

Core Motive Inventory



John Dough's Core Motives Revealed



*For Principals & Heads of School
(Christian School Version)*

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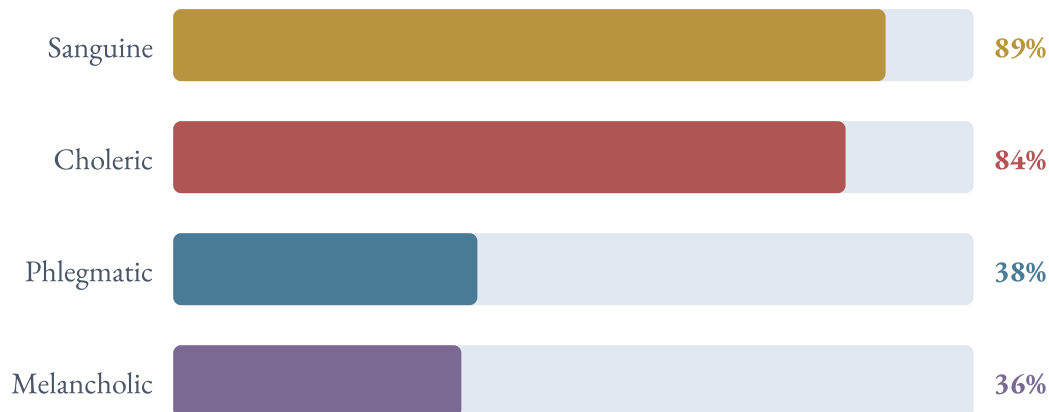
Your Temperament Profile

TEMPERAMENT SCALES

Temperament	Intensity (% of max)	Mix %	Rank
Sanguine	89%	36%	Dominant
Choleric	84%	34%	Co-Dominant
Phlegmatic	38%	16%	Tertiary
Melancholic	36%	14%	Minor

TEMPERAMENT INTENSITY

Percentage of maximum possible score



HOW TO READ THIS REPORT

John, each section that follows breaks down your daily responsibilities into specific domains of practice, interprets how your temperament mix shapes your behavior in those areas, and offers concrete virtue practices to help you grow toward excellence. The goal is to translate your temperament insights into actionable habits that integrate professional skill with spiritual formation.

What is offered in the Core Motive Inventory is meant to be a support, not a prescription. Not everything here will be perfectly on target or immediately relevant to your situation. Enter this inventory with an open mind and a prayerful heart, asking the Lord to guide and direct both your reading and your follow-through.

Core Motive Inventory

for John Dough

The Four Temperaments

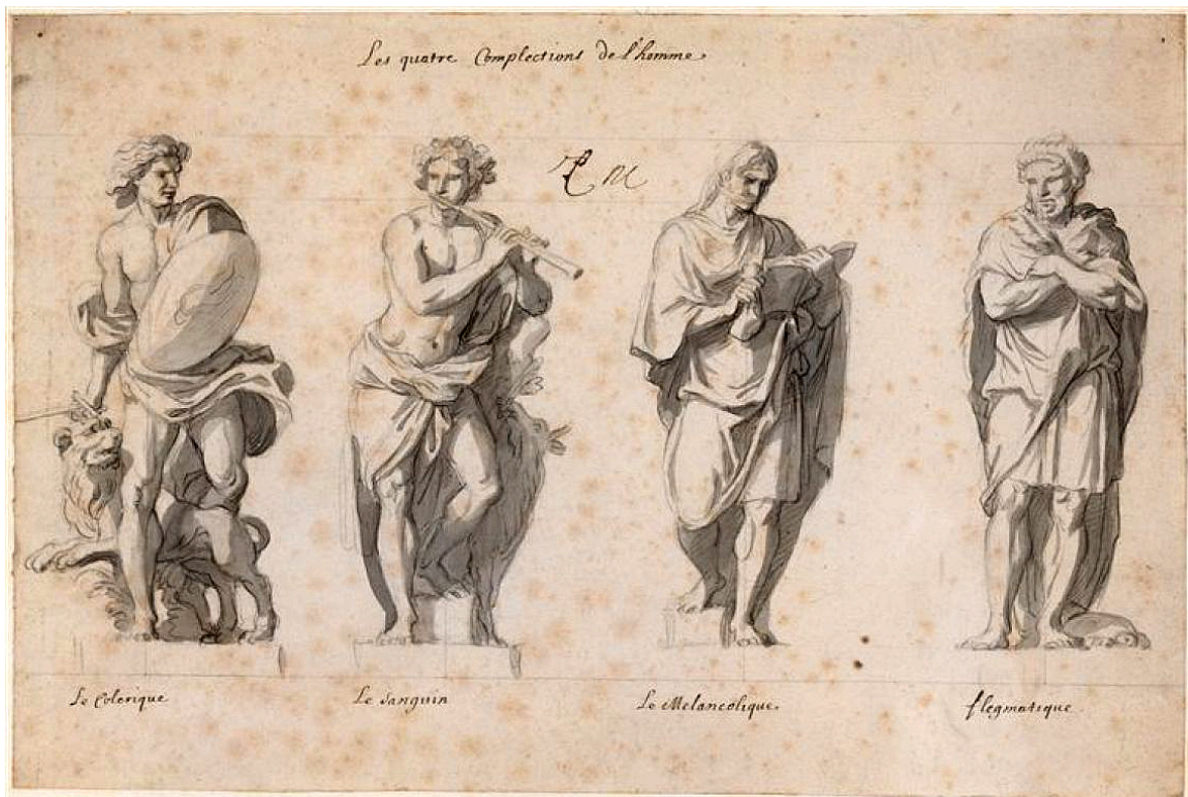
The four temperaments—**Sanguine**, **Choleric**, **Melancholic**, and **Phlegmatic**—originated with the ancient Greek physician and philosopher Hippocrates. Over millennia, this framework has developed into a simple way of describing our natural tendencies in action, thought, and emotion.

Properly understood, temperaments are not labels that trap us. They are starting points. They describe the kind of “default settings” we bring into our relationships, our decisions, and our work. And because they are natural dispositions, not moral judgments, there is no good or bad temperament—and no ideal mix you are supposed to have.

What this report aims to offer is clarity, not criticism. When you recognize your temperament mix, you begin to see your strengths with sharper definition: the gifts you reliably bring into a room, the instincts you lean on under pressure, and the ways you tend to serve others without even trying. But that same clarity also helps you notice something we all experience: our strengths can cast a shadow. The very impulses that make us effective can, when unchecked, show up as impatience, avoidance, over-control, over-analysis, or people-pleasing—often without us intending it, and sometimes without us even seeing it.

That is why temperament awareness is so valuable for a leader. It gives you a more honest read on yourself. It helps you anticipate where your wiring may trip you up—especially when you are tired, under stress, or carrying conflict. And it keeps your growth focused on the right target.

In the Christian life, self-knowledge is meant to serve sanctification. When we can name our patterns with humility, we can pursue concrete habits and practices that strengthen virtue, restrain vice, and make room for grace to do its steady work. The goal is not self-improvement for its own sake. The goal is that your best self—formed by virtue, animated by charity, and marked by steadiness—shows up more consistently in your leadership, for the good of those entrusted to your care.



A Quick Overview of the Temperaments

Temperament	Core Traits	Core Strengths	Core weaknesses
Sanguine	Warm, expressive, people-centered, fast rapport with children; thrives on variety and interaction; often “feels the room” quickly.	Builds joyful classroom culture; connects easily with students and parents; motivates through encouragement; brings creativity and energy; helps teams stay hopeful.	Can drift toward inconsistency or weak follow-through; may avoid hard conversations; can overpromise to please; may struggle with detail, planning, or quiet focus; classroom management can become “too loose.”
Choleric	Direct, decisive, action-oriented; comfortable leading; wants clear outcomes; moves quickly to solutions and accountability.	Establishes strong routines and clear expectations; drives progress and execution; handles conflict with courage; protects learning time; advocates well for students and standards.	Can become impatient, sharp, or overly controlling; may talk more than listen; can unintentionally intimidate children or colleagues; may push change faster than trust can bear; can value efficiency over formation.
Melancholic	Thoughtful, analytical, conscientious; attentive to nuance; values excellence and meaning; tends toward careful preparation and reflection.	Plans deeply and teaches with clarity; notices individual student needs and learning gaps; maintains high standards; communicates carefully; brings wisdom and depth to curriculum and assessment.	Can become overly critical (self or others), anxious, or perfectionistic; may struggle to adapt quickly; can overcorrect or overexplain; may interpret feedback personally; can withhold warmth when stressed.
Phlegmatic	Calm, steady, patient, relationally loyal; prefers harmony and predictability; grounded presence; often a stabilizing force.	Creates a peaceful, secure learning environment; patient with developing skills and repeated practice; listens well; de-escalates tense parent situations; reliable teammate who sustains morale quietly.	Can avoid conflict and delay necessary action; may tolerate misbehavior too long; can under-communicate expectations; may resist change or initiative; can become passive when leadership and urgency are needed.

