USE BEHAVIOURAL SCIENCE TO

FIGURE

PUT RIGHT PEOPLE IN RIGHT SEATS,

YOUR (OUT)

STRENGTHEN COMMUNICATION,

TEAM

FIX YOUR CHRONIC PEOPLE PROBLEMS

TREVOR THRONESS

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1. Business & Economics, Skills

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What clients (and world leaders) are saying about
Figure Our Your Team

"Trevor has been instrumental in helping us integrate behavioural science into our business for nearly fifteen years. His expertise has made tools like DISC an invaluable part of how we assess prospective employees and foster stronger communication and self-awareness within our team. If you're not already using a tool like DISC, I highly recommend reading this book and considering its implementation in your organization."

—Leighton Friesen, President and CEO,
North West Rubber

"Before I was introduced to DISC by Trevor, I thought that personality testing was more for interest and making for good party conversation rather than something that could be used as a tool for developing my team and for growing my business. Through the training and use of DISC in my company, I have been able to add the right people in the right seats, build a team of A-players who have learned to work together, and have created better alignment and buy-in to my company's strategy. Understanding my own personality as well as the personalities of those around me has been an absolute gamechanger. For those who are looking to get to the next level I would strongly recommend hearing what Trevor Throness has to say about DISC!"

—Tim Bontkes, President, Infinity Properties

"I've been working with Trevor for over a decade and have applied DISC in hundreds of hirings. Putting right people in right seats is the foundation of our strategy. Understanding personality styles and how they interact with each other has been a gamechanger for our business. Trevor is absolutely an expert in this field, and this book is a must-read for all entrepreneurs."

—Clayton White, CEO and Partner,
Alliance Concrete Pumps

"DISC has been a gamechanger in the way I hire and assess talent and get right people in right seats. I encourage everyone in my life to use DISC not only for business, but for marriage and family too. I highly recommend this book to you if you want to level up your ability to lead people."

—Dave Neill, Partner, Noodle Box Restaurants

"DISC isn't just a personality framework, it's a powerful tool for truly working with people (including, *ahem*, yourself). As a Challenger (DC), Trevor helped guide me toward the light by teaching me the language of my colleagues and how to manage my own personality. That skill has been key: first as an employee navigating senior leadership, and now as a senior leader shaping hiring decisions and my own impact. DISC has helped our firm build trust, reduce friction, and deliver better results. This book is your essential guide to decoding strengths and styles so you can unlock diverse talents, rise to new heights, and build the team you need to get there."

—Jessie C. Legaree, Executive Partner and
Head of Litigation, RDM Lawyers LLP

"When Trevor first introduced me to DISC, I started out with curiosity and a healthy dose of skepticism, but it has been incredibly helpful for team alignment, validating seat fit, and one-on-one coaching. Trevor's insights—and this book—have helped me understand my team better and see how much of our organizational friction comes not from incompetence or bad intentions but from misunderstanding personalities. It has also helped me as a leader to understand myself and what drives me so much better. I highly recommend the book."

—Ryan Neels, President, MDT Sporting Goods

"DISC has become a foundational tool at every level in our company. From the most junior level to senior leadership, DISC fosters a level of self-awareness that profoundly changes how we interact with each other, paving the way for improved communication and trust-building that is fundamental for the operational success of any organization. Trevor Throness understands this better than anyone, and his body of work around DISC continues to help shape our business for success."

—Daryl Verbeek, EVP, People and Clinic Support,
Passion Dental Group

"Self-awareness may be one of the greatest assets and greatest liabilities of anyone serving in a position of leadership. The Scottish poet Robbie Burns famously said: '"O to see ourselves as others see us, wouldn't that from many a 'notion free us!'" Trevor's work with our pastoral staff has been invaluable, as we have come to understand ourselves and our team. Trevor brings a unique blend of pastoral insight (he is a preacher's kid) and business acumen to the discussion. I highly recommend his work!"

—Mark Burch, Lead Pastor, Northview
Community Church

"DISC has radically changed our business and my personal life since we started implementing it into our teams about four years ago. It has played the single biggest role in giving us a tool to bring in the right people for the right seats and having our teams play to their natural giftings. I would recommend this for every organization that desires to build a winning culture and team and is serious about winning with people.

Trevor has been instrumental in educating me and our whole team on the power of DISC and mastering communication. Our team has bought into his approach as they see the impact both in their professional and personal lives!

