



## TRACK 2: WHOLE PERSON COACHING STUDENT GUIDE

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### Lesson 2: Personalities

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#### Instructions

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1. Save this PDF to your desktop (File > Save As...).
2. Fill in the form fields.
3. Save it again after you've completed the lesson.

#### Introduction

Sam and Brenda Chand are two extremes on the introvert/extrovert continuum. Sam is high energy and draws strength from being with people—lots of people. People, people, always people! Brenda, on the other hand, is more reserved and draws strength from being alone. She enjoys relating to people, but there is an invisible line that signifies relationships are becoming stressful to her. When this line is crossed, she withdraws to spend time alone and recharge her engines.

#### THIS LESSON COVERS:

- Essential #1** Personality Types
- Essential #2** Identifying Your Type
- Essential #3** Evaluating Your Type
- Essential #4** Dealing with Conflicts
- Essential #5** Conflict Resolution

When their relationship began, the glaring difference in their personalities was annoying to both of them. After they were married, Brenda tried to bend Sam to be more like her, quiet and reserved. Sam tried to convince Brenda that she needed to be more outgoing. There was some give and take, but they felt confused. Neither understood exactly what was driving the other. In time they understood and accepted each other's personality. Differences that had annoyed them became sources of strength in their relationship. They stopped trying to change each other. Instead, they learned to value the other's perceptions and unique talents.

Ultimately, this transformation appeared one evening when they went to a banquet. As they entered the room, Sam politely escorted Brenda to their appointed table and said to her, "You can sit here if you want. I'm going to move around the room and try to meet everyone here." Finally, Sam gave Brenda permission to be herself, and Brenda accepted Sam's need to be with people.

*Personality* is a person's particular combination of emotional, attitudinal, and behavioral response patterns. Different personality theorists present their unique definitions based on their theoretical positions. During this lesson, we will focus on personality types, the definition of each of these types, and explore the reason certain personalities clash. We will also guide you through a personality profile assessment to confirm and assist you in understanding your own personality as well as that of others. We will then explore how you can coach difficult people and effectively deal with conflict. Ultimately, we will define the concept of conflict resolution and apply its principles to our coaching practices.

## Essential #1 Personality Types

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The typing of personalities is a tool with many uses, which is particularly helpful in the areas of growth and self-development. Learning and applying the theories of personality type can be a powerful and rewarding experience. However, personality typing should be used as a tool for discovery, not a method for putting people into boxes or as an excuse for unhealthy behavior.

The sixteen personality types often used in assessments are based on the well-known research of Carl Jung, Katharine C. Briggs, and Isabel Briggs Myers.<sup>1</sup> Carl Jung was the first to develop a theory of psychological types. His theory identifies two basic kinds of “functions” which humans use in their lives: 1) how we take in information (how we “perceive” things), and 2) how we make decisions. Within these two categories, there are two opposite ways of functioning: 1) people perceive information via our senses or our intuition and 2) people make decisions based on objective logic or subjective feelings. Jung’s theory explains that people use all four functions, however, each individual uses different functions with a varying amount of frequency and success.

The function someone most frequently uses is his “dominant” function. This dominant function is either “extraverted” or “introverted.” Jung felt that the dominant function was so important that it overshadowed all of the others in defining the personality type. The dominant function is supported by an auxiliary (2nd) function, tertiary (3rd) function, and inferior (4th) function. Jung identified eight personality types:

1. Extraverted Sensing (modern types: ESFP, ESTP)
2. Introverted Sensing (modern types: ISTJ, ISFJ)
3. Extraverted Intuition (modern types: ENFP, ENTP)
4. Introverted Intuition (modern types: INFJ, INTJ)
5. Extraverted Thinking (modern types: ESTJ, ENTJ)
6. Introverted Thinking (modern types: ISTP, INTP)
7. Extraverted Feeling (modern types: ESFJ, ENFJ)
8. Introverted Feeling (modern types: INFP, ISFP)

