of fundraisers, development of VBS, whatever is needed for the organization, and preparation of your trip.





Sing to the Lord, all the earth!  
Tell of his salvation from day to day.  
1 Chronicles 16:23  
ESV

## TEAM MEETING 8, LAST MEETING BEFORE LEAVING: TRAVEL PREPARATION, SAFETY AND SECURITY, LOGISTICS/TRIP DETAILS

### Objectives:

- Individuals will understand and follow safety protocols for their trip.
- Individuals will make final preparations for their trip and obtain the final logistics and details before departure.

### Structure

#### **Icebreaker: (10 minutes)**

Each person pulls a slip of paper with one object written on it out of a hat. Objects can be anything from a pizza to a pitchfork. Players then mingle and try to form teams of 3-4 with others whose objects would help the team survive in the wilderness. The group leader listens to each team present their case (in approx. 30 seconds) on who has the best objects for survival and chooses the winning team. (Whitney, SignUpGenius)

#### **Worship: (10 minutes)**

Spend some time in worship using tools/methods of choice.



## Devotional

### Safety Instructions by Linda Bailey, May 31, 2017

I have flown quite a bit over the last couple of years for both domestic and international flights. While it's not my favorite mode of transport, it is the quickest when traveling long distances.

At the start of each flight the hosts go through all the safety instructions in case there are any issues during the journey. As I fly all the time I do tend to drift off during this time, as do many others who fly regularly. I don't even look at the safety sheet they have in each seat and I just priorities settling in for the ride.

That was until I was aboard a small domestic plane in the back of Papua New Guinea. There were only a dozen or so passengers and the plane was so small you felt every air pocket we flew near. I listened carefully to where the life vests were, where the oxygen would come from and where the exits were located. And I read through the safety sheet... twice!

Thankfully, the flight was a success and I got to my destination without needing to utilize any of the safety advice.

It's amazing how much we cling to certain things when we are feeling out of our depth. When I'm feeling safe I don't feel I need the airline safety instructions, but when danger lurks we cling to anything that may support us.

This is often the case in our faith too. When everything is smooth sailing we give lip service to God. But when things go wrong we hang tightly onto our all-powerful Creator. That's when we are truly grateful for what God has done for us and we look to Him for strength and comfort.

While God graciously gives us love and peace when we need it most, He actually gives it to us at all times. He's always there for us and we don't have to wait until things go wrong until we connect to Him.





## **Read 1 Corinthians 1:18-19**

Questions to Think About/Discuss:

1. Why do you think it is easy to forget how much we rely on God in our daily routine?
2. What situations have caused you to cling to God and rely on His strength?
3. Why is it important to stay alert, no matter our circumstances?
4. How does the Bible say we should prepare ourselves?

### **Prayer: (10 minutes)**

Circle up and take time as a group to pray for your trip, God's peace, straight paths and for those who will receive you.

### **Field Preparation: (40 minutes)**

1. Review the Volunteer/Team Safety, Security & Resiliency Guide (Appendix C and Welcome Guide). Discuss any key points and answer questions with your team.
2. Share final logistical details, including final packing list (Welcome Guide), transportation details, send-off information, insurance cards, etc.
3. Work with your team to complete final preparations.



# BACK FROM THE TRIP:

## *Why debriefs cannot be an afterthought*

So much time and energy is placed in getting prepared to go on your STMT, sometimes thinking about the post-trip seems really far away. You leave the field, and you are exhausted, ready to see your family, and need a break from leading. However, we would highly recommend that you do not skip over the post-field debriefs. Remember, the ultimate goal of any STMT is to glorify God. An incredible way to do this is to see rich fruit develop in the lives of those you took on the trip. This fruit is cultivated and disciplined by you.

There are three stages of your trip: pre-field, on the field, and post-field. Most people think the most important part is the on-field time; while this time is very important, as long as it is focused on God's Glory, it is not the most important stage. The post-field is the most important. If the trip went well, the post-trip time for the ministries will be filled with energy, growth, and excitement of the work accomplished with your team. As a leader, you may feel more connected to the team, your church, and the reason the Lord called you into that role. The team will experience many emotions returning, but the impact of their lives should bring tangible fruit. This fruit, in turn, brings glory to God.

The funny thing about fruit, though, is that it needs to be grown, developed, cared for, and nurtured. As a leader, you and your co-leaders are a big part of that growth. If you choose not to step into your team's lives at this most crucial stage, it was not worth the time and effort of going on the trip.

For this reason, we highly recommend you have at least one post-field debriefing session with your team. It should be noted that this is not optional and part of the team's commitment even before going on the trip. The following is an outline of three sessions that can be used at 2 weeks post-field, 2 months post-field, and 4 months post-field, or a variation of those. These sessions could take place at someone's house, over dinner, or around a fire. At this point, your team knows each other, so building the environment around the debrief is important.

It is also suggested that if particular team members have had a major impact on their lives or share struggles, it is worth setting up a one-on-one meeting with these individuals. Many missionaries today trace their story to a STMT and feeling the Lord calling them to great commission work. As a leader, what an amazing opportunity you have to walk with a team member who is thinking about those things.





**Sing to the Lord, all the earth!  
Tell of his salvation from day to day.**

**1 Chronicles 16:23**

**ESV**

## **TEAM MEETING 9, POST-FIELD MEETING 1:**

Objectives:

- Describe how your STMT has changed your perspective of the world.
- Evaluate your perceptions of the place/people/culture you visited.
- Identify areas where your perceptions may be different than the reality of the people you have served alongside.
- Recognize and manage re-entry stress

Structure

### **Icebreaker: (10 minutes)**

Blind Drawing Game

Rules: Divide everyone into groups of two. Have the two individuals sitting back-to-back. Give one person a pen and paper and the other person a picture from your trip. The person with the picture describes the picture to their teammate without actually saying what it is. For example, if the image is a worm in an apple, do not say, "Draw an apple with a worm in it." The person with the pen and paper draws what they think the picture depicts, based on the verbal description. Set a time limit for 5-10 minutes. This is an activity that focuses on interpretation and communication. Once the drawing is finished, it's always interesting to see how the drawer interprets their partner's description.

Notes: As your team has returned from your STMT, each member, while having been on the same trip, will have had various perspectives and experiences. Each member's interpretation of their experience is valid and having the opportunity to communicate their experiences is important.



**Worship:** Spend some time in worship using tools/methods of choice.

**Prayer:** Break into groups of 2-4 and devote time to praying for the people you served on your STMT and for one another as you adjust to your return home. Pray for lasting fruit, here and abroad.

**Lesson:**


1. Read and Discuss “Coming out of the Fog” below. (15 min.)
2. Complete the “Settling In” activity in small groups. (15-20 min.)
3. Discuss What’s Next: Spend time as a group discussing your next steps. What are you going to do differently? How will you serve differently? How will your life look different because of your participation on this trip? (20-30 min.)

**Adapted from: Coming Out of the Fog – Howard and Bonnie Lisech**

Have you ever been in a dense fog where you cannot clearly see familiar and normally visible objects? Fog limits our vision and keeps us from seeing our surroundings the way they really are. When a heavy fog settles in, our surroundings don’t change; we simply lose our ability to view them clearly and become disoriented. When the sun comes out, and the fog dissipates, we realize that nothing has changed or moved; everything is just the same as before.







Whether we have been away a few weeks or a few years, we can have unrealistic expectations about our reentry into our own culture. Before we left, we were solidly engaged in our home, work, church, ministry, and school life. Our familiar relationships and experiences drove our values. When we return home from a STMT, everything can feel different and disorienting. Things that were important to us before we left may not impact us in the same way now that we are back.

Getting good grades, getting a job advancement, watching the playoffs, purchasing a new car, assuming more responsibility for ministry at church — all of these may seem less attractive or fulfilling. After working with needy children living in a garbage dump in Peru, hiking jungle trails to a remote village in the Amazon, trying to learn the language in China, or feeding refugees in Colombia, some of our previously important activities may now seem trivial. In fact, some of the things that supported our sense of well-being before we left now seem tasteless, dull, less desirable, and perhaps a waste of time, money, and effort.

Welcome to the fog of reentry. We didn't expect it like we did the culture shock stress, but it is just as real. When we are in a "fog," we know that our surroundings don't change — we simply can't see them or experience them in the same way we did before. This can be unnerving and uncomfortable. When the sun comes out and begins to burn the fog and mist away, our view is no longer hindered.



In reentry, two processes are happening at the same time. Things may have changed a little or a lot in your absence as you were immersed in another culture. You may come home and realize that not only have some things changed in your absence, but life went on without you. More importantly, you have changed. No matter how long or short your immersion in another culture, you will be significantly different as you return home. Before you leave home, you can't realize how much the cross-cultural experience will impact you.

Before we leave home, we fit perfectly into the shape of our culture because our shaping was developed from the time we were infants. When we enter another culture, our values, dreams, desires, and experiences are slightly shaped by the host culture. We quickly learn that in some Asian cultures, we leave our shoes at the door, and when entering a room in some Latin American countries, you greet each person with an "air" kiss behind the ear. In some cultures, you don't knock on the door of a house — you cough out in the front yard to announce your presence — and so on. After practicing local customs for a period of time, we come back home and are instantly aware of different practices in our home culture. The fact that you remember that different custom proves you have changed.

We may even discover that we prefer some values or aspects of the host culture. Many returnees enjoy their new values and experiences and love to share them with others. Sometimes they are taken aback when friends and family reject these newly acquired values or practices. This is proof that we have now become reshaped because of our cross-cultural experiences. We realize we really don't fit quite as perfectly in our "home culture" as we did before.



If we don't recognize how we have changed, we can come home with a critical spirit. We can fall into the trap of criticizing or questioning our church's wisdom. If we observed joyful believers in Guatemala who only had two meals per day, it doesn't seem right to purchase carpet for the youth group room or spend thousands to pave the parking lot. After hours on a log in an African church service, spending money for padding for the pews seems like a big waste. Remember, before you left for your missions assignment, you would have seen these examples as perfectly appropriate. It's true; you have changed!

Reentry stress is real. You are experiencing it, or you will experience it at some level. Sometimes you have gone through the reentry experience before; therefore, you don't expect it after the second or third trip. However, there are always some reentry adjustments that will have to be made. Sometimes reentry can be more stressful after multiple trips than it was after the first trip.

Many people do not recognize that reentry stress is a real issue. Therefore, they have trouble understanding that they have changed significantly. Someone once said, "When you travel to another culture and people, your heart becomes enlarged in such a way that it will never be as small as it was before you left." We fall in love with people overseas. All the nameless faces we have seen in missionary publications now have names. Their hurts, fears, and joys seem more important to us now that some of them are friends. You know and remember who they are and where they live. They made a meal for you with the best they had. They sacrificed a month's wages to cook a chicken for you. When you experience these things or a hundred others like them, you begin to realize you are a different person from the one that left some time ago.



Realizing that your values, priorities, prayer life, and you are different is a big step in adjusting to becoming a valuable, contributing believer in your church and your daily life. This is the first step in the reflecting and readjustments to your own culture.

God wants you to be a blessing to your family, your church, and those you influence. We often feel discouraged, disconnected, disappointed, aloof, out of it, and sometimes just plain weird after arriving home. Sometimes it takes a long time to readjust and begin to feel normal again. Reentry stress rears its ugly head in many different and disconcerting ways. Be careful not to criticize values and decisions while you are still in the “fog.” Give yourself the gift of time. Discipline yourself to use the tools God provides for you to readjust successfully and become a more valuable member of your own culture.

You have changed! You are not the same person who left home a couple of weeks (or months) ago! In the weeks ahead, you may well find yourself responding to everyday events in ways you never responded to before. Common things may provoke an uncommon response or at least a very different set of thoughts and feelings. These are moments that reveal ways you have changed, where you may now feel a degree of “re-entry shock.”





## Activity: Settling In Part Two

(Adapted from "Coming Home: Exercises to help you process reentry shock" by Lisa Espnelli Chinn)

To help you see how you view life and the world differently now, discuss the following with your group or process them in your journal:

Complete the following sentences (after you have been home for several weeks):

Now that I am back home,

I feel...

I now find it easy to...

I now find it hard to...

I wish...

the people who I feel understand me are...

I like being with...

I enjoy (name an activity) ....


my family says I am....

my friends think I am...

I need help in....

I need someone who...





**"And we know that for those who love God all things work together for good, for those who are called according to his purpose."**

**Romans 8:28**

**ESV**

## **TEAM MEETING 10, POST-FIELD MEETING 2:**

### **Objectives:**

- Evaluate the positive and negative aspects of your personal response to your STMT experience.
- Assess your outcomes at the end of your STMT (Heart of Server, Mind of Learner, Glorify God).
- Develop a personalized growth plan for building on your positive responses and transforming your negative responses.

### **Structure**

#### **Icebreaker: (10 minutes)**

Half of the team forms an inner circle facing out and the other half forms an outer circle facing in. Inner and Outer members face each other and share one way they were impacted by their STM experience, then only the inner circle shifts one place left and repeats. Each shift lasts approximately 60 seconds and then you have them shift again until the inner circle has gone completely around. Additional response questions may include: What was your biggest struggle during the trip?, How do you see things in your own daily life differently since returning?, Share the most important thing you learned as a result of your trip, etc.

**Worship:** Spend some time in worship using tools/methods of choice.

**Prayer:** Form small groups and share requests based on having lasting fruit from being servers and learners. Pray for each individual to continue to develop and display the heart of a server and the mind of a learner.

**Lesson:**

1. Review the homework from the Short Term Missions Post-Field Handbook (ABSEIL), Lesson 7. The participants should have brainstormed a list of their experiences, good and bad, they've had in the process of participating in and in returning from their STMT. Each participant should have classified their listed experiences as positive or negative by marking them with a "P" or "N".
2. Have them identify their top 3 positive experiences and "top" 3 negative experiences and write a comment about why the selected items were the best or the worst. Have them take a moment to share their items with the person next to them.
3. Distribute the Venn Diagram chart (Appendix H) to each participant and ask them to take the items from their list and place them on the chart in one of the three categories. Items that fit more than one category will go in the overlapped segments of the chart. Note that most items should fit into one of the three categories as either a positive or negative example. Items that do not fit can be written outside of the chart. The three categories are: "Heart of Server", "Mind of Learner", "Glorify God".



4. Have participants spend several minutes reviewing their completed charts, thinking specifically about the following questions:

- Which area on the chart had the most positive experiences?
- Which had the most negative experiences?
- Why do you think you had those results?
- How can you transform your negative experiences into positive outcomes?

5. Break into small groups or partners and share some of your results.

6. Have the team members now look for themes in the lessons you learned. Have them pray and ask God to show them what the dominant lesson may be. Is there a correlation between this theme and other things he has been teaching you even before the trip began? Write out the dominant theme.

- Example: Maybe under Mind of a Learner, you are seeing many examples of you being humbled through your trip. Since returning, you have also seen examples of God showing you how to demonstrate humility.

7. Write out an answer to the following question, in no more than one sentence: "I heard you went on a short-term trip. How was it?" Briefly describe the dominant theme that arises from the lessons God taught you. Be careful to focus on the theme, not the event. Be disciplined; do not go over one sentence. When someone asks a follow-up question, use your top four experiences to illustrate this theme.

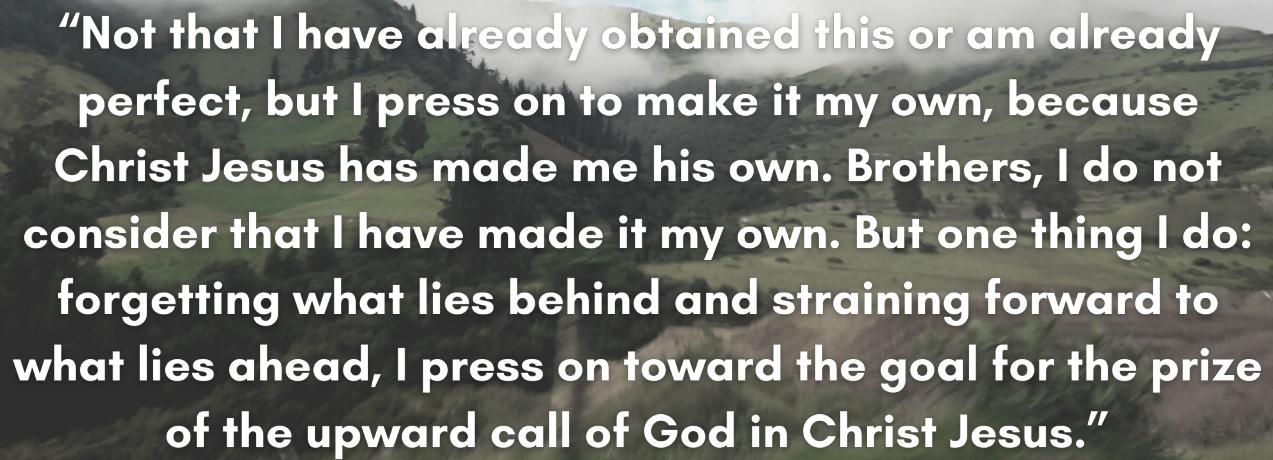
- Example: I saw the Glory of God at work as he used garbage dump ministries to change an entire community; I was humbled beyond belief.

8. Break into small groups or partners again and take turns sharing your sentences by answering the question, "I heard you went on a short-term trip. How was it?" As each person shares, take a minute for feedback to ensure the main lesson is communicated effectively.

9. In journals or on paper, have each team member take a few moments to write at least one goal for developing in one area related to their negative experiences, including a list of ideas/steps to take toward achieving their goal. Allow volunteers to share if they would like.







**"Not that I have already obtained this or am already perfect, but I press on to make it my own, because Christ Jesus has made me his own. Brothers, I do not consider that I have made it my own. But one thing I do: forgetting what lies behind and straining forward to what lies ahead, I press on toward the goal for the prize of the upward call of God in Christ Jesus."**

**Philippians 3:12-14**

**ESV**

## **TEAM MEETING 10, POST-FIELD MEETING 3:**

Objectives:

- Identify ways to have Great Commission impact wherever God plants you (missional lifestyle).
- Set goals for living a long-term missional lifestyle.
- Determine short-term steps for achieving your goals.
- Celebrate Fruit.

Structure

### **Icebreaker: (10 minutes)**

This will engage people's imaginations, help them share their passion and get them thinking about how they can contribute to God's Kingdom work.

Ask the question, "How would you use \$1 million to change the world?" After everyone has had a chance to share, ask the same question about \$100 and if there is time, about \$1,000.

