



HABit of Leadership



Brady & Associates

Career Planners, LLC.

Manager or Leader?

Managers

- Plan and budget
- focus on tasks
- organize and allocate
- ask how and when
- administer
- Control and solve problems

Leaders

- Show a direction
- focus on people
- align and influence
- ask what and why
- innovate
- Motivate and inspire



The HABit of Leadership

**What kind of leader do
YOU want to be?**

The HABit of Leadership

- HAB increases SELF-Awareness
- HAB also increases OTHER and SITUATIONAL Awareness
 - Problem-solve
 - Communicate
 - Environmental preferences
- EXCUSE v. CHOICE
 - Develop complementary skills
 - Flex your style/self-regulate

Highlands Ability Battery

- Johnson O' Connor
- Leadership, Lawyer, Adult, Student Reports
- Abilities v. Skills
- Timed
- Represented in percentiles
- High v. Low Scores
 - 1-35% low
 - 36-64% mid-range
 - 65% + high
- No “Lawyer” or “Leadership” profile

Highlands Ability Battery



OPEN-MINDEDNESS

Highlands Ability Battery

- Personal Style
- Driving Abilities
 - Problem solving
 - Generate ideas
 - Develop theories or Build/Create
- Specialized Abilities/Learning Channels
 - Communication
- Use information to develop your leadership style

Personal Style-Generalist/Specialist

**Preference for how to work;
Response to group dynamics**

A quick view of this worksample

WORD

Next

Personal Style-Generalist/Specialist

MULTI-focus

SINGLE-focus

Generalist

Multitask
Common view
Works with others
Variety of tasks
Focuses on group goals
Easy to delegate
Problem-solves with group

Specialist

Single Focused
Unique perspective
Works alone
Limited number of tasks
Focus on individual goal
Prefers NOT to delegate
Problem-solves alone

30

62 Mid Range

87

Personal Style-Extrovert/Introvert

How energy is gained/lost; How information is processed

A quick view of this worksample

Please answer all of the following questions. Do not spend too much time thinking, just answer to the best of your ability. When you are finished, click Next.

Yes

No

1. Do you tend to introduce yourself to others rather than waiting for them to do so?

2. Are you more likely to have one or two closer friends rather than having many broader ones?



Personal Style-Extrovert/Introvert

EXTERNAL

INTERNAL

Extrovert

- Works best in teams
- Prefers free-flow exchange
- Initiates interaction
- Feels stress working alone
- Thinks after feedback from others

Introvert

- Works best alone
- Prefers structured relationships
- Needs to know purpose before interacting
- Feels stress after interaction
- Develops thoughts through reflection

86

31 Mid Range

62



Timeframe Orientation

Tolerance for time between decision & result

Immediate Gratification
/Thinks Forward

Delayed Gratification
/Thinks Backwards

A quick view of this worksample

hat	shelf	
window	brick	
door	bread	
boat	tunnel	

54 Short

36 Mid

89 Long

Timeframe Orientation

Low Score: Short - 6 months to one year

- Move easily from project to project
- Achieve long-term goals by breaking into short-term projects
- Need for short-term results may undercut long-term targets

Mid Score: Intermediate - one to five years

- Have flexibility in time management
- Put off gratification
- Need to recognize short & long term goals may be a challenge

Long – five to ten years

- Put off gratification & rewards till long-term goal is reached
- Give organization impetus for long-range planning
- Recognize when change of course is needed
- Don't ignore short-term steps to long-term goals



Exercise

- What advantage does your natural time frame orientation give you?
- What problems has it caused for you?
- What adjustments can you make?

