



UNDERSTANDING YOUR LEADERSHIP STYLE

The Context

Each of us has traits that influence how we perceive the world and make decisions. Knowing our own, as well as those of others, can help us adapt and strengthen the impact of our leadership.

While it is impossible to categorize the entire population, generally people have innate preferences. These preferences were articulated in theories first proposed by Carl Jung in 1923 in his book entitled *Psychological Types* (1971). Jung suggested there are four principal psychological functions by which we experience the world: sensation, intuition, feeling, and thinking. One of these four functions is dominant most of the time.

Knowledge of our respective naturally occurring differences and specific preferences in how we interpret our experiences, and how these preferences relate to our interests, needs, values and motivation, can greatly enhance our effectiveness as community leaders.

How Does This Relate to Collaborative Leadership?

If collaborative leadership is the art of ensuring direction and focus for the energy and talent of others who want to make a difference in their community, then each and every one of us is a community leader and leadership needs to happen at all levels.

Being able to build a dynamic team—a group of individuals capable of pulling smoothly in the same direction—is especially important for leaders wanting to ensure collective impact and ultimately transformative change in community, business, and/or government settings. As such, it requires understanding that people are different and, while differences are essential for innovation and change, they can also create tension if the differences aren't understood and valued.



Every successful project or initiative requires a team with a variety of skills and abilities, approaches, and leadership and communication styles. In other words, a collaborative ecosystem and culture. It is important to align staff and volunteers to the tasks at hand but also to ensure a balance of complementary skills and strengths.

This exercise can help you be conscious of, and better understand, not only your own approach to work and interpersonal relationships, but also those of others. It is also intended to enhance motivation, as well as help you gain insights that will reduce complications and frustrations arising from differences.

Of course it is not possible to divide the entire population into four leadership styles, so when this assessment is being implemented, it is imperative to reinforce that it is impossible to divide the entire population into four leadership styles. As such, considered it as a guideline to understanding rather than an exact science.





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However, it should be presented as an invaluable tool that has the potential to reduce conflict on a team because it reinforces that it is not personal when someone approaches situations differently. It therefore enhances the potential for building a stronger and more diverse team and encouraging participants to suspend judgments about others.

This assessment focuses on four temperament groups that affect leadership and team styles. These are impacted by whether an individual is more oriented to *people* or to *tasks and goals*, as well as whether a person's temperament is more **extroverted** or outwardly *public*, or *introverted* and *private* by nature.

	PEOPLE-FOCUSED	TASK-FOCUSED
Extroverted	ENERGIZER	ORGANIZER
Introverted	NURTURER	RESEARCHER

These elements translate into four leadership and communication styles: **Organizers**, **Energizers**, **Researchers**, and **Nurturers**.

None of us is exclusively one style or the other. Instead, we each reflect characteristics of all four.

Organizers (extroverted and task oriented) are fast thinkers who want the bottom line first. While back up information will be important, they'll be looking for the executive summary and an understanding of how this will have a positive impact on the bottom line. Confident, competitive, decisive, and known for taking charge and getting things done, Organizers can be known to intimidate others in a group with their direct, action-oriented style of communication. They won't be afraid to take charge even if it's someone else's show in order to ensure things get done.

Energizers (extroverted and people-oriented) will want to know how an idea or project will position one for the future. Confident, optimistic, and enthusiastic, Energizers care about innovation and being on the leading edge. As a result, they will be interested in new thinking and new ways of doing things. While they like data, they use it to project or connect ideas. While their intensity and enthusiasm may be annoying to some, ultimately their qualities are valued particularly during times of change and upheaval.

Researchers (introverted and task-oriented) are seeking the *facts*. Those who reflect the strengths of a Researcher won't be looking for a lot of small talk up front or getting too personal. When working with them, prepare by gathering





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research that shows the logic in an idea or proposal. They want to know, “How much will it cost? What will I gain? When will it be done?” Researchers are described as being serious and analytical people who thrive on details and discipline. They often prefer to communicate in writing in order to be allowed time to think and reason. While detailed information and documentation will need to be provided, too much data can result in "analysis paralysis" and an ability to move forward. Know that the quiet Researcher will produce excellent results, but may sometimes appear aloof or distant to others.