**Worship:** Spend some time in worship using tools/methods of choice.



## **Devotional and Lesson:**

Read Matthew 28:19-20 and Acts 1:8

“Go therefore and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you. And behold, I am with you always, to the end of the age.” Matthew 28: 19-20

“But you will receive power when the Holy Spirit has come upon you, and you will be my witnesses in Jerusalem and in all Judea and Samaria, and to the end of the earth.” Acts 1:8

## **Discussion Questions**

1. What actions does Jesus direct his followers to take in Matthew 28:19-20 and Acts 1:8?
2. What does he say we will be in this process?
3. How will he support us through this?
4. Where and for whom are we to do these things?

During our last session, you were asked to reflect on your positive and negative experiences during the STMT. Take a few minutes to share some of your goals related to your experiences and your steps to achieve those goals. (This can be done as a whole group, in small groups, or with partners).



Today, we will go beyond personal improvement and look at how we can each contribute to the call Jesus gave his followers in Matt. 28 and Acts 1 by identifying ways in which we can impact God's kingdom wherever he places us.

Discuss:

- What does a missional lifestyle look like?
  - In your home?
  - In your hometown?
  - At school?
  - In your state?
  - In your country?
  - The ends of the Earth?

(If you have access to a chart or board, you may want to record some of the comments/ideas)

Have individuals write down several ideas for how they, as individuals, can live a missional lifestyle.

Have each individual write out in their journals their goals for living a missional lifestyle this week, in six months, in one year, and in five years. Then they should try to identify steps they will need to take in the short-term and long-term to achieve their goal. Spend time sharing goal ideas and steps.

**Prayer:** Have team members partner up and pray for one another and their goals/steps. These could be accountability partners who will commit to praying and checking in overtime on the individual's progress toward their goals.

Finally, as the group leader, pray over the team and "commission" them to live according to Christ's call on their lives.

Hold a time of celebration for all that God has done and will continue to do in their lives!





## INCA LINK INTERNATIONAL

This team workbook and the corresponding curriculum were prepared by the team of Inca Link International. Inca Link has been operating and serving in Latin America since 2006 with the mission of reaching the 300 million youth of Latin America with Christ's irresistible love.

One of many ways Inca Link is working to reach youth is through short-term mission trips. With years of experience, they have seen the good, bad, and ugly of STMT. However, they still believe in the power, and ability STMTs have to be tools in God's Kingdom through all of it. Several missionaries serving with Inca Link first got exposed to missions through a short-term trip. It is Inca Link's deep desire that every trip brings glory to God, and through that, more Latino/a youth come to know God as their Father.

If you would like to learn more about Inca Link or serve with them on a STMT, internship, or as a missionary, check out their website at [incalink.org](http://incalink.org).







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# Appendix A

## Team Member Application

**Name:** \_\_\_\_\_

(Please write your name as it appears on your passport)

**Address:** \_\_\_\_\_

**Phone:** (\_\_\_\_) \_\_\_\_-\_\_\_\_ **Gender (circle one):** M F **DOB:** \_\_/\_\_/\_\_ (mo/day/year)

**Email Address:** \_\_\_\_\_

**Please check one of the following statements:**

☐ I have never been on a cross-cultural missions trip

☐ I have been on a previous missions trip with this church to \_\_\_\_\_ in \_\_\_\_\_ (year)

☐ I have been on a cross-cultural missions trip with another church/organization

**Who did you go with?** \_\_\_\_\_

**What types of things did you do on your trip?** \_\_\_\_\_

**What languages do you speak besides English and how fluently?**

**Why do you want to go on this trip?**

---

---

---

**How would you describe your current relationship with Christ?**

---

---

---

**What talents/gifts has God given you? (Drama, singing, teaching, youth, etc.)**

---

---

**What are your strengths and challenges in the areas of personal relationships and meeting new people?**

---

---

**What do you expect to learn on this trip? How do you hope to be changed?**

---

---

---

# Appendix A

Application Page 2

## PASSPORT INFORMATION

If you are applying to go overseas and do not already have a passport, apply immediately for one. The process can take several weeks. (Passports are not required for stateside trips.)

**Your name EXACTLY as it appears on your passport:**

\_\_\_\_\_ Passport # \_\_\_\_\_

Issue date \_\_\_\_\_ Expiration date \_\_\_\_\_

Birthplace \_\_\_\_\_

Agency issuing passport \_\_\_\_\_

If you do not yet have a passport, please check here: \_\_\_\_

## CHURCH INVOLVEMENT

**Have you committed to church membership?** \_\_Yes \_\_No \_\_I plan to before the trip!

**Are you committed to any church programs?** \_\_Yes \_\_No \_\_I plan to before the trip!

(Sunday school, small groups, etc.)

**Are you currently serving in a ministry?** \_\_Yes \_\_No \_\_I plan to before the trip!

If 'no' please explain:

\_\_\_\_\_  
\_\_\_\_\_

## HEALTH INFORMATION

**Present health condition** \_\_Excellent \_\_Good \_\_Fair \_\_Poor

**Explain, if needed:** \_\_\_\_\_

**Are you presently covered by health insurance?** \_\_Yes \_\_No

**Does your health insurance cover you outside the United States?** \_\_Yes \_\_No

**Check all of the following that apply to you and provide a concise explanation:**

\_\_ Physical disability \_\_\_\_\_

\_\_ Allergies (meds, food, pets, etc.) \_\_\_\_\_

\_\_ Illness or condition for which you are being treated \_\_\_\_\_

\_\_ List all current medications you are taking \_\_\_\_\_

\_\_ Date of late Tetanus shot \_\_\_\_/\_\_\_\_/\_\_\_\_

**Other:** \_\_\_\_\_

# Appendix A

Application Page 3

## REFERENCES

Name: \_\_\_\_\_ Phone #: \_\_\_\_\_

Relationship to you: \_\_\_\_\_

Name: \_\_\_\_\_ Phone #: \_\_\_\_\_

Relationship to you: \_\_\_\_\_

Name: \_\_\_\_\_ Phone #: \_\_\_\_\_

Relationship to you: \_\_\_\_\_

## EMERGENCY CONTACTS

Name: \_\_\_\_\_

Relationship: \_\_\_\_\_

Home ph: \_\_\_\_\_ Work ph: \_\_\_\_\_ Cell ph: \_\_\_\_\_

Name: \_\_\_\_\_

Relationship: \_\_\_\_\_

Home ph: \_\_\_\_\_ Work ph: \_\_\_\_\_ Cell ph: \_\_\_\_\_

## COMMITMENT

I understand my responsibilities in terms of financial commitment, attendance at team meetings, and other areas of preparation.

\_\_\_\_\_

Signature

\_\_\_\_\_

Date

(If applicant is under the age of 18, a parent or legal guardian must also sign)

I, the parent/legal guardian of the above applicant understand the responsibilities in terms of financial commitment, attendance at team meetings, and other areas of preparation. I hereby give my child permission to participate.

\_\_\_\_\_

Signature

\_\_\_\_\_

Date



# Appendix B

## Fundraising Basics

### THE WHO, WHY & HOW OF SUPPORT-RAISING

#### WHO YOU REPRESENT

When you go on a STMT, you represent the Church and, more importantly, Jesus, before, during and after your trip. It is important to remember this because ministry does not just happen during your trip, but also as you prepare and after you return. Being a part of a STMT means you are taking part in the vision to connect people with God and one another. We ask as you take part in this vision, even while preparing, that you do so with excellence.

#### WHO YOU ASK

As you go on a STMT, you are participating in a significant part of the Great Commission. Such a vision requires its participants to reach far outside of the local church and community. As you consider who to send your letters to, we ask that you make it a priority to send your support requests to people who are not already part of our Church family. This may be family, friends, colleagues, classmates, Facebook friends, or Twitter followers. These individuals may live nearby, or they may live on the other side of the country. Consider this an opportunity to engage people with your story with whom you are not often able to connect.

#### WHY WE RAISE SUPPORT

Why do we raise support? You are probably thinking, we raise support to make it possible to go on ministry trips. That is only partially true. Finances are an element of short-term trips with which our family, friends, and small groups are able to help. We do not, however, want to merely accept money from these individuals without connecting them to what God is doing in and through us. Support-raising is your opportunity to minister before and after your trip by sharing with your prayer and financial supporters what you're asking God to do in you and around you. After your trip, there is an opportunity to share with them what God accomplished and ask them to join you in praising Him.

#### HOW

##### REGULAR MAIL

When raising support via regular mail, there are three letters you should send out:

1. Support Letter – In your support letter, there are two critical pieces:
  - 1) You need to include a letter announcing your decision and acceptance by the church/school to go on a STMT.
  - 2) You must include a church/school donor card and an envelope addressed to the church/school and/or a link for contributions. (Talk to your ministry leader about getting these).
  - A Generic Outline for a Support Letter:
    - Reflect that it is a STMT sponsored by your church/school (for credibility).
    - Paint a realistic picture of the people and their needs.
    - Describe how this trip will make a difference. They should feel from reading the letter that their financial support of this trip allows them to participate in making an eternal impact.
    - Tell the reader what the participant's/team's prayer and financial needs are in order for the trip to be possible.
    - Directly ask them to pray for the trip and prayerfully consider supporting you financially.
2. Update Letter – Before leaving on your ministry trip, write a letter providing an update on your team and the ministry project. Include prayer requests and thank them.
3. Report Letter – After you return, write a letter reporting on your trip to your donors, prayer supporters, friends, and family.

Remember, the goal of each of these letters is not just to raise money or even for prayer support for you and your trip; it's an opportunity for you to share what God is doing in you and in the world.

# Appendix B

## Fundraising Basics

### THE WHO, WHY & HOW OF SUPPORT RAISING

#### HOW

##### ONLINE PROFILE TOOL

Some churches and organizations may belong to online donation tools, such as Managed Missions. If your church/school belongs to a tool such as this, you can create your own online profile. Much like a GoFundMe.com page, your public profile will allow you to send a link via email or social media that allows people to read about your trip and donate directly online. However, some of these tools take a percentage of your funds as payment fees. If you do have access to a tool like this, your profile should read very much like a support letter, except you will direct people to follow the directions at the bottom (automatically included) for how to give online. Online giving is for outside support only. Please do not use online giving to self-pay for your trip.

##### EMAIL

The same 3-letter format used for regular mail should be used for email. An email is a great place to include the link to your online public profile allowing people to donate directly to your trip online. Personal emails are always better! (If you do send a mass email, be sure to use the BCC field for the recipients' email addresses. Using the TO or CC fields can result in a frustrating increase in mail when people "reply all" to your email and you have shared their contact information without their permission. Treat their contact information with respect by keeping it private.)

##### SOCIAL NETWORKING

Social networking is a unique way to raise support. Ask questions of your ministry leader if you have any doubts before posting. We ask you to use extra care if you choose to use this medium for support-raising. Do not ever disconnect the story of what God is doing from your request for financial support. If you want to use social networking as a means to raise support, do it in such a way that individuals do not just see a link for supporting you, but they see what God is doing and are able to track your story. Only include your public profile for online donations in the context of what you're doing, why you're doing it, and how people can be praying. Also, give your friends updates just as you would with regular mail or email.

##### DONOR INFORMATION

Consider it a great privilege when someone makes a financial contribution to send you on a short-term trip. Whether they are family, friends, mentors, or strangers; whether they donate \$1 or \$1000, treat them and their information with respect. Do not discuss their donation (the amount or their identity) with anyone and do not share their contact information without their permission.

##### THANK YOU CARDS

Always, always, always write paper thank you cards to financial supporters. Do NOT use email. Handwritten thank you cards delivered to their door makes such a statement.

Follow these simple guidelines for a rewarding support-raising experience for you, your donors, and your church.

# Appendix C

## Participant Survey and Pre-Registration Form

Full Name:

Date of Birth:

Gender:

Address:

Email:

Phone:

Parent's Name(s) and Contact Info. (if minor):

Do you have a passport? Yes / No  
Country Issued:

Expiration Date:        /        /

Gifts/Skills:

List Languages Spoken:

Circle Any Special Skills: Carpentry    Plumbing    Electrical    HVAC    Culinary

Technical (describe):

Medical/Dental (describe):

Music, Arts, Crafts (describe):

Worship/Preaching/Pastoral (describe):

Teaching (describe/age group):

Athletics (describe):

Other:

Please explain why you would like to participate in this STMT. You may also use the back of this sheet, as needed.

# Appendix D

## **Myers Briggs/NERIS Type Explorer® Materials**

<https://www.16personalities.com/personality-types>

<https://www.16personalities.com/articles/our-theory>

Test: <https://www.16personalities.com/free-personality-test>

Use these links to provide additional details and information about personality-type theory, research, characteristics, career options and more. These are free tools which are available for optional use.



# Appendix E

<https://www.16personalities.com/personality-types>

## Analysts



### Architect

INTJ-A / INTJ-T

Imaginative and strategic thinkers, with a plan for everything.



### Logician

INTP-A / INTP-T

Innovative inventors with an unquenchable thirst for knowledge.



### Commander

ENTJ-A / ENTJ-T

Bold, imaginative and strong-willed leaders, always finding a way – or making one.



### Debater

ENTP-A / ENTP-T

Smart and curious thinkers who cannot resist an intellectual challenge.

## Diplomats



### Advocate

INFJ-A / INFJ-T

Quiet and mystical, yet very inspiring and tireless idealists.



### Mediator

INFP-A / INFP-T

Poetic, kind and altruistic people, always eager to help a good cause.



### Protagonist

ENFJ-A / ENFJ-T

Charismatic and inspiring leaders, able to mesmerize their listeners.



### Campaigner

ENFP-A / ENFP-T

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile.

## Sentinels



### Logistician

ISTJ-A / ISTJ-T

Practical and fact-minded individuals, whose reliability cannot be doubted.



### Defender

ISFJ-A / ISFJ-T

Very dedicated and warm protectors, always ready to defend their loved ones.



### Executive

ESTJ-A / ESTJ-T

Excellent administrators, unsurpassed at managing things – or people.



### Consul

ESFJ-A / ESFJ-T

Extraordinarily caring, social and popular people, always eager to help.

## Explorers



### Virtuoso

ISTP-A / ISTP-T

Bold and practical experimenters, masters of all kinds of tools.



### Adventurer

ISFP-A / ISFP-T

Flexible and charming artists, always ready to explore and experience something new.



### Entrepreneur

ESTP-A / ESTP-T

Smart, energetic and very perceptive people, who truly enjoy living on the edge.



### Entertainer

ESFP-A / ESFP-T

Spontaneous, energetic and enthusiastic people – life is never boring around them.

# Appendix F

<https://www.16personalities.com/personality-types>



An Architect (INTJ) is a person with the Introverted, Intuitive, Thinking, and Judging personality traits.

These thoughtful tacticians love perfecting the details of life, applying creativity and rationality to everything they do. Their inner world is often a private, complex one. It can be lonely at the top. As one of the rarest personality types – and one of the most capable – Architects (INTJs) know this all too well. Rational and quick-witted, Architects may struggle to find people who can keep up with their nonstop analysis of everything around them.

These personalities can be both the boldest of dreamers and the bitterest of pessimists. Architects believe that, through willpower and intelligence, they can achieve even the most challenging of goals. But they may be cynical about human nature more generally, assuming that most people are lazy, unimaginative, or simply doomed to mediocrity. Architects derive much of their self-esteem from their knowledge and mental acuity. In school, people with this personality type may have been called “bookworms” or “nerds.” Rather than taking these labels as insults, many Architects embrace them. They are confident in their ability to teach themselves. Architects can be single-minded, with little patience for frivolity, distractions, or idle gossip. That said, it would be a mistake to stereotype these personalities as dull or humorless. Many Architects are known for their irreverent wit, and beneath their serious exteriors, they often have a sharp, delightfully sarcastic sense of humor. Architects want to be successful, not just inventive. They bring a single-minded drive to their passion projects, applying the full force of their insight, logic, and willpower.

This personality type comes with a strong independent streak. Architects don’t mind acting alone, perhaps because they don’t like waiting around for others to catch up with them. They also generally feel comfortable making decisions without asking for anyone else’s input. At times, this lone-wolf behavior can come across as insensitive, as it fails to take into consideration other people’s thoughts, desires, and plans. Architects aren’t known for being warm and fuzzy. They tend to prioritize rationality and success over politeness and pleasantries.

## Architect (INTJ) Strengths

**Rational** – Architects pride themselves on their minds. For them, nearly any situation can become an opportunity to expand their knowledge and hone their rational thinking skills. Thanks to this mindset, they can devise inventive solutions to even the most arduous of problems.

**Informed** – Few personality types are as devoted as Architects to forming rational, evidence-based opinions. Rather than hunches or half-baked assumptions, they base their conclusions on research and analysis. This gives them the self-assurance they need to stand up for their ideas, even in the face of disagreement.

**Independent** – For these personality types, conformity is more or less synonymous with mediocrity. Creative and self-motivated, Architects strive to do things their own way. They can imagine few things more frustrating than allowing rules or conventions to stand in the way of their success.

**Determined** – Architect personalities are ambitious and goal-oriented. Whenever an idea or pursuit captures their imagination, Architects dedicate themselves to mastering the subject and gaining relevant skills. They tend to have clear visions of what it means for them to be successful, and few things can deter them from turning these visions into reality.

**Curious** – Architects are open to new ideas – as long as those ideas are rational and evidence-based, that is. Skeptical by nature, these personality types are especially drawn to offbeat or contrarian points of view. They’re even open to changing their own opinions when the facts prove them wrong.

**Versatile** – Architects love diving into all sorts of challenges. Their curiosity and determination can help people with this personality type succeed in a wide range of endeavors.

# Appendix F

<https://www.16personalities.com/personality-types>



## Architect (INTJ) Weaknesses

**Arrogant** – Architects might be knowledgeable, but they're not infallible. Their self-assurance can blind them to useful input from other people – especially anyone they deem to be intellectually inferior. These personalities can also become needlessly harsh or single-minded in trying to prove others wrong.

**Dismissive of Emotions** – For Architects, rationality is king. But emotional context often matters more than people with this personality type care to admit. Architects can get impatient with anyone who seems to value feelings more than facts. Unfortunately, ignoring emotion is its own type of bias – one that can cloud Architects' judgment.

**Overly Critical** – These personalities tend to have a great deal of self-control, particularly when it comes to thoughts and feelings. When the people in their lives fail to match their level of restraint, Architects can become scathingly critical. But this criticism is often unfair, based on arbitrary standards rather than a full understanding of human nature.

**Combative** – Architects hate blindly following anything without understanding why. This includes restrictions and the authority figures who impose them. People with this personality type can get caught up in arguing about useless rules and regulations – but sometimes these battles are distractions from more important matters.