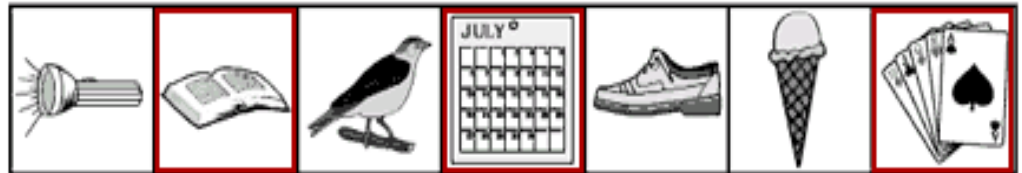
The 5 Driving Abilities

- Powerful and pressing
- Can cause frustration if misunderstood or ignored
- All results – low, mid, high – meaningful and instructive
- Form patterns which define behavior

Classification (CL) – Instinctual

- Move from specific to general
- See relationships among seemingly unrelated objects or data
- Solve problems quickly, intuitively and instinctively

A quick view of this worksample



Leadership Styles – CL (Instinctual)

Low

Prefers structure
Proceeds methodically
Good listener

77

Mid

Enjoys an occasional “fire”
Prefers guidelines

39

High

Prefers fast-pace
Rapid problem solver
Sees pros & cons

63

Leadership Challenges – CL (Instinctual)

Low

Overwhelmed by change
Can appear “slow”

Mid

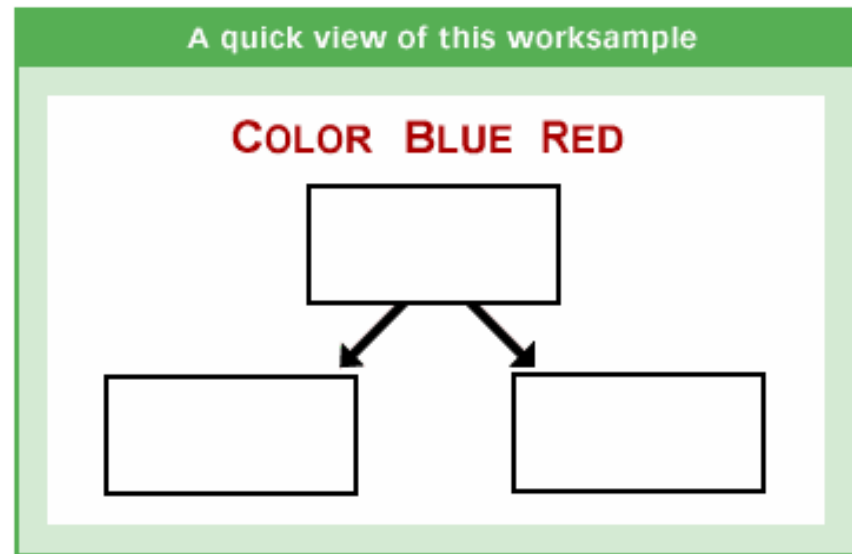
Impatient with long explanations
Dislikes intense pressure

High

Impatient
May miss important details
Can be indecisive

Concept Organization - Logical

- Move from general to specific
- Arrange ideas/information in logical order
- Assess facts/ideas, discard irrelevant and retain relevant



Leadership Styles – CO (Logical)

Low

Does not need to see every step
Can be decisive

56

Mid

Can solve problems linearly and
logically

51

High

Can organize information
Great attention to detail

72

Leadership Challenges – CL (Logical)

Low

Difficulty prioritizing
Overwhelmed by competing demands
Need external devices

Mid

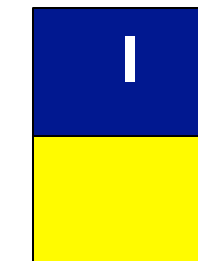
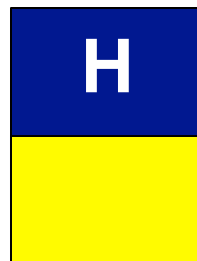
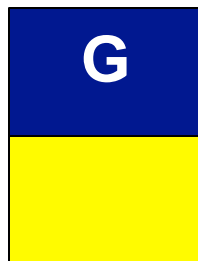
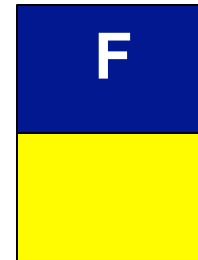
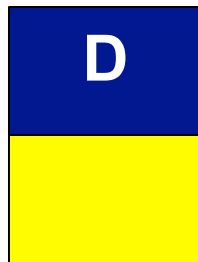
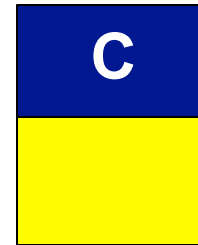
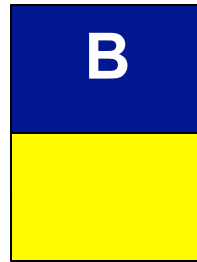
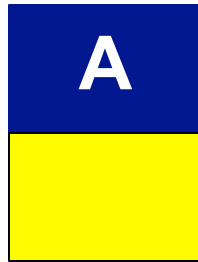
Need time to organize logical track
With new information

