

LEADERSHIP STYLES & PROFILES

Instructor's Workbook



LEADERSHIP STYLES & PROFILES

Developed for:



1999

by:

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LEADERSHIP STYLES & PROFILES

Preface:

Welcome to one in a series of individualized Optimist International Skills Development Modules. Our goal is to help you, our members, learn and apply practical skills to deal with the opportunities and issues in your life. This series of modules is not designed to deal with "theoretical" issues, but rather to provide a practical "hands on" approach.

Each of these modules is to be used, written in and applied. You can learn skills on your own, or join with others in a collaborative learning venture. Each module contains an instructor's guide in addition to a separate participant's guide which can be duplicated as often as necessary to supply the needs of your Club members.

Future modules will deal with individual as well as group-oriented skills, all of which are designed to help individual Optimists enhance their personal leadership ability in any chosen field of activity, i.e., employment, home, school, and volunteer activities. This is a significant development for our organization in its service to its own members, and we hope that participants will provide feedback about each module to the International Headquarters (c/o Leadership Development). In this way, we can maintain our focus on providing meaningful leadership training to Districts, Clubs and individuals throughout our Optimist organization.

We truly hope you enjoy the journey to self-improvement.

OUTLINE

1. INTRODUCTION
2. OUTCOMES
3. RECOGNIZING YOUR PRESENT LEADERSHIP
(BEHAVIORAL) STYLE
4. A DESCRIPTION OF LEADERSHIP STYLES
(BEHAVIORS)
5. DEVELOPING ALTERNATE LEADERSHIP
(BEHAVIORAL) STYLES

INTRODUCTION

Any program that discusses leadership styles must begin with a discussion of behaviors. By learning about and understanding our own behaviors and the behaviors of others we can learn to interact with and relate to others in a more effective way. A leader cannot be effective unless and until he or she understands the behaviors and motivations of individuals on his or her team. In addition, members of a team must *know* that the leader understands them and appreciates their particular skills and motivations.

This module will help present and potential leaders understand themselves and others. Through this understanding they will become more effective in leading their team to the successful completion of its goals.

OUTCOMES

At the end of this session participants will have learned:

1. The names of four leadership (behavioral) styles.
2. To describe attributes of each style
3. Their own present leadership (behavioral) style
4. How to identify the leadership (behavioral) styles of others
5. How to adopt a leadership (behavioral) style in accordance with a specific situation.

NOTES TO THE INSTRUCTOR

It is important to bear in mind that the instructor's function in this workshop is not to "teach" others about Leadership Styles. The objective is to lead the group and assist them in reaching their own conclusion regarding the subject matter.

It is also important for the instructor to have knowledge of his/her own leadership style **before** presenting this material to a group. To that end it is suggested that the instructor complete the program in advance of presenting it to a group.

The instructor must bear in mind that of the four Leadership Styles presented no single style has any more value than the others - they are just *different* from one another. Everyone has a Leadership Style and it is **crucial** that the instructor understands that to say or imply that one style is better than the others can be very de-esteeming to those who do not use that particular style.

This module is a three-part process. The first is self-discovery - What Leadership Style do I use most often? To that end participants will complete three forms, a Benefits Form a Picture Form and a Discovery Form. Detailed instructions are contained in the Instructor's Guide and the Participant Workbook. A detailed description of each of the four styles follows. It is imperative to have participants complete the forms **before** the instructor leads the discussion regarding the descriptions of the four styles.

The second part of the process is to determine the Leadership Styles of others. In addition to the examples provided, the instructor is encouraged to introduce other examples, perhaps from his/her own Club, Zone or District.

The final part of this module is concerned with showing participants how to develop alternative Leadership Styles. Detailed instructions on the use of visualizations and affirmations are included.

REGISTRATION FORM

NAME David Morrison

DISTRICT Pacific Northwest

ZONE 13

CLUB Abbotsford

POSITION Past District Governor

➤ BENEFITS CHART results (prioritize order of choices a,b,c,d):

a) 1 b) 3 c) 2 d) 4

➤ PICTURE PAGES (prioritize order of choices a,b,c,d):

a) 1 b) 3 c) 2 d) 4

➤ Ranks from your DISCOVER FORM

BUILDER	RELATER	PLANNER	ADVENTURER
BROWN	BLUE	GREEN	RED

a) 1 b) 3 c) 2 d) 4

➤ THE WAY I SEE MYSELF AT THE PRESENT TIME

BUILDER	RELATER	PLANNER	ADVENTURER
BROWN	BLUE	GREEN	RED

1 3 2 4

ORIGINS OF WESTERN THOUGHT - Two strands of analysis of humankind

Absolute Certainty/Control

Hippocrates (460-380 B.C.): father of modern medicine

Galen (Roman, c. 2 A.D.)
Types; phlegmatic, choleric, melancholic, sanguine

Predestination (c. 1500)