Katherine Briggs developed Jung's theories further, after which Isabel Briggs Myers brought the personality types to the forefront of public awareness. Isabel used Katherine and Jung's work in asserting the importance of the auxiliary function working with the dominant function. Incorporating the auxiliary function into the picture, it became apparent that there was another distinctive preference, which had not been defined by Jung: Judging and Perceiving. The current theory is that every individual has a primary mode of operation within four categories:

1. Our flow of energy
2. How we take in information
3. How we prefer to make decisions
4. The basic day-to-day lifestyle that we prefer

Within each of these categories, we "prefer" to be either:

1. Extraverted or Introverted
2. Sensing or Intuitive
3. Thinking or Feeling
4. Judging or Perceiving

People naturally use one mode of operation in each category more easily and more frequently than they use the other mode of operation. So, people are said to "prefer" one function over the other. The combination of the four "preferences" defines a person's personality type. Although everyone functions across the entire spectrum of the preferences, each individual has a natural preference within the four categories that leans in one direction or the other.

The **Flow of Energy** defines how they receive the essential part of their stimulation. Do they receive it from within themselves (**I**ntroverted) or from external sources (**E**xtraverted)? Is their dominant function focused externally or internally?

The way they **Take In Information** deals with their preferred method of absorbing information. Do people trust their five senses (**S**ensing) to take in information, or do they rely on their instincts (**i**Ntuitive)?

The third type of preference, how a person prefers to **Make Decisions**, refers to whether he is prone to decide things based on logic and objective consideration (**Thinking**), or based on their personal, subjective value systems (**Feeling**).

The first three preferences were the basis of Jung's theory of Personality Types. Isabel Briggs Myers developed the theory of the fourth preference, which is concerned with how people deal with the external world on a **Day-to-day Basis**. Are they organized and purposeful, and more comfortable with scheduled, structured environments (**Judging**), or are they flexible and diverse, and more comfortable with open, casual environments (**Perceiving**)? From a theoretical perspective, they know that if their highest Extraverted function is a Decision Making function, they prefer **Judging**. If their highest Extraverted function is an Information Gathering function, they prefer **Perceiving**.

## Essential #2 Identifying Your Type

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Theories of personality can help people understand how they respond to their challenges and opportunities. Swiss psychologist Carl Jung (1875-1961) believed that a person is born with a predisposition for certain preferences. Healthy development is based on the lifelong nurturing of inborn preferences rather than trying to change a person to be different. The gifts and talents of each personality type can be nurtured over a lifetime, and the result is strength, health, and fulfillment.

Katharine Briggs and Isabel Briggs Myers, who created the Myers-Briggs Type Indicator® (MBTI®), further developed Carl Jung's theories of personality types. The connection between personality type and career choice was established through statistical analysis.

While assessments are not exact predictors of a person's future career, they provide useful information that will get her started on the path of career exploration that is best suited to her. Knowledge of one's personality and the personalities of others is valuable in enhancing self-awareness, and it helps us appreciate the differences and strengths of others. This understanding of self and others empowers one to communicate and work effectively with others.

Please go to [www.humanmetrics.com/cgi-win/jtypes2.asp](http://www.humanmetrics.com/cgi-win/jtypes2.asp) and take the Jung Typology Test™. Note: this assessment is taken voluntarily. When you have completed the assessment click "Score It." At the top of the next page your 4 letter personality type will appear along with a brief description. For the purposes of this exercise select the box that says "You" (Self-Awareness and Personal Growth) and read the information that follows. You may opt to read the other categories as well.

What personality type is indicated in your assessment results? What elements were confirmed about your personality and what were the surprising elements? (This exercise will not be submitted to your Coach Trainer. If you choose to share the results with your Coach Trainer it will remain confidential.)

