



Identifying & Exploring Leadership Style

Pre-conference exercises designed to provide you with an opportunity

- i. **To stir your thinking**
- ii. **To prayerfully reflect on the way you interact with your team**
- iii. **To maximise the value of our interaction @ LTG**

Identifying Your Preferred Style in Leadership

Complete the 'Leading People & Leading Projects' questionnaire on pages 2-5 to gain an insight into the style you prefer to use in leadership. Do you find yourself drawn to mainly one style, a mix of two, or an eclectic combination?

Please remember, there is no right or wrong answer and it's definitely not a 'best style of leadership' competition!

The aim is to explore the challenges this style presents for you in leading your team and the way this impacts issues such as how you relate, communicate vision, recruit & train volunteers, lead and plan all age worship, encourage a team to make decisions, sustain motivation.... *(The list of how leadership style applies to ministry effectiveness and enjoyment is endless!)*

Building the Picture

Take some time to prayerfully reflect on the implications of your leadership style. Explore the pictures painted in pages 6-9. You might also find it helpful to chat about this with members of your team and ask for their feedback.

- i. Leadership Style Strengths
- ii. Leadership Style Limitations (...or opportunities to grow!)
- iii. Identify practical strategies that may help to improve your effectiveness in ministry

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Tick 1 or 2 boxes for each category described in the left column. You may find it insightful to copy this exercise and complete it several times to explore the impact of stress or working with different teams.

Contexts to explore and compare.....

- i. Reflect on your leadership style when you're feeling energised, highly motivated and passionate in ministry. Which box (or phrases in a range of boxes) do you connect with in each category?
- ii. Reflect on your leadership style when you're feeling stressed and under escalating pressure! Do you observe a difference in how you respond?

If you lead the Children and Families Ministry in your Church or Organisation you might also like to think about and compare....

- iii. Your leadership style when leading your team/s in Children and Families Ministry
- iv. Your leadership style when relating to the senior executive leadership team *(your peers/colleagues on staff)*

Do You Use the 'Directive' Leadership Style?

People

Projects

- I respond quickly to take advantage of new opportunities.
- I have a lot of confidence in my skills.
- I enjoy leading a project.
- I am prepared to take risks and function outside the perimeter of traditional boundaries or practices.
- I like to question the status quo.
- I see myself as a change agent.
- If I accept a new role, the authority and power to enact decisions must be real and respected within the church or organisation. Otherwise, I'm not interested. I consider this to be a significant issue.
- When appointed to lead a team of high powered and dynamic individuals, I am challenged and invigorated rather than drained or threatened.
- I enjoy exercising leadership in a public role.
- In my current role I quickly sought to develop a long term vision and strategy for the children and families ministry that was aligned to the vision of the church or organisation.
- I am strategic and intentional in the appointment of volunteer leaders and team members for children and families ministry
- I am able to weigh information and make decisions quickly.
- I dislike the fine details when working on a project. I prefer to delegate these to a team member while I consider the big picture.
- I become energised when faced with a problem that needs to be solved. I am stimulated by the challenge that this presents.
- When I start a project, I finish it.
- I am ready to face temporary unpopularity if it leads to worthwhile results in the end.
- To ensure that a project is completed successfully, I can be relied upon to identify the priorities and delegate tasks accordingly.
- I love to set goals and work to achieve them.
- I constantly write 'to do lists'. To cross off completed items provides immense satisfaction.
- I don't like anyone looking over my shoulder. I value a degree of autonomy in my role. I like the freedom to do my job *my way*.
- I tend to press for action to prevent the team from being sidetracked or wasting time.
- I act to ensure that the team keeps the main objective and vision in sight.
- I find myself easily bored in the absence of challenges.
- I love to compete, and I hate to lose.
- I may become aggressive, over-controlling and determined under pressure.
- I tend to have a low amount of tolerance for the feelings and opinions of others, particularly when a deadline approaches, or the participants in a meeting become focussed on finite details or low priority issues.
- I often project a cool, aloof style.
- I may be perceived as forceful, controlling and autocratic when a project encounters significant problems that threaten the completion of an agreed deadline.
- I'm more interested in getting the job done than in making people like me.
- I become frustrated when people take too long to complete a task or make a decision.
- I like to get to the point.
- When I ask a question, I prefer a direct, succinct answer.
- I thrive in a team that is focused, passionate, competent and loves to achieve results and make an impact.

