FinxS® - My Leadership Self-Study Workbook

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This workbook is based on the responses given in the Extended DISC® Behavioural Analysis Questionnaire. The purpose of this workbook is to provide supporting information for the respondent in self-development, especially in a leadership role. This workbook should not be the sole criterion for making decisions about yourself.

Sam Sample

Organisation:

FinxS

Date:

19.08.2021

My Leadership Self-Study Workbook - Table of contents

In case you need support interpreting this workbook or with the exercises, you can contact:

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My Leadership Self-Study Workbook - An Introduction

Sam, this workbook is designed to help you to identify your natural style and to develop some of the key components required for becoming, and being, a good leader. There is no one ideal leadership style. Everyone can be a good leader if they focus on the positive aspects of their personality. Also, every leadership role is unique and requires, in addition to using your leadership strengths, the ability to adjust your leadership style to the situation. Identifying how you naturally lead other people and how different people perceive your leadership style, what adjustments each situation requires and how to best adjust to that situation, can make you a leader who earns the respect and trust of the people who count on you.

This workbook is designed for you. It does not identitify whether or not you should be hired for a certain position. It does not evaluate if you are a good or bad leader. It is a workbook you can study alone or with your coach / facilitator. Its sole purpose is to help you become a better leader.

This workbook focuses more on leadership than management. Most of the workbook focuses on how you relate to the people you are leading rather than on processes, finance, operations, logistics or other aspects of management.

A common trait among successful leaders is that they understand that:

People are different. Every person they lead has unique characteristics, both strengths and weaknesses. Understanding and utilising these unique traits produces unique results.

People have different dreams. Not everyone gets excited about the same things as you do. Every person has their very own reasons for being where they are. And they are all on their own journey to achieving their aspirations. When you understand the aspirations of others, you can actually get them to help you achieve your aspirations and goals.

People are interested in different things. A task may be the same, but different people have different reasons for liking it. Understanding why your employees like, or dislike, aspects of their jobs helps you to increase their motivation and performancee.

People reason in different ways. If there is a problem, challenge or opportunity, allow everyone to solve it in their own way. Looking at an issue from all angles provides a better understanding.

People communicate in different ways. All of your employees express their emotions and opinions in their own unique way. The better you understand everyone's natural mode of communication, the less often you will misinterpret what they are trying to communicate.

People react differently to pressure. Our unique behavioural style and life experiences cause each of us to react to stress in different ways. Also, different things cause us stress and different methods help us to alleviate it. Understanding that this is also true for others, helps you to lower the stress levels of your employees, increasing their productivity.

People relax in different ways. If you want to reward your people or organise something fun, you first need to find out what is fun for everyone. One person's fun may well be another's misery.

You are different. Just as all of your team members have unique personalities, so do you. Your people do not know you - unless you open up to them. The better they understand you, the easier it will be for you to get them to commit to your goals.

My Leadership Self-Study Workbook - Prerequisites

We recommend you read the "Extended DISC® My Self-Study Workbook" prior to focusing on the "My Leadership Self-Study Workbook". In case this is not possible, this workbook includes the sections that introduce the core components of the Extended DISC® System: the 4-Quadrant Model, the four behavioural traits (D, I, S and C) and the Extended DISC® Diamond, before diving into the content of this workbook.

The rest of the workbook is divided into five sections. You can focus on sections that are of more interest to you first and come back to the other sections later. It is a good idea to only work on one section at a time. Then, take a break before moving on to the next one.

Take your time - **Your team members deserve the best possible leader!**

A Brief Reminder of the Basics of the Extended DISC® Model

The Extended DISC® System is based on behavioural theories that have been widely used for over 100 years. The power of this model is that it is easy to learn, understand, and use because, at its basic level, it identifies only four behavioural styles in individuals. A more in-depth introduction to the styles can be found in the "My Self-Study Workbook".

People can be divided into four main styles by identifying if they are more:

1. **People- or Task-oriented.**
2. **Sensing or Intuitive.**

The resulting four styles are called:

D Style (Dominance)

I Style (Influence)

S Style (Steadiness)

C Style (Compliance)

The following pages describe in detail how the four styles were developed from the two continuums (People- vs. Task-oriented and Sensing vs. Intuitive).

The DISC Behavioral Styles - The Key Points:

In the following pages you will learn more about the four DISC Styles. As you get comfortable with their own unique traits and tendencies, please keep the following important points in mind:

- None of the styles are better or worse.
- All the styles have strengths and development areas. They just happen to be different.
- Your style does not limit what you can accomplish or how successful you can be. It simply predicts how you tend to do things.
- Very few people have just one of the DISC styles dominating their behaviour. Typically people have two or three DISC styles.

Horizontal Axis: Sensing vs. Intuitive

The following classification is not "one-or-the-other". People are not always either "sensing" or "intuitive". Most of us are clearly "more sensing than intuitive" or "more intuitive than sensing". However, in order to make a clear distinction between the two ends of the continuum, here we assume people are either sensing or intuitive.

The illustration below describes the two types of leaders: sensing and intuitive. Try to think of leadership situations when you have to (or have had to) use your senses more and when you are able to go with your intuition. Which one do you need to be more of currently? Which one do you enjoy more? Which one is more natural to you? How do people respond to them?
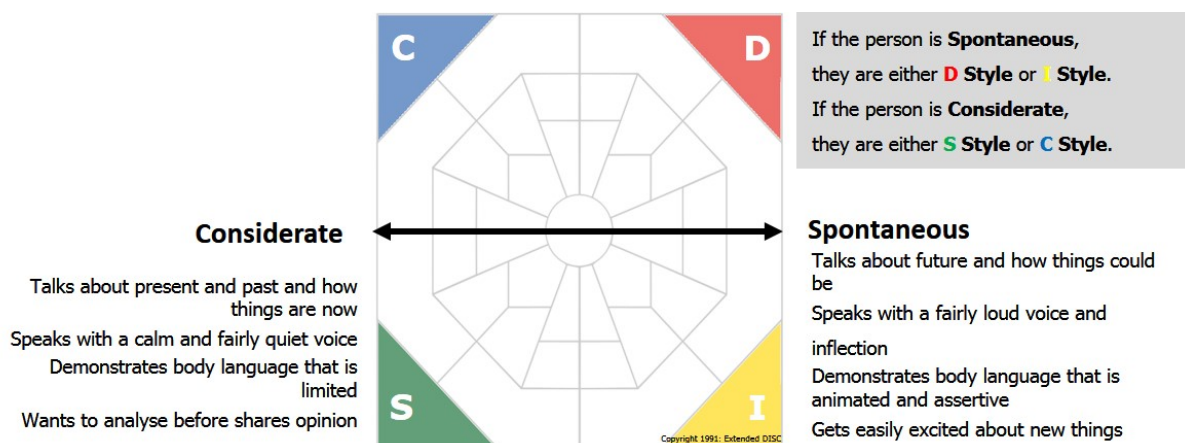
If a leader is Sensing, they are either S Style or C Style.