Understanding how Temperament Impacts Leadership

The Core Motive Inventory for Christian School Leaders is organized around Patrick Lencioni's articulation of the five key responsibilities of a leader in [The Motive](#). His frame is helpful precisely because it is plain and bracing. It names the work that must be done, whether or not it is glamorous, and it gives leaders a simple way to examine whether they are leaning into the burdens that love requires.

In a Christian school, leadership is never merely the stewardship of tasks. It is the stewardship of people. That means the most important work tends to be the least flashy: building a leadership team that can bear weight together, developing those you oversee, addressing problems before they harden into culture, running meetings that actually serve the mission, and communicating with the kind of clarity that protects unity. Lencioni's genius is that he makes these responsibilities concrete, which makes them examinable. You can ask, with honesty, "Am I doing this well?" and "Where do I tend to drift?"

That is where the CMI becomes especially useful. Your temperament mix is a gift, but gifts have contours. You will have natural strengths that help you carry these responsibilities with energy and ease. You will also have predictable pressures and patterns that can trip you up, especially when you are tired, stressed, disappointed, or in conflict. The CMI is designed to help you see both: where your instincts serve you, and where they quietly sabotage you. Most importantly, it points you toward the habits and disciplines that bring your leadership under the steady governance of virtue. For most leaders, growth accelerates when it is attached to real responsibilities. The CMI is a helpful tool to get you thinking about ways you might improve. It isn't perfect. No temperament assessment ever is. But we are confident you will find bits and pieces throughout that will help you lean into your leadership responsibilities with greater consistency and virtue.

Lencioni & Havard

If you want to go deeper, [Lencioni's books](#) and the many resource available at [The Table Group](#) are worth your time. [The Five Dysfunctions of a Team](#) is a compelling and memorable diagnosis of why teams fail and how trust and healthy conflict are built. [The Advantage](#) shows how organizational health becomes a real competitive advantage through clarity and consistency. And [The Motive](#) is the clearest distillation of the leader's core responsibilities and the temptations that cause leaders to avoid them.

Finally, the CMI for school leaders is intentionally built at the intersection of Lencioni and [Alexandre Havard](#). Lencioni provides a crisp map of the work. [Havard, in his writings](#) on temperament, character, and virtue, provides a way to understand the person doing the work, and the kind of inner formation required to do it well. Read together, they offer Christian school leaders an unusually clear path: a path where skill serves wisdom, where self-knowledge serves sanctification, and where leadership becomes what it is meant to be, the steady offering of a sound heart and a disciplined mind for the good of others and the glory of God.

The 5 Key Areas of Leadership

DEVELOPING THE LEADERSHIP TEAM

This is the work of forming a small group of senior leaders who trust one another, think clearly together, and model unity for the whole school. It includes building alignment, naming priorities, clarifying roles, and addressing dysfunction early so that the team becomes a source of strength rather than drag. As the Head, you set the conditions for team health—or team dysfunction—more than anyone else in the building. A team that trusts the Head will take risks, name problems early, and hold one another accountable. A team that does not will default to self-protection, silence, and politics. Developing the leadership team is not a side project; it is the headwaters of the school’s entire culture, and it begins with you modeling the vulnerability and candor you want others to practice.

MANAGING SUBORDINATES (AND ENSURING THEY MANAGE THEIRS)

This is the ongoing work of helping your direct reports win. It involves setting clear expectations, providing coaching and accountability, removing obstacles, and making sure leadership practices cascade through the organization so that culture is shaped intentionally, not accidentally. It is not enough to be available or approachable—great leaders actively invest in the development of the people beneath them, naming gaps with candor, celebrating growth with specificity, and refusing to let problems fester out of comfort or conflict avoidance. And because culture flows downstream, how you lead your direct reports shapes how they lead theirs. The quality of a school’s lived culture is often determined two or three layers below the Head’s office.

HAVING DIFFICULT AND UNCOMFORTABLE CONVERSATIONS

This is the courage to address what is true and what must change, with humility and love. It includes confronting performance issues, resolving conflict, naming misalignment, and speaking directly about problems that, if ignored, will multiply and harm the mission. Avoidance is not neutral. Every hard conversation delayed becomes a harder one later—and often a more public one. What makes difficult conversations genuinely difficult is not the subject matter but the temptation to protect our own comfort at someone else’s expense. Practiced with preparation, clarity, and charity, these conversations are among the most formative acts a leader can offer. They communicate, more plainly than any affirmation could, that the person and the standard both matter.

RUNNING GREAT TEAM MEETINGS

This is the discipline of making meetings purposeful, substantive, and decision oriented. Great meetings clarify priorities, surface healthy conflict, produce real commitments, and leave people clearer, not merely busier. Poor meetings, by contrast, are a quiet tax on the organization—draining time, signaling disorder, and eroding the trust that good execution requires. As the Head, you own the culture of meetings more than anyone else: the agenda you set, the questions you ask, and the discipline with which you open and close a room will determine whether your team uses meeting time as a workshop or endures it as a ritual. When the team uses it well, work accelerates. When the team tolerates drift, decisions multiply and progress stalls.

COMMUNICATING CONSTANTLY AND REPETITIVELY TO EMPLOYEES

This is the work of building clarity and trust through steady, consistent communication. It means repeating what matters, explaining the why, reinforcing priorities, and making sure people are not left to guess. It also means listening well, so that communication is not only frequent, but responsive to what the school is experiencing. Great communicators understand that repetition is not redundancy—it is the cost of clarity in a complex organization where people are busy, distracted, and carrying their own concerns. They choose channels wisely, sequence messages thoughtfully, and close loops so that nothing important falls through a gap between departments. When communication is healthy, people act with confidence. When it is inconsistent or withheld, uncertainty fills the space and rumor becomes the dominant voice in the building.

Executive Summary

Your Core Motive Inventory

Temperament	Intensity (% of max)	Mix %	Rank
Sanguine	89%	36%	Dominant
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Your Temperament Profile

Your temperament profile is characterized by a strong blend of Sanguine (89%) and Choleric (84%). This unusual combination equips you with both infectious energy and decisive action: you are likely magnetic, connecting easily with all ages, and also adept at catalyzing movement and keeping the school on mission. At Arcadia Prep, a classical K-12 school of 650 students, your blend makes you especially suited to both inspire and lead with confidence in environments that require vision, clarity, and relational trust. One standout strength is your ability to generate enthusiasm and momentum among your faculty and students. Yet, the Sanguine-Choleric tandem can also express as impatience and an overenthusiasm for change, occasionally skipping the reflection and inclusivity needed for full buy-in. Your most urgent developmental need is to cultivate the virtue of Prudence, ensuring your quick, relational action is always harnessed to wise deliberation. Your leadership, marked by this vibrant duality, has the potential to build a joyful, high-performing school culture at Arcadia Prep—so long as you remain anchored in steady self-regulation and purposeful discernment.

Signature Strengths

1 Inspiring Presence

Because your temperament is dominated by Sanguine (89%), you bring warmth, energy, and relational magnetism to meetings and school events. This naturally mobilizes the leadership team and keeps faculty and parents engaged with your vision for Arcadia Prep.

2 Decisive Leadership

Your Choleric strength (84%) empowers you to make tough calls and drive progress where others might hesitate. In situations requiring clear direction or bold change, you can rally your direct reports and set a purposeful rhythm for the team.

3 High Engagement

The combined Sanguine-Choleric profile energizes environments and keeps people moving, whether in faculty meetings, student assemblies, or crucial parent conversations. Your biases for action and inclusion translate into high community engagement and motivated teams.

Predictable Vulnerabilities

1 Impulsivity and Overextension

With Sanguine at 89% and Choleric at 84%, you are prone to moving too quickly into new initiatives before ensuring alignment or buy-in. **If unaddressed, this may lead to overload and whiplash for staff and confusion around strategic priorities.**

2 Skipping Reflective Planning

Your low Melancholic (36%) and Phlegmatic (38%) scores may mean you underinvest in careful preparation and patient, steady follow-through. **If unaddressed, this may result in execution gaps or overlooked details crucial for sustainable progress.**

3 Tendency Toward Bluntness

Choleric's forcefulness can show up as sharpness in feedback or a failure to listen deeply, especially under pressure. **If unaddressed, this may erode trust and create "in-group/out-group" dynamics on the leadership team.**

Priority Virtues for the Next 12 Months

1. Prudence

Right reason applied to action; wise decision-making through reflection and counsel.