Do You Use The 'Influencing' Leadership Style?

People

Projects

- I thrive on variety.
- I always seem to be able to jump into new projects and activities with great enthusiasm.
- The combination of my enthusiasm and my love of constant variety and change sometimes means that I have trouble completing a project, as I tend to jump from one activity to another.
- I'm enthusiastic about being involved in a project as long as I'm doing it in partnership with someone else.
- I love to design interactive fun sessions where we can use creative ideas, stories and images to communicate matters of faith.
- I tend to relate to children of all ages and their parents with personal interest, warmth and enthusiasm.
- I tend to work well with a very wide range of people.
- I am able to persuade others to join me in different activities and projects. Recruiting volunteers is an energising part of my ministry.
- I love to tell stories and often take the initiative to share my perspective in this way.
- I love the challenge of leading team meetings and creating a motivational environment.
- I am confident to express my perspective and stimulate debate in a team meeting.
- I generally like to look at the positive side of issues, decisions or relationships.
- Producing a constant stream of ideas is one of my natural strengths.
- In managing a project I like to approach things differently. I am able to come up with creative and imaginative ideas.
- I am motivated by equality in relationships and so value my ideas being taken seriously by colleagues and not dismissed without consideration.
- I am energised and return refreshed from a holiday with other people. I prefer not to spend long periods of time on my own.
- When drained or under pressure, I am re-energised by a stimulating conversation in the company of friends or colleagues, particularly over a coffee or a meal.
- I enjoy drawing people out and encouraging them to explore their potential.
- When participating in a team project, I have an aptitude for influencing people without pressuring them.
- I like doing things differently. I'm able to come up with creative and imaginative ideas.
- I love to motivate and inspire people.
- I have a tendency to "over contribute" to a conversation where new ideas are being discussed.
- I have a tendency to become so caught up in exploring and refining new ideas that I lose track of time.
- My tendency to juggle too many projects means I may not be as organised as my role requires.
- I am de-energised when I have to focus on details. I tend to procrastinate with these types of tasks and often start projects at the latest possible time.
- When it comes to practical details like balancing the cheque book or completing a bank reconciliation, my perspective is "why bother?"
- I enjoy taking the initiative to contact new people in the community and colleagues.
- I have developed an extensive network of both personal and children and families ministry contacts.
- I enjoy being up front in a large group; I am motivated by the recognition of my leadership.
- I tend to give people extra chances, believing the best of people.
- I have a tendency to over estimate the abilities of people (*which can backfire and create significant difficulties*).
- I often give those who are performing poorly too many chances to improve as I am hesitant to administer discipline. I prefer to avoid potential conflict.
- Being with other people energises me. I dislike being alone for too long.
- I like to talk. I'm never at a loss for words.
- I feel stimulated by mixing with people at large gatherings – be that conferences, peer networking or parties.
- I usually have no problem talking with new people.
- People have little problem guessing how I'm feeling. I easily express my emotions.
- I tend to give feedback to team members using words like 'great', 'fantastic' ...
- I have many people from previous work contexts who have become firm friends.
- I thrive in a team that is passionate, enthusiastic, stimulating, fun, highly relational & makes time to brainstorm.

Do You Use The 'Supportive, Consultative' Leadership Style?