- They focus on daily tasks
- They communicate with a calm and fairly quiet voice
- They express limited emotions
- They want to analyse before making a decision

If a leader is Intuitive, they are either D Style or I Style.

- They focus on the future and how things need to be changed
- They communicate actively and directly to influence people
- They exhibit body language that is animated and assertive
- They get easily excited about new things
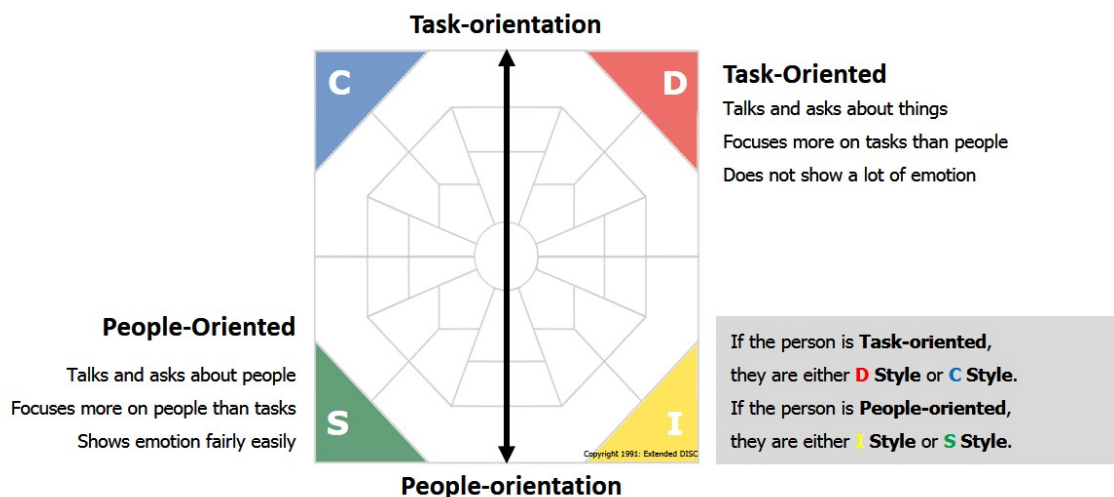
Vertical Axis: Task-oriented vs. People-oriented

The illustration below describes the two types of leaders: task-oriented and people-oriented. Try to think of leadership situations when you have to (or have had to) be more task-oriented and when more people-oriented. Which one do you need to be more currently? Which one do you enjoy more? Which one is more natural to you? How do people respond to them?

Task-orientation

Task-Oriented

Talks and asks about things

Focuses more on tasks than people

Does not show a lot of emotion

People-Oriented

Talks and asks about people

Focuses more on people than tasks

Shows emotion fairly easily

If the person is **Task-oriented**, they are either **D Style** or **C Style**. If the person is **People-oriented**, they are either **I Style** or **S Style**.

People-orientation

If a leader is Task-oriented, they are either D Style or C Style.

- They talk only about what is necessary
- They focus more on tasks than people
- They do not express a lot of emotion

If a leader is People-oriented, he/she is either I Style or S Style.

- They talk frequently and not only about tasks
- They focus more on people than tasks
- They express emotion fairly easily

D Style leader = Intuitive and Task-oriented leader

This is how to recognise a D Style leader:

- Wants to win
- Does not listen
- Interrupts employees
- Is direct, says what thinks
- Challenges
- Focuses on the big picture
- States own opinions as facts
- Presents facts from their side only
- Often appears to be in a hurry
- Makes decisions quickly, almost hastily
- May talk to many people at the same time
- May have difficulty understanding others' viewpoints/feelings
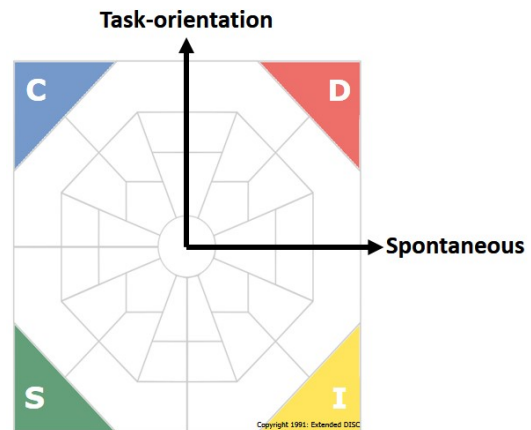
I Style leader = Intuitive and People-oriented leader

This is how to recognise an I Style leader:

- Talks a lot and seems to like everyone
- Is animated and shows excitement
- Does not follow up
- Occasionally gets very emotional
- Does not listen well to what people have to say
- Stays away from the hard facts
- Does not pay close attention
- Jumps from subject to subject
- Does not focus much on details
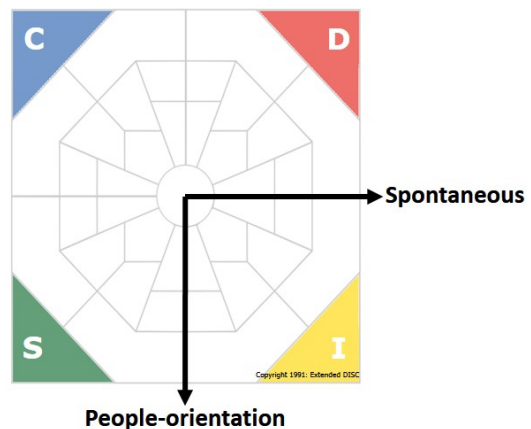
S Style leader = Sensing and People-oriented leader

This is how to recognise an S Style leader:

- Is easy-going and accepting
- Listens carefully to what people have to say
- Tries to adjust decisions to people's wishes
- Appears thoughtful
- Prefers to maintain the existing way of working
- "Let me think about it"
- Likes own physical space
- Does not get easily excited
- Ponders alternatives, slow in making decisions
- Prefers to make decisions after thorough consideration
- Finds it important that people trust them
- Completely new situations seem to make them uncomfortable
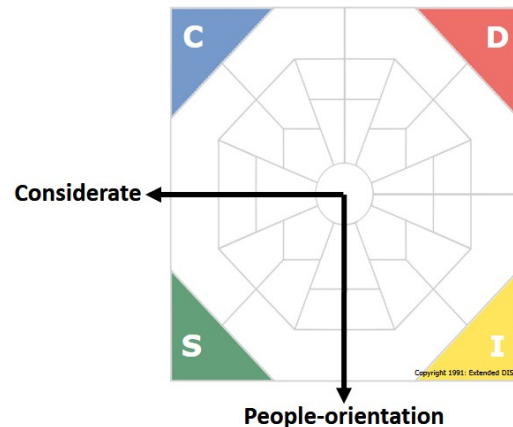
C Style leader = Sensing and Task-oriented leader

This is how to recognise a C Style leaders :

- Is quiet
- Lets people do their work in private
- Proceeds cautiously
- Ponders in front of employees
- Appears reserved and somewhat timid
- Doesn't react to disagreeing views
- Does not always express their opinion clearly
- Not very interested in people
- Makes decision after studying issues carefully
- Does not push people to be faster

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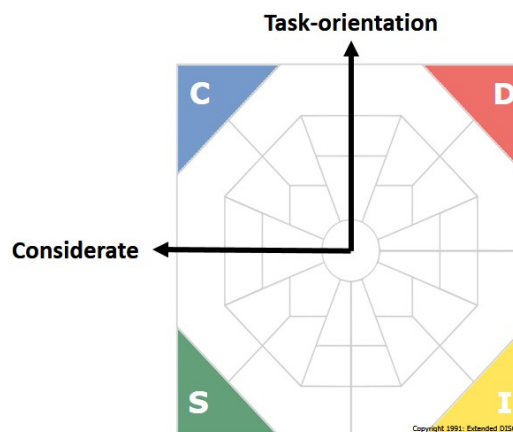
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In your current or past life, you will certainly have met leaders with different styles. Based on your observations, what was special about them? How did you relate to them?

Typical to **D Style** leaders I have met is:

_____

_____

_____

Typical to **I Style** leaders I have met is:

_____

_____

_____

Typical to **S Style** leaders I have met is:

_____

_____

_____

Typical to **C Style** leaders I have met is:

_____

_____

_____

My Results

The rest of this workbook will focus on your natural leadership style. Your results will be mirrored against the different aspects of leadership. Please note that all the results and feedback in this workbook come directly from your answers to the scientifically validated Extended DISC® Behavioural Analysis Questionnaire. The results describe how a leader with the same DISC Style as yours typically behaves and is seen by other people. It may well be that you have already given attention to developing some aspects of your behaviour, thus extending the breadth of your natural flexibility zone. However, it is important to note that it is your unmodified, natural flexibility zone that this workbook focuses on.

Before you start, consider whether there are any specific leadership areas that:

- You are finding challenging at the moment.
- You would like to feel more confident in.

Alternatively, do you sometimes wonder how successful you are likely to be in certain leadership roles in your current or future career?

Write down these reflections before you start working with your results. It always helps if you know what you want to improve.

1 _____

2 _____

3 _____

4 _____

5 _____

6 _____

7 _____

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My DISC Leadership Style - Extended DISC® 4Q Model

The image below shows your flexibility zone on the Extended DISC® 4Q Model. The shaded area illustrates the area that is most comfortable for you. That area requires the least amount of energy from you and is natural to you. When you need to leave your comfort zone, it requires more conscious behaviour, such as more thorough preparation, planning and concentration. Even though you can operate successfully using these behaviours, they consume more energy from you. As a result, it would be beneficial to have support when moving away from your comfort area.
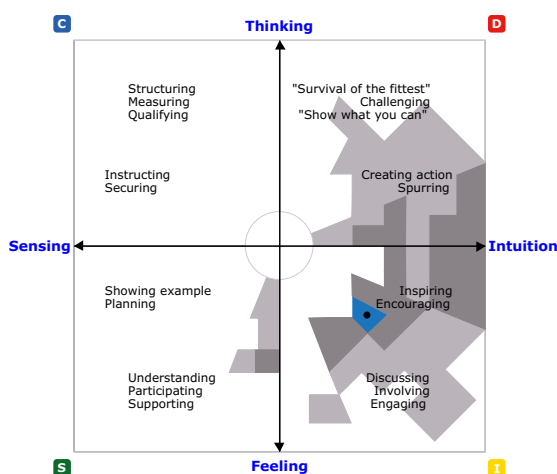
Look at the image above and identify some tasks in your current/past leadership roles that were clearly **IN** your comfort zone requiring LESS energy from you.

_____

_____

_____

Look at the image above and identify some tasks in your current/past leadership roles that were clearly **OUTSIDE** your comfort zone requiring MORE energy from you.

_____

_____

_____

_____

My Leadership Communication

Communication is at the core of leadership. As a leader, you need to know how to communicate in different situations, when to communicate and when not to, with whom to communicate, and what to communicate. Your natural communication style may not be the best fit for all leadership situations. Understanding how you naturally communicate, how people with different behavioural preferences listen and how to adjust your communication style in a particular situation with a particular person to achieve a specific goal, separates good leaders from "leaders" who completely rely on the power provided by their position.

My Natural Communication Style

What follows describes your communication style in general and lists some of your greatest natural strengths and challenges in communication.

This person has sometimes been described as a pleasant, people-oriented but purposeful conversationalist. He is able to encourage and inspire people, take the team's interest into account and guide his team towards the goal. He is not so receptive a listener as he seems.

