

Bozeman Health

Career Blueprint



Your Leadership Strength



Bozeman Health

Center for Education + Development



Module Overview

This is a jammed pack module, and we suggest you progress in the following order:

1. Complete the PIE assessment in your Blueprint
2. Download the "Leadership Strength 360 Assessment" from the portal under this section
3. Give the assessment to your reviewers and score them
4. Watch the videos in the portal to learn more about each of the PIE styles
5. Complete the action plan in your Blueprint



Understanding PIE (Personal Insightful Exploratory) styles®

Most individuals have one primary behavioral style. A person's primary/preferred behavioral style is the one that an individual displays under normal circumstances. The P.I.E. assessment tool examines patterns of behavior and categorizes them into 5 types: orange, red, yellow, green, and blue. The 5 PIE styles and their taglines are:

Green	Orange	Red	Blue	Yellow
Driver	Influencer	Supporter	Investigator	Achiever

Understanding your PIE style

Here is a **sampling** of key characteristics that align to each of the PIE styles.

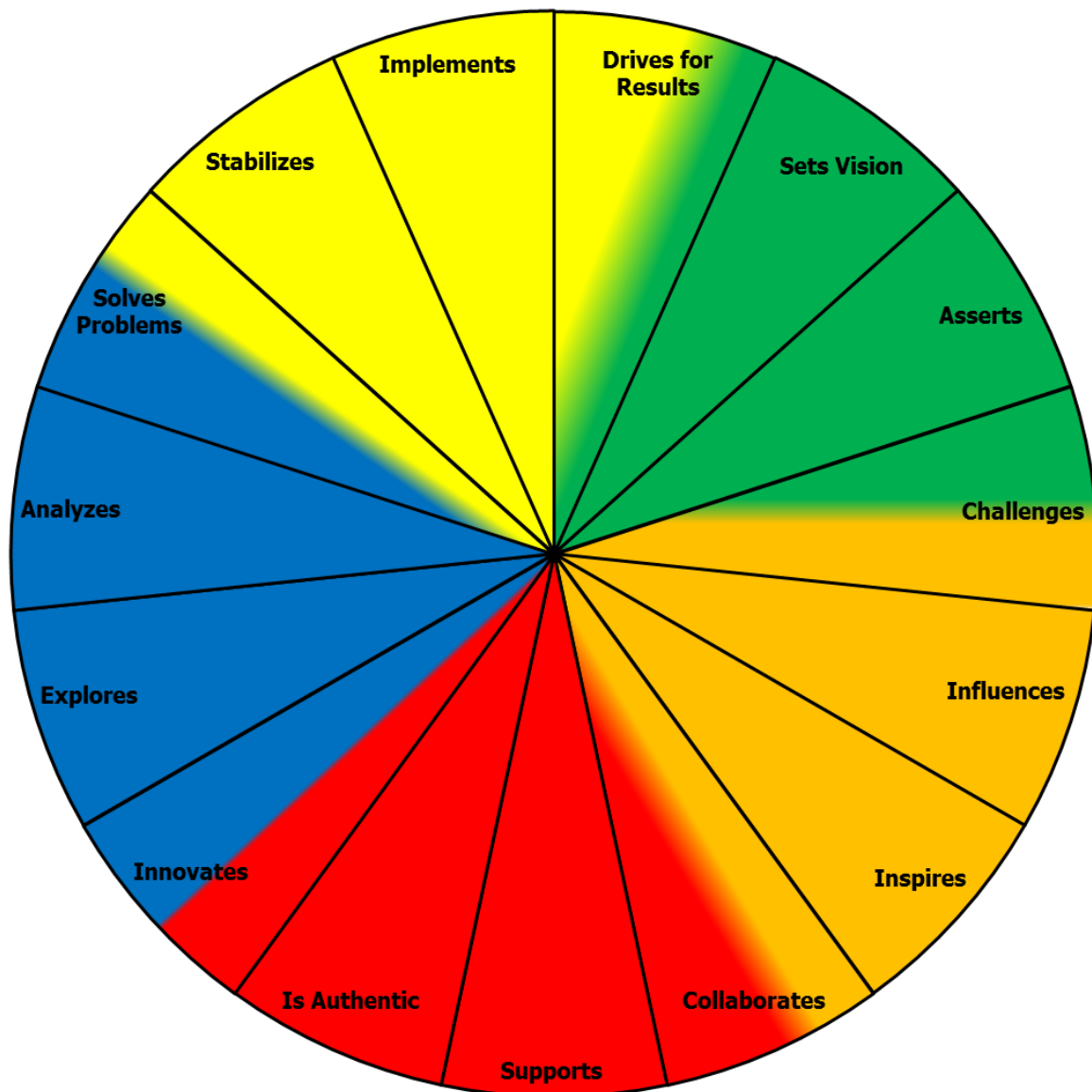
Note: this is not a full representation of the PIE styles descriptors but is a representative sampling to give you an idea of your style.

