

Intro

Every congregation is comprised of a diverse group of individuals, each one holding attitudes and values shaped by their unique history and circumstances. What draws them together are the beliefs and motivators they share. Our use of the Attitudes and Values survey¹ was part of an effort to clarify both the range of views and the areas of commonality among ourselves. What we learn can help our Search Committee articulate the particulate “flavor” of FCC, provide clues about which candidates share our priorities, and prompt meaningful conversations among ourselves.

Caveats

The invitation to complete a personal assessment was offered to everyone who is active in our church, whether or not they are official members. Fifty-six people chose to participate. Indeed, some clear patterns did emerge. But before I discuss the results it's important to clarify the *limits* of what we can conclude:

- The first question is whether the questionnaire itself is “valid.” In other words, do individual reports deliver results that are accurate and meaningful? Does the instrument actually test what it says it does? Those answers are both Yes. TTISI's “Driving Forces” assessment (which is the real name of the tool we used) has been thoroughly validated.
- But is it legitimate to draw inferences about the whole congregation from the results of just 56 people? Yes, but only broad ones.² [See footnote below.]
- My suggested range of scores for our next pastor are purely subjective and based solely on my experience. They are best used as discussion starters. (However, more objective benchmarks are available through the use of a TriMetrix Position Analysis, which I recommend.)
- Note that the following comments *are not* meant to describe what any particular person is like, nor even the “average person” in the group (if there even were such a thing). I am describing only “an overall tendency of the group as a whole.” But even that much can be relevant and helpful for candidate selection and for the success of our next pastor.

What the Personal Reports Include

After analyzing a person's responses to a series of rank-ordering questions, this tool calculates that person's score on each of 12 “Driving Forces” (aka, attitudes, values, motivators). It delivers a report that shows the raw scores, the relative importance (i.e., the priority) the person assigns to each one, their level of intensity (i.e., how passionate the person is), and how their scores compare with the scores of about 125,000 others who have completed the same assessment. (The diagram of the 12 Driving Forces elsewhere in this report will help you visualize the categories.)

Research shows that most of a person's behaviors are driven by their four top-scoring values postures. While they may be consciously aware of their strongest drivers, more often a person's attitudes and motivators operate at the subconscious level. That is why people are often unaware of their own biases.

The intensity of a person's drivers is an important element in their profile. The more extreme a person's numerical score in the positive direction (95-100), the more passionate they are about fulfilling that need. Similarly, a score of a flat zero suggests that this person is more than just disinterested—they are likely to be judgmental toward people who *are* driven by that value.

¹ Driving Forces®, © TTI Success Insights

² This is for you statistics geeks: If we assume the “active congregation” includes 120 people (which is generous), a sample size of 56 would allow a 95% confidence interval with an 8.9% margin of error. Translation: Broad conclusions are justified, but don't bet money on individual predictions.

The Point of Doing the Study

Valuable as receiving a personal report can be for an individual, the main purpose of this study was to see if the aggregate group data would yield potentially helpful information. Did patterns emerge that are distinct enough to help candidates get a better sense of our particular culture? Might this information help the Search Committee fine-tune some of their interview questions? Could this information accelerate a new pastor’s successful transition into our community? Will what we learn prompt important conversation among ourselves?

It is a mistake to believe that the conclusions we draw represent “Truth” with a capital T. The most we can expect to learn are *tendencies, trends, likelihoods*. But with this caveat in mind, here are some patterns worth looking at.

Our Group Patterns

On each of the following “scattergrams” the low scores are on the left side, high scores are on the right. Each green dotted line and the number below it indicate the average score (based on a group of 125,000 people in the U.S.). The red bar below each graph shows the range of “typical” scores. (I am defining that as ± 1 standard deviation.) I will discuss the patterns in the order they are listed on the “Twelve Driving Forces” grid.

