



INSTRUCTIONS Pre-Workshop Assignment

8 Dimensions of Leadership

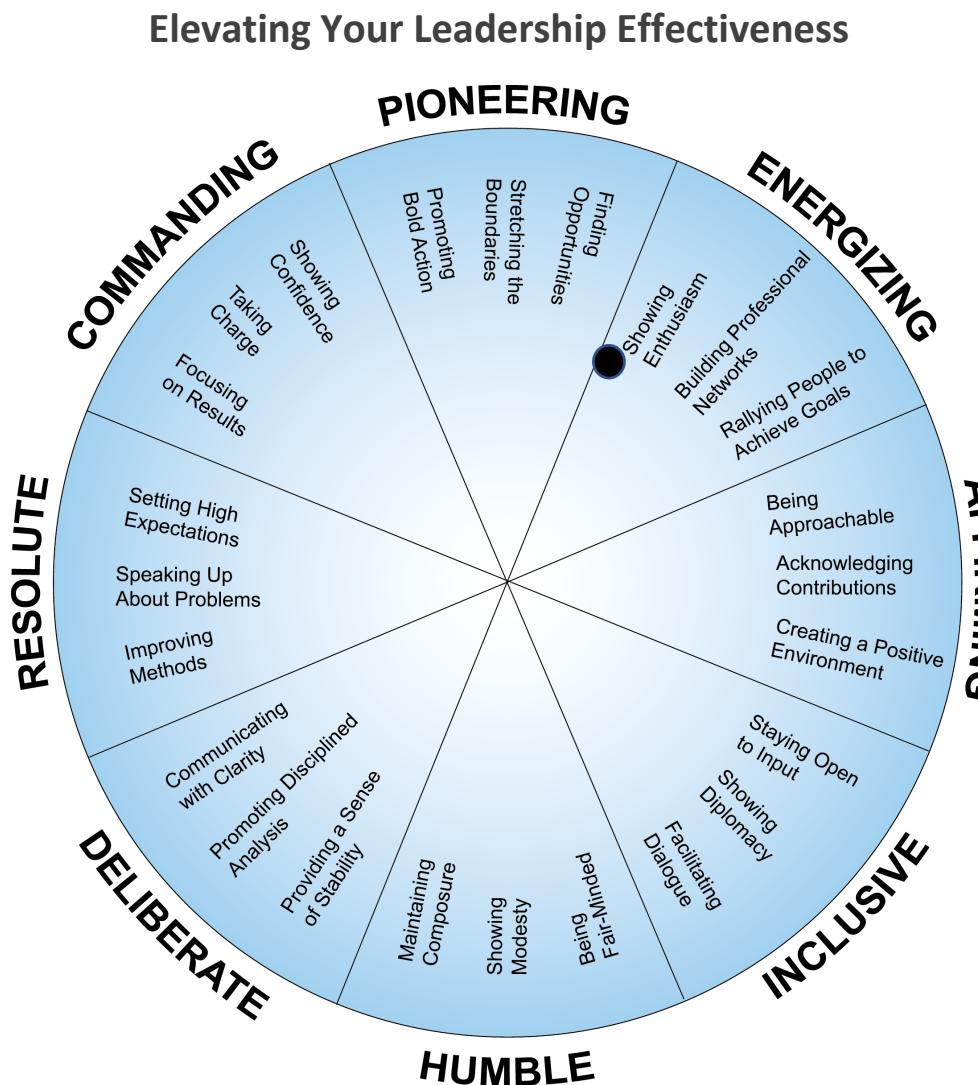
Thank you for taking about 10 minutes to review the attached. In doing so, you will learn more about YOU! Specifically, you will become more clear about your natural leadership style and **strengths...as well as what might be more **challenging** for you as a leader. If time allows, you will be discussing this in breakout groups when we meet.**

1. Be sure you've **completed** the 8 Dimensions assessment and read your 1-page report which reveals your **preferred** leadership style.
2. Identify and underline the one sentence *in your report* that best describes you. Be prepared to share.
3. Now review page 2 of **this** document (just below). You will see 3 PRIORITIES associated with each leadership style. What are **your** 3 priorities?
4. Please review pages 4 – 6 of **this** document. They provide more information on every style (including yours), including:
 - Each style at its best
 - Each style at its worst
 - What you can do to *strengthen* your leadership effectiveness
5. Still using pp. 4-6 of this document...find your preferred leadership style (mine is "Energizing").
 - a. Underline the words – or sentence – that *most* resonate with you.
 - Think of a recent leadership success. How did this skill/strength contribute to that success?
 - b. Identify – and be prepared to discuss – one leadership skill that you'd like to **strengthen**.

