



Self-Assessment

Leadership Institute

My Leadership

(The)role of the leader is the toughest, most-important role for the team's eventual success or failure . . . .

It has been said that the role of the leader is “like giving a brain to the scarecrow, a heart to the tin man, and courage to the cowardly lion.” Teams with good leaders can accomplish results even when it appears that the deck is stacked against them. (F.M. Furman)

# Six Competencies Exemplary Leaders Share

- Warren Bennis



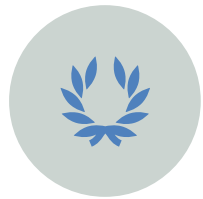
Create a sense of common purpose - vision



Engage and Motivate Others



Build an adaptive and agile social structure



Generate and sustain trust (culture of candor)



Develop Leaders



Get results / outcomes

“Perhaps the only unperishable characteristic at the base of all effective leadership is character. It is the human connection between the leaders, the led, and the organization.”

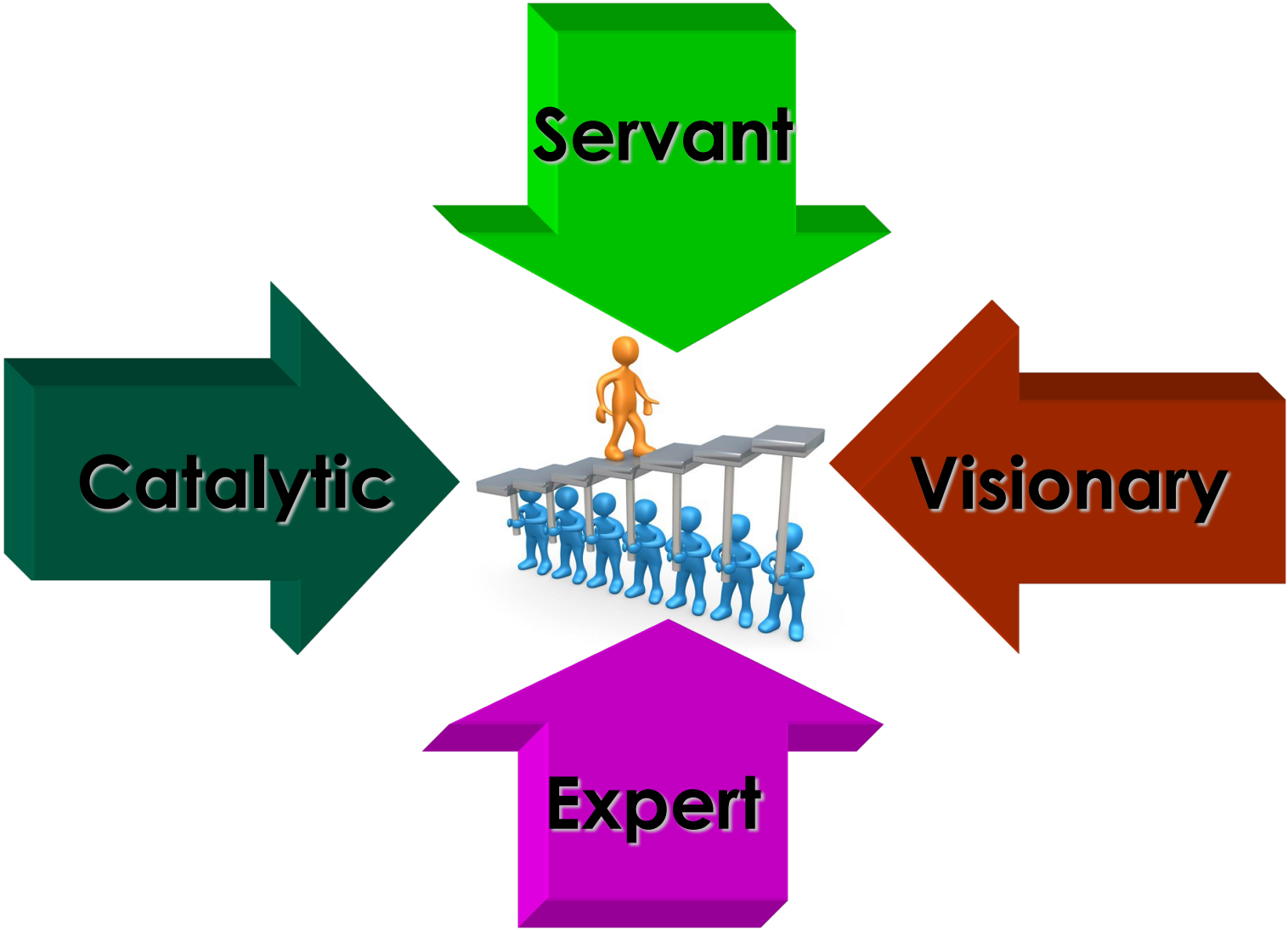
# A Time for Self- Reflection

Authentic leadership requires us to understand our leadership style and preferences. The following exercises are intended for you to identify and examine your leadership brand and preferences. They are not scientific or intended to change who you are. Hopefully, they will help you continue to understand how to build your capacity to lead authentically and with impactful results.

# *Influential Leadership*

***Influencing the beliefs and behaviors of others to unleash the creative genius of all parts of the organization on a day-to-day basis.***

# Four Portraits of Influential Leadership



# Four Portraits of Influential Leadership

- **Catalytic** : *respected for the ability to bring others together and leverage their capabilities*



# Four Portraits of Influential Leadership

- **Servant:** *respected for commitment to the needs of others*





# Four Portraits of Influential Leadership

- **Visionary:** *respected for the ability to articulate a compelling picture of something different and better*

