

200



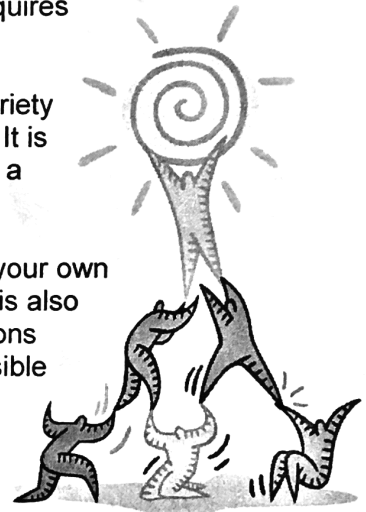
# UNDERSTANDING YOUR LEADERSHIP STYLE

If leadership is the art of giving direction and focus to the energy and talent of others in order to accomplish a specific result, then each and everyone of us is a leader and leadership needs to happen at all levels.

Being able to build a dynamic team - a group of individuals capable of pulling smoothly in the same direction - is especially important for community leaders. As such it requires understanding that people are different and differences are essential.

Every successful community development initiative requires a team with a variety of skills and abilities, approaches, and leadership and communication styles. It is important to align staff and volunteers to the tasks at hand but also to ensure a balance of complementary skills and strengths.

This exercise can help you be conscious of, and better understand, not only your own approach to work and interpersonal relationships, but also those of others. It is also intended to help you gain insights that will reduce complications and frustrations arising from differences as well as enhance motivation. Of course it is impossible to divide the entire population into four leadership styles, so this assessment should be considered a guideline to understanding rather than an exact science.



This exercise focuses on four temperament groups that affect leadership and team styles. These are impacted by whether an individual is more oriented to *people* or to *tasks and goals*, as well as whether a person's temperament is more *extroverted* or outwardly *public*, or *introverted* and *private* by nature.

	PEOPLE-FOCUSED	GOAL-FOCUSED
PUBLIC	ENERGIZER	ORGANIZER
PRIVATE	NURTURER	RESEARCHER





# UNDERSTANDING YOUR LEADERSHIP STYLE

## STYLE SCORING SHEET A

Check (✓) all of the words that *best* describe *you* in each column. **Check all that apply.**  
 Be as objective and honest as you can. While your overall totals will eventually be shared, your selection of individual words will not.