People

Projects

- I am an easygoing person. People generally feel relaxed around me.
- I enjoy being part of a team.
- I will lead if I need to, but generally I'm more of a team player; a follower.
- I am often perceptive and recognise when other team members have something of value to contribute. I spend time encouraging them to express their ideas and to take initiative in acting.
- I am supportive of suggestions that benefit other team members or the project we're working on.
- I am inclined to be too generous towards others who have a valid viewpoint that has not been given a reasonable airing.
- I like to help people and offer support when I see they have a need.
- I consider my role is to partner with parents and to support them in the spiritual development of their children.
- I am very accepting of people and rarely use judgemental language or criticism.
- Sometimes I am too soft hearted.
- I am able to calm people who are upset.
- I am an empathetic and discerning listener. People often tell me they feel 'heard' in our conversations.
- I generally emphasise the positive side of issues, decisions or relationships.
- I prefer to find ways to avoid conflict and maintain peace.
- If I am upset, I usually hold my emotions inside.
- I am able to encourage others to be open in expressing their opinions and feelings.
- I become tense and anxious when confronted by sudden and unexpected change, particularly where it is not explained clearly and where I am not provided time to consider how this will impact on me - my role, abilities, time, confidence to perform...
- It takes me a while to adjust to change
- I prefer things to stay the same, but I'm willing to be an advocate for change when it's explained how I will be supported and where I 'fit' in.
- I prefer to use strategies and methods that are familiar. I value tradition.
- I don't like situations where I am expected to figure out how a new project or task is to be done; show me how to do it, offer some support and coaching along the way, and I'll do it well.
- I am very tolerant and patient. It is rare for me to complain.
- Under stress or escalating pressure, I tend to be overly accommodating and find it easier to acquiesce to the view of others. I tend to hold back expressing my perspective, even when asked....and especially if the conversation is tense or I'm interacting with a strong, forceful person
- I have a small circle of close friends and colleagues that I invest time in building solid and lasting relationships.
- When invited to a large gathering in either a personal or ministry capacity, I prefer to engage in in-depth conversations with a few people, rather than network with lots of people.
- I prefer to examine all the steps involved in implementing a new project, and considering the impact of each upon the team, the project, and my position and responsibilities.
- Fast-paced people sometimes get frustrated with me because of my slower pace in processing information to make decisions.
- I feel uncomfortable and stressed when pressured to make a decision without time to reflect upon the implications and consult with other people about how they feel.
- I am energised when I know what is expected of me. I like to understand the tasks in my role and I tend to respond more effectively these are clearly explained.
- My sense of confidence is stronger when the processes for what I'm asked to be responsible for are carefully thought out & put in place, and I know who & where I can go to ask questions.
- I use a methodical approach in any task I undertake.
- I am good at short-term planning.
- I am persistent and can be relied upon to follow through on delegated tasks.
- I thrive in a team where people are genuinely consultative and express sincere concern and appreciation for one another.

Do You Use The 'Conscientious' Leadership Style?

People

Projects

- I like to focus on doing things right. I don't like to make mistakes.
- Some people may see me as working at a slow pace; I prefer to use the words 'methodical' and 'thorough'.
- I have a strong respect for rules and authority.
- Quality and accuracy are important values expressed in my approach to leadership.
- I am energised by finding a solution to correct a problem that my team members have struggled to overcome and which till now has limited their ability to minister effectively.
- I need all the facts and information I can gather before making a decision. I prefer to carefully weigh all the pros and cons.
- I prefer to analyse the implications of every option in relation to a decision thoroughly in my mind before expressing an opinion.
- I am good at facilitating the team to make decisions based upon a critical analysis of the available information.
- I have high standards for myself – sometimes too high.
- Sometimes I am hard to please because of my commitment to principles and precision.
- I prefer the role and responsibilities of each team member to be clearly defined and expectations to be carefully articulated.
- I am a good planner; I am able to dissect big projects and re-categorise them into small manageable units.
- I get great satisfaction in making sure our ministry exercises a high standard in duty of care with acceptable leader to child ratio's and systems developed that ensure the process of legal checks are completed and all volunteers are thoroughly trained and equipped for their roles.
- My objective outlook and natural reserve means that I tend not to join in readily and enthusiastically with my team members.
- People may see me as formal, reserved and serious.
- Under pressure, I tend to avoid confrontation.
- If forced to confront conflict, I prefer to use a subtle or indirect approach.
- I tend to withdraw emotionally and in communication if situations of escalating tension or conflict develop with colleagues.
- I hold my emotions inside and only let them out in situations where I feel comfortable.
- In difficult contexts where emotional outbursts can threaten to derail negotiations, I can help people to refocus on the issues and the facts.
- My colleagues tend to see me as being overly concerned with details and the possibility that aspects of a project may go wrong.
- My attention to detail prevents the occurrence of careless mistakes and omissions.
- I prefer to consider every possible difficulty prior to implementing a given project. If an idea is to be adopted, this process of thorough analysis will prevent future problems and ensure that the project is of a high standard and will endure.
- I am irritated when I consistently observe slipshod methods being used by team members.
- I am energised when I'm given the opportunity to complete one project well before commencing a new project.
- I prefer meetings to be clearly structured with an agenda received well in advance. I value being given time to consider an issue so that I can determine the rationale and suggest the best possible way forward.
- When considering new proposals, my preference is to interact with a written paper that outlines the principles, issues at hand, implications, benefits, potential complications etc. I find spontaneous debate difficult without time to prepare for the input and decision capacity that is expected in team meetings.
- I find it draining to exercise leadership in a public forum.
- I value the concept of personal space and private time. I am re-energised by disappearing alone for a while.
- I prefer a reserved, functional, business-like atmosphere in the work environment.
- My commitment to principles can support the team in making the right decisions.
- I am good at organising my personal affairs.
- I love to thoroughly organise my holiday plans before I depart. It's important to research and decide in advance so that I don't miss great experiences and opportunities by wasting time trying to work out what to do 'on the run'.
- Generally I'm tactful, diplomatic and courteous ...with a very dry sense of humour.
- I thrive in a team that values high standards and clearly understands why they are investing in the vision and mission they have developed for their ministry.