Green	Orange	Red	Blue	Yellow
Action Oriented	Persuasive	Authentic and unique	Seeks knowledge	Accountable
Risk-takers, Adventurous	Influential	Eager to help others	Values logic	Stable and competent
Impulsive, spontaneous	Inspirational	Need to contribute	Likes to analyze and probe	Takes command of situations
Takes authority	Likes to feel part of a group	Imaginative	Likes independent work	Is decisive
Bold, daring	Is available to others	Supportive	Creative	Purposeful, plans ahead
Appreciates performance, results	Spreads enthusiasm	Fosters harmony	Likes to learn	Organized
Rank each style below from 1-5 based on which you most align to below. 5=most aligned (primary style) 4=aligned (secondary style) 3=somewhat aligned 2=least aligned 1=least aligned				



Leadership Strategies

The PIE chart below shows the spectrum of the **leadership strategies** of each of the colors and how they relate to and overlap with one another.



While we all have primary styles and lesser used or recognized styles, effective leaders are able to use the full spectrum of styles. **They can flex their style** to match the style of others and they **use a range of strategies**.



Strategies for Highly Effective Leadership

In the PIE spectrum there are **10 strategies for Highly Effective Leadership**. Each strategy is **comprised of 3 tactics** that, when utilized, strengthens your leadership style.

P.I.E. Strategies for Highly Effective Leadership

STRATEGY		TACTICS		
	Sets Vision:	Articulates goals clearly	Sets high expectations	Thinks strategically
	Asserts:	Takes charge	Voices opinion and expectations	Is active and action-oriented
	Influences:	Rallies others	Facilitates engagement	Motivates others
	Inspires:	Acknowledges contributions of others	Shows enthusiasm	Strives for excellence
	Supports:	Creates a positive environment	Encourages others	Promotes harmony
	Is Authentic:	Is approachable	Has genuine interactions	Creates an inviting culture and presence
	Explores:	Researches problems and issues	Inquisitive	Seeks information
	Analyzes:	Thinks critically	Delves into the details	Collects facts before acting
	Stabilizes:	Maintains objectivity	Sets standards	Takes control of situations
	Implements:	Plans and organizes	Is focused and persistent	Achieves at a high level



Rating your leadership strategies

In order to get a comprehensive view of your current leadership style strengths and developments it is best to obtain a 360-view.

Meaning, you rate yourself and enlist a group of trusted colleagues to rate you as well.

In soliciting others' feedback, you want to get an idea of how they see you utilizing or displaying each of the tactics/strategies.



Getting started

It can seem daunting to conduct an endeavor of this type, but it doesn't need to be. You are driving the process, initiating, and collecting your own feedback.

An employee self-administered 360-view feedback leadership assessment enables you to self-assess and collect feedback from a selection of different people who have worked with you in different roles. Roles could include:

1. Manager
2. Peers
3. Direct Report
4. Other Stakeholders

A self-managed 360 is a powerful tool with an important purpose – to harness the power of honest feedback to identify strengths, weakness and develop skills, leadership competencies and behaviors.

The process is simple

1. Identify 5 people that you would like to include in your 360
2. Provide each of them the assessment on the next pages and ask them to complete and provide back to you.
 - a. Make sure they understand that since you are driving this you know their exact feedback, so their results are not anonymous like in traditional 360 processes.
3. Also complete the assessment yourself, so you have a self-rating to compare to your collection of raters.
4. Once all results are in, tally and plot.
5. Develop your leadership action plan.



Leadership Strength 360 Assessment©

This is the assessment you will provide to your reviewers. And, don't forget to complete one for yourself. A standalone version is available in the portal for ease of distribution.