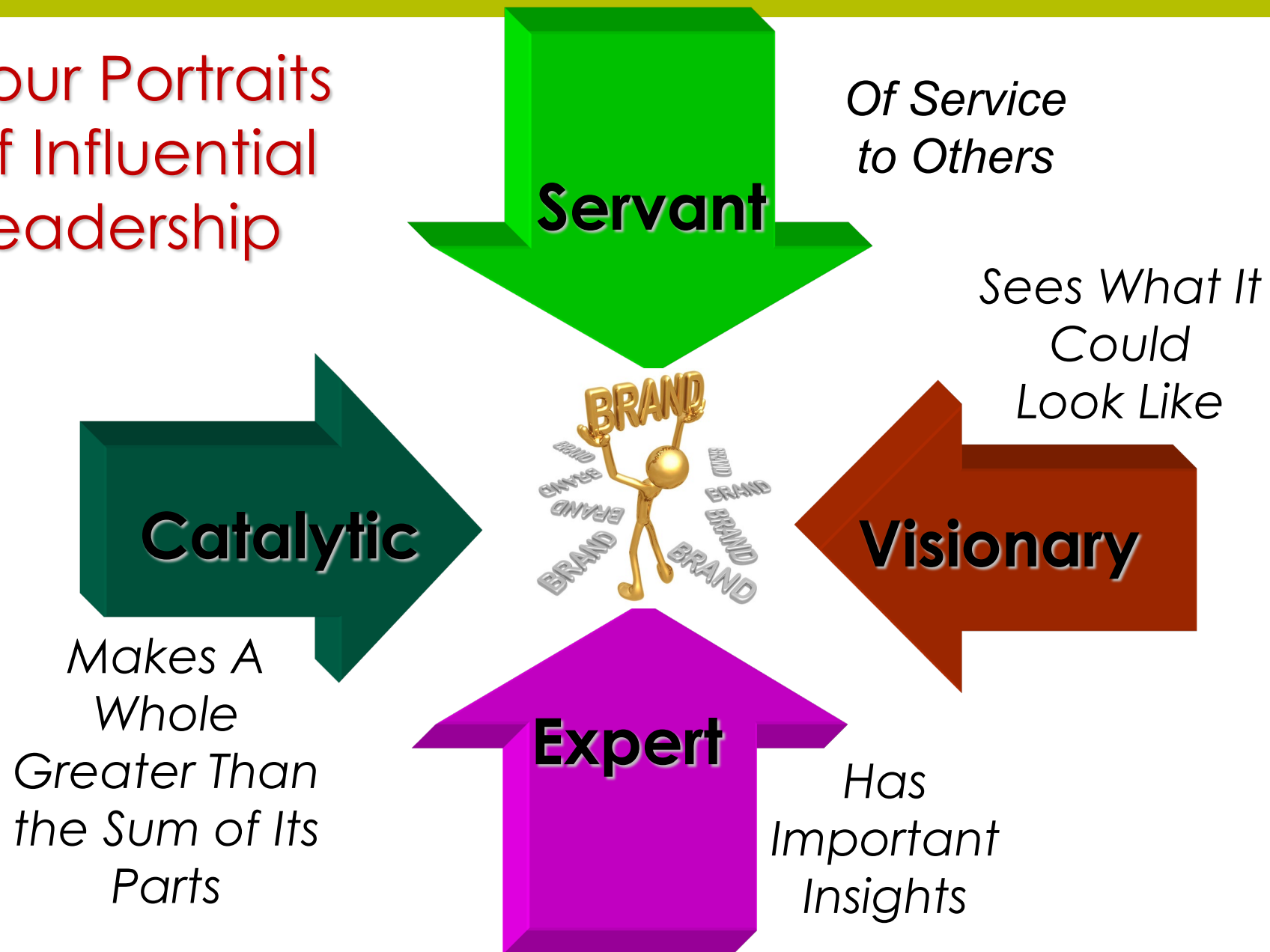


# Four Portraits of Influential Leadership

- **Expert:** *respected as an authoritative source of valuable knowledge and insight*



# Four Portraits of Influential Leadership





# Branding Your Leadership Reputation

*Defining Desired Perception and  
Behavior*

---

# ***Defining Brand Behavior***

---

## ***Personal Brand / Reputation:***

The expectations others will have about you based on the experience they have at points of contact with you.

## ***Brand Behavior:***

The ways in which individuals, groups and organizations must behave in order to earn the desired reputation.

# Reflection

Which portrait of influential leadership describes you best?

Is that how others see you or how are you perceived?

How do you want others to perceive you?

When you see or observe something you simply cannot understand, do you ever stop and try to figure out what in their experience lead them to that opinion or action?

# Thinking & Working Style Preferences

---



*Adapted from The Johari window*

# Communicating Effectively: Thinking and Working Style Preferences

1. Communication and Problem-Solving *(E or I)*
2. Planning *(S or N)*
3. Decision-Making and Conflict Resolution *(T or F)*
4. Day to Day Working Relationships *(J or P)*

Differences in working style preferences, or the way we are wired is often a source of conflict among team or committee members. Understanding our internal preferences and recognizing the preferences in others is a key ingredient to overcoming conflict.

There are many tools to help us understand our preferences, this is one that was adapted for association leaders. Strengths Finders, Kolbe, Predictive Index, and many others are also helpful tools for us to understand who we are and the logical basis for the crazy behavior or others.



# Thinking and Working Style Preferences

Step 1: Read the description.

Step 2: Check the preference boxes that are most like you, total your score for each side, and determine which side is stronger.

*(“E” or “I” for example)*

Step 3: Locate your preferences on the continuum.

Step 4: Based on your style preferences, negotiate several working agreements with yourself - what strengths will you try to take full advantage of; what will you be careful about; what will you do differently?

# The Extrovert and Introvert Preference

- ✔ Step 1: Please read the following description for the Extrovert and Introvert preferences, and how these preferences impact the leadership dimension of communication and problem solving.

