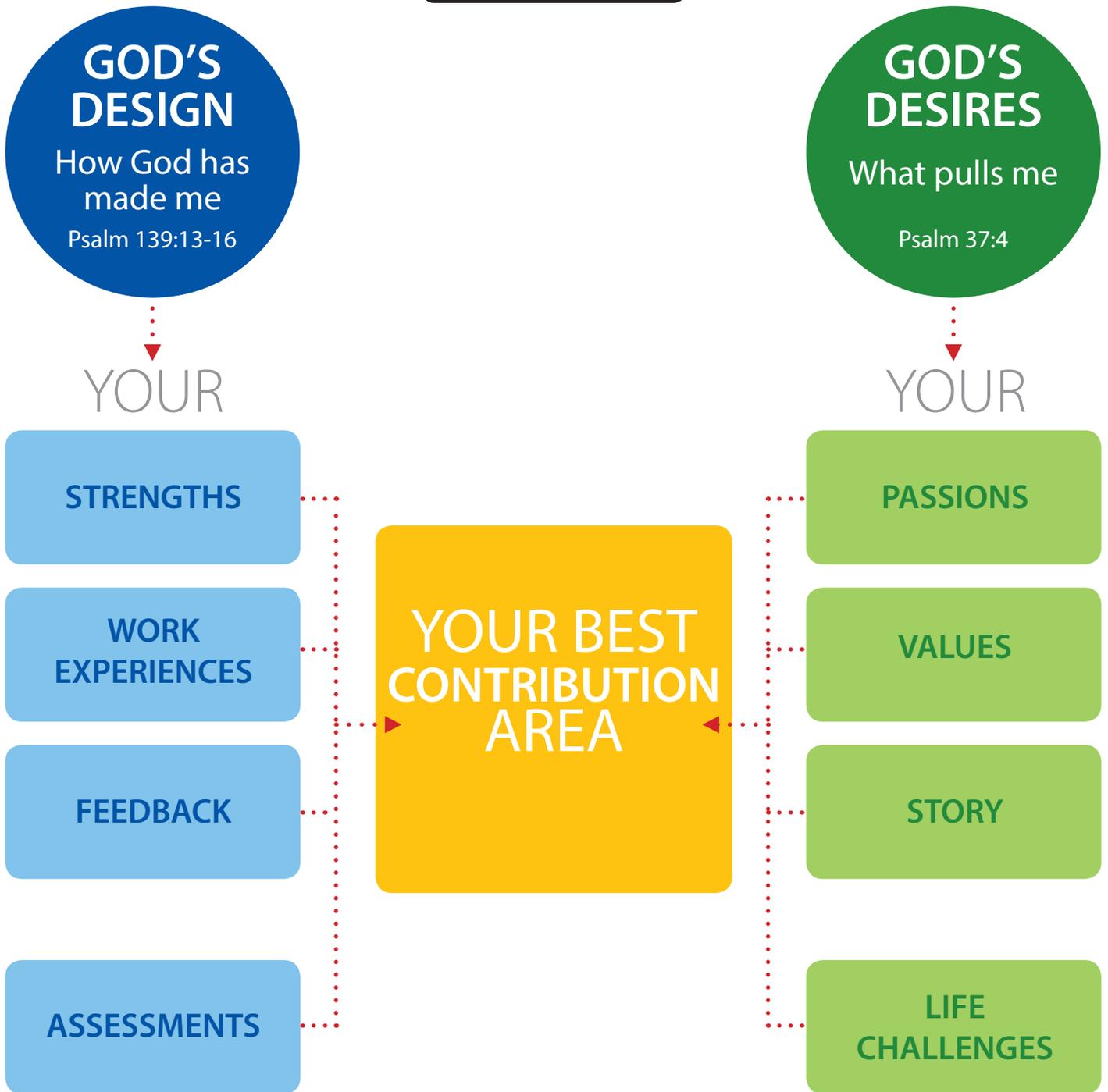


Career Stewardship



Steven McCoy

The Process



This diagram shows the key components that will help you discover and clarify your God-given design and your God-given desires. Your design is “how God has made you” and your desires are the motivations which pull you. Design reveals what your transferable skills are. Desire reflects where your heart is. Like a “resume”, the combination of these will make up your best contribution area.

