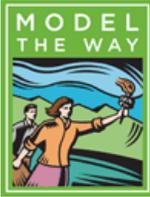


The Leadership Challenge



Model the Way

Leaders establish principles concerning the way people (constituents, peers, colleagues, and customers alike) should be treated and the way goals should be pursued. They create standards of excellence and then set an example for others to follow. Because the prospect of complex change can overwhelm people and stifle action, they set interim goals so that people can achieve small wins as they work toward larger objectives. They unravel bureaucracy when it impedes action; they put up signposts when people are unsure of where to go or how to get there; and they create opportunities for victory.



Inspire a Shared Vision

Leaders passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become. Through their magnetism and quiet persuasion, leaders enlist others in their dreams. They breathe life into their visions and get people to see exciting possibilities for the future.



Challenge the Process

Leaders search for opportunities to change the status quo. They look for innovative ways to improve the organization. In doing so, they experiment and take risks. And because leaders know that risk taking involves mistakes and failures, they accept the inevitable disappointments as learning opportunities.



Enable Others to Act

Leaders foster collaboration and build spirited teams. They actively involve others. Leaders understand that mutual respect is what sustains extraordinary efforts; they strive to create an atmosphere of trust and human dignity. They strengthen others, making each person feel capable and powerful.



Encourage the Heart

Accomplishing extraordinary things in organizations is hard work. To keep hope and determination alive, leaders recognize contributions that individuals make. In every winning team, the members need to share in the rewards of their efforts, so leaders celebrate accomplishments. They make people feel like heroes.

True Colors

Congratulations! You now know your color spectrum. Here are some general descriptions of each color:

Greens	Oranges
<ul style="list-style-type: none"> ■ Are innovative and logical ■ Seek to understand the world ■ Need to be competent ■ Require intellectual freedom ■ Are curious ■ Question authority ■ Push themselves to improve ■ Seek perfection in play ■ May become intellectually isolated ■ Are slow to make decisions ■ Value concise communication ■ Look for intellectual stimulation ■ Enjoy intriguing discussions ■ Are sometimes oblivious to emotions ■ Are detached ■ Believe work is play ■ Are drawn to technical occupations ■ Analyze and rearrange systems ■ Focus on the future ■ Bring innovation to society 	<ul style="list-style-type: none"> ■ Are free and spontaneous ■ Are impulsive risk-takers ■ Are active ■ Are optimistic ■ Resist commitment ■ Can become virtuosos ■ Thrive on crises ■ Are drawn to tools ■ Like to be the center of attention ■ Have great endurance ■ Are drawn to action jobs ■ Need variety ■ Are dynamic, animated communicators ■ Are competitive ■ Deal with the here and now ■ Are bold in relationships ■ Are generous ■ Have difficulty finding acceptance ■ Like to live in a casual atmosphere ■ Bring excitement to society
Golds	Blues
<ul style="list-style-type: none"> ■ Are dutiful and stable ■ Need to be useful ■ Want to be self-sufficient ■ Value organization ■ Desire punctuality ■ Schedule their lives ■ Make and keep commitments ■ Measure worth by completion ■ Are goal-oriented ■ Value rules ■ Prepare for the future ■ Are inclined to join groups ■ Believe work comes before play ■ Safeguard tradition ■ Prefer order and cleanliness ■ Are responsible and dedicated ■ Are drawn to respected occupations ■ Enjoy positions of authority ■ Desire structure ■ Bring stability to society 	<ul style="list-style-type: none"> ■ Are in search of themselves ■ Need to feel unique ■ Must be true to themselves ■ Look for symbolism ■ Value close relationships ■ Encourage expression ■ Desire quality time with loved ones ■ Need opportunities to be creative ■ Compromise and cooperate ■ Nurture people, plants and animals ■ Look beyond the surface ■ Share emotions ■ Make decisions based on feelings ■ Need harmony ■ Are adaptable ■ Are drawn to literature ■ Are drawn to nurturing careers ■ Get involved in causes ■ Are committed to ideals ■ Bring unity to society

Myers-Briggs

ISTJ

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

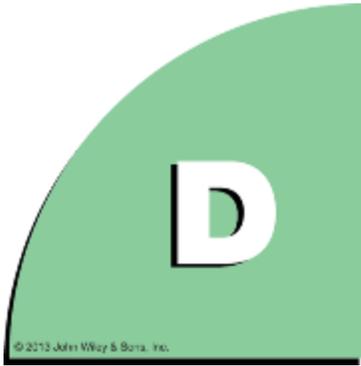
ENTJ

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

TYPE PREFERENCES

Where you focus your attention	E	Extraversion People who prefer Extraversion tend to focus their attention on the outer world of people and things.	Where you focus your attention	I	Introversion People who prefer Introversion tend to focus their attention on the inner world of ideas and impressions.
The way you take in information	S	Sensing People who prefer Sensing tend to take in information through the five senses and focus on the here and now.	The way you take in information	N	Intuition People who prefer Intuition tend to take in information from patterns and the big picture and focus on future possibilities.
The way you make decisions	T	Thinking People who prefer Thinking tend to make decisions based primarily on logic and on objective analysis of cause and effect.	The way you make decisions	F	Feeling People who prefer Feeling tend to make decisions based primarily on values and on subjective evaluation of person-centered concerns.
How you deal with the outer world	J	Judging People who prefer Judging tend to like a planned and organized approach to life and prefer to have things settled.	How you deal with the outer world	P	Perceiving People who prefer Perceiving tend to like a flexible and spontaneous approach to life and prefer to keep their options open.