## Essential #3 Evaluating Your Type

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### Personality Types Today

The theory of personality types is based on the assumptions that:

- » An individual is either primarily **E**xtraverted or **I**ntroverted.
- » An individual is either primarily **S**ensing or **iN**tuitive
- » An individual is either primarily **T**hinking or **F**eeling
- » An individual is either primarily **J**udging or **P**erceiving

The possible combinations of the basic preferences form 16 different personality types. This does not mean that all (or even most) individuals will fall strictly into one category or another. If a person learns he is primarily Extraverted, it doesn't mean he doesn't perform any Introverted activities. Everyone functions in both areas on a daily basis. As people grow and learn, most develop the ability to function well in areas that are not native to their basic personalities. In the trials and tribulations of life, people develop some areas more thoroughly than others. With this in mind, it becomes clear that coaches cannot box individuals into prescribed predictors for behavior. However, they can identify their *natural preferences*, and learn about their natural strengths and weaknesses within that context.

The theory of personality types contends that people possess a natural preference which falls into one category or the other in each of these four areas, and that their native personality type indicates how they are likely to respond to different situations, as well as predict the environments where they are most comfortable.

Learning about a client's personality type helps the coach to understand why certain positive responses to challenges come easily but others are a struggle. Learning about other people's personality types helps coaches understand the most effective way to communicate with them and how they function best.

[Please click here](#) to view the Personality Types Chart.

Note: If you want to take the complete Myers Briggs Personality profile, go to:

<https://www.mbticomplete.com/contents/learnmore.aspx>

## Essential #4 Dealing with Conflicts

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### Managing Conflict

What is conflict? The term can be defined as: competitive or opposing action of incompatibles: antagonistic state or action (as of divergent ideas, interests, or persons).<sup>2</sup> In his lesson, *Understanding People: Managing Conflicts in Your Life*, Samuel R. Chand communicates helpful insight into dealing with conflict. As a coach conflict is unavoidable. Conflict has always existed. William Penn, the famous Quaker, put it bluntly: “No pain, no palm; no thorns, no throne; no gall no glory; no cross, no crown.” Conflict can play a beneficial role at times. Being aware of it and learning how to manage it is the key.

### What can conflict do?

- » It pushes me away from sound judgment.
- » It affects my work ethics.
- » It makes me reluctant to lead.
- » It isolates me.

**If you are constantly in conflict with people, most likely it is you who have a problem. You may be a “conflict carrier.”**

—John C. Maxwell

### Benefits of Conflict:

Most of us try to avoid conflicts at all costs, but addressing them with wisdom and skill has many benefits, including:

- » Issues are explored fully—the “why’s” are given a more than casual look
- » Better decisions are made—without some tension, leaders will not likely be motivated to get complete information on a problem.
- » People are more committed to decisions—because all sides have had a hearing and an acceptable format is hammered out. Below is a list of different types of people you will inevitably have contact with as a coach. See if you recognize someone from your own personal life in this list.

## 15 Different Types of High-Maintenance Relationships

We can identify a wide range of people in our businesses, homes, and communities who require a blend of wisdom, kindness, and tenacity.

- » The Critic—constantly complains and gives unwanted advice
- » The Martyr—forever the victim and wracked with self-pity
- » The Wet Blanket—pessimistic and automatically negative
- » The Steamroller—blindly insensitive to others
- » The Gossip—spreads rumors and leaks secrets
- » The Control Freak—unable to let go and let be
- » The Back-stabber—irrepressibly two-faced
- » The Cold Shoulder—disengages and avoids contact
- » The Green-eyed Monster—seethes with envy
- » The Volcano—builds steam and is ready to erupt
- » The Sponge—constantly in need but gives nothing back
- » The Competitor—keeps track of tit for tat
- » The Workhorse—always pushes and is never satisfied
- » The Flirt—imparts innuendoes, which may border on harassment
- » The Chameleon—eager to please and avoids conflict

**While we never want to label people, it is essential that we recognize how their internal make up affects their outward approach to life. After reading the types above, who comes to mind from your own personal life, and how does conflict with this person affect you?**

The volcano in my life is my brother. I am his Oldest Sister and he is the middle child and only boy of 4 kids. He feels left out as a child and the least one to be invested in. He gets angry easily and has a passive aggressive personality. I am the only sibling he has a relationship but I have had to learn to have a relationship with him. Indeed it does take a great amount of kindness, wisdom and tenacity. When he is upset, I am careful on my delivery of imparting my thoughts on him and do so in a way that provokes thought and understanding. After giving him the space he needs to reflect he changes his demeanor. I can see how it helps him.