1. Which leadership style comes most naturally to you? The assessment you completed reveals the leadership style that comes most naturally to you. For me, the “Energizing” style comes most naturally. I’ve placed my dot there. *Read more about your ‘natural’ leadership style in the pages that follow.*

2. What are your leadership priorities? Your leadership priorities are the 3 words inside the “wedge” adjacent to your most natural leadership style. For me, “Showing enthusiasm; Building professional networks; and Rallying people to achieve goals” are what I most enjoy and *use most often*. What about YOU? Jot down your 3 leadership priorities here:

3. What are your leadership challenges? What do you most want to strengthen? Generally, the leadership style that is most challenging for any of us is the **one directly opposite** our most natural style. For me, the “Deliberate” style is directly opposite my natural style of “Energizing” and it is truly my most challenging. Right now, I’m working on “communicating with more clarity”. What about **YOU**? What is your “opposite” style? What is one leadership behavior you would most like to strengthen? Jot down your response here:



Elevating Your Leadership Effectiveness

No matter how good one-dimensional leaders are (and we all know one!), they can't provide the kind of leadership that leads to innovation, social change and business transformation.

Multidimensional leaders understand that great leadership requires a range of competencies and skills and know that **their own personality traits can work both *for and against* them**.

So how do you begin to understand what a multidimensional leader looks like?

It always helps me to have a big-picture perspective. By understanding all of the different styles, I can examine where I should focus my own development at a particular moment in time.

With that in mind, here's an overview of all eight dimensions of leadership.

What kind of leader are you? What kind of leader do you *want* to be? How will you get from "here" to "there"?

1. The Pioneering Leader (**opposite style is Humble**)

At their best: Bold and passionate, they inspire others to take chances on new directions.

At their worst: Impulsive and overconfident, they use their charm to gain support for poorly thought-out ideas.

Pioneering leaders tend to be adventurous, dynamic, and charismatic. Their optimistic and persuasive style often inspires others to join their efforts, and because they're good at making connections, they're often able to leverage relationships to help reach their ambitious goals. They tend to be extremely action-oriented, and possibly impulsive at times. Because they thrive on exciting breakthroughs, they may jump on new opportunities without taking the time to consider the impact on others.

To Be More Pioneering: Actively seek new opportunities beyond your organization's walls. Break some glass. Stray away from your comfort zone. Learn to take leaps of faith.

2. The Energizing Leader (opposite style is Deliberate)

At their best: Upbeat and eager, they take chances on colorful new ideas.

At their worst: Scattered and erratic, they see little need for consistency.

Energizing leaders tend to be spontaneous, outgoing, and encouraging. They're often enthusiastic about new opportunities and unafraid of running with exciting new ideas. Because these leaders thrive on variety, they often generate more ideas than they're able to implement. They tend to be more collaborative than other fast-paced leaders, and they may struggle to complete solitary tasks that offer little opportunity for interaction. These leaders are extremely eager to connect with others who can help them realize their big-picture vision, but between their flurries of activity, they may drop the ball when it comes to specifics and follow-through.

To Be More Energizing: Make an effort to build enthusiasm for the group's goals. Be intentional about making connections with a wide variety of people. Learn to lead the rally.

3. The Affirming Leader (opposite style is Resolute)

At their best: Kind and supportive, they create a respectful and positive environment.

At their worst: Indirect and conflict-averse, they fail to hold others accountable.

Affirming leaders are friendly, approachable, and positive. They eagerly acknowledge others' contributions, which in turn breeds loyalty among their colleagues. Because they have a need for harmony, they work hard to create a positive environment where everyone can work in peace, free of fear and conflict. Affirming leaders tend to be more easygoing and don't have the fast-paced style of the Energizing leader, nor do they have the same degree of caution seen in the Inclusive leader. But because they want to make others feel comfortable, they may fail to deliver constructive feedback to others.

To Be More Affirming: Monitor your "default" expressions. Let people know that you value them. Accept other people's limitations.