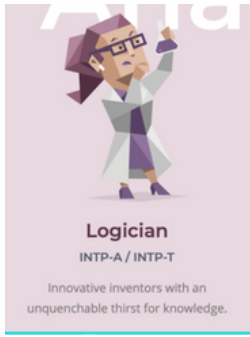
**Relationally Challenged** – Architects' relentless rationality can lead them to be frustrated by relationships. Especially in the early stages of a relationship, they may struggle to understand what's going on and how to behave. And if their relationships fall apart for reasons they don't understand, they can become cynical about matters of the heart, even questioning the importance of love and connection. When a friend needs comfort, Architects may feel out of their depth. Even with their closest friends, these personalities may struggle to offer comfort – or receive it. Architects are used to feeling knowledgeable and capable, and this sudden cluelessness can be disorienting for them.

### Positive Roles:

Architects can make great leaders. They rarely throw around their authority just to prove that they're in charge. Instead, they look for ways to promote innovation and effectiveness – even if that means breaking with established hierarchies. Architect personalities would rather be successful than constantly validated. Generally speaking, Architects prefer to treat those who work with and for them as equals. Rather than micromanaging, they aim to direct broader strategies while letting other people handle day-to-day activities. That's not to say that they're completely hands-off, however. Architect bosses want to know exactly what's going on and when, and they're always ready to drill into any level of detail necessary. These managers respect and reward proactive behavior, delegating responsibilities to people with the strongest critical-thinking skills. But this freedom isn't just granted – it's required. Individuals who struggle to direct themselves – who just want to be told what to do – may have a hard time meeting Architects' standards. And anyone who tries to cover up bad results with flattery or excuses is likely to be disappointed. Those strategies rarely work with Architect personalities.

# Appendix F

<https://www.16personalities.com/personality-types>



A Logician (INTP) is someone with the Introverted, Intuitive, Thinking, and Prospecting personality traits. These flexible thinkers enjoy taking an unconventional approach to many aspects of life. They often seek out unlikely paths, mixing willingness to experiment with personal creativity.

The Logician personality type is fairly rare, making up only three percent of the population, which is definitely a good thing for them, as there's nothing they'd be more unhappy about than being "common". Logicians pride themselves on their inventiveness and creativity, their unique perspective and vigorous intellect. Usually known as the philosopher, the architect, or the dreamy professor, Logicians have been responsible for many scientific discoveries throughout history.

They love patterns, and spotting discrepancies between statements could almost be described as a hobby, making it a bad idea to lie to a Logician. This makes it ironic that Logicians' word should always be taken with a grain of salt – it's not that they are dishonest, but people with the Logician personality type tend to share thoughts that are not fully developed, using others as a sounding board for ideas and theories in a debate against themselves rather than as actual conversation partners. This may make them appear unreliable, but in reality no one is more enthusiastic and capable of spotting a problem, drilling through the endless factors and details that encompass the issue and developing a unique and viable solution than Logicians. They aren't interested in practical, day-to-day activities and maintenance, but when they find an environment where their creative genius and potential can be expressed, there is no limit to the time and energy Logicians will expend in developing an insightful and unbiased solution.

Logicians' thought process is unceasing, and their minds buzz with ideas from the moment they wake up. This constant thinking can have the effect of making them look pensive and detached, as they are often conducting full-fledged debates in their own heads, but really Logicians are quite relaxed and friendly when they are with people they know, or who share their interests. However, this can be replaced by overwhelming shyness when Logician personalities are among unfamiliar faces, and friendly banter can quickly become combative if they believe their logical conclusions or theories are being criticized. Logicians are unlikely to understand emotional complaints at all, and their friends won't find a bedrock of emotional support in them. People with the Logician personality type would much rather make a series of logical suggestions for how to resolve the underlying issue, a perspective that is not always welcomed by their more sensitive companions. This will likely extend to most social conventions and goals as well, as Logicians are far more concerned with originality and efficient results. The one thing that really holds Logicians back is their restless and pervasive fear of failure. Logician personalities are so prone to reassessing their own thoughts and theories, worrying that they've missed some critical piece of the puzzle, that they can stagnate. Overcoming this self-doubt stands as the greatest challenge Logicians are likely to face.

## Logician (INTP) Strengths

**Great Analysts and Abstract Thinkers** – People with the Logician personality type view the world as a big, complex machine, and recognize that as with any machine, all parts are interrelated. Logicians excel in analyzing these connections, seeing how seemingly unrelated factors tie in with each other in ways that bewilder most other personality types.

**Imaginative and Original** – These connections are the product of an unrelenting imagination – Logicians' ideas may seem counter-intuitive at a glance, and may never even see the light of day, but they will always prove remarkable innovations.

**Open-Minded** – Logicians couldn't make these connections if they thought they knew it all – they are highly receptive to alternate theories, so long as they're supported by logic and facts. In more subjective matters like social norms and traditions, Logicians are usually fairly liberal, with a "none of my business" sort of attitude – peoples' ideas are what matter.

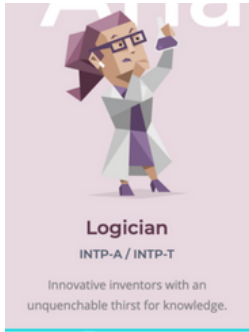
**Enthusiastic** – When a new idea piques their interest, Logicians can be very enthusiastic – they are a reserved personality type, but if another person shares an interest, they can be downright excited about discussing it. More likely though, the only outward evidence of this enthusiasm will be Logicians' silent pacing or their staring into the distance.

**Objective** – Logicians' analysis, creativity and open-mindedness aren't the tools of some quest for ideology or emotional validation. Rather, it's as though people with the Logician personality type are a conduit for the truths around them, so far as they can be expressed, and they are proud of this role as theoretical mediator.

**Honest and Straightforward** – To know one thing and say another would be terribly disingenuous – Logicians don't often go around intentionally hurting feelings, but they believe that the truth is the most important factor, and they expect that to be appreciated and reciprocated.

# Appendix F

<https://www.16personalities.com/personality-types>



## Logician (INTP) Weaknesses

**Very Private and Withdrawn** – While Logicians’ intellectualism yields many insights into their surroundings, their surroundings are ironically considered an intrusion on their thoughts. This is especially true with people – Logicians are quite shy in social settings. More complicated situations such as parties exacerbate this, but even close friends struggle to get into Logicians’ hearts and minds.

**Insensitive** – Oftentimes Logician personalities get so caught up in their logic that they forget any kind of emotional consideration – they dismiss subjectivity as irrational and tradition as an attempt to bar much-needed progress. Purely emotional situations are often utterly puzzling to Logicians, and their lack of timely sympathy can easily offend.

**Absent-minded** – When Logicians’ interest is captured, their absence goes beyond social matters to include the rest of the physical world. Logicians become forgetful, missing even the obvious if it’s unrelated to their current infatuation, and they can even forget their own health, skipping meals and sleep as they muse.

**Condescending** – Attempts at connecting with others are often worse than Logicians’ withdrawal. People with the Logician personality type take pride in their knowledge and rationale, and enjoy sharing their ideas, but in trying to explain how they got from A to B to Z, they can get frustrated, sometimes simplifying things to the point of insult as they struggle to gauge their conversation partners’ perspective. The ultimate insult comes as Logicians give up with a dismissive “never mind”.

**Loathe Rules and Guidelines** – These social struggles are partly a product of Logicians’ desire to bypass the rules, of social conduct and otherwise. While this attitude helps Logicians’ strength of unconventional creativity, it also causes them to reinvent the wheel constantly and to shun security in favor of autonomy in ways that can compromise both.

**Second-Guess Themselves** – Logicians remain so open to new information that they often never commit to a decision at all. This applies to their own skills as well – Logician personalities know that as they practice, they improve, and any work they do is second-best to what they could do. Unable to settle for this, Logicians sometimes delay their output indefinitely with constant revisions, sometimes even quitting before they ever begin.

## Positive Roles:

People with the Logician personality type are knowledgeable and intelligent, and have a great deal of respect for those who can keep them on their toes in this regard. They will gladly help to tackle any dilemma thrown their way, offering up sound advice and rational solutions.

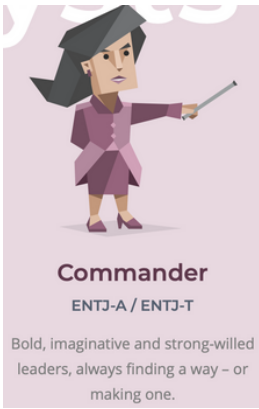
Logicians’ friends need never worry about power games or emotional baggage – they are liked for their minds and abilities, not their status or possessions.

Logicians are innovative, resourceful, and hard-working, easily wrapping their minds around whatever complex problems are placed in front of them and delivering unorthodox but effective solutions. Armed with a powerful intellect and vivid imagination, Logicians can overcome or outmaneuver obstacles that seem unbeatable to most.



# Appendix F

<https://www.16personalities.com/personality-types>



A Commander (ENTJ) is someone with the Extraverted, Intuitive, Thinking, and Judging personality traits. They are decisive people who love momentum and accomplishment. They gather information to construct their creative visions but rarely hesitate for long before acting on them.

Commanders are natural-born leaders. People with this personality type embody the gifts of charisma and confidence, and project authority in a way that draws crowds together behind a common goal. However, Commanders are also characterized by an often ruthless level of rationality, using their drive, determination and sharp minds to achieve whatever end they've set for themselves.

If there's anything Commanders love, it's a good challenge, big or small, and they firmly believe they can achieve any goal. This quality makes people with the Commander personality type brilliant entrepreneurs, and their ability to think strategically and hold a long-term focus while executing each step of their plans with determination and precision makes them powerful business leaders. This determination is often a self-fulfilling prophecy, as Commanders push their goals through with sheer willpower where others might give up and move on, and their Extraverted (E) nature means they are likely to push everyone else right along with them, achieving spectacular results in the process. At the negotiating table, be it in a corporate environment or buying a car, Commanders are dominant, relentless, and unforgiving. This isn't because they are coldhearted or vicious per se – it's more that Commander personalities genuinely enjoy the challenge, the battle of wits, the repartee that comes from this environment.

If there's anyone Commanders respect, it's someone who is able to stand up to them intellectually, who is able to act with a precision and quality equal to their own. Commander personalities have a particular skill in recognizing the talents of others. However, they also have a particular skill in calling out others' failures with a chilling degree of insensitivity, and this is where Commanders really start to run into trouble. Emotional expression isn't the strong suit of any Analyst type, but Commanders' distance from their emotions is felt directly by a much broader swath of people. Commanders are true powerhouses, and they cultivate an image of being larger than life – and often enough they are. They need to remember though, that their stature comes not just from their own actions, but from the actions of the team that props them up, and that it's important to recognize the contributions, talents and needs, especially from an emotional perspective, of their support network.

## Commander (ENTJ) Strengths

**Efficient** – Commanders see inefficiency not just as a problem in its own right, but as something that pulls time and energy away from all their future goals, an elaborate sabotage consisting of irrationality and laziness. People with the Commander personality type will root out such behavior wherever they go.

**Energetic** – Rather than finding this process taxing Commanders are energized by it, genuinely enjoying leading their teams forward as they implement their plans and goals.

**Self-Confident** – Commanders couldn't do this if they were plagued by self-doubt – they trust their abilities, make known their opinions, and believe in their capacities as leaders.

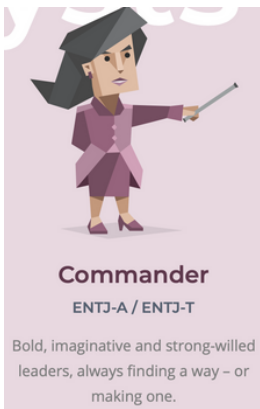
**Strong-Willed** – Nor do they give up when the going gets tough – Commander personalities strive to achieve their goals, but really nothing is quite as satisfying to them as rising to the challenge of each obstacle in their run to the finish line.

**Strategic Thinkers** – Commanders exemplify the difference between moment-to-moment crisis management and navigating the challenges and steps of a bigger plan, and are known for examining every angle of a problem and not just resolving momentary issues, but moving the whole project forward with their solutions.

**Charismatic and Inspiring** – These qualities combine to create individuals who are able to inspire and invigorate others, who people actually want to be their leaders, and this in turn helps Commanders to accomplish their often ambitious goals that could never be finished alone.

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## Commander (ENTJ) Weaknesses

**Stubborn and Dominant** – Sometimes all this confidence and willpower can go too far, and Commanders are all too capable of digging in their heels, trying to win every single debate and pushing their vision, and theirs alone.

**Intolerant** – “It’s my way or the highway” – People with the Commander personality type are notoriously unsupportive of any idea that distracts from their primary goals, and even more so of ideas based on emotional considerations. Commanders won’t hesitate a second to make that fact clear to those around them.

**Impatient** – Some people need more time to think than others, an intolerable delay to quick-thinking Commanders. They may misinterpret contemplation as stupidity or disinterest in their haste, a terrible mistake for a leader to make.

**Arrogant** – Commander personalities respect quick thoughts and firm convictions, their own qualities, and look down on those who don’t match up. This relationship is a challenge for most other personality types who are perhaps not timid in their own right, but will seem so beside overbearing Commanders.

**Poor Handling of Emotions** – All this bluster, alongside the assumed supremacy of rationalism, makes Commanders distant from their own emotional expression and sometimes downright scornful of others’. People with this personality type often trample others’ feelings, inadvertently hurting their partners and friends, especially in emotionally charged situations.

**Cold and Ruthless** – Their obsession with efficiency and unwavering belief in the merits of rationalism, especially professionally, makes Commanders incredibly insensitive in pursuing their goals, dismissing personal circumstances, sensitivities, and preferences as irrational and irrelevant.

### Positive Roles:

People with the Commander personality type are in it to win, and will gladly take leading roles in relationships from the start, assuming personal responsibility for how smoothly things go and working actively to ensure a mutually rewarding experience. Commanders are extremely growth-oriented, and will seize any opportunity to improve themselves, listening to and acting on criticisms, so long as they are logical ones, and always striving to improve their knowledge.

Commanders’ efficiency and clear communication are valued, their leadership is admired, and their ability to simply get things done is unrivaled.

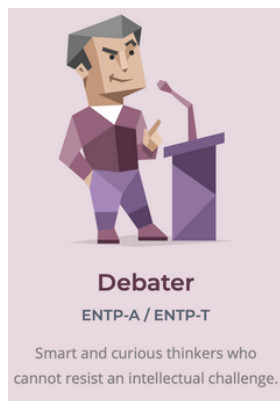
Commanders hold themselves to very high standards, based on feedback from their environment – namely, criticism from their managers. Objective, rational statements about what is done right and what can be done better are helpful to Commanders, and far from resenting such criticisms, they appreciate them. Opportunities for growth keep people with the Commander personality type engaged and productive.

Commanders are sociable and greatly enjoy sharing ideas and critiques in their frequent brainstorming sessions. Natural leaders that they are, Commanders tend to assert themselves into positions as representatives and project leads, considering their objectivity and charisma the perfect qualities for these roles. Commander personalities enjoy working with equals, but people must demonstrate that they are equals – anyone Commanders view as being less competent or driven will see only condescension and arrogance.

Armed with a powerful intellect and strategic thinking, Commanders can overcome or outmaneuver obstacles that seem unbeatable to most. At the same time, their many quirks, such as often unconstrained rationalism, lead to many misunderstandings.

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A Debater (ENTP) is a person with the Extraverted, Intuitive, Thinking, and Prospecting personality traits. They tend to be bold and creative, deconstructing and rebuilding ideas with great mental agility. They pursue their goals vigorously despite any resistance they might encounter.

No one loves the process of mental sparring more than the Debater personality type, as it gives them a chance to exercise their effortlessly quick wit, broad accumulated knowledge base, and capacity for connecting disparate ideas to prove their points. Debaters are the ultimate devil's advocate, thriving on the process of shredding arguments and beliefs and letting the ribbons drift in the wind for all to see. They don't always do this because they are trying to achieve some deeper purpose or strategic goal, though. Sometimes it's for the simple reason that it's fun.

Playing the devil's advocate helps people with the Debater personality type to not only develop a better sense of others' reasoning, but a better understanding of opposing ideas – since Debaters are the ones arguing them. This tactic shouldn't be confused with the sort of mutual understanding Diplomat personalities seek – Debaters, like all Analyst personality types, are on a constant quest for knowledge, and what better way to gain it than to attack and defend an idea, from every angle, from every side?

Debaters enjoy the mental exercise found in questioning the prevailing mode of thought, making them irreplaceable in reworking existing systems or shaking things up and pushing them in clever new directions. However, they'll be miserable managing the day-to-day mechanics of actually implementing their suggestions. Debater personalities love to brainstorm and think big, but they will avoid getting caught doing the "grunt work" at all costs. Debaters' capacity for debate can be a vexing one – while appreciated when it's called for, it can fall flat when they step on others' toes by say, openly questioning their boss in a meeting, or picking apart everything their significant other says. This is further complicated by Debaters' unyielding honesty, as this type cares little about being seen as sensitive or compassionate. Likeminded types get along well enough with people with the Debater personality type, but more sensitive types, and society in general, are often conflict-averse, preferring feelings, comfort, and even white lies over unpleasant truths and hard rationality. This frustrates Debaters, and they find that their quarrelsome fun burns many bridges, as they plow through others' thresholds for having their beliefs questioned and their feelings brushed aside. Treating others as they'd be treated, Debaters have little tolerance for being coddled, and dislike when people beat around the bush, especially when asking a favor. Debater personalities find themselves respected for their vision, confidence, knowledge, and keen sense of humor. Debaters need to remember that for their ideas to come to fruition, they will always depend on others to assemble the pieces.

## Debater (ENTP) Strengths

**Knowledgeable** – Debaters rarely pass up a good opportunity to learn something new, especially abstract concepts. This information isn't usually absorbed for any planned purpose as with dedicated studying, people with the Debater personality type just find it fascinating.

**Quick Thinkers** – Debaters have tremendously flexible minds, and are able to shift from idea to idea without effort, drawing on their accumulated knowledge to prove their points, or their opponents', as they see fit.

**Original** – Having little attachment to tradition, Debater personalities are able to discard existing systems and methods and pull together disparate ideas from their extensive knowledge base, with a little raw creativity to hold them together, to formulate bold new ideas. If presented with chronic, systemic problems and given rein to solve them, Debaters respond with unabashed glee.