## Consider the following levels of conflict:

### Level I: Predicaments

- » In Level-I conflict, the major objective of the parties is to focus on and solve the problem. No personal attacks here.

### Level II: Disagreement

- » In Level II conflict, the objective of the parties has shifted slightly: each becomes increasingly concerned about self-protection. Parties are still concerned about solving the problem, but they are especially concerned about coming out of the situation looking good. The language becomes generalized, such as: "I don't know if I can trust our accountant anymore," or "The office manager doesn't seem to be doing his job." These statements leave the hearer wondering what the speaker actually means by the words.

### Level III: Contest

- » At Level III conflict has become a full contest: the "players" are less concerned about the problem or looking good; now they want to win, to get their way.
- » They've lost perspective on the issue. When looking at the larger picture of a conflict at Level I or II, people still see the problem and possible solutions in the foreground. At Level III, problems and solutions have moved to the background.
- » Dichotomizing: Ultimatums: demanding this or that. They demand compliance, and they demand loyalty, for instance, to "our customers" or "my staff." They may make dramatic statements: "If we don't get the money by the end of the month, the company will go under."
- » Universalizing: using words like "everybody," "nobody," "never," and "always".
- » Magnifications: When we magnify, we assume the other party isn't uninformed—he has evil motives. We also imply that our motives are completely righteous. "At least I've given my life to this organization and tried to make this a place where people have work ethics."
- » Fixation on feelings: This means focusing on people's feelings rather than the facts of the problem. "People are unhappy. . ." "Some people are upset. . ." "Some are hurt. . ."

#### **Level IV: Fight / Flight**

- » In Level IV conflict, the major objective of parties is to break the relationship, either by leaving or getting the other to withdraw. No longer is victory palatable. Now the very relationship is a problem. It is an escalation of Level III but now naming the “enemy,” often not speaking, literally turning their backs, shouting, scowling, and grimacing at one another.

#### **Level V: Intractable**

- » At Level IV the parties were willing to let the other side live, if at a distance. At Level V people believe the opposition is so evil that simply getting rid of them will not do. The opposition must be punished or destroyed. Those at Level V conflict believe, for the safety of the business, organization, or church, that the bad people must be eliminated or neutralized so they can do no further damage.

#### **Leadership Assumptions about Conflict**

Good leaders and coaches make several important assumptions about the nature of conflicts in relationships:

1. Conflict is inevitable in human relationships
2. Conflict accelerates as change accelerates
3. Conflict is not inherently destructive or constructive
4. Conflict is best handled by diplomacy and negotiation
5. Conflict resolution can be taught

#### **Four Major Patterns for Conflict Management**

Under stress in relationships, people tend to take one of these positions:

1. AGGRESSIVE: “I win, you lose.”
2. PASSIVE: “I’ll lose, you win.”
3. PASSIVE / AGGRESSIVE: “I’ll lose, and I’ll make sure you do too!”
4. ASSERTIVE: “I win, you win.”

## Knowing How to Defuse Conflict Is a Big P-L-U-S

Conflicts don't have to be unpleasant. A good question to ask is: "Are we attacking people or problems?" Keep emotions under control by remembering the acronym "PLUS."

**Pause** Stop whatever else you may be doing and focus on the situation, even if the other person is on the phone.

**Listen** Pay attention to what the other person is saying; use body language and paraphrasing to demonstrate you're really listening.

