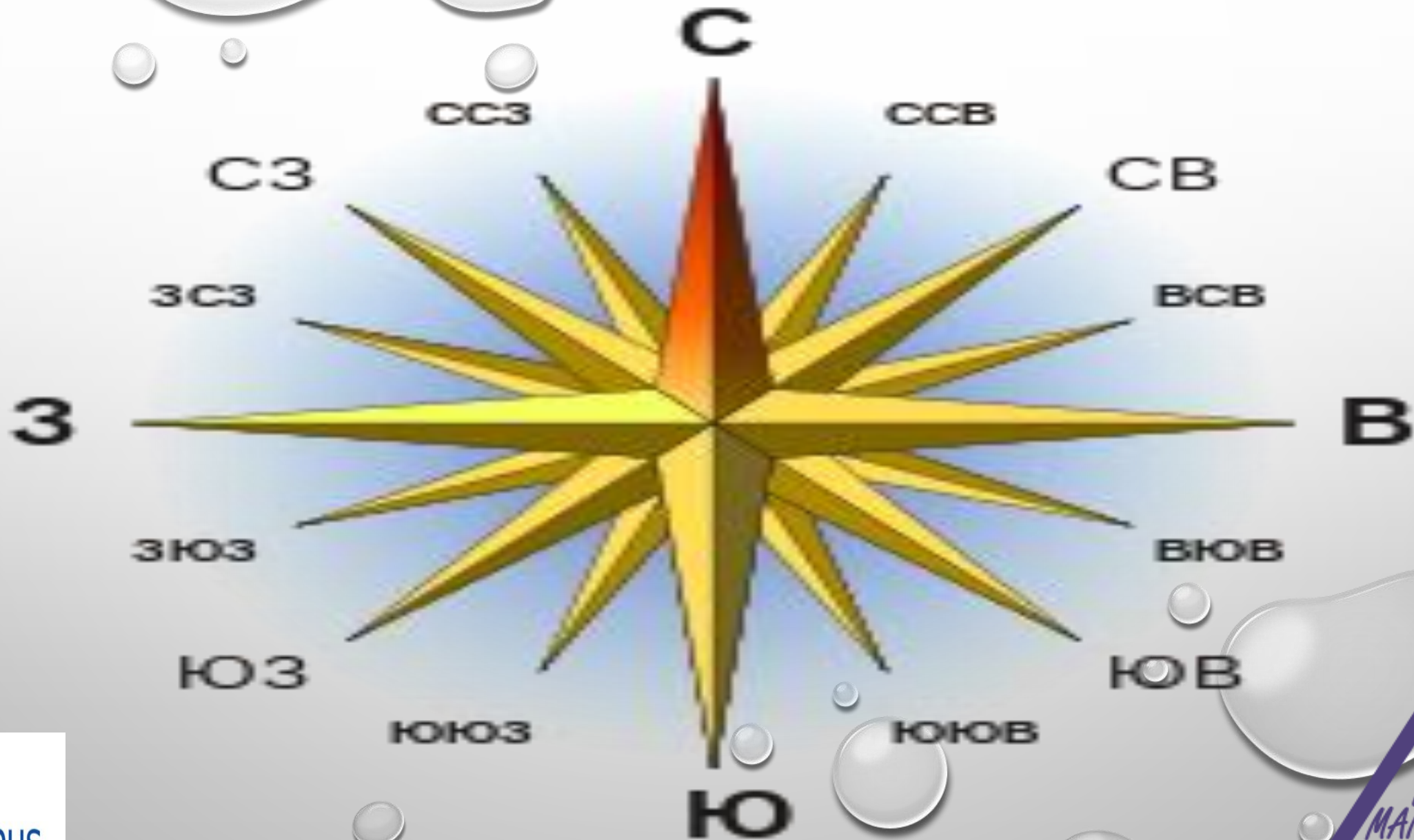


TRAINING – SELF-EVALUATION OF LEADERSHIP SKILLS AND POTENTIAL

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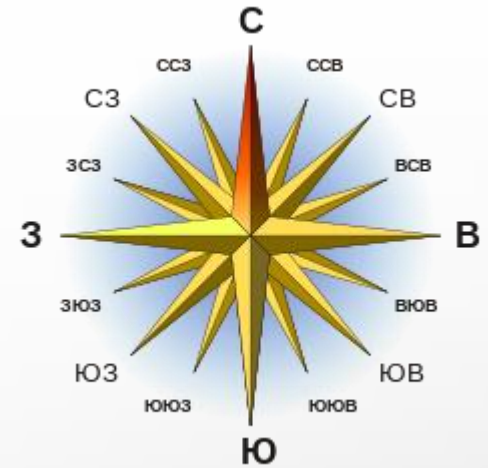