Nurturers (extroverted and people-oriented) will want to know how others *feel* about the idea. As those who care deeply about relationships with others, these are the team players who can generate support for a new idea and smooth the sometimes rough waters of change. While their informal chatty style may at times appear un-businesslike, they are the ones who will build consensus and get a group or team working together. When communicating with a nurturer, make time for friendly conversations and let them know you’re concerned about how this might impact people. Also ask for their help to ensure others will see how this will make things better for everyone.

Applying the Community Leadership Style Assessment in a Team Setting

- Ask participants to complete their individual assessments and calculate their leadership style following the instructions provide for tallying the totals;
- Reinforce that no one leadership style is best as each has their strengths so “style-bashing” is discouraged;
- If someone has a tie, they should choose the leadership style that feels most like them. However, they should also be warned that they will need to be aware of being influenced by their other leadership styles when working in their group;
- Divide participants into four groups according to their identified leadership style (organizer, energizer, nurturer, researcher). The size of the groups will vary;
- Provide each group with provide flipchart paper and markers;
- The intent is that each group discuss their traits and then teach the other three groups about their particular leadership style;
- Each group will answer and report on the same questions i.e. Agree on five words that describe your strengths, things that might annoy others, how do you prefer to be motivated, preferred roles and tasks etc.
- *All* members will need to *agree* on the word or the answer before it can be added to the report that will be shared with the larger group.

Sample Exercise:

Five words that describe your strengths

Five words that describe your challenges

What motivates you?

What is your ideal role when implementing a new initiative?





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STYLE SCORING SHEET A

Check (✓) all of the words that *best* describe *you* in each column. **Check all that apply.**

Be as objective and honest as you can. While your overall totals will eventually be shared, your selection of individual words will not.

Column 1	Column 2	Column 3	Column 4
<input type="checkbox"/> Adaptable <input type="checkbox"/> Adventurous <input type="checkbox"/> Carefree <input type="checkbox"/> Charismatic <input type="checkbox"/> Charming <input type="checkbox"/> Cheerful <input type="checkbox"/> Delightful <input type="checkbox"/> Energetic <input type="checkbox"/> Enthusiastic <input type="checkbox"/> Expressive <input type="checkbox"/> Fun-loving <input type="checkbox"/> Funny <input type="checkbox"/> Impactful <input type="checkbox"/> Impulsive <input type="checkbox"/> Inquisitive <input type="checkbox"/> Inspiring <input type="checkbox"/> Optimistic <input type="checkbox"/> Passionate <input type="checkbox"/> Persuasive <input type="checkbox"/> Quick-witted <input type="checkbox"/> Resourceful <input type="checkbox"/> Spontaneous <input type="checkbox"/> Stimulating	<input type="checkbox"/> Assertive <input type="checkbox"/> Capable <input type="checkbox"/> Consistent <input type="checkbox"/> Decisive <input type="checkbox"/> Dependable <input type="checkbox"/> Diligent <input type="checkbox"/> Disciplined <input type="checkbox"/> Efficient <input type="checkbox"/> Faithful <input type="checkbox"/> Hard-working <input type="checkbox"/> Knowledgeable <input type="checkbox"/> Loyal <input type="checkbox"/> Moral <input type="checkbox"/> Neat <input type="checkbox"/> Organized <input type="checkbox"/> Persistent <input type="checkbox"/> Practical <input type="checkbox"/> Punctual <input type="checkbox"/> Realistic <input type="checkbox"/> Reliable <input type="checkbox"/> Sensible <input type="checkbox"/> Stable <input type="checkbox"/> Traditional	<input type="checkbox"/> Alert <input type="checkbox"/> Analytical <input type="checkbox"/> Astute <input type="checkbox"/> Attentive <input type="checkbox"/> Calm <input type="checkbox"/> Conceptual <input type="checkbox"/> Curious <input type="checkbox"/> Detailed <input type="checkbox"/> Farsighted <input type="checkbox"/> Honest <input type="checkbox"/> Idealistic <input type="checkbox"/> Independent <input type="checkbox"/> Insightful <input type="checkbox"/> Logical <input type="checkbox"/> Methodical <input type="checkbox"/> Non-judgmental <input type="checkbox"/> Observant <input type="checkbox"/> Perfectionist <input type="checkbox"/> Precise <input type="checkbox"/> Principled <input type="checkbox"/> Prudent <input type="checkbox"/> Rational <input type="checkbox"/> Reasonable	<input type="checkbox"/> Altruistic <input type="checkbox"/> Balanced <input type="checkbox"/> Caring <input type="checkbox"/> Comforting <input type="checkbox"/> Compassionate <input type="checkbox"/> Conscientious <input type="checkbox"/> Empathetic <input type="checkbox"/> Flexible <input type="checkbox"/> Friendly <input type="checkbox"/> Generous <input type="checkbox"/> Happy <input type="checkbox"/> Intermediary <input type="checkbox"/> Open-minded <input type="checkbox"/> Responsive <input type="checkbox"/> Serene <input type="checkbox"/> Sociable <input type="checkbox"/> Spiritual <input type="checkbox"/> Steadfast <input type="checkbox"/> Sympathetic <input type="checkbox"/> Tactful <input type="checkbox"/> Tolerant <input type="checkbox"/> Trusting <input type="checkbox"/> Unselfish