Statement	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicates own opinions strongly and sells them to others:											**5**
Communicates in a compelling and positive way:											**5**
Actively shares positive information:											**5**
Turns negatives into positives in people's minds:										**4**	5
Strong, goal-oriented influencer of people:										**4**	5
Makes dramatic, engaging and goal-focused presentations:										**4**	5
Goal-oriented, motivating and influencing:										**4**	5
Detailed and logical:	-5	-4	**-3**								
Fact-based, goal-oriented and direct:	-5	-4	**-3**								
Very systematic and focused on the exact topic in hand:	-5	-4	**-3**								
Good listener, pays attention and understands everything:	-5	-4	-3	**-2**							
Actively shares factual information:	-5	-4	-3	**-2**							

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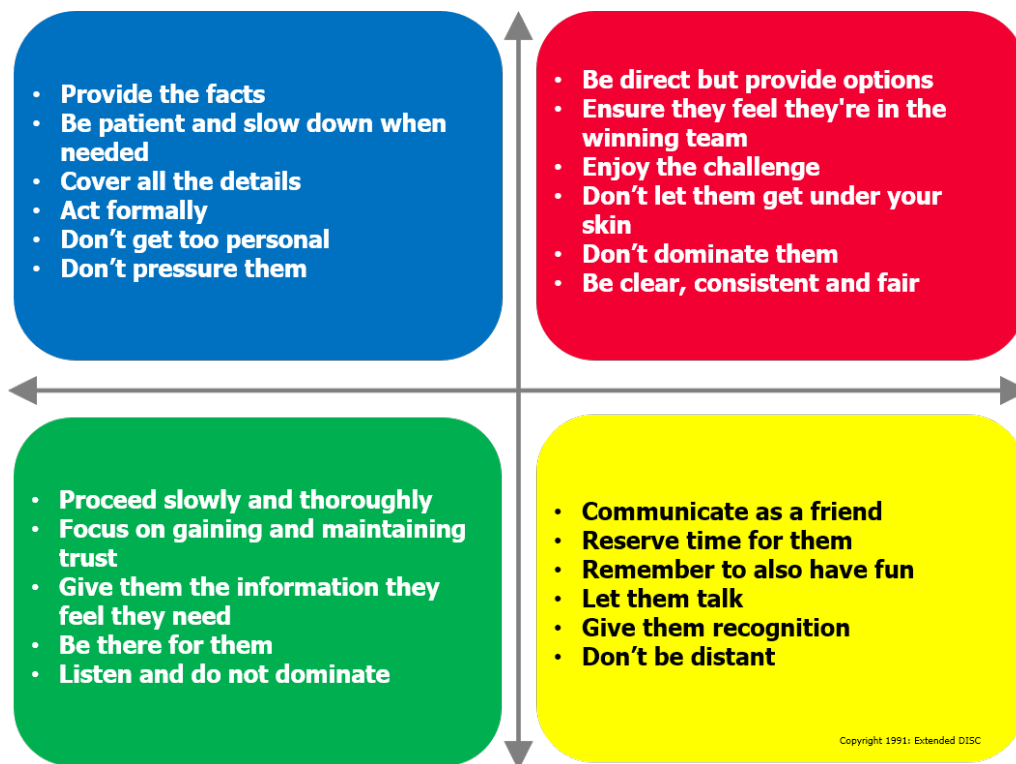**FinxS**

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How do different styles respond to my natural leadership communication?

If your employees have the same behavioural preferences as you, they are more likely to respond well to your natural leadership communication style. This, however, is not always the case and you will also need to get your message across to people who prefer, and react best, to some other type of communication. In these cases, there is a chance they will misunderstand you (as in the following examples).

As I is your dominant leadership communication style, your employees (especially those without much I in their style) may form the following impressions of you:

- When you try to be positive, they may think you do not understand the seriousness of the situation.
- When you try to be encouraging, they may feel you are not being honest with them.
- When you try to be engaging, they may think you are all talk and no action.

The image below provides some general tips on how to adjust your leadership communication with different styles.

• **Provide the facts** • **Be patient and slow down when needed** • **Cover all the details** • **Act formally** • **Don't get too personal** • **Don't pressure them**	• **Be direct but provide options** • **Ensure they feel they're in the winning team** • **Enjoy the challenge** • **Don't let them get under your skin** • **Don't dominate them** • **Be clear, consistent and fair**
• **Proceed slowly and thoroughly** • **Focus on gaining and maintaining trust** • **Give them the information they feel they need** • **Be there for them** • **Listen and do not dominate**	• **Communicate as a friend** • **Reserve time for them** • **Remember to also have fun** • **Let them talk** • **Give them recognition** • **Don't be distant**

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Communicating with employees with different styles

If, as a leader, you want to improve your communication, you need to adjust your communication style to the situation. This section provides you with more details on how to adjust your communication style with different styles of employees.

Communicating with a D Style.

Have you ever worked with employees who were clearly D Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalised tips for adjusting your behaviour with a D Style employee.

- Show that you are strong but you also respect their strength
- Summarise the main points that you have discussed and agreed upon
- Focus on the topic in your product presentation
- Justify your opinions to them
- Be very systematic and concise in what you say

Communicating with an I Style.

Have you ever worked with employees who were clearly I Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalised tips for adjusting your behaviour with an I Style employee.

- Talk briefly and clearly, offering him/her more opportunities to talk
- Get to the point but do not talk too long
- Try to get him/her to talk
- Let him/her tell the best story
- Make sure that you are not pushy

Communicating with an S Style.

Have you ever worked with employees who were clearly S Styles? Try to think of some specific employees and how you adjusted your communication style with them.

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Below you can find some personalised tips for adjusting your behaviour with an S Style employee.

- Use a modest tone of voice
- Provide him/her with all of the facts they need
- Provide an overview of what you are going to say before you begin
- Progress step-by-step
- Demonstrate that you are honestly trying to help him/her

Communicating with a C Style.

Have you ever worked with employees who were clearly C Styles? Try to think of some specific employees and how you adjusted your communication style with them.

Below you can find some personalised tips for adjusting your behaviour with a C Style employee.

- Set aside time proving the quality of your product/service
- Maintain the distance he/she wants to keep
- Provide him/her with more facts than they have asked for
- If you require anything from him/her state it well in advance
- Be prepared to present all possible details but do not do it before he/she asks for them

Leadership Communication - My Focus Areas

Based on the information in the "My Leadership Communication" section of this report, please come up with 3 focus areas for improving your leadership communication. You might select a certain type of situation where you'd like to improve how you communicate as a leader, a certain person / team you'd like to focus on or another area that you feel you could improve your communication in.

Once you have decided what the three areas of focus are to be, jot down some simple reminders for what you need to do in each situation.

1 _____

2 _____

3 _____

My Team and I

It is not possible to be a leader without people to lead. A leader's success depends on the performance of their team. A good leader has a committed team that works to achieve the vision of their leader. In addition to the effective communication skills discussed in the previous section, leading a team requires an ability to connect with people. A good leader is both a team member and a team leader. The team members trust their leader. They are not afraid of their leader and have the courage to demonstrate initiative and take responsibility. There is no one single way to achieve this, but every leader should use their unique personality to become a respected leader.

How do I naturally connect with people?