**NO ONE MOVES IN ONE DIRECTION
ONLY**

**PLEASE CHOOSE YOUR PRE-DOMINANT
STYLE**



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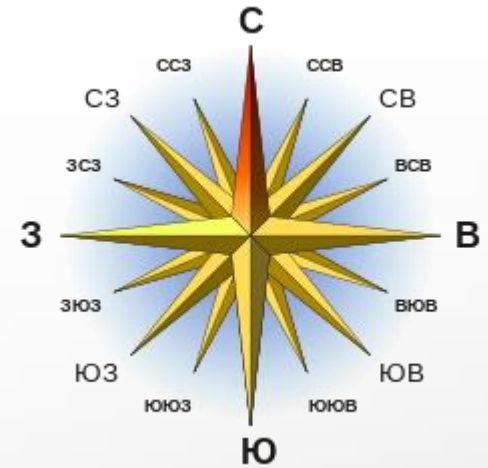
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NORTH – LET'S DO IT!

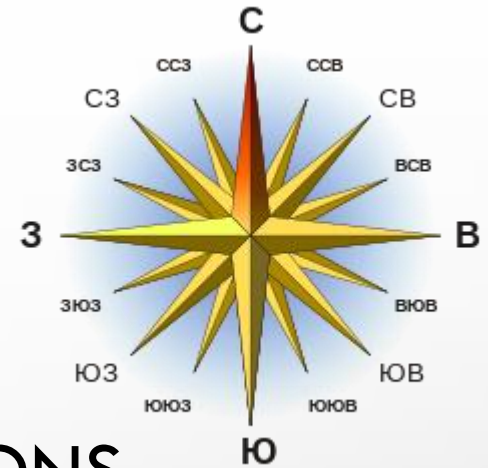
- ARE YOU AN ACTIVE, DECISIVE PERSON?
- DO YOU LIKE TO BE IN CONTROL?
- ARE YOU COMFORTABLE BEING UP FRONT?
- ARE YOU QUICK TO ACT?
- DO YOU EXPRESS URGENCY FOR OTHERS TO ACT NOW?





NORTH – LET’S DO IT!

- DO YOU ENJOY CHALLENGES - DIFFICULT SITUATIONS, PEOPLE?
- DO YOU THINK IN TERMS OF THE “BOTTOM LINE”?
- ARE YOU CONSIDERED COURAGEOUS?
- DO YOU STOP AFTER HEARING “NO”?
- DO YOU LIKE VARIETY, NOVELTY, NEW PROJECTS?





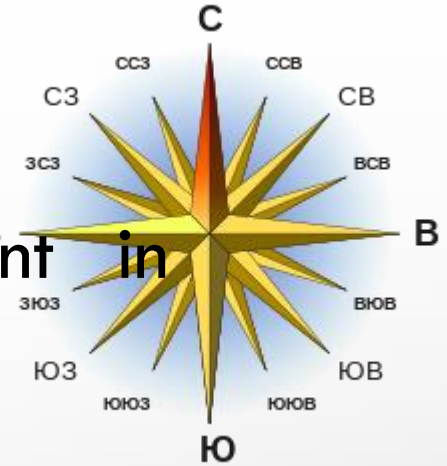
SOUTH - CARING

- Do you allow others to feel important in determining the direction?

- Are you value-driven?

- Do you use your relationships to accomplish tasks?