Scripture related to stewardship: Psalm 139:13-16, Romans 12:3-8, I Peter: 4:10-11, I Corinthians 12:12-18, Ephesians 2:10, Matthew 25:14-28, I Corinthians 10:31.

God-Given Design

Your God-given design is all about how God has made you. Romans 12:3 tells us to have a sound estimation of ourselves. You have been uniquely created by God to do his will and work here on earth (Psalm 139, Ephesians 2:10). Determining this can be done by looking at your strengths, experiences, feedback from people who know you, as well as through objective assessment.



Components to understanding your God-given design

Strengths

- What are you good at?
- What activities give your energy & life?
- Where do you feel confident?

Work Experiences

- What roles have you loved and excelled in?
- Why did you love doing them?

Feedback

- What do people who know you well say are your strengths?

Assessments

- StrengthsFinder, Myers Briggs, Birkman
- How do they help you know yourself better?
- Are there patterns & similarities?

Strengths

Your strengths are how you make successful contributions in the world. Knowing what your strengths are is vital in determining your best role or job fit. Strengths are best identified through activities or results. They are revealed when these three factors are in place: you do the activity well on a consistent basis; you enjoy doing it, i.e., when you are doing it you feel energized

and strong; and finally, others recognize your strength, especially people other than family and friends. You may describe these by saying “I love to...” or “I feel strong when I...”.

“Don’t ask what the world needs. Ask what makes you come alive, and go do it. Because what the world needs is people who have come alive.”

– Howard Thurman

Conversely, activities where you struggle, don’t enjoy yourself and receive little affirmation can reveal areas that are not strengths.

When you’re using your strengths you will have a pull or attraction to want to do the activity and feel a sense of satisfaction after using them. Also, you should see that you learn more rapidly when you’re using your strengths in other areas. When you’re not using your strengths you will become more defensive about your performance, it will take more time to learn and you will feel weak and drained during and after you do them.

In the box, write down activities that you would use to describe your strengths. If needed, please use the list provided of one word descriptions of strengths. Enter the strengths in the box to the right.

Describing your strengths here is different from your five talents from the StrengthsFinder assessment. In this section, just list in your own words or use the words provided, to describe areas of strength. The StrengthsFinder assessment, along with other assessments, will be discussed later.

Strengths (activities that energize)

- 1
- 2
- 3
- 4
- 5

Add the results to your “Best Contribution Area” document under “Strengths”

The following list can help you identify activities you believe are strengths. This list is not exhaustive, but can give you additional ideas to describe your strengths activities.

- | | | |
|----------------|--------------------|------------------------|
| — Coaching | — Experimenting | — Promoting |
| — Appraising | — Serving | — Arranging |
| — Interviewing | — Exploring | — Communicating |
| — Teaching | — Improving | — Harmonizing |
| — Researching | — Influencing | — Persuading |
| — Speaking | — Recruiting | — Identifying Problems |
| — Evaluating | — Counseling | — Affecting Change |
| — Planning | — Analyzing | — Bookkeeping |
| — Managing | — Fund Raising | — Budgeting |
| — Counseling | — Motivating | — Researching |
| — Consulting | — Team Building | — Classifying |
| — Examining | — Problem Solving | — Investing Money |
| — Achieving | — Writing/Editing | — Staying on Schedule |
| — Executing | — Generating Ideas | — Coordinating |
| — Competing | — Giving Feedback | — Strategic Thinking |

Experiences

By looking at your past experiences you can identify abilities that have prepared you to help individuals, groups or organizations. In Matthew 25, Jesus said, “Let your light shine before men so they may see your good works and glorify your Father who is in heaven.” How you let your light shine before people is one way to show God’s gifting through you. Your experiences reveal how God has used you to shine His light in the past and will reveal road signs that point to the future.

