



Empathetic – Style 1 leader

Leader Traits:

- Is empowering and involved.
- Seeks alignment between personal and organizational values.
- Relies primarily on consensus and support in decision-making.
- Judges others by how they treat people.
- Expects people to grow in self-awareness.
- Is a good communicator but sometimes focuses on feelings at the expense of the message.
- Works well with supportive staff who share the sense of mission.
- Tackles problems by first verifying perceptions and possible solutions with others.
- Has difficulty tolerating inconsiderate people.
- Experiences inner conflict when the organization's behavior/structure is in conflict with its values.
- Works to enhance organizational solidarity.
- Creates a sense of community.
- Exercises authority with trust and participation.
- Leads by articulating and acting on the mission.
- Thrives on developing good ideas.
- Relies on group values as primary structure.

Communication strength is active listening.

Type 1 Leader stretching exercises

- Try to focus on procedures and specific outcomes.
- Act more quickly.
- Share some of your thoughts as well as your feelings.
- Spend some time on how to do it.
- Make ideas workable.
- Spend some time planning.
- Deal with conflict.
- Try new things.
- Look at the bottom line.

Challenge lack of closure

Type 1 leaders as mentors excel at: :

- Capturing enthusiasm
- Motivating
- Witnessing
- Acclimating
- Facilitating
- Supporting
- Interacting
- Staying in touch
- Valuing
- Nurturing
- Creating meaning: symbols, rituals, myths
- Transmitting significant values

Successful meetings for Type 1 leaders

- Connections are made.
- Honesty is encouraged.
- Interests are elicited.
- Time is allowed for discussion about feelings.
- The group leader provides for consensus building.

Painful meetings for Type 1 leaders

- The Leader is insensitive to feelings.
- There is a lack of trust among the group.
- There are unresolved conflicts.
- Consideration is not given people who will be affected by the group's decision.
- The meeting has no personal relevance.



Analytic – Style 2 leader

Leader Traits:

- Is problem-focused and lively-minded.
- Seeks alignment between people and procedures.
- Relies primarily on data for decision making.
- Judges others by their accomplishments.
- Expects people to seek increasing professional knowledge.
- Is reluctant to speak until all the facts are known, which often causes communication problems.
- Works well with staff who follow through, are well organized, and have things down on paper.
- Tackles problems with logic and rationality.
- Has difficulty tolerating action without rational bases.
- Strives for perfection which, coupled with fear of failure, causes inner conflict.
- Works to enhance organization's reputation for prestige.
- Creates a solid organizational structure.
- Exercises authority with assertive persuasion.
- Leads by honoring and implementing principles and procedures.
- Thrives on understanding and working through complex problems.
- Relies on organized planning.
- Needs others to provide impetus.

Communication strength is precision in words and data.

Type 2 Leader stretching exercises

- Try some action before you have a perfect plan.
- Take some risks.
- Try being open to change.
- Go with your instincts.
- Try sharing your questions with others.
- Be outgoing.
- Approach people you don't know.
- Open your mind to other possibilities.
- Dare to experience chaos. Try to inspire others.

Challenge complacency

Type 2 leaders as mentors excel at:

- Analyzing
- Theorizing
- Defining
- Organizing
- Planning
- Coordinating
- Conceptualizing
- Pattern Making
- Teaching
- Asking the "right" questions

Successful meetings for Type 2 leaders

- Issues and tasks are clearly defined.
- Information is based on facts.
- There is adequate notice for preparation.
- Pros and cons are weighed.
- The group stays on task.
- There is an objective perspective.

Painful meetings for Type 2 leaders

- There is no agenda.
- The Leader does not understand the total picture.
- There is no time for preparation.
- There is insufficient time spent defining the problem.
- No clarity is achieved as meeting progresses.
- There is insufficient information for problem-solving.