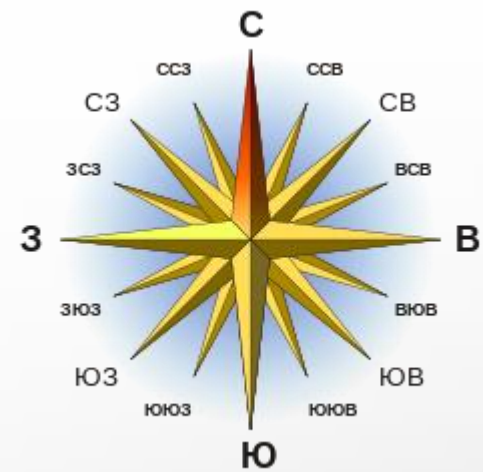
- Are you willing to trust others' statements?





SOUTH - CARING

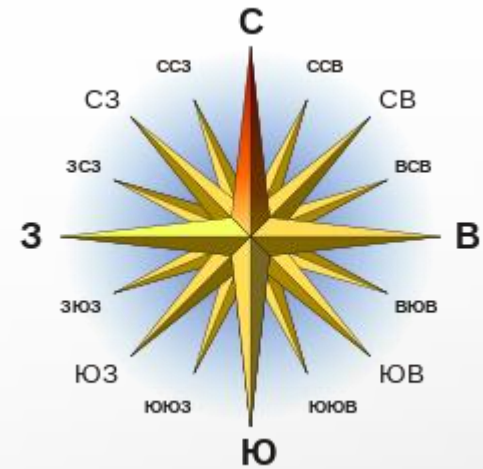
- Do you trust your own intuition/emotions?
- Are you a team player, receptive to others' ideas?
- Are you the non-competitive type?





EAST - POSSIBILITIES

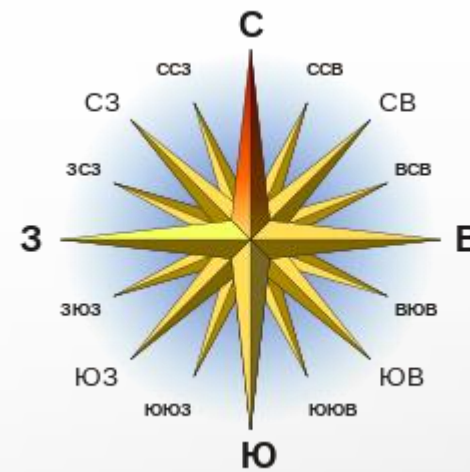
- Are you a visionary?
- Do you like to look at the big picture?
- Do you want to know all the possibilities before acting?
- Are you idea-oriented, focused on future possibilities?





EAST - POSSIBILITIES

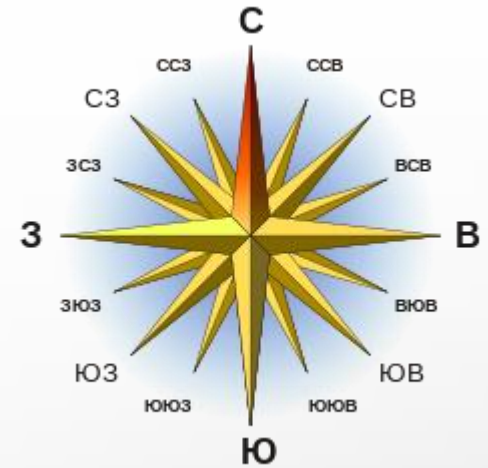
- Do you think about mission and purpose?
- Do you look for overarching themes and ideas?
- Do you like to experiment, explore?
- Do you have spiritual awareness – sixth sense?





WEST - DETAILS

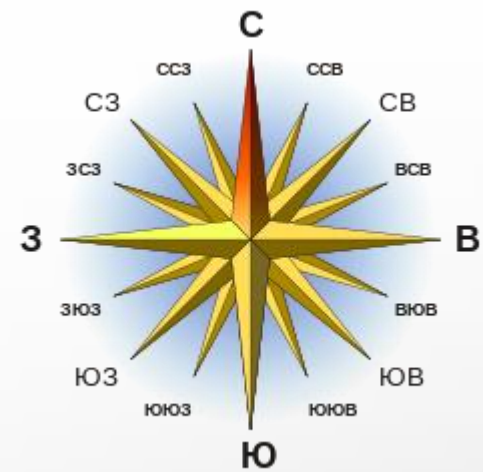
- Do you pay attention to details?
- Are you seen as practical, dependable and thorough in task situations?
- Do you help others by providing planning and resources?