BUILDING THE PICTURE

If you use the 'Directness Leadership Style' in your role as a team leader or team member,

◆ **Your strengths may include:**

- ◆ Being comfortable and challenged by the responsibility of exercising leadership
- ◆ Making rapid decisions
- ◆ Being direct, straightforward, to the point - so that people always know where they stand with you
- ◆ Excel at solving problems
- ◆ Determine new challenges
- ◆ Ensure the team remains focussed and 'on task'
- ◆ Perceive change as a personal and stimulating challenge
- ◆ Articulates the 'big picture' - Visionary

◆ **Those who work with you may see the following limitations:**

- ◆ Intimidating
- ◆ Blunt and demanding
- ◆ Difficult to approach
- ◆ Autonomous rather than consulting
- ◆ Lack of sensitivity and empathy
- ◆ Impatient with slower paced members of the team, or those who express reservations about implementing proposed changes
- ◆ Pushing the team too rapidly through decisions; moving on before the team is ready
- ◆ Limited social interaction

◆ **Strategies to increase your effectiveness may include:**

- ◆ Recognise the value and contribution of team members who function differently.
- ◆ Take time to identify and then invest in building upon the strengths of those using a different behavioural style.
- ◆ Tone down your directness when communicating to those who use a different behavioural style.
- ◆ Observe your body language and voice tone when relating to colleagues. Attempt to "see" yourself through their eyes. In order to promote an attitude of approachability, adjust your behaviour accordingly.
- ◆ Take time to build relationships with those you direct.
- ◆ Take time to communicate not just the final decision to colleagues but explain the rationale and purpose.
- ◆ Develop more patience, particularly with those who require time to process decisions.
- ◆ Cultivate a consultative mindset.
- ◆ Learn to ask questions that more realistically gauge risks before implementing action.
- ◆ Learn the value of exercising more caution and deliberation before making decisions. This often results in a greater effectiveness and efficiency in achieving your purpose
- ◆ Provide agendas and 'working papers' to team members well in advance of meetings.
- ◆ Delegate the role of editorial consultant to a colleague who will be prepared to check the details of the work you produce.