Your Sanguine-Choleric wiring puts you in perpetual motion, but strategic leadership at Arcadia Prep requires measured analysis and deliberation, especially before new initiatives or personnel decisions. Prudence will help you pause, weigh options, and seek broader input from your team before acting, providing ballast to your natural dynamism.

STARTER PRACTICE

Before every significant decision (program, policy, staff), block 30 minutes to review potential implications and solicit at least one dissenting opinion from your leadership team.

2. Temperance

Self-mastery and moderation, especially in expression and initiative.

With your high Sanguine (89%) and Choleric (84%) scores, your inclination will be toward “more”—more communication, more activity, more change. Temperance allows you to moderate these impulses, creating rhythm and space for others. This virtue will help you resist the urge to fill every silence or push every idea forward.

STARTER PRACTICE

Commit to setting no more than three strategic goals per semester, and explicitly reserve one meeting per month for open listening and reflection.

3. Humility

Self-knowledge, self-acceptance, and self-forgetfulness in service to others.

Your Choleric intensity can sometimes communicate certainty at the expense of receptivity. Humility will ensure you continue to seek feedback—especially from those who may disagree—and create a safe environment for dissent, learning, and growth on the team.

STARTER PRACTICE

After any major decision or public address, ask two colleagues, “What might I have missed?” and receive their answers without rebuttal.

Developing the Leadership Team

Team cohesion is the first discipline of a healthy school. A Christian school leader who "develops the leadership team" labors to forge a staff whose relationships are marked by vulnerability-based trust, robust yet charitable debate, unified commitment, mutual accountability, and an unwavering focus on the mission's success over individual ego. The five subsections below draw on Patrick Lencioni's Five Dysfunctions of a Team and translate them into temperament-aware counsel.



A. Vulnerability-Based Trust

SNAPSHOT

Vulnerability-based trust emphasizes building a team environment where people are safe to be real about their limits, missteps, and areas of uncertainty—trusting that others will respond with grace, not judgment. As leader, you must model this trust, inviting candor, confession of mistakes, and mutual support so that the team can move beyond superficial unity to real fellowship and effectiveness. This foundation is essential for a Gospel-shaped community and the flourishing of Arcadia Prep’s mission.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your high Sanguine (89%) encourages openness, optimism, and approachability, which naturally draws people out. However, your equally strong Choleric (84%) may inadvertently create an environment where your drive for results overshadows invitations for honest sharing. Under stress, you may default to pushing forward rather than slowing down to surface team concerns or struggles, risking glossing over or minimizing others’ vulnerabilities.

POTENTIAL TRIGGERS

- *When deadlines are tight, I am tempted to rush the team past surfacing real issues.*
- *When someone shows emotion or hesitance, I am tempted to reassure or redirect instead of listening deeply.*
- *When a meeting gets tense, I am tempted to use energy or humor to “smooth it over” instead of letting discomfort lead to insight.*
- *When I perceive hesitation as resistance, I am tempted to push forward insistently rather than inviting the root concern.*

HOW THIS IMPACTS THE TEAM

Superficial cohesion: Real risks and mistakes remain hidden because admitting them seems unwelcome.

Lowered trust: People will be less likely to admit personal or professional weakness, missing valuable learning moments.

False clarity: Agreement may mask unresolved doubts or pain because the group bypassed genuine discussion.

Virtue to Cultivate: Humility

Humility is essential to balance your strengths. By openly owning your own mistakes and creating room for all voices, you encourage your team to do the same. When your Choleric decisiveness is checked by humility, trust becomes normative and team vulnerability feels safe, not risky.

HABITS TO CULTIVATE & BREAK

- Model saying “I was wrong and here’s what I learned” at least once per quarter (humility).
- Regularly ask, “What are we missing?” before closing any strategic discussion (humility).
- Share personal challenges during annual retreats to normalize real conversation about struggle.
- **Stop** using humor or enthusiasm to redirect when discomfort surfaces (humility).
- **Stop** assuming agreement is always actual buy-in—probe for real objections.
- **Stop** ignoring your own mistakes in high-pressure moments.

B. Mining for Healthy Conflict

SNAPSHOT

Mining for healthy conflict is the leader's ongoing work to draw out true differences of opinion so the team can address real issues, sharpen its decisions, and commit as a unified front. This is not about sowing division but about surfacing robust debate for the sake of clarity and collective wisdom. The healthiest teams learn to "fight well" for the sake of the mission.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Choleric (84%) leans into conflict willingly, seeing it as necessary for progress, while your strong Sanguine (89%) would rather keep the atmosphere positive. In practice, this means you may toggle between being too direct (potentially dismissing gentler voices) and too eager for harmony (skipping over real differences that need to be aired).

POTENTIAL TRIGGERS

- *When debate gets heated, I am tempted to "pull rank" and end the discussion abruptly.*
- *When someone seems discouraged by conflict, I am tempted to smooth things over or change the topic quickly.*
- *When there's disagreement on direction, I am tempted to push my solution rather than let the debate run its course.*
- *When I feel the room deflating, I am tempted to inject energy and humor to diffuse rather than probe deeper.*

HOW THIS IMPACTS THE TEAM

Suppressed concerns: Issues others see may remain invisible if not fully surfaced.

Loss of collective wisdom: The best solutions rarely emerge from one perspective.

Resentment or disengagement: Those uncomfortable with abrupt direction may check out rather than engage next time.

Virtue to Cultivate: Prudence

Prudence helps you harness your action orientation by slowing down to seek all perspectives, even those that challenge your own. By practicing prudence, you'll balance decisive action with structured listening, ensuring decisions are wiser and more broadly supported.

HABITS TO CULTIVATE & BREAK

- Facilitate "devil's advocate" rounds where others are required to present the strongest opposing viewpoint (prudence).
- Set and enforce rules that every major proposal must receive critique from at least two voices before moving forward.
- Explicitly invite dissent: "Who sees it differently?" at each meeting.
- **Stop** moving to closure before disagreement is thoroughly aired.
- **Stop** using your energy as a substitute for process.
- **Stop** shutting down debate with "final word" statements.

C. Committing to Decisions

SNAPSHOT

Committing to decisions means moving forward, as one, once every voice has been heard and a direction set—even if some would have preferred another outcome. It is essential that your team leaves every key decision discussing what “we” will advance, not what “they” decided.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine (89%) welcomes consensus and buy-in, but your Choleric (84%) is comfortable with unilateral action if necessary. This can create tension: you may announce a direction with fanfare but fail to check for actual commitment, or, frustrated by delays, move ahead assuming agreement when not all are truly on board.

POTENTIAL TRIGGERS

- *When some on the team are quiet, I am tempted to interpret silence as agreement.*
- *When a decision risks popularity, I am tempted to sugarcoat its rationale to gain acceptance.*
- *When facing resistance, I am tempted to “sell harder” instead of clarifying objections.*
- *When pressed for time, I am tempted to summarize and move on without restating commitments.*

HOW THIS IMPACTS THE TEAM

Pseudo-commitment: Lack of clarity leads to scattered follow-through because not everyone truly agrees.

Passive resistance: Team members may implement only partially or slowly, undermining momentum.

Blame-shifting: Lack of ownership can lead to future disputes over responsibility.

Virtue to Cultivate: Justice

Justice, giving each member their due and ensuring decisions are justly enacted, will prompt you to secure true buy-in and clarify expectations for all, not just the vocal or easily persuaded.

HABITS TO CULTIVATE & BREAK

- At the conclusion of any key decision, have each member state their understanding of the commitment and next actions (justice).
- Circulate written summaries capturing decision points and required follow-ups.
- Follow up individually on any voiced reservations before closing major items.
- **Stop** assuming silence means consensus.
- **Stop** minimizing difficult impacts for the sake of unity.
- **Stop** closing debate without checking for real clarity on next steps.

D. Holding the Team Accountable

SNAPSHOT

Accountability is the habit of loving correction in action—addressing missed expectations, broken promises, or substandard work as soon as it occurs, and always with charity. It is peer-to-peer, not just top-down, and is central to creating a dependable, flourishing culture at Arcadia Prep.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Choleric (84%) does not shy away from naming deficiencies, but your Sanguine (89%) seeks to preserve positive relationships and avoid discouraging the team. This can lead to two extremes: you may either confront with too much bluntness, or, more likely, “pick your battles” and let smaller issues slide to maintain a positive atmosphere.