WEST - DETAILS

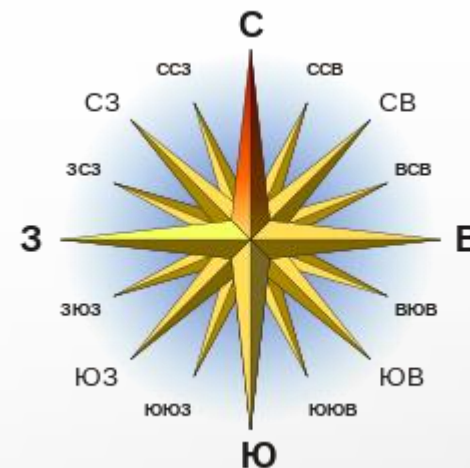
- Do you move carefully?
- Do you follow procedures, guidelines?
- Do you use data analysis, logic to make decisions?
- Do you weigh all sides of an issue and balance them?



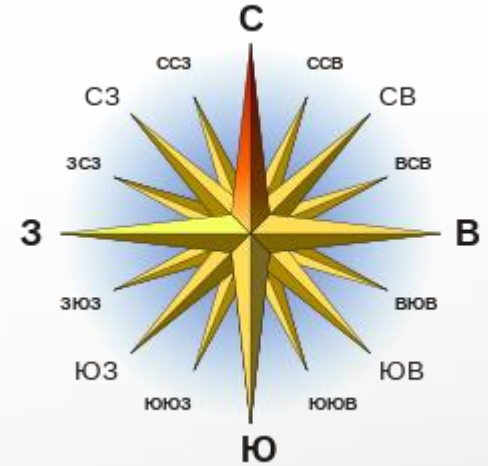


WEST - DETAILS

- Are you self-analytical?
- Do you carefully examine people's needs?
- Do you work well with the existing resources?
- Are good at finding flaws in a project?



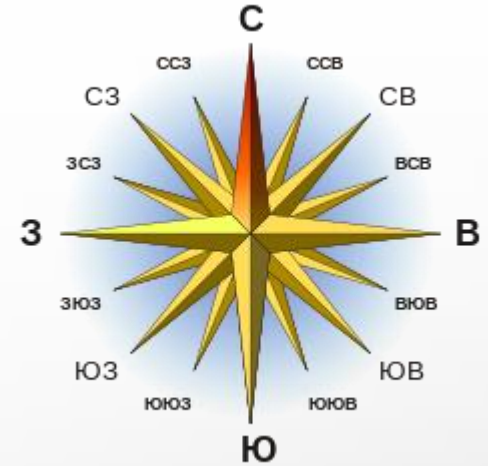
Which is your dominant style?



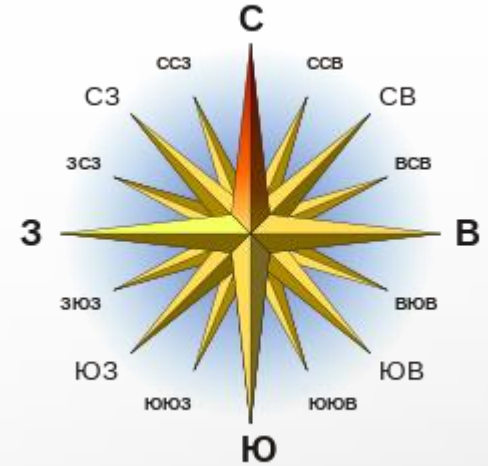
Move towards your like-minded individuals.

Questions to answer

- What are the strengths of your style?
- What are the limitations of your style?
- What style do you find most difficult to work with? Why?
- What do people from the other “directions” need to know about you so you can work together effectively?
- What do you value about the other three styles?



Leadership is ...