4. The Inclusive Leader (opposite style is Commanding)

At their best: Sincere and accommodating, they collaborate with others to make win-win decisions.

At their worst: Passive and overly trusting, they let others take advantage of their supportive, patient nature.

Inclusive leaders tend to be diplomatic, accepting, and patient. They're most comfortable in a stable environment where they can work steadily toward their goals, so they're often wary of ideas that would require change. Because these leaders want to be seen as dependable, they often prefer to work at a methodical pace to ensure that they have time to address specifics. They tend to give people the benefit of the doubt, and this can sometimes cause them to overestimate others' abilities. They're careful to include others in meaningful dialogue before moving ahead with major decisions, but because they often go out of their way to accommodate everyone, they may struggle to make timely decisions.

To Be More Inclusive: Show people that you're open to their ideas. Monitor your emotional output carefully. Work to facilitate two-way discussion on important issues.

5. The Humble Leader (opposite style is Pioneering)

At their best: Modest and fair-minded, they provide reliable outcomes through steadiness and consistency.

At their worst: Rigid and overly cautious, they are afraid to move beyond the status quo.

Humble leaders tend to be soft-spoken, modest, and precise. Their methodical and consistent style often models follow-through and diligence in dealings with others. Because they're fair and practical, they can often discern what particular systems and structures would meet other people's needs. However, they tend to be so cautious that they may hinder spontaneity or creativity. Because they want to maintain a stable environment, Humble leaders remain wary of change and often favor standard operating procedures over new and innovative ways of doing things.

To Be More Humble: Maintain your composure by keeping things in perspective. Take the time to listen to the less powerful people around you. Make the needs of your group a priority.

6. The Deliberate Leader (opposite style is Energizing)

At their best: Conscientious and disciplined, they provide high-quality outcomes through careful analysis and planning.

At their worst: Risk-averse and perfectionistic, they pay little attention to the human element.

Deliberate leaders tend to be systematic, cautious, and analytical. Because ensuring accuracy is vitally important to them, they tend to work at a moderate pace. They want to be seen as experts, so they're often drawn to projects and roles where they can shape processes to meet their high standards. However, they tend to be detached and unemotional, and they often prefer to work independently. Also, because they want to be seen as competent, they may become defensive if people challenge their methods or ideas.

To Be More Deliberate: Be deliberate in your communication. Show that you've done your homework. Pay attention to process management tools and methods.

7. The Resolute Leader (opposite style is Affirming)

At their best: Questioning and independent, they aren't afraid to challenge the status quo to get better results.

At their worst: Cynical and insensitive, they seem intent on putting a negative spin on everything.

Resolute leaders tend to be challenging, determined, and rational. They set high standards for themselves and others and may have little patience for seemingly inefficient people. They tend to be blunt, and they aren't afraid to speak up when they see problems with plans or methods, even if it means stepping on some toes. Not only do they want to get efficient results, but they want those results to be of the utmost quality. Because these leaders want to be seen as highly competent, they may lose their patience with people or situations that they feel are standing in their way.

To Be More Resolute: Learn to hold people accountable. Find and address problems. Get comfortable making unpopular decisions.

8. The Commanding Leader (opposite style is Inclusive)

At their best: Powerful and decisive, they enlist others to work quickly toward ambitious goals.

At their worst: Forceful and egotistical, they push others at the expense of morale.

Commanding leaders tend to be competitive, driven, and assertive. They have such a natural take-charge presence that others often look to them for leadership. And, because they want to reach their goals as quickly as possible, they tend to create a sense of urgency for themselves and others. They're often challenging and demanding, and they may be less concerned with social niceties. Since they're extremely motivated by results, they may show little regard for other people's needs and feelings.

To be more Commanding: Get comfortable with making firm, public commitments
Learn to act without permission. Create some urgency

REFLECTION FOR YOU:

- No one can be excellent at all 8 styles. That said...
- In order to be an effective leader, you ***must have some competency in all 8*** styles
- IOW, there are times when you must be willing and able to step out of your comfort zone, STRECH across the circle, and grab a behavior that is LESS NATURAL to you
- Which of these eight approaches do you use ***most naturally in your leadership?***
- Which dimension is the ***least*** natural for you?
- Pick one leadership behavior that you'd like to focus on strengthening.