BUILDING THE PICTURE

If you use the 'Influencer Leadership Style' in your role as a team leader or team member,

◆ **Your strengths may include:**

- ◆ Operate with an 'open door' policy
- ◆ Give your time easily to those you direct
- ◆ Frequently invest time to inspire your colleagues and create a motivational environment
- ◆ Winsome, warm, witty, engaging and highly approachable
- ◆ Making it a priority to invest in building relationships among team members
- ◆ Respond to new ideas with enthusiasm and energy; seeing the potential in suggestions voiced by colleagues
- ◆ Offer constant positive feedback, and when required to voice negative feedback, do so in a positive light
- ◆ Juggle many varied responsibilities

◆ **Those who work with you may see the following limitations:**

- ◆ Superficial in your approach
- ◆ Providing very little detail or precise instructions when delegating tasks
- ◆ Over estimating self and others
- ◆ Overly consulting and so limiting the pace of making decisions – particularly to avoid conflict or prevent the loss of approval from respected colleagues
- ◆ Being disorganised – or creating that impression by maintaining a messy desk and inefficient filing system
- ◆ Frequently late to appointments
- ◆ Poor concentration on the task at hand – i.e. doing too many things at one time
- ◆ Tendency to leave projects incomplete and move on to the next opportunity
- ◆ Vulnerability to perceived rejection
- ◆ Manipulative or overselling ideas

◆ **Strategies to increase your effectiveness may include:**

- ◆ Recognise the value and contribution of team members who function differently.
- ◆ Take time to identify and then invest in building upon the strengths of those using a different behavioural style.
- ◆ Invest in the development of skills and strategies that will enable you to manage your time with greater efficiency and effectiveness. Enrol in a course; consult colleagues to discover helpful tips they have learned; read widely.
- ◆ Provide more detail and clear instructions when delegating new projects or tasks.
- ◆ Complete the less appealing tasks earlier in the day.
- ◆ Prioritise tasks and focus on tasks in order of importance.
- ◆ Learn to take notes in a meeting; learn to work from a list that identifies task, where there is flexibility with the timeframe and the ultimate non-negotiable deadline.
- ◆ Take time to listen to what your team members really need – don't just rely on your intuition.
- ◆ Be realistic in your expectation of yourself and others.
- ◆ Establish priorities and time lines to achieve the completion of delegated tasks in order to meet project deadlines. Take the initiative to regularly evaluate the progress of a project.
- ◆ Be more specific when providing feedback or praise. Consider the style and approach that will connect most effectively with your colleagues rather than assume they prefer to hear it in the way you do.

BUILDING THE PICTURE

If you use the 'Supportive, Consultative Leadership Style' in your role as a team leader or team member,

◆ **Your strengths may include:**

- ◆ Leadership style marked by co-operation, support, gentleness and loyalty
- ◆ A commitment to exploring and investing in collaborative initiatives
- ◆ Discerning, understanding and compassionate listener
- ◆ Empathetic and sensitive to the needs of others
- ◆ Approachable and friendly
- ◆ Proficient with self-directed work teams
- ◆ Invest time and energy to develop specialist skills and competencies
- ◆ Consistent in your leadership style
- ◆ Appreciative of the contributions of personnel in your team
- ◆ Easy to get along with; strongly relational with an emphasis upon the nurture & care of team members
- ◆ Focus on the process required to complete a project or implement change

◆ **Those who work with you may see the following limitations:**

- ◆ Indecisive
- ◆ Indirect in communicating information or instructions
- ◆ Overly consulting and so limiting the pace of making decisions – particularly in order to avoid conflict or prevent the loss of acceptance from team members
- ◆ Hesitant to implement change until the personal and work related implications are identified and the appropriate support structures put in place
- ◆ Reveal very little of what you think or feel about a given situation
- ◆ Distracted from the tasks at hand by 'people issues'
- ◆ Personal offence or over sensitivity in response to issues raised in a debate amongst colleagues. This may include a tendency to respond subjectively more than objectively.
- ◆ Reluctance to adopt new techniques or strategies in place of traditional methods
- ◆ Difficulty establishing and reviewing priorities in order to meet deadlines