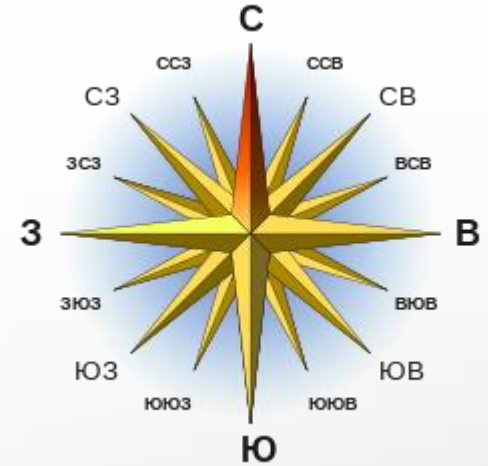
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MBTI

Myer's Briggs Type Indicator



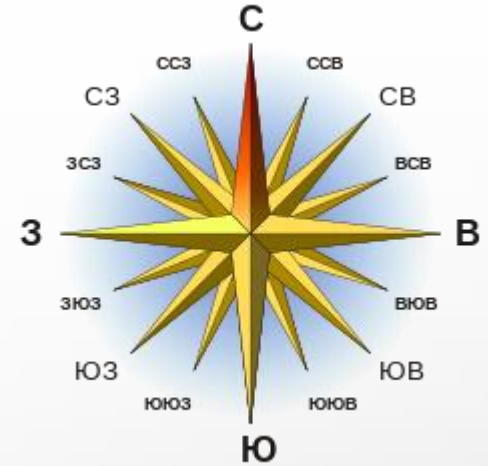
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North

“I can do it”/ “Do it now”



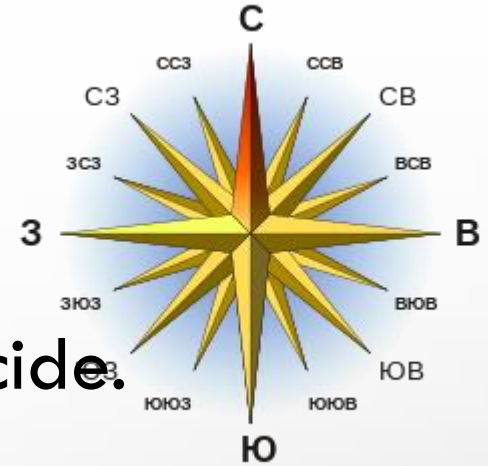
Approaches to work/leadership style:

- 🕒 Active, active, decisive.
- 🕒 Likes to be in control.
- 🕒 Comfortable being up front.
- 🕒 Quick to act, expresses sense of urgency for others to act now.
- 🕒 Enjoys challenges presented by difficult situations and people.
- 🕒 Thinks in terms of the “bottom line”.
- 🕒 Courageous.
- 🕒 Perseveres, not stopped by hearing no Likes variety, novelty, new projects.

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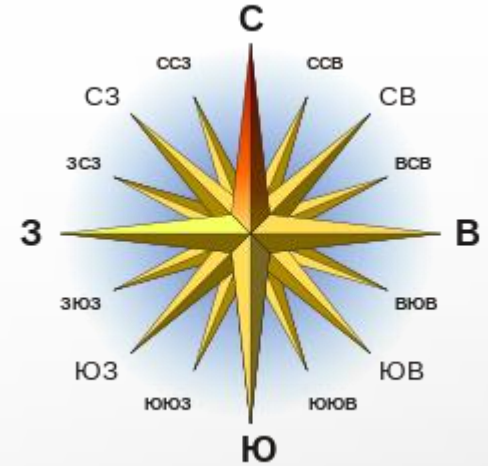
Overuse – Style taken to excess:



- 🕒 Can seem bogged down by need to press ahead, decide.
- 🕒 Seem to not care about process.
- 🕒 May get autocratic.
- 🕒 Want things their way, overrule people in decision making process.
- 🕒 See things in terms of black and white.
- 🕒 Not sensitive to other people's feelings, may be perceived as cold.
- 🕒 Have trouble relinquishing control, find it hard to delegate "if you want to do something right, do it yourself."