POTENTIAL TRIGGERS

- *When camaraderie is strong, I am tempted to ignore small lapses rather than risk disharmony.*
- *When someone is likeable but underperforming, I am tempted to rationalize their behavior.*
- *When busy, I am tempted to prioritize my own work over following up on accountability conversations.*
- *When feeling pressure to get results, I am tempted to address issues quickly, sacrificing tone and encouragement.*

HOW THIS IMPACTS THE TEAM

Drift in standards: Small lapses become the new normal over time.

Uneven morale: Those who reliably deliver feel marginalized.

Loss of credibility: The team learns that stated expectations are optional.

Virtue to Cultivate: Fortitude

Fortitude grants you the firmer, patient courage to address uncomfortable truths promptly and well, despite your temptation either to avoid disruption (Sanguine) or to over-correct without charity (Choleric).

HABITS TO CULTIVATE & BREAK

- Name one positive and one corrective behavior in every one-on-one each month (fortitude).
- Follow a script for hard conversations to keep tone measured and content fair.
- Log accountability conversations and check back for progress within two weeks.
- **Stop** letting interpersonal comfort prevent truth-telling.
- **Stop** accelerating conversations to closure if you sense genuine discomfort.
- **Stop** omitting written follow-ups on agreed corrections.

E. Focusing on Team Success

SNAPSHOT

True team success is when everyone is committed to the whole and willing to subordinate personal or departmental goals for the flourishing of Arcadia Prep as a classical K-12 community. This “one school, one mission” mindset is modeled by the leader and becomes cultural reality only if practiced at the top.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your strong Sanguine (89%) keeps you alert to relational dynamics and motivates a sense of “us”—while your Choleric (84%) can sometimes drift into “my way is the way” thinking. These together mean you can unify with vision, yet also inadvertently bias your own preferred directions, missing quieter inputs from the broader team.

POTENTIAL TRIGGERS

- *When one project area performs especially well, I am tempted to highlight its results over collective wins.*
- *When facing pushback, I am tempted to double down on my area’s priorities at the expense of team consensus.*
- *When short on time, I am tempted to listen only to vocal or supportive colleagues.*
- *When confronted with team frustration, I am tempted to “sell” a solution rather than invite collaborative pathways.*

HOW THIS IMPACTS THE TEAM

Cultural silos: Departments act independently, and a “we-they” dynamic emerges.

Mixed messaging: Competing goals lead to confusion across the school.

Diminished mission focus: The “why” fragments under pressure, and parents/faculty feel the split.

Virtue to Cultivate: Magnanimity

Magnanimity, the virtue of greatness of soul, helps you place group success above personal ego or preferred area, celebrating others and building “whole school” wins that inspire sacrificial, expansive team engagement.

HABITS TO CULTIVATE & BREAK

- Publicly celebrate contributions from teams outside your comfort zone (magnanimity).
- Open major meetings with “shared wins” to highlight collective progress.
- Invite team members to present case studies from their area, showing the impact on the whole school.
- **Stop** centering recognition on your preferred projects or teams.
- **Stop** shutting down cross-departmental ideas prematurely.
- **Stop** framing success only through your direct line of responsibility.

Managing Subordinates (& Making Them Manage Theirs)

Managing people is not an optional add-on to your work; it is central to your vocation. As a school leader, you are accountable not only for what you personally lead but also for the quality of management practiced by those who report to you. This section focuses on building a consistent, humane management rhythm that gives every direct report clear direction, timely coaching, swift help with obstacles, and firm accountability. It also focuses on your responsibility in ensuring your colleagues to do the same with their teams. When you do, clarity cascades, issues surface early, and the culture you are charged with advancing reaches every office, classroom, and ultimately students.

In the pages that follow, you will learn how to define roles and expectations, establish a cadence of oversight, build a culture of accountability, coach and develop people, delegate wisely, and multiply management through your subordinates. Your task is simple: make management visible, regular, and contagious.



A. Clarity of Roles & Expectations

SNAPSHOT

Reaching clarity on roles and expectations means doing the slow, patient work of articulating the unique purpose, outcomes, and standards for each position within your sphere—and ensuring your leaders do the same. It’s loving to be clear: it protects your people, sets them up to win, and reveals where support or correction is truly needed.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine (89%) gives you a natural willingness to motivate and mentor, but can lead to informality in role clarity—assuming people “get it.” Your Choleric (84%) prioritizes action and results, privileging output over process. Together, these traits may leave gaps in formal documentation and miss the sometimes tedious yet essential work of clarifying specifics, cascading clarity, and documenting expectations in writing.

POTENTIAL TRIGGERS

- *When eager to launch, I am tempted to move before finishing written job descriptions.*
- *When someone seems enthusiastic, I am tempted to skip spelling out deliverables, assuming mutual understanding.*
- *When faced with resistance or tedium, I am tempted to shortcut process in favor of visible action.*
- *When pressed for time, I am tempted to trust verbal agreements alone.*

HOW THIS IMPACTS THE TEAM

Role confusion: Staff are less clear on what winning looks like.

Unmeasurable progress: Outcomes become subjective and hard to assess.

Inconsistent culture: Expectations vary across the school, undermining formation and unity.

Virtue to Cultivate: Prudence

Prudence will keep your dynamism rooted in wise, concrete structures, so you move people and tasks forward with accuracy and accountability, not just energy.

HABITS TO CULTIVATE & BREAK

- Require all roles to have 1-page written scorecards (prudence).
- Review expectations verbally and in writing in onboarding, then again after 90 days.
- Audit clarity for each role at least once per year.
- **Stop** relying on “shared understanding” from conversations alone.
- **Stop** accepting vagueness in job descriptions.
- **Stop** skipping written documentation for new roles or major changes.

B. Regular Cadence of Oversight

SNAPSHOT

Great leaders create steady, low-drama oversight: routine one-on-ones, standing check-ins, and visible support, while ensuring direct reports manage their teams similarly. Cadence is consistency, not control.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine bent (89%) thrives on spontaneous interaction, but may neglect structure and routine. Choleric (84%) values results, so if regular oversight feels repetitive, you may lose interest. Consistency, however, is what your people most need to thrive.

POTENTIAL TRIGGERS

- *When things are going well, I am tempted to cancel or deprioritize regular meetings.*
- *When interruptions arise, I am tempted to postpone check-ins.*
- *When an urgent crisis appears, I am tempted to go directly to action, forgoing oversight cadence.*
- *When I'm drawn to new opportunities, I am tempted to delegate oversight entirely.*

HOW THIS IMPACTS THE TEAM

Surprise performance dips: Issues fester until they become major problems.

Feeling unsupported: Staff perceive the lack of engagement as disinterest.

Missed early interventions: Preventable issues are allowed to snowball.

Virtue to Cultivate: Temperance

Temperance will root you in steady self-mastery—helping you persist through routine and check-ins that may feel monotonous, but that enable others to succeed and stay aligned.

HABITS TO CULTIVATE & BREAK

- Maintain standing biweekly one-on-ones with each direct report (temperance).
- Ask your leaders to adopt the same cadence with their teams.
- Reschedule, never cancel, for disruptions—model commitment to support.
- **Stop** using “busy seasons” as an excuse for invisibility.
- **Stop** substituting ad hoc check-ins for standing meetings.
- **Stop** skipping the routine when the team seems high-functioning.

C. Accountability & Follow-Through

SNAPSHOT

True accountability requires shared visibility: what, by whom, and by when. Your job is to create a system for tracking commitments, reviewing status, and closing the loop so that integrity is visible and reliable—and demand the same of your leadership team.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine side (89%) prefers progress, but may move on too fast and neglect follow-up. Your Choleric (84%) leans toward pushing for outcomes but can lose interest once the thrill of the new is gone. Both temperaments conspire to create an “out of sight, out of mind” danger in busy seasons.

POTENTIAL TRIGGERS

- *When a project is launched, I am tempted to mentally “tick the box” before actual delivery happens.*
- *When a direct report is enthusiastic but misses a deadline, I am tempted to let it slide for the sake of morale.*
- *When overwhelmed by new demands, I am tempted to prioritize future vision over unfinished commitments.*
- *When meeting agendas are full, I am tempted to rush through review of action items.*

HOW THIS IMPACTS THE TEAM

Unfinished business: Important projects stall or drift.

Broken trust: Failure to check consistently diminishes accountability.

Slackening standards: Team members adopt similar casualness in their areas.

Virtue to Cultivate: Fortitude

Fortitude provides the discipline to see work through to completion, insist on accountability, and persist through the less energizing, but crucial, grind of stewardship, even if it feels tedious.

