

Personality Matters!

Leverage Your Style for Leadership Success

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LEADERSHIP

- Leadership today is about *influence*, not *authority*
- Leadership development is *self development*



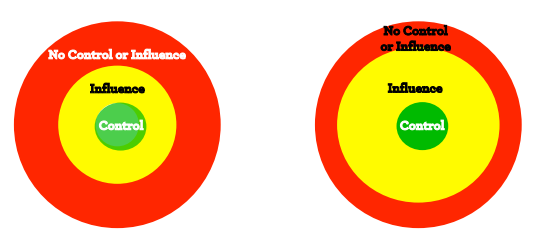
Successful Leaders ADAPT!

- A** Anticipate / Accept Change
- D** Develop a Network
- A** Advance Diversity
- P** Play Well with Others
- T** Take Responsibility

The Work World is a Social System



Circles of Control & Influence




Every Interaction is an Opportunity



Leaders Need Emotional Intelligence

- The ability to recognize and understand emotions in yourself and others
- Ability to use this awareness to manage yourself and relationships with others




Intent Versus Impact



- We judge ourselves on intent
- Others judge us on impact
- It is our responsibility to manage our impact—up, down and across!
- Beware the **fundamental attribution error!**

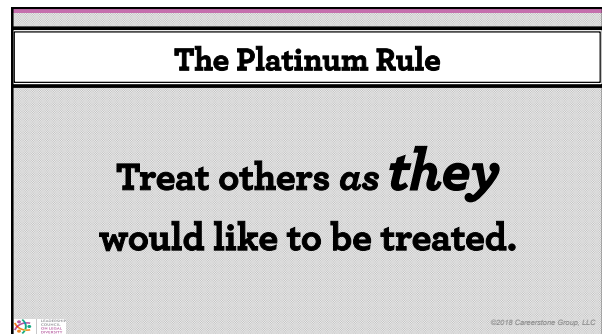
The Golden Rule

Treat others as you would like to be treated.



The Platinum Rule

*Treat others as **they** would like to be treated.*



Manage Impact with Self Awareness



Self-awareness means knowing what drives your behavior AND your impact on others.

It's All About You!

- ❖ What 3 adjectives best describe you at work?
 - What is the positive impact on others?
 - What might be the negative impact on others?



Personality & Style Matters

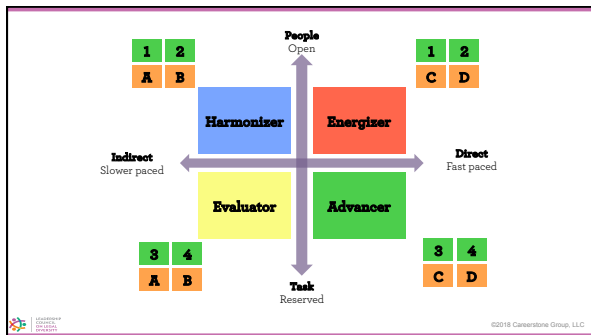
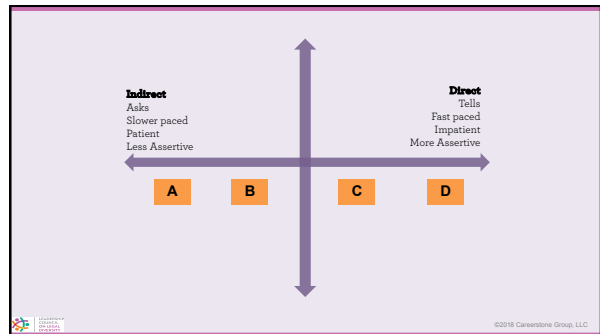
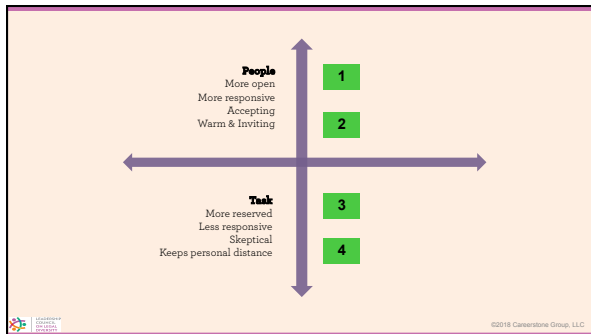
Understanding your personality and work style can help you succeed!