## The Leadership Dimension of Communication and Problem Solving

The E and I preferences indicate where a person gets their energy and zest for life. An Extrovert is stimulated by the outside environment – by people, places, and things. Introverts, on the other hand, are simulated from within – from their own inner world of thoughts and reflections. Extroverts are energized by what is going on around them (cocktail parties prove this), and do their best work externally by taking action. They prefer to communicate openly and freely. Introverts, are energized by their own personal experiences (not other's experiences) and inner resources, and they do their best work internally by providing reflection and deep thought before taking action. They prefer not to communicate openly and freely until they know and trust someone (ever try to stimulate group interaction with a group of Introverts who do not know one another).

Extroverts tend to focus on broad implications and introverts focus on more single subjects in-depth – both are required for effective problem solving and can be effectively utilized if the partners understand their differences.

Partners with the same preference may lack either the breadth or in-depth perspective in their analysis, which presents a different challenge. How do they achieve balance in their problem solving?

Extroverts tend to think and problem solve out loud. You know that they are problem solving because you can see their lips moving and *hear* them thinking. The analogy is that their computer is connected on-line to their printer. Extroverts often say, *just let me talk long enough and I will figure out the answer.*

Introverts usually problem solve differently. They require a short period of quiet reflection time to think about and reflect on the problem before they can discuss it. Their analogy is that they need to put their information in batch-storage, review it and then release it to the printer. Introverts typically say, *if I can just get some quiet time to hear myself think, I can figure out the answer.*

A significant challenge occurs when you mix E's and I's together in problem solving. E's immediately start talking out loud and the I's cannot hear themselves think (just like radar or communication jamming). The result of this situation is that the I's will not interact in the problem solving at all.