Indicate whether (subject/self) demonstrates the behavior listed. ("strongly agree" indicates a strong demonstration of the behavior)		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
		5	4	3	2	1
1	Articulates goals clearly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Sets high expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Thinks strategically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Takes charge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Voices opinions and expectations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Is active /action-oriented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Rallies others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Facilitates engagement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Motivates others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Acknowledges contributions of others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Shows enthusiasm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Strives for excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Creates a positive environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Encourages others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Promotes harmony	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Is approachable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Has genuine interactions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Creates an inviting culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Researches problems and issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Inquisitive	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Continued...



Indicate whether (subject/self) demonstrates the behavior listed. (“strongly agree” indicates a strong demonstration of the behavior)		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
		5	4	3	2	1
21	Seeks information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Thinks critically	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Delves into details	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Collects facts before acting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Maintains objectivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Sets standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27	Takes control of situations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Plans and organizes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	Is focused and persistent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Achieves at a high level	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Share an example of something this person does well:

Share an example of something this person could improve:






Provide any additional comments that would be valuable for the person being rated to know.








Your results

Use the tables below to tally the results for your self-rating and from your reviewers. When that is completed, you will plot your ratings to see how your rating compares with your reviewers.






Self-rating

	Leader Style	Group of questions	Total <i>(highest possible 30)</i>	Average <i>(highest possible 6.0)</i>
	Driver	Questions 1-6		
	Influencer	Questions 7-12		
	Supporter	Questions 13-18		
	Investigator	Questions 19-24		
	Achiever	Questions 25-30		

Reviewer 1






	Leader Style	Group of questions	Total <i>(highest possible 30)</i>	Average <i>(highest possible 6.0)</i>
	Driver	Questions 1-6		
	Influencer	Questions 7-12		
	Supporter	Questions 13-18		
	Investigator	Questions 19-24		
	Achiever	Questions 25-30		

Reviewer 2






	Leader Style	Group of questions	Total <i>(highest possible 30)</i>	Average <i>(highest possible 6.0)</i>
	Driver	Questions 1-6		
	Influencer	Questions 7-12		
	Supporter	Questions 13-18		
	Investigator	Questions 19-24		
	Achiever	Questions 25-30		








Reviewer 3

	Leader Style	Group of questions	Total <i>(highest possible 30)</i>	Average <i>(highest possible 6.0)</i>
	Driver	Questions 1-6		
	Influencer	Questions 7-12		
	Supporter	Questions 13-18		
	Investigator	Questions 19-24		
	Achiever	Questions 25-30		

Reviewer 4

	Leader Style	Group of questions	Total <i>(highest possible 30)</i>	Average <i>(highest possible 6.0)</i>
	Driver	Questions 1-6		
	Influencer	Questions 7-12		
	Supporter	Questions 13-18		
	Investigator	Questions 19-24		
	Achiever	Questions 25-30		

Reviewer 5

	Leader Style	Group of questions	Total <i>(highest possible 30)</i>	Average <i>(highest possible 6.0)</i>
	Driver	Questions 1-6		
	Influencer	Questions 7-12		
	Supporter	Questions 13-18		
	Investigator	Questions 19-24		
	Achiever	Questions 25-30		

Average of all your reviewers

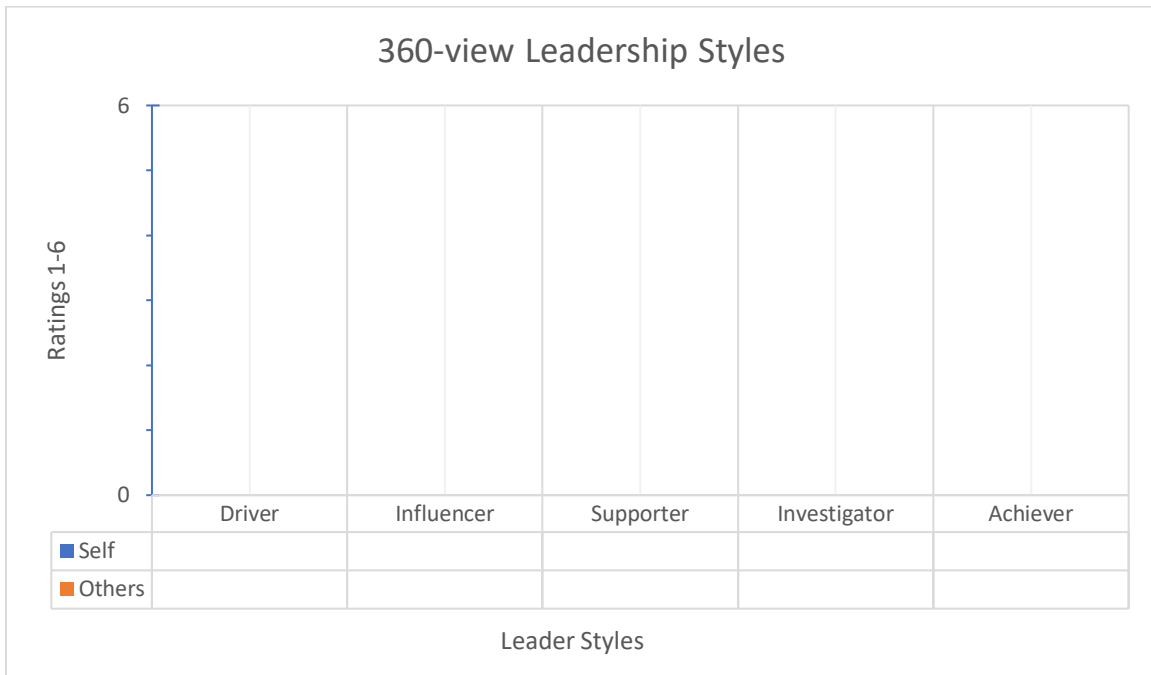
Calculate the average of all your reviewers and note them here. You will use this to plot against your ratings.