Knowledge — *Instinctive vs Intellectual*

Instinctive

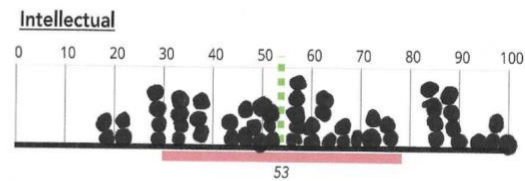
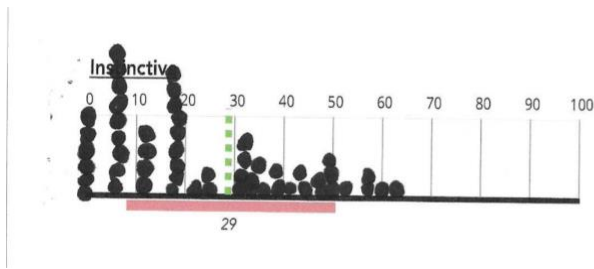
- *Intuitive*
- *Leans on experience*
- *May trust gut feelings more than facts*

May still be very bright, but will research only when there’s a direct need. Willing to proceed with only partial information.

Intellectual

- *Logical*
- *Analytical*
- *Endless research*

Doesn’t mean “smarter”, only the drive to learn for its own sake and the belief that knowledge must come through the intellect.



When it comes to “drawing conclusions,” instinctive people tend to trust their intuition. Their beliefs may be supported more by gut feelings than by facts. They lean on past experience. They may be capable of doing solid research, but they save that for when there is a direct need. For these folks, learning purely for its own sake is not especially rewarding. But if there’s a direct need behind it that is related to one of their strong interests, then they’ll be all over it! When it comes to religion, they’re not especially bothered by stories of miracles or by logical improbabilities. About half our respondents score in the upper half of this scale, although not strongly. There is a large number of us who score extremely low, however. In other words, these people are quite turned off by people who base their arguments on nothing more than gut feelings.

The intellectual mindset, on the other hand, values analysis and logic. Intuition is not enough for them, and “belief” without supporting data is not persuasive. In the extreme version, the intellectuals are endlessly curious. They want to know just for the sake of knowing. When it comes to religion they need for things to “make sense.”

To be clear, in these descriptions I am mainly describing people at the more extreme ends of these scales. However, most of us are motivated by some combination of the two. For example, many of the greatest scientific discoveries have relied on meticulous data gathering punctuated by sudden intuitive leaps.

Our respondents' *Intellectual* scores are distributed from one end of the scale to the other. Those of us with higher scores would absolutely welcome Life-long Learning sessions that "explain things." Those who score on the other end of this scale would be bored silly unless there was a particular reason they needed the information.

But a person can have a low Intellectual driver without being highly Instinctive. We have several members who are not intrinsically motivated by book learning, yet are not at all persuaded by illogical ideas or purely emotional arguments.

I believe our most successful pastor would lean 2/3 toward the intellectual side, 1/3 toward the intuitive end. My reasoning is that if a sermon comes across as too heady for the intuitive crowd, they'll probably just tune out for a couple minutes. But if it comes across as too illogical for the intellectual crowd, the pastor is likely to lose credibility. That's a harder recovery.

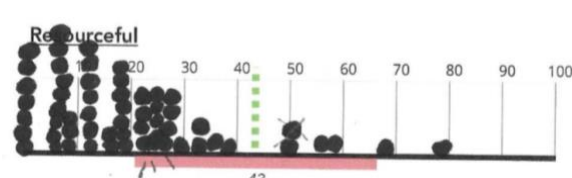
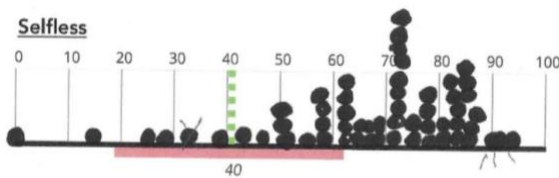
Usefulness — *Selfless vs Resourceful*

Selfless

- Generously assist others with no expectation of return.
- Focus on the greater good rather their own gain.
- Little emphasis on efficiency

Resourceful

- Highly practical
- Dislikes wasting time
- Wants to maximize efficiency and "return on investment"
- Higher scores are associated with higher profit motive



There is a striking number of respondents who score very high for Selflessness and near zero for Resourcefulness. In practice that means there will be an ample number of volunteers when things need to be done, and they will work hard. But they won't be measuring their success in terms of efficiency, nor perhaps even in terms of priorities. In fact, they aren't likely to be "measuring their success" at all.