Two E's (*is anyone listening?*) or two I's (*is anyone talking?*) also have their challenges when communicating and problem solving.



Adaptation based upon The Myers Briggs

## The Extrovert & Introvert Preferences

Please check the preference that is most like you.

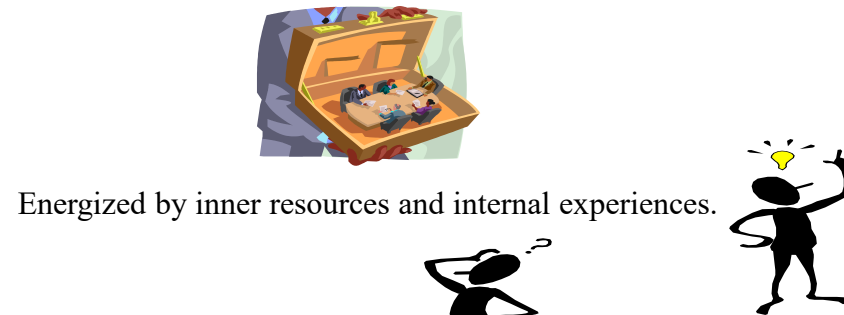
Extrovert — E	Introvert — I
<ul style="list-style-type: none"> <li><input type="checkbox"/> An Extrovert's essential stimulation is from the environment – the outer world of people and things</li> <li><input type="checkbox"/> Energized by other people, external experiences</li> <li><input type="checkbox"/> Does best work externally in action</li> <li><input type="checkbox"/> Interests have breadth</li> <li><input type="checkbox"/> Usually communicates freely – expressive</li> <li><input type="checkbox"/> Acts, maybe reflects, acts</li> <li><input type="checkbox"/> Thinks best when talking with people</li> <li><input type="checkbox"/> Usually takes the initiative in making contact with other people</li> <li><input type="checkbox"/> Has broad friendships with many people – gregarious</li> <li><input type="checkbox"/> Prefers to talk and listen</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> An Introvert's essential stimulation is from within – the inner world of thoughts and reflections</li> <li><input type="checkbox"/> Energized by inner resources, internal experiences</li> <li><input type="checkbox"/> Does best work internally in reflection</li> <li><input type="checkbox"/> Interests have depth</li> <li><input type="checkbox"/> Communication is usually reserved until they know and trust a person</li> <li><input type="checkbox"/> Reflects, maybe acts, reflects</li> <li><input type="checkbox"/> Thinks best when alone – shares with others when clear what they believe</li> <li><input type="checkbox"/> Usually lets other people initiate contact</li> <li><input type="checkbox"/> Has few deep friendships – intimacy</li> <li><input type="checkbox"/> Prefers to read and write</li> </ul>

Total E = \_\_\_\_\_

Total I = \_\_\_\_\_

Feels pulled outward by external claims and conditions.

Feels pushed inward by external claims and intrusions.

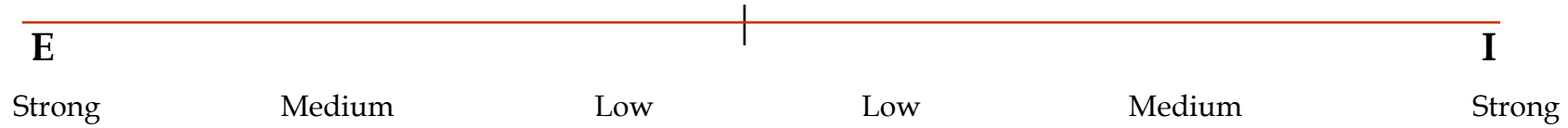


Acts, then (maybe) reflects.



# Capitalizing on Preferences

- ☑ **Step 2: Preferences Continuum:** Please identify and mark where you think you are on the continuum below. Then, think about the possible preferences of others with whom you work. Put their initials on the continuum along with yours.



- ☑ **Step 3:**

**What strengths will you try to take full advantage of; what will you be careful about; what will you do differently?**

*Please list your working self-agreements*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Gives breadth to life.

E's may seem shallow to I's.  
Needs introversion before balance.

Gives depth to life.

I's may seem withdrawn to E's.  
Needs extraversion for balance.

# When we are communicating and problem solving I should

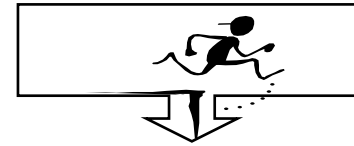
Gives breadth to life.



E's may seem shallow to I's.  
Needs introversion before balance.