In the absence of constraints, every behavioural style has a preferred role that they will naturally assume in a team. What follows describes the role you would naturally assume in a team. This role is also the role on which you should base your team leadership role. But, at the same time, you should be able to develop beyond that role. This section will first focus on your natural role in a team. Then, it will provide you with tips on how to develop beyond your natural team role.

The role you will naturally take in a team is described below. The role is called:

Influencer

An influencer is someone who creates ideas and wants to proceed and who has a good ability to influence the other group members. They don't stay in one place hesitating and deliberating but believe in their own instinct and spontaneity. They like change and taking part in many different kinds of groups, situations and roles. Other group members see them as an open and sociable person but somewhat superficial and self-absorbed. In reality they are just so full of action that they don't have time to stop and deliberate other people's worries, even if they would like to. They like to bring out their own opinions and try to persuade others onto the side of their group. They aren't very patient listeners. They have to stand out in a group somehow; they find it awful to be an average person in an average group. Concentrating on one thing is difficult for them because they are a lot better at thinking up ideas and starting them than finishing them.

A role as a decision maker

- Wants to make quick decisions
- Brings up decisive ideas
- Doesn't analyse all the alternatives

A role as a motivator

- Creates group enthusiasm
- Motivates by speaking
- Supports and encourages

What benefits do I bring to the team?

Every team member, as part of their role, brings some benefits to the team. The benefits you bring are:

	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Maintaining trust by inspiring people:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Maintaining trust by communicating actively:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Influencing team performance by inspiring to new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Getting the team to work together towards goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Being a lively team member who involves others:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Introducing fresh perspectives:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Steering teammates towards goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**

How do I naturally lead people?

In addition to the natural role every team member assumes, the team manager also contributes their natural team leadership strengths. The list below outlines your greatest natural strengths in team leadership.

	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Maintaining trust by inspiring people:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Maintaining trust by communicating actively:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Inspiring the team to achieve challenging goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Influencing team performance by inspiring to new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Dividing the team tasks in sequential steps to optimise success:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**

How can I rise above my team?

Up to this point, everything described is easy for you; we have focused on what is natural to you. Developing into a successful team leader may require you to occasionally leave your comfort zone. Also, as with communication, leading some people comes naturally to you while leading certain other styles may require a more conscious effort.

The list below provides some general tips for you. These tips are based on your natural behavioural style and will apply to most styles in your team. The general tips are followed by specific tips for managing different types of team members.

- At the end of every day or project, review the completed tasks
- Before problems arise, make clear what your quality expectations and demands are
- Do not force everybody to be friends with everyone
- Learn to control your schedule
- If you make plans, write them down

When leading team members with D style, remember to...

- Make sure they do not lose their position in the team (unless that is your purpose)
- Let them believe they came up with the decisions - helps with getting them committed
- Give them also the possibility to "win"

When leading team members with I style, remember to...

- Remember to follow up what you have agreed with them
- They trust you easily - make sure you do not cause disappointments
- Do not leave the details for them, but make sure someone gets them done

When leading team members with S style, remember to...

- Never sound superficial to them
- When they talk, do not interrupt - they will stop if you do it
- Emphasize the continuity of things - they also like to proceed as planned

When leading team members with C style, remember to...

- Indicate that you respect their technical and detailed approach
- Don't require them to participate in social events they don't have to participate
- Provide them with all the information they may need

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How can I avoid becoming out of touch with my team?

This page does not focus on how to become a successful team leader but rather how to avoid failing as a team leader. As with all development activities, there are things to improve (to do's) and things to avoid (not to do's).

The table below provides some insight into how team members with the opposite behavioural preference may perceive their team leader. The first sentence comes from a team member on the opposite side of the Extended DISC® Diamond and the second sentence is a typical "defence" by the team leader.
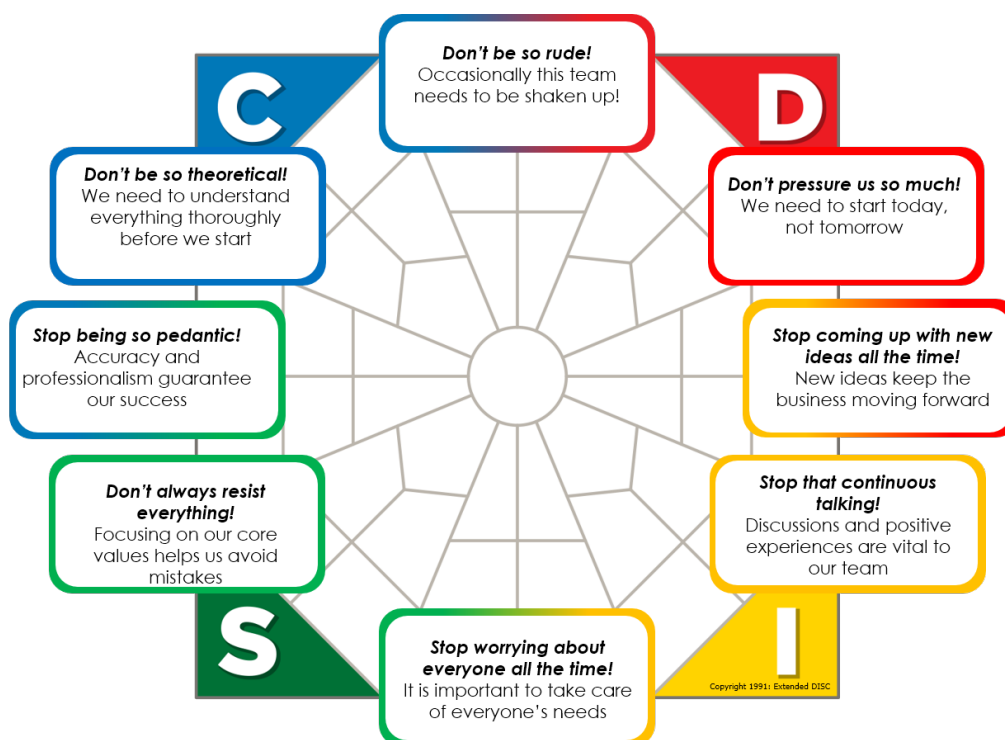
Have you ever had experience with the above - either as a team member or as a team leader?

As the team leader, what would be the key aspects to pay attention to in the future?