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TOTAL ✓'s in Column 1 _____	TOTAL ✓'s in Column 2 _____	TOTAL ✓'s in Column 3 _____	TOTAL ✓'s in Column 4 _____
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STYLE SCORING SHEET B

Check (✓) *all* of the words that *best* describe you in each column. *Check all that apply.*
Be as objective and honest as you can. While your overall totals will eventually be shared, your selection of individual words will not.

Column 5	Column 6	Column 7	Column 8
<input type="checkbox"/> Dreamy <input type="checkbox"/> Extravagant <input type="checkbox"/> Gullible <input type="checkbox"/> Impractical <input type="checkbox"/> Indecisive <input type="checkbox"/> Indulgent <input type="checkbox"/> Ineffective <input type="checkbox"/> Laidback <input type="checkbox"/> Modest <input type="checkbox"/> Muddled <input type="checkbox"/> Mushy <input type="checkbox"/> Naïve <input type="checkbox"/> Over-emotional <input type="checkbox"/> Permissive <input type="checkbox"/> Placid <input type="checkbox"/> Self-deprecating <input type="checkbox"/> Smothering <input type="checkbox"/> Unobtrusive <input type="checkbox"/> Unpretentious <input type="checkbox"/> Unrealistic <input type="checkbox"/> Unsophisticated	<input type="checkbox"/> Aloof <input type="checkbox"/> Arrogant <input type="checkbox"/> Blunt <input type="checkbox"/> Certain <input type="checkbox"/> Compulsive <input type="checkbox"/> Critical <input type="checkbox"/> Demanding <input type="checkbox"/> Eccentric <input type="checkbox"/> Impartial <input type="checkbox"/> Impatient <input type="checkbox"/> Irritating <input type="checkbox"/> Objective <input type="checkbox"/> Painstaking <input type="checkbox"/> Perfectionist <input type="checkbox"/> Persistent <input type="checkbox"/> Pessimistic <input type="checkbox"/> Rigid <input type="checkbox"/> Unbiased <input type="checkbox"/> Unemotional <input type="checkbox"/> Unmindful <input type="checkbox"/> Unrealistic	<input type="checkbox"/> Cautious <input type="checkbox"/> Controlling <input type="checkbox"/> Critical <input type="checkbox"/> Demanding <input type="checkbox"/> Judgemental <input type="checkbox"/> Opinionated <input type="checkbox"/> Plodding <input type="checkbox"/> Predictable <input type="checkbox"/> Restrained <input type="checkbox"/> Scrupulous <input type="checkbox"/> Self-righteous <input type="checkbox"/> Serious <input type="checkbox"/> Single-minded <input type="checkbox"/> Steadfast <input type="checkbox"/> Straightforward <input type="checkbox"/> Stubborn <input type="checkbox"/> Tenacious <input type="checkbox"/> Thorough <input type="checkbox"/> Unforgiving <input type="checkbox"/> Unimaginative <input type="checkbox"/> Unyielding	<input type="checkbox"/> Casual <input type="checkbox"/> Defiant <input type="checkbox"/> Dismissive <input type="checkbox"/> Dramatic <input type="checkbox"/> Excitable <input type="checkbox"/> Extreme <input type="checkbox"/> Flamboyant <input type="checkbox"/> Flippant <input type="checkbox"/> Haphazard <input type="checkbox"/> Impetuous <input type="checkbox"/> Inconsistent <input type="checkbox"/> Indecisive <input type="checkbox"/> Messy <input type="checkbox"/> Rebellious <input type="checkbox"/> Scattered <input type="checkbox"/> Thoughtless <input type="checkbox"/> Turbulent <input type="checkbox"/> Undisciplined <input type="checkbox"/> Unthinking <input type="checkbox"/> Untrustworthy <input type="checkbox"/> Volatile





