

Leadership Styles – Which one are you?

North – Action

Approaches to Work/Work Style

- Assertive, Active, Decisive
- Likes to determine course of events and be in control of professional relationships
- Quick to act,
- Often expresses sense of urgency for others to act now
- Enjoys challenges presented by difficult situations and people
- Likes quick pace
- Perseveres, not stopped by hearing No, probes and presses to get at hidden resistances
- Likes variety & new projects
- Comfortable being in front

- Value words, phrases: “Do it Now!” “I’ll do it!” “What’s the bottom line?”

Style Taken to Excess:

- Can easily overlook process and comprehensive strategic planning when driven by need to act and decide
- Can get defensive quickly, argue, try to “out expert” you
- Can lose patience, pushes for decisions before its time, avoids discussion
- Can be autocratic, want things their way, has difficulty being a team member
- Sees things in terms of black and white, little tolerance for ambiguity
- May go beyond limits, get impulsive, disregard practical issues
- Not heedful of others’ feelings, may be perceived as cold.
- Have trouble relinquishing control, find it hard to delegate
- “If you want something done, do it yourself!”

East – Vision

Approaches to Work/Work Style

- Visionary who sees the big picture
- Generative and creative thinker, able to think outside the box
- Very idea oriented, focuses on future thought
- Makes decisions by standing in the future
- Insight into mission and purpose
- Looks for overarching themes, ideas
- Adept at problem solving
- Likes to experiment, explore
- Appreciates a lot of information

- Value Words: Option, Possibility, Imagine

Style Taken to Excess

- Can put too much emphasis on vision at the expense of action
- Can lose focus on tasks
- Poor follow through on projects, can develop a reputation for lack of dependability or attention to detail
- Not time bound, may lose track of time
- Tends to be highly enthusiastic early on, then burn out over the long haul
- Will not work on projects that do not have a comprehensive vision
- Easily frustrated and overwhelmed when outcomes are not in line with the vision

South – Empathy

Approaches to Work/Work Style

- Understands how people need to receive information in order to act on it
- Integrates others' input in setting direction and making decisions
- Value-driven regarding aspects of professional life
- Uses professional relationships to accomplish tasks, interaction is primary
- Supportive to colleagues and peers
- Willingness to trust others' statements at face value
- Feeling-based, trusts own emotions and intuition
- Receptive to others' ideas, team player, builds on ideas of others, non-competitive
- Able to focus on present moment

- Value Words: Right, Fair

Style Taken to Excess

- Can lose focus on goals when believes relationships, needs of people are being compromised
- Has trouble saying NO to requests
- Internalizes difficulty and assumes blame
- Prone to disappointment when relationship is seen as secondary to task
- Difficulty consulting, confronting, dealing with anger, may be manipulated by anger
- Can over compromise to avoid conflict
- Immersed in the "now", lose track of time, may not see long-range view.
- Becomes mired in process at the expense of accomplishing goals.

West- Analytical

Approaches to Work/Work Style

- Understands what information is needed to assist in decision making
 - Seen as practical, dependable and thorough in task situations
 - Helpful to others by providing planning and resources, comes through for the team
 - Moves carefully and follows procedures and guidelines
 - Uses data analysis and logic to make decisions
 - Weighs all sides of an issue, balanced
 - Introspective, self-analytical
 - Careful, thoroughly examines people's needs in situations
 - Maximizes existing resources – gets the most out of what has been in the past
 - Skilled at finding fatal flaws in an idea or project
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- Value Word: Objective

Style Taken to Excess

- Can be bogged down by information, analysis process at the expense of moving forward
- Can become stubborn and entrenched in position
- Can be indecisive, collect unnecessary data, mired in details, "Analysis Paralysis"
- May appear cold, withdrawn, with respect to others' working styles
- Tendency towards watchfulness, observation
- Can remain withdrawn, distant
- Resists emotional pleas and change