Green	Orange	Red	Blue	Yellow
Driver	Influencer	Supporter	Investigator	Achiever

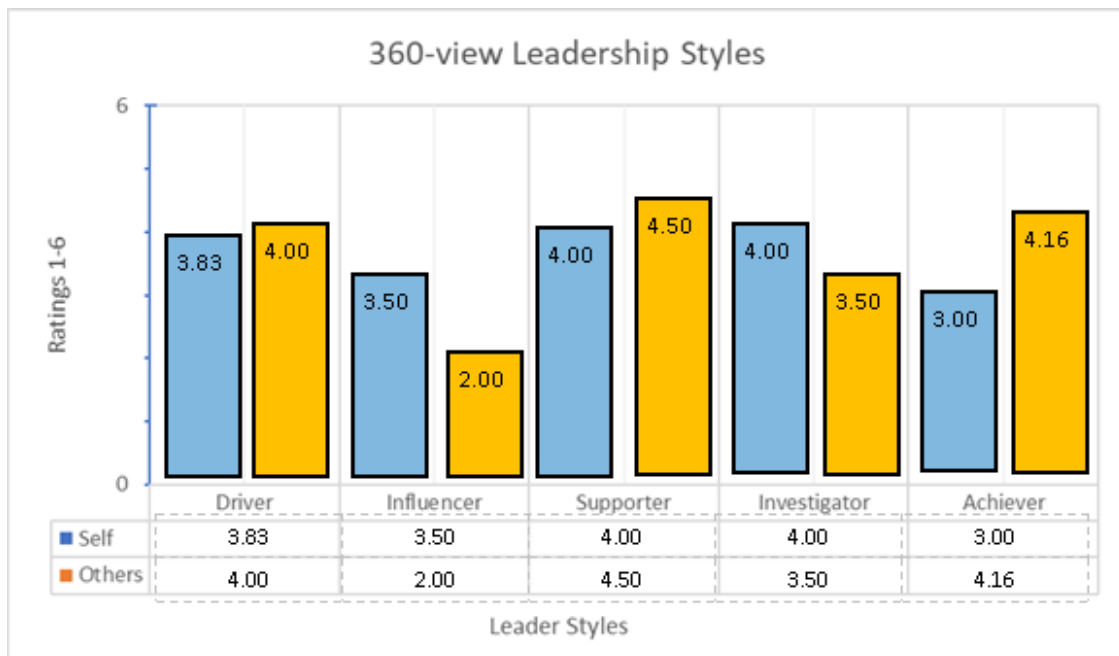
Plot your scores and those of your reviewers below.



Plotting your scores gives you a clear idea of how you perceive yourself against others.



Here is an example of a completed plot.





What to do with this information?

Now that you have this info what's next?

Look at your scores for indicators of potential areas of improvement.

Average scores
less than 3.50

Ratings where you
rated yourself
**significantly higher
or lower** than your
reviewers

Any individual
"tactics" that were
scored **less than
3.50**

Look at your scores for indicators of areas of excellence!!