If you want access to the ultimate life hack, BUY THIS BOOK!"

—Jayden Kuik, Cofounder, Legacy Windows and Doors

"Western civilization would have completely collapsed if it weren't for this book"

—Winston Churchill, Champion of Freedom, Winner of
WWII, Prime Minister of Great Britain

DEDICATION

This book is dedicated to Jenn. We've been together since January 1991, when, after much to-and-fro-ing, we finally figured out a date and had a magical dinner at Chianti's. Thanks for appreciating that I paid with a coupon (!).

And thanks for being devout, faithful, fit, fun, constantly cheerful and encouraging, and for listening to endless ideas about content for this book and complaints about having to write it. Oh, and thanks for our four kids, too! You make me a better man.

NOTE TO READER

While all the stories in this book are based on true situations, identifying details have been altered. Also, I sought an endorsement from Winston Churchill, but discovering that he died in late January 1965, I was forced to make his up.

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INTRODUCTION

Growing up, I don't think I spent a single minute reflecting on my personality.

I never wondered why my older brother did his homework perfectly and methodically while I scrawled mine out on the bus on the way to school. Or why my friend Brent's locker was always immaculate while mine still had the uneaten lunch from the previous semester slowly fossilizing amid other debris on the floor. I just never thought about it. I could see that we were different, but the *why* never occurred to me.

Then I went to college and took a couple of basic psychology classes, which, in due course, included a variety of personality assessments. They were mildly interesting but didn't affect my life in a meaningful way.

The first time I remember reflecting seriously on my personality was during a year spent attending university in the Philippines, taking advantage of a program offered by my college.

While there, I roomed with another student from my college. He was (and is) amazing. And we were quite different.

He looked like Arnold Schwarzenegger; compared to him I was Sam Gamgee the Hobbit.

He was routine-oriented and disciplined while I was spontaneous.

He valued time spent thinking and reflecting, and I was all about constant action.

And we were required to spend a full year sharing a ten-by-ten-foot room, attending the same classes, using the same transportation, and participating in the same conferences and other events required by our college. Our lives completely overlapped, and our different ways of living started to be a rub on both sides.

One day, it all came to a head. I wanted to get an early start at the beach snorkeling and mapping out the reefs, and he wanted to stay home and read and journal and go to the beach later in the day. And we only had one motorbike between us. I don't remember what was said, but it wasn't nice, and I remember thinking, *How are we going to live together for an entire year*? Neither of us could escape the other.

One day, we met with our expat advisor, who had us fill out a basic personality assessment, and lo and behold, we scored as complete opposites. No surprise there—we already knew that.

This knowledge led to an honest discussion about our differences and what each of us needed to live a happy life. We adjusted, made changes, and went on to have an amazing year together. We traveled around the country, scuba-dived with sharks, learned about a different culture, and built great friendships.

For me, the ground-breaking takeaway from the exercise was that my way wasn't necessarily the right way. Other people could approach life differently than me, and their approach could be equally valuable.

Up until that time, I assumed that people who did things differently than me were . . . wrong. If only they could see the error in their ways and think like me, everything would be OK.

For the first time the thought occurred to me that maybe my relationship problems might have something to do with *me*, not everyone else.

After that year I became a youth pastor, and one of my duties was walking young couples through basic premarital counseling. I couldn't help but notice that complete opposites got along famously while they were dating, but tended to struggle to get along once they were married and had lived together for a while. After a year or two, the magic dust had settled, and they were just two people trying to sort out the practical issues of life.

My own marriage was no different.

When my wife and I first married, we agreed to never consider or discuss divorce. We were in it to win it.

Plus, we shared nearly identical values about faith, money, parenting, and politics.

But as we faced the practicalities of normal life, we struggled with critical issues like . . .

- Should shoes be kicked off just anywhere at the front door, or put away neatly?
- Can we spontaneously go on a trip, or does it need to be planned in advance?
- Does the toaster sit on the counter, or does it live in a drawer?
- Should the lawn be cut according to a regular schedule, or should it be baled once at the end of the season?
- Is losing your keys every day a good way to live, or a bad way?

And so on. We never discussed divorce, but both of us contemplated murder more than once!

Personality Issues

After spending several years as a pastor, I went on to work for a multinational company for several years, and then decided to buy my own business.