Column 1	Column 2	Column 3	Column 4
<input checked="" type="checkbox"/> Adaptable <input checked="" type="checkbox"/> Adventurous <input checked="" type="checkbox"/> Carefree <input type="checkbox"/> Charismatic <input type="checkbox"/> Charming <input checked="" type="checkbox"/> Cheerful <input checked="" type="checkbox"/> Delightful <input type="checkbox"/> Energetic <input type="checkbox"/> Enthusiastic <input type="checkbox"/> Expressive <input checked="" type="checkbox"/> Fun-loving <input type="checkbox"/> Funny <input checked="" type="checkbox"/> Impactful <input type="checkbox"/> Impulsive <input type="checkbox"/> Inquisitive <input checked="" type="checkbox"/> Inspiring <input checked="" type="checkbox"/> Optimistic <input checked="" type="checkbox"/> Passionate <input type="checkbox"/> Persuasive <input type="checkbox"/> Quick-witted <input checked="" type="checkbox"/> Resourceful <input type="checkbox"/> Spontaneous <input type="checkbox"/> Stimulating	<input type="checkbox"/> Assertive <input checked="" type="checkbox"/> Capable <input type="checkbox"/> Consistent <input type="checkbox"/> Decisive <input checked="" type="checkbox"/> Dependable <input type="checkbox"/> Diligent <input type="checkbox"/> Disciplined <input type="checkbox"/> Efficient <input type="checkbox"/> Faithful <input checked="" type="checkbox"/> Hard-working <input checked="" type="checkbox"/> Knowledgeable <input checked="" type="checkbox"/> Loyal <input checked="" type="checkbox"/> Moral <input type="checkbox"/> Neat <input checked="" type="checkbox"/> Organized <input type="checkbox"/> Persistent <input checked="" type="checkbox"/> Practical <input checked="" type="checkbox"/> Punctual <input checked="" type="checkbox"/> Realistic <input checked="" type="checkbox"/> Reliable <input type="checkbox"/> Sensible <input type="checkbox"/> Stable <input type="checkbox"/> Traditional	<input type="checkbox"/> Alert <input checked="" type="checkbox"/> Analytical <input type="checkbox"/> Astute <input type="checkbox"/> Attentive <input checked="" type="checkbox"/> Calm <input checked="" type="checkbox"/> Conceptual <input checked="" type="checkbox"/> Curious <input checked="" type="checkbox"/> Detailed <input checked="" type="checkbox"/> Farsighted <input checked="" type="checkbox"/> Honest <input checked="" type="checkbox"/> Idealistic <input checked="" type="checkbox"/> Independent <input checked="" type="checkbox"/> Insightful <input type="checkbox"/> Logical <input type="checkbox"/> Methodical <input type="checkbox"/> Non-judgmental <input checked="" type="checkbox"/> Observant <input type="checkbox"/> Perfectionist <input type="checkbox"/> Precise <input checked="" type="checkbox"/> Principled <input type="checkbox"/> Prudent <input checked="" type="checkbox"/> Rational <input checked="" type="checkbox"/> Reasonable	<input type="checkbox"/> Altruistic <input checked="" type="checkbox"/> Balanced <input checked="" type="checkbox"/> Caring <input type="checkbox"/> Comforting <input type="checkbox"/> Compassionate <input type="checkbox"/> Conscientious <input type="checkbox"/> Empathetic <input checked="" type="checkbox"/> Flexible <input checked="" type="checkbox"/> Friendly <input checked="" type="checkbox"/> Generous <input checked="" type="checkbox"/> Happy <input checked="" type="checkbox"/> Intermediary <input checked="" type="checkbox"/> Open-minded <input checked="" type="checkbox"/> Responsive <input type="checkbox"/> Serene <input checked="" type="checkbox"/> Sociable <input type="checkbox"/> Spiritual <input type="checkbox"/> Steadfast <input type="checkbox"/> Sympathetic <input type="checkbox"/> Tactful <input type="checkbox"/> Tolerant <input checked="" type="checkbox"/> Trusting <input checked="" type="checkbox"/> Unselfish
<b>TOTAL ✓'s in Column 1</b> <u>11</u>	<b>TOTAL ✓'s in Column 2</b> <u>11</u>	<b>TOTAL ✓'s in Column 3</b> <u>14</u>	<b>TOTAL ✓'s in Column 4</b> <u>12</u>



# UNDERSTANDING YOUR LEADERSHIP STYLE

## STYLE SCORING SHEET B

Check (✓) all of the words that best describe you in each column. Check all that apply. Be as objective and honest as you can. While your overall totals will eventually be shared, your selection of individual words will not.

Column 5	Column 6	Column 7	Column 8
<input checked="" type="checkbox"/> Dreamy <input type="checkbox"/> Extravagant <input checked="" type="checkbox"/> Gullible <input type="checkbox"/> Impractical <input checked="" type="checkbox"/> Indecisive <input type="checkbox"/> Indulgent <input type="checkbox"/> Ineffective <input checked="" type="checkbox"/> Laidback <input checked="" type="checkbox"/> Modest <input type="checkbox"/> Muddled <input type="checkbox"/> Mushy <input checked="" type="checkbox"/> Naïve <input type="checkbox"/> Over-emotional <input type="checkbox"/> Permissive <input type="checkbox"/> Placid <input type="checkbox"/> Self-deprecating <input type="checkbox"/> Smothering <input type="checkbox"/> Unobtrusive <input type="checkbox"/> Unpretentious <input type="checkbox"/> Unrealistic <input type="checkbox"/> Unsophisticated	<input type="checkbox"/> Aloof <input type="checkbox"/> Arrogant <input checked="" type="checkbox"/> Blunt <input type="checkbox"/> Certain <input type="checkbox"/> Compulsive <input type="checkbox"/> Critical <input type="checkbox"/> Demanding <input type="checkbox"/> Eccentric <input type="checkbox"/> Impartial <input checked="" type="checkbox"/> Impatient <input type="checkbox"/> Irritating <input type="checkbox"/> Objective <input type="checkbox"/> Painstaking <input type="checkbox"/> Perfectionist <input type="checkbox"/> Persistent <input type="checkbox"/> Pessimistic <input type="checkbox"/> Rigid <input type="checkbox"/> Unbiased <input type="checkbox"/> Unemotional <input type="checkbox"/> Unmindful <input type="checkbox"/> Unrealistic	<input type="checkbox"/> Cautious <input type="checkbox"/> Controlling <input type="checkbox"/> Critical <input type="checkbox"/> Demanding <input type="checkbox"/> Judgemental <input type="checkbox"/> Opinionated <input type="checkbox"/> Plodding <input type="checkbox"/> Predictable <input type="checkbox"/> Restrained <input type="checkbox"/> Scrupulous <input type="checkbox"/> Self-righteous <input type="checkbox"/> Serious <input type="checkbox"/> Single-minded <input type="checkbox"/> Steadfast <input type="checkbox"/> Straightforward <input checked="" type="checkbox"/> Stubborn <input type="checkbox"/> Tenacious <input type="checkbox"/> Thorough <input type="checkbox"/> Unforgiving <input type="checkbox"/> Unimaginative <input type="checkbox"/> Unyielding	<input checked="" type="checkbox"/> Casual <input type="checkbox"/> Defiant <input type="checkbox"/> Dismissive <input type="checkbox"/> Dramatic <input type="checkbox"/> Excitable <input type="checkbox"/> Extreme <input type="checkbox"/> Flamboyant <input type="checkbox"/> Flippant <input type="checkbox"/> Haphazard <input type="checkbox"/> Impetuous <input checked="" type="checkbox"/> Inconsistent <input type="checkbox"/> Indecisive <input type="checkbox"/> Messy <input type="checkbox"/> Rebellious <input type="checkbox"/> Scattered <input type="checkbox"/> Thoughtless <input type="checkbox"/> Turbulent <input type="checkbox"/> Undisciplined <input type="checkbox"/> Unthinking <input type="checkbox"/> Untrustworthy <input type="checkbox"/> Volatile
<b>TOTAL ✓'s in Column 5</b> <u>6</u>	<b>TOTAL ✓'s in Column 6</b> <u>2</u>	<b>TOTAL ✓'s in Column 7</b> <u>1</u>	<b>TOTAL ✓'s in Column 8</b> <u>2</u>