To do this, make an autobiographical montage of enjoyable activities and accomplishments from your life. Here are the ground rules:

Starting as far back as you can remember, jot down brief, one-line descriptions of things you accomplished that were energizing, satisfying and enjoyable to you. They should show you in action accomplishing something. Then, for each accomplishment, describe *what you were doing* that made you feel competent and gave you a sense of reward in doing it. They need to be activities you really enjoyed that gave you a sense of personal accomplishment. You can list jobs, interests, hobbies, home responsibilities, or school events. You can also look at periods of life - elementary school, middle school, high school, college.

List at least 4 stories, because the more you write down the more likely you are to see a pattern of certain abilities you are motivated to do and that you are competent in doing. For example, the experiences I listed were playing high school football, being Key club president and coaching flag football.

Example:

Story I was elected president of the Key club

Era of life High school

I got started because I was involved for two years and served in various roles. I had to plan meetings, get people to coordinate events and report to our advisor. I enjoyed being in charge and working with other students. I enjoyed the recognition I received from other students and the teachers in my school. I liked that I could have a greater impact in my school being the president.

Abilities identified: Organizing and Influencing people

Once you complete your stories, look for a *pattern* of your abilities, or themes, in your life and list them under the “Abilities (from experiences)” box at the top of the next page.

Story
Era of life

Abilities Identified

Abilities (from experiences)

- 1
- 2
- 3
- 4

Add the results to your "Best Contribution Area" document under "Work Experiences"

Assessments

Assessments give objective feedback about a person's life. Depending on the assessment tool used, most describe how a person lives and the environments where they function best, as well as environments where they may struggle. The main take away from any assessment is to own the results and add them to your understanding of how God has designed you. Assessments should confirm what you have learned from the previous steps, in this book. Getting feedback from a consultant who is trained in the assessment tool usually adds understanding and aids in the application of the information.

Here is a list of the more common assessments Cru uses:

StrengthsFinder – The StrengthsFinder assessment is a personal development tool designed by the Gallup organization. It's easy to take and understand. It will describe a person's top five talents from a list of 34 potential talents. Your talents, when combined with experience, education and training is the foundation for your strengths. The diagram below helps you see that StrengthsFinder talents fall into four groups. The more talents you have in a quadrant, the greater capacity you have in that particular category. Most people have talents in multiple quadrants and your mix of talents will be unique to you. You can take this online assessment at gallup.com.

StrengthsFinder Quadrants

Assisting People

Responsibility
Individualization
Relator
Communication
Harmony
Empathy
Includer

Influencing People

Competition
Command
Maximizer
Developer
Positivity
Woo

Working Smarter

Strategic Input
Futuristic Ideation
Connectedness Intellection
Consistency Learner
Context Analytical
Deliberative
Arranger

Working Harder

Belief Self-Assurance
Focus Adaptability
Achiever Significance
Activator Discipline
Restorative

Feedback

Feedback is getting input from people who have experienced you in some role, especially in your work world. It could be team members you have led, worked with on projects, or past co-workers. The more they have experienced you in the better. Ask at least two people to describe what you are good at doing, or what they would say your strengths are. Once you get their results, highlight aspects that you think are most accurate. There is a blank "Feedback" document in the back of this material which can be copied and given to people to help get their input.

List the results you received from others in the box below.

Feedback

- 1
- 2
- 3
- 4

Add the results to your "Best Contribution Area" document under "Feedback"

Myers Briggs Type Inventory (MBTI)

The Myers-Briggs is a well-known assessment and fairly easy to understand. To get the most out of the Myers-Briggs, describe how each letter from your results look in your life. A good website to learn more about your Myers-Briggs is truity.com.

Birkman – The Birkman is a thorough assessment that reveals multiple insights. The Areas of Interest section can be very helpful as it reveals your top interest. Interests above 90% are significant because they indicate a strong pull toward this area. The Career Management section shows job families you would have an affinity toward based on your results. The Birkman assessment, more than the others, will be better understood with a trained Birkman consultant.

Spiritual gifts – Knowing your spiritual gifts can confirm what you have already discovered and provide direction for serving in your local church. Many churches and seminaries can administer a spiritual gifts assessment. Your spiritual gifts should be similar to your natural gifts and abilities. For a free spiritual gifts' assessment, go to gifttest.com.

