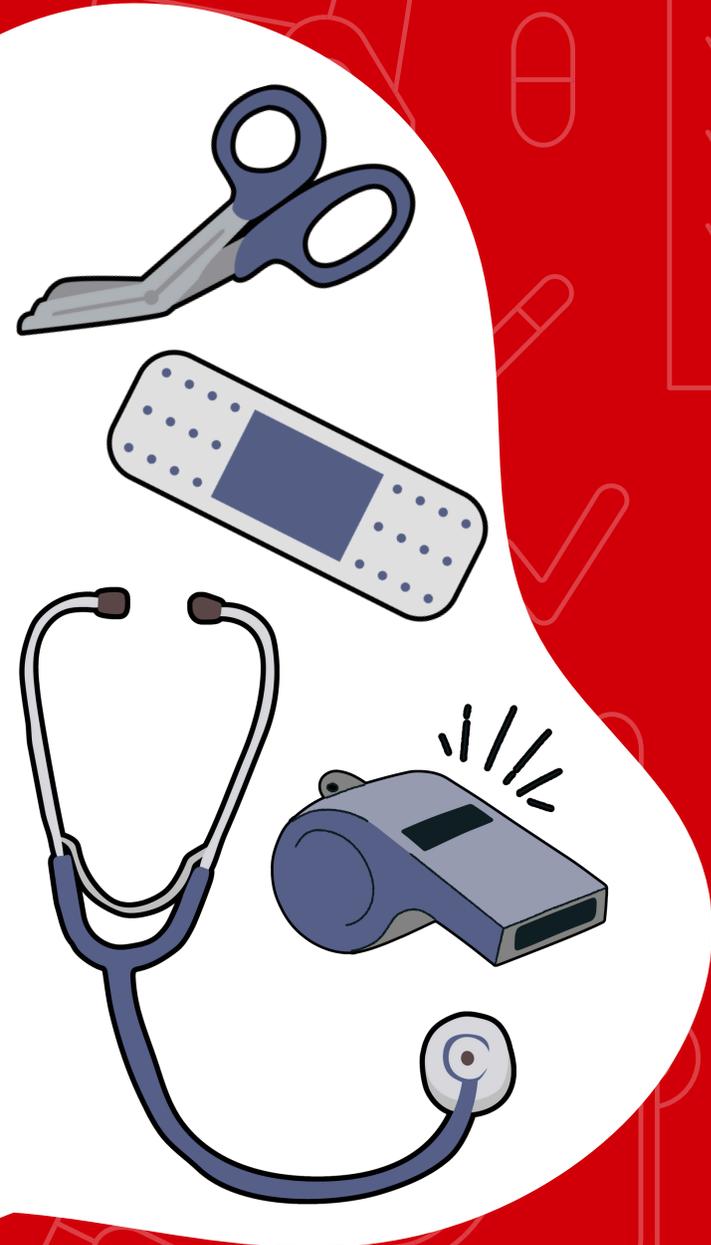
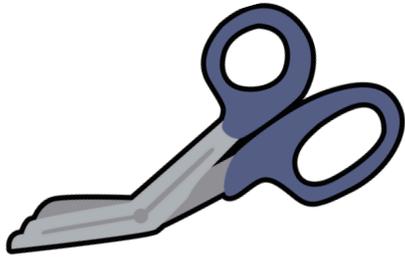


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Identifying Your Leadership Style

Adapted By: Steven Shook, PhD



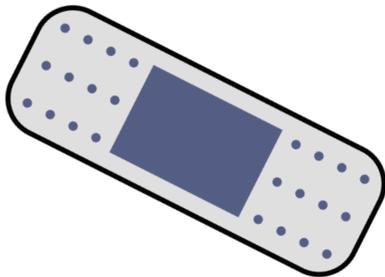
Decisive Shear

- "I KNOW WHAT I WANT, AND I GO AFTER IT!"
- "I ENJOY TAKING CHARGE OF SITUATIONS."
- "I TAKE ON NEW CHALLENGES, ESPECIALLY THOSE THAT ARE A TEST OF MY ABILITIES."
- "YOU'LL RECOGNIZE ME BY MY STEADY EYE CONTACT AND MY FIRM HANDSHAKE."