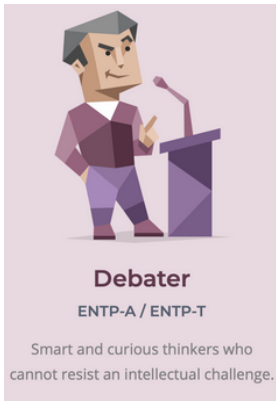
**Excellent Brainstormers** – Nothing is quite as enjoyable to Debaters as analyzing problems from every angle to find the best solutions. Combining their knowledge and originality to splay out every aspect of the subject at hand, rejecting without remorse options that don't work and presenting ever more possibilities, Debaters are irreplaceable in brainstorming sessions.

**Charismatic** – People with the Debater personality type have a way with words and wit that others find intriguing. Their confidence, quick thought and ability to connect disparate ideas in novel ways create a style of communication that is charming, even entertaining, and informative at the same time.

**Energetic** – When given a chance to combine these traits to examine an interesting problem, Debaters can be truly impressive in their enthusiasm and energy, having no qualms with putting in long days and nights to find a solution.

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## Debater (ENTP) Weaknesses

**Very Argumentative** – If there's anything Debaters enjoy, it's the mental exercise of debating an idea, and nothing is sacred. More consensus-oriented personality types rarely appreciate the vigor with which Debater personalities tear down their beliefs and methods, leading to a great deal of tension.

**Insensitive** – Being so rational, Debaters often misjudge others' feelings and push their debates well past others' tolerance levels. People with this personality type don't really consider emotional points to be valid in such debates either, which magnifies the issue tremendously.

**Intolerant** – Unless people are able to back up their ideas in a round of mental sparring, Debaters are likely to dismiss not just the ideas but the people themselves. Either a suggestion can stand up to rational scrutiny or it's not worth bothering with.

**Can Find It Difficult to Focus** – The same flexibility that allows Debaters to come up with such original plans and ideas makes them readapt perfectly good ones far too often, or to even drop them entirely as the initial excitement wanes and newer thoughts come along. Boredom comes too easily for Debaters, and fresh thoughts are the solution, though not always a helpful one.

**Dislike Practical Matters** – Debaters are interested in what could be – malleable concepts like ideas and plans that can be adapted and debated. When it comes to hard details and day-to-day execution where creative flair isn't just unnecessary but actually counter-productive, Debater personalities lose interest, often with the consequence of their plans never seeing the light of day.

## Positive Roles:

If there's one thing Debaters are good at, it's coming up with a never-ending stream of innovations and ideas to keep things moving forward. For people with the Debater personality type growth is key. Debaters' idea of fun is often rooted in self-improvement, they don't like status quo.

If they're wrong, Debaters want to be told so, and they want every detail of the faults in their logic to be laid bare, partly in their quest for oftentimes arbitrary truth, and partly just so they have to work to defend that logic with counterpoint and parry.

Debater personalities are quick-witted, and their primary means of expressing this is in the form of arguments and discussions, where they will easily spend an entire evening debating an idea they may not even believe in.

Debaters are actually remarkably good at communicating with friends and acquaintances of other personality types. Their natural tendency to argue as effectively as possible means that Debaters are accustomed to communicating in other people's language and frame of reference, and this translates well into normal conversation. Where people with the Debater personality type do have difficulty relating to others is in emotional expression.

Debaters have the benefit of being naturally engaged and interested in being productive and helpful. Debater personalities are focused on developing solutions to interesting and diverse technical and intellectual problems. People with the Debater personality type value knowledge, rational thought and insight very highly, and they make brilliant lawyers, psychologists, systems analysts and scientists.

Debaters strive for honest, direct and objective assessments of ideas and situations. Armed with a powerful intellect and vivid imagination, Debaters can overcome or outmaneuver obstacles that seem unbeatable to most.

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An Advocate (INFJ) is someone with the Introverted, Intuitive, Feeling, and Judging personality traits. They tend to approach life with deep thoughtfulness and imagination. Their inner vision, personal values, and a quiet, principled version of humanism guide them in all things.

Advocates are the rarest personality types of all. Still, Advocates leave their mark on the world. They have a deep sense of idealism and integrity, but they aren't idle dreamers – they take concrete steps to realize their goals and make a lasting impact. Advocates' unique combination of personality traits makes them complex and quite versatile. For example, Advocates can speak with great passion and conviction, especially when standing up for their ideals. At other times, however, they may choose to be soft-spoken and understated, preferring to keep the peace rather than challenge others.

Advocates generally strive to do what's right – and they want to help create a world where others do the right thing as well. People with this personality type may feel called to use their strengths – including creativity, imagination, and sensitivity – to uplift others and spread compassion. Advocates may see helping others as their purpose in life. They are troubled by injustice, and they typically care more about altruism than personal gain. As a result, Advocates tend to step in when they see someone facing unfairness or hardship. Many people with this personality type also aspire to fix society's deeper problems, in the hope that unfairness and hardship can become things of the past.

Advocates may be reserved, but they communicate in a way that is warm and sensitive. This emotional honesty and insight can make a powerful impression on the people around them. Advocates value deep, authentic relationships with others, and they tend to take great care with other people's feelings. That said, these personalities also need to prioritize reconnecting with themselves. Advocates need to take some time alone now and then to decompress, recharge, and process their thoughts and feelings. At times, Advocates may focus so intently on their ideals that they don't take care of themselves. Advocates may feel that they aren't allowed to rest until they've achieved their unique vision of success, but this mindset can lead to stress and burnout. If this happens, people with this personality type may find themselves feeling uncharacteristically ill-tempered. Advocates might find themselves feeling especially stressed in the face of conflict and criticism. These personalities tend to act with the best of intentions, and it can frustrate them when others don't appreciate this. Even constructive criticism may feel deeply personal or hurtful to Advocates. Advocates feel compelled to find a mission for their lives. When they encounter inequity or unfairness, they tend to think, "How can I fix this?" They are well-suited to support a movement to right a wrong, no matter how big or small. Advocates just need to remember that while they're busy taking care of the world, they need to take care of themselves too.

## Advocate (INFJ) Strengths

**Creative** – Advocate personalities enjoy finding the perfect solution for the people they care about. To do this, they draw on their vivid imagination and their strong sense of compassion. This can make them excellent counselors and advisors.

**Insightful** – Advocates typically strive to move past appearances and get to the heart of things. This can give them an almost uncanny ability to understand people's true motivations, feelings, and needs.

**Principled** – People with the Advocate personality type tend to have deeply held beliefs, and their conviction often shines through when they speak or write about subjects that matter to them. Advocates can be compelling and inspiring communicators, with their idealism persuading even the hardest of skeptics.

**Passionate** – Advocates can pursue their ideals with a single-mindedness that may catch others off guard. These personalities rarely settle for "good enough," and their willingness to disrupt the status quo may not please everyone. That said, Advocates' passion for their chosen cause is a key aspect of their personality.

**Altruistic** – Advocates generally aim to use their strengths for the greater good – they rarely enjoy succeeding at other people's expense. They tend to think about how their actions affect others, and their goal is to behave in a way that will help the people around them and make the world a better place.



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## Advocate (INFJ) Weakness

**Sensitive to Criticism** – When someone challenges their principles or values, Advocates may react strongly. People with this personality type can become defensive in the face of criticism and conflict, particularly when it comes to issues that are near to their hearts.

**Reluctant to Open Up** – Advocates value honesty, but they're also private. They may find it difficult to open up and be vulnerable about their struggles. This might also be because they think they need to solve their problems on their own or don't want to burden other people with their issues. When Advocates don't ask for help, they may inadvertently hold themselves back or create distance in their relationships.

**Perfectionistic** – The Advocate personality type is all but defined by idealism. While this is a wonderful quality in many ways, an ideal situation is not always possible. Advocates might find it difficult to appreciate their jobs, living situations, or relationships if they're continually fixating on imperfections and wondering whether they should be looking for something better.

**Avoiding the Ordinary** – Advocate personalities tend to be motivated by a sense of having a greater purpose in life. They might consider it tedious or unnecessary to break their big visions into small, manageable steps. But they may be setting themselves up for frustration if they don't turn their dreams into everyday routines and to-do lists. Without these specifics, their goals may never materialize.

**Prone to Burnout** – Advocates' perfectionism and reserve may leave them with few options for letting off steam. People with this personality type can exhaust themselves if they don't find a way to balance their drive to help others with necessary self-care and rest.

## Positive Roles:

Advocates (INFJs) have a deep desire for authenticity and sincerity in everything they do – from their daily activities to their relationships. As a result, people with this personality type rarely settle for friendships of convenience. Rather than rely on superficial interactions with the people they see every day at work or school, they generally prefer to have a close circle of confidants. Advocates tend to light up around friends who share their passions, interests, and beliefs. Few things give these personalities more pleasure than connecting with others over discussions about meaningful ideas and philosophies. Once Advocates know they can trust someone completely, they find it incredibly fulfilling to share their innermost thoughts, ideas, and feelings with them.

Advocate personality types have a knack for seeing beyond appearances and understanding people's deeper natures. Advocates want to find meaning in their work and to know that they are helping and connecting with people. Wherever they work, people with this personality type can find ways to help others. They can also find ways to use their creativity in nearly any position. Advocates' insight can enable them to spot unusual patterns and come up with out-of-the-box solutions, creating real change in others' lives.

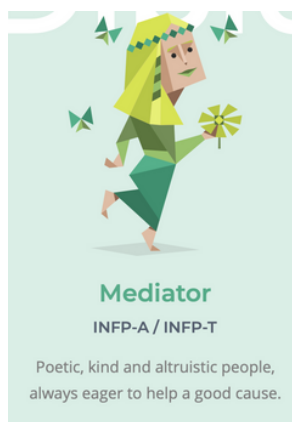
Advocate personalities are sometimes drawn to behind-the-scenes and noncompetitive roles, but these jobs can lead to frustration if they don't allow Advocates to act as they see fit, grow as individuals, and make a difference.

Advocates value cooperation, sensitivity, and independence. People with this personality type are likely to be seen as positive, eloquent, and capable. Among their greatest strengths is their ability to identify others' motives and defuse conflicts and tension before anyone else even senses a disturbance.

Advocates may dislike wielding power. These personalities prefer to see those who work under them as equals. Rather than micromanage their subordinates, Advocates often prefer to empower them to think and act independently. They work hard to encourage others. Their sense of equality means that they expect others to live up to the standards that they set for themselves. Few personality types are as passionate and enigmatic as Advocates (INFJs). They stand out for their imagination, compassion, integrity, and their deeply held principles. They are capable of turning their ideals into plans and executing them.

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A Mediator (INFP) is someone who possesses the Introverted, Intuitive, Feeling, and Prospecting personality traits. These rare personality types tend to be quiet, open-minded, and imaginative, and they apply a caring and creative approach to everything they do.

On the outside, Mediators (INFPs) may seem quiet or even shy. But they often have vibrant, passionate inner lives. Because they make up such a small portion of the population, people with this personality type may sometimes feel misunderstood or out of step with the world. Their caring nature can help them create and sustain deep relationships with their loved ones. Mediators value authenticity, empathy, and harmony. These personalities tend to act with the best of intentions, and are rightly proud of this trait. That said, they may feel isolated or discouraged when other people don't share their idealism.

Many Mediators are curious about the depths of human nature, and they often make an effort to understand other people's true feelings. This can make them capable of great empathy. It can also enable them to communicate in ways that are sensitive, original, and quite moving. Perhaps because of these strengths, Mediators tend to crave opportunities for creative self-expression. It comes as no surprise that many famous Mediators are poets, writers, and actors. People with this personality type often enjoy dreaming up all sorts of stories and possibilities. By using their imaginations in this way, Mediators can explore their inner nature and their place in the world. That said, they can have a tendency to daydream and fantasize rather than take action. If they don't act on their dreams and ideas, Mediators are likely to end up feeling frustrated or unfulfilled.

Mediators may feel directionless or stuck unless they connect with a sense of purpose for their lives. For many Mediators, this purpose has something to do with helping and uplifting others. Empathetic by nature, these personalities may feel other people's suffering as if it were their own. This only strengthens their motivation to be of service. Although Mediators might want to help everyone, they may need to focus their attention and energy on one worthy cause at a time. Otherwise, they can become so overwhelmed by all the problems they can't fix that they're tempted to give up on even trying. This is a sad sight for Mediators' friends, who often depend on their hopeful outlook. Fortunately, like flowers in the spring, Mediators' creativity and idealism can bloom even after the darkest of seasons. Although they know the world will never be perfect, Mediators still care about making it better however they can. This quiet belief in doing the right thing may explain why these personalities so often inspire compassion, kindness, and beauty wherever they go.

## Mediator (INFP) Strengths

**Thoughtful** – Mediators care about other people's feelings. They adjust their actions if they think they might hurt anyone, even unintentionally. Kindheartedness flows from Mediator personalities, and everyone around them tends to benefit from it.

**Generous** – Mediators rarely enjoy succeeding at others' expense. In general, people with this personality type want to share the good things in their lives. They value equality, and they want to ensure that every voice and perspective is heard.

**Open-Minded** – Mediators tend to give other people the benefit of the doubt. They aim to be tolerant of other people's beliefs, lifestyles, and decisions. Generally speaking, Mediators support others' right to live as they see fit – as long as no one is being hurt.

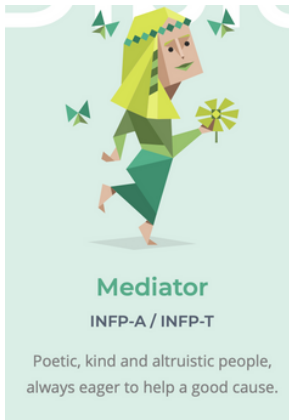
**Creative** – Mediators can often see things from unconventional perspectives. With their ability to make surprising and unexpected connections, it's no wonder that many Mediators are drawn to creative pursuits and the arts.

**Passionate** – When an idea or movement captures Mediators' imagination and speaks to their beliefs, they can give their whole heart to it. People with this personality type can be reserved or reticent, but that doesn't diminish their strong feelings for a cause that matches their ideals.

**Loyal to Their Values** – Doing the right thing isn't always easy, but Mediators' far-reaching vision can help them stay the course. When they're doing something meaningful, these personalities can have a sense of purpose or even courage that keeps them true to their values.

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## Mediator (INFP) Weaknesses

**Overly Idealistic** – Mediators can take their idealism too far. People with this personality type might idolize their romantic partner or expect every aspect of their job to feel meaningful. This can set them up for disappointment when reality falls short of their dreams.

**Self-Critical** – Mediators can expect so much from themselves that they inevitably fall short. When this happens, they may accuse themselves of being selfish or woefully inadequate. This self-criticism can erode their motivation to get things done and their willingness to prioritize necessary self-care.

**Impractical** – When something captures Mediators' imagination, they can become so consumed by it that they neglect practical matters. Some people with this personality type even neglect eating or sleeping as they pursue their passion. Other Mediators can become so enamored with an idea that they're afraid to act on it because they might not do it perfectly.

**Emotionally Driven** – Mediators can become so focused on their emotions that they lose track of what's really going on. It can be a challenge for these personalities to slow down and make sure that their feelings aren't preventing them from clearly seeing the facts of a situation.

**Conflict-Averse** – Mediators generally prefer to avoid conflict. They can put a great deal of time and energy into trying to please everyone. This desire to please others can drown out their own inner wisdom and make them painfully sensitive to even constructive criticism.

**Difficult to Get to Know** – Mediators are private, reserved, and sometimes self-conscious. This can make them somewhat difficult to really get to know. Their need for personal space can contribute to the guilt they feel for not giving more of themselves to those they care about.

## Positive Roles:

Mediator personalities use their compassion and insight to understand the people they care about. Mediators are always dreaming up ways to improve themselves and the world around them. They tend to feel most fulfilled by spending time with a small, intimate circle of friends. The combination of their Intuitive and Prospecting traits draws them to diverse perspectives, which helps them appreciate friends whose experiences and worldviews are totally different from their own. Mediator personalities may actually find it invigorating to connect with someone who has little in common with them. Mediators do need personal space and alone time in order to recharge. At times, people with this personality type may withdraw from even their closest friends in order to reconnect with themselves and restore their energy, as all Introverts must.

They want to spend their days doing something they genuinely love, preferably without too much stress or drama. For these personalities, an ideal professional life should feel like a calling, not just a job. Whatever they do, people with this personality type want to feel that their work is helping others. Mediators tend to put others' interests ahead of their own. This is a mixed blessing, as it can make it hard for them to establish a healthy work-life balance. That said, few things are more rewarding for Mediators than seeing their work help change someone's life for the better. They find it demotivating to work in high-stress, bureaucratic, or hectic environments. They take pride in being honest and doing the right thing in all circumstances. They also feel gratified by pleasing others. Few personality types are as kindhearted as Mediators (INFPs). Their altruism and vivid imagination allow them to overcome many challenges – and frequently, they brighten the lives of those around them.

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A Protagonist (ENFJ) is a person with the Extraverted, Intuitive, Feeling, and Judging personality traits. These warm, forthright types love helping others, and they tend to have strong ideas and values. They back their perspective with the creative energy to achieve their goals.

Protagonists are natural-born leaders, full of passion and charisma. Forming around two percent of the population, they are oftentimes our politicians, our coaches and our teachers, reaching out and inspiring others to achieve and to do good in the world. With a natural confidence that begets influence, Protagonists take a great deal of pride and joy in guiding others to work together to improve themselves and their community.

People are drawn to strong personalities, and Protagonists radiate authenticity, concern and altruism, unafraid to stand up and speak when they feel something needs to be said. They find it natural and easy to communicate with others, especially in person, and their Intuitive (N) trait helps people with the Protagonist personality type to reach every mind, be it through facts and logic or raw emotion. Protagonists easily see people's motivations and seemingly disconnected events, and are able to bring these ideas together and communicate them as a common goal with an eloquence that is nothing short of mesmerizing. The interest Protagonists have in others is genuine, almost to a fault – when they believe in someone, they can become too involved in the other person's problems, place too much trust in them. They have a tremendous capacity for reflecting on and analyzing their own feelings, but if they get too caught up in another person's plight, they can develop a sort of emotional hypochondria, seeing other people's problems in themselves. If they get to a point where they are held back by limitations someone else is experiencing, it can hinder Protagonists' ability to see past the dilemma and be of any help at all. When this happens, it's important for Protagonists to pull back and use that self-reflection to distinguish between what they really feel, and what is a separate issue that needs to be looked at from another perspective.

People with the Protagonist personality type are passionate altruists, sometimes even to a fault, and they are unlikely to be afraid to take the slings and arrows while standing up for the people and ideas they believe in. It is no wonder that many famous Protagonists are cultural or political icons – this personality type wants to lead the way to a brighter future, whether it's by leading a nation to prosperity, or leading their little league softball team to a hard-fought victory.