Gives depth to life.



I's may seem withdrawn to E's.  
Needs extraversion for balance.



# The Sensing & iNtuiting Preferences

- ☑ *Step 1: Please read the following description for the Sensing and iNtuiting preferences, and how these preferences impact the leadership dimension of planning.*

## The Leadership Dimension of Planning

The Sensing and iNtuiting functions are ways that we prefer to perceive and take in information. The Sensing function takes in information by way of the five senses and likes to: Look at specific parts and pieces of that information, deal with known facts and live in the present enjoying what exists.

The iNtuiting function also takes in information via the five senses, but then adds a sixth sense – *a gut hunch or intuitive feeling*. Most N's will state, *I make my worst decisions when I go against my intuitive hunch*. N's are very conceptual and prefer to look at overall patterns and relationships. They like to deal with broad concepts or possibilities, and they plan in the future. They enjoy anticipating what might be.

As a result of the broad preferences, S's and N's tend to approach planning differently. N's prefer the broad, overall conceptual look, like to work with possibilities in the future and are comfortable with visioning processes. N's like to define *where* the organization is going and the possible attributes, conditions, outcomes that it may seek to obtain.

S's, on the other hand, prefer step-by-step pragmatic planning that is based upon what can feasibly be accomplished today. They are most comfortable in developing strategies, steps and action plans to achieve certain goals. They prefer to define how the organization is going to achieve its goals.

If N's conceived of putting man on the moon, the S's devised the systems and hardware to make it happen.

Obviously, a good plan requires both perspectives – long range conceptual goals (*where*) and pragmatic strategies and actions plans (*how*). It is important to understand which strengths and preferences each partner brings to the planning process.

For partners of the same preference, the challenge is that they may not focus on one of the two critical planning components – either the *where* or the *how*.



Adaptation based upon The Myers Briggs

# The Sensing & iNtuiting Preferences

Please check the preference that is most like you.

Sensing – S	iNtuiting – N
<ul style="list-style-type: none"> <li><input type="checkbox"/> The Sensing function takes in information by way of the five senses – sight, sound, feel, taste, and smell</li> <li><input type="checkbox"/> Looks at specific parts and pieces</li> <li><input type="checkbox"/> Deals with known facts</li> <li><input type="checkbox"/> Lives in the present, enjoying what is there</li> <li><input type="checkbox"/> Trusts experience</li> <li><input type="checkbox"/> Tends to be seen as realistic</li> <li><input type="checkbox"/> Likes to be able to apply reliable, proven solutions to problems</li> <li><input type="checkbox"/> Likes the concrete</li> <li><input type="checkbox"/> Learns sequentially – step by step</li> <li><input type="checkbox"/> Tends to be good at precise work</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The iNtuiting function processes information by way of a sixth sense or hunch</li> <li><input type="checkbox"/> Looks at patterns and relationships</li> <li><input type="checkbox"/> Deals with possibilities</li> <li><input type="checkbox"/> Lives toward future, anticipating what might be</li> <li><input type="checkbox"/> Trusts theory more than experience</li> <li><input type="checkbox"/> Tends to be seen as imaginative</li> <li><input type="checkbox"/> Likes problems that require new solutions</li> <li><input type="checkbox"/> Likes the abstract</li> <li><input type="checkbox"/> Learns by seeing connections – jumps in anywhere, leaps over steps</li> <li><input type="checkbox"/> Tends to be good at creating designs</li> </ul>

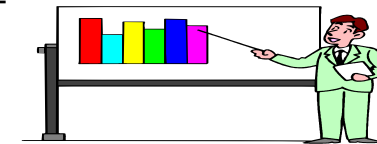
Total S = \_\_\_\_\_

Total N = \_\_\_\_\_

Looks at specific parts & pieces.



Looks at patterns & relationships.



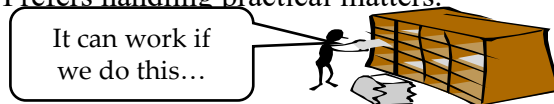
Lives in the present, enjoying what's there.



Lives towards the future anticipating what might be.



Prefers handling practical matters.



Prefers imagining possibilities.



# Capitalizing on Preferences

☑ **Step 2: Preferences Continuum:** Please identify and mark where you think you are on the continuum below. Then, think about the possible preferences of others with whom you work. Put their initials on the continuum along with yours.