Enthusiastic Whistle

- "I MAKE NEW FRIENDS EASILY AND ALWAYS WANT TO BE INCLUDED."
- "I PREFER FREEDOM FROM CONTROL, DETAIL, AND COMPLEXITY."
- "I REALLY ENJOY ENTERTAINING AND MOTIVATING PEOPLE."
- "YOU'LL RECOGNIZE ME BY MY ANIMATED AND INFORMAL STYLE OF COMMUNICATION."



Tactful Bandage

- "I'M MOST COMFORTABLE WHEN I KNOW WHAT OTHERS EXPECT OF ME."
- "I PREFER IT WHEN THINGS GO SMOOTHLY AND I DON'T LIKE CHANGE."
- "I RECEIVE SATISFACTION FROM WORKING WITH OTHERS."
- "YOU'LL RECOGNIZE ME BY MY INTERMITTENT EYE CONTACT, GENTLE HANDSHAKE, AND LESS FORCEFUL TONE OF VOICE."



Systematic Stethoscope

- "I NEED TO DO THINGS CORRECTLY BECAUSE I AM UNCOMFORTABLE MAKING MISTAKES."
- "I PREFER TO BE QUIET AND OBSERVANT."
- "I LIKE SITUATIONS WHERE I HAVE THE FREEDOM TO CONCENTRATE ON PERFECTING IDEAS AND WORK WITHOUT INTERRUPTION."
- "YOU'LL RECOGNIZE ME BY MY RESERVED NATURE, CAREFUL SPEECH, AND ATTENTION TO DETAIL."



The Decisive Sheer

The Sheer Most Often:

- ASKS "WHAT" QUESTIONS- AND IS NOT AS INTERESTED IN "WHO", "HOW", OR "WHY"
- SEEKS CONTROL AND STRIVES FOR IMMEDIATE, TANGIBLE RESULTS
- DELEGATES DETAIL AND FOCUSED ON THE BOTTOM LINE
- OVERCOMES OPPOSITION AND COMPLETES TASKS ON TIME
- TAKES RISKS AND IMPLEMENTS CHANGES
- INTERPRETS RULES AND MAKES QUICK DECISIONS
- DOWNPLAYS FEELINGS AND RELATIONSHIPS
- ASKS FEWER QUESTIONS-- MAKES MORE STATEMENTS
- TALKS MORE THAN LISTENS
- OUTWARDLY DISPLAYS HIGH SELF-CONFIDENCE

The Sheer Is Motivated By:

- DIFFICULT ASSIGNMENTS, VARIETY, FREEDOM FROM CONTROL AND SUSPENSION
- POWER, PRESTIGE, CHALLENGE, COMPETITION
- OPPORTUNITY FOR INDIVIDUAL ACCOMPLISHMENT AND POTENTIAL FOR GROWTH

For Balance in Teamwork, the Sheer Needs Others Who Will:

- WEIGH PROS AND CONS, RESEARCH FACTS, HANDLE DETAIL, CALCULATE RISKS, AND STRUCTURE A PREDICTABLE ENVIRONMENT

To Improve Relationships with Sheers:

- FOCUS ON RESULTS, BE EFFICIENT, MINIMIZE SMALL TALK, AVOID DETAIL, USE A FEW FACTS AND LOGICAL THINKING TO CONVINCING, AGREE WITH FACTS RATHER THAN IDEAS

To Be More Effective Leaders, Sheers Need To:

- RECOGNIZE THE WORTH OF PRACTICAL EXPERIENCE
- REALIZE THEIR OWN NEED FOR AND APPRECIATION OF PEOPLE
- RELEASE SOME CONTROL IN ORDER TO BENEFIT FROM THE TALENT OF OTHERS
- SLOW HIS OR HER PACE
- BE SENSITIVE TO OTHERS NEED FOR DETAILS AND CONVERSATION
- LEARN TO ACTIVELY LISTEN



The Enthusiastic Whistle

The Whistle Most Often:

- ASKS “WHO” QUESTIONS- AND IS NOT AS INTERESTED IN “WHAT”, “HOW”, OR “WHY”
- OPERATES SPONTANEOUSLY BUT STILL STRIVES FOR NOTICEABLE RESULTS
- INITIATES CONTACT WITH PEOPLE AND DESIRES TO HELP OTHERS
- SEEKS FREEDOM FROM DETAIL AND CONTROL
- GENERATES ENTHUSIASM AND BRINGS OTHERS IN ALLIANCE TO ACCOMPLISH TASKS
- BRAINSTORMS CREATIVE IDEAS AND PARTICIPATES WELL AS A TEAM PLAYER
- EMPHASIZES RELATIONSHIPS AND OPENLY EXPRESSES FEELINGS
- TAKES RISKS WHEN PRESSURED BY OTHERS TO DO SO
- NEEDS FREQUENT BREAKS BECAUSE OF SHORTER ATTENTION SPAN

The Whistle Is Motivated By:

- NEW ASSIGNMENTS, PARTICIPATORY MANAGEMENT, KNOWN AND ATTAINABLE GOALS
- HIGH VISIBILITY TASKS, SOCIAL RECOGNITION, FREEDOM OF EXPRESSION
- GROUP ACTIVITIES OUTSIDE OF THE JOB, OPPORTUNITY TO VERBALIZE PROPOSALS

For Balance in Teamwork, the Whistle Needs Others Who Will:

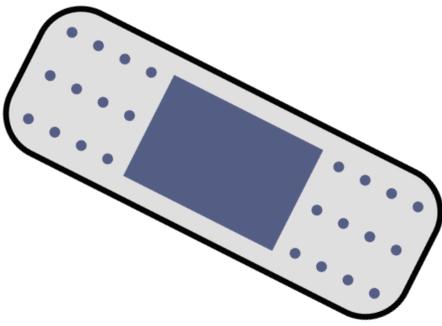
- APPRECIATE SINCERITY, PROVIDE IMMEDIATE FEEDBACK ABOUT HIS/HER WORK, CONCENTRATE ON THE TASKS AT HAND, SEEK FACTS, PREFER DEALING WITH THINGS RATHER THAN PEOPLE, ORGANIZE TIME AND FOLLOW-UP ON PROJECTS

To Improve Relationships with Whistles:

- FOCUS ON IDEAS AND PEOPLE, PROVIDE VERBAL APPROVAL AND RECOGNITION, TREAT WITH WARMTH, RECOGNIZE SPECIAL TALENTS AND ACCOMPLISHMENTS, BE FRIENDLY AND ENCOURAGE CONVERSATION, USE STORIES TO PROVE POINTS, SUPPORT THEIR HELP OF OTHERS, AVOID DETAIL, OFFER INCENTIVE FOR CHALLENGE

To Be More Effective Leaders, Whistles Need To:

- CONTROL TIME AND ADHERE TO DEADLINES
- MAKE MORE OBJECTIVE DECISIONS AND MORE REALISTIC APPRAISALS
- SPEND MORE TIME CHECKING, VERIFYING, ORGANIZING - OR AT LEAST LOCATE SOME ONE WHO CAN HELP IN THESE AREAS
- ACCEPT DIRECTION
- FOLLOW THROUGH ON PROJECTS



The Tactful Bandage

The Bandage Most Often:

- ASKS “HOW” QUESTIONS- AND IS NOT AS INTERESTED IN “WHAT”, “WHO”, OR “WHY”
- COOPERATES WITH OTHERS AND MAKES ONLY GROUP DECISIONS TO CARRY OUT THE TASK
- PERFORMS ROUTINE AND SPECIALIZED WORK IN A PREDICTABLE MANNER
- SEEKS STABILITY AND SECURITY IN BOTH PERSONAL LIFE AND PROFESSIONAL LIFE
- GENERATES ENTHUSIASM AND BRINGS OTHERS IN ALLIANCE TO ACCOMPLISH TASKS
- AVOIDS TAKING RISKS
- OVERLOOKS DEADLINES TO COMPLETE PROJECTS
- LISTENS MORE THAN TALKS AND CALMS HEATED DISCUSSIONS
- DEMONSTRATES PATIENCE AND LOYALTY

The Bandage Is Motivated By:

- SIMILAR ASSIGNMENTS ALONG WITH THE SAME PEOPLE, IDENTIFICATION WITH A GROUP
- CLEARLY STATED RULES AND PROCEDURES, ORGANIZATION IN THE WORKPLACE
- SINCERE APPRECIATION

For Balance in Teamwork, the Bandage Needs Others Who Will:

- PROVIDE TIME TABLES AND OVERALL STRUCTURE, REACT QUICKLY TO UNEXPECTED CHANGE, BECOME FLEXIBLE AND INVOLVED IN MORE THAN ONE TASK, APPLY PRESSURE ON OTHERS FOR TASK COMPLETION, DELEGATE TASKS

To Improve Relationships with Bandages:

- BE FRIENDLY AND SINCERE, NOTIFY BEFORE MAKING ANY CHANGES, EXPLAIN THE IMPORTANCE OF THEIR ROLE IN REACHING A GOAL, EMPHASIZE HOW SPECIFIC ACTIONS WILL MINIMIZE RISKS

To Be More Effective Leaders, Bandages Need To:

- VALIDATE OWN SELF WORTH
- HAVE MORE CONFIDENCE IN THE ABILITIES OF OTHERS
- RESPECT AND TAKE PART IN HEALTHY DISAGREEMENTS AND PROBLEM SOLVING OPPORTUNITIES
- BECOME MORE OPEN TO NEW IDEAS
- LET GO OF THE NEED TO “KNOW WHAT IS CERTAIN” IN ORDER TO GROW
- BE MORE WILLING AND FLEXIBLE TO ACCEPT CHANGES IN CIRCUMSTANCE



The Systematic Stethoscope

The Stethoscope Most Often:

- ASKS “WHY” QUESTIONS- BUT IS ALSO INTERESTED IN “WHAT,” “WHO,” AND “HOW”
- WORKS WITHIN EXISTING CIRCUMSTANCE TO PRODUCE QUALITY RATHER THAN QUANTITY
- BASES DECISIONS ON LOGICAL THINKING AND CRITICAL ANALYSIS
- GENERATES MANY UNIQUE PERSPECTIVES AND IDEAS THROUGH VIEWING SITUATIONS FROM MANY ANGLES,
- HOWEVER MANY OF THESE PERSPECTIVES MIGHT BE LEFT UNSTATED
- FOCUSES ON KEY DIRECTIVES AND DETAILS, CHECKING AND RECHECKING FOR ACCURACY
- DEVELOPS LONG TERM STRATEGIES AND THOROUGH PLANS RATHER THAN TO REACT TO GIVEN SITUATIONS
- WORKS WITH COMPLETE DATA SYSTEMS OR DEVELOPS HIS/HER OWN
- TAKES FEW RISKS
- ASKS LOTS OF QUESTIONS AS PART OF FACT-FINDING AND MAKES STATEMENTS AS NECESSARY

The Stethoscope is Motivated By:

- STANDARD OPERATING PROCEDURES, ORGANIZED WORKPLACES, EXACT JOB DESCRIPTIONS AND OBJECTIVES,
- SCHEDULED PERFORMANCE APPRAISALS, AND HAVING ALL THE INSTRUCTIONS UP FRONT
- GOALS, FEARS, RESPONSIVENESS TO INDIVIDUAL EFFORTS, ASSURANCE OF SECURITY
- OPPORTUNITY FOR CAREFUL PLANNING, BACK-UP PLANS FOR ACTION

For Balance in Teamwork, the Stethoscope Needs Others Who Will:

- MAKE QUICK DECISIONS, COMPROMISE WITH THE OPPOSITION, USE POLICIES ONLY AS GUIDELINES

To Improve Relationships with Stethoscopes:

- RESPECT THE NEED FOR PRIVACY AND DETAIL, FOCUS ON STEP-BY-STEP EXPLANATIONS, AVOID SURPRISING CHANGES AND VIOLATING THE EAGLE'S STANDARDS, PROVIDE PROS AND CONS TO PERSUADE, DISAGREE WITH THE FACTS, NOT THE PERSON, HOLD TO MINIMUM SOCIALIZING IN WORK SITUATIONS OR ENVIRONMENT

To Be More Effective Leaders, Stethoscopes Need To:

- SHARE THEIR PERSPECTIVES AND VAST INFORMATION STORES WITH LESS CONCERN OVER THE OPINIONS OF OTHERS
- DEVELOP TOLERANCE FOR HEALTHY CONFLICT
- REMEMBER TO LAUGH AT THEMSELVES AND OTHERS
- COMPROMISE WITH GROUP MEMBERS
- BE MORE WILLING AND FLEXIBLE TO ACCEPT SPONTANEOUS CHANGES IN CIRCUMSTANCE