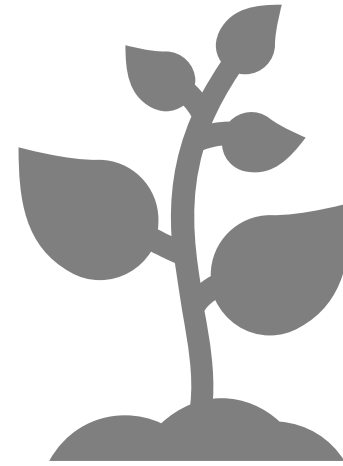


Identifying Your Leadership Style

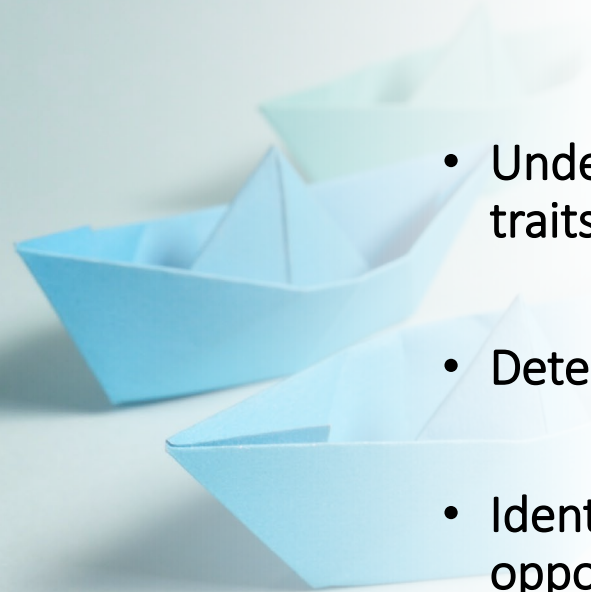
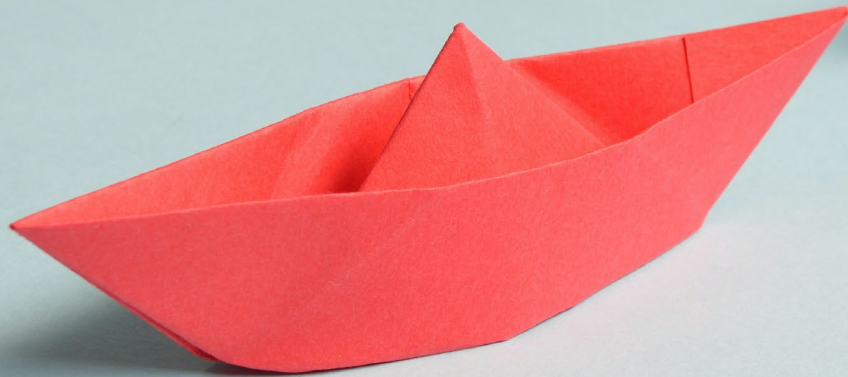


Emerging Leaders Development Series – Session One
Bill and Susan Lhota Office of Alumni Career Management



THE OHIO STATE UNIVERSITY

Overview



- Understanding your personality traits
- Determining your values
- Identifying weaknesses and opportunities for growth
- Asking for feedback
- Q&A

The first step to building stronger communication is awareness. By identifying how we are similar and different, we can make cognitive choices when interacting to create stronger, more engaged relationships.

Source: HRD Press

Who are you?

One of the most effective ways to gain a clear understanding of your personal leadership style is to examine your personality traits.

You can do this through thoughtful assessment of yourself.