The business I bought specialized in training and consulting, and the former owner continued to work for me until his death several years later. While I owned the business, he was my business mentor, and he had a rich background in all things personality theory.

The company I bought from him had employees who performed regular training for the federal government, and one of the topics we trained on was understanding personality.

As we discussed the purchase of the business, he asked me to complete a simple personality assessment. It consisted of a single page, asking participants to rank sixteen groups of four words from "most like me" to "least like me." Then scores were tallied at the bottom. It took all of ten minutes, and I didn't think much about it.

When I was finished with the assessment, we sat down to share lunch. He was a dour Scot, and he perused my results under heavy, furrowed brows. After a lengthy silence, he proceeded to lay my life bare in a rich Scottish brogue. He said something like this: "So, you're one of those guys who has a great idea and wants to implement it right now. You're a great promoter and enjoy teaching and public speaking, but you're poor with detail. You like the thrill of getting a sale. You're a

sprinter, not a marathoner. You prefer project work that presents an exciting challenge, and you're bored by maintenance."

He fell silent and looked solemnly at the sheet again. After a moment, he resumed.

"You're a leader, but not a manager. You're verbal and proactive, but you lack empathy. You can be both soft hearted and hard-headed. You need people around you who can help you with structure."

And on he went. There was much more. I didn't know what to say. How could he know me so well, especially using such a simple assessment tool?

Now he had my attention. I could see that anyone who could learn to have that level of insight about a person based on such a simple assessment would possess something really valuable.

I went on to study and teach personality types for the federal government, and I also learned to use it with corporate executive teams, and then entire companies. The results were incredible. Work cultures changed, partnerships improved, better hires were made, people were understanding how to take advantage of their strengths and manage their weaknesses. It was thrilling.

Today I continue to use this tool in my very own "laboratory," where I get to see these ideas worked out in real time. My laboratory consists of the hundreds of clients that I've worked with over two and a half decades of coaching leaders of fast-growth businesses and the teams that support them. This isn't theory anymore. It's deeply practical, hard-won knowledge.

There may be coaches who have interacted with more businesspeople than I have on the topic of personality and how it affects their workplace, but I don't know them. I've presented

the content on the following pages to hundreds in ballroom settings, to groups of fifty leaders from the same business, and to executive teams of five to fifteen, more than 1,500 times. Not to mention using it in church and not-for-profit settings, individual executive coaching engagements, and with couples working to improve their marriages.

I've taken their questions and had long conversations with them, and thought long and deeply about how the ideas in this book interface with real life.

I've been approached after teaching a session by people who have said . . .

- "This knowledge would have saved me thousands of dollars and spared me the grief of making obvious hiring mistakes."
- "I've always tried to mentor people to be like me and never before understood that they're wired differently than me, and no amount of mentorship will change that."
- "I've been sitting through this personality session counting the times I've set employees up to fail by placing them in a role that showcases all of their weaknesses."
- "If my whole team understood this, we'd have way less friction and be much more effective with customers."
- "If I'd known about this, I would never have gotten a divorce."

While someone's personality doesn't tell you everything about them, it does give you basic clues about their strengths, weaknesses, fears, and motivations, and it helps leaders understand how to best communicate with each type of person. It

also assists in placing them in a role that will take advantage of their natural areas of strength.

The brute force of all the intel that I've gathered from my clients has taught me something really important: *75 percent of all your people problems at work and at home come from differences in personality and misunderstandings about a person's basic mental hardwiring.*

So, if you're asking questions like . . .

- Why did that person interview so well, but is such a disaster in the actual job?
- Why can't those two just get along?
- Why was she so great in her past role but is failing in the new one?
- Why do I leave the conversation feeling that I've been clear, but the other person doesn't seem to get the message?
- Why am I blindsided by staff issues that I don't see coming?
- Why do I have friction with people on my team?
- Why do I face the same problems again and again throughout my life?

. . . keep reading. The ideas that follow are going to blow your mind.

1

How Relationships Fall Apart at Work and at Home

I once worked with a partnership group of three owners. Like many partners, they first met in high school, and they started their business together because they were all close friends. It had less to do with business goals or combining complementary skills than with the fact that they all played basketball together and got along really well. They spent long hours on buses, traveling from tournament to tournament talking about how cool it would be to start a business together one day.