High

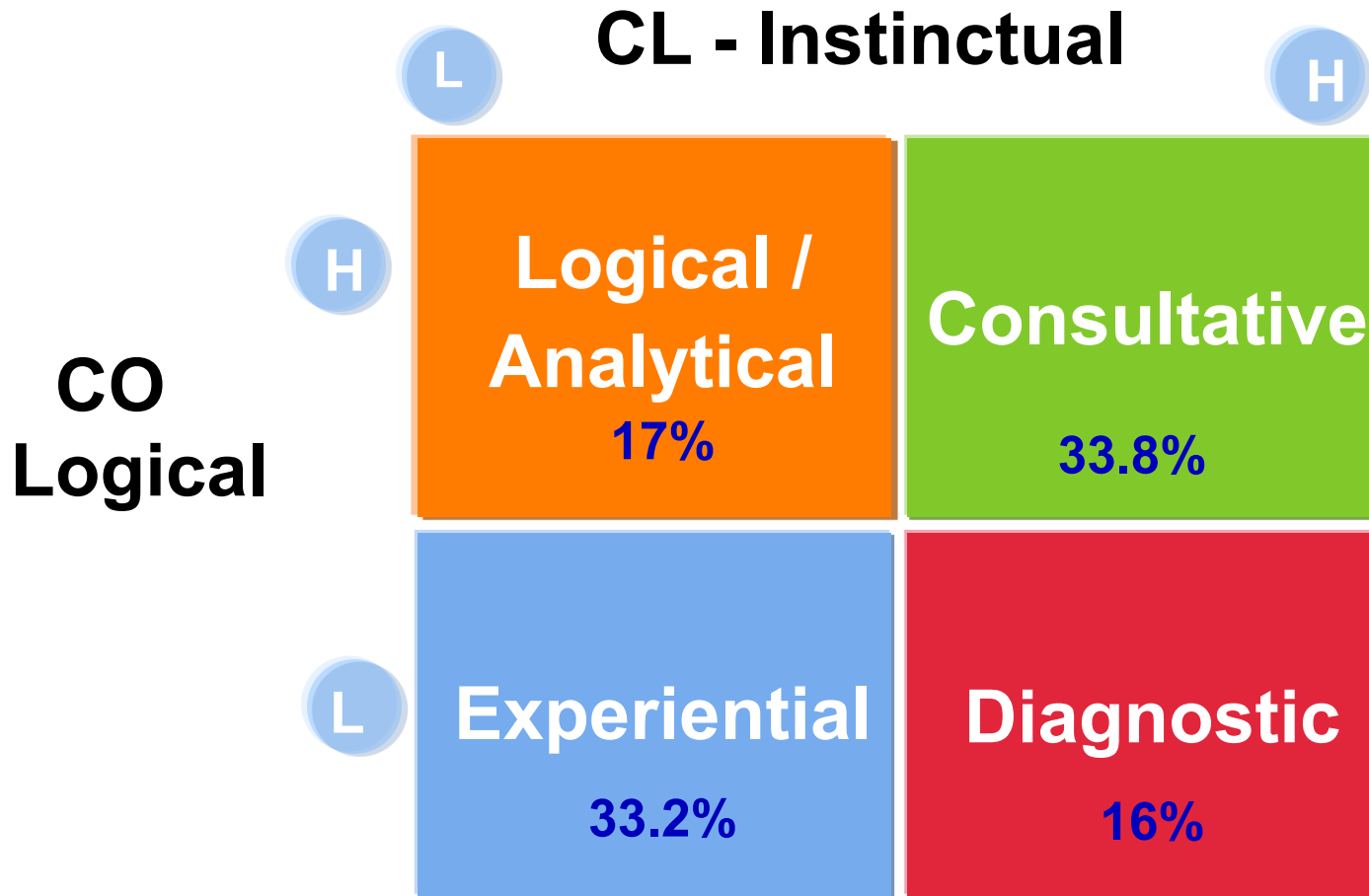
Need to go through logical steps
can inhibit action



