Leadership Styles – Which one are you?

North – Action

Approaches to Work/Work Style

• Assertive, Active, Decisive
• Likes to determine course of events and be in control of professional relationships
• Quick to act,
• Often expresses sense of urgency for others to act now
• Enjoys challenges presented by difficult situations and people
• Likes quick pace
• Perseveres, not stopped by hearing No, probes and presses to get at hidden resistances
• Likes variety & new projects
• Comfortable being in front

• Value words, phrases: “Do it Now!” “I’ll do it!” “What’s the bottom line?”

Style Taken to Excess:

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

Approaches to Work/Work Style
- Visionary who sees the big picture
- Generative and creative thinker, able to think outside the box
- Very idea oriented, focuses on future thought
- Makes decisions by standing in the future
- Insight into mission and purpose
- Looks for overarching themes, ideas
- Adept at problem solving
- Likes to experiment, explore
- Appreciates a lot of information

- Value Words: Option, Possibility, Imagine

Style Taken to Excess

- Can put too much emphasis on vision at the expense of action
- Can lose focus on tasks
- Poor follow through on projects, can develop a reputation for lack of dependability or 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
- Will not work on projects that do not have a comprehensive vision
- Easily frustrated and overwhelmed when outcomes are not in line with the vision
South – Empathy

Approaches to Work/Work Style

• Understands how people need to receive information in order to act on it
• Integrates others’ input in setting direction and making decisions
• Value-driven regarding aspects of professional life
• Uses professional relationships to accomplish tasks, interaction is primary
• Supportive to colleagues and peers
• Willingness to trust others’ statements at face value
• Feeling-based, trusts own emotions and intuition
• Receptive to others’ ideas, team player, builds on ideas of others, non-competitive
• Able to focus on present moment

• Value Words: Right, Fair

Style Taken to Excess

• Can lose focus on goals when believes relationships, needs of people 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 consulting, confronting, dealing with anger, may be manipulated by anger
• Can over compromise to avoid conflict
• Immersed in the “now”, lose track of time, may not see long-range view.
• Becomes mired in process at the expense of accomplishing goals.
West- Analytical

Approaches to Work/Work Style

• Understands what information is needed to assist in decision making
• Seen as practical, dependable and thorough in task situations
• Helpful to others by providing planning and resources, comes through for the team
• Moves carefully and follows procedures and guidelines
• Uses data analysis and logic to make decisions
• Weighs all sides of an issue, balanced
• Introspective, self-analytical
• Careful, thoroughly examines people’s needs in situations
• Maximizes existing resources – gets the most out of what has been in the past
• Skilled at finding fatal flaws in an idea or project

• Value Word: Objective

Style Taken to Excess

• Can be bogged down by information, analysis process 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 towards watchfulness, observation
• Can remain withdrawn, distant
• Resists emotional pleas and change