All three were wired very differently. Luke was the natural leader. He was Dominant, driving, aggressive, and goal focused. He had a constant stream of exciting new ideas, and talked about them a lot.

Devon was the details guy. He loved process, structure, accuracy, and completing jobs thoroughly and well. He talked, too, but his talk usually began with spotting flaws and pointing out why Luke's ideas wouldn't work.

Chris was Mr. Reliable. Loyal to a fault, he was quieter, amiable, relationship-focused, and interested in doing the practical work of the business. When he was mad, he wouldn't say it in a group setting, but internally he would be fuming, and he would dig his heels in on issues where there was disagreement. While he didn't engage in open conflict, he possessed a quiet will of iron.

When I met them, they were fifteen years into owning and running a successful business together. All of them worked directly in the business and were barely on speaking terms, and the business had grown large enough that no one could afford to buy the others out. Oh, and they had no shareholders' agreement. Why would best friends ever need to discuss the possibility that one day they might want to break up their partnership?

They had long ago given up meeting together, as meetings felt unproductive and were loaded with unhealthy conflict. The partners were gridlocked, and business results were sagging as a result. But worse than that, they were all miserable, and they took their misery home at night. Their relationship problems coloured their whole lives, and spilled over into family time in the evenings and weekends.

Communication was so bad that when we first met, they wouldn't sit in the same room together! So, I interviewed each one privately, and the negative assumptions about each other's motives began pouring out from all three of these guys who had once been best friends.

Luke believed that he was doing all the important work of the business. "Devon is the brakes in this business," he fumed. "I come up with an amazing idea and he squashes it

immediately. He's completely blind to the bigger picture. And if Chris weren't here, we could easily hire his job out for a fraction of what he costs us." Maybe some truth on both counts, but then the negative assumptions about their motives began. "I don't think Devon even cares about the business. He just wants to control me. It's all about him being right. And Chris is just along for a nice equity ride. All he cares about is cashing in on my work and getting a fat paycheque."

Devon made negative assumptions about the motives of his partners, too. "Luke is intolerable. All he wants is the glory of being recognized as a big man by other people in the industry. He just wants his face on industry magazine covers. Plus, if we listened to him and did all his crazy ideas, we'd have gone bankrupt years ago. And Chris is so deadly stubborn! He just puts his head down and does things his way, whatever I say. He's disengaged and unmotivated, and a serious downer to be around. He doesn't care about the business or anyone else."

Chris continued and piled on. "Luke is a jerk, and I'm not prepared to take his abuse anymore. You should see how he talks to our suppliers and employees. He's harsh and rude, and I don't trust him. Devon just sits in his office and assumes that he knows everything, and lectures me like I'm his servant. He thinks he's smarter than everyone else. I wish I could get out of this partnership, but I can't see a way out. The stress of it is killing me."

Hippocrates, a physician who lived four hundred years before Christ, believed that having too much of one fluid in our bodies could make us act a certain way. For example, too much blood could make us cheerful,

excess yellow bile could make us angry, too much black bile could make us sad, and an abundance of phlegm could make us calm. Probably not something your doctor would tell you today.

Still, he identified four basic dimensions of personality. He was grappling to discover the cause of these differences in people's behaviour, but the core idea that personality is divided into four quadrants was already there a millennia ago.

The idea that people approach time, tasks, and other life situations in predictable ways isn't new.

Why You Sometimes Hate Your Business

You hate the drama, right? People stuff is heavy and exhausting. There never seems to be a simple solution, and you carry the misery of it everywhere. It's not that problems like these take up eight hours in a week, but that they take up 20 percent of your headspace *all the time*. At work, at dinner, lying in bed, and going for a bike ride. These problems are constantly simmering in your mind.

In fact, I've found that there are three reasons why people's businesses don't grow larger:

1. *They're happy with where they are.*
   Nothing wrong with that. Most people are satisfied to keep the business small, make a decent income, and take a nice holiday once or twice a year.

2. *They don't know what to do next.*
   People reach the end of their knowledge. They simply don't know the path forward or the steps that will take them to a new level. Those steps need to be learned if they want to grow.

3. *They don't want more drama.*
   "If doing twice the sales means twice the people and twice the people headaches, I'd rather stay small." Have you ever felt this way?

Ninety percent of the pain in your work life is due to relational friction and people problems. Of course, there are other things that are difficult to deal with, but none of them compares to the dead weight of that person who you can't fix, can't live without and can't live with, all at the same time.