HABITS TO CULTIVATE & BREAK

- Use a visible tracker (digital or whiteboard) for all major team commitments (fortitude).
- Review progress on each item weekly until completion.
- Address misses quickly and directly with the responsible person—even when rapport is high.
- **Stop** accepting positive intent in lieu of actual results.
- **Stop** moving agenda items forward without confirmation of delivery.
- **Stop** assuming your energy can bridge over administrative shortfalls.

D. Coaching & Development

SNAPSHOT

Coaching means seeing and calling out the potential in others—correcting skill gaps, encouraging intentional stretch, and opening doors for growth. The leader must ensure that support and correction happen promptly, and that leaders under you do likewise.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine (89%) loves to encourage and motivate others, making you a natural mentor and cheerleader. However, your Choleric (84%) push for progress may overshadow gentler, sustained support—the “inner formation” critical for Arcadia Prep’s culture. You may also overlook incremental coaching moments in the rush toward visible wins.

POTENTIAL TRIGGERS

- *When coaching conversations slow down delivery timelines, I am tempted to cut them short.*
- *When a staff member struggles quietly, I am tempted to “move on” if their work is minimally sufficient.*
- *When someone resists feedback, I am tempted to minimize the confrontation for the sake of speed.*
- *When busy, I am tempted to reserve coaching for crisis moments only.*

HOW THIS IMPACTS THE TEAM

Stalled growth: Staff plateau when not encouraged into their next step.

Preventable burnout: Unaddressed struggles accumulate until they become critical.

Missed mission formation: School culture is weakened if staff do not grow in alignment with values.

Virtue to Cultivate: Charity

Charity compels you to prioritize others’ flourishing—giving time and attention to both celebrate and correct, and pressing for their vocational growth, not just output.

HABITS TO CULTIVATE & BREAK

- Allocate time weekly for “walkabouts”—brief, encouraging conversations and micro-coaching.
- Note one strength and one stretch area for each direct report monthly (charity).
- Celebrate progress, not just final product, in meetings and written notes.
- **Stop** waiting for crises to provide feedback.
- **Stop** equating coaching with only correction or discipline.
- **Stop** allowing “good enough” to be sufficient for growth areas.

E. Delegation & Empowerment

SNAPSHOT

Delegation and empowerment means pushing authority and decision-making to the right level—entrusting others with meaningful work, while providing clear boundaries and guidance. It grows initiative, spreads stewardship, and affirms dignity for colleagues.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Choleric (84%) gives you comfort with control and clear action, but can make it difficult to release responsibility. Sanguine (89%) delights in collaborative energy, but may want to stay in the mix rather than step back. Together, you may “hover” or quickly take decisions back if momentum slows, undermining staff initiative.

POTENTIAL TRIGGERS

- *When a direct report hesitates or struggles, I am tempted to retake the task.*
- *When a decision is slow, I am tempted to override or make it unilaterally.*
- *When visibility is on the line, I am tempted to own communications rather than enable others.*
- *When stakes are high, I am tempted to micromanage details for “guaranteed” outcomes.*

HOW THIS IMPACTS THE TEAM

Stunted growth: Colleagues do not develop confidence or initiative.

Bottlenecked leadership: Progress slows when all decisions funnel through one person.

Diminished trust: Staff feel less respected, and morale sinks.

Virtue to Cultivate: Humility

Humility will empower you to step back, allowing space for others to contribute and own significant work—multiplying leadership throughout the school.

HABITS TO CULTIVATE & BREAK

- Clarify boundaries, expected outcomes, and timelines when delegating key projects (humility).
- Meet weekly with owners for updates—ask, don’t dictate, progress and obstacles.
- Celebrate and publicly affirm staff who solve problems creatively without your input.
- **Stop** stepping in at signs of struggle without providing an opportunity for learning.
- **Stop** communicating decisions you did not allow others to truly own.
- **Stop** evaluating success solely by your involvement rather than team growth.

Having Difficult & Uncomfortable Conversations

One of your most sacred responsibilities is to address issues quickly—with clarity, charity, and resolve. When leaders avoid hard truths, small cracks spread: standards blur, trust thins, and students and families feel the drift. In a Christian school, where the work is formation, conflict avoidance is never neutral; it impacts souls. How you handle correction, disagreement, and failure either strengthens the community's culture or erodes it.

This section equips you to "run toward the truth" in a way that is both pastoral and effective. You will learn a simple, repeatable rhythm: prepare prayerfully and factually; state your motive for the person's good and the school's mission; describe concrete behaviors and their impact; invite a response and listen; agree on expectations and put a follow-up on the calendar. Practiced consistently, this approach replaces rumor with truth, defensiveness with dignity, and drift with repentance and renewed effort.



A. Preparation

SNAPSHOT

Preparation for difficult conversations involves prayer, reflection, and a commitment to truthful, loving candor. You must collect facts, clarify your own motives, consider the potential impact of your words, and set an intention to seek the person's good and the mission's integrity.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine (89%) drives you toward optimism and quick action, which can result in underpreparation or overreliance on charm. Your Choleric (84%) prefers tackling things directly but may minimize emotional complexities—potentially leading to conversations launched impulsively or without sufficient context.

POTENTIAL TRIGGERS

- *When an issue feels urgent, I am tempted to jump in without gathering all the facts.*
- *When I believe the relationship is strong enough, I am tempted to skip written preparation.*
- *When worried about hurting morale, I am tempted to soften or generalize my message.*
- *When pressed for time, I am tempted to “wing it” rather than prayerfully prepare.*

HOW THIS IMPACTS THE TEAM

Missed details: Risk of addressing the wrong issue or overlooking contributory factors.

Mixed motives: Conversations may shift focus midstream, confusing the recipient.

Low trust: Staff and faculty may perceive a lack of seriousness or consistency.

Virtue to Cultivate: Prudence

Prudence dictates that you slow down, gather information, and review your objective before entering any potentially charged conversation.

HABITS TO CULTIVATE & BREAK

- Draft a one-page prayer and bullet-point fact summary before each tough conversation (prudence).
- Set meetings apart with a brief time for silent reflection.
- Write a 2-3 sentence “purpose for the conversation” to clarify your motive.
- **Stop** using relational rapport as a substitute for thorough preparation.
- **Stop** sending meeting invites before you are ready to guide the discussion well.
- **Stop** speaking to performance without context or clarity.

B. Communication

SNAPSHOT

Communication in hard conversations means naming the issue and its impact clearly, inviting perspective, listening well, and ensuring your tone is pastoral but firm. Do not globalize (“always/never”), and resist defensiveness or escalation.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Choleric (84%) and Sanguine (89%) natures enable you to hold attention and drive clarity, but risk rushing, talking more than listening, or softening challenges to keep the peace. Under pressure, you may either overwhelm the other with your force or dodge tension with reassurance or humor.

POTENTIAL TRIGGERS

- *When the other person reacts emotionally, I am tempted to respond with increased force or to retreat into surface comfort.*
- *When I sense pushback or disagreement, I am tempted to “double down” on my case rather than exploring the root issue.*
- *When pressed for time, I am tempted to summarize rather than invite a full response.*
- *When the faculty member is well-liked, I am tempted to obscure the seriousness of the issue for the sake of harmony.*

HOW THIS IMPACTS THE TEAM

Defensiveness: Others feel “talked at,” decreasing receptivity.

Surface-level resolution: The issue is not truly addressed.

Reduced morale: Tone or content can alienate rather than restore.

Virtue to Cultivate: Temperance

Temperance enables you to speak clearly but gently, listening fully and controlling excesses of energy or bluntness, allowing space for true sharing and ownership.

HABITS TO CULTIVATE & BREAK

- Prioritize speaking in “I” statements, naming specific behaviors (temperance).
- Pause and reflect back what you hear before responding.
- Commit to listening for at least five uninterrupted minutes after stating concerns.
- **Stop** matching defensiveness with greater energy.
- **Stop** filling silence with explanation.
- **Stop** assuming intensity equates to clarity or care.

C. Resolution

SNAPSHOT

Resolution is about moving from conflict or correction to an actionable plan: identifying interests, clarifying the “why,” and co-creating concrete next steps, written and time-bound, that both parties commit to.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Sanguine’s positivity (89%) may encourage optimism but can lead to vague or incomplete closure; Choleric (84%) drives to quick solutions but may neglect full consensus or skip documentation of agreements. You risk assuming a conversation is complete because energy or tone “feels” better.