Problem Solving Styles



Problem-Solving with CL and CO



92% Reporting

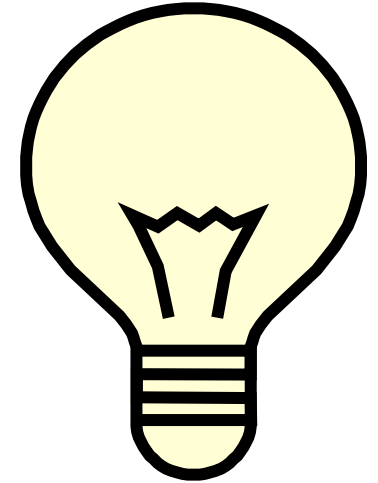
Exercise

- What advantage does your problem-style give you?
- What problems has it caused for you?
- What adjustments can you make?



Idea Productivity

- Measures concentration NOT creativity
- Ability to generate ideas
- Assesses *quantity* not *quality*
- Most evident during brainstorming sessions



Focus/Concentration

Leadership Styles – Ideas

Low

Able to focus and concentrate for long periods of time

81

68

High

Good at brainstorming, persuading and selling
Can generate many ideas to solve problems

30

Leadership Challenges – Ideas

Low

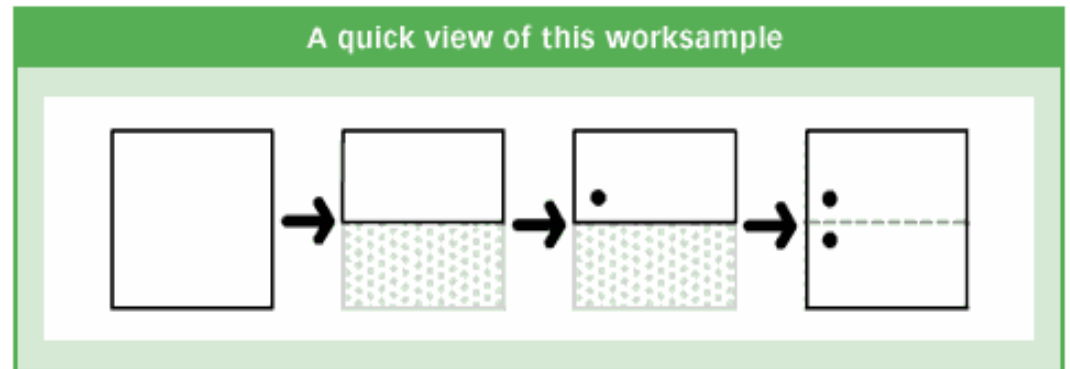
Dislikes roles requiring rapid production of new ideas

High

Difficulty concentrating
Dislikes routine tasks; details
Must learn to “edit” thoughts before speaking

Spatial Relations Theory (SRT)

- “See”/manipulate 3-dimensional objects in space
- Understand math and the theoretical sciences
- Prefer to work with words and ideas, not with concrete objects
- Understand principles which allow systems to operate & function



Leadership Styles – SRT

Low

- Seeks direct contact with people
- Thinks more practically than hypothetically

92

I DID this Application

49

High

- Can imagine/manipulate multi-dimensional spaces and objects
- Understands theoretical sciences
- Able to imagine and work within complex interpersonal systems