◆ **Strategies to increase your effectiveness may include:**

- ◆ Recognise the value and contribution of team members who function differently.
- ◆ Take time to identify and then invest in building upon the strengths of those using a different behavioural style.
- ◆ Invest in developing skills in assertiveness and direct communication. Consider exploring strategies with a coach and participating in a professional development course.
- ◆ Be open to the possibility of flexibility and change in managing projects.
- ◆ Learn to utilise short cuts and discard unnecessary steps where appropriate.
- ◆ Allow other team members the freedom to explore new ideas without feeling threatened or stressed.
- ◆ Communicate your expectations to colleagues regarding your need for time to process change and request documented details prior to the meeting set aside to finalise a decision/s.
- ◆ Establish priorities and time lines to achieve the completion of delegated tasks in order to meet project deadlines. Recognise that completing tasks provides support and expresses care towards colleagues.
- ◆ Don't own the burden of everyone's problems. Recognise it is often wise and in the best interest of others for them to exercise responsibility for themselves.

BUILDING THE PICTURE

If you use the 'Conscientiousness Leadership Style' in your role as a team leader or team member,

◆ **Your strengths may include:**

- ◆ Determine the principles and rationale that undergird a new direction or project
- ◆ Diplomatic
- ◆ Expectancy of high standards – of self and colleagues; value accuracy
- ◆ Conscientious and highly self-disciplined
- ◆ Establish procedural and protocol manuals to ensure consistency in quality
- ◆ Respectful of information communicated confidentially
- ◆ Research the history and effectiveness of a particular product or method
- ◆ Willing to be generous with your time and effort and to work alongside colleagues involved in completing the difficult aspects of a project
- ◆ The use of logic and analysis to assess a potential project

◆ **Those who work with you may see the following limitations:**

- ◆ Overly perfectionist
- ◆ Desire to consistently double check
- ◆ Indecisive due to an excessive and exhaustive process of analysis
- ◆ Indirect in communicating information or instructions
- ◆ Emotionally distant; aloof; revealing little of your 'inner world'
- ◆ Perception that you hamper creativity due to a desire to adhere to principles and established rules & regulations
- ◆ Communication limited by a tendency to avoid personal conflict
- ◆ Tendency to avoid intervening to resolve tension or mediate conflict amongst colleagues
- ◆ Little need to affiliate with other people and socialise
- ◆ Discomfort with ambiguity

◆ **Strategies to increase your effectiveness may include:**

- ◆ Recognise the value and contribution of team members who function differently.
- ◆ Take time to identify and then invest in building upon the strengths of those using a different behavioural style.
- ◆ Improve communication with colleagues – take time to ensure information and expectations are clearly articulated. Do not assume they will know or understand what is in your mind or recorded in your organisational system.
- ◆ Encourage creativity amongst colleagues.
- ◆ Take steps to develop an attitude of tolerance and acceptance towards those who are on a steep learning curve and thus do not yet achieve the high standards of a peak practitioner.
- ◆ Invest time to develop skills and confidence in conflict resolution. Enrol in a course; consult colleagues to discover helpful strategies they have learned; read widely; participate in some guided role play or coaching sessions (even if this learning process does push you out of your comfort zone).
- ◆ Learn to recognise the value of investing in team relationships - for this can contribute to an increase in the effectiveness and quality in the achievement of team objectives.