Best way to work with a North:

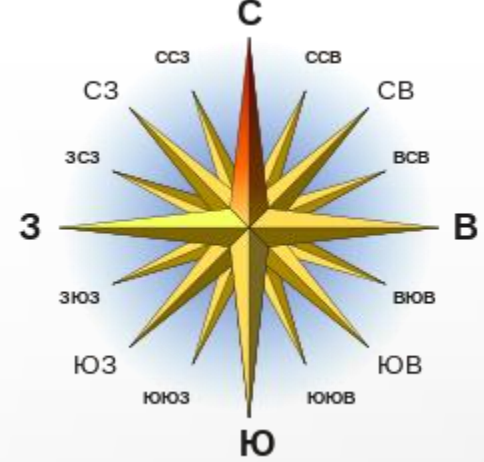
- 🕒 Present your case quickly, clearly and with enthusiasm.
- 🕒 Let them know how they will be involved.
- 🕒 Focus on the “challenge” of the task.
- 🕒 Provide plenty of autonomy.
- 🕒 Give positive public recognition.
- 🕒 Use them in tasks requiring motivation, persuasion, initiative.



South “Right, Fair”

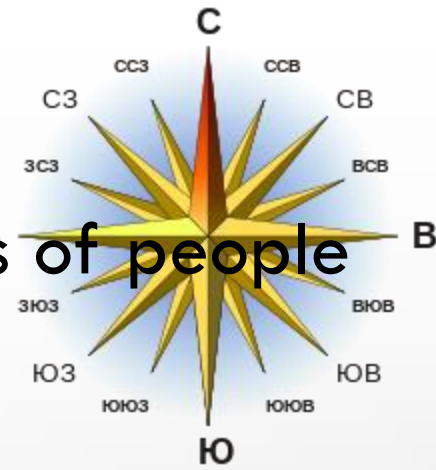
Approaches to work/leadership style:

- ⌚ Allows others to feel important in determining direction.
- ⌚ Value driven.
- ⌚ Interaction is primary – uses relationships to accomplish task.
- ⌚ Willing to trust others statements.
- ⌚ Feeling-based, trust own emotion/intuition, intuition regarded as “truth”.
- ⌚ Team player, receptive to others’ ideas, build on ideas of others.
- ⌚ Non-competitive.



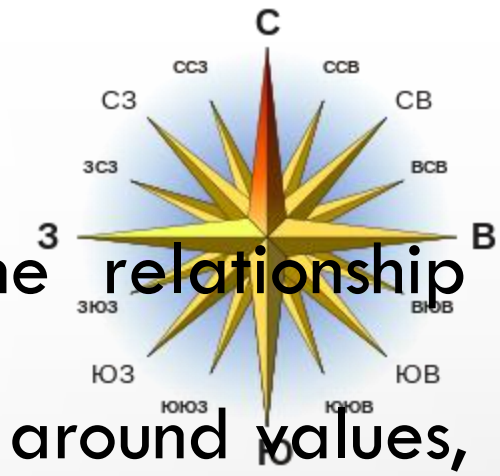
Overuse – Style taken to excess:

- 🕒 Can be bogged down when they believe relationships, needs of people are being compromised.
- 🕒 Has trouble saying no.
- 🕒 Internalizes difficulties and assumes blame.
- 🕒 Prone to disappointment when relationship is seen as secondary to task.
- 🕒 Difficulty confronting, dealing with anger, may be manipulated by anger.
- 🕒 Easily taken advantage of.
- 🕒 Immersed in present, loses track of time, immersed in “now”, may not see long range view.

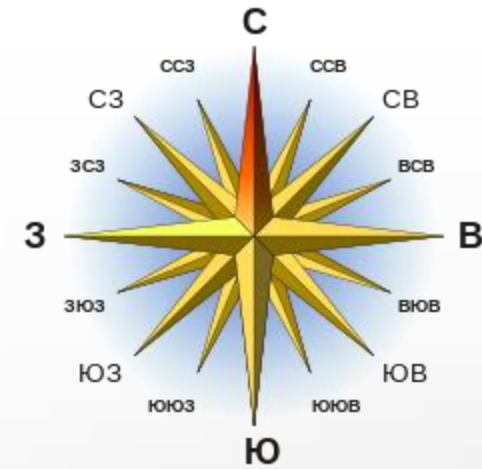


Best way to work with the South:

- ⌚ Remember process, attention to what's happening in the relationship (feelings between you right now).
- ⌚ Needs to feel decisions are ethically right – justify decisions around values, ethics, and the right thing to do.
- ⌚ Appeal to relationship between you and this person, this person and others.
- ⌚ Listen hard and allow the expression of feeling and intuition in logical arguments.
- ⌚ Provide plenty of positive reassurance and likeability.
- ⌚ Get to know the person personally, let them know that you appreciate



EAST “Option”/“Possibility”

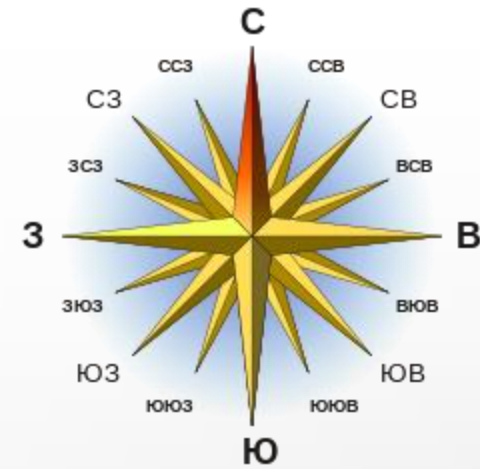


Approaches to work/leadership style:

- Visionary who sees the big picture.
- Very idea oriented, focus on future thought.
- Insight into mission and purpose.
- Looks for overarching themes and ideas.
- Likes to experiment and explore.
- Strong spiritual awareness – attune to higher.

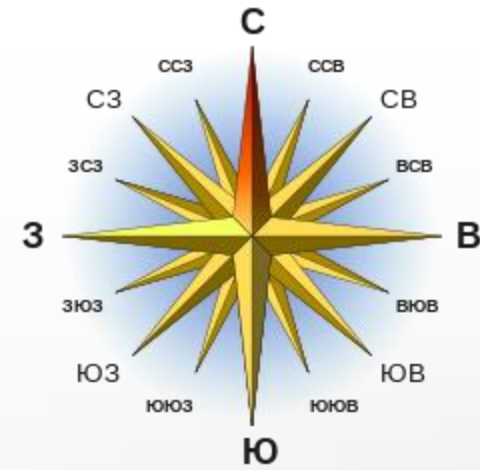
Level Overuse: Style taken to excess:

- 🕒 Can be bogged down by lack of vision or too much emphasis on vision.
- 🕒 Can lose focus on task.
- 🕒 Poor follow through on projects.
- 🕒 May become easily overwhelmed.
- 🕒 Not time-bound, may lose track of time.
- 🕒 Tends to be highly enthusiastic early on, then burns out over the long haul.
- 🕒 Can develop a reputation for lack of dependability.



Best way to work with the East:

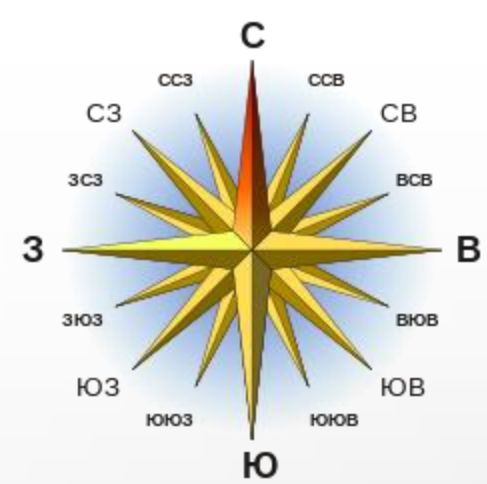
- Show appreciation and enthusiasm for ideas.
- Listen and be patient during generation of ideas.
- Avoid critical or judgmental statements of ideas.
- Allow and support divergent thinking.
- Provide a variety of tasks.
- Provide help and supervision checkpoints on detail and project follow through.