Practical – Style 3 leader

Leader Traits:

- Is productive and action-oriented.
- Seeks alignment between goals and output.
- Relies primarily on results for decision making.
- Judges others by their straightforwardness and hard work.
- Expects people to seek increasing competence.
- Often has communication difficulties because of a straightforward manner that tends to overlook people's feelings.
- Works well with staff who are task-oriented and move quickly.
- Tackles problems with immediacy, often without consulting others.
- Has difficulty tolerating indecisiveness.
- Is strongly task-oriented which may confound others who are strongly oriented to people concerns.
- Works to enhance organization's productivity and solvency.
- Creates a productive climate, often pitching in and working side-by-side with co-workers.
- Exercises authority by demanding bottom-line results.
- Leads by personal forcefulness, inspiring quality.
- Thrives on solving difficult problems.
- Relies on efficiency of output.
- Needs others to provide team leadership.

Communication strength is directness.

Type 3 Leader stretching exercises

- Take some time to chat with people about what is going on.
- Take time to honor the process.
- Try sharing your feelings with others.
- Care for other people's needs.
- Look for the values in ideas.
- Try to consider that other ideas may be possible before coming to closure.
- Imagine.
- Take the time to allow others to find their own meaning.
- Weigh alternative possibilities.

Challenge action for its own sake

Type 3 leaders as mentors excel at:

- Setting up environments and attitudes that encourage experimentation
- Sponsoring
- Nurturing good tries
- Generating opportunities
- Leading cheers
- Coaching (quietly guiding the diffusion process)
- Reinforcing the "right" answers.

Successful meetings for Type 3 leaders

- There is a productive, problem-solving climate.
- Common sense is elicited.
- Ideas are used.
- Decisions are aligned with the realities of existing structures and resources.
- Closure is achieved.

Painful meetings for Type 3 leaders

- There is a lack of focus, forays into side issues.
- Emotions are vented.
- Personalities are dealt with, not issues.
- There is inattention to practical realities.
- The Leader does not move to closure.



Dynamic – Style 4 leader

Leader Traits:

- Is dynamic and enthusiastic.
- Seeks alignment between what is and what might be.
- Relies primarily on intuition for decision making.
- Judges others by their enthusiasm, their liveliness.
- Expects people to see new possibilities as they act on their work.
- Often communicates poorly because of expectations that people should know what to do.
- A preoccupation with the present that leads to forgetfulness of past communications.
- Works well with staff who are quick, both in thought and action, and who can follow up and implement details.
- Tackles problems by intuiting possibilities and taking risks.
- Has difficulty tolerating people who do not see what needs to be done.
- Is flexible and open, yet firmly set in deeply held values, which causes inner conflict.
- Works to enhance organization's reputation as a front runner.
- Creates opportunities.
- Exercises authority by holding up a vision of what might be.
- Leads by energizing people.
- Thrives on change.
- Focuses on organizational vision.
- Needs others to provide details and follow-through.

Communication strength is articulating the big picture.

Type 4 Leader stretching exercises

- Try to focus on structure.
- Take some time to reflect before acting.
- Show some care for systems and procedures.
- Spend some time on what to do.
- Think strategically.
- Appreciate that others have a low tolerance for chaos.
- Develop a model to structure your insights.
- Communicate your thinking process.
- Choose what risks to take.

Challenge disorganization

Type 4 leaders as mentors excel at:

- Enlarging diffusion networks
- Promoting
- Championing
- Getting resources
- Energizing
- Tolerating failure
- Reforming teams
- Letting the leaders emerge from the tasks
- Facilitating "independence"

Successful meetings for Type 4 leaders

- There is a flexible agenda.
- The participants look beyond stated objectives.
- Energy is generated.
- Actions are based on intuition.
- Talk of possible creative action is encouraged.

Painful meetings for Type 4 leaders

- There is a rigid adherence to agenda and/or timetable.
- People are tentative and cautious.
- Strong, spirited interactions are not welcome.
- There are long monologues.
- There is only pretense at discussion, because in reality decisions already have been made.