

THE LEADERSHIP COMPASS SELF ASSESSMENT

Learning about yourself and those around you

Leaders:

- Are people who have a sense of direction – “vision” – for the purpose of their work. They have an ability to “see the big picture” and inspire others to move
- They work with others to achieve a vision. Leaders can work effectively at all levels of an organization or endeavor.
- Sometimes they are “up front;” sometimes they work quietly from behind the scenes.
- They also have a strong foundation of values, are comfortable with themselves, and respect others.
- Leaders possess a variety of values, characteristics and skills. Not everyone has the same mix or the same strengths. We are all different.

How to grow as a Leader?

- Leaders only grow and develop when they get regular feedback.
- Do you know what others appreciate about you? Do you know what advice your boss, peers and subordinates can offer you to improve your leadership style?
- Do you know how you are contributing to the successes or problems within the organization?
- Organizational transformation begins with the personal transformation of the leaders. If the leaders don't change, the culture won't change

Why is it important for you to know your leadership style?

- A Leadership Self – Assessment
 - Is a powerful coaching tool for promoting self- awareness, personal transformation, and an understanding of the actions a leader needs to take to realize his or her full potential.
 - It allows a leader's to gain a perception of his or her operating style, with the perception of their superiors, peers and subordinates. Emphasis is placed on a leader's strengths, areas for improvement, and opportunities for growth.
 - It reveals the extent to which a leader's behaviors help or hinder the performance of the organization, and to what extent fear influences decision-making.

Different Leadership Assessment in use

- Myers – Briggs Type Indicator (ISTJ)
 - Extraversion vs. Introversion
 - Sensing vs. Intuition
 - Thinking vs. Feeling
 - Judging vs. Perceiving
- Strength Finders (focuses on people's strengths)
 - measures the presence of 34 talent themes. Talents are people's naturally recurring patterns of thought, feeling, or behavior that can be productively applied. The more dominant a theme is in a person, the greater the theme's impact on that person's behavior and performance.

Different Leadership Assessment in use

- DISC is a behavior assessment tool which centers on four different **behavioral** traits, which today are called: dominance, influence, steadiness, and compliance.
- **Dominant (D)**
 - Direct, outspoken, results-oriented, a leader, problem-solver
 - Best characterized by: Donald Trump
- **Influencing (I)**
 - Friendly, outgoing, talkative, optimistic, the life of the party, people-oriented
 - Best characterized by: Bill Clinton
- **Steady (S)**
 - Team player, stable, consistent, maintains the status quo, peacemaker, family-oriented, patient
 - Best characterized by: Fred Rogers
- **Compliant (C)**
 - Logical, organized, data-driven, methodical, perfectionist, detail-oriented
 - Best characterized by: Bill Gates

Why the Leadership Compass?

- The Leadership Compass is loosely based on a Native American Indian belief system that was called the medicine wheel or the four fold way.
- In this belief system, the four directions were described as Warrior, (North), Healer (South), Teacher (West) and Visionary (East).
- All directions have profound strengths and potential weaknesses, and every person is seen as capable of growing in each direction.
- Each direction has a primary “human resource,” including power (north), love (south), wisdom (west), and vision (east), as well as primary struggles, associated with loss or difficulty.

Instructions

- 1. You have 10 minutes to complete**
- 2. Read** each of the statements on the following pages.
- 3.** Place a **check mark** in the box next to the statements that apply to how you make choices and decisions at work.
- 4.** Each of these statements will apply to all of us some of the time; we are interested in knowing which of these statements represent you most of the time.
- 5. Count** the total number of check marks on each section and place that number in the star shape to the right of the section.
- 6.** The section with the highest number in the star shape is your dominant decision-making style.

North --Results!

- You are the "get to the bottom line and let's go" type of person
- You like to get moving on a task as quickly as possible
- You love to plunge in and are quick to act
- You like to try things
- You are decisive, active and assertive

North-- Overuse Style Taken to Excess:

- Can easily overlook process and comprehensive strategic planning when driven by need to act and decide
- Can get defensive, argue, try to “out expert” others
- Can lose patience, pushes for decision 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, not much tolerance for ambiguity
- May go beyond limits, get impulsive, disregard practical issues
- Not heedful of others’ feelings, may be perceived as cold
- Has trouble relinquishing control - find it hard to delegate, “If you want something done right, do it yourself!”

South – Relationships!

- You are the caring direction and people oriented
- You want to have everyone on the team's input before making a decision
- You take everyone's feeling into account before making changes
- You want to make sure everyone on the team feels supported and valued

South-- Overuse Style Taken to Excess:

- Can lose focus on goals when believes relationships or people's needs 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 confronting or handling anger (own or others'); may be manipulated by emotions
- Can over-compromise in order to avoid conflict
- Immersed in the present or now; loses track of time; may not take action or see long-range view
- Can become too focused on the process, at the expense of accomplishing goals

East – Vision!

- You are the "big picture" person - you need to understand the vision
- Before doing anything with change you want to understand what the vision for the change
- You are the creative ones and the visionary leaders
- You are a creative thinker and very idea-oriented
- You make decisions based on looking towards the future
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East-- Overuse Style Taken to Excess:

- Can put too much emphasis on vision at the expense of action or details
- Can lose focus on tasks
- Poor follow through on projects, can develop a reputation for lack of dependability and 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
- May lose interest in projects that do not have a comprehensive vision
- May find self frustrated and overwhelmed when outcomes are not in line with vision

West --Process

- You are the nuts, bolts, and details person
- You want to know the who, what, when, where and why before acting
- Follow procedures and guidelines that is why you need to know what they are

West-- Overuse Style Taken to Excess:

- Can be bogged down by information, doing analysis 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 toward remaining on the sidelines, watchfulness, observation
- Can become distanced
- May be seen as insensitive to others’ emotions or resistant to change

Learning from the Results

What is my 'PRIMARY DIRECTION' – the direction I most identify as my own style?

- What feedback have you been given about yourself?
- What seems most comfortable?

Now that you have chosen your primary direction:

What's really great about being your direction?

- What's really hard about being your direction?
- What's difficult about working with the other directions?

Situational Leadership:

- What's your first inclination when you get a new project?
- What's your tendency when you're under pressure?
- When acting as a project director or task leader, what is the direction that best fits me?

Balancing For Success

The Leadership Compass -- For each project you are working on, you can ask yourself the following questions:

- **Vision (East)**
 - What was the vision of what we wanted the project to look like?
 - How did we imagine and look at everything that was possible?
- **Relationships (South)**
 - How did people in the group relate to each other?
 - How did individuals identify with the group?
 - What did people feel about the project and their participation and contribution?
- **Process (West)**
 - How did we do the project?
 - What was our plan and how did we come up with it?
 - How as the project supervised and evaluated?
- **Results (North)**
 - How well did we complete the project?
 - Which success criteria of the project did we meet?