**Understanding** Make sure you know the real issue and validate the other person's feelings with a response like, "I hear you saying that. . ."

**Solve** Talk about how the two of you might solve the problem. If the solution is your responsibility, tell the other person what you plan to do to resolve the problem, and when he or she can expect the matter to be settled.

**Meanings are in *people*, not in *words*.**

—David Berlo

## The D-E-S-C Approach to Expressing Yourself Sincerely

Use this simple but profound approach to communicate with sensitivity, objectivity, and clarity. And remember:

*There are two personalities involved—yours and the other person's.*

**DESCRIBE** Describe the other person's behavior objectively (Don't describe your emotional response to it.)

Use concrete terms.

Describe a specific place, time, and frequency of action.

Describe the action, not the "motive." (Don't guess at their motive)

**EXPRESS**

Express your feelings and reactions to the other person's behavior.

Express them calmly—without unleashing emotional outburst.

State feelings in a positive manner without putting down or attacking.

Direct yourself to the offending behavior— not an attack on the character of the person.

**STATE**

State specifically what you want.

Request a small change.

Ask for only one or two changes.

Take into account the person's capability to make these changes and their needs.

Specify what you are willing to do to make the change work.

**COOPERATION**

Cooperation toward reaching a mutually beneficial agreement.

Don't be embarrassed to talk about rewards and penalties, good consequences and bad consequences, and the "what ifs."

Allow the other person the freedom to make a commitment.

Follow up with agreement in writing.

## The Right Pronoun Prevents Conflict

- » REPLACE the blaming “You did this” with “Here’s what I think took place.”
- » SUPPLANT the accusing “You shouldn’t have done it that way” with “Here’s how I think it could have been done.”
- » SUBSTITUTE the aggressive “Why didn’t you do as you were told?” with “Help me understand why what we agreed to didn’t happen.”

No doubt, you will experience some difficult and draining moments as you attempt to coach others. It’s very likely you will feel both *affirmed* and *frustrated*.

The fact that both you and those you coach are thoroughly human means that you’ll experience some conflict and hurdles before the race is over.

Often, the most common sources of conflict and difficulty with people are:

- » Personality and Relationship Clashes
- » Unspoken and Unmet Expectations
- » Insecurity and Identity Issues
- » Unresolved Conflict From Past Wounds
- » Independent Attitude and Inflexible Perspective

## Foundational Principles

1. Often, we must practice the 101% Principle: find the 1% you can agree with, and give it 100% of your attention.
2. When the emotion expressed far outweighs the issue at hand, there is a hidden issue to be faced.
3. In relationships, it is better to build a fence at the top of the cliff than a hospital at the bottom. (Take precautions to lubricate potential trouble.)
4. We must initiate affirmation because most people struggle with insecurity and identity issues.

5. As coaches, we must never place our emotional health in the hands of someone else.
6. Many times our problem is not our problem: it represents only a symptom of a root issue.
7. Hurting people naturally hurt other people.
8. We must embrace the ultimate biblical principle: If I can't get along with people, I can't get along with God.

### **Remember . . .**

- » Conflict is normal (It is going to happen because people see things from different angles)
- » Conflict is neutral (It is neither destructive or constructive in itself)
- » Conflict is natural (It's universal; you're not alone in your humanity)

### **Guidelines for Handling Differences**

In any organization—and in any relationship—these principles are important:

- » Conflict can be healthy and useful for any organization. It is okay for people to differ with one another. In fact, healthy disagreements often produce the most creative results.
- » Resolutions for the sake of quick agreement are often worse than agreements that are carefully worked out over time.
- » Fair conflict management includes:
  - Deal with one issue at a time
  - Clearly define the problem
  - Agree on the problem's definition
  - If more than one issue is presented, agree on the order in which issues will be addressed.
  - Explore all the dimensions of the problem(s)
  - Explore several alternative solutions to the problem(s)