## Protagonist (ENFJ) Strengths

**Tolerant** – Protagonists are true team players, and they recognize that that means listening to other peoples' opinions, even when they contradict their own. They admit they don't have all the answers, and are often receptive to dissent, so long as it remains constructive.

**Reliable** – The one thing that galls Protagonists the most is the idea of letting down a person or cause they believe in. If it's possible, Protagonists can always be counted on to see it through.

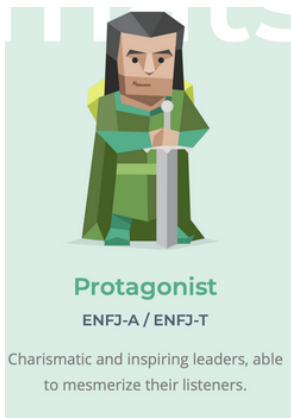
**Charismatic** – Charm and popularity are qualities Protagonists have in spades. They instinctively know how to capture an audience, and pick up on mood and motivation in ways that allow them to communicate with reason, emotion, passion, restraint – whatever the situation calls for. Talented imitators, Protagonists are able to shift their tone and manner to reflect the needs of the audience, while still maintaining their own voice.

**Altruistic** – Uniting these qualities is Protagonists' unyielding desire to do good in and for their communities, be it in their own home or the global stage. Warm and selfless, Protagonists genuinely believe that if they can just bring people together, they can do a world of good.

**Natural Leaders** – More than seeking authority themselves, Protagonists often end up in leadership roles at the request of others, cheered on by the many admirers of their strong personality and positive vision.

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## Protagonist (ENFJ) Weaknesses

**Overly Idealistic** – People with the Protagonist personality type can be caught off guard as they find that, through circumstance or nature, or simple misunderstanding, people fight against them and defy the principles they've adopted, however well-intentioned they may be. They are more likely to feel pity for this opposition than anger, and can earn a reputation of naïveté.

**Too Selfless** – Protagonists can bury themselves in their hopeful promises, feeling others' problems as their own and striving hard to meet their word. If they aren't careful, they can spread themselves too thin, and be left unable to help anyone.

**Too Sensitive** – While receptive to criticism, seeing it as a tool for leading a better team, it's easy for Protagonists to take it a little too much to heart. Their sensitivity to others means that Protagonists sometimes feel problems that aren't their own and try to fix things they can't fix, worrying if they are doing enough.

**Fluctuating Self-Esteem** – Protagonists define their self-esteem by whether they are able to live up to their ideals, and sometimes ask for criticism more out of insecurity than out of confidence, always wondering what they could do better. If they fail to meet a goal or to help someone they said they'd help, their self-confidence will undoubtedly plummet.

**Struggle to Make Tough Decisions** – If caught between a rock and a hard place, Protagonists can be stricken with paralysis, imagining all the consequences of their actions, especially if those consequences are humanitarian.

## Positive Roles:

There's really no greater joy for Protagonists than to help along the goals of someone they care about. Protagonists' have a tendency to avoid any kind of conflict, sometimes even sacrificing their own principles to keep the peace. However, Protagonists will put active effort into maintaining relational connections, viewing them as substantial and important, not something to let slip away through laziness or inattention. People with the Protagonist personality type take genuine pleasure in getting to know other people, and have no trouble talking with people of all types and modes of thought. Even in disagreement, other perspectives are fascinating to Protagonists.

People with the Protagonist personality type cast their eyes towards anything that lets them do what they love most – helping other people! Protagonists take a genuine interest in other people, approaching them with warm sociability and a helpful earnestness that rarely goes unnoticed.

Protagonists are able to express themselves both creatively and honestly.

People with the Protagonist personality type are intelligent, warm, idealistic, charismatic, creative, social... With this wind at their backs, Protagonists are able to thrive in many diverse roles. Moreover, they are simply likeable people, and this quality propels them to success wherever they have a chance to work with others. Quick learners and excellent multitaskers, people with the Protagonist personality type are able to take on multiple responsibilities with competence and good cheer.

Protagonists are hardworking, reliable and eager to help.

Few personality types are as inspiring and charismatic as Protagonists. Their idealism and vision allow Protagonists to overcome many challenging obstacles, more often than not brightening the lives of those around them.



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A Campaigner (ENFP) is someone with the Extraverted, Intuitive, Feeling, and Prospecting personality traits. These people tend to embrace big ideas and actions that reflect their sense of hope and goodwill toward others. Their vibrant energy can flow in many directions.

The Campaigner personality is a true free spirit. They are often the life of the party, but unlike types in the Explorer Role group, Campaigners are less interested in the sheer excitement and pleasure of the moment than they are in enjoying the social and emotional connections they make with others. Charming, independent, energetic and compassionate, the 7% of the population that they comprise can certainly be felt in any crowd.

Campaigners, like all their Diplomat cousins, are shaped by their Intuitive (N) quality, allowing them to read between the lines with curiosity and energy. They tend to see life as a big, complex puzzle where everything is connected – They see it through a prism of emotion, compassion and mysticism, and are always looking for a deeper meaning. Campaigners will bring an energy that thrusts them into the spotlight, held up by their peers as a leader – but this isn't always where independence-loving Campaigners want to be. Worse still if they find themselves beset by the administrative tasks and routine maintenance that can accompany a leadership position. Campaigners' self-esteem is dependent on their ability to come up with original solutions, and they need to have the freedom to be innovative – they can quickly lose patience or become dejected if they get trapped in a boring role.

Campaigners know how to relax, and they are perfectly capable of switching from a passionate, driven idealist in the workplace to that imaginative and enthusiastic free spirit on the dance floor. Being in the mix also gives them a chance to connect emotionally with others, giving them cherished insight into what motivates their friends and colleagues. They believe that everyone should take the time to recognize and express their feelings, and their empathy and sociability make that a natural conversation topic. Campaigners need to be careful, however – if they rely too much on their intuition, assume or anticipate too much about a friend's motivations, they can misread the signals and frustrate plans that a more straightforward approach would have made simple. Campaigners will spend a lot of time exploring social relationships, feelings and ideas before they find something that really rings true. But when they finally do find their place in the world, their imagination, empathy and courage are likely to produce incredible results.

## Campaigner (ENFP) Strengths

**Curious** – When it comes to new ideas, Campaigners aren't interested in brooding – they want to go out and experience things, and don't hesitate to step out of their comfort zones to do so. Campaigners are imaginative and open-minded, seeing all things as part of a big, mysterious puzzle called life.

**Observant** – Campaigners believe that there are no irrelevant actions, that every shift in sentiment, every move and every idea is part of something bigger. To satisfy their curiosity, Campaigners try to notice all of these things, and to never miss a moment.

**Energetic and Enthusiastic** – As they observe, forming new connections and ideas, Campaigners won't hold their tongues – they're excited about their findings, and share them with anyone who'll listen. This infectious enthusiasm has the dual benefit of giving Campaigners a chance to make more social connections, and of giving them a new source of information and experience, as they fit their new friends' opinions into their existing ideas.

**Excellent Communicators** – It's a good thing that Campaigners have such strong people skills, or they'd never express these ideas. Campaigners enjoy both small talk and deep, meaningful conversations, which are just two sides of the same coin for them, and are adept at steering conversations towards their desired subjects in ways that feel completely natural and unforced.

**Know How to Relax** – It's not all "nature of the cosmos" discussions with Campaigners – people with this personality type know that sometimes, nothing is as important as simply having fun and experiencing life's joys. That Intuitive trait lets Campaigners know that it's time to shake things up, and these wild bursts of enthusiastic energy can surprise even their closest friends.

**Very Popular and Friendly** – All this adaptability and spontaneity comes together to form a person who is approachable, interesting and exciting, with a cooperative and altruistic spirit and friendly, empathetic disposition. Campaigners get along with pretty much everyone, and their circles of friends stretch far and wide.

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## Campaigner (ENFP) Weaknesses

**Poor Practical Skills** – When it comes to conceiving ideas and starting projects, especially involving other people, Campaigners have exceptional talent. Unfortunately their skill with upkeep, administration, and follow-through on those projects struggles. Without more hands-on people to help push day-to-day things along, Campaigners’ ideas are likely to remain just that – ideas.

**Find it Difficult to Focus** – Campaigners are natural explorers of interpersonal connections and philosophy, but this backfires when what needs to be done is that TPS report sitting right in front of them. It’s hard for Campaigners to maintain interest as tasks drift towards routine, administrative matters, and away from broader concepts.

**Overthink Things** – Campaigners don’t take things at face value – they look for underlying motives in even the simplest things. It’s not uncommon for Campaigners to lose a bit of sleep asking themselves why someone did what they did, what it might mean, and what to do about it.

**Get Stressed Easily** – All this overthinking isn’t just for their own benefit – Campaigners, especially Turbulent ones, are very sensitive, and care deeply about others’ feelings. A consequence of their popularity is that others often look to them for guidance and help, which takes time, and it’s easy to see why Campaigners sometimes get overwhelmed, especially when they can’t say yes to every request.

**Highly Emotional** – While emotional expression is healthy and natural, with Campaigners even viewing it as a core part of their identity, it can come out strongly enough to cause problems for this personality type. Particularly when under stress, criticism or conflict, Campaigners can experience emotional bursts that are counter-productive at best.

**Independent to a Fault** – Campaigners loathe being micromanaged and restrained by heavy-handed rules – they want to be seen as highly independent masters of their own fates, even possessors of an altruistic wisdom that goes beyond draconian law. The challenge for Campaigners is that they live in a world of checks and balances, a pill they are not happy to swallow.

## Positive Roles:

Campaigners are cheerful and supportive, always sharing and developing ideas, and staying open-minded, taking in others’ thoughts and feelings. This warmth and sincerity makes people with the Campaigner personality type masters of drawing people out of their shells, and as a result they tend to have a huge circle of friends. Campaigners will go to great lengths and be surprisingly persistent in their efforts to get to know more reserved personalities. Their ability to tune into others and speak their language with that characteristic infectious enthusiasm helps them in this endeavor.

Chief among Campaigners’ talents are their people skills. Campaigners’ ability to network and match the communication styles of their audience means that even as they explore new challenges on their own, they will be able to work with others, explore others’ perspectives and glean new insights into their projects. There are two basic things that Campaigners seek most: The chance to explore new ideas, and the chance to conduct that exploration alongside other people who share their excitement. They establish real friendships, and use their broad popularity to inspire and motivate, taking on the role of leader, working alongside others.

Few personality types are as creative and charismatic as Campaigners. Known for their idealism and enthusiasm, Campaigners are good at dealing with unexpected challenges and brightening the lives of those around them.

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A Logistician (ISTJ) is someone with the Introverted, Observant, Thinking, and Judging personality traits. These people tend to be reserved yet willful, with a rational outlook on life. They compose their actions carefully and carry them out with methodical purpose.

The Logistician personality type is thought to be the most abundant, making up around 13% of the population. Their defining characteristics of integrity, practical logic and tireless dedication to duty make Logisticians a vital core to many families, as well as organizations that uphold traditions, rules and standards, such as law offices, regulatory bodies and military. People with the Logistician personality type enjoy taking responsibility for their actions, and take pride in the work they do – when working towards a

goal, Logisticians hold back none of their time and energy completing each relevant task with accuracy and patience. Logisticians don't make many assumptions, preferring instead to analyze their surroundings, check their facts and arrive at practical courses of action. Logistician personalities are no-nonsense, and when they've made a decision, they will relay the facts necessary to achieve their goal, expecting others to grasp the situation immediately and take action. Logisticians have little tolerance for indecisiveness, but lose patience even more quickly if their chosen course is challenged with impractical theories, especially if they ignore key details – if challenges become time-consuming debates, Logisticians can become noticeably angry as deadlines tick nearer. When Logisticians say they are going to get something done, they do it, meeting their obligations no matter the personal cost, and they are baffled by people who don't hold their own word in the same respect. People with the Logistician personality type often prefer to work alone, or at least have their authority clearly established by hierarchy, where they can set and achieve their goals without debate or worry over other's reliability. Logisticians have sharp, fact-based minds, and prefer autonomy and self-sufficiency to reliance on someone or something. Dependency on others is often seen by Logisticians as a weakness, and their passion for duty, dependability and impeccable personal integrity forbid falling into such a trap. This sense of personal integrity is core to Logisticians. – Logistician personalities adhere to established rules and guidelines regardless of cost, reporting their own mistakes and telling the truth even when the consequences for doing so could be disastrous. To Logisticians, honesty is far more important than emotional considerations, and their blunt approach leaves others with the false impression that Logisticians are cold, or even robotic. People with this type may struggle to express emotion or affection outwardly, but the suggestion that they don't feel, or worse have no personality at all, is deeply hurtful.

## Logistician (ISTJ) Strengths

**Honest and Direct** – Integrity is the heart of the Logistician personality type. Emotional manipulation, mind games and reassuring lies all run counter to Logisticians' preference for managing the reality of the situations they encounter with plain and simple honesty.

**Strong-willed and Dutiful** – Logisticians embody that integrity in their actions too, working hard and staying focused on their goals. Patient and determined, people with the Logistician personality type meet their obligations, period.

**Very Responsible** – Logisticians' word is a promise, and a promise means everything. Logisticians would rather run themselves into the ground with extra days and lost sleep than fail to deliver the results they said they would. Loyalty is a strong sentiment for Logistician personalities, and they fulfill their duties to the people and organizations they've committed themselves to.

**Calm and Practical** – None of their promises would mean much if Logisticians lost their tempers and broke down at every sign of hardship – they keep their feet on the ground and make clear, rational decisions. People's preferences are a factor to consider in this process, and Logisticians work to make the best use of individual qualities, but these decisions are made with effectiveness in mind more so than empathy. The same applies to criticisms, for others and themselves.

**Create and Enforce Order** – The primary goal of any Logistician is to be effective in what they've chosen to do, and they believe that this is accomplished best when everyone involved knows exactly what is going on and why. Unclear guidelines and people who break established rules undermine this effort, and are rarely tolerated by Logisticians. Structure and rules foster dependability; chaos creates unforeseen setbacks and missed deadlines.

**Jacks-of-all-trades** – Much like Analyst personality types, Logisticians are proud repositories of knowledge, though the emphasis is more on facts and statistics than concepts and underlying principles. This allows Logisticians to apply themselves to a variety of situations, picking up and applying new data and grasping the details of challenging situations as a matter of course.

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## Logistician (ISTJ) Weaknesses

**Stubborn** – The facts are the facts, and Logisticians tend to resist any new idea that isn't supported by them. This factual decision-making process also makes it difficult for people with the Logistician personality type to accept that they were wrong about something – but anyone can miss a detail, even them.

**Insensitive** – While not intentionally harsh, Logisticians often hurt more sensitive types' feelings by the simple mantra that honesty is the best policy. Logistician personalities may take emotions into consideration, but really only so far as to determine the most effective way to say what needs to be said.

**Always by the Book** – Logisticians believe that things work best with clearly defined rules, but this makes them reluctant to bend those rules or try new things, even when the downside is minimal. Truly unstructured environments leave Logisticians all but paralyzed.

**Judgmental** – Opinions are opinions and facts are facts, and Logisticians are unlikely to respect people who disagree with those facts, or especially those who remain willfully ignorant of them.

**Often Unreasonably Blame Themselves** – All this can combine to make Logisticians believe they are the only ones who can see projects through reliably. As they load themselves with extra work and responsibilities, turning away good intentions and helpful ideas, Logisticians sooner or later hit a tipping point where they simply can't deliver. Since they've heaped the responsibility on themselves, Logisticians then believe the responsibility for failure is theirs alone to bear.

## Positive Roles:

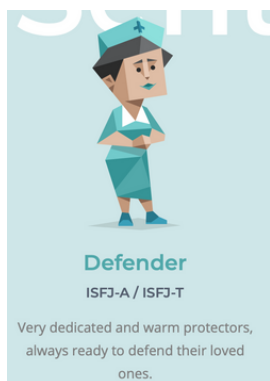
Logisticians are dependable through and through. They approach relationships, as with most things, from a rational perspective, looking for compatibility and the mutual satisfaction of daily and long-term needs. This isn't a process that Logisticians take lightly, and once commitments are established, they stick to their promises to the very end. Logisticians establish foundations, fulfill their responsibilities, and keep their relationships functional and stable. Logistician friends are not spontaneous. They are not talkative, or particularly playful in their affection. What Logistician friends are is loyal, trustworthy, honorable and dependable. People with the Logistician personality type don't like conflict.

Logistician personality type revolve around institutions of respected tradition, authority, security, and established consistency. Working alone is usually their preference, but when teams are necessary, they are best defined by clearly outlined roles, responsibilities and work environments. Logisticians have strong opinions about how things should be done.

The Logistician personality type seeks structure, clearly defined rules, and respect for authority and hierarchy. Responsibilities aren't burdens to Logisticians, they are the trust that has been placed in them. Often seen as jacks of all trades, Logistician personalities can competently tackle any project that comes with a manual. On the other hand, this makes them reluctant to give up responsibilities even when they are overburdened, or when there are better people for the job. The seriousness in Logisticians' approach to their work makes them surprisingly sensitive to criticism. While Logisticians may need clearly set steps and well-defined responsibilities, they are exceptionally loyal, dedicated, meticulous and patient in completing their work. Few personality types are as practical and dedicated as Logisticians. Known for their reliability and hard work, Logisticians are good at creating and maintaining a secure and stable environment for themselves and their loved ones.

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A Defender (ISFJ) is someone with the Introverted, Observant, Feeling, and Judging personality traits. These people tend to be warm and unassuming in their own steady way. They're efficient and responsible, giving careful attention to practical details in their daily lives.

The Defender personality type is quite unique, as many of their qualities defy the definition of their individual traits. Though sensitive, they have excellent analytical abilities; though reserved, they have well-developed people skills and robust social relationships; and though they are generally a conservative type, they are often receptive to change and new ideas. People with the Defender personality type are more than the sum of their parts, and it is the way they use these strengths that defines who they are.

Defender personalities (especially Turbulent ones) are often meticulous to the point of perfectionism, and though they procrastinate, they can always be relied on to get the job done on time. Defenders take their responsibilities personally, consistently going above and beyond, doing everything they can to exceed expectations and delight others, at work and at home. The challenge for Defenders is ensuring that what they do is noticed. They have a tendency to underplay their accomplishments, and while their kindness is often respected, more cynical and selfish people are likely to take advantage of Defenders' dedication and humbleness by pushing work onto them and then taking the credit. Defenders need to know when to say no and stand up for themselves if they are to maintain their confidence and enthusiasm. Naturally social, an odd quality for Introverts, Defenders utilize excellent memories not to retain data and trivia, but to remember people, and details about their lives. When it comes to gift-giving, Defenders have no equal, using their imagination and natural sensitivity to express their generosity in ways that touch the hearts of their recipients. While this is certainly true of their coworkers, whom people with the Defender personality type often consider their personal friends, it is in family that their expressions of affection fully bloom.