From these and other assessments you've taken, highlight what you believe are especially accurate descriptions of you. As you look at multiple assessments, you may see a pattern of similar characteristics that will help you accept and clarify how you have been designed.

Insights from Assessments	
1	
2	
3	
4	
5	

Design Summary

After completing the previous steps, to the best of your ability, summarize how God has made you. Write down key words that describe you based on the information you have gathered.

You may see a pattern of similar gifts and abilities from each of these categories. Once you make your summary, you will then want to accept this as how God has made you!

Example:

I am a person who enjoys and is comfortable with meeting new people. I am able to relate to them in a way that enables me to bring encouragement and hope that their experience is normal. I'm good at leading and organizing meetings. I work in an orderly manner which enables me to usually cover all my bases. I love to give words of encouragement that the future is bright, and help people identify resources that will help them in practical ways.

Summary statement:

God-given Design

*There is no place on the profile sheet to list this summary statement. You will use this statement along with your desires summary statement to form your "Best Contribution" summary statement.

God Given Desires

Your desires reflect your heart. Your heart is where your deepest dreams and passions come from. In Proverbs 4:23 it says “Guard your heart, for from it come the issues of life”. Psalm 37:4 says “Delight yourself in the Lord and He will give you the desires of your heart” (also see Psalm 139:23 and Colossians 3:23). It’s possible to work for years and not contemplate what is in your heart. To “re-up” or renew where your heart and desires are is to be a good steward of your life. By clarifying your passions, values, and your story, you will gain insight into where your greatest contribution for God’s kingdom lies.



Components to understanding your God-given desires

Passion



What do you care about?
What do you think needs changing?

Values



What’s important to you?

Story



What are your successes and failures (pain)?
What’s been the greatest influence?
What life experiences have prepared you?

Life Challenges



Roadblocks & life issues
Areas to now embrace

By gaining insight into your passions, values and your story you will gain insight into where you can make your best contribution for God's kingdom.

Passions

Passion isn't necessarily wild and crazy feelings, but what you think about, what you feel strong about.

Life can be more exciting and adventurous when we know what our passions are. People who lack passion are more often bored, unengaged and feel their best days are past. I believe when we know our passions and move toward them, you will have more energy, creativity and contentment.

What are you passionate about?

What do you think about that you feel needs to be changed? What would you like to influence or help?

If you could do anything, had the resources and total freedom, what would you do?

After you have answered these questions, review the following passion inventory to clarify what your passions might be.

Passions Inventory

Here are a few categories of passions that may help you with classifying yours.

- ___ **Designing/Developing** – I love to make something out of nothing. I enjoy getting something started from scratch.
- ___ **Pioneering** – I love to test and try out new concepts – I am not afraid to risk failure.
- ___ **Organizing** – I love to bring order out of chaos – I enjoy organizing something.
- ___ **Operate/Maintaining** – I love to efficiently maintain something that is already organized.
- ___ **Serving/Helping** – I love to assist others in their responsibility – I enjoy helping others succeed.
- ___ **Acquiring/Possessing** – I love to shop, collect, or obtain things – I enjoy getting the highest quality for the best price.
- ___ **Excelling** – I love being the best and making my team the best – Setting and attaining the highest standard.
- ___ **Influencing** – I love to convert people to my way of thinking – I enjoy shaping the attitudes and behavior of others.
- ___ **Performing** – I love to be on stage and receive the attention of others – I enjoy being in the limelight.

___ **Improving** – I love to make things better – I enjoy taking something that someone else has designed and improving it.

___ **Leading/be in charge** – I love to lead the way, oversee and supervise – I enjoy determining how things will be done.

___ **Persevering** – I love to see things through to completion – I enjoy persisting at something until it is finished.

___ **Meeting the Challenge** – I love to rise to the occasion, beat the competition, endure till the end, get on top, confirm, succeed.

___ **Gaining Response/ Influencing behavior** – I love to have clients, audiences, and co-workers react to my influence or activity.

___ **Making the team/Making the grade** – I love to gain access to the varsity, professional group, elite classification, honors group, fraternal order, places reserved for and open to those who achieve.