POTENTIAL TRIGGERS

- *When the conversation feels resolved emotionally, I am tempted to neglect writing out agreements.*
- *When a solution is obvious to me, I am tempted to skip discussion of the other person’s motivations or supports needed.*
- *When in a hurry, I am tempted to generalize future expectations rather than set specific deliverables.*
- *When the person seems overwhelmed, I am tempted to “let them off the hook” instead of clarifying follow-through.*

HOW THIS IMPACTS THE TEAM

Unclear expectations: Mistakes or misalignment recur.

Weak accountability: Future conversations become more difficult.

Diminished credibility: Team perceives a lack of resolve.

Virtue to Cultivate: Justice

Justice ensures that you leave nothing necessary unspoken or unwritten—protecting both people and standards through measured, fair agreements clearly recorded and reviewed.

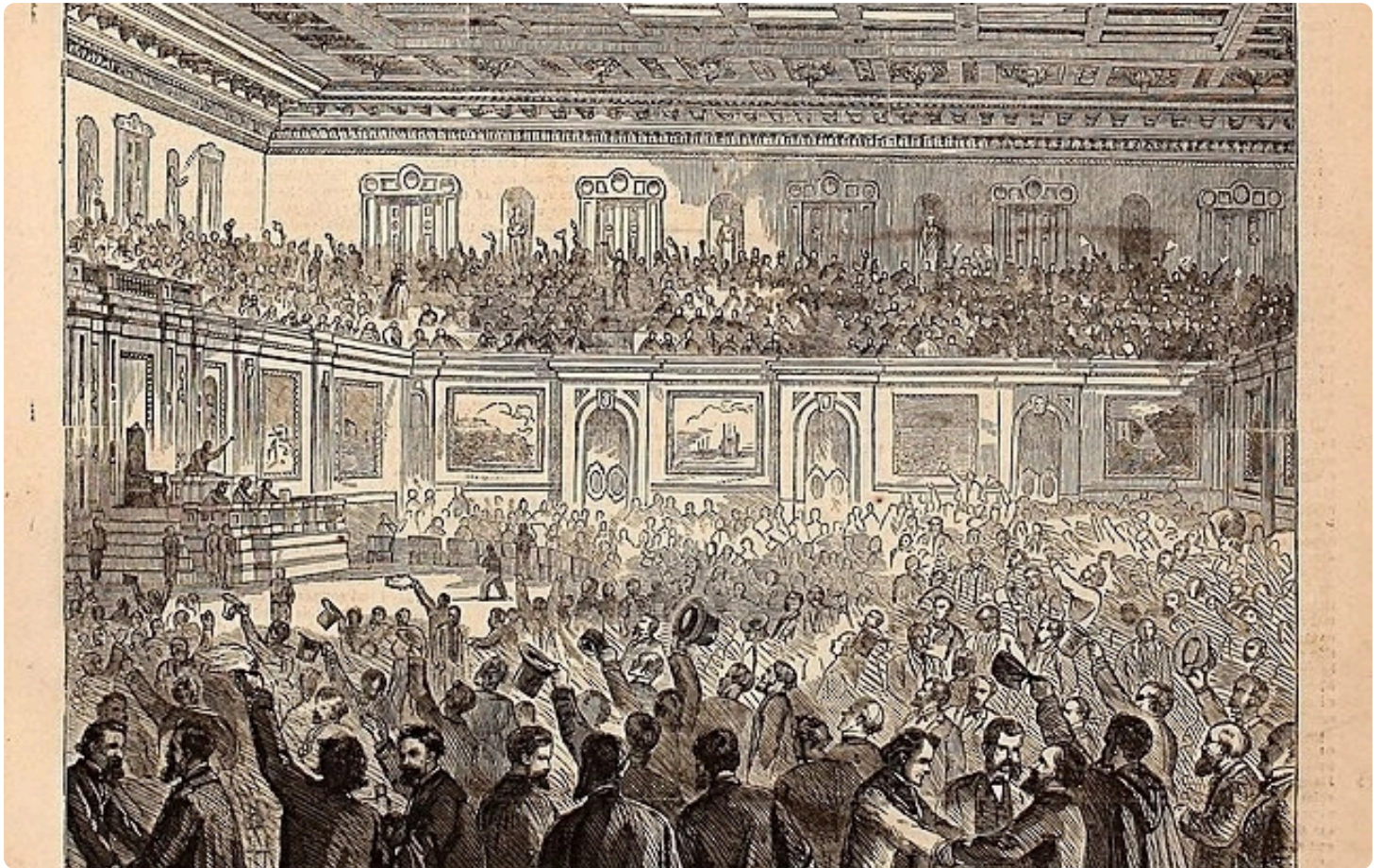
HABITS TO CULTIVATE & BREAK

- Draft a summary email with action points within 24 hours of any major resolution (justice).
- Confirm expectations out loud before parting and in writing before the next meeting.
- Set a follow-up calendar invite at the time of the conversation.
- **Stop** assuming verbal clarity is sufficient.
- **Stop** skipping written documentation because the tone is positive.
- **Stop** allowing discomfort to lower your follow-through standard.

Running Great Team Meetings

Meetings are your primary stage; where clarity is forged, conflict is refined into insight, and the decisions that shape the school are made. When gatherings start late, wander, or end without conclusions, the rest of the school imitates that pattern: faculty meetings drift, calendars collide, and clarity is lost. In a Christian school, where formation is communal and embodied, the way you convene people is itself a form of leadership; it teaches attention, charity, and shared purpose.

This section equips you to design and conduct meetings that are focused, candid, and decisive. You will learn to define the single decision each meeting exists to reach, frame issues with enough context but little theater, invite robust debate over ideas (not persons), and land the plane with crisp next steps—owners and dates. You will also build a reliable cadence: a short weekly operations huddle, a monthly strategic session, and periodic off-site time for deeper alignment, each with agendas that match the work.



A. Clarity of Purpose

SNAPSHOT

Clarity of purpose in meetings means that every participant knows “why are we here, what will we decide, and what will move forward.” Agendas are shared in advance and meetings close with next steps. Poorly focused meetings erode confidence and waste precious energy.

HOW YOUR TEMPERAMENT MIX SHOWS UP

With such high Sanguine (89%) and Choleric (84%) energies, you are typically enthusiastic and action-oriented. However, your inclination toward spontaneity (Sanguine) and rapid movement (Choleric) can allow meetings to drift, skip agendas, or close with enthusiasm but not clarity.

POTENTIAL TRIGGERS

- *When a meeting topic is engaging, I am tempted to follow tangents for the sake of enthusiasm.*
- *When people seem disengaged, I am tempted to inject energy rather than refocus the group.*
- *When faced with a tight schedule, I am tempted to omit agenda distribution to “just get started.”*
- *When confident in the group, I am tempted to proceed informally without clarifying the explicit purpose.*

HOW THIS IMPACTS THE TEAM

Lost focus: Meetings run over and decisions drift.

Misunderstood priorities: Teams are unclear on what is most urgent.

Low engagement: People show up, but buy-in or ownership is lost.

Virtue to Cultivate: Prudence

Prudence equips you to slow down for proper framing, intentionally design each meeting, and guide the team to purpose-driven outcomes rather than mere energy and rapport.

HABITS TO CULTIVATE & BREAK

- Distribute agendas 24 hours in advance, naming decision points and desired outcomes.
- Open each meeting with a “purpose statement” and close with a recap (prudence).
- Set a visible timer or facilitator to enforce time boundaries.
- **Stop** beginning sessions without declaring the goal.
- **Stop** prioritizing flow or vibe over clear outcomes.
- **Stop** tolerating agenda-free meetings, even for small groups.

B. Participation & Culture

SNAPSHOT

Your responsibility is to create a setting where every perspective is welcome, where debate is sharp on ideas but gentle on people, and where participation is the norm, not the exception. Collective discernment always trumps individual dominance.

HOW YOUR TEMPERAMENT MIX SHOWS UP

High Sanguine (89%) brings inclusivity and energy—keeping meetings lively and engaging. Strong Choleric (84%) may, however, overwhelm or unintentionally sideline quieter or oppositional voices. You may reward participation with visible enthusiasm but inadvertently dominate airtime or steer outcomes prematurely.

POTENTIAL TRIGGERS

- *When silence follows your suggestion, I am tempted to interpret it as support.*
- *When someone raises an opposing idea, I am tempted to quash it or move on quickly.*
- *When a minority voice persists, I am tempted to “vote and move on” quickly.*
- *When pressed for time, I am tempted to limit commentary to the most vocal or agreeable participants.*

HOW THIS IMPACTS THE TEAM

Diminished insight: Good ideas go unspoken.

Withdrawal: Quieter faculty members begin to disengage.

Pseudo-consensus: Agreement masks underlying reservations.