# UNDERSTANDING YOUR LEADERSHIP STYLE

## SO WHAT'S YOUR LEADERSHIP STYLE?

**FINDING YOUR STYLE:** Bring your totals forward from the previous two pages and record below.

Column A	Column B	Column C	Column D
TOTAL ✓'s in Column 1 <u>11</u>	TOTAL ✓'s in Column 2 <u>11</u>	TOTAL ✓'s in Column 3 <u>14</u>	TOTAL ✓'s in Column 4 <u>12</u>
TOTAL ✓'s in Column 8 <u>2</u>	TOTAL ✓'s in Column 7 <u>1</u>	TOTAL ✓'s in Column 6 <u>2</u>	TOTAL ✓'s in Column 5 <u>6</u>
TOTAL ✓'s in Column 1 + 8 <u>13</u>	TOTAL ✓'s in Column 2 + 7 <u>12</u>	TOTAL ✓'s in Column 3 + 6 <u>16</u>	TOTAL ✓'s in Column 4 + 5 <u>18</u>

My Total from:	Predominate Style	My Ranking (i.e. 1, 2, 3, 4)	Dominant Style (strength)
Column A <u>13</u>	ENERGIZER	3	Nurturer 1.
Column B <u>12</u>	ORGANIZER	4	
Column C <u>16</u>	RESEARCHER	2	Recessive Style (area for growth) <del>Nurturer</del>
Column D <u>18</u>	NURTURER	1	Organized



# UNDERSTANDING YOUR LEADERSHIP STYLE

## THE ENERGIZER

**Energizers** are charismatic, buoyant and energetic, and enjoy living life. They are open to new ideas and invitational to people. **Energizers** work best with clear, short-term goals, tangible outcomes and immediate rewards. These are people who approach tasks and projects with great enthusiasm. They will demand the freedom to work on their own, or volunteer to lead. **Energizers** enjoy competition and seek out excitement.

**Energizers** have a hearty nature, and can be great storytellers. They are never short of friends and are genuinely empathetic to others' problems and joys. **Energizers** enjoy being around people, and prefer crowds to solitude. They tend to be the life of the party, and are never at a loss for words.