___ **Meeting needs/Fulfilling requirements** – I love to meet specifications, schedules, follow procedures, and give customers what they want, meet boss's needs and expectations.

___ **Making work/Making effective** – I love to fix what is broken, change what is out of date, and redesign what is poorly conceived.

___ **Extracting/Achieving potential** – I seek giant talents, promising markets, and hot products yet undiscovered, untapped or not fully utilized.

___ **Becoming proficient / Demonstrating competency** – I love learn a new skill, perform a difficult piece, broaden interests, demonstrate a variety of abilities.

___ **Bringing to completion / Reaching the objective** – I want to move unhindered toward results, push through till completion, see different ideas or efforts completed, and enjoy fruits of the labor.

Take the answers from the passion inventory list and place them below in the "Passion" box.

Passions

- 1
- 2
- 3
- 4
- 5

Add the results to your "Best Contribution Area" document under "Passions"

Values Inventory

Your values are important to know because they identify what is important to you. When your values are missing from your life you will be less productive and less motivated. Most people acknowledge similar foundational values such as faith, God, family, marriage, and children, as well as some basic needs as belonging and significance. Personal values drive behavior and contribute to a sense of satisfaction and fulfillment. Values set you apart from others.

A value is a principle, standard or quality considered worthwhile or desirable.

Review the following values list. Select your highest values by writing an “H” and your lowest values by writing an “L”. From those selected pick the five highest as your high category and the five lowest as the low category. The highest values would be ones that you always value and the lowest would be that you seldom value. Although you will have a list of your five highest and five lowest values, you will only place your top values on the summary profile sheet.

_____ **People Contact** – having a lot of day-to-day interaction with people.

_____ **Time freedom** – having responsibilities that I can pursue according to my own schedule.

_____ **Influence People** – changing attitudes or modifying opinions that impact actions.

_____ **Structure** – a framework that provides boundaries and organization.

_____ **Mental stimulation** – doing work which requires that I constantly use my mind and continue to develop my intellect.

_____ **Solitude** – time for reflection.

_____ **Work alone** – doing projects by myself, without any significant amount of contact with others.

_____ **Leisure** – having enough time for personal interests and pursuits.

_____ **Pressure** – where time pressure is prevalent and productive.

_____ **Working with others** – having close working relationships with a group- working as a team toward goals.

_____ **Decision-making** – having the power to decide courses of action, policies, etc.

_____ **Exercising competence** – the opportunity to work in those areas in which I feel I have talents and the ability to excel.

_____ **Helping others** – providing services, assistance or support to others in a direct or behind the scenes way, either individually or in small groups.

_____ **Friendships** – developing close personal relationships with people as a result of where I live, work and play.

_____ **Knowledge** – spending time in pursuit of knowledge, truth and understanding.

_____ **Fast pace** – living life rapidly with a lot of activity.

_____ **Stability** – having a life of routine that is predictable and unchanging.

_____ **Safety** – being safe from danger, fear, or the unknown.

_____ **Competition** – engaging in activities that pit my abilities against others and myself.

_____ **Financial freedom** – possessing the means that allow me to experience those things I consider essential and the luxuries of life.

_____ **Location** – living in a geographical area, which suits my lifestyle.

_____ **Challenging opportunities** – having opportunities to stretch myself with new, unique, or difficult situations.

_____ **Responsibility** – having the chance to oversee projects and/or personnel.

_____ **Power and authority** – having the ability to influence activities and rewards of others.

_____ **Leadership** – having the opportunity to direct, influence and motivate others.

_____ **Adventure** – experiencing a high degree of excitement in the course of my life.

_____ **Job security** – being assured of keeping my job and enjoying a reasonable financial reward.

_____ **Work on the frontiers of knowledge** – working in one of the physical sciences, human research or working in a company that is technically excellent and striving to produce advances.