1 _____

2 _____

3 _____

4 _____

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My Way of Developing People

The third role of a leader, in addition to communicating in the best way and identifying with the team, is to develop their team. Developing a team requires an understanding of what skills and competences will be required from the team in the future, what competences they currently have and how to close the gap. Not only how to close the gap but also how to motivate the team members to close the gap. This includes clear communication about the vision, engagement of the team, detailed instructions, regular constructive feedback, and supporting the team members. Of course, there are other critical actions that are required from a team leader as well.

Just as you have your own unique way of communicating and your most comfortable way of connecting with your team, you also have your own natural way of developing other people. This part of the report focuses on some of your natural strengths as well as possible development areas. It also provides you with some tips that might help you.

Below is a presentation of some of your most natural strengths in skills development followed by skills that may require more conscious effort from you.

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Understanding how new skills should be communicated:											**5**
Active developer of others' skills:											**5**
Providing constructive feedback:										**4**	
Developing people's ability to influence other people:										**4**	
Spending the necessary time with a person to support learning:								**2**			
Being able to identify all details needed to develop a certain skill:			**-3**								
Being alert to one's own mistakes and willing to fix them:			**-3**								
Conducting a step-by-step plan for developing peoples' skills:			**-3**								

Can you think of an example of a situation when your natural strengths have been useful? Can you also think of a time when you did not properly identify development needs?
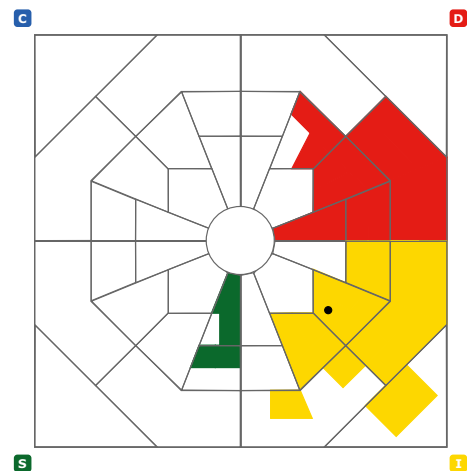
_____

_____

Identifying development needs

If you asked different individuals what was wrong with something and how they would prefer to fix it, you would hear very different approaches to the same problem. This is because we all have, based on our behavioural style, our own unique way of analysing things and approaching problems.

On the right, you will find your Flexibility Zones on the Extended DISC® Diamond.

Below, you will find an image providing an overview of how the different styles analyse things and how they naturally approach problem solving.

Problems they look for:
Problems in the details, discrepancies between the plans and the reality, imperfections in the features, unforeseen or unexpected errors or malfunctions.

Solutions they search for:
Proven solutions involving rigorous testing, careful planning followed by action, improving the existing model rather than starting again from scratch.

Sense of urgency:
No urgency – better to do it correctly.

Problems they look for:
Problems that result in loss of revenue, that fail to maximise revenue, that are caused by external providers, that slow everything down.

Solutions they search for:
Complete redo, quick fix, low-cost short cuts.

Sense of urgency:
Yesterday.

Problems they look for:
Problems that customers have complained about, outcomes different from those promised, challenges with internal processes/systems.

Solutions they search for:
Meticulous systematic rebuilding, planned solutions that align with existing processes/systems, well-tested solutions.

Sense of urgency:
All in good time.

Problems they look for:
Problems that cast us in a bad light, that relate to design and appearance, that cannot be turned into positives, that turn people against us.

Solutions they search for:
Solutions that are visible to clients, that can be sold as new features rather than fixes, that can be delegated.

Sense of urgency:
Will get onto it soon.

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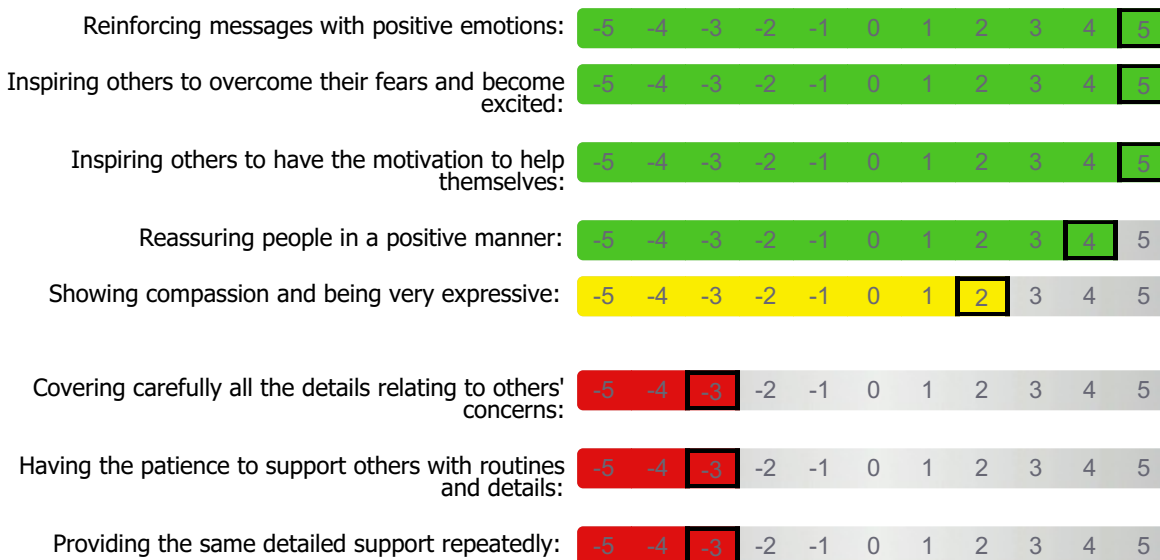
My way of providing feedback and supporting others

"My Leadership Communication" - this section of your report focuses on communication in general. This section focuses specifically on your natural style of providing feedback. Providing feedback is not about finding shortfalls but helping others to become more successful. As a result, the behavioural competences below relating to supporting other people include not only the ones that are comfortable for you but also competences that may not be natural to you.

Competence	-5	-4	-3	-2	-1	0	1	2	3	4	5
Reinforcing messages with positive emotions:											**5**
Inspiring others to overcome their fears and become excited:											**5**
Inspiring others to have the motivation to help themselves:											**5**
Reassuring people in a positive manner:										**4**	
Showing compassion and being very expressive:								**2**			
Covering carefully all the details relating to others' concerns:			**-3**								
Having the patience to support others with routines and details:			**-3**								
Providing the same detailed support repeatedly:			**-3**								

Below you will find some personalised tips for how to provide negative feedback. These tips are useful regardless of what style the other person is.

