Influential Government Leaders: Exploring Your Unique Leadership Style

MMCI
May 6, 2024
St. Cloud, MN

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Leadership Styles

Listed below are some common leadership styles. In the lines below, write in the definitions, the impact they have on the organization, and some examples of leaders using these styles.

1. Autocratic

2. Charismatic

3. Democratic

4. Innovative

5. Laissez-Faire

6. Pace Setter

7. Servant

8. Situational

9. Transactional

10. Transformational
Top Leadership Behaviors

1. Honest

2. Forward-looking

3. Inspirational

4. Competent

5. Fair-minded

6. Supportive

7. Broad-minded

8. Intelligent

9. Straightforward

10. Dependable
Identifying Your Own Potential Leadership Styles

Complete the following to begin to identify your own potential leadership style.

1. Think about the results of a formal personality assessment.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

2. Identify the ways you like to organize and manage tasks and others.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

3. Identify leaders you respect or would like to emulate.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

4. Think about the needs of your organization.

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

5. What leadership style seems to best fit you?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
THE PERSONALITY COMPASS

Everyone has some characteristics from each of the four directions, but one will capture the essence of your personality more accurately than the others. That is your primary direction.

No one direction is better than another, they’re all just different.

Is your primary direction, North, South, East, or West?

If you’re not sure which one you are, an easy way to find out is to pick which type is LEAST like you. Find the one that has characteristics that:

- you don’t like
- you tend to avoid
- make you feel uncomfortable
- you don’t do well
- you don’t enjoy

ONCE you find it, look at the opposite direction (for example, If you chose North, look at South) and that is your primary direction.

Adapted from The Personality Compass: A New Way to Understand People by Diane Turner and Thelma Greco, 1998

TEST ONE - NORTH OR SOUTH

Are you more North or South?

For each set of words, circle the word that describes you more often than the other one (even though you may have both characteristics at times)

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>b. Helpful</td>
<td>b. People-centered</td>
<td>b. Supportive</td>
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<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>b. Understanding</td>
<td>b. Listener</td>
<td>b. Faithful</td>
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<th></th>
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<tbody>
<tr>
<td>b. Easy-going</td>
<td>b. Unselfish</td>
<td>b. Volunteer</td>
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<th></th>
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</thead>
<tbody>
<tr>
<td>b. Team player</td>
<td>b. Patient</td>
<td>b. Sensitive</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>a. Decisive</th>
<th>a. Results-focused</th>
<th>a. Challenger</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Diplomatic</td>
<td>b. Relationship-focused</td>
<td>b. Mediator</td>
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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>b. Non-confrontational</td>
<td>b. Friendly</td>
<td>b. Communicator</td>
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<thead>
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</thead>
<tbody>
<tr>
<td>b. Cooperative</td>
<td>b. Generous</td>
<td>b. Values-driven</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>a. Leader</th>
<th>a. Task-oriented</th>
<th>a. Achiever</th>
</tr>
</thead>
<tbody>
<tr>
<td>b. Loyal</td>
<td>b. Peace-oriented</td>
<td>b. Caregiver</td>
</tr>
</tbody>
</table>

Total Number of A’s circled: ____________
(if this number is higher, you’re more **North**)

Total Number of B’s circled: ____________
(if this number is higher, you’re more **South**)

Adapted from *The Personality Compass: A New Way to Understand People* by Diane Turner and Thelma Greco, 1998

TEST TWO - EAST OR WEST

Are you more East or West?

For each set of words, circle the word that describes you more often than the other one (even though you may have both characteristics at times)

<table>
<thead>
<tr>
<th>c. Organized</th>
<th>c. Factual</th>
<th>c. Cautious</th>
</tr>
</thead>
<tbody>
<tr>
<td>d. Creative</td>
<td>d. Fun-loving</td>
<td>d. Open-minded</td>
</tr>
<tr>
<td>c. Structured</td>
<td>c. Analytical</td>
<td>c. Finisher</td>
</tr>
<tr>
<td>d. Flexible</td>
<td>d. Cheerful</td>
<td>d. Motivator</td>
</tr>
<tr>
<td>c. Quality-centered</td>
<td>c. Consistent</td>
<td>c. Rule-follower</td>
</tr>
<tr>
<td>d. Idea-centered</td>
<td>d. Versatile</td>
<td>d. Option-provider</td>
</tr>
<tr>
<td>c. Logical</td>
<td>c. Serious</td>
<td>c. Systematic</td>
</tr>
<tr>
<td>d. Visionary</td>
<td>d. Humorous</td>
<td>d. Carefree</td>
</tr>
<tr>
<td>c. Reserved</td>
<td>c. Efficient</td>
<td>c. Precise</td>
</tr>
<tr>
<td>d. Innovative</td>
<td>d. Dreamer</td>
<td>d. Inventive</td>
</tr>
<tr>
<td>c. Planner</td>
<td>c. Reliable</td>
<td>c. Persuasive</td>
</tr>
<tr>
<td>d. Spontaneous</td>
<td>d. Delegator</td>
<td>d. Adventurous</td>
</tr>
<tr>
<td>c. Perfectionist</td>
<td>c. Industrious</td>
<td>c. Accurate</td>
</tr>
<tr>
<td>d. Free-spirited</td>
<td>d. Improvising</td>
<td>d. Adaptable</td>
</tr>
<tr>
<td>c. Traditional</td>
<td>c. Persistent</td>
<td>c. Protocol-focused</td>
</tr>
<tr>
<td>d. Risk-taker</td>
<td>d. Imaginative</td>
<td>d. Methods-focused</td>
</tr>
</tbody>
</table>

**Total Number of C’s circled:** ___________
(if this number is higher, you’re more **East**)

**Total Number of D’s circled:** ___________
(if this number is higher, you’re more **South**)

Adapted from *The Personality Compass: A New Way to Understand People* by Diane Turner and Thelma Greco, 1998

YOUR PRIMARY (and sub-primary) PERSONALITY COMPASS

Now that you have a number for each of the four compass points (North, South, East, West)...