_____ **Precision work** – involvement in situations that requires a high level of accuracy.

_____ **Peace and harmony** – having freedom from conflict.

_____ **Status** – having a position that others respect and value.

_____ **Independence** – determining the nature of what I do; setting my own direction.

_____ **Affiliation** – being a part of a company, organization, or a team that accepts me as a team member.

_____ **Problem solving** – being motivated by bringing resolution to difficult issues or situations.

_____ **Artistic expression** – engaging in creative work with aesthetic value.

_____ **Health and fitness** – having an active lifestyle that allows time to maintain good exercise and discipline in diet.

_____ **Recognition** – receiving rewards or public acknowledgement for the quality of my contribution.

_____ **Creativity** – being able to innovate, invent, and imagine new things or ideas resulting in originality.

_____ **Change and variety** – having responsibilities and activities that frequently change in their content and or setting.

_____ **Aesthetics** – studying or appreciating the beauty of things, ideas, etc.

Highest Five Values

1

2

3

4

5

Add the results to your "Best Contribution Area" document under "Values"

GOD'S DESIGN
How God has made me

STRENGTHS

WORK EXPERIENCES

FEEDBACK

ASSESSMENTS

Best Contribution Area

Putting It All Together

What I want to do:

Where I want to do it (calling):

GOD'S DESIRES
What pulls me

PASSIONS

VALUES

STORY

LIFE CHALLENGES

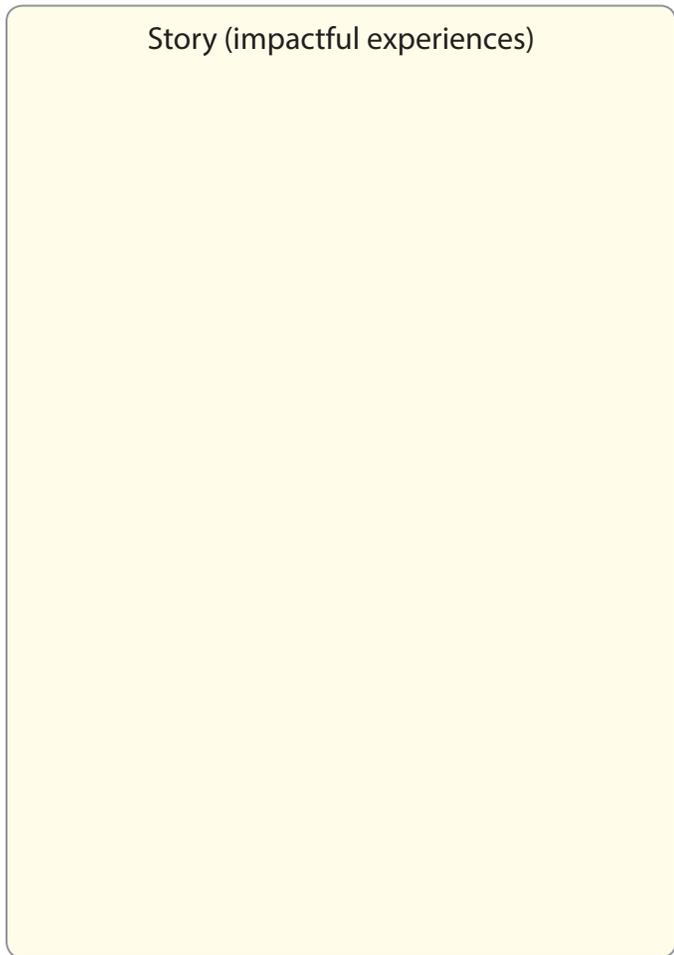
Story

Your story is about your life experiences. Experiences are valuable because they tell you where you have been and how your experiences have affected you. The list could include family, spiritual, sports, ministry, and education experiences. It is important to include experiences that are both hurtful and celebrated.

Stories reveal how you've walked through both success and failure and may reveal how God has prepared you for the next opportunity. Sometimes a life message can come from your story. A life message is how God has worked in and through your experiences that you want to share with others. Your life message can also impact your choice of a job or career.