Defender personalities are a wonderful group, rarely sitting idle while a worthy cause remains unfinished. Defenders' ability to connect with others on an intimate level is unrivaled among Introverts, and the joy they experience in using those connections to maintain a supportive, happy family is a gift for everyone involved. They may never be truly comfortable in the spotlight, and may feel guilty taking due credit for team efforts, but if they can ensure that their efforts are recognized, Defenders are likely to feel a level of satisfaction in what they do that many other personality types can only dream of.

## Defender (ISFJ) Strengths

**Supportive** – Defenders are the universal helpers, sharing their knowledge, experience, time and energy with anyone who needs it, and all the more so with friends and family. People with this personality type strive for win-win situations, choosing empathy over judgment whenever possible.

**Reliable and Patient** – Rather than offering sporadic, excited rushes that leave things half finished, Defenders are meticulous and careful, taking a steady approach and bending with the needs of the situation just enough to accomplish their end goals. Defenders not only ensure that things are done to the highest standard, but often go well beyond what is required.

**Imaginative and Observant** – Defenders are very imaginative, and use this quality as an accessory to empathy, observing others' emotional states and seeing things from their perspective. With their feet firmly planted on the ground, it is a very practical imagination, though they do find things quite fascinating and inspiring.

**Enthusiastic** – When the goal is right, Defenders take all this support, reliability and imagination and apply it to something they believe will make a difference in people's lives – whether fighting poverty with a global initiative or simply making a customer's day.

**Loyal and Hard-Working** – Given a little time, this enthusiasm grows into loyalty – Defender personalities often form an emotional attachment to the ideas and organizations they've dedicated themselves to. Anything short of meeting their obligations with good, hard work fails their own expectations.

**Good Practical Skills** – The best part is, Defenders have the practical sense to actually do something with all this altruism. If mundane, routine tasks are what need to be done, Defenders can see the beauty and harmony that they create, because they know that it helps them to care for their friends, family, and anyone else who needs it.



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## Defender (ISFJ) Weaknesses

**Humble and Shy** – The meek shall inherit the earth, but it's a long road if they receive no recognition at all. This is possibly Defenders' biggest challenge, as they are so concerned with others' feelings that they refuse to make their thoughts known, or to take any duly earned credit for their contributions. Defenders' standards for themselves are also so high that, knowing they could have done some minor aspect of a task better, they often downplay their successes entirely.

**Take Things Too Personally** – Defenders have trouble separating personal and impersonal situations – any situation is still an interaction between two people, after all – and any negativity from conflict or criticism can carry over from their professional to their personal lives, and back again.

**Repress Their Feelings** – People with the Defender personality type are private and very sensitive, internalizing their feelings a great deal. Much in the way that Defenders protect others' feelings, they must protect their own, and this lack of healthy emotional expression can lead to a lot of stress and frustration.

**Overload Themselves** – Their strong senses of duty and perfectionism combine with this aversion to emotional conflict to create a situation where it is far too easy for Defenders to overload themselves – or to be overloaded by others – as they struggle silently to meet everyone's expectations, especially their own.

**Reluctant to Change** – These challenges can be particularly hard to address since Defender personalities value traditions and history highly in their decisions. A situation sometimes needs to reach a breaking point before Defenders are persuaded by circumstance, or the strong personality of a loved one, to alter course.

**Too Altruistic** – This is all compounded and reinforced by Defenders' otherwise wonderful quality of altruism. Being such warm, good-natured people, Defenders are willing to let things slide, to believe that things will get better soon, to not burden others by accepting their offers of help, while their troubles mount unassisted.

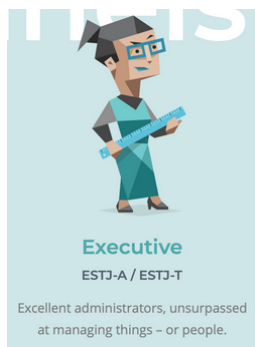
## Positive Roles:

Defenders' kindness grows into a joy that is only found in taking care of their family and home, in being there for emotional and practical support whenever it's needed. Home is where the heart is for people with the Defender personality type, and in no other area of their lives do they strive with such dedication to create the harmony and beauty they wish to see in the world. Defenders' shyness and sensitivity shield what are, beneath the surface, incredibly strong feelings. While not always obvious to others, this river of emotion can't be taken lightly or for granted.

In many ways, Defenders are the backbone of the modern workforce. Altruistic and well-rounded, no other personality type is so well-suited to be of service of others. It is no surprise that many Defenders are not just good at supporting their coworkers and customers in human resources and support positions, they genuinely enjoy it, as it gives them the chance to calm frustrations, see things through to a practical solution, and to be thanked, appreciated, at the close of each ordeal. People with the Defender personality type can always be counted on to remember a birthday, a graduation, or simply a frequent customers' name. Additionally, they are meticulousness, hard working, dedicated, warm, approachable and great listeners. Few personality types are as practical and dedicated as Defenders. Known for their reliability and altruism, Defenders are good at creating and maintaining a secure and stable environment for themselves and their loved ones.

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An Executive (ESTJ) is someone with the Extraverted, Observant, Thinking, and Judging personality traits. They possess great fortitude, emphatically following their own sensible judgment. They often serve as a stabilizing force among others, able to offer solid direction amid adversity. Executives are representatives of tradition and order, utilizing their understanding of what is right, wrong and socially acceptable to bring families and communities together. Embracing the values of honesty, dedication and dignity, they are valued for their clear advice and guidance, and they lead the way on difficult paths. They take on roles as community organizers, working to bring everyone together in celebration of local events, or in defense of the traditional values that hold families and communities together.

Strong believers in the rule of law and authority that must be earned, Executive personalities lead by example, demonstrating dedication and purposeful honesty, and an utter rejection of laziness and cheating, especially in work. If anyone declares hard, manual work to be an excellent way to build character, it is Executives. Executives are aware of their surroundings and live in a world of clear, verifiable facts – the surety of their knowledge means that even against heavy resistance, they stick to their principles and push an unclouded vision of what is and is not acceptable. Their opinions aren't just empty talk either, as Executives are more than willing to dive into the most challenging projects, improving action plans and sorting details along the way, making even the most complicated tasks seem easy and approachable.

Executives don't work alone, and they expect their reliability and work ethic to be reciprocated – people with this personality type meet their promises, and if partners or subordinates jeopardize them through incompetence or laziness, or worse still, dishonesty, they do not hesitate to show their wrath. This can earn them a reputation for inflexibility, a trait shared by all Sentinel personalities, but it's not because Executives are arbitrarily stubborn, but because they truly believe that these values are what make society work. The main challenge for Executives is to recognize that not everyone follows the same path or contributes in the same way. A true leader recognizes the strength of the individual, as well as that of the group, and helps bring those individuals' ideas to the table. That way, Executives really do have all the facts, and are able to lead the charge in directions that work for everyone.

## Executive (ESTJ) Strengths

**Dedicated** – Seeing things to completion borders on an ethical obligation for Executives. Tasks aren't simply abandoned because they've become difficult or boring – people with the Executive personality type take them up when they are the right thing to do, and they will be finished so long as they remain the right thing to do.

**Strong-willed** – A strong will makes this dedication possible, and Executives don't give up their beliefs because of simple opposition. Executives defend their ideas and principles relentlessly, and must be proven clearly and conclusively wrong for their stance to budge.

**Direct and Honest** – Executives trust facts far more than abstract ideas or opinions. Straightforward statements and information are king, and Executive personalities return the honesty (whether it's wanted or not).

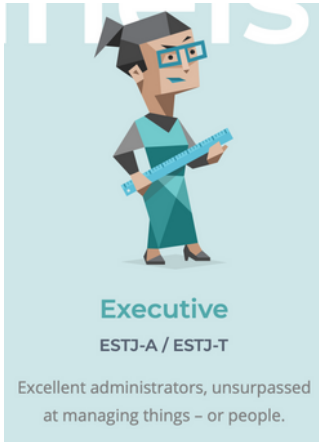
**Loyal, Patient and Reliable** – Executives work to exemplify truthfulness and reliability, considering stability and security very important. When Executives say they'll do something, they keep their word, making them very responsible members of their families, companies and communities.

**Enjoy Creating Order** – Chaos makes things unpredictable, and unpredictable things can't be trusted when they are needed most – with this in mind, Executives strive to create order and security in their environments by establishing rules, structures and clear roles.

**Excellent Organizers** – This commitment to truth and clear standards makes Executives capable and confident leaders. People with this personality type have no problem distributing tasks and responsibilities to others fairly and objectively, making them excellent administrators.

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## Executive (ESTJ) Weaknesses

**Inflexible and Stubborn** – The problem with being so fixated on what works is that Executives too often dismiss what might work better. Everything is opinion until proven, and Executive personalities are reluctant to trust an opinion long enough for it to have that chance.

**Uncomfortable with Unconventional Situations** – Executives are strong adherents to tradition and when suddenly forced to try unvetted solutions, they become uncomfortable and stressed. New ideas suggest that their methods weren't good enough, and abandoning what has always worked before in favor of something that may yet fail risks their image of reliability.

**Judgmental** – Executives have strong convictions about what is right, wrong, and socially acceptable. Executives' compulsion to create order often extends to all things and everyone, ignoring the possibility that there are two right ways to get things done. Executives do not hesitate to let these "deviants" know what they think, considering it their duty to set things right.

**Too Focused on Social Status** – Executives take pride in the respect of their friends, colleagues and community and while difficult to admit, are very concerned with public opinion. Executives (especially Turbulent ones) can get so caught up in meeting others' expectations that they fail to address their own needs.

**Difficult to Relax** – This need for respect fosters a need to maintain their dignity, which can make it difficult to cut loose and relax for risk of looking the fool, even in good fun.

**Difficulty Expressing Emotion** – This is all evidence of Executives' greatest weakness: expressing emotions and feeling empathy. People with the Executive personality type get so caught up in the facts and most effective methods that they forget to think of what makes others happy, or of their sensitivity. A detour can be breathtakingly beautiful, a joy for the family, but Executives may only see the consequence of arriving at their destination an hour late, hurting their loved ones by rejecting the notion too harshly.

## Positive Roles:

Because they value honesty and straightforwardness so highly, people with the Executive personality type are likely to be clear about who they are, what they're like and what their goals are from the start, and to stick to those statements long-term. Character development is always a high priority for Executives, and each life goal is important. Executives address conflict head-on with simple statements of fact – a very rational approach – but subtlety and emotional tact are sacrificed in the process. While Executives' level-headed, calm approach is appreciated by many, for others it is an uncomfortably direct approach. For all their social skills, Executives are especially bad at reading the emotional side of other people. Executives are strong, traditional friends who appreciate loyalty and shared values. Executives show themselves to be outgoing and enthusiastic, always more than happy to bring others along for some healthy sport and outdoor activity. Executives sometimes get a little overbearing in their push for participation, but it's just because they want everyone to have a good time. Executives share a profound respect for tradition, stability and security, qualities which lend themselves well to progressing along clear paths to increased responsibility and dependability. Executives loathe disorganization, ineptitude, laziness and especially dishonesty. They are hard-working and do things by the book and only use new methods if proven. They take genuine pleasure in organizing others into effective teams. Few personality types are as practical and strong-willed as Executives. Known for their reliability and administrative skills, Executives are good at creating and maintaining a secure and stable environment for themselves and their loved ones.

# Appendix F

<https://www.16personalities.com/personality-types>

A Consul (ESFJ) is a person with the Extraverted, Observant, Feeling, and Judging personality traits. They are attentive and people-focused, and they enjoy taking part in their social community. Their achievements are guided by decisive values, and they willingly offer guidance to others.

People who share the Consul personality type are popular – it is a very common personality type, making up twelve percent of the population. In high school, Consuls are the cheerleaders and the quarterbacks, setting the tone, taking the spotlight and leading their teams forward to victory and fame. Later in life, Consuls continue to enjoy supporting their friends and loved ones, organizing social gatherings and doing their best to make sure everyone is happy.



Discussing scientific theories or debating European politics isn't likely to capture Consuls' interest for too long. Consuls are more concerned with fashion and their appearance, their social status and the standings of other people. Practical matters and gossip are their bread and butter, but Consuls do their best to use their powers for good.

Consuls are altruists, and they take seriously their responsibility to help and to do the right thing. People with the Consul personality type will base their moral compass on established traditions and laws, upholding authority and rules. It's important for Consuls to remember that people come from many backgrounds and perspectives, and what may seem right to them isn't always an absolute truth. Consuls love to be of service, enjoying any role that allows them to participate in a meaningful way, so long as they know that they are valued and appreciated. Consul personalities respect hierarchy, and do their best to position themselves with some authority, at home and at work, which allows them to keep things clear, stable and organized for everyone.

Supportive and outgoing, they're the ones finding time to chat and laugh with everyone! Consuls truly enjoy hearing about their friends' relationships and activities, remembering little details and always standing ready to talk things out with warmth and sensitivity. If things aren't going right, or there's tension in the room, Consuls pick up on it and to try to restore harmony and stability to the group. Being pretty conflict-averse, Consuls spend a lot of their energy establishing social order, and prefer plans and organized events to open-ended activities or spontaneous get-togethers. They put a lot of effort into the activities they've arranged, and it's easy for Consuls' feelings to be hurt if their ideas are rejected, or if people just aren't interested. It's important for Consuls to remember that everyone is coming from a different place, and that disinterest isn't a comment about them or the activity they've organized. Coming to terms with their sensitivity is Consuls' biggest challenge – people are going to disagree and they're going to criticize, and while it hurts, it's just a part of life. The best thing for Consuls to do is to do what they do best: be a role model, take care of what they have the power to take care of, and enjoy that so many people do appreciate the efforts they make.

## Consul (ESFJ) Strengths

**Strong Practical Skills** – Consuls are excellent managers of day-to-day tasks and routine maintenance, enjoying making sure that those who are close to them are well cared for.

**Strong Sense of Duty** – People with the Consul personality type have a strong sense of responsibility and strive to meet their obligations, though this may sometimes be more from a sense of social expectations than intrinsic drive.

**Very Loyal** – Valuing stability and security very highly, Consuls are eager to preserve the status quo, which makes them extremely loyal and trustworthy partners and employees. Consuls are true pillars of any groups they belong to – whether it is their family or a community club, people with this personality type can always be relied upon.

**Sensitive and Warm** – Helping to ensure that stability, Consul personalities seek harmony and care deeply about other people's feelings, being careful not to offend or hurt anybody. Consuls are strong team players, and win-win situations are the stuff smiles are made of.

**Good at Connecting with Others** – These qualities come together to make Consuls social, comfortable and well-liked. Consul personalities have a strong need to “belong”, and have no problem with small talk or following social cues in order to help them take an active role in their communities.



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## Consul (ESFJ) Weaknesses

**Worried about Their Social Status** – These Strengths are related to a chief Weakness: Consuls’ preoccupation with social status and influence, which affects many decisions they make, potentially limiting their creativity and open-mindedness.

**Inflexible** – Consuls place a lot of importance on what is socially acceptable, and can be very cautious, even critical of anything unconventional or outside the mainstream. People with this personality type may also sometimes push their own beliefs too hard in an effort to establish them as mainstream.

**Reluctant to Innovate or Improvise** – Just as they can be critical of others’ “unusual” behavior, Consuls may also be unwilling to step out of their own comfort zones, usually for fear of being (or just appearing) different.

**Vulnerable to Criticism** – It can be especially challenging to change these tendencies because Consuls are so conflict-averse. Consul personalities can become very defensive and hurt if someone, especially a person close to them, criticizes their habits, beliefs or traditions.

**Often Too Needy** – Consuls need to hear and see a great deal of appreciation. If their efforts go unnoticed, people with the Consul personality type may start fishing for compliments, in an attempt to get reassurance of how much they are valued.

**Too Selfless** – The other side of this is that Consuls sometimes try to establish their value with doting attention, something that can quickly overwhelm those who don’t need it, making it ultimately unwelcome. Furthermore, Consuls often neglect their own needs in the process.

## Positive Roles:

Prizing social validation and a sense of belonging so highly, relationships hold a special level of importance for Consuls. Everything about Consuls’ relationships is based on satisfying mutual needs, from creating understanding early on to building mutual respect and support for each other’s opinions and goals. Knowing that they are loved and appreciated has a huge effect on Consuls’ mood and self-esteem. Consuls are warm, loyal people who want to feel trusted and valued. They are great with practical matters like money management and administrative tasks, and are happy to take on such responsibilities in the name of taking care of the people they care about. Consuls are a very social personality type, seeking large circles of friends and proving themselves more than willing to spend the time and energy necessary to maintain these relationships. Loyal and warm, Consuls are known for standing by their friends no matter what, and providing a constant source of emotional support and encouragement.

Consuls are well-organized, enjoying bringing order and structure to their workplaces, and often work best in environments with clear, predictable hierarchies and tasks. Monotony and routine work are not a challenge for the Consul personality type, as they are happy to do what needs to be done. They need human interaction and emotional feedback to be truly satisfied and are good listeners and enthusiastic team members. Consuls find it hard to be satisfied unless they know they’ve done something valuable for another person. People with the Consul personality type thrive on social order and harmony, and use their warmth and social intelligence to make sure that each person knows their responsibilities and is able to get done what needs to get done. Consuls are patient, efficient, hard-working people who respect authority and rules. They are almost always willing to lend a hand when and where it’s needed. Few personality types are as practical and caring as Consuls. Known for their social and administrative skills, Consuls are good at creating and maintaining a secure, stable and friendly environment for themselves and their loved ones.



# Appendix F

<https://www.16personalities.com/personality-types>



A Virtuoso (ISTP) is someone with the Introverted, Observant, Thinking, and Prospecting personality traits. They tend to have an individualistic mindset, pursuing goals without needing much external connection. They engage in life with inquisitiveness and personal skill, varying their approach as needed.

Virtuosos love to explore with their hands and their eyes, touching and examining the world around them with cool rationalism and spirited curiosity. They are natural Makers, moving from project to project, building the useful and the superfluous for the fun of it, and learning from their environment as they go. Often mechanics and engineers, Virtuosos find no greater joy than in getting their hands dirty pulling things apart and putting them back together, just a little bit better than they were before.

Virtuosos explore ideas through creating, troubleshooting, trial and error and first-hand experience. They enjoy having other people take an interest in their projects and sometimes don't even mind them getting into their space. Of course, that's on the condition that those people don't interfere with Virtuosos' principles and freedom, and they'll need to be open to Virtuosos returning the interest in kind. Virtuosos enjoy lending a hand and sharing their experience, especially with the people they care about. Virtuoso women are especially rare, and the typical gender roles that society tends to expect can be a poor fit - they'll often be seen as tomboys from a young age.