This pattern is pretty typical of church congregations, and I doubt it will change much. Churches like ours don't attract many members who enjoy a steady diet of high-urgency, frenetic activity. Someone who expects our organization to operate according to business principles will soon be frustrated. If they push, people will balk. If they criticize, morale will tank. I believe the only way to move our kind of group forward in terms of more urgency or greater results-orientation is through gentle encouragement, clearly articulated goals that are expressed in the positive, consistent communication, genuine optimism, great modeling, and a durable sense of humor. Those are pretty high-level people skills, but I think they will be key to our next pastor's success on many fronts.

This job obviously requires a pastor with remarkable patience and a generous spirit. But they must also be resourceful enough to prioritize well, use their time and budget wisely, and pursue and track progress toward measurable goals. I believe the formula for that would be scores that lean 2/3 toward the *Selfless* end and 1/3 toward the *Resourcefulness* side.

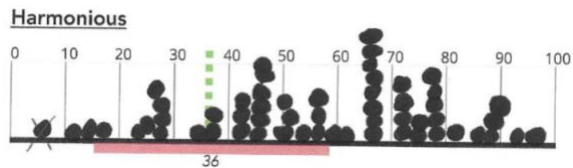
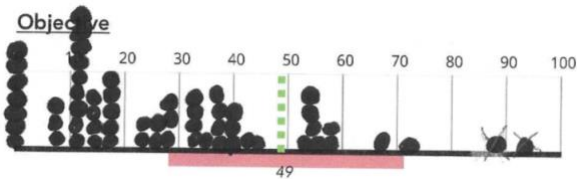
Surroundings — Objective vs Harmonious

Objective

- Less concerned about *How does it feel?* or *Is it pretty?*; More by *Does it work?* or *Did we reach our goal?*
- Able to compartmentalize and thrive in the midst of chaos.
- Focus on functionality over harmony of a situation.

Harmonious

- Motivated more by “the experience” than by measurable accomplishment
- Seek opportunities to create harmony and balance in surroundings
- Need rapport and tranquility with others.
- Can be thrown completely off course by conflict



Maintaining a sense of community characterized by peace, harmony and solid rapport is a core part of our mission, so it is no surprise that we attract members with very high Harmonious scores. But is it possible for our aggregate *Harmonious* scores to be too high? I believe the answer is Yes. The vitality of a community is not a function of how few conflicts are ever allowed to emerge. A better measure is how well member of the group avoid unnecessary conflict, and whether they are able to resolve necessary ones in ways that honor all parties and don't damage relationships.

But most of us have spent decades learning to avoid all conflict, to smile (to their face, at least), and to avoid rocking the boat. Because, *what if they no longer like me?* (We have eons of evolution reminding us that survival depends on remaining in good standing with the tribe.) It takes time and care to develop enough trust to be open, and success depends on having a good guide. Effectively guiding people through the process of resolving differences with love and respect is one of the highest callings of the pastor. Fortunately, it is enough to simply get the process started, because trust is contagious!

In terms of values, that means we need a pastor who embraces *Harmoniousness* while remaining willing to navigate the *Objective* zone when necessary. (We also need a full complement of people skills, but EQ is measured by a different section of the assessment.)

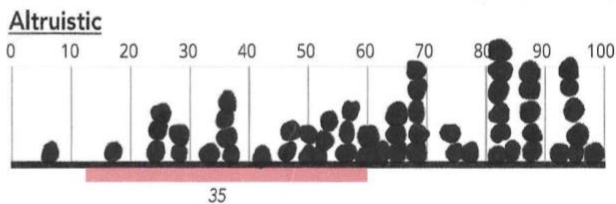
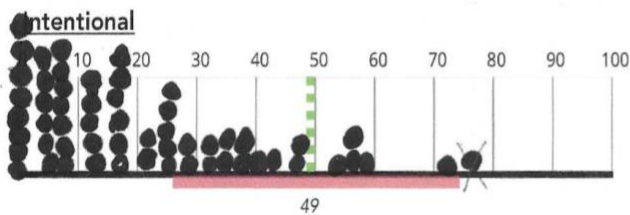
Attitude Toward Others — Intentional vs Altruistic

Intentional

- Assist others for a specific purpose, not just for the sake of helping. (Aka, “having an agenda”)
- Selective about who, when, why and how much they are willing to give to others
- Try to keep emotions out of business decisions.