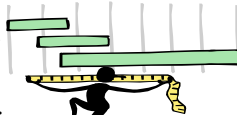


☑ **Step 3:**  
**What strengths will you try to take full advantage of; what will you be careful about; what will you do differently?**

*Please list your working agreements.*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Likes things that are definite and measurable.



Starts at the beginning, and takes a step at a time.



Works hands-on with the parts to see the overall design.



Likes opportunities for being inventive.



Jumps in anywhere, leaps over steps.



Studies the overall design to see how the parts fit together.

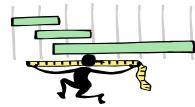




## Capitalizing on My Preferences

# When we are planning I . . .

Like things that are definite and measurable.



Should start at the beginning, and takes a step at a time.



Work hands-on with the parts to see the overall design.



Like opportunities for being inventive.



Jump in anywhere, I'm OK leaping over- steps.



Study the overall design to see how the parts fit together.



# The Thinking and Feeling Preferences

- ☑ *Step 1: Please read the following description for the thinking and feeling preferences, and how these preferences impact the leadership dimension of decision-making and conflict resolution.*

## *The Leadership Dimension of Decision-Making and Conflict Resolution*

The Thinking and Feeling functions are ways that we prefer to decide and evaluate. The Thinking preference decides on the basis of logic and objective considerations (in their head, not in their heart). T's prefer to decide things on an impersonal basis. They keep their personal feeling at a distance from the issues that are being decided. They tend not to let their emotions become involved in the decision-making process, and they highly value the notion, reasonableness and competence in any decision-making. It is not that T's do not have feelings – just that they do not get their feelings involved in the decision-making process.

Feeling types also make decisions objectively in their head, but they then add a subjective component of deciding in their hearts based on issues of personal and subjective values.

F's tend to decide things on the basis of what they like or don't like, their values, and the impact of the proposed decision on people (they have strong values on how people should be properly and fairly treated). As a result, F's tend to literally place themselves inside the situations. They tend to put themselves in other peoples shoes and are sensitive to how this may feel. Now, their feelings become involved in the decision-making process.

Because of these different preferences, T's and F's approach and handle conflict differently. T's like to get disagreements out into the open. T's tend to enjoy a good argument (discussion), and to argue points based on what they perceive as reason without involving much emotion. As a result, they can walk away from a good argument or confrontation and think no more about it.

F's generally do not like conflict and tend to avoid it. Because they often get their personal feelings involved, conflict has more of an emotional impact on them. They often worry about how they could have handled the situation differently (better). They tend to think and mull over what went on during the process.

The one area where F's will enter into conflict is when they think that people have been mistreated or unjustly wronged. In this situation, F's can often carry a grudge, especially where their strong values concerning people have been perceived to be violated. T's should know, there is nothing more dangerous than a wounded F. They originated the phrase, I don't get mad, but I do get even.

# T & F

Adaptation based upon The Myers Briggs

## The Thinking & Feeling Preferences

Please check the preference that is most like you.

Thinking – T	Feeling – F
<ul style="list-style-type: none"> <li><input type="checkbox"/> The Thinking function decides on the basis of logic and objective considerations</li> <li><input type="checkbox"/> Tends to decide things impersonally based on analysis and principles</li> <li><input type="checkbox"/> Trusts logic</li> <li><input type="checkbox"/> Places a premium on fairness</li> <li><input type="checkbox"/> Spontaneously finds flaws, criticizes</li> <li><input type="checkbox"/> Good at analyzing plans</li> <li><input type="checkbox"/> Values reasonableness</li> <li><input type="checkbox"/> Tends to be questioning – Why?</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Feeling function decides on the basis of personal, subjective values</li> <li><input type="checkbox"/> Tend to decide things on the basis of what they like or don't like, their values, or on the impact of their decisions concerning people</li> <li><input type="checkbox"/> Trusts personal reactions</li> <li><input type="checkbox"/> Places a premium on harmony</li> <li><input type="checkbox"/> Spontaneously looks for ways to connect, appreciates</li> <li><input type="checkbox"/> Good at understanding people</li> <li><input type="checkbox"/> Values compassion</li> <li><input type="checkbox"/> Tends to be accommodating</li> </ul>

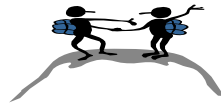
Total T = \_\_\_\_\_

Total F = \_\_\_\_\_

Sees things as an on-looker, from outside a situation.



Takes a long view.



Spontaneously finds flaws and criticizes.



Sees things as a participant, from within a situation.



Takes an immediate and personal view.