List experiences from your life that have impacted who you are today:

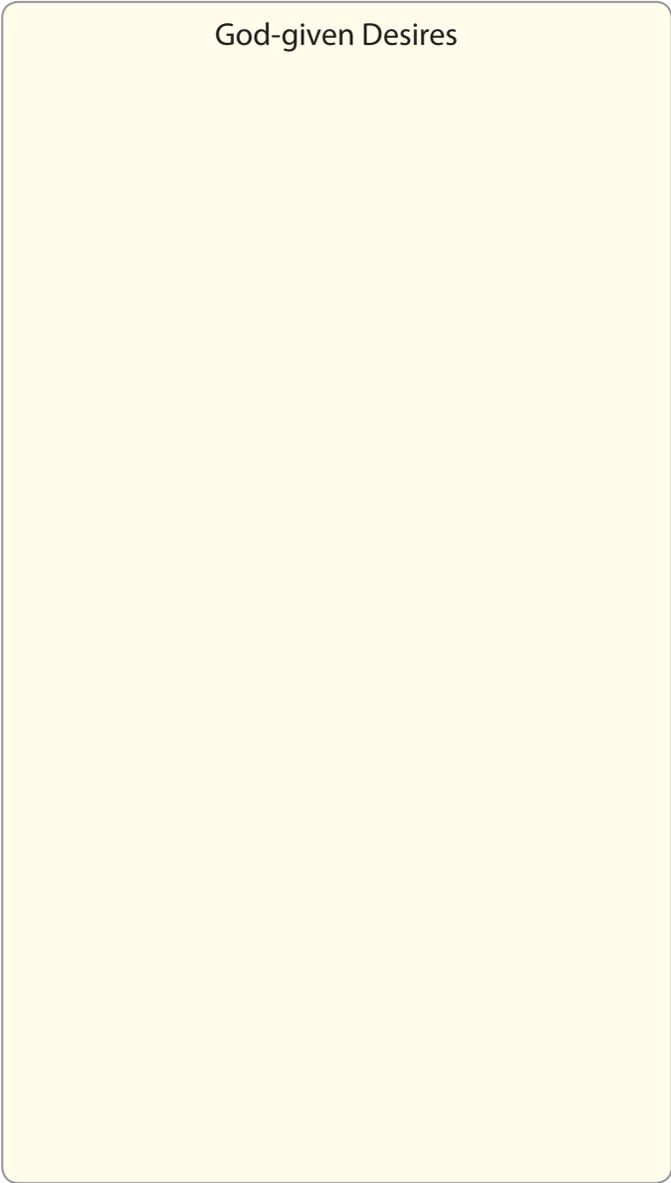
Story (impactful experiences)



Desires Summary

Now summarize your passions, values, and story into a statement. Combine key words that you believe describe what you are passionate about and value, and any impactful experiences you've had. This summary should capture the desires and motivations of your heart.

God-given Desires



There is no place on the worksheet to list this summary statement. You will use this statement along with your God-given design summary to form your "Best Contribution" summary statement.

Life Challenges

Life challenges are current influences that will impact your next role or job. Life issues may be roadblocks to moving forward in life or the realities that God has given you at this time. It is vital to embrace them and see that God will use them for our good and His glory. So, it is important to address what they are and what impact they will have on your decision-making process.

For example, it could be that you have fears about the future and, as a result, you feel immobilized. You may have a child with special needs that only certain doctors or hospitals have the facilities to help. Obviously, this would influence your next role. Also consider your marital/family status and how that is affecting you. Other potential areas are financial and aging parents' challenges.

Life challenges need to be identified and addressed before you can move on. This is especially important as you consider your next responsibility.

Life Challenges

1

2

3

4

Add the results to your "Best Contribution Area" document under "Life Challenges"

Best Contribution Area

Your best contribution area involves using your transferable skills where your heart is. Using the information you have gathered, take your best shot at describing what your best contribution would look like. Use the summary statements of your God-given design and God-given desires to create this.

Remember, you are trying to combine the key parts. There is no perfect or ideal role; however, the better you know what your best contribution area would look like, the better able you are to select a job that has the components that contribute to a good fit for you.



This *summary* statement should be emotionally satisfying when you read it.

Best Contribution Area

EXAMPLE:

I believe my best contribution is where I can influence people directly by giving perspective, encouragement and the resources to help them make their best contribution to the kingdom.