- » If any party is uncomfortable with the forum in which the conflict is raised, it is legitimate to request and discuss what the most appropriate forum might be.
- » Inappropriate behavior in conflict includes, but isn't limited to:
  - Name calling
  - Hitting
  - Personal attacks
  - Talking about people behind their backs
  - Mind reading (attributing evil motives to others)
  - Inducing guilt ("Look how you've made me feel")
  - Rejecting, deprecating, or discrediting another person
  - Using information from confidential sources or indicating such information exists

### **Key Conclusions**

From all we've addressed about conflict and relationships, we can draw these crucial conclusions:

### **Relationships**

- » Get to know people and value them, then you can approach the person in conflict personally
- » If people know you are for them, then when they disagree, they'll still appreciate and respect you.
- » For conflict resolution a common ground has to be secured, both parties have to trust that the person doesn't have tainted motives.

When "motives / intentions" are attached to actions, it gives place to a "root of bitterness."

Safeguarding against this will allow you to talk / work things out rationally rather than at the emotional level.

- » In the midst of conflicts, we're still brothers and sisters, not "right" or "wrong."
- » "What is it about our relationship that keeps us from. . . ?"

## Temperament

- » Try to be “even”; not up and down
- » Don’t be easily angered

## Attitude

- » Don’t have a chip-on-the-shoulder
- » Be positive

## Acceptance of abstract vs. concrete thinkers.

- » “Am I a *wall* builder or a *bridge* builder?”

## Authority & Submission

- » Everyone is under some authority
- » Model both with your lifestyle
- » Submission leads to authority

## Confrontation vs Passivity

- » Pick your battles; don’t fight every time you disagree
- » Don’t ignore problems. Anything left on the back-burner will burn

Earlier in this lesson, you were asked to identify a person from your own life who contributed to significant conflict. List some strategies for dealing with this person, now that you've completed this portion.

1. Keeping an even temperment and tone is crucial in getting through to my brother. He easily receives the message when it comes from a heart of compassion, patience and understanding.

I never allow myself to battle with my brother. He doesn't like to fight anyway. I see him as a hurt child (although a grown man) who is seeking understanding. I do pick and choose when to speak to him on certain topics because in some occasions what I need to say needs to be thought out so it can be effectively received.

Submission is not a sign of weakness but of strength. We both has dominate personalities but there are times when I fall back in our conversation to help him become more aware of himself in his thought process.

In understanding that communication is irreversible and this kind of experience from his childhood is what conditioned him to being Volcanic I make sure to be respectful, to not be abusive, judgemental, or critical. To preserve the honesty, trust and integrity of our relationship I always keep our conversations confidential and never talk bad about him to others.

Recommended reading: For a on the topic of coping with ple we recommend *Coping with Difficult People: The Proven-Effective Battle Plan That Has Helped Millions Deal with the Troublemakers in Their Lives at Home and at Work* written by Robert M. Bramson (New York, NY: Dell Publishing, 1981).

## Essential #5 Conflict Resolution

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As long as we are alive and relate to at least one other person, we can count on the fact that there will be conflicts. It's amazing to see young couples preparing for marriage. They're so excited and in love that they can't imagine having an argument or conflict that will shake the romance between them for even a moment. But ask any veteran couple about how they have made their marriage last through the years, and almost always, their reply is that they learned how to overcome conflicts.

Many people will do anything to avoid dealing with conflict. They respond to it by running from it, ignoring it and avoiding it at all costs, but we must realize that it's natural to have conflict in our lives. The secret to overcoming conflict is in properly reacting to it. Many people respond to virtually any type of conflict in an unhealthy manner. They scream, find fault with the other party involved, refuse to listen to an opinion other than their own, run and hide, and make a scene in front of anyone who may be in the room.