As I is your dominant style, the following tips could be useful when you provide feedback to others:

- Give clear deadlines for when things should be fixed
- Be more firm and less accommodating
- Stay on topic - avoid interruptions
- Be punctual and show up prepared to provide feedback
- Be direct

What is your most significant takeaway from this section?

1 _____

My Way or the Highway (valuing diversity)

A good leader knows how to communicate, finds their role in the team, develops their people and values diversity. A textbook error occurs when a manager bases hiring decisions on how well they get along with candidates during interviews. If you do this, you will end up with a team where everyone thinks the same way (no new ideas, solutions, etc.), everyone has fun (nobody challenges anyone or anything), everyone wants to do the same tasks (the division of responsibilities becomes difficult) and the team becomes isolated from others.

A good leader understands what behavioural styles the team needs, how to motivate every team member, how to divide responsibilities and how to create a team culture that values, and benefits from, the diversity of team members. This part of your Leadership Self-Study Workbook focuses on how you naturally perceive different styles of people. The objective is to learn to go beyond our initial reactions to differences and learn to value them.

We begin by looking at how the different styles behave in job interviews. First, a few examples are provided to show what it is in each of the behavioural styles that irritates an interviewer. The second part helps you to understand how you could benefit from these different behaviours.

C

How the opposite style perceives them:
1. Difficult to get them to open up and talk
2. Sounds dull
3. Focuses on non-essentials
4. Doesn't look me in the eye
5. Doesn't ask anything

How you should perceive them:
1. Concentrates on their work
2. Focus on their task
3. Very attentive to detail
4. Works well alone
5. Respects authority and rules

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D

How the opposite style perceives them:
1. Seems to be full of themselves
2. Interrupts me
3. Starts advising me!
4. Has no patience (especially to listen)
5. Is rude and not a team player

How you should perceive them:
1. Doesn't get scared easily
2. Has the courage to stand up
3. Can take a leading role
4. Never delays taking action
5. Can handle challenging situations

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How the opposite style perceives them:
1. Agrees with everything I say
2. Takes a long time to answer
3. Seems doubtful
4. Isn't ready to commit
5. Doesn't take action

How you should perceive them:
1. Is a good team player
2. Plans before taking action
3. Is always prepared for the worst as well
4. Wants to plan well before taking action
5. Does what everyone's agreed on

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S

How the opposite style perceives them:
1. Is not listening at all
2. Me, me, me...
3. Isn't interested in details
4. Jumps from one thing to another
5. Doesn't respect my authority

How you should perceive them:
1. Good at leading a conversation
2. Can promote themselves
3. Is ready to invent and experiment with new things
4. Multitasks and adjusts to new easily
5. Approaches new people easily

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I

What benefits different styles bring to me

As you cannot be a superhero, you need to focus on your strengths and delegate the tasks others do more efficiently. To be able to do this, you need to know what tasks and responsibilities you should delegate and what style of people you need to perform them. This is a good time to remind you of the Relationship Roles that were discussed in the My Self-Study Workbook. Make sure that all the required roles are represented in your team and that the responsibilities are divided accordingly.

Reminder, your natural role in a team is:

Influencer
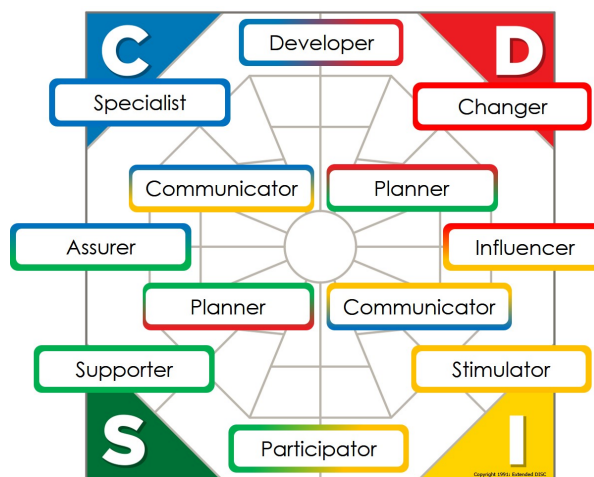
Changer: The Changer is the group's lone wolf who wants to control themselves and their actions. The Changer does not care about titles or status, but believes that they are above such things.

Influencer: An Influencer is someone who creates ideas and wants to move forward. They are good at influencing others. The Influencer neither hesitates nor deliberates but believes in their instinct and spontaneity.

Planner: A Planner is an extremely methodical and systematic person who wants to know where things are going and how to get them there. The Planner seeks development and change but wants there to be care and consciousness in their implementation.

Developer: A Developer is a very issue-centred and rational person. Even in a group, the Developer emphasises their own individuality, sees things their way and does not typically let other people get close to them.

Stimulator: A Stimulator is an extremely open and positive person who wants to see - and sees - good in every person and in every situation. The Stimulator seeks positive opportunities and steers away from all negative situations.

Participator: A Participator is a pleasant and friendly conversationalist who likes to be with familiar people. They like exchanging thoughts and feelings before moving into action.

Communicator: A Communicator is a sociable and genial person who also has an ability to understand the group's rules and regulations. They have an excellent ability to make boring matters interesting.

Doer: A Doer is a calm person. They do their work at their own pace and do not like people who unnecessarily harass or rush them.

Assurer: An Assurer is thorough and calm and concentrates on their work. They do not like when people disturb them, and they do not disturb others.

Specialist: A Specialist attends to their own matters carefully and lets others take care of their own business. They find it important to do their work as well as possible.

My team culture

The last part of this section focuses on team culture. Team culture is the sum of the behavioural preferences of its members, with the team leader's preference weighted more heavily. This means that you, as the team leader, have the strongest influence on your team's culture. You either take a "My Way or the Highway" attitude or you decide to value diversity, thus allowing your team to become a flexible and multi-talented team where every team member is allowed to achieve their goals the way that is most natural to them.

If you are already in a leadership position, we recommend you do the following.

In order to understand the behavioural preferences of your current team, we recommend you obtain one of the Team Culture reports that the FinxS® system provides. Also, obtaining an Extended DISC® Team Analysis report would provide you with useful information.

Once you have done this, you can consider the following question.

1. Have I mainly hired employees that are like me or does my team include various styles of members?
2. Do all my team members have the role that fits them best?
3. How would I describe our team culture?