WEST “Objective”

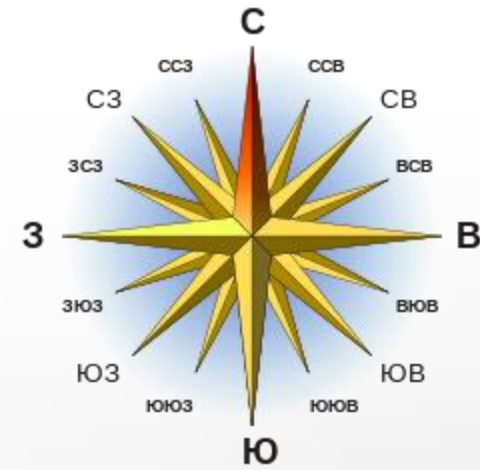
Approaches to work/leadership style:

- Seen as practical, dependable and thorough in task situations.
- Helpful to others by providing planning and resources.
- Moves carefully and follows procedures and guidelines.
- Uses data analysis and logic to make decisions.
- Weighs all sides of an issue, likes balance.
- Introspective, self-analytical.
- Works well with existing resource – gets the most out of what has been done in the past.
- Skilled at finding fatal flaws in an idea or project
- Careful, thoroughly examines people’s needs in situations.



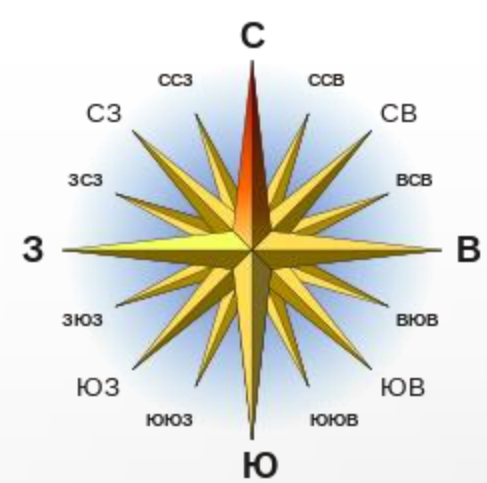
Overuse: style taken to excess:

- Can be bogged down by information, analysis process.
- Can become stubborn and entrenched in position.
- Can be indecisive, collect unnecessary data, “analysis paralysis”.
- May appear cold or withdrawn with respect to others’ working styles.
- Tendency towards watchfulness, observation.
- Can remain withdrawn, distant.
- Resists emotional pleas and change.



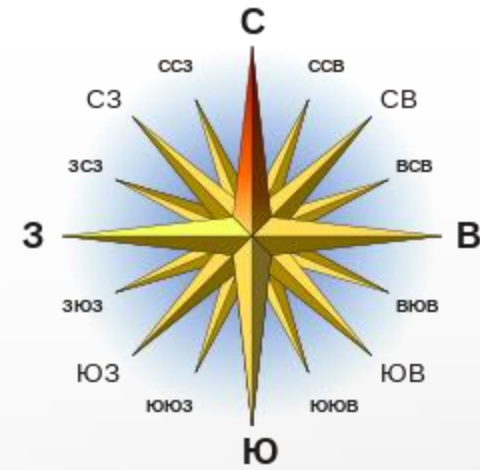
Best way to work with a West:

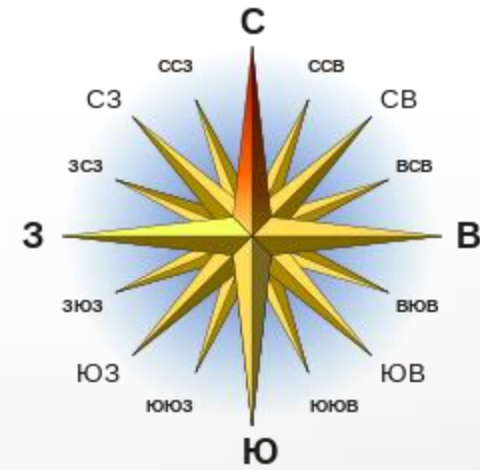
- Allow plenty of time for decision making.
- Provide data – objective facts and figures this person can trust.
- Don't be put off by critical NO statements.
- Minimize expressing of emotions, use logic whenever possible.
- Appeal to tradition, sense of history, correct procedures.



Conclusion:

In different specific situations each of the types can appear to be quite effective, but in a typical developing situation applying of the team management will appear to be the most effective.





Thank you for your attention

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