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TOTAL ✓'s in Column 5 _____	TOTAL ✓'s in Column 6 _____	TOTAL ✓'s in Column 7 _____	TOTAL ✓'s in Column 8 _____
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SO WHAT'S YOUR LEADERSHIP STYLE?

FINDING YOUR STYLE: Bring your totals forward from the previous two pages and record below.

Column A	Column B	Column C	Column D
TOTAL ✓'s in Column 1 _____	TOTAL ✓'s in Column 2 _____	TOTAL ✓'s in Column 3 _____	TOTAL ✓'s in Column 4 _____
TOTAL ✓'s in Column 8 _____	TOTAL ✓'s in Column 7 _____	TOTAL ✓'s in Column 6 _____	TOTAL ✓'s in Column 5 _____
TOTAL ✓'s in Column 1 + 8 _____	TOTAL ✓'s in Column 2 + 7 _____	TOTAL ✓'s in Column 3 + 6 _____	TOTAL ✓'s in Column 4 + 5 _____

My Total from:	Predominate Style	My Ranking (i.e. 1, 2, 3, 4)	Dominant Style (strength)
Column A _____	ENERGIZER		
Column B _____	ORGANIZER		





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Column C _____	RESEARCHER		Recessive Style (area for growth)
Column D _____	NURTURER		

THE ENERGIZER

Energizers are charismatic, buoyant and energetic, and enjoy living life. They are open to new ideas and invitational to people. **Energizers** work best with clear, short-term goals, tangible outcomes and immediate rewards. These are people who approach tasks and projects with great enthusiasm. They will demand the freedom to work on their own, or volunteer to lead. **Energizers** enjoy competition and seek out excitement.

Energizers have a hearty nature, and can be great storytellers. They are never short of friends and are genuinely empathetic to others' problems and joys. **Energizers** enjoy being around people, and prefer crowds to solitude. They tend to be the life of the party, and are never at a loss for words.

Energizers make excellent salespeople, teachers, conversationalists, actors, public speakers, and project leaders.

Energizers are people-oriented extroverts:

STRENGTHS

- ✓ enthusiastic
- ✓ youthful
- ✓ enthusiastic
- ✓ honest and sincere
- ✓ quick learners
- ✓ sociable

CHALLENGES

- ✓ unreliable and flighty
- ✓ immature; attention-seeking
- ✓ hyperactive
- ✓ non-confrontational
- ✓ intolerant of authority or rules
- ✓ manipulative

THE ORGANIZER

Organizers typically are dynamos. They are action-oriented, strong-willed people who always seem to get a lot accomplished in a short time. At the same time, **Organizers** have endless ideas, plans, and ambitions. And, they are also





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capable of keen insights, practical decisions and sound judgment. **Organizers** place high regard on traditions, hierarchy, and clearly defined roles and expectations.

