

Leadership Styles

In each group, select the adjective that best describes you. Give it 7 points. Give the next most descriptive adjective five points, the next three points, and the last one point.

Transfer these points from each group to the box in the upper right.

Write your totals in the box in the lower right.

1. A _____ stubborn
 B _____ persuasive
 C _____ gentle
 D _____ humble

2. A _____ competitive
 B _____ playful
 C _____ obliging
 D _____ obedient

3. A _____ adventurous
 B _____ life-of-the-party
 C _____ moderate
 D _____ precise

4. A _____ determined
 B _____ convincing
 C _____ good natured
 D _____ cautious

5. A _____ assertive
 B _____ optimistic
 C _____ lenient
 D _____ accurate

	A	B	C	D
Group 1	_____	_____	_____	_____
Group 2	_____	_____	_____	_____
Group 3	_____	_____	_____	_____
Group 4	_____	_____	_____	_____
Group 5	_____	_____	_____	_____
TOTALS	_____	_____	_____	_____

Total Points DRIVER	A	_____
Total points EXPRESSIVE	B	_____
Total points AMIABLE	C	_____
Total points ANALYTICAL	D	_____

Leadership Styles

1 THE DRIVER: This is a person who takes action, loves to make decisions, loves winning, desires to control the situation. The Driver is an excellent project leader who is highly task oriented, highly assertive, and not particularly responsive. This is a person who prefers bottom line information, no fooling around. The Driver provides specific instruction in defining roles and goals for followers, and closely supervises tasks. Problem solving and decision-making is initiated by the Driver. This is a person who is most apt to give a favorable decision if provided with options and probabilities. The Driver finishes work on time, on budget, and on spec.

Descriptors: Stubborn, competitive, adventurous, determined, assertive.

Do: Stick to business, be clear, specific and brief. Do provide alternatives and choices for them to make their own decision.

Don't: Ramble on or waste time with idle chitchat. Don't direct or order them to do something. Don't do a "wrap up" after finishing business – just move on. Avoid all unnecessary detail.

2 THE EXPRESSIVE: This is a person who needs incentives, to be liked, recognized, to be involved to be touched, and to work with others. The Expressive is highly responsive to ideas and situations. This is a person who develops the action plan, sets goals and defines problems with followers. The Expressive turns over responsibilities to followers for implementation. This is a person who is most apt to be convinced by testimony and incentives.

Descriptors: Optimistic, persuasive, convincing, playful, life-of-the-party.

Do: Take time for relating and socializing before getting down to business. Do ask for their opinions and ideas. Do make your presentation fast-moving and entertaining. Do listen attentively to them and demonstrate a sense of humor.

Don't: Be curt or cold, don't dwell on facts and figures. Don't talk down to them and don't be authoritative.

3 THE AMIABLE: This is a person who is concerned about people and relationships. The Amiable dislikes dissension, is low in assertiveness but very high in responsiveness. This is a person who involves followers in problem identification, goal-setting, decision-making, and supports efforts toward the task at hand. The Amiable needs security, trust, guarantees, agreement, and relationships.

Descriptors: Gentle, good natured, lenient, moderate.

Do: Start your conversation with personal comments to break the ice. Do show a sincere interest in them as people. Present your case in a non-threatening way. Do provide personal assurance and guarantees in presenting a project or activity, and above all, do listen when the Amiable is speaking.

Don't: Rush into your agenda, don't stick solely to business. Don't force them to respond quickly to a decision. Don't bully them or patronize them. Don't be vague or domineering.

4 THE ANALYTICAL: This is a person who appreciates detail, precision, accuracy, and needs time to make a decision with detailed explanations. The Analytical avoids confrontations. This is a person who makes the final decision about procedures and solutions after hearing followers' ideas and opinions. The Analytical is most swayed by evidence and service. This is a person who is not particularly assertive or responsive.

Descriptors: Humble, precise, accurate, cautious.

Do: Prepare your presentation in advance. Do take your time in explaining your case. Do give them time to verify the reliability of the proposal and indicate guarantees of success.

Don't: Be disorganized in your presentation. Don't rush the decision making process with them. Don't leave things to chance.