While their mechanical tendencies can make them appear simple at a glance, Virtuosos are actually quite enigmatic. Friendly but very private, calm but suddenly spontaneous, extremely curious but unable to stay focused on formal studies, Virtuoso personalities can be a challenge to predict, even by their friends and loved ones. Virtuosos can seem very loyal and steady for a while, but they tend to build up a store of impulsive energy that explodes without warning, taking their interests in bold new directions.

Their decisions stem from a sense of practical realism, and a strong sense of direct fairness, a "do unto others" attitude. Instead of being overly cautious, avoiding stepping on toes in order to avoid having their toes stepped on, Virtuosos are likely to go too far, accepting likewise retaliation, good or bad, as fair play. They often act too soon, taking for granted their permissive nature and assuming that others are the same. They'll be the first to tell an insensitive joke, get overly involved in someone else's project, roughhouse and play around, or suddenly change their plans because something more interesting came up. Virtuosos will come to learn that many other personality types have much more firmly drawn lines on rules and acceptable behavior than they do. They have a particular difficulty in predicting emotions, a natural extension of their fairness, given how difficult it is to gauge Virtuosos' emotions and motivations. However, their tendency to explore their relationships through their actions rather than through empathy can lead to some very frustrating situations. People with the Virtuoso personality type struggle with boundaries and guidelines, preferring the freedom to move about and color outside the lines if they need to.

## Virtuoso (ISTP) Strengths

**Optimistic and Energetic** - Virtuosos are usually up to their elbows in some project or other. Cheerful and good-natured, people with the Virtuoso personality type (especially Assertive ones) rarely get stressed out, preferring to go with the flow.

**Creative and Practical** - Virtuosos are very imaginative when it comes to practical things, mechanics, and crafts. Novel ideas come easily, and they love using their hands to put them into action.

**Spontaneous and Rational** - Combining spontaneity with logic, Virtuosos can switch mindsets to fit new situations with little effort, making them flexible and versatile individuals.

**Know How to Prioritize** - This flexibility comes with some unpredictability, but Virtuoso personalities are able to store their spontaneity for a rainy day, releasing their energy just when it's needed most.

**Great in a Crisis** - With all this hands-on creativity and spontaneity, it's no wonder that Virtuosos are naturals in crisis situations. People with this personality type usually enjoy a little physical risk, and they aren't afraid to get their hands dirty when the situation calls for it.

**Relaxed** - Through all this, Virtuosos are able to stay quite relaxed. They live in the moment and go with the flow, refusing to worry too much about the future.



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## Virtuoso (ISTP) Weaknesses

**Stubborn** – As easily as Virtuosos go with the flow, they can also ignore it entirely, and usually move in another direction with little apology or sensitivity. If someone tries to change Virtuosos' habits, lifestyle or ideas through criticism, they can become quite blunt in their irritation.

**Insensitive** – Virtuosos use logic, and even when they try to meet others halfway with empathy and emotional sensitivity, it rarely seems to quite come out right, if anything is even said at all.

**Private and Reserved** – Virtuoso personalities are notoriously difficult to get to know. They are true introverts, keeping their personal matters to themselves, and often just prefer silence to small talk.

**Easily Bored** – Virtuosos enjoy novelty, which makes them excellent tinkerers, but much less reliable when it comes to focusing on things long-term. Once something is understood, Virtuosos tend to simply move on to something new and more interesting.

**Dislike Commitment** – Long-term commitments are particularly onerous for Virtuosos. They prefer to take things day-by-day, and the feeling of being locked into something for a long time is downright oppressive. This can be a particular challenge in Virtuosos' romantic relationships.

**Risky Behavior** – This stubbornness, difficulty with others' emotions, focus on the moment, and easy boredom can lead to unnecessary and unhelpful boundary-pushing, just for fun. Virtuosos have been known to escalate conflict and danger just to see where it goes, something that can have disastrous consequences for everyone around if they lose control of the situation.

## Positive Roles:

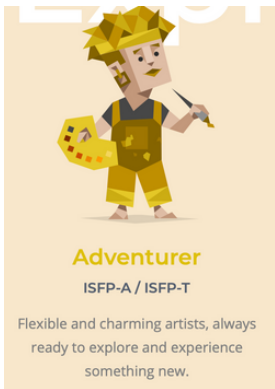
With their well-rounded and interesting array of hobbies, people with the Virtuoso personality type have no trouble at all making acquaintances to share their activities with. It's getting beneath the surface to become Virtuosos' true friends that is the real challenge, leaving them with a lot of good will and friendly faces to call on, but only a few people who they feel truly understand them. Virtuoso personalities live in the present, enjoying whatever life brings, they are relaxed and flexible.

Virtuoso personalities are also thoughtful, rational people, fairly creative who often enjoy discussing new ideas.

Virtuosos are born problem-solvers with an unwavering focus on practical solutions (though perhaps not always solutions to practical problems). No other type is quite as fascinated by how things work, how tools can be used, and how facts can be put together to create immediate and satisfying results. This combination of curiosity and hands-on vigor make people with the Virtuoso personality type excellent mechanics, engineers, graphic designers, and forensic scientists. Virtuosos have a natural skill with troubleshooting, a relaxed, self-confident nature and a results-oriented focus. People with this personality type understand that risk equals reward. Strict rules, guidelines and formal agreements make Virtuosos feel cramped and bored. Quiet and reserved, people with this personality type usually need a little physical space, but at the same time enjoy peeking in on others' work to see if there's anything interesting going on. Not naturally emotional or empathetic, Virtuosos have a blunt way of communicating that can lead to misunderstandings or hurt feelings. Yet, Virtuosos combine this rationalism and reserve with a sense of spontaneity that, among other things, creates a lighthearted sense of "do unto others" fairness. Turnabout is always fair play, and the odd prank, and the retaliation, are usually enjoyed by all. When problems arise, they are great listeners who devise practical, fair, and impartial solutions. Few personality types are as bold and practical as Virtuosos. Known for their technical mastery and willingness to improvise, Virtuosos are good at finding unique solutions to seemingly impossible challenges.

# Appendix F

<https://www.16personalities.com/personality-types>



An Adventurer (ISFP) is a person with the Introverted, Observant, Feeling, and Prospecting personality traits. They tend to have open minds, approaching life, new experiences, and people with grounded warmth. Their ability to stay in the moment helps them uncover exciting potentials.

Adventurer personalities are true artists, but not necessarily in the typical sense where they're out painting happy little trees. Often enough though, they are perfectly capable of this. Rather, it's that they use aesthetics, design and even their choices and actions to push the limits of social convention. Adventurers enjoy upsetting traditional expectations with experiments in beauty and behavior – chances are, they've expressed more than once the phrase "Don't box me in!"

Adventurers live in a colorful, sensual world, inspired by connections with people and ideas. These personalities take joy in reinterpreting these connections, reinventing and experimenting with both themselves and new perspectives. No other type explores and experiments in this way more. This creates a sense of spontaneity, making Adventurers seem unpredictable, even to their close friends and loved ones. Despite all this, Adventurers are definitely Introverts, surprising their friends further when they step out of the spotlight to be by themselves to recharge. Just because they are alone though, doesn't mean they sit idle – they take this time for introspection, assessing their principles. Rather than dwelling on the past or the future, Adventurers think about who they are. They return from their cloister, transformed. Adventurers live to find ways to push their passions. Adventurers enjoy connecting with others, and have a certain irresistible charm. However, if a criticism does get through, it can end poorly. Some Adventurers can handle kindly phrased commentary, valuing it as another perspective to help push their passions in new directions. But if the comments are more biting and less mature, Adventurer personalities can lose their tempers in spectacular fashion. Adventurers are sensitive to others' feelings and value harmony. When faced with criticism, it can be a challenge for people with this type to step away long enough to not get caught up in the heat of the moment. But living in the moment goes both ways, and once the heightened emotions of an argument cool, Adventurers can usually call the past the past and move on as though it never occurred.

The biggest challenge facing Adventurers is planning for the future. Finding constructive ideals to base their goals on and working out goals that create positive principles is no small task. Adventurers don't plan their futures in terms of assets and retirement. Rather, they plan actions and behaviors as contributions to a sense of identity, building a portfolio of experiences, not stocks. If these goals and principles are noble, Adventurers can act with amazing charity and selflessness – but it can also happen that people with the Adventurer personality type establish a more self-centered identity, acting with selfishness, manipulation and egoism. It's important for Adventurers to remember to actively become the person they want to be. Developing and maintaining a new habit may not come naturally, but taking the time each day to understand their motivations allows Adventurers to use their strengths to pursue whatever they've come to love.

## Adventurer (ISFP) Strengths

**Charming** – People with the Adventurer personality type are relaxed and warm, and their "live and let live" attitude naturally makes them likable and popular.

**Sensitive to Others** – Adventurers easily relate to others' emotions, helping them to establish harmony and good will, and minimize conflict.

**Imaginative** – Being so aware of others' emotions, Adventurer personalities use creativity and insight to craft bold ideas that speak to people's hearts. While it's hard to explain this quality on a resume, this vivid imagination and exploratory spirit help Adventurers in unexpected ways.

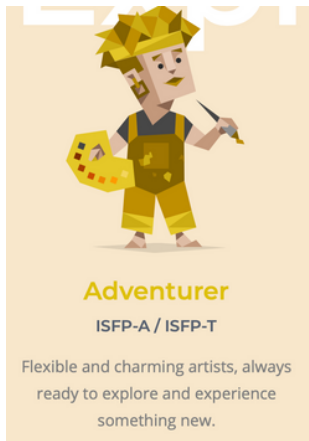
**Passionate** – Beneath Adventurers' quiet shyness beats an intensely feeling heart. When people with this personality type are caught up in something exciting and interesting, they can leave everything else in the dust.

**Curious** – Ideas are well and good, but Adventurers need to see and explore for themselves whether their ideas ring true. Work revolving around the sciences may seem a poor match for their traits, but a boldly artistic and humanistic vision is often exactly what research needs to move forward – if Adventurers are given the freedom they need to do so.

**Artistic** – Adventurers are able to show their creativity in tangible ways and with stunning beauty. Whether writing a song, painting an emotion, or presenting a statistic in a graph, Adventurers have a way of visualizing things that resonates with their audience.

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## Adventurer (ISFP) Weaknesses

**Fiercely Independent** – Freedom of expression is often Adventurers' top priority. Anything that interferes with that, like traditions and hard rules, creates a sense of oppression for Adventurer personalities. This can make more rigidly structured academics and work a challenge.

**Unpredictable** – Adventurers' dislike long-term commitments and plans. The tendency to actively avoid planning for the future can cause strain in Adventurers' romantic relationships and financial hardship later in life.

**Easily Stressed** – Adventurers live in the present, full of emotion. When situations get out of control, people with this personality type (especially Turbulent ones) can shut down, losing their characteristic charm and creativity in favor of gnashing teeth.

**Overly Competitive** – Adventurers can escalate small things into intense competitions, turning down long-term success in their search for glory in the moment, and are unhappy when they lose.

**Fluctuating Self-Esteem** – It's demanded that skills be quantified, but that's hard to do with Adventurers' strengths of sensitivity and artistry. Adventurers' efforts are often dismissed, a hurtful and damaging blow, especially early in life. Adventurers can start to believe the naysayers without strong support.

## Positive Roles:

Adventurers are quite mysterious and difficult to get to know. While very emotional individuals, they guard this sensitive core carefully, preferring to listen than to express. In friendship, Adventurers are some of the most comfortable people around. Laid back and spontaneous, people with the Adventurer personality type won't bog things down with arguments or structured long-term plans. Intellectually exhausting pastimes like debates over European economic policy won't hold their attention long. The here-and-now is what's important to Adventurers, and they love spending time with their friends doing casual, fun activities. Adventurer personalities believe in actions, not words. They talk about what is, not what could, should or will be, and then they actually do it. This passion for action is a blessing for Adventurers, since it helps them get past their shyness in meeting new people. Adventurers are sensitive, much more so than most, and it takes time to build enough trust with new friends to open up and feel natural.

Adventurer's greatest need is creative freedom. Adventurers crave a tangible outlet for their imagination, a chance to express themselves artistically. People with the Adventurer personality type are passionate experimenters, and whether they're aware of it or not, they are renowned trendsetters. With their unique perspective and simple desire to be themselves, Adventurers are natural artists, musicians and photographers, as well as designers. Spontaneous, charming, and genuinely fun people to be around, Adventurers just want a chance to express those natural qualities, and to know that their efforts are appreciated. Adventurers show themselves to be eager learners and passionate problem-solvers, especially if they get to deal one-on-one with other people or to tackle a problem solo. People with this personality type are humble, even shy, and unlikely to put themselves on the spot by volunteering their help. Adventurers are tolerant and friendly, and usually just do what needs to be done regardless of others. Adventurers are sensitive and need to know that these efforts are appreciated – a well-placed compliment goes a long way. Few personality types are as colorful and charming as Adventurers. Known for their kindness and artistic skills, Adventurers are great at finding exciting new things to explore and experience. Adventurers' creativity and down-to-earth attitude are invaluable in many areas.

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<https://www.16personalities.com/personality-types>



An Entrepreneur (ESTP) is someone with the Extraverted, Observant, Thinking, and Prospecting personality traits. They tend to be energetic and action-oriented, deftly navigating whatever is in front of them. They love uncovering life's opportunities, whether socializing with others or in more personal pursuits.

Entrepreneurs always have an impact on their immediate surroundings – the best way to spot them at a party is to look for the whirling eddy of people flitting about them as they move from group to group. Laughing and entertaining with a blunt and earthy humor, Entrepreneur personalities love to be the center of attention. If an audience member is asked to come on stage, Entrepreneurs volunteer – or volunteer a shy friend.

Entrepreneurs keep their conversation energetic, with a good dose of intelligence, but they like to talk about what is – or better yet, to just go out and do it. Entrepreneurs leap before they look, fixing their mistakes as they go, rather than sitting idle, preparing contingencies and escape clauses. They are the likeliest personality type to make a lifestyle of risky behavior. They live in the moment and dive into the action. Entrepreneurs enjoy drama, passion, and pleasure, not for emotional thrills, but because it's so stimulating to their logical minds. They are forced to make critical decisions based on factual, immediate reality in a process of rapid-fire rational stimulus response. This makes school and other highly organized environments a challenge for Entrepreneurs. It certainly isn't because they aren't smart, and they can do well, but the regimented, lecturing approach of formal education is just so far from the hands-on learning that Entrepreneurs enjoy. To Entrepreneurs, it makes more sense to use their own moral compass than someone else's. Rules were made to be broken. This is a sentiment few high school instructors or corporate supervisors are likely to share, and can earn Entrepreneur personalities a certain reputation. But if they minimize the trouble-making, harness their energy, and focus through the boring stuff, Entrepreneurs are a force to be reckoned with.

With perhaps the most perceptive, unfiltered view of any type, Entrepreneurs have a unique skill in noticing small changes. Whether a shift in facial expression, a new clothing style, or a broken habit, people with this personality type pick up on hidden thoughts and motives where most types would be lucky to pick up anything specific at all. Entrepreneurs use these observations immediately, calling out the change and asking questions, often with little regard for sensitivity. Entrepreneurs should remember that not everyone wants their secrets and decisions broadcast. If Entrepreneurs aren't careful though, they may get too caught in the moment, take things too far, and run roughshod over more sensitive people, or forget to take care of their own health and safety. They are full of passion and energy, complemented by a rational, if sometimes distracted, mind. Inspiring, convincing and colorful, they are natural group leaders, pulling everyone along the path less traveled, bringing life and excitement everywhere they go. Putting these qualities to a constructive and rewarding end is Entrepreneurs' true challenge.

## Entrepreneur (ESTP) Strengths

**Bold** – People with the Entrepreneur personality type are full of life and energy. There is no greater joy for Entrepreneurs than pushing boundaries and discovering and using new things and ideas.

**Rational and Practical** – Entrepreneurs love knowledge and philosophy, but not for their own sake. What's fun for Entrepreneur personalities is finding ideas that are actionable and drilling into the details so they can put them to use. If a discussion is completely arbitrary, there are better uses for Entrepreneurs' time.

**Original** – Combining their boldness and practicality, Entrepreneurs love to experiment with new ideas and solutions. They put things together in ways no one else would think to.

**Perceptive** – This originality is helped by Entrepreneurs' ability to notice when things change – and when they need to change! Small shifts in habits and appearances stick out to Entrepreneurs, and they use these observations to help create connections with others.

**Direct** – This perceptive skill isn't used for mind games – Entrepreneurs prefer to communicate clearly, with direct and factual questions and answers. Things are what they are.

**Sociable** – All these qualities pull together to make a natural group leader in Entrepreneurs. This isn't something that they actively seek – people with this personality type just have a knack for making excellent use of social interactions and networking opportunities.





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## Entrepreneur (ESTP) Weaknesses

**Insensitive** – Feelings and emotions come second to facts and “reality” for Entrepreneurs. Emotionally charged situations are awkward, uncomfortable affairs, and Entrepreneurs’ blunt honesty doesn’t help here. These personalities often have a lot of trouble acknowledging and expressing their own feelings as well.

**Impatient** – Entrepreneurs move at their own pace to keep themselves excited. Slowing down because someone else “doesn’t get it” or having to stay focused on a single detail for too long is extremely challenging for Entrepreneurs.

**Risk-prone** – This impatience can lead Entrepreneurs to push into uncharted territory without thinking of the long-term consequences. Entrepreneur personalities sometimes intentionally combat boredom with extra risk.

**Unstructured** – Entrepreneurs see an opportunity – to fix a problem, to advance, to have fun – and seize the moment, often ignoring rules and social expectations in the process. This may get things done, but it can create unexpected social fallout.

**May Miss the Bigger Picture** – Living in the moment can cause Entrepreneurs to miss the forest for the trees. People with this personality type love to solve problems here and now, perhaps too much. All parts of a project can be perfect, but the project will still fail if those parts do not fit together.

**Defiant** – Entrepreneurs won’t be boxed in. Repetition, hardline rules, sitting quietly while they are lectured at – this isn’t how Entrepreneurs live their lives. They are action-oriented and hands-on. Environments like school and much entry-level work can be so tedious that they’re intolerable, requiring extraordinary effort from Entrepreneurs to stay focused long enough to get to freer positions.