Leadership Style	Directive	Influencer	Consultative & Supportive	Conscientious – Quality & Principle Controller
Pace	Quick to act & react Full throttle	Quick to act & react Interactive & Jugglers	Time to reflect & process Relaxed, very laid back, caring	Time to reflect & process Disciplined, thorough, in control
Focus	Task focused	People focused	People focused	Task focused
Strengths Contribution to the Team	Goal oriented Decisive action Takes charge Immediate results Self-confident Competitive Independent Risk taker, courageous Willing to confront tough issues & manage trouble Solving problems Entrepreneurial Keeps team focused	Fun loving & Interactive Enthusiastic & Optimistic Creating a motivational environment Emotional Good communicator – verbal articulateness High energy Networking Loves group projects Generates creative ideas Loves to brainstorm Sensitive to people's feelings	Patient Easy going Co-operative Team player Calming influence Smooths team tension Creates a stable, harmonious environment Persistent Good follow through Methodical Good listeners Loyal Warmly relational	Accurate Analytical Attentive to key details High standards Intuitive Controlled Conscientious Thorough Calculating – weighs pros & cons; risk management Questioning Follow the rules Recognise authority Diplomatic
Natural Limitations	Impatient Insensitive to others Poor listener - selective approach, limited time invested before making assessment Stubborn	Disorganised Inattentive to details – priority, focus in observing... Deadlines Short attention span Low follow-through Idealistic & Unrealistic	Oversensitive Personalise issues Slow to begin action Lack global perspective Overly accommodating Rescuer	Tendency to perfectionism Paralysis of Analysis Critical – of self and others Limited 2 way communication
Communication	One Way (Tell) Direct, Succinct Straightforward – 'what you see is what you get' Bottom Line	Positive Enthusiastic Inspiring & Persuasive Often one way Open & Vulnerable	Two way Best listener Empathetic Asks for Feedback Accepting tone and words	Diplomatic Keen observer Provides details – often will wait till requested Rarely takes initiative
Fears	Loss of control Being taken advantage of Failure	Loss of approval Loss of influence Social Rejection – loss of face; public image	Loss of stability or security – close relationships Sudden, unmanaged, unexplained change Personal rejection Work infringing on home life	Criticism of their work Slipshod methods Making mistakes Irrational acts Situations emotionally out of control
Feedback	Admiration & Respect	Approval & Acceptance	Appreciation	Affirmation
Team 'Feel'	Busy; Formal Competent; Achieving	Stimulating; Coaching Personal & Friendly	Relaxed; Separation work & home; Personal & Friendly	Structured; Organised; Functional; Formal
Under Pressure or Stress	Dictatorial Critical Judgemental	Oversells Overly permissive Sarcastic; superficial Emotional Attack	Submissive Indecisive Acquiesces; complies Rescue Mode	Withdraws Headstrong or stubborn Plans strategy to prove right (or get even)
Irritated By	Inefficiency Indecision Incompetence Slowness	Routines (Boredom) Complexity Formality Little relational interaction Lack of consultation	Insensitivity Failure to take initiative to express concern or interest or to ask 'how are you?' Impatience	Disorganisation Impropriety Surprises Unpredictability Unreliability
Motivated By	Achievement Power, authority, prestige Challenge Competition	Social recognition Feedback – praise is great! ...& learning's, approval... Sphere of influence New possibilities	Appreciation Expressions of genuine interest & concern Stability	Clearly defined performance standards Quality & accuracy valued Articulated standards Correctness
Manages Time	NOW Efficient To the point	FUTURE Rushes to the next exciting idea, interaction, opportunity	PRESENT Interpersonal priority to the detriment of the task	PAST Investigates prior experience or research Works slowly to achieve accuracy
Decision Process	Results Focused Quick with few facts Impulsive Asks WHAT & WHERE?	Intuitive - "Feels right" Spontaneous, impulsive Asks WHO?	Consultative Relational – trusts others Considerate Asks How?	Considered Information, evidence, analysis ++++ Asks WHY?
Decision Grid	Bottom line	Appeal to people; Fun	Support provided	Track record
Criteria Tend to 'Assess' People By	Impact or Results Track record of achievement Competency	Ability to communicate clearly – inspires & motivates Takes initiative to give encouraging feedback Positive Attitude	Depth of contribution Capacity to listen Compatibility with others	Precision & Accuracy Quality of Results Investment in creating quality control environment
Gains Security	Being in Control Set direction Asserts 'leadership'	Approval of respected leaders & key influencers Flexibility, variety & playfulness	Close friendships Absence of relational tension Cooperation	Preparation Thoroughness Being in Control
Key Growth Areas	Patience Listening People investment	Pausing before speaking Self-discipline Time management Realistic assessment Be more specific with delegation & feedback	Taking initiative Being open to change, taking risks & moving out of comfort zone Assertiveness Direct Communication	Communicating Tolerance & Acceptance Conflict Resolution
Recharge	Physical Activity – the greater the competition or risk the better!	Social Interaction – well known in the local café haunts	Freedom from responsibility Doing absolutely nothing! Maybe in the company of significant relationships, maybe curled up with a good book.....	Escape to a private retreat...no conversation, no responsibility, time and space all to yourself!