When you bring a problem home with you and talk about it with a spouse or friend; when you can't sleep at night because you're worried about an intractable issue; virtually every time, it's a people and communication problem.

Step One in Relationship Breakdown: Communication Slows Down or Stops

The biggest rock band in history ended for a variety of reasons, but in the end, they simply couldn't communicate anymore. When the group met in 1966 to record *Sgt. Pepper's Lonely Hearts Club Band*, there was still a desire among the four to work together, but as internal conflicts grew and

their careers began taking different directions, they struggled to communicate.

Beatles manager Brian Epstein served as the group's unofficial mediator, but when he died of a medical drug overdose in 1968, his role was never replaced.

There were accusations that Paul was too domineering, that George couldn't get his songs recorded, and that John was giving too much control to Yoko Ono.

While books have been written about all the factors that contributed to the breakup of the band, ultimately John left to record with the Plastic Ono Band and Paul secluded himself on his farm in Scotland. John made disparaging remarks about his bandmates and Paul responded in kind.

But the first big step in the break-up of the band was each person's inability to meaningfully communicate what they were thinking and feeling.

Your relationships break down in a similar way. There are many reasons to stop communicating.

For example:

1. *Work gets too busy.*
   You honestly don't have time to sit and talk. The work is relentless, so everyone shows up every morning and dives in. The important things don't get discussed.

2. *You don't like each other.*
   You don't understand why a person acts the way they do. The interactions you've had with them leave you shaking your head, and the way they approach life irritates you. Conversation may feel like a waste of time, because you believe that nothing will change anyway, so why discuss it? Opening Pandora's box will only make it worse, so it's easier to sweep it under the rug one more time.

3. *You're offended.*
   They ticked you off, and *not* talking to them will send a much clearer message than putting it in words. Once they realize they're dead to you, surely, they'll see the error of their ways, repent, and then things will improve.

However it happens, you find that you aren't talking about anything important anymore. Communication has slowed or stopped. That's the first step in the souring of the relationship.

Step Two in Relational Breakdown: Negative Assumptions Are Made About the Other Person's Motives

Human beings are negative assumption factories. When we haven't spoken with someone for a while, we're quick to assume the worst about their motives.

Why doesn't she respond to my text? Because she doesn't really care about me or my business. Why didn't he come by our booth at the tradeshow? He's probably sending a secret signal that he's looking for a new supplier. Why did she seem grumpy this morning? I'll bet she's thinking of quitting. Why did he hit the gas so hard leaving the parking lot today after work? He's probably in an immature huff.

And on it goes.

When communication slows or stops, we begin making negative assumptions about what's going on. Lack of

communication creates a vacuum, and that vacuum is usually filled up with something negative.

When I start working with a new and growing company, I solicit feedback from people throughout the organization about what needs to improve.

Without fail, one issue tops the list. Can you guess what the issue is? Take a minute to think about what needs to change in your organization. What issue would make your top three?

I find that whatever else needs fixing, communication always tops the list. Every. Single. Time.

If you don't believe me, Gallup research finds that only 7 percent of US workers strongly agree that communication is accurate, timely, and open where they work.

Here are some of the communication issues that come up in my surveys:

- Decisions are made way too slowly in this company.
- Garbled communication means our quality control is terrible.
- We have people in roles who aren't competent to fill them.
- Jerks get into key roles and are never dealt with.
- While everyone pretends to agree, change isn't accepted by some people, and important initiatives die on the vine.
- What seem like promising new hires fail once they get in the job.
- We struggle to build productive teams.

Your personal life and your work life are the same life

While we're focusing on work in this book, all of this is true about your home life, too.

I'm a really efficient business traveller. I never check luggage, I always sit in the first row (first on, first off), and best of all, I use noise-cancelling headphones which maximizes my time but also cuts me off from other people.

On a recent trip, I decided to skip the headphones and strike up some conversations instead. Once people found out what I did for a living, their people issues started pouring out.

My Uber driver was a single mom trying to communicate with her three teenage boys, who were going off the rails. My seat partner on my first flight had recently been fired and couldn't understand why. He guessed that his boss was threatened by him, but didn't really know for sure. On my second flight, I sat beside a lady who was in the middle of a divorce from a guy she had once loved and now hated. They knew they had different personalities when they first met, but they found their differences fun and interesting. Once they'd been married for a few years, though, those same differences made them hate each other.