1 _____

2 _____

3 _____

My Leadership Style

The last part of this report focuses on your leadership style. Your way of communicating as a leader, your way of being part of your team, your ability to develop your people and your willingness to accept diversity are all elements of your leadership style. It is important to note that there is no one leadership style that is ideal for all leaders in all leadership roles. For you the ideal leadership style is the one that is the closest to your natural behavioural style. The premise of this report is that leaders should remain in their natural leadership role as much as possible and learn to adjust it when needed.

Below you can find both your Flexibility Zones and the Leadership Culture Map. The areas your flexibility zones cover are usually also the leadership styles that come most naturally to you.
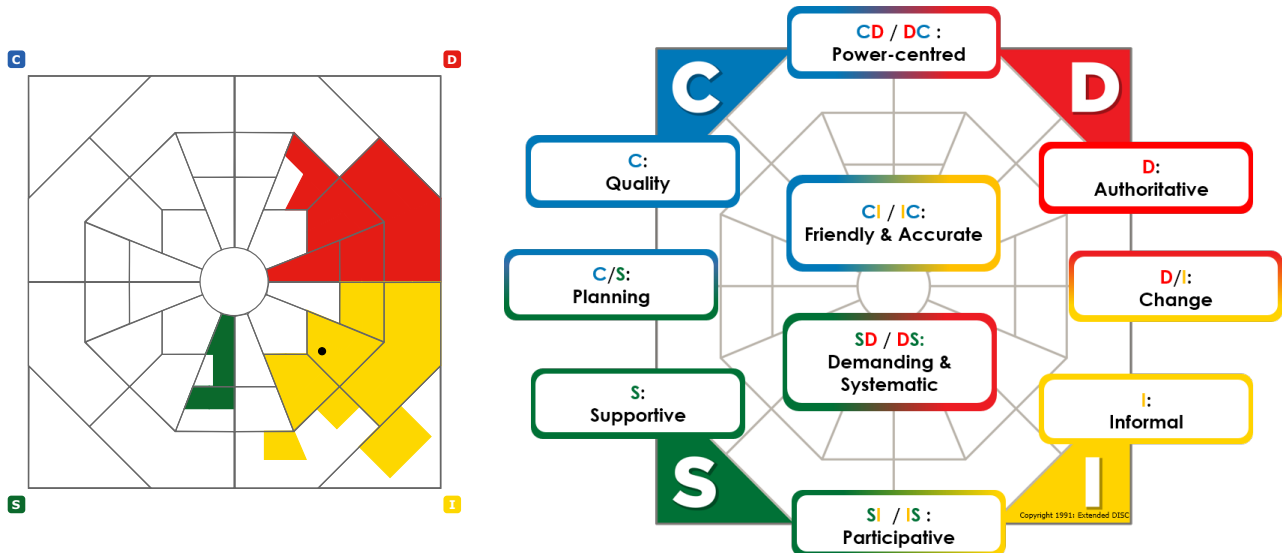
EXERCISE: The different leadership styles are described on the next page. Can you identify situations in your past when you have successfully used the styles natural to you and when you have had to adjust your leadership style to what is not natural to you?

Leadership Styles

Quality Leadership (C)

- Emphasis on rules and compliance more than motivation
- Leader is distant from the followers - limited emotional connection
- Systematic approach
- Ensuring everyone knows what is expected
- The system is the leader

Planning Leadership (SC/CS)

- Thoughtful, cautious, structured leadership
- Generally operating in known areas
- Calm leadership but determined to do things right
- Clear communication on processes and rules
- Careful preparation ensures objectives are met
- Leader is a planner

Supporting Leadership (S)

- The leader guides, teaches and supports their team members
- Emphasis on trust, loyalty and sincerity
- Help is mutual - given and expected
- No strong focus on goals - emphasis on gradual evolution
- Leader is a helper

Power-Centred Leadership (DC/CD)

- High individualism, leader distant from the team members
- Formal, hierarchical environment
- High standards, conformity expected, zero tolerance
- Rigid structures, inflexibility, unexpected reactions
- The position has the authority
- Leader is the leader

Friendly and Accurate Leadership (IC/CI)

- Discussion is open to everyone
- It is important that everyone understands and is involved
- Details are discussed but also forgotten
- Enormous flexibility around changing direction or opinions
- Atmosphere is open and encouraging
- Leader is open to discussion with everone

Authoritative Leadership (D)

- Highly directive - leader tells the team members what to do
- Exerts pressure - sets demanding goals
- Emphasis on speed and achievement
- One-way communication
- The leader is in charge

Change Leadership (DI/ID)

- Persuasive, charismatic, manoeuvring
- Competitive and demanding - wants results
- Future oriented - envisioning leadership
- Active and energetic - leading by enthusiasm
- Positive and optimistic - creating a positive atmosphere
- Leader is a pioneer

Informal Leadership (I)

- Relaxed atmosphere
- Creativity, positiveness and energy valued more than accuracy or rules
- Personal relationships emphasised
- Competitiveness encouraged through inspiration rather than pressure
- Leader is a friend

Demanding Systematic Leadership (DS/SD)

- Everything is based on principles and high level rules
- Every problem can have only one solution
- Slackness is not tolerated
- Leader has the answers
- Changes are difficult to implement
- Leader is the one with the plan

Participating Leadership (IS/SI)

- Team ethos
- Open, friendly and accepting environment
- Leader works with their team - no hierarchy
- Shared goals and responsibilities
- Leader is a facilitator

EXERCISE: In your current leadership role (if you are not currently in a leadership role, think of your current leader or a previous one), select three leadership styles that are required from you but which are somewhat challenging for you. What could you do to become more "fluent" in adjusting to those roles when the situation so requires?

Challenging role 1:

_____

_____

_____

_____

Challenging role 2:

_____

_____

_____

_____

Challenging role 3:

_____

_____

_____

_____

FinxS® - My Leadership Self-Study Workbook

Sam Sample

Organisation:

FinxS

Date:

19.08.2021

Personal Action Plan: My Next Steps

Experience has shown that creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become a more successful leader.

My Top 3 Start and Stop Lists:

Based on what you have learned, discovered and realised in this workbook, list three important actions you will **START** taking as a leader:

1 _____

2 _____

3 _____

Based on what you have learned, discovered and realised in this workbook, list three important actions you will **STOP** taking as a leader:

1 _____

2 _____

3 _____

Based on what you have learned, discovered and realised in this workbook, list three important actions you will **CONTINUE** taking as a leader:

1 _____

2 _____

3 _____