Despite a well-organized mind, **Organizers** are not given to analysis, but more inclined to quick, seemingly intuitive appraisals. **Organizers** are attentive to detail, enjoy routines and systems, and appreciate tangible rewards and recognition. While they are usually the first to say thank you to others, they are also usually the first to notice if a protocol or formality has been breached.

Organizers make excellent generals, executives, idea people, and producers. They are also renowned dictators and famous criminals!

Organizers are task-oriented extroverts:

STRENGTHS

- ✓ authoritative
- ✓ attentive to detail
- ✓ self-confident
- ✓ methodical and reliable
- ✓ persistent
- ✓ thorough

CHALLENGES

- ✓ rigid, slaves to rules
- ✓ reactive (not proactive)
- ✓ arrogant
- ✓ dislike non-conformity
- ✓ unyielding
- ✓ see things in black and white

THE RESEARCHER

Researchers are conceptual and independent. They seek knowledge and understanding and like to solve problems or deal with that which is innovative by exploring ideas or developing models. **Researchers** have exceptional analytical abilities, are self-sacrificing, gifted, and often perfectionists. They are able to easily foresee a project or proposal's potential obstacles and hidden dangers; on the other hand this can create a reluctance to undertake new initiatives.

In relationships, their heads often rule their hearts. Because repetition is painful it seems unnecessary to continuously restate or express how one feels. **Researchers** are often impatient with drill and routine and question authority.

As friends, **Researchers** are loyal. When meeting people, however, their tendency is to wait to be introduced rather than making the first approach.





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Researchers enjoy having clear expectations and stated project outcomes, but enjoy being given room to figure out how to accomplish goals.

Researchers enjoy complicated puzzles, and compliments about their intelligence; recognition, if warranted, should be sincere and without “hoopla”.

Many of the world’s great geniuses, painters, musicians, and scientists are often **Researchers**.

Researchers are task-oriented introverts:

STRENGTHS

- ✓ analytical
- ✓ produce quality work
- ✓ conceptual
- ✓ thorough
- ✓ methodical
- ✓ independent
- ✓ steadfast

CHALLENGES

- ✓ dull and academic
- ✓ aloof
- ✓ intolerant of incompetence
- ✓ compulsive workers
- ✓ stubborn
- ✓ patronizing
- ✓ perfectionist

THE NURTURER

For **Nurturers**, life is generally a happy, calm experience. **Nurturers** have a high tolerance for almost everything, and seldom explode or show extremes of anger or happiness. **Nurturers** may look placid, however, they feel much more emotion than they often show to the world.

Nurturers appreciate frequent notice of their contributions and performance; they also work best with clearly stated expectations and identified rewards for achievement—whether individual or group. Communicate with **Nurturers** in terms of feelings and values: “I care about what you think and how you feel.”

Nurturers have an appreciation for the finer things in life. They are sociable, enjoy the company of others, and sustain a large circle of friends. **Nurturers** have a natural, dry sense of humour. They are usually good listeners, non-competitive, and willing to take direction. **Nurturers** value close, long-lasting relationships. They respect effective leadership, and are happier building someone else’s design than creating their own.

Nurturers generally ask “why” questions: they really do want to know the answers! Psychiatrists and counsellors, and people who enjoy working in the helping professions, are typically **Nurturers**.





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Nurturers are people-oriented introverts:

STRENGTHS

- ✓ honesty and sincerity
- ✓ trusting and helpful
- ✓ dislike hypocrisy
- ✓ open to suggestions
- ✓ modest
- ✓ loyal
- ✓ flexible and willing

CHALLENGES

- ✓ impractical/dreamy
- ✓ gullible
- ✓ duty-bound
- ✓ self-deprecating
- ✓ dislike unfairness
- ✓ condemn injustices
- ✓ indecisive