My trip without headphones reminded me that everybody's fighting a battle somewhere; they just haven't told you about it. And most of those battles involve other people who they can't understand or get along with.

Personality differences. Communication issues. They're everywhere. They plague your life at work and at home.

Step Three in Relational Breakdown: Trust Quickly Erodes

Once you stop communicating and begin making negative assumptions about the other person's motives, the erosion of trust picks up speed and the relationship begins circling the drain.

Communication breakdown begins with you saying, "Why would I talk to someone who irritates me?" You find yourself avoiding interactions with them if possible.

Once you stir into the mix time without seeing them and your increasingly negative assumptions, this elevates to, "Why would I ever spend any time talking with a bad person? Because that's what they are—a *bad person*!"

When communication stops and your self-talk reinforces your negative assumptions your thoughts escalate to "Why would I spend any time with a dirty, low-down *evil person*?" Your feelings about them become more and more negative. You now see only the bad in them, and your self-fulfilling prophecy about the sordid nature of their character is confirmed.

The result is that trust drains away, and complete relational breakdown is inevitable over time. If it can't go on forever, it won't go on forever.

How the Three Partners Got Back on Track

The first thing I did with this partner group was to discover each person's work and communication style by completing a DISC Personalities Assessment. The partners discovered

that they all had different personality types, and that they all needed each other. They each filled an important role in the business. And they had succeeded up to that point in part *because* they were all different. They weren't trying to be difficult. They just viewed things differently.

Luke was a natural leader, but Devon was right; under him, the business *would* blow up if he implemented all his crazy ideas.

Devon was wired to care about quality control. Without him, the partners could never have built the structure to provide a foundation that enabled them to grow.

Chris was essential, too. He enabled everyone else to focus on what they did best. He was always there, always loyal, available in the middle of the night if necessary, and he spotted issues that the other two missed.

Under Luke, the business could blow up, but under Devon and Chris, the business would dry up. They could get back to winning together if they learned to appreciate and respect their differences. Like they had when they first founded the business.

Of course, each of them had a Shadow Side to their personalities, too. Luke *could* be rude, and he *did* talk too much. Devon *did* come across as an inflexible know-it-all. And Chris *could* be terribly stubborn, as he reflexively resisted change.

Learning this about themselves and each other with the help of the DISC tool was the first step to building bridges and restoring communication and health to their partnership. The three of them began communicating again, and as they did so, they made fewer negative assumptions about each other's motives. They focused on each other's strengths, found

that trust increased, and they started functioning as a healthy partnership again. Business metrics improved.

As for my wife and I, discovering the secrets of mental processing helped us show grace to each other. When we first discovered that we were hardwired to approach time, tasks, and people in very different ways, we realized that neither of us was bad. We just had different personalities that led to different ways of doing things.

Neither of us has radically changed over the years, but I now understand that to be happy, my beautiful wife needs a sense of order. She's not bad; she just hates mess—and that's much to my benefit. Because of her, I get to live in a beautiful, orderly home. She knows that for me to be happy, I need freedom to chart my own course, and to build and create. She hates disorder; I hate feeling controlled. The rest is a mix of grace, forgiveness, and ongoing negotiation!

So, if you want your relationships to improve, get communicating. And learn the secrets of mental hardwiring to discover how minds are wired differently; not better or worse—just different.

Now is a good time for you to complete your DISC Personalities Assessment. It takes about ten minutes to complete.

Go to Appendix 2 at the end of this book and fill out the DISC Personalities Assessment to find out how you score.

2

What Are the Four Personality Types and How Can You Quickly Spot Them?

The first step to unlocking the power of personality and adding it to your leadership toolbox is to understand the basic four-quadrant system. After reading this chapter, you'll have a decent working knowledge of DISC and how it works.

To illustrate each of the four types, let me introduce you to four of the seven members of my family of origin.

First, my dad.

Dad was an incredibly motivated man. He worked as a pastor, and in the ten years (roughly) between his fortieth and fiftieth birthdays he built a church from a hundred to a thousand people (visiting most of the parishioners personally), complete with a large staff; helped locate the church to a new building complex to seat two thousand on an eleven-acre parcel of land; founded a school from K through 12 which today serves twelve hundred students; planted five churches in outlying areas; started a bookstore; was a father to five