Although conflict is never a comfortable or pleasant experience, it can be dealt with in a manner that will bring about more positive results. It all begins with taking the focus off of ourselves and thinking of the other person involved, whether it is a co-worker, employer, employee, friend, or family member. If conflict is approached with the goal to prove ourselves right, the end result will be damaging to the relationship.

The first step to take in order to bring resolve to a conflict is putting yourself in the other person's shoes. By gaining perspective on how *they* feel in the situation, it will help to defuse your own anger, taking the focus off your personal emotions. In order to accomplish this, you must listen more than you speak. When you listen, you have to avoid *reading into* what they are saying and distorting it, making it worse than it already is.

Also, don't interrupt by interjecting your thoughts as they express themselves. Interruptions only add to the intensity of the conflict and break down the communication even further. Listening intently and showing genuine concern for the other person's feelings will provide a much calmer atmosphere and will allow resolution to take place between you.

Be willing to apologize and take responsibility for your part in the conflict. (After all, it does take two to tango.) At the end of the day, does it really matter if you're proven to be right? Even when you don't feel you're in the wrong, if you take the initiative to bring resolution to the conflict, you really do *win* because you will free yourself from the stress of having to walk away as the "victor" in the situation. We all know it's hard to argue with a person who won't fight back. Remember that a soft answer turns away wrath!

Never scream and insult the person during a conflict. Abusive language and behavior never gets you anywhere and only shows immaturity and selfishness. When you allow your emotions to go to this point, it produces more destruction. If you find yourself at the "boiling point" and you can no longer control yourself, you need to walk away to avoid doing or saying anything that you can't undo. Take the time to gather your composure and control of your thoughts before continuing the conversation. If the conflict is going to be resolved and the relationship strengthened, someone has to be the "bigger person." It may as well be you! The power of life and death surely does lie in our tongues.

## Faith and Coaching: Masterpiece

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People may have two very different views of the created world. Some philosophers and scientists assert that the universe is a “closed system” without any involvement of God. They teach that each person is merely the product of unguided forces—a “chance co-location of atoms”—without ultimate meaning or purpose. People of faith, however, see things from a different point of view. The Bible says that the universe, including each human being, is the product of God’s magnificent creative hand. We aren’t the result of random forces, and we aren’t junk. In Paul’s letter to the Ephesians, he said we’re God’s *masterpiece*—a work of art with a divine purpose. He wrote, “For we are God’s masterpiece. He has created us anew in Christ Jesus, so we can do the good things he planned for us long ago” (Ephesians 2:10 New Living Translation). Every morning, we can get up with the assurance that every aspect of our personalities, every talent we’ve honed, and every opportunity and challenge of the day has been shaped by the Creator of the universe. This insight inspires us to do our very best, and it assures us that we are never alone. What we do matters—it really matters.

When we realize we’re God’s works of art, we have no room to be arrogant. God has given us every ability and opportunity, and we are simply stewards of his gifts to us. Paul warned the believers in Rome: “Don’t think you are better than you really are. Be honest in your evaluation of yourselves, measuring yourselves by the faith God has given us” (Romans 12:3 NLT).

Faith in God, then, gives us a wonderful blend of confidence and humility. We don’t have to prove ourselves to anyone, and we are secure enough to be honest about our failures. We’re sure that God is always at work in us and through us, and he’s using us to accomplish his purposes in the lives of people around us. There is no greater joy than that!

## Next Steps:

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- » Save this PDF to your desktop after you've completed the lesson.
- » [Click here](#) to watch the video of Samuel R. Chand on Personality types and conflicts.

**[Click here to go to the Next Steps, Track 2, Lesson 2 assignment page.](#)**

When you've completed the assignments, email the forms to your coach.

## Endnotes

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- 1 The Myers & Briggs Foundation. "Myers-Briggs Type Indicator®." <http://www.myers-briggs.org/my-mbti-personality-type/mbti-basics/> (14 December 2012).
- 2 *Merriam-Webster Online*. "Conflict." <http://www.merriam-webster.com/dictionary/conflict>. (14 December 2012).