This direction has the highest number is: ____________________
(this is your primary direction)

This direction has the second highest number is: ____________________
(this is your sub-primary direction)

Adapted from The Personality Compass: A New Way to Understand People by Diane Turner and Thelma Greco, 1998

YOUR CAREER AND THE FOUR PERSONALITY DIRECTIONS

Each primary direction has characteristics that naturally fit well with certain jobs, positions, and careers. Here are some examples:

### NORTH

**North-East job examples:**
- Military Officer – leader (N), structured regulations (E)
- Negotiator – assertive (N), analytical (E)
- Chairperson – authoritative (N), organized (E)
- Maitre d’ – decisive (N), proper protocol (E)
- Conductor – goal-centered (N), focused (E)

**North-West job examples:**
- Chief Executive – in control (N), visionary (W)
- Manager – hardworking (N), flexible (W)
- Project Leader – fast-paced deadlines (N), innovative (W)
- Police Officer – fearless (N), risk taker (W)
- Coach – action-centered (N), adaptable (W)

### SOUTH

**South-East job examples:**
- Human Resources – people person (S), organized (E)
- Nurse – caring (S), detailed (E)
- Mediator – peace-loving (S), structured (E)
- Receptionist – friendly (S), logical (E)
- Assistant Coach – team player (S), strategist (E)

**South-West job examples:**
- Salesperson – likable (S), flexible (W)
- Diplomat – hospitable (S), adaptable (W)
- Missionary – giving (S), adventurous (W)
- Waiter – helpful (S), fast-paced (W)
- Talk Show Host – good listener (S), sense of humor (W)

### EAST

**East-North job examples:**
- Judge – structured (E), decisive (N)
- Attorney – detailed (E), assertive (N)
- Surgeon – focused (E), confident (N)
- Engineer – analytical (E), determined (N)
- Quality Control – quality-centered (E), initiative (N)

**East-South job examples:**
- Editor – detailed (E), patient (S)
- City Planner – plans well (E), process-centered (S)
- Car Sales Rep – punctual (E), friendly (S)
- Secretary – proper protocol (E), helpful (S)
- Museum Curator – responsible (E), slow-paced (S)

### WEST

**West-North job examples:**
- Project Coordinator – juggles many tasks (W), leader (N)
- Advertiser – innovative (W), competitive (N)
- Developer – visionary (W), self-starting (N)
- Performer – multi-talented (W), confident (N)
- Builder – dreamer (W), goal-centered (N)

**West-South job examples:**
- Writer – free-thinking (W), sensitive (S)
- Story-Boader – idea-centered (W), communicator (S)
- Liaison Officer – flexible (W), helpful (S)
- Artist – creative (W), introspective (S)
- Landscaper – sees options (W), people pleaser (S)

From reading your personality description earlier, what other jobs do you think would be a good fit and why?

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### SIMILARITIES AND THE FOUR PERSONALITY DIRECTIONS

<table>
<thead>
<tr>
<th></th>
<th>North &amp; East</th>
<th>North &amp; West</th>
<th>South &amp; East</th>
<th>South &amp; West</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motto</td>
<td>Get the job done fast</td>
<td>Do it right the first time</td>
<td>Build the best team</td>
<td>Expand all horizons</td>
</tr>
<tr>
<td>Great Strength</td>
<td>Making quick decisions</td>
<td>Planning in detail</td>
<td>Cooperation</td>
<td>Innovative creativity</td>
</tr>
<tr>
<td>Basic Weakness</td>
<td>Impatience</td>
<td>Tunnel vision</td>
<td>Non-assertiveness</td>
<td>Disorganization</td>
</tr>
<tr>
<td>Fundamental Aptitude</td>
<td>Leadership</td>
<td>Logical analysis</td>
<td>Peace-making</td>
<td>Seeing the big picture</td>
</tr>
<tr>
<td>Priority</td>
<td>Goals</td>
<td>Facts</td>
<td>Values</td>
<td>Methods</td>
</tr>
<tr>
<td>Motivation</td>
<td>Competition</td>
<td>Looking for errors</td>
<td>Helping</td>
<td>Freedom</td>
</tr>
<tr>
<td>Pet Peeve</td>
<td>Indecision</td>
<td>Inaccuracy</td>
<td>Conflict</td>
<td>Rules</td>
</tr>
<tr>
<td>Work Style</td>
<td>Independent</td>
<td>Serious</td>
<td>Group</td>
<td>Adaptable</td>
</tr>
<tr>
<td>Main Work Competency</td>
<td>Supervisory</td>
<td>Organization</td>
<td>Team building</td>
<td>Coordinating many tasks</td>
</tr>
<tr>
<td>Pace</td>
<td>Fast and determined</td>
<td>Slow and cautious</td>
<td>Slow and laid-back</td>
<td>Fast and flexible</td>
</tr>
<tr>
<td>Image</td>
<td>Achievement</td>
<td>Quality</td>
<td>Compassion</td>
<td>Originality</td>
</tr>
</tbody>
</table>

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