

District Leader Training

Understanding Your Team

Homework Instructions The Leadership Compass

Each of the following four handouts describes a working style represented by one of the four directions: North, South, East, and West. North is the Go-getter; South the Nurturer; East the Visionary; and West, the Analyst.

Your homework assignment is to determine which direction represents your working style before the Training Leadership Institute in Warsaw, Poland, on Saturday, January 29th, 2011.

If you experience difficulty identifying the style that best suits you, ask yourself the following questions:

- ▶ What seems most comfortable to me?
- ▶ What is my first inclination when I get a new project?
- ▶ What feedback have I been given about myself?

Please come to training knowing your direction and familiar with the attributes described.

Understanding Your Team

North: The Go-getter

Approach to Work

- ▶ Assertive, active, decisive, courageous, ambitious, confident, tenacious, goal-centered
- ▶ Likes to be in control and determine the course of events
- ▶ Quick to act, expresses urgency for others to act quickly also
- ▶ Enjoys challenging people and situations
- ▶ Thinks in terms of the “bottom line”
- ▶ Likes a quick pace and the fast track
- ▶ Hardworking leader who is comfortable being in front
- ▶ Value words: Do it now! I’ll do it

Best Ways to Work with a North

- ▶ Use Norths to complete tasks that require motivation, persuasion, and initiative
- ▶ Present your case quickly, clearly, and with enthusiasm and confidence
- ▶ Let them know they will be involved, how they will be involved, and their payoff
- ▶ Focus on the challenge of the task
- ▶ Allow them plenty of autonomy
- ▶ Establish timelines, and stick with them
- ▶ Give them positive, public recognition

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South: The Nurturer

Approach to Work

- ▶ Friendly, likeable, supportive, nurturing, caring, peace-loving, sympathetic, helpful, process-centered, generous, non-competitive
- ▶ Allows others to feel important
- ▶ Willing to trust others' statements at face value
- ▶ Is considered a team player
- ▶ Feelings-based, trusts own emotions and intuition as truth
- ▶ Focuses on the present moment
- ▶ Likes to build on the ideas of others
- ▶ Value words: *right, fair*

Best Ways to Work with a South

- ▶ Keep the process in mind
- ▶ Pay attention to what is happening with the relationship between you
- ▶ Justify your decisions with values and ethics
- ▶ Appeal to your relationship with the South and his relationships with others
- ▶ Listen closely
- ▶ Allow the expression of feelings and intuition in logical arguments
- ▶ Be aware that Souths may have a hard time saying "no" and may be easily steamrolled
- ▶ Provide plenty of positive reassurance and likeability
- ▶ Let the South know you like him and appreciate him

Understanding Your Team

East: The Visionary

Approach to Work

- ▶ Innovative, creative, idea-oriented, adventurous, spontaneous, free-spirited, unconventional
- ▶ Sees the big picture
- ▶ Focuses on the future
- ▶ Takes risks
- ▶ Has insight into mission and purpose
- ▶ Looks for overarching themes and ideas
- ▶ Appreciates a lot of information
- ▶ Has a strong spiritual awareness
- ▶ Likes to experiment and explore
- ▶ Value words: option, possibility

Best Ways to Work with an East

- ▶ Show appreciation and enthusiasm for ideas
- ▶ Listen and be patient during idea generation
- ▶ Avoid criticizing or judging ideas
- ▶ Allow and support divergent thinking
- ▶ Provide a variety of tasks
- ▶ Provide help and supervision to support detail and project follow-through

Understanding Your Team

West: The Analyst

Approach to Work

- ▶ Practical, dependable, thorough, careful, deliberate, logical, balanced, introspective, focused, reserved
- ▶ Plans and provides resources to others
- ▶ Follows procedures and guidelines
- ▶ Uses data to make analytical decisions
- ▶ Weighs all sides of an issue
- ▶ Thoroughly examines people's needs in situations
- ▶ Works well with existing resources
- ▶ Gets the most out of what has been done in the past
- ▶ Finds the fatal flaw in an idea or a project
- ▶ Value words: objective, organized

Best Ways to Work with a West

- ▶ Allow plenty of time for decision-making
- ▶ Provide data — objective facts and figures that a West can trust
- ▶ Don't be put off by critical "no" statements
- ▶ Minimize the expression of emotion, and use logic when possible
- ▶ Appeal to tradition, a sense of history, and correct procedures