Altruistic

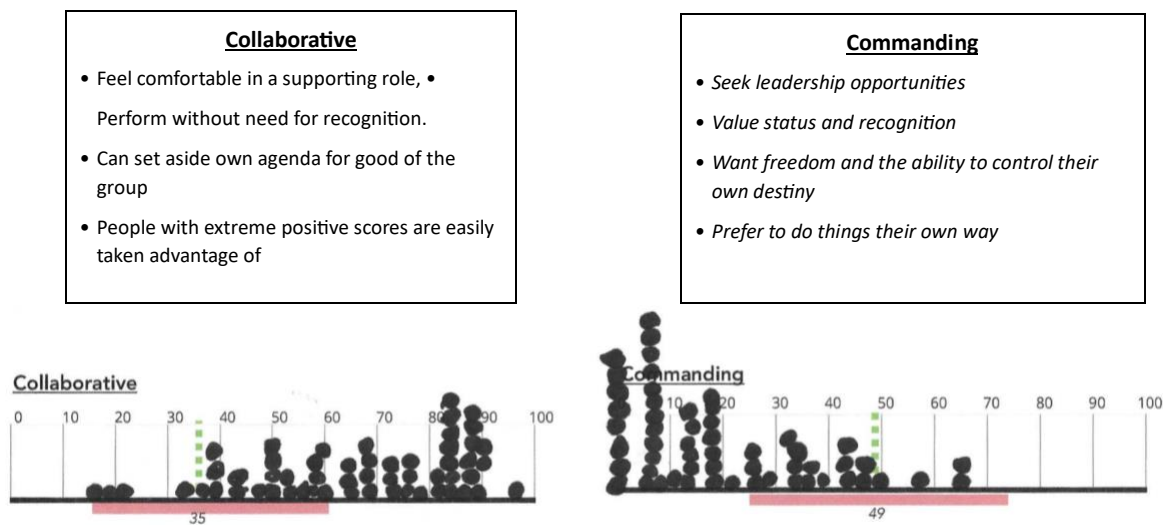
- Instinctively notice and respond to people in need.
- May sacrifice personal gain if the outcome will be detrimental to others.
- Believe that all people should have the opportunity to be the best they can be



Given our mission, it is no surprise that we have attracted highly altruistic people. The important discussion here is about our more moderate scores. The key difference between a member who scores, say, 45 and one who scores 95 is how selective they will be about when, whom, and how much to help. The polar high scorer will help anyone, anytime, almost without limit—even if doing so neglects their own self-interests. The 45, on the other hand, is likely to consider factors like the person’s own role in their misfortune, how much of an effort they’re making on their own behalf, whether they’re being artificially helpless, etc. And the 45 is more likely to set limits to preserve their own well-being. The fact that someone’s *Altruistic* score is “only” 45 doesn’t make them mean-spirited, just more careful. We have a wide enough range of scores to warrant some healthy discussion... and to be influenced by each other.

When it comes to a pastor, I think the key issue is about balance. We need an altruist, of course, but one who will set appropriate boundaries and maintain a healthy work/life balance. I think that means 2/3 *Altruistic*, 1/3 *Intentional*.

Power — Collaborative vs Commanding



We have a full complement of collaborators who enjoy working behind the scenes, preferably without individual public recognition. They believe the cooperative functioning of the team is more important than any individual team member’s contribution, and the accomplishment of a task or project should be celebrated as a team effort. The high scores on the *Collaborative* scale underscore one of the great strengths of this congregation.

The large cluster of terminally low scores on the *Commanding* scale is a different matter, however, and deserves special comment. Yes, the desire to work cooperatively with others and to compromise easily is a powerful strength. But the desire to collaborate need not be linked to a tendency to hide when individual voices are called for. Labeling this end of the continuum as “Commanding” is unfortunate, because it elicits images of drill sergeants and NFL coaches. But hard-core commanding behaviors are associated with motivator scores of 80 or 90. The difference between behaviors associated with someone who scored zero versus someone who scored 20 on the *Commanding* scale is not about chairing committees or leading discussion groups. It’s just about being willing to speak up occasionally, to share your ideas, to verbally acknowledge someone when you agree with something they’ve said, to suggest ideas for sessions with the CE Department, to sit closer to the front during presentations. Being less passive and more actively engaged helps everyone.