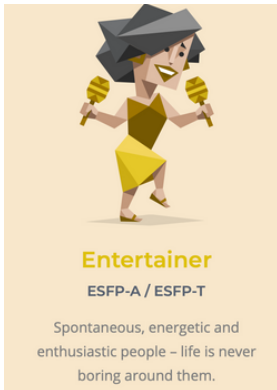
## Positive Roles:

Entrepreneurs love new ideas and the occasional philosophical discussion – but they need to be topics that can be explored through action together, not just idle talk. People with the Entrepreneur personality type are definitely the life of the party. With an enviable imagination and invigorating sense of spontaneity, Entrepreneurs are never boring. They love exploring interesting ideas, both in discussion and by going out and seeing for themselves, which means that Entrepreneurs always seem to have some fun activity hidden up their sleeves. At the same time, Entrepreneur personalities are easy-going, tolerant, and charming, making them naturally quite popular. Hands-on, physical activities like team sports are Entrepreneurs’ idea of fun, and these environments give them plenty of chances to make new friends. There is little difficulty for Entrepreneurs here – they seem to get along with just about everyone, and make new friends wherever they go. Entrepreneurs live in the moment, and as a naturally confident personality type (especially if they are Assertive as well), they don’t worry much about what others think of them.

People with the Entrepreneur personality type think on their feet and are great at making quick decisions in the heat of the moment. At the same time, they’re affable people who always seem to make friends and connections wherever they go. This social intelligence, combined with Entrepreneurs’ natural boldness and improvisational skill, makes sales, business negotiations, marketing, even acting – any tense, competitive environment – a great fit. Entrepreneurs trust themselves to make the right call. Risks, big and small, are a part of life. Entrepreneurs revel in well-honed team effort and a well-executed plan. They love tackling problems as they arise and telling stories about their solutions afterwards. They have a work hard, play hard mentality. Entrepreneurs set small, clear, measurable, and attainable goals that keep things on track day-to-day, and hearty congratulations can always be relied on for a job well done. Entrepreneurs keep their eyes on the finish line, but they get there step by step. Few personality types are as charming and attractive as Entrepreneurs. Known for their ability to improvise and focus completely on the present, they are great at finding exciting new things to explore and experience.

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<https://www.16personalities.com/personality-types>



An Entertainer (ESFP) is a person with the Extraverted, Observant, Feeling, and Prospecting personality traits. These people love vibrant experiences, engaging in life eagerly and taking pleasure in discovering the unknown. They can be very social, often encouraging others into shared activities.

If anyone is to be found spontaneously breaking into song and dance, it is the Entertainer personality type. Entertainers get caught up in the excitement of the moment, and want everyone else to feel that way, too. No other personality type is as generous with their time and energy as Entertainers when it comes to encouraging others, and no other personality type does it with such irresistible style.

Entertainers love the spotlight, and all the world's a stage. Many famous people with the Entertainer personality type are indeed actors, but they love putting on a show for their friends too, chatting with a unique and earthy wit, soaking up attention and making every outing feel a bit like a party. Utterly social, Entertainers enjoy the simplest things, and there's no greater joy for them than just having fun with a good group of friends. It's not just talk either – Entertainers have the strongest aesthetic sense of any personality type. From grooming and outfits to a well-appointed home, Entertainer personalities have an eye for fashion. Knowing what's attractive the moment they see it, Entertainers aren't afraid to change their surroundings to reflect their personal style. Entertainers are naturally curious, exploring new designs and styles with ease. Though it may not always seem like it, they know that it's not all about them – they are observant, and very sensitive to others' emotions. People with this personality type are often the first to help someone talk out a challenging problem, happily providing emotional support and practical advice. However, if the problem is about them, Entertainers are more likely to avoid a conflict altogether than to address it head-on. Entertainers usually love a little drama and passion, but not so much when they are the focus of the criticisms it can bring.

The biggest challenge Entertainers face is that they are often so focused on immediate pleasures that they neglect the duties and responsibilities that make those luxuries possible. Complex analysis, repetitive tasks, and matching statistics to real consequences are not easy activities for Entertainers. They'd rather rely on luck or opportunity, or simply ask for help from their extensive circle of friends. It is important for Entertainers to challenge themselves to keep track of long-term things like their retirement plans or sugar intake. Entertainers recognize value and quality, which on its own is a fine trait. In combination with their tendency to be poor planners though, this can cause them to live beyond their means, and credit cards are especially dangerous. More focused on leaping at opportunities than in planning out long-term goals, Entertainers may find that their inattentiveness has made some activities unaffordable.

Entertainers are welcome wherever there's a need for laughter, playfulness, and a volunteer to try something new and fun – and they love to bring everyone else along for the ride. Entertainers can chat for hours, sometimes about anything but the topic they meant to talk about, and share their loved ones' emotions through good times and bad.

## Entertainer (ESFP) Strengths

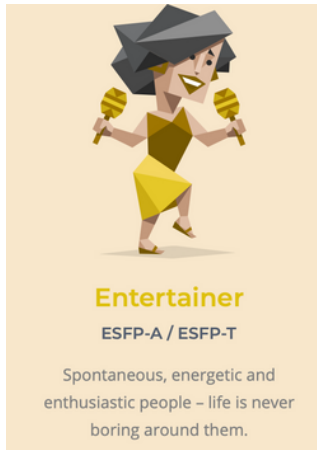
**Bold** – Entertainers aren't known for holding back. Wanting to experience everything there is to experience, people with the Entertainer personality type don't mind stepping out of their comfort zones when no one else is willing.

**Original** – Traditions and expectations are secondary to Entertainers, if a consideration at all. Entertainer personalities love to experiment with new styles, and constantly find new ways to stick out in the crowd.

**Aesthetics and Showmanship** – Not stopping at mere outfits, Entertainers inject artistic creativity into their words and actions, too. Every day is a performance, and Entertainers love to put on a show. **Practical** – To Entertainers, the world is meant to be felt and experienced. Truth is stranger than fiction, and Entertainers prefer to see and do than to wax philosophical about "what-ifs".

**Observant** – With all this focus on the here and now, on doing and acting, it makes sense that Entertainers are naturals when it comes to noticing real, tangible things and changes.

**Excellent People Skills** – More so than things though, Entertainers love to pay attention to people. They are talkative, witty, and almost never run out of things to discuss. For people with this personality type, happiness and satisfaction stem from the time they spend with the people they enjoy being with.



# Appendix F

<https://www.16personalities.com/personality-types>

## Entertainer (ESFP) Weaknesses

**Sensitive** – Entertainers (especially Turbulent ones) are strongly emotional, and very vulnerable to criticism – they can feel like they’ve been backed into a corner, sometimes reacting badly. This is probably Entertainers’ greatest weakness, because it makes it so hard to address any other weaknesses brought to light.

**Conflict-Averse** – Entertainers sometimes ignore and avoid conflict entirely. They tend to say and do what’s needed to get out of such situations, then move on to something more fun.

**Easily Bored** – Without constant excitement, Entertainers find ways to create it themselves. Risky behavior, self-indulgence, and the pleasures of the moment over long-term plans are all things Entertainers get into a little too often.

**Poor Long-Term Planners** – In fact, Entertainer personalities rarely make detailed plans for the future. To them, things come as they come, and they rarely bother with taking the time to lay out steps and consequences, with the belief that they could change at any moment – even with things that can be planned.

**Unfocused** – Anything that requires long-term dedication and focus is a particular challenge for Entertainers. In academics, dense, unchanging subjects like Classic Literature are much more difficult than more dynamic, relatable subjects like psychology. The trick for Entertainers is to find day-to-day joy in broader goals, and to tough it out with those tedious things that must be done.

### Positive Roles:

Entertainers are social, fun-loving, free-spirited people who live life in the moment and squeeze every little bit of excitement from everything. Entertainers are known for their irrepressibly social and excited attitudes. They don’t internalize much of anything, sharing it all with their extensive circles of friends with wit, style, enthusiasm, and optimism. Entertainers are explorers of the pleasures of life, and they take particular pleasure in sharing those experiences with others. For Entertainers, there’s no point in living if you can’t feel alive.

Entertainers have a unique quality – they mirror the mood around them. When people with the Entertainer personality type are at a party or concert, they reflect that mood, giving them that “party people” image. When their friends are sad, they mirror that with sympathy and empathy. And when there is a crisis, Entertainers adapt as well, matching the intensity of the situation. Working with others is a good fit, and is even essential for Entertainers to be happy and productive. They have a knack for making people happy, even in the most frustrating situations. Entertainers thrive on change and new ideas, and loathe repetitive and strictly defined tasks. They are willing and able experimenters who can brainstorm, quickly grasp new methods, and actually put those methods to practical use. They give honest feedback on whether things make sense, but are quite sensitive to others’ criticism of their own habits. Entertainers do everything they can to pump energy and fun into the day-to-day work that needs to be done. Entertainer personalities enjoy being the center of attention, and even more so to feel like they’re needed and appreciated. Entertainers are great at noticing others’ moods, and there are few personality types better at preventing conflict and encouraging relaxed, enjoyable workplaces.

Few personality types are as charming and attractive as Entertainers. Known for their ability to improvise and focus completely on the present, Entertainers are great at finding exciting new things to explore and experience. Entertainers’ energy, enthusiasm and down-to-earth attitude are invaluable in many areas.

# Appendix G

## Volunteer/Team Safety, Security & Resiliency

This information applies to IL staff, interns and other short-term volunteers. Whether traveling with a team or alone, it is crucial to prepare properly and follow the following procedures to make your time as productive as possible.

### Passports and Visas

You need a valid passport good for at least six months *after* your planned return trip. Do not pack your passport in your luggage; you will need it during your travel. More than likely, the country you are visiting will not require you to obtain a visa. Instead, your immigration form will act as your visa. Make two copies of your passport: one to carry with you at all times and one for another team member to keep. You should also have at least two blank pages in your passport. Some countries will not allow you to enter without two blank pages.

### Immigration and Customs

You'll first need to clear immigration by speaking with immigration officials. Have your passport, visa or tourist card ready (if applicable). Consult your team leader for how to answer these questions:

- ⇒ What is the purpose of your trip?
- ⇒ How long will you be staying?
- ⇒ Where will you be staying?
- ⇒ Answer questions honestly, but do not offer additional information.

The immigration officer will stamp your passport and return it to you along with your immigration form. Immediately fold your immigration form and place it in your passport. You must have it to depart most countries. Proceed to the baggage area to collect your luggage.

### Customs

Before departing the airport, you'll need to clear customs. If you are asked any questions, do so with a smile. Answer all questions but do not offer additional information.

Your luggage could be selected for inspection. Do so graciously knowing airport personnel are doing their jobs. If you are asked questions, answer in English. You are responsible to know the contents of your luggage and why you are bringing them into the country.

### Traveling As A Group

- Thoroughly read your group's trip manual and **all** communications sent by your leader.
- Listen to your leaders and follow their instructions.
- Stay together as a group unless your leader gives you permission. If you must leave the group, let others know where you are going. Stay in groups of 3 or 4.
- Respect airport security and never make jokes about bombs or terrorist activities.
- Never leave your luggage unattended.
- Know where your travel documents are at all times.
- Remain aware of those around you. Don't count money in public or leave valuables exposed.

### Watchperson

- We recommend groups designate an individual as the team's "watchperson". This person reports to and assists the team leader by making sure the group observes security protocols.
- Using a watchperson does not absolve the need for *every person* to follow safety protocols.
- The watchperson helps by doing headcounts to make sure the group remains intact.
- The watchperson helps observe team luggage, backpacks, etc.
- The watchperson observes other people not with the group for possible ill intent.

# Appendix G

## Volunteer/Team Safety, Security & Resiliency

### Traveling Alone

- When traveling alone it is important to prepare in advance, anticipate obstacles and delays, and share your itinerary with your host(s). Many rules for traveling as a group apply.
- Keep the phone numbers of your host/supervisor handy so you can communicate problems.
- Stay in public spaces and do not go with individuals alone.
- Upon clearing customs, only depart the airport with your host.

### Best Practices While Traveling

- Learn the latest luggage requirements of the carriers you will be flying.
- Don't pack tools in your carry-on luggage. They may be mistaken for weapons.
- Use a unique identification mark (ribbon, etc.) to help find your luggage quickly.
- Use an address other than your home address on your luggage tag for security purposes.
- Dress conservatively. Don't wear shirts/hats with wording that could be inflammatory.
- Avoid discussing politics or sharing personal information about your home, finances, etc.
- Avoid confrontations. Remain calm and allow group leaders to resolve conflicts.
- Allow your local host/team leader to represent you while in-country to avoid cultural mistakes.

### In-country travel reminders

- Bring passports and other documents you may need if stopped by authorities.
- Do not post your itinerary or exact destination on social media. Be selective in the photos and updates that you post.
- As you reach each travel stop, designate a secure meeting spot and make sure all team members can identify it in the event your team becomes separated.
- Prepare your team with the proper responses to questions asked at immigration and customs.
- Make sure all team members have a backup copy of their passport and visa (if required).
- Go through security, baggage and other checkpoints together.
- Remind your team you are guests in another country and are subject to their laws and customs and need to observe them. Be humble, gracious and inconspicuous.
- Make sure each team member has a written copy of the name and address of your in-country host, and the team leader's contact information.
- If an unplanned event does occur in a foreign country, even if it appears to be minor, document and share it with your host in case it becomes an issue later in your trip.

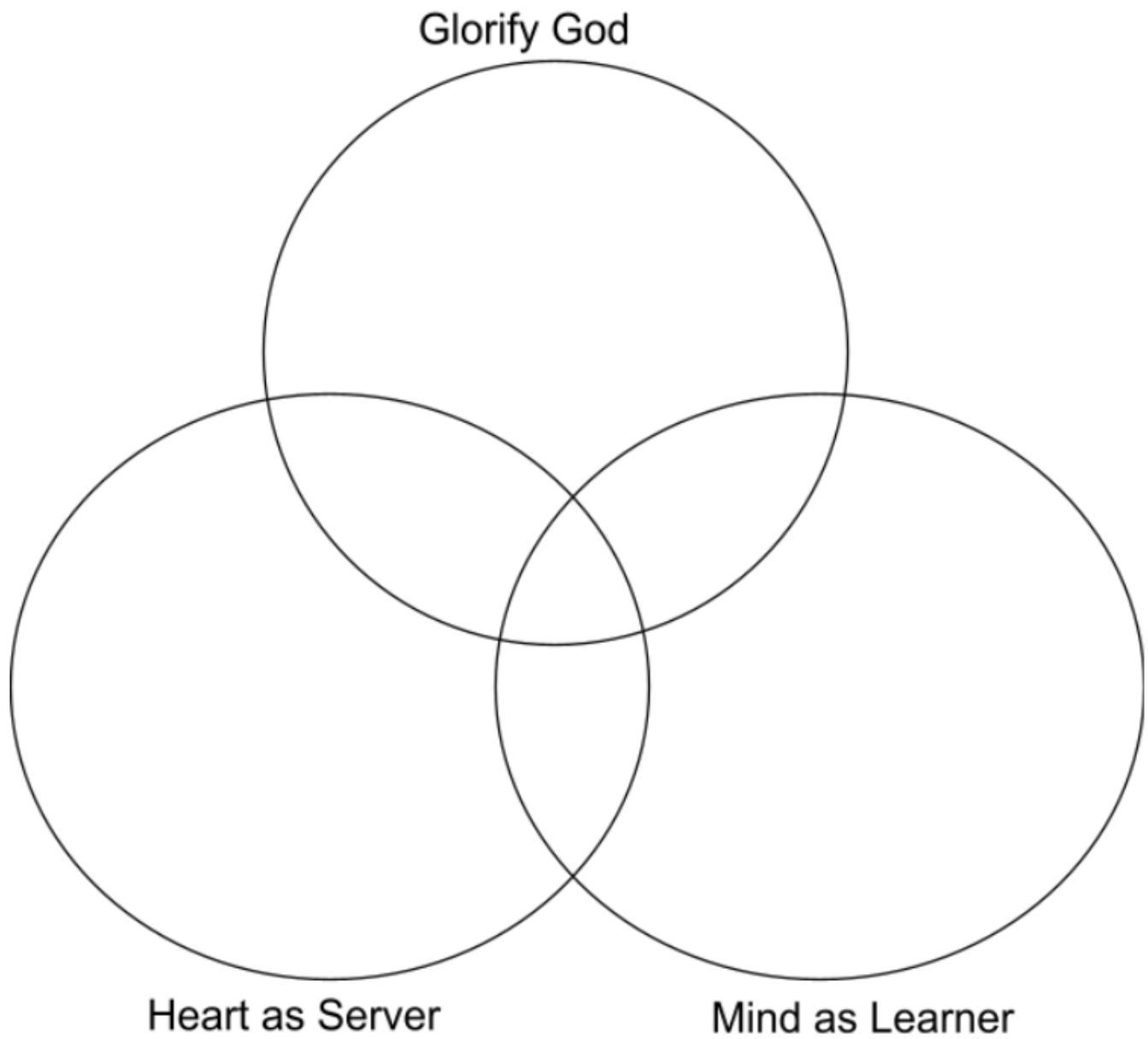
### Evacuation

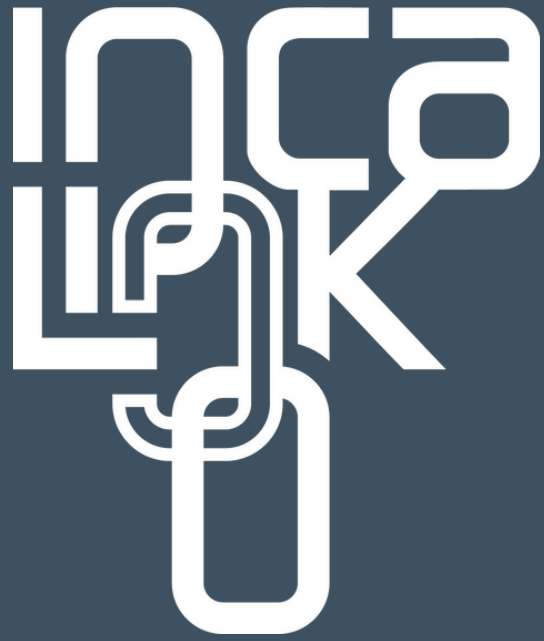
In the event an evacuation of a team or interns is called for, evacuees must follow the direction of the ILI Coordinators and RD to evacuate, as directed. Teams and Interns will assume the expense of the evacuation transport/flights, which may or may not be covered by their travel insurance. Teams/interns may need to be placed on separate evacuation flights, based on the seats available. All evacuation needs/plans will be coordinated through the Inca Link staff as designated.



# Appendix H

## Post-Field Lesson 2 Venn Diagram





[www.incalink.org](http://www.incalink.org)