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3 Dimensions of Work Style

- ❖ Responsiveness
- ❖ Assertiveness
- ❖ Versatility

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The Energizer

- Face paced, relationship oriented
- Motivating, enthusiastic, confident
- Influential, persuasive, Charming
- Big picture / future oriented
- Values relationships
- Promotes team spirit
- Risk taker
- Loves starting new projects
- Dramatic, emotional
- Leads from heart

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Understanding the *Energizer*

- Strength: **Networker, socializer**
- Motivation: **Action**
- Reaction: **Rapid**
- Group role: **Rapport builder**
- Minimum concern: **Routine**
- Timeframe: **Future**
- Action: **Impulsive**
- Tends to avoid: **Isolation**
- Appreciation for: **Contribution, Giving others opportunity**



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Potential Limitations / Impact

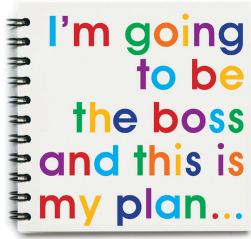


- Impulsiveness
- Disorganization and/or undisciplined
- Lack of follow through
- Under Stress: **Sarcastic & unkind**

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The Advancer


- Fast paced, task oriented
- Results, action oriented
- Little concern about relationships
- Direct and skeptical
- Competitive, assertive
- Independent
- Willing to take risks
- Seen as dominating
- Decisive and pragmatic
- Leads from head



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Understanding the *Advancer*

- Strength: **Go getter, ambition**
- Motivation: **Results**
- Reaction: **Swift**
- Group role: **Leader**
- Minimum concern: **Relationships**
- Timeframe: **Present**
- Action: **Direct**
- Tends to avoid: **Inaction**
- Appreciation for: **Productivity, making an impact**



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Potential Limitations / Impact




- Lack of concern for others
- Impatience
- Insensitivity
- Moving forward without considering outcomes
- Under stress: **Autocratic**

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The Evaluator

- Moderate paced, task focus
- Efficient perfectionist
- Accurate, analytical, logical
- Contemplative
- Disciplined, fact finder
- Slow and cautious
- Task oriented
- Follow directions
- Often works well alone
- Rational, detail oriented
- Leads from head



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Understanding the *Evaluator*

- Strength: **Fact finder, process creator**
- Motivation: **Quality**
- Reaction: **Slow/cautious**
- Group role: **Information provider**
- Minimum concern: **Relationship**
- Timeframe: **Historical**
- Action: **Cautious**
- Tends to avoid: **Involvement**
- Appreciate for: **Quality, sound judgement**





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Potential Limitations / Impact





- Overly critical of self and others
- Tendency to overanalyze
- Frequently isolates self
- Creativity hampered by need to follow rules
- Under stress: **Withdrawal and obstinate**



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The Harmonizer



- Moderate paced, relationship focused
- Warm and friendly
- Team oriented
- Organized
- Shares feelings
- Good listener
- Cooperative
- Supportive
- Patient
- Loyal
- Trusting
- Leads from heart

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Understanding the *Harmonizer*

- Strength: **Peacemaker, bridge builder**
- Motivation: **Approval**
- Reaction: **Unhurried**
- Group role: **Interpersonal**
- Minimum concern: **Effecting change**
- Timeframe: **Present**
- Action: **Supportive**
- Tends to avoid: **Conflict**
- Appreciate for: **Involvement, consideration of others**





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Potential Limitations / Impact



- Over accommodating, putting their needs last
- Tendency to avoid change
- Indecisiveness
- Overly compliant
- Under stress: **Submissive and frozen**



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A Day in My Life!

Consider Your Work Style:

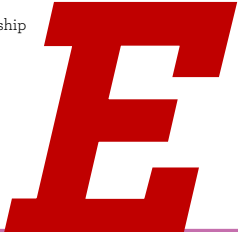

- What are your 3 greatest contributions to your workplace?
- How might you be misunderstood?
- How can others work better with you?




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Adapting to **Energizers**

- Speed Up!
- Be social and friendly—build the relationship
- Display optimism/positivity
- Listen to them talk about their ideas
- Help them translate talk into action
- Don't spend time on details
- Recap in writing
- Recognize their accomplishments

Building Trust with **Energizers**

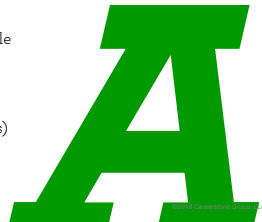

- Energizers want to feel **heard**
- If they believe you **genuinely** heard them, they are likely to trust
- Make special effort to **include** them and keep them looped in
- Avoid behavior that could seem judgmental or dismissive

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Adapting to **Advancers**

- Speed up!
- Build respect to avoid conflict
- Focus on facts/ideas rather than people
- Have evidence to support argument
- Be quick, focused, to the point
- Talk about how problems hinder accomplishments (and bring solutions)
- Get stuff done (focus on output)
- Offer different perspectives

Building Trust with **Advancers**

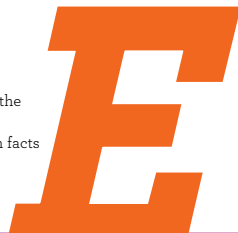

- Advancers **prioritize results**. Intentions means nothing.
- They respect **competency, self-sufficiency**, and confidence.
- **Do** what you said you would **do**.
- Avoid behavior that may seem manipulative or flaky.