For the quietest ones among us to lean forward and speak out more is one type of leadership. On the flip side of that coin is an equally important kind of leadership. This is the willingness on the parts of more outgoing members to help others enter the conversation—but on their terms, not yours. Sometimes that means making direct invitations (“Molly, I know you’ve thought a lot about this question. Do you have any thoughts you’re willing to share?”)

But more often it means simply making more “space” in the conversation. Longer pauses before you respond. Less tendency to turn an interchange into a 2-person back and forth. Replacing some “statements of position” with clarifying questions. More mindfulness about who is being left out of the conversation. (In a previous Life-long Learning session we discussed an inclusion strategy we called “Three Before Me.” It suggests that once you have made a comment you wait to speak again until either 3 other people have spoken or 3 minutes have passed.)

Both sides of this equation — dialing your expressions of personal power up, or dialing them down — can represent a leadership contribution. The health of our congregation and the success of our efforts are enhanced when each person adapts their own style toward developing the group.

Regarding our next pastor, this *Collaborator/Commander* scale predicts several important qualities:

- Collaborative enough to happily support others when they’re going in the right direction.
- Shouldn’t be married to a particular approach when there are many right ways to do something.
- Shares leadership easily.
- More a coach than a commander (but good coaches *do* set goals and hold people accountable)
- Revels in developing others
- But is willing to take a leadership role when others don’t step up
- Willing to be direct and forthright when called for
- Not inclined to create a pastor-centered church.

I believe the formula for that would include moderate scores that skew 2/3 left (*Collaborator*), but with a solid dose of the leadership side (*Commanding*).

Methodologies — *Receptive vs Structured*

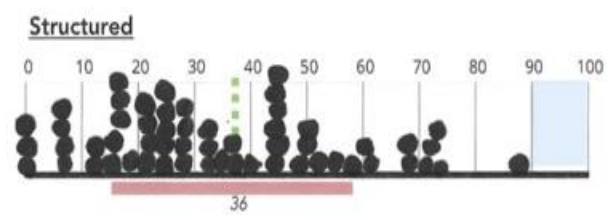
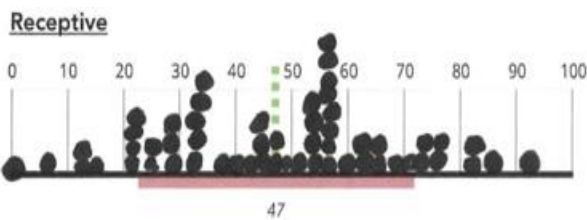
Receptive

- Open to new ideas
- Borrows the best ideas from several philosophies
- “I *know* we’ve never done it that way...but we could!”
- Highest scores may want change just for the sake of changing



Structured

- Traditional
- Prefer to create and follow systems
- Committed to following a fixed set of principles
- Highest scores may be judgmental toward those who don’t agree



Our scores are all over the board when it comes to eagerness to try new ideas. Some of us are absolutely and always in favor; others are adamantly and always against. But most of us cluster around the middle — i.e., “*It depends.*” On the complementary graph, our pattern of *Structured* scores is spread over a similar range. In other words, we have widely varied attitudes about the importance of structure and tradition. But our overall average on the Structured (traditional) side falls more toward the open, tolerant end.

I believe the scores for our ideal pastor on these two scales would fall near the middle of our group’s distribution — maybe 40-60 for Receptive and 20-40 for Structured, and thus mirroring our group average.

In Conclusion...

Here are some things our pattern of scores suggests:

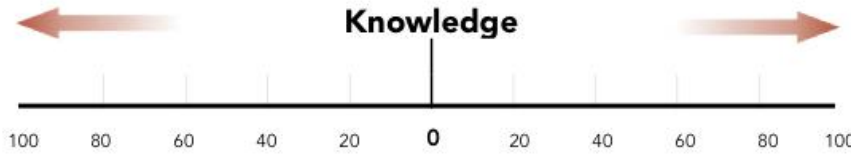
- Although our members are plenty bright, we don't just live in our heads. Yes, about half of us are interested enough in the historical and theoretical aspects of our religion to want to actively pursue those topics. (Intellectual driver) But there is far greater consensus that we are not just after religious ideas. We are seeking a truly visceral religious experience. (Harmonious driver)
- A key element of our congregational culture is an attitude of selflessness — our efforts are meant to strengthen the organization itself and its mission. We would not be very tolerant of someone whose agenda is more self-serving. (Selfless driver) *"If your goal is to network and gain sales leads, join Rotary. That mindset is not at all what we're about!"* (Likewise for candidates: *This is not the right job to use as a stepping stone.*)
- We are a generous group that seeks to serve others. But there will be many voices asking hard questions about the legitimacy and effectiveness of our service programs. That doesn't we are opposed to them, we just approach the topic mindfully.
- We are willing and hard-working volunteers, which is a huge benefit to the organization. Many of us also want to avoid the spotlight at all costs. That's not "bad," but it *is* less wonderful. Our community would be stronger if our members were more willing to step out of the shadows. Doesn't mean you have to read the Scripture on Sunday morning or teach classes. Small steps are enough: Introduce yourself to a church member you don't know. Make a verbal contribution in a discussion you're part of (even if it's just to agree with someone else). Sit closer to the front in a presentation. Volunteer to offer the prayer at the start of a meeting. Every one of these adds energy to the whole group. And the rest of us could make it easier for them to join in. That, too, is leadership.

FCC is a great church, and I hope this activity will contribute to making us even stronger!

Steve Chapman
November 2025

The Values We Measured

Instinctive
Trusts intuition, relies on past experience. Research is limited to specific needs.



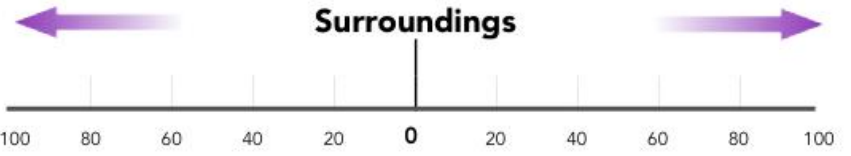
Intellectual
Curious, analytical, logical, theoretical, research-oriented. Learning for its own sake.

Selfless
Assists others with no expectation of return. Focuses on greater good. Little emphasis on efficiency.



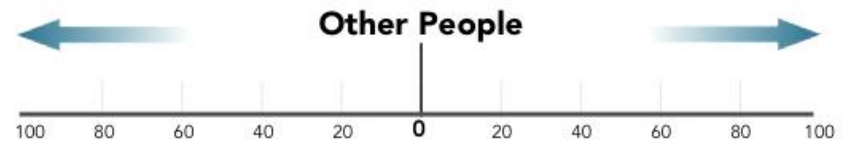
Resourceful
Highly practical. Wants to maximize efficiency and rewards for time, talent & energy invested

Objective
Can compartmentalize, can thrive in the midst of chaos. Values functionality over harmony of a situation.



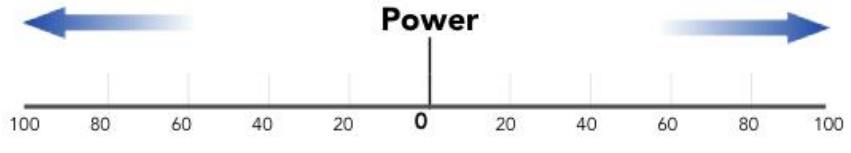
Harmonious
Driven to create harmony and balance in surroundings and relationships. Moved by beauty. Seeks tranquility and rapport with others.

Intentional
Assists others for a specific purpose, not just for the sake of helping. Tries to keep emotions out of business decisions.



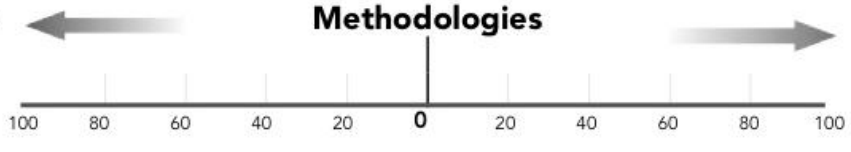
Altruistic
Instinctively notices and responds to people in need. May sacrifice personal needs if outcome will be detrimental to others.

Collaborative
Feels comfortable in a supporting role, little need for recognition. Can set aside own agenda for good of the group.



Commanding
Values recognition, status, and the ability to do things their way. Would rather lead than follow.

Receptive
Open to new ideas and methods. Always looking for new ways to accomplish routine tasks. Not bound by tradition.



Structured
Values a traditional approach, proven methods and defined rules for living. Places a high value on implementing and following systems.