GOD'S DESIGN

How God has made me

GOD'S DESIRES

What pulls me

Describe what your ideal role would look like:

Best Contribution Area

Add the results to your "Best Contribution Area" document under "Best Contribution Area"

Now that you have summarized all of your work, look it over and answer these questions.

What have you learned about yourself?

Are there any surprises?

How can this be helpful in your current role?

What are the areas you match well and the areas of mismatch in your current role?

If you were doing the things in your best contribution area, how do you think you would feel?

How can this be helpful in future roles?

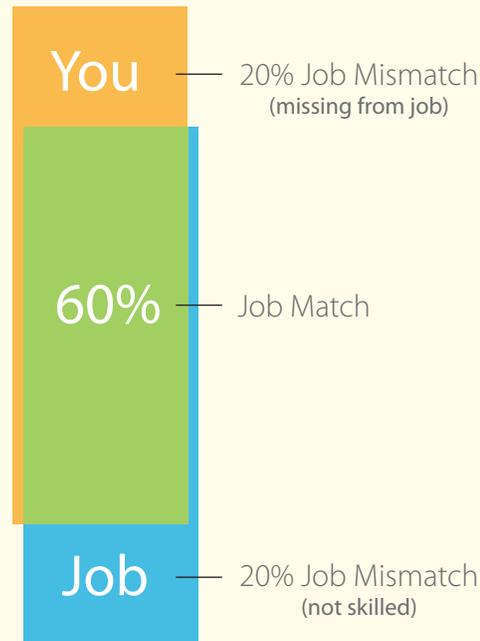
Job Fit

Every job will have aspects that you are not skilled for as well as parts missing that you would prefer to have. No job is perfect, however, 60% and above is a good fit.

Before you look for another job, make a proposal to your director regarding adjustments to your job. Sometimes by adding or taking away parts of the job can result in a win for everyone.

“60% Job Fit Is A Good Fit!”

Wendell Lillstrand



Growth

Stewardship involves growth. The 5 E's of Growth are helpful to insure a plan for growth.

Exposure

Exposure to others who are using gifts and talents like ours will provide ideas and models for how you can use your strengths. This could be through mentoring, or spending time observing and asking questions.

Evaluation

By getting feedback from people – whether it's a 360 or just asking for others to give you feedback will help you improve and become more effective. Employee's who work in feedback rich organizations don't fear feedback but welcome it.

Experience

By trying things or being hands on you can learn new skills and often gain a new perspective on doing a job. Some people learn more by doing than by listening to a lecture.

Education

Being in a learning environment will enable you to make improvements and use current knowledge and information to improve your performance.

Environment

By placing yourself in an environment where opportunities to grow and develop will ultimately help you to be a better steward of your life.

Going Forward

5 E's of Career Stewardship

The 5 E's of Stewardship will help you move forward with next steps to grow in your current role or to help you develop a plan to find a different role.

In light of your **best contribution summary** the following list will provide a context to brainstorm ideas to help you steward your growth and development. Application can be made for **current** roles and **future** desired roles.

	Ideas	When & How?
<p>Education</p> <p>What do I need to learn? What books or websites can help me? How much education do I need? Who can I talk to? What do I need to find out? Are there any seminars or conferences I can attend? Is there anyone else doing something similar to what I want to do?</p>		
<p>Exposure</p> <p>Who can I watch? Who can I follow? Who can I observe?</p>		
<p>Experience</p> <p>Where can I try doing this? Where can I practice doing this? Is there a way to start slow? Where can I do this more? Can I do this through my church or in some other organizations?</p>		
<p>Environment</p> <p>Where is an environment that would encourage my growth? What are the groups or clubs I can be a part of?</p>		
<p>Evaluation</p> <p>Where do I need feedback to improve? What assessments have I taken that I may need to review in light of this information? What assessments may help me gain insight into these areas? Are there other feedback tools I could use?</p>		

Feedback

Please give me feedback regarding what you see as my strength's areas

1. What are this person's areas of strengths – i.e., activities they are good at and you've seen them to be successful at. _____

2. Why did you list these areas? _____

3. What do you think is this person's best contribution area? _____

4. Any other things you'd like to add or affirm about this person? _____