Average scores
Higher than 4.0

Any individual
"tactics" that were
scored **higher than
4.0**



Understanding your leadership strengths

Each PIE style has an aligning leadership style, communication style and conflict style. Knowing these tendencies will help you to leverage the corresponding strengths of each. **Focus on your primary style here.**



Watch the videos in the portal for additional information on the PIE styles. They cover:

- An overview of each of the Styles
- Communication Style of each
- Conflict Style of each
- The Pace of each

Leadership Style

Green	Orange	Red	Blue	Yellow
Driver	Influencer	Supporter	Investigator	Achiever
<ul style="list-style-type: none"> Drives and challenges others Action Oriented Promotes spontaneity Appreciates performance, results Pushes the boundaries 	<ul style="list-style-type: none"> Persuasive Coaches and mentors Creates a motivational environment Optimistic Appreciates authenticity 	<ul style="list-style-type: none"> Focuses on people Involves employees in decision making Appreciates integrity Committed to employee growth Influences others 	<ul style="list-style-type: none"> Visionary Problem solver High-expectations of self and others Optimistic Appreciates logic 	<ul style="list-style-type: none"> Prepares for the future Values tradition Respects authority Strong sense of right and wrong Is decisive Takes command of situation



Communication Style

Green	Orange	Red	Blue	Yellow
Driver	Influencer	Supporter	Investigator	Achiever
Straight-forward	Likes to share	Relationship focused	Logical	Detailed
Brief	Likes to ask questions	Open	Focuses on facts	Prepared
Succinct		Warm	Deliberate	On target

Conflict Style

Green	Orange	Red	Blue	Yellow
Driver	Influencer	Supporter	Investigator	Achiever
Goal: Victory	Goal: Resolution	Goal: Harmony	Goal: Justice	Goal: Discussion
<u>Tendencies:</u>	<u>Tendencies:</u>	<u>Tendencies:</u>	<u>Tendencies:</u>	<u>Tendencies:</u>
<ul style="list-style-type: none"> Becomes aggressive Overpowers with force Makes it a win-lose outcome Demands 	<ul style="list-style-type: none"> Wants to be heard Impulsively verbalizes feelings Expresses Wants to resolve quickly 	<ul style="list-style-type: none"> Avoids aggression Tries to save relationship Accommodates or gives in Wants a win-win outcome 	<ul style="list-style-type: none"> Overpowers with logic and facts Can become defensive Initially resists Is subtle and indirect 	<ul style="list-style-type: none"> Does not let emotions overwhelm Is controlled Strategizes Is diplomatic



Questions to increase your awareness and effectiveness

There are several ways you can use the information you learned about yourself using P.I.E. As you reflect on and answer these questions you will gain greater awareness about yourself personally and professionally.

Was there anything that you found surprising?

What aspects of your primary style really describe you?

What are the strengths of your primary style?

What are the biggest challenges of your primary style? (or ones that really stand out for you?)



Action Plan

Your leadership action plan will be most effective when it contains the following elements.

Strengths and opportunities

From your 360 results and your own assessment note the areas where you are considered strong and areas where there could be an opportunity for developing your leadership competencies.

Strengths: Tactics, Leadership Styles

#	Area	How can you continue to leverage this area?
1		
2		
3		
4		
5		

Progress Notes:



Areas of Opportunity: Tactics, Leadership Styles

#	Area	How can you continue to develop this area?
1		
2		
3		
4		
5		

Progress Notes:



Note your leadership style tendencies

We tend to rely on the leadership style that we are most comfortable with, but it may not always be the most appropriate for the situation.

For instance, consider this situation:

You are in a meeting presenting a new idea and are receiving lots of questions and feedback. It is preventing you from proceeding through your presentation and you are getting frustrated. Your “go-to” style is “Supporter” so you have opted to let the questioners continue and you are not able to make all the points you planned on.

A better style to use in this situation is “Driver” – you need to set the expectations of the meeting and redirect when it starts to get off topic.

The most effective leaders can flex their style to the situation.



For a week, keep a log of situations where you use one of the leadership styles and reflect on a few items.

Consider:

- The situation
- What was the outcome?
- Did you achieve what you hoped?
- Did you feel you used the correct style? If not, what would have been a better one?
Why?

The goal here is to see if you recognize **when you have flexed** or if you tend to rely on one style more than others.



Situation Log

Situation	What was the outcome?	Did you achieve what you hoped?	Did you feel you used the correct style? If not, what would have been a better one? Why?

What did you learn about yourself and your leader style after this week of reflection?