38

I CONCEIVED this Hypothetical

Leadership Challenges – SRT

Low

Can have difficulty visualizing systems and interacting relationships

I DID this

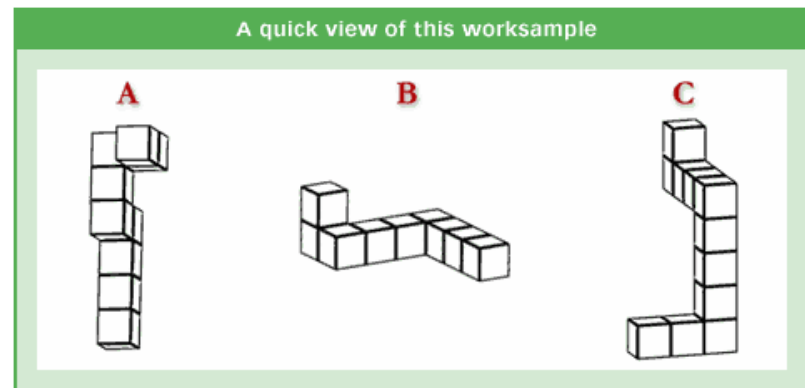
High

Can ignore the practical by concentrating on the theoretical

I CONCEIVED this

Spatial Relations Visualization

- See concrete objects in 3-dimensions
- Enjoy projects resulting in tangible products
- Prefer to work with tools, machinery & structures, not words or ideas
- Do not think in abstractions or theoretical concepts



Leadership Styles – SRV

Low

I SOLVED this

Interested in working with ideas, relationships, feelings, laws, plans

110

36

High

I BUILT/CREATED this

Prefers to work with tangible objects

33

Leadership Challenges – SRV

Low

Does not enjoy working with concrete objects/tools

I SOLVED this

High

Difficult relating to feelings
Dissatisfied if can't see/touch results

I BUILT/CREATED this

Specialized Abilities

- **Design Memory** – charts & graphs
68 Low 46 Mid 65 High
- **Verbal Memory** - written word
59 Low 46 Mid 74 High
- **Tonal Memory** – spoken word
65 Low 53 Mid 61 High
- **Rhythm Memory** – movement
64 Low 48 Mid 67 High
- **Number Memory** – memorization
49 Low 45 Mid 85 High

Communication

- Design – charts & graphs
 - Use graphics
- Verbal Memory - written word
 - Use email, notes
- Tonal Memory – spoken word
 - Use voicemail, verbal instructions
- Rhythm Memory – movement
 - Demonstrate

The Music Ability

Tonal Memory

Ability to remember tunes, tonal sequences & musical & linguistic contents & patterns

Rhythm Memory

Ability to remember rhythmic patterns and to learn through touch & movement

Pitch Discrimination

Ability to hear and recognize fine differences in pitch; indicates general sensory discrimination

Visual Speed & Accuracy

- Measures relationship between speed & accuracy dealing with detail
- Excessive speed may reduce accuracy
- Excessive concern for accuracy may affect speed
- Ability in both makes paperwork productive and enjoyable

52 Low	77 Mid	50 High
47 Low	47 Mid	83 High

Vocabulary

- Measures level of general, not specialized, vocabulary
- Not an ability but an assessment of knowledge
- Based on responses by average college senior
- Important to clarity and scope of communication

53 Low

43 Mid

83 High

Values

- Guiding principles
- Professional v. individual values
- Institutional v. individual values
- Resume virtues v. Eulogy virtues

What Kind of Leader are YOU?

- Establish Leadership Goals
 - Tasks and People
- Develop Leadership Credo
 - Abilities/Skills/Values
 - Management Philosophy
- 3 Best/Worst leadership qualities challenge

The Leadership Challenge

- Leading requires meeting two primary needs of a group: projecting enough strength to keep the group safe and on track and projecting enough warmth to retain and recruit others who will help realize the group's vision.

Compelling People
Neffinger, Kohut



Impact of Natural Abilities on Leadership Style



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