Virtue to Cultivate: Charity

Charity drives you to “draw out” all voices and prize communal discernment over your own preference, even when you believe strongly in a given direction.

HABITS TO CULTIVATE & BREAK

- Set a “two voices before repeat” rule: no one (including you) can speak twice before everyone has had a chance.
- Appoint a “devil’s advocate” role to ensure all sides are considered (charity).
- Follow up with silent participants individually to solicit feedback post-meeting.
- **Stop** “reading the room” via only the most vocal or receptive faces.
- **Stop** moving on before checking in with less assertive participants.
- **Stop** inadvertently sidelining dissent for sake of efficiency or harmony.

C. Decision & Action

SNAPSHOT

Meetings only matter when they drive action: clear, documented decisions, assignments, and deadlines. Ambiguity breeds confusion; clarity breeds confidence and collective focus.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Choleric's decisiveness (84%) favors making decisions quickly and moving on, but Sanguine's enthusiasm (89%) can prioritize the experience over the follow-through. You may celebrate a "great meeting" without ensuring the action items are documented and owned by name.

POTENTIAL TRIGGERS

- *When time runs short, I am tempted to summarize key points without recording specific who/what/when assignments.*
- *When the team seems enthusiastic, I am tempted to assume they know next steps.*
- *When discussions were intense, I am tempted to end early to "let everyone breathe" rather than lock in action items.*
- *When many decisions are made, I am tempted to prioritize only major actions, neglecting secondary but necessary steps.*

HOW THIS IMPACTS THE TEAM

Confused ownership: Multiple people think someone else owns an action.

Reduced accountability: Missed tasks go unaddressed for weeks.

Momentum loss: High energy meetings do not translate to real-world progress.

Virtue to Cultivate: Justice

Justice ensures that everyone leaves with clarity about their responsibilities, and key decisions are written down and circulated—so that follow-through becomes culture, not luck.

HABITS TO CULTIVATE & BREAK

- Have a visible scribe for every meeting, capturing action items, owners, and deadlines (justice).
- Send a written recap to all in attendance within 24 hours.
- Open each subsequent meeting by reviewing the prior week's action items.
- **Stop** valuing excitement over closure.
- **Stop** tolerating "parking lot" items without a plan for disposition.
- **Stop** skipping full documentation even for routine decisions.

D. Follow-Up & Reinforcement

SNAPSHOT

Decisions must travel: they must be revisited, checked for progress, and regularly reinforced. Consistency begets trust, and visible tracking brings peace and clarity to every stakeholder.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine (89%) seeks novelty and momentum, sometimes at the expense of revisiting old ground. Choleric (84%) prefers new challenges, not return visits to previous decisions. This bias can leave action items orphaned and accountability to chance, especially in the flurry of classical K-12 school life at Arcadia Prep.

POTENTIAL TRIGGERS

- *When new opportunities arise, I am tempted to deprioritize follow-up on old decisions.*
- *When some items remain incomplete, I am tempted to let them drop unremarked.*
- *When revisiting prior decisions seems tedious, I am tempted to rush through or skip fully closing the loop.*
- *When progress is incremental rather than rapid, I am tempted to redirect attention elsewhere.*

HOW THIS IMPACTS THE TEAM

Incomplete execution: Vital tasks atrophy, burdening staff and faculty with unresolved work.

Lack of trust: People learn that “just wait” is a viable strategy for avoiding change.

Unhealthy pacing: Never-ending projects and priorities generate exhaustion across the team.

Virtue to Cultivate: Temperance

Temperance steadies your drive for innovation, empowering you to sustain focus, keep promises held in view, and reinforce decisions until they become culture.

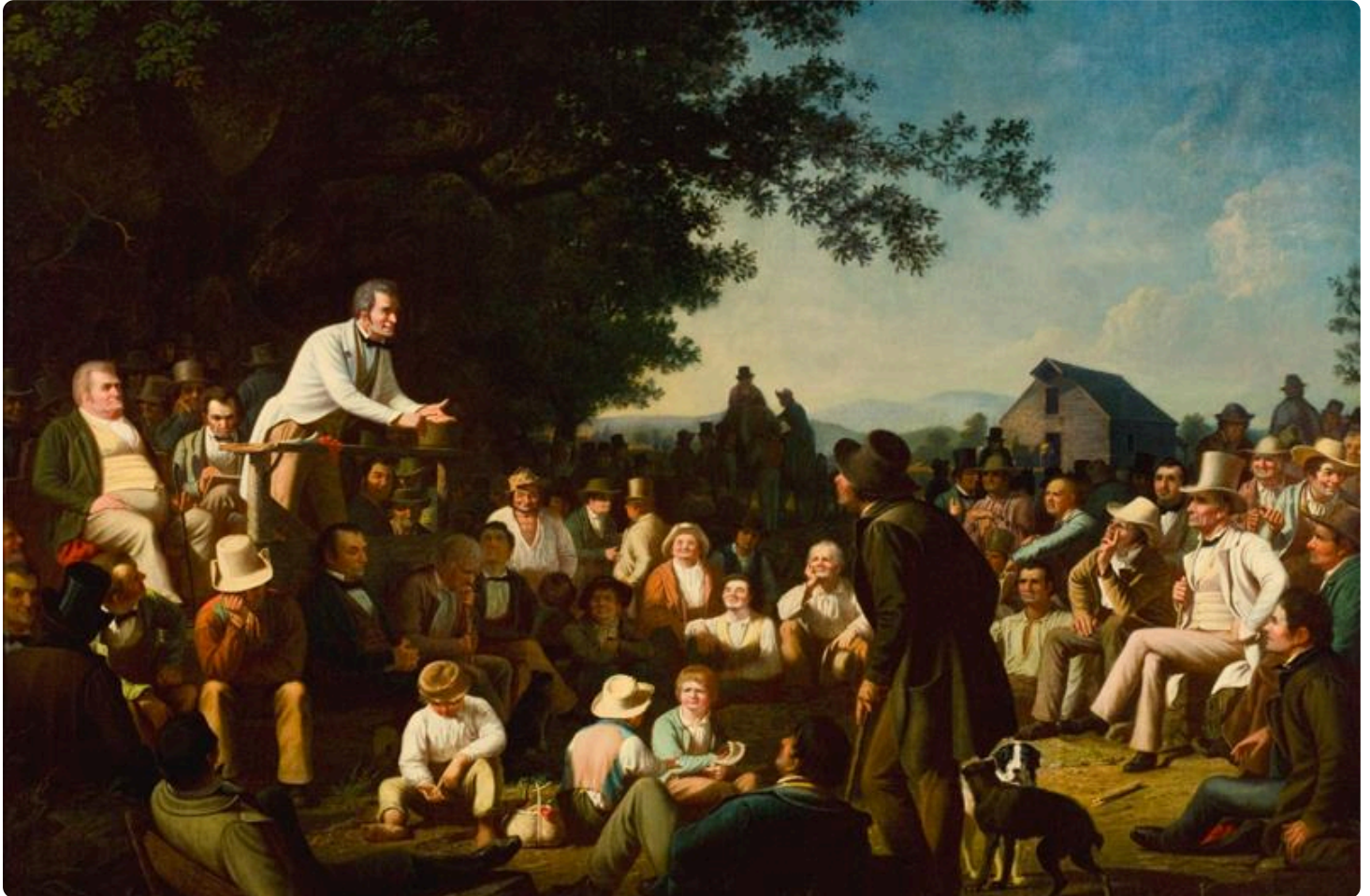
HABITS TO CULTIVATE & BREAK

- Set a standard to check on every decision’s status at the beginning of each standing meeting.
- Celebrate incremental progress monthly, not just finished projects.
- Task a team member as “progress tracker” to visibly monitor accountability (temperance).
- **Stop** moving on to new initiatives before finishing open decisions.
- **Stop** allowing “almost done” to become “never done.”
- **Stop** signaling that follow-up is optional or repetitive.

Communicating Constantly & Repetitively to Faculty, Parents, & Students

One of your most consequential duties is to consistently reinforce the most vital things so plainly and so often that faculty, parents, and students can finish your sentences. Communication is not a data dump; it is formation. Repeated, consistent words align attention and behavior, quiet rumors, reduce anxiety, and knit a community around its shared purpose.

This section equips you to build a simple, durable cadence that keeps everyone pulling in the same direction. You will clarify core messages for the year, select channels that match each audience (faculty meetings and a Monday memo; a weekly parent digest and targeted alerts; chapel, assemblies, and homeroom touchpoints for students), and craft short, reusable scripts that anchor policy changes to mission. You will also establish listening loops—brief pulse checks and office hours—that prove communication flows both ways.