DiSC profiles explained: D is for Dominance



People with the D style place an **emphasis on shaping the environment by overcoming opposition to accomplish results.**

A person with a D style

- is motivated by winning, competition and success.
- prioritizes accepting challenge, taking action and achieving immediate results.
- is described as direct, demanding, forceful, strong willed, driven, and determined, fast-paced, and self-confident.
- may be limited by lack of concern for others, impatience and open skepticism.
- may fear being seen as vulnerable or being taken advantage of.
- values competency, action, concrete results, personal freedom, challenges.

Goals:

- unique accomplishments
- new opportunities
- control of audience
- independence

Will need to expend more energy to:

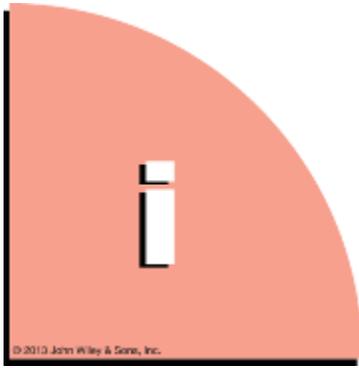
- show patience
- display sensitivity
- get into the details
- allow deliberation

When communicating with the D style individuals, give them the bottom line, be brief, focus your discussion narrowly, avoid making generalizations, refrain from repeating yourself, and focus on solutions rather than problems.

DiSC Classic Patterns: Developer, Results Orientated, Inspirational and Creative

Leadership styles: [Commanding](#), [Resolute](#), [Pioneering](#)

DiSC profiles explained: i is for Influence



People with the i style place an **emphasis on shaping the environment by influencing or persuading others.**

A person with an i style

- may be limited by being impulsive and disorganized and having lack of follow-through
- is described as convincing, magnetic, enthusiastic, warm, trusting and optimistic
- prioritizes taking action, collaboration, and expressing enthusiasm
- is motivated by social recognition, group activities, and relationships
- may fear loss of influence, disapproval and being ignored
- values coaching and counseling, freedom of expression and democratic relationships

Goals

- victory with flair
- friendship and happiness
- authority and prestige status symbols
- popularity

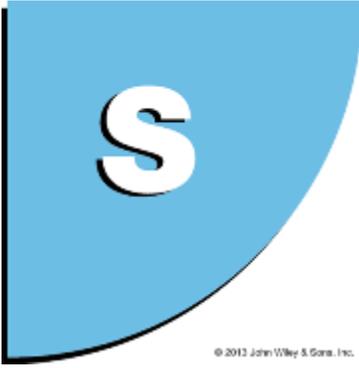
Will need to expend more energy to:

- follow-through completely
- research all the facts
- speak directly and candidly
- stay focused for long periods

When communicating with the i style individual, share your experiences, allow the i style person time to ask questions and talk themselves, focus on the positives, avoid overloading them with details, and don't interrupt them.

DiSC Classic Patterns: Promoter, Persuader, Counselor, Appraiser

Leadership styles: [Energizing](#), [Pioneering](#), [Affirming](#)



© 2013 John Wiley & Sons, Inc.

DiSC profiles explained: S is for Steadiness

People with the S style place an emphasis on cooperating with others within existing circumstances to carry out the task..

A person with an S style

- is motivated by cooperation, opportunities to help and sincere appreciation
- prioritizes giving support, collaboration and maintaining stability
- is described as calm, patient, predictable, deliberate, stable and consistent.
- may be limited by being indecisive, overly accommodating and tendency to avoid change
- may fear change, loss of stability and offending others.
- values loyalty, helping others and security

• Goals:

- personal accomplishments
- group acceptance
- power through formal roles and positions of authority
- maintenance of status quo and controlled environment

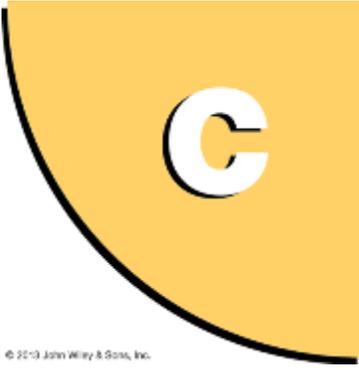
•

Will need to expend more energy to:

- quickly adapt to change or unclear expectations
- multitask
- promote themselves
- confront others
- When communicating with the S style individuals, be personal and amiable, express your interest in them and what you expect from them, take time to provide clarification, be polite, and avoid being confrontational, overly aggressive or rude.

DiSC Classic Patterns: Specialist, Achiever, Agent, Investigator

Leadership styles: [Inclusive](#), [Humble](#), [Affirming](#)



© 2013 John Wiley & Sons, Inc.

DiSC profiles explained: C is for Conscientiousness

People with the C style place an emphasis on working conscientiously within existing circumstances to ensure quality and accuracy.

A person with a C style

- is motivated by opportunities to gain knowledge, showing their expertise, and quality work.
- prioritizes ensuring accuracy, maintaining stability, and challenging assumptions.
- is described as careful, cautious, systematic, diplomatic, accurate and tactful.
- may be limited by being overcritical, overanalyzing and isolating themselves.
- may fear criticism and being wrong.
- values quality and accuracy

Goals:

- unique accomplishments
- correctness
- stability
- predictable accomplishments
- personal growth

Will need to expend more energy to:

- let go of and delegate tasks
- compromise for the good of the team
- join in social events and celebrations
- make quick decisions

When communicating with the C style individual, focus on facts and details; minimize "pep talk" or emotional language; be patient, persistent and diplomatic.

DiSC Classic Patterns: Objective Thinker, Perfectionist, Practitioner

Leadership styles: [Deliberate](#), [Humble](#), [Resolute](#)

Strengths Domains

Teams should be well-rounded precisely because we, as individuals, are not.



Who Am I



Directing Lion

- "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."



Interacting Porpoise

- "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."

1

Who Am I



Steady Koala

- "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."



Cautious Eagle

- "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."

5