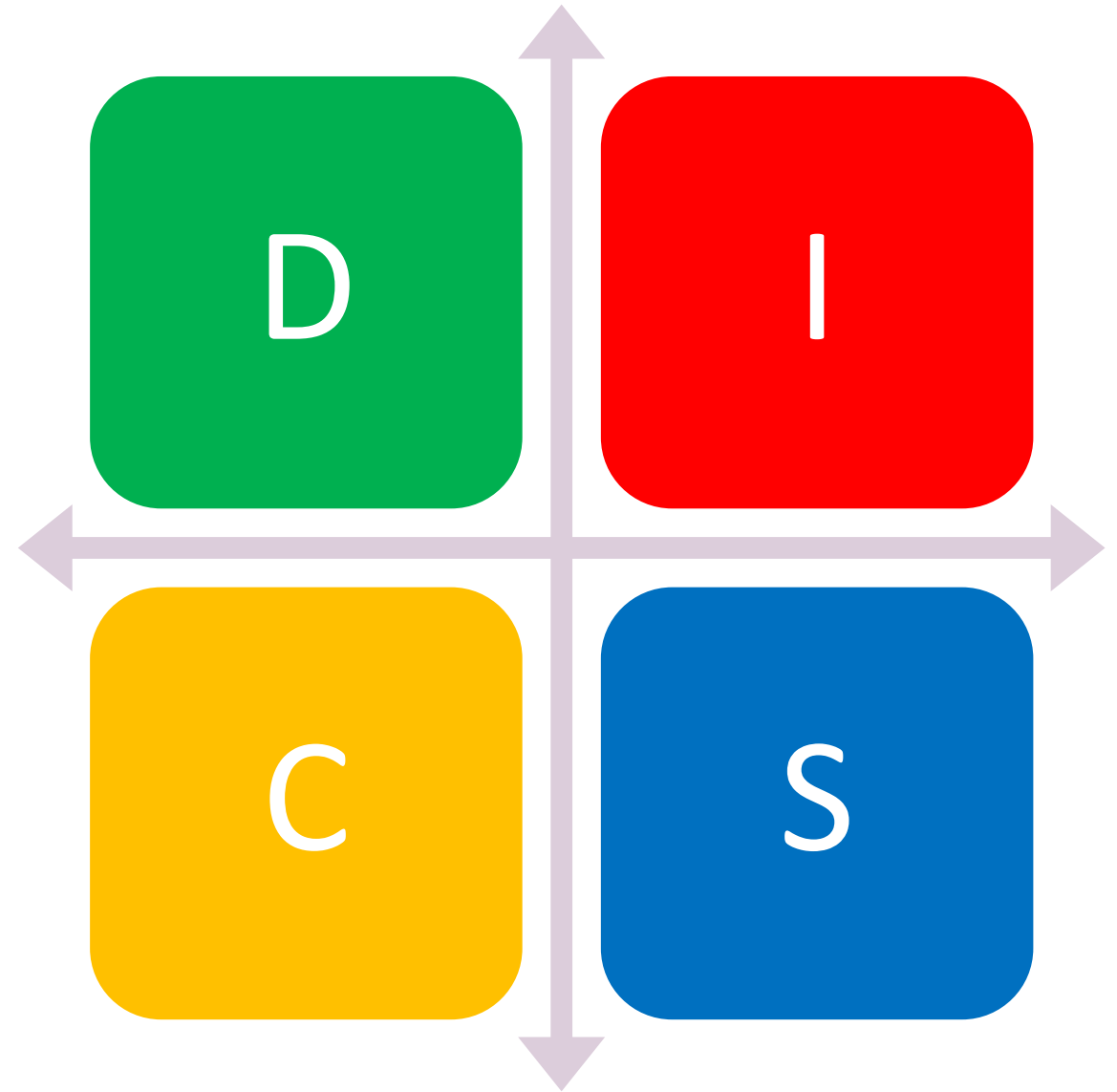
Think about your personality traits – the things that make you, you. How do these traits surface in your work environment? How do they emerge when you're with family and friends?



The DISC Assessment

The DISC assessment is a personal assessment tool used to improve teamwork, communication, and productivity.

This assessment helps individuals understand their personality type, and the personalities of others, so that they can build relationships, communicate more effectively, and learn to work together.