A. Message Clarity

SNAPSHOT

Clarity means that the true north of Arcadia Prep is repeated unambiguously, often, and in concrete, mission-driven language—so it cannot be mistaken or manipulated. Clarity is a form of love; it keeps the school focused on “the main thing.”

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your strong Sanguine (89%) feels at home sharing vision and generating excitement around key messages. However, the drive for novelty can dilute repetition, and Choleric’s (84%) desire for constant progress may cause you to skip restatement, assuming others recall or understand as quickly as you do.

POTENTIAL TRIGGERS

- *When you are excited about a new message, I am tempted to move on without restating foundational truths.*
- *When faculty or parents seem distracted, I am tempted to “freshen up” the message before it has truly landed.*
- *When repeating messages feels tedious, I am tempted to skip or abbreviate them.*
- *When pressured by crisis or events, I am tempted to prioritize logistics over foundational statements.*

HOW THIS IMPACTS THE SCHOOL

Loss of alignment: Teachers, parents, or students remain unclear on what animates the school.

Rumor and drift: People fill the informational vacuum with their own narratives.

Unfocused energy: Competing priorities cloud institutional direction.

Virtue to Cultivate: Temperance

Temperance disciplines your expressive gifts, ensuring repetition is consistent—not just when it “feels good” or is creatively stimulating—protecting the roots of culture and community.

HABITS TO CULTIVATE & BREAK

- Prepare and circulate a “core message script” repeated weekly throughout the year (temperance).
- Begin faculty meetings and parent communications with mission reminders.
- Review and restate current-year priorities every month, irrespective of novelty.
- **Stop** prioritizing new content over repetition of the essentials.
- **Stop** assuming initial excitement translates into enduring clarity.
- **Stop** skipping mission-aligned language when rushed.

B. Cadence & Rhythm

SNAPSHOT

Cadence is the expected frequency and rhythm of communication to each audience, building peace and expectation. Surprises drop—and trust rises—when the community knows when and how they will hear from you.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Sanguine (89%) prefers spontaneity and may bristle at set schedules, while Choleric's (84%) love for momentum can result in lumpy communication—rapid bursts followed by silence. The discipline of cadence ensures your strengths serve the community in predictable, trusted ways.

POTENTIAL TRIGGERS

- *When busy or engaged in new initiatives, I am tempted to skip regular communication cycles.*
- *When feeling creative, I am tempted to change formats or timing frequently.*
- *When little seems “new,” I am tempted to deprioritize routine updates.*
- *When feedback is low, I am tempted to skip sending or saying the usual reminders.*

HOW THIS IMPACTS THE SCHOOL

Frequent anxiety: Stakeholders feel left out or “out of the loop.”

Mixed results: Communication becomes personality-driven, not culture-driven.

Missed opportunities: Information and formation both suffer.

Virtue to Cultivate: Prudence

Prudence here creates a calendarized rhythm—weekly faculty memos, predictable parent digests, assembly routines—that raises clarity above the noise of urgent events or creative preferences.

HABITS TO CULTIVATE & BREAK

- Publish and share an annual communications calendar (prudence).
- Automate reminders for weekly updates so they are never forgotten.
- Review frequency and format at the end of each semester to maintain consistency.
- **Stop** relying on reminders “in your head.”
- **Stop** varying form or schedule without community input.
- **Stop** permitting gaps in communication during busy or stressful seasons.

C. Multiple Channels

SNAPSHOT

Multiple channels ensure every stakeholder receives crucial information. No single method suffices—faculty, parents, and students all have different “listening posts.” Communicate in-person, by email, via postings or assemblies, and ensure redundancy is embraced, not resented.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Your Sanguine (89%) is energized by face-to-face interactions and gatherings, and may favor personal channels; Choleric (84%) prefers efficient, direct methods. You risk under-utilizing indirect or asynchronous channels, or assuming a single well-done message is all that’s required.

POTENTIAL TRIGGERS

- *When face-to-face conversations go well, I am tempted to downplay written or follow-up channels.*
- *When pressed for time, I am tempted to use only the “quickest” method rather than reinforce across platforms.*
- *When you assume everyone checks the same announcements, I am tempted to not repeat via different means.*
- *When initial uptake is low, I am tempted to attribute confusion to inattentiveness rather than channel mismatch.*

HOW THIS IMPACTS THE SCHOOL

Gaps in knowledge: Not all stakeholders hear key messages.

Inconsistent practices: Parents, faculty, and students interpret policies differently.

Reduced buy-in: Trust erodes when information feels secretive or sporadic.

Virtue to Cultivate: Justice

Justice calls you to ensure everyone has access to key messages—no matter their role or communication preference—reinforcing the dignity and “due” of each constituent.

HABITS TO CULTIVATE & BREAK

- Map, in writing, the channels for each audience; review for redundancy.
- Post or resend all key information in at least two formats (justice).
- Conduct periodic “comprehension checks” (mini-surveys or pulse polls) to test reach.
- **Stop** assuming a single communication method suffices.
- **Stop** blaming inattentiveness for low message reach.
- **Stop** avoiding multi-channel management because it feels redundant.

D. Tone & Style

SNAPSHOT

Your manner of communication—warm, transparent, mission-rooted—is as decisive as the content itself. Repetition, rigor, and openness should always reflect shepherding, not mere informing. Best practice is to “name the why,” own mistakes openly, and reinforce the “for whom” in all changes or major announcements.

HOW YOUR TEMPERAMENT MIX SHOWS UP

Sanguine (89%) provides natural warmth and relational connection, and Choleric (84%) brings purposeful authority. Yet under pressure, Choleric’s bluntness or Sanguine’s flippancy can undermine intentional tone—leaving stakeholders unsure if they have been cared for or heard.

POTENTIAL TRIGGERS

- *When communication seems routine, I am tempted to “phone it in” tonally.*
- *When the message is difficult, I am tempted to harden delivery or gloss over with humor.*
- *When a decision is unpopular, I am tempted to focus on facts rather than express empathy for concerns.*
- *When time-pressed, I am tempted to skip naming the “why” or the mission linkage.*

HOW THIS IMPACTS THE SCHOOL

Alienated stakeholders: Faculty, parents, and students feel unseen.

Increased resistance: Poor tone amplifies backlash to policies.

Cultural drift: Community spirit weakens, especially in hard seasons.

Virtue to Cultivate: Charity

Charity inspires you to communicate with genuine care and presence—shepherding the school through both change and challenge with authentic, invitational style.

HABITS TO CULTIVATE & BREAK

- Start every major schoolwide message with “why this matters for us.”
- Include one story, example, or word of gratitude in each message (charity).
- Publicly own missteps or challenges when they arise.
- **Stop** defaulting to authority or informality as a shield from real engagement.
- **Stop** deleting empathy for brevity.
- **Stop** blaming stakeholder reactions solely on message content, rather than tone.

E. Feedback & Listening

SNAPSHOT

Leadership communication is a two-way street: you must provide structured, recurring ways for all stakeholders to give feedback and be heard, and visibly act on what you receive. Surveys, listening sessions, office hours, and pulse polls all communicate listening as love.

HOW YOUR TEMPERAMENT MIX SHOWS UP

High Sanguine (89%) delights in public Q&A and gatherings, but may miss or underplay systematic listening for quieter voices. Choleric's (84%) focus on action may cause you to deprioritize ongoing, scheduled listening in favor of more visible initiatives.

POTENTIAL TRIGGERS

- *When you feel confident in your decisions, I am tempted to solicit less feedback.*
- *When few complaints arise, I am tempted to presume all is well and skip listening sessions.*
- *When facing criticism, I am tempted to defend or explain rather than ask clarifying questions.*
- *When time is short, I am tempted to cancel or abbreviate office hours or parent coffees.*

HOW THIS IMPACTS THE SCHOOL

Detached leadership: Stakeholders feel their concerns don't matter.

Missed warning signs: Problems grow before reaching leadership ears.

Unresponsive culture: Opportunities for improvement go unrealized.

Virtue to Cultivate: Humility

Humility keeps you teachable, open to correction, and eager for input—not only in public forums but in the quiet, off-stage interactions that shape real understanding and trust.

HABITS TO CULTIVATE & BREAK

- Schedule monthly open office hours for parents and faculty (humility).
- Send three-question pulse surveys each semester, reporting results and actions taken.
- Invite at least one contrarian perspective to every strategic planning session.
- **Stop** “listening for show”—following the form without follow-through.
- **Stop** defending decisions before fully hearing concerns.
- **Stop** reducing feedback opportunities in busy or crisis times.