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Adapting to **Evaluators**

- Slow down
- Warn them in time and avoid surprises
- Be prepared, don't ad-lib with them
- Provide adequate information
- Be logical, accurate, and use clear data
- Provide context: show how things fit into the bigger picture
- Be specific in disagreements and focus on facts
- Be patient, persistent and diplomatic

Building Trust with **Evaluators**


- Evaluators value good **decision making**
- Will trust people who demonstrate **logic** and clear **methodology**
- Prove that you can be **relied** on to follow through
- Avoid behavior that might seem overly emotional or erratic

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Adapting to Harmonizers

- Slow down
- Be genuinely interested in them
- Clearly define goals for them and provide ongoing support
- Be honest, sincere, and supportive
- Give them time to adjust to change
- Recognize and appreciate their achievements
- Avoid hurry and pressure
- Present new ideas carefully



Building Trust with Harmonizers

- Relators want **harmony**
- Will trust more readily those who show **empathy** and **compassion**
- Be **sincere** and **patient** so they know you have best interest at heart
- Avoid behavior that might seem aggressive or critical



Exploring Your Growth Opportunities



<h4>Harmonizer Growth Areas</h4> <ul style="list-style-type: none"> • Hold people accountable • Speed up decision making • Take a stand, take initiative • Get comfortable with change • Let go of making everyone happy 	<h4>Energizer Growth Areas</h4> <ul style="list-style-type: none"> • Stay focused • Get organized • Appreciate data • Take it down a notch • Keep emotions in check
<h4>Evaluator Growth Areas</h4> <ul style="list-style-type: none"> • Build relationships and engage • Beware of analysis paralysis • Get comfortable with risk • Lighten up! • Color outside the lines 	<h4>Advancer Growth Areas</h4> <ul style="list-style-type: none"> • Ask don't tell • Take time to listen • Beware of autocratic tendencies • Let others win once in a while • Consider your impact!

Real World Reflection

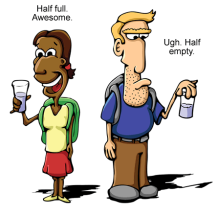
- What personality types do you work with?
- What relationships could be improved?
- What can you do: **more** of, **less** of, or **differently** to ensure you have a positive impact with this person?



Approaching Differences with Humor

Glass Half Full/Glass Half Empty


- **Energizer:** Half full!
- **Evaluator:** Too close to call
- **Advancer:** Half empty —go fill it!
- **Harmonizer:** Here, you drink it



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Monthly Bills


- **Evaluator:** Balance immediately
- **Energizer:** What are these?
- **Harmonizer:** Makes it a family event
- **Advancer:** Looks to delegate!



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On The Golf Course

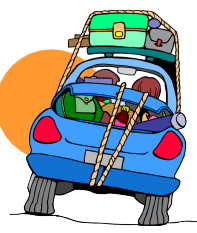
- **Advancer:** frequently drives through groups of golfers
- **Energizer:** spends more time in the clubhouse than on the course
- **Harmonizer:** plays golf the same day, the same time, the same place, using the same clubs
- **Evaluator:** keeps score, plays strictly by the rules, and cleans his or her clubs a lot



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The Family Road Trip


- **Advancer:** Next rest stop... destination!
- **Energizer:** Let's play a game!
- **Harmonizer:** I've made sandwiches! And put on your seat belt.
- **Evaluator:** No deviations from route. And don't eat in the car.



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A Busy Elevator

- **?** walks up, gets on the elevator, and pushes the button to close the door.
- **?** waits in line then lets others go ahead of them
- **?** lets others in, says "Always room for one more; we'll wait for you."
- **?** gets on the elevator. If it's crowded, will count the number of people and, if the number is over the limit, will make someone get off.



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Final Thoughts...

- Workplace relationships & interactions matter
- Managing our impact on others is essential
- Adapting/flexing communication and interaction styles brings people towards us and not away from us



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