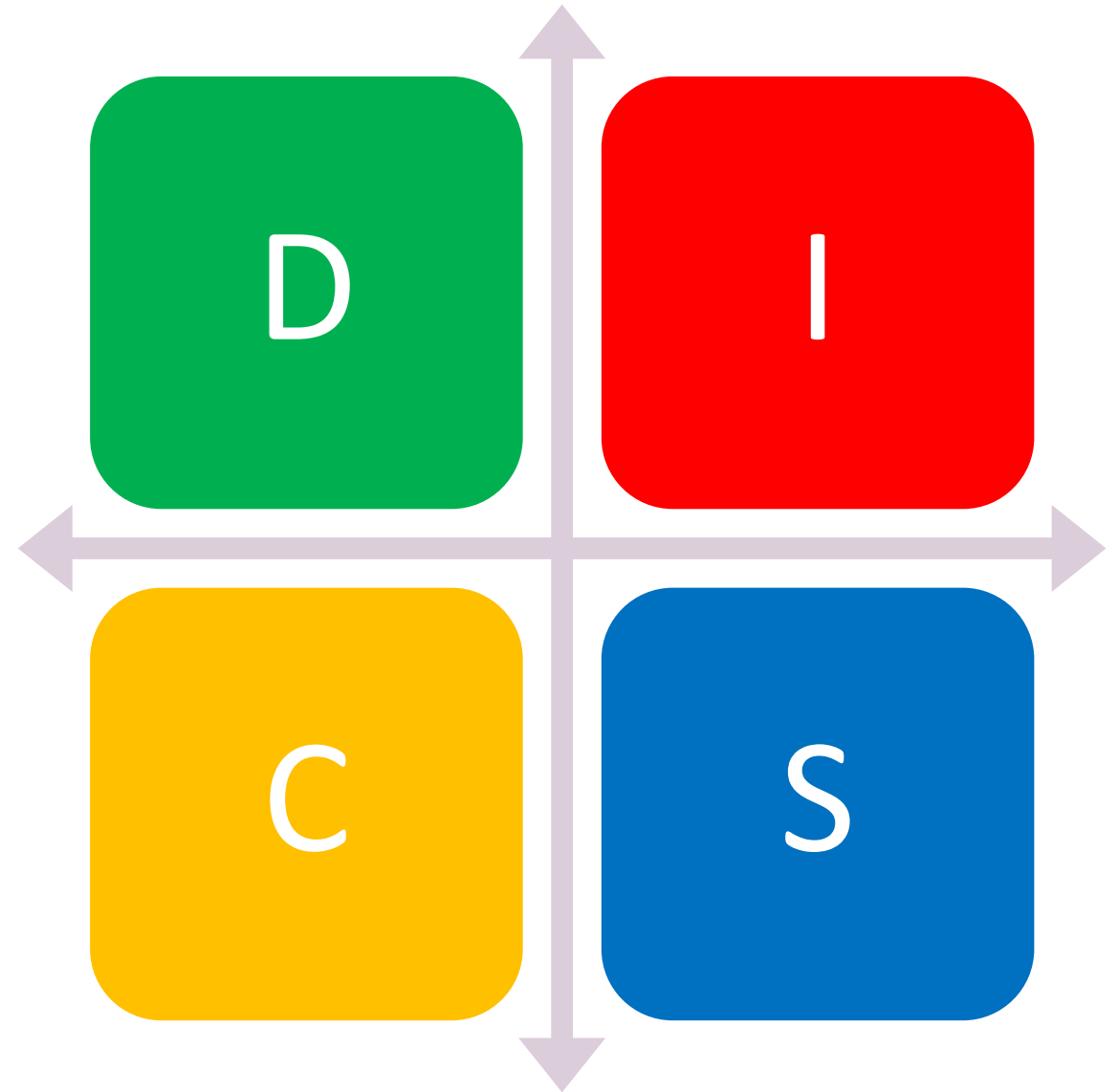
The DISC Assessment

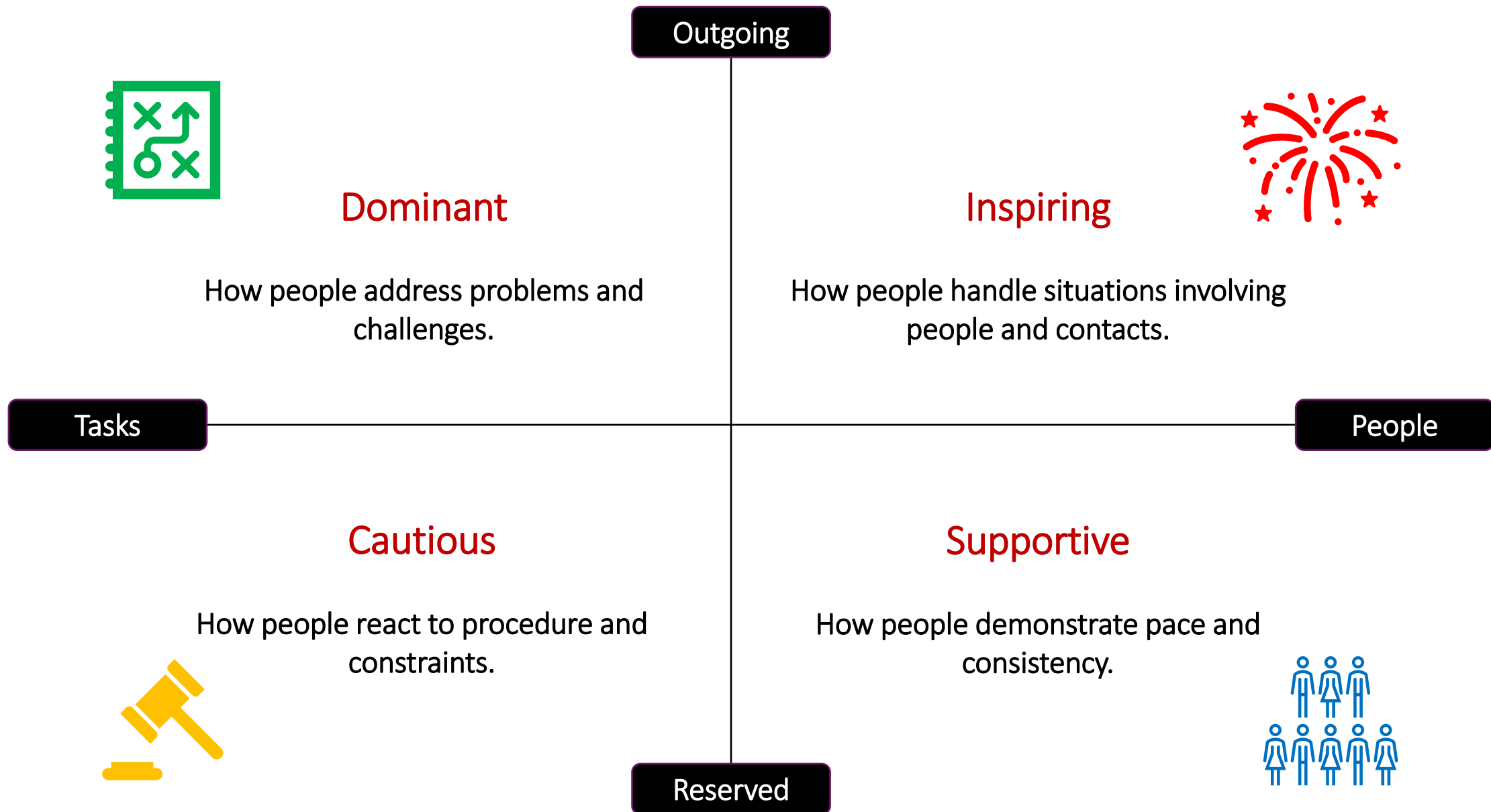
DISC is:

- Needs-motivated, observable behavior and emotions
- Comprised of both inherent and learned characteristics of individuals

DISC is not:

- A measure of your intelligence, or a predictor of your future success or failure
- A determination of your ability to lead others







Dominant people...

People who exhibit high dominance tend to be both outgoing and task-oriented. They are typically results-focused and problem solvers who are most concerned about the bottom line.

- Risk taker
- Direct communicator
- Self-reliant
- Decisive
- Competitive

Inspiring people...

People who exhibit high in the inspiring area tend to be outgoing with a people-focus. They usually focus on interacting with others, having fun, and creating excitement.

- Influential
- Trusting
- Sociable
- Optimistic
- Enthusiastic





Supportive people...

People who exhibit high in the supportive (or steady) area tend to be more reserved and people-oriented. They usually focus their efforts on preserving relationships and creating (or maintaining) peace and harmony within their environment.

- Calming
- Loyal
- Consistent
- Relaxed
- Patient

Cautious people...

People who exhibit high in the cautious (or conscientious) area tend to be both reserved and task-oriented. They usually focus on facts, rules, and correctness.