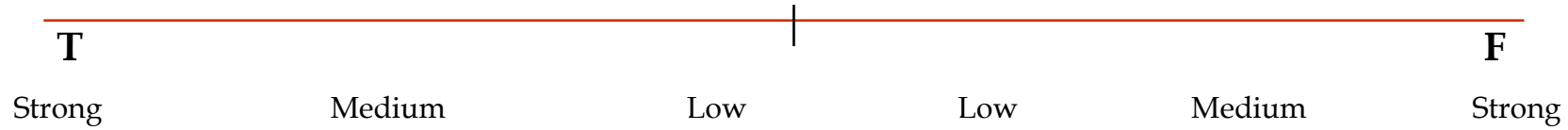


Spontaneously appreciates.



# Capitalizing on Preferences

- ☑ **Step 2: Preferences Continuum:** Please identify and mark where you think you are on the continuum below. Then, think about the possible preferences of others with whom you work. Put their initials on the continuum along with yours.

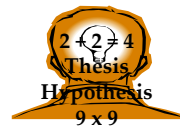


- ☑ **Step 3:**

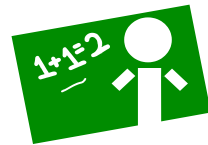
**What strengths will you try to take full advantage of; what will you be careful about; what will you do differently?**  
*Please list your working agreements.*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

Decides with the head.



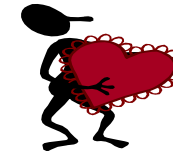
Goes by logic.



Concerned for truth and justice.



Decides with the heart.



Goes by personal convictions.



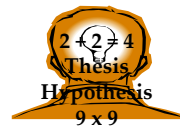
Concerned for relationships and harmony.



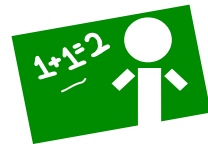
# When we are making decisions and resolving conflict I should

---

Decides with the head.



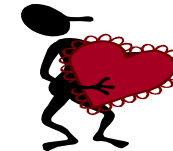
Goes by logic.



Concerned for truth and justice.



Decides with the heart.



Goes by personal convictions.



Concerned for relationships and harmony.



# The Judging & Perceiving Preferences

☑ *Step 1: Please read the following description for the Judging and Perceiving preferences, and how these preferences impact the day-to-day working relationship.*

## The Day-to-Day Working Relationship Dimension

Judging and Perceiving are ways that we prefer to interact with our environment – both personal and at work. While all of the style differences present the potential for preference conflict, it is the difference in how J's and P's approach their environment that can result in the greatest day-to-day style working differences and potential conflicts.

J's like a lifestyle that is decisive, planned and orderly. They have a very strong desire and need to come to closure (sometimes too quickly). They work best in an environment when they can plan and follow what they plan. J's are the list makers of the world. They love to do lists and what makes them most happy is to be able to check things off the to do list. Day Timers are made for J's. They are very punctual – usually early.

P's are exactly the opposite. They prefer a life and working style that is flexible, adaptable and spontaneous. They enjoy being curious and discovering surprise. For P's, the journey is more important than the destination (the opposite of J's). They like to maintain openness and will not answer a closed-ended question (the best answer you can get is – maybe).

J's typically schedule fun on their Day Timer. For P's, work must be fun. P's tell time differently than J's – most J's believe that P's do not tell time at all. P's originated the phrase, it isn't over until its over – and even then, it may not be over. They are very innovative, like to make last minute changes, and to finish things with a last minute rush – all of which drives J's over the brink. They enjoy new and innovative projects, may not be the best finishers, and can be the best crisis management people in the organization. P's bring a special newness and fun to organizations. They are quick to challenge the J's notion, that things have always been done this way.

Partners who have the same style, share the challenge of possibly missing the balancing perspective of the other preference. Partners who have different styles, but do not find value in the preference differences are in for a LONG YEAR!

J & P

Adaptation based upon The Myers Briggs

## The Judging & Perceiving Preferences

Please check the preference that is most like you.

