

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 every one 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 Department, Community project and meaningful effort requires a team with a variety of skills and abilities, approaches, and leadership and communication styles. It is important to align staff and other stakeholders 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. 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

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

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

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 _____	TOTAL ✓'s in Column 2 _____	TOTAL ✓'s in Column 3 _____	TOTAL ✓'s in Column 4 _____
TOTAL ✓'s in Column 8 _____	TOTAL ✓'s in Column 7 _____	TOTAL ✓'s in Column 6 _____	TOTAL ✓'s in Column 5 _____
TOTAL ✓'s in Column 1 + 8 _____	TOTAL ✓'s in Column 2 + 7 _____	TOTAL ✓'s in Column 3 + 6 _____	TOTAL ✓'s in Column 4 + 5 _____

My Total from:	Predominate Style	My Ranking (i.e. 1, 2, 3, 4)	Dominant Style (strength)
Column A _____	ENERGIZER		
Column B _____	ORGANIZER		
Column C _____	RESEARCHER		Recessive Style (area for growth)
Column D _____	NURTURER		

THE ENERGIZERS

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 leaders.

Energizers are people-oriented extroverts:

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
enthusiastic youthful	unreliable and flighty immature; attention-seeking hyperactive
honest and sincere quick learners sociable	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 introverts:

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
authoritative attentive to detail self-confident methodical and reliable persistent thorough	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:

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
analytical	dull and academic
produce quality work	aloof
conceptual	intolerant of incompetence
thorough	compulsive workers
methodical	dislike unfairness
independent	condemn injustices

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."

They are sociable, enjoy the company of others, and sustain a large circle of friends. 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:

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
honesty and sincerity	impractical / dreamy
trusting and helpful	gullible
dislike hypocrisy	patronizing
open to suggestion	duty-bound
modest	self-deprecating
loyal	fanatical