- Analytical
- Systematic
- Courteous
- Precise
- Fact-finding





Style	What they do best	What may be hard for them
D	<ul style="list-style-type: none"> Take charge and get things done Decisive in taking risks Ensure bottom line results Sees obstacles as a challenge to overcome 	<ul style="list-style-type: none"> Repetitiveness Being diplomatic Excessive rules and regulations Opening up about themselves
I	<ul style="list-style-type: none"> Inspire others to take action Thinks fast on their feet Promotes ideas, opportunities, and people Full of ideas 	<ul style="list-style-type: none"> Restrictions Formal reports or keeping detailed records Routine Redoing anything once a task is complete
S	<ul style="list-style-type: none"> Bring harmony to group situations Build networks of friends Coordinates and cooperates with others Listens well 	<ul style="list-style-type: none"> Competition Working with unfriendly people Change Voicing contrary opinions
C	<ul style="list-style-type: none"> Highly organized Quick thinker, reserved speaker Plan thoroughly before acting Plan to meet specified expectations 	<ul style="list-style-type: none"> Disorganization and unpredictability Being outgoing and open Working in groups Incomplete or unclear directions

Chat Box Discussion

What are your natural and adapted styles?

Do you feel these descriptions accurately depict you?



What do you value?

Leadership occurs within the context of our core values – those guiding principles of our daily lives.

By placing emphasis on what people value and positively building on those values, we increase our capacity to impact those around us.

It is important that leaders be able to communicate their values to their teams in order to create buy-in from teams.





Determining your core values

- Brainstorm – what are words that resonate with you?
- Consider the people who you most admire – what qualities do they have?
- Consider your life experiences – what have they taught you about yourself?

Knowing your values benefits you.



Helps you make decisions



Increases your confidence in yourself and your decisions



Guides your behavior



Helps in finding your purpose, including choosing a career



Increases your ability to be empathetic and relatable to others



Improves your communication style

How can you improve?

One of the keys to strong leadership is the ability and willingness to be introspective and look for ways that you can continuously improve.

While it is important to be confident and capable as a leader, it is just as important to understand your weaknesses.

When you recognize your weak areas, you can then make decisions about whether this is something you should look to improve on personally, or an opportunity to empower others through delegation.



Conducting a personal SWOT analysis

In order to assess your leadership potential, it may be helpful to conduct a personal SWOT analysis. A SWOT analysis helps you to visualize your strengths and weaknesses, and identify areas where you can personally improve, as well as where you are strongest.

When conducting this self-analysis, you can ask yourself:

- Where does this (strength, weakness, opportunity, etc.) come from?
- How does this affect me and my life?
- How can I maximize this? What are my next steps?



Strengths

- Your biggest successes or achievements
- Tangible qualifications (education, certifications, etc.)
- Values that are unique to you
- Soft skills
- Personality traits
- Input from others



Weaknesses

- Missing technical qualifications
- Situations or tasks that you typically avoid
- Bad habits that you have
- Feedback from others about things you can improve



Opportunities

- Talk with other leaders who you admire about their experiences
- Assess your team – who has abilities that compliment yours?
- Assess your connections – who can you leverage to find or create more opportunities?
- What potential can you find if you improve some of your identified weaknesses?





Threats

- Is there someone or something holding you back from success?
- Trends and technology – are there new processes that you haven't learned?
- Are there tasks that bog you down because you aren't as efficient as others when doing them?
- What would help you move closer to achieving your goals? What should you change?

Who can give feedback?

Introspection and assessments can only take you so far. In order to truly understand your leadership style, you need feedback from others on how they see you as well.

Seek out feedback from a varied group of people to get a more well-rounded perspective. This can include managers, subordinates, and team members not directly in your reporting line, but who you collaborate with.



A child in a tan shirt and brown pants is sitting on a light-colored wooden floor, playing with wooden blocks. The child is building a long, low wall with blocks, and there are several towers of blocks of varying heights. To the left, there are wooden toys including a stack of rings and a wooden car with numbers. The scene is brightly lit, and the background is slightly blurred.

Building a culture of feedback

Giving and receiving feedback is one of the key ways that teams improve over time – yet, most of us don't spend enough time seeking out (or providing) constructive feedback from our stakeholders.

A child in a tan shirt and brown pants is sitting on a light-colored wooden floor, building a structure with wooden blocks. The child is focused on placing a block on top of a stack. To the left, there are more wooden toys, including a stack of rings and a wooden number line with numbers 3, 4, and 5 visible. The background is softly blurred, showing more of the child's legs and the floor.

Building a culture of feedback

- Communicate your desire for a feedback culture within your team explicitly
- Create systems and norms to increase ease of providing feedback
- Model being a good receiver of feedback
- Be a consistent, positive provider of feedback to others on your team
- Remember to prioritize building relationships

Questions?