**Energizers** make excellent salespeople, teachers, conversationalists, actors, public speakers and project leaders.

**Energizers are people-oriented extroverts:**

### STRENGTHS

- ✓ enthusiastic
- ✓ youthful
- ✓ enthusiastic
- ✓ honest and sincere
- ✓ quick learners
- ✓ sociable

### CHALLENGES

- ✓ unreliable and flighty
- ✓ immature; attention-seeking
- ✓ hyperactive
- ✓ non-confrontational
- ✓ intolerant of authority or rules
- ✓ manipulative

## THE ORGANIZER

**Organizers** typically are dynamos. They are action-oriented, strong-willed people who always seem to get a lot accomplished in a short time. At the same time, **Organizers** have endless ideas, plans and ambitions. And, they are also capable of keen insights, practical decisions and sound judgment. **Organizers** place high regard on traditions, hierarchy and clearly defined roles and expectations.

Despite a well-organized mind, **Organizers** are not given to analysis, but more inclined to quick, seemingly intuitive appraisals. **Organizers** are attentive to detail, enjoy routines and systems, and appreciate tangible rewards and recognition. While they are usually the first to say thank you to others, they are also usually the first to notice if a protocol or formality has been breached.

**Organizers** make excellent generals, executives, idea people, and producers. They are also renowned dictators and famous criminals!

**Organizers are task-oriented extroverts:**



# UNDERSTANDING YOUR LEADERSHIP STYLE

## STRENGTHS

- ✓ authoritative
- ✓ attentive to detail
- ✓ self-confident
- ✓ methodical and reliable
- ✓ persistent
- ✓ thorough

## CHALLENGES

- ✓ rigid, and slaves to rules
- ✓ reactive (not proactive)
- ✓ arrogant
- ✓ dislike non-conformity
- ✓ unyielding
- ✓ see in black or white

## THE RESEARCHER

**Researchers** are conceptual and independent. They seek knowledge and understanding and like to solve problems or deal with that which is innovative by exploring ideas or developing models. **Researchers** have exceptional analytical abilities, are self-sacrificing, gifted, and often perfectionists. They are able to easily foresee a project or proposal's potential obstacles and hidden dangers; on the other hand this can create a reluctance to undertake new initiatives.

In relationships, their heads often rule their hearts. Because repetition is painful it seems unnecessary to continuously restate or express how one feels. **Researchers** are often impatient with drill and routine and question authority.

As friends, **Researchers** are loyal. When meeting people, however, their tendency is to wait to be introduced rather than making the first approach.

**Researchers** enjoy having clear expectations and stated project outcomes, but enjoy being given room to figure out how to accomplish goals.

**Researchers** enjoy complicated puzzles, and compliments about their intelligence; recognition, if warranted, should be sincere and without "hoopla".

Many of the world's great geniuses, painters, musicians and scientists are **Researchers**.

**Researchers are task-oriented introverts:**

## STRENGTHS

- ✓ analytical
- ✓ produce quality work
- ✓ conceptual
- ✓ thorough
- ✓ methodical
- ✓ independent
- ✓ steadfast

## CHALLENGES

- ✓ dull and academic
- ✓ aloof
- ✓ intolerant of incompetence
- ✓ compulsive workers
- ✓ dislike unfairness
- ✓ condemn injustices
- ✓ stubborn



# UNDERSTANDING YOUR LEADERSHIP STYLE

## THE NURTURER

For **Nurturers**, life is generally a happy, calm experience. **Nurturers** have a high tolerance for almost everything, and seldom explode or show extremes of anger or happiness. **Nurturers** may look placid, however, but they feel much more emotion than they show to the world.

**Nurturers** appreciate frequent notice of their contributions and performance; they also work best with clearly stated expectations and identified rewards for achievement—whether individual or group. Communicate with **Nurturers** in terms of feelings and values: “I care about what you think and how you feel.”

**Nurturers** have an appreciation for the finer things in life. They are sociable, enjoy the company of others, and sustain a large circle of friends. **Nurturers** have a natural, dry sense of humour. They are usually good listeners, non-competitive, and willing to take direction. **Nurturers** value close, long-lasting relationships. They respect effective leadership, and are happier building someone else’s design than creating their own.

**Nurturers** generally ask “why” questions: they really do want to know the answers! Psychiatrists and counsellors, and people who enjoy working in the helping professions, are typically **Nurturers**.

**Nurturers are people-oriented introverts:**

### STRENGTHS

- ✓ honesty and sincerity
- ✓ trusting and helpful
- ✓ dislike hypocrisy
- ✓ open to suggestion
- ✓ modest
- ✓ loyal
- ✓ flexible and willing

### CHALLENGES

- ✓ impractical / dreamy
- ✓ gullible
- ✓ patronizing
- ✓ duty-bound
- ✓ self-deprecating
- ✓ fanatical
- ✓ perfectionist