Judging - J	Perceiving - P
<ul style="list-style-type: none"> <li><input type="checkbox"/> A Judging lifestyle is decisive, planned and orderly</li> <li><input type="checkbox"/> Enjoys being orderly</li> <li><input type="checkbox"/> Feel comfortable establishing closure</li> <li><input type="checkbox"/> Works best when they can plan and when they can follow the plan</li> <li><input type="checkbox"/> Schedules and plans to avoid anxiety resulting from too many tasks</li> <li><input type="checkbox"/> Does not easily tolerate uncertainty</li> <li><input type="checkbox"/> Likes definite order, structure</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> The Perceiving lifestyle is flexible, adaptable and spontaneous</li> <li><input type="checkbox"/> Enjoys being curious, discovering surprises</li> <li><input type="checkbox"/> Feels comfortable maintaining openness</li> <li><input type="checkbox"/> Enjoys working on different projects as interest surfaces</li> <li><input type="checkbox"/> Energized by deadlines – enjoys last minute rushes</li> <li><input type="checkbox"/> Able to tolerate ambiguity</li> <li><input type="checkbox"/> Likes going with the flow</li> </ul>

Total J = \_\_\_\_\_

Total P = \_\_\_\_\_

Prefers an organized lifestyle.



Prefers a flexible lifestyle.



Likes definite order and structure.



Likes going with the flow.



Likes to have life under control.

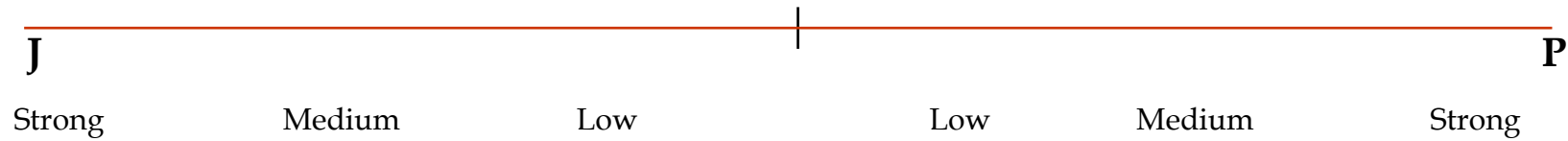


Prefers to experience life as it happens.



## Capitalizing on Preferences

- ☑ **Step 2: Partner Preferences Continuum:** Please identify the strength of preference, and mark either the J or P preference of each partner on the continuum below. Then, help your partners to better understand your preference of how you manage your day-to-day work.

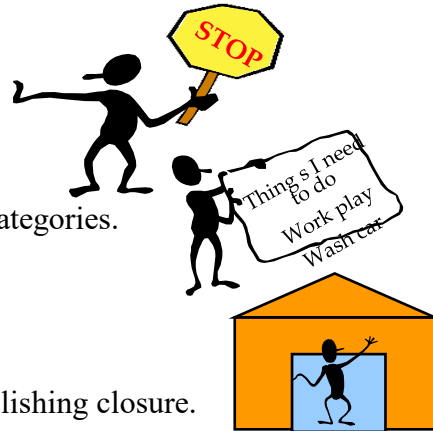


- ☑ **Step 3:**  
**What strengths will you try to take full advantage of; what will you be careful about; what will you do differently?**

*Please list your working agreements.*

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

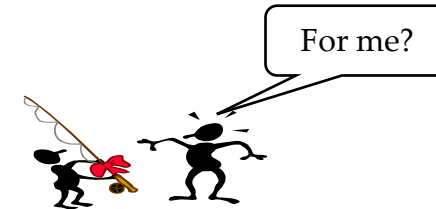
Enjoys being decisive.



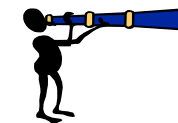
Likes clear limits and categories.

Feels comfortable establishing closure.

Enjoys being curious and discovering surprises.



Likes freedom to explore without limits.



Feels comfortable maintaining openness.





# When we are working together I . . .

Enjoy being decisive.



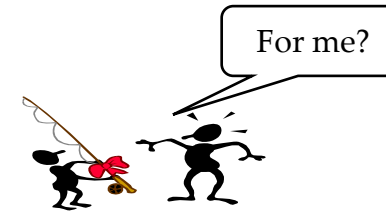
Like clear limits and categories.



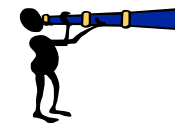
Feel comfortable establishing closure.



Enjoy being curious and discovering surprises.



Like freedom to explore without limits.



Feel comfortable maintaining openness.



# Reflection...

1. What will I do differently as a result of this conversation?
2. What will I direct/assist others to do differently as a result of this conversation?
3. How might I help my committee understand the reason why a person may take action in a way that does not make sense to me?
4. What else do I need to be successful with my committee?

# Questions

Additional questions, comments or ideas?

**Jim Meffert**

**612-817-8953**

[jmeffert@tecker.com](mailto:jmeffert@tecker.com)