Machiavelli (1469:1527): The Prince

Divine Right of Kings (c. 1600)

Descartes (1596-1650) matter vs. form

Napoleon (1852-1882): Fascism

Darwin (1809-1882): survival of the fittest

Phrenology (c. 1850)

Totalitarianism, Fascism, Capitalism (c 1900) **Nazism**

Assessments: designed for control/mathematical certainty in analysis of people's thinking, feelings, and actions.

Jung: type (introversion, extroversion)

Large-Thorndike: intelligence level slot

Meyers-Briggs: 16 personality types

Kiersey-Bates: (True Colors), DISC, Performax, et al. type casting

Humankind can be totally controlled, figured out, measured, slotted and type cast

Mystery/Dignity of the Person

Socrates (469-399 B.C.) "Know thyself"

Hericlitus: change

Plato (429-347 B.C.) world of forms

Aristotle (384-347 B.C.) matter and form united

Beginning of dignity and personal freedom. Democracy and respect for the person developed throughout the first millennium under the influence of Judaism and Christianity

Magna Carta (1215 A.D.):

French and American Revolutions and constitutional changes in England promoted democracy

20th Century

Einstein: relativity

Heisenberg: uncertainty principle

Development of various processes based on freedom and respect of the person to change and mature

Behavior Modification: change is possible

Client-centred Therapy: person controls change

Rotter's Locus of Control: change of behavioral focus creates balance

Dunn: differences in learning style

Neurolinguistics: how words affect people in different ways

Winning Colors: observation tool designed to assist persons in understanding and dealing practically with present thinking, deciding, feeling and action behaviors

Persons are free agents, each in control of his/her own destiny

THE ORIGINS OF WESTERN THOUGHT – A BRIEF EXPLANATION

The “Absolute Certainty/Control” side of the sheet is a list of people, theories and programs that attempt to, or have attempted to, predict human behavior by pigeonholing or type casting people. The assumption is made that people’s personalities* are fixed and unalterable. Therefore a person’s thinking, feelings and actions can be predicted and controlled. This leaves no room for growth. It assumes that people are fixed, static and unchanging and that fate is in control. This is clearly not the case. People are capable of learning, changing and adapting. If this were not so, humanity would not exist today.

The “Mystery/Dignity of the Person” side of the sheet lists people, theories and programs that hold that the individual, rather than fate, is in control. These theories and programs were developed with the individual as the focus and on the basis that we can each control our lives.

The early Romans and Greeks were the first to disagree on this principle. **Hippocrates** felt that outside forces (medicines) were required to effect change. **Socrates** and others felt that the path to change lay in “knowing thyself”.

During the Middle Ages “**Predestination**” and “**The Divine Right of Kings**” stated that people were born to a certain station in life and could not, under any circumstances, change this. The concept of people being in control of government, albeit to a small degree, began when Prince John was forced to sign the **Magna Carta**.

Phrenology is an attempt to categorize people by measuring certain aspects of their head. **Totalitarianism, Fascism, Capitalism, and Nazism** are, or were, attempts to slot people by race, religion, skin color, or station in life. **Einstein** first revealed that nothing in nature is fixed or operates independently – everything is connected.

Assessments, which can include personality tests and aptitude tests, attempt to measure and predict human behavior. **Heisenberg** showed that when an assessment or measurement is taken, the only thing certain is the state or condition of that which is being measured *at the time the measurement or assessment is made*.

Jung developed tests to classify personalities as being introverted or extroverted. **Lorge-Thorndike, Meyers-Briggs, Kiersey-Bates** and others are programs that were developed to measure, quantify and classify different “personality types”. Some of the programs state quite clearly that change is not possible.

Behavior Modification, Client-Centered Therapy, Rotter's Locus of Control, Dunn, Neurolinguistics and Winning Colors each hold that *Persons are free agents, each in control of his or her own destiny*.

*This is the only page on which you will see the word “personality”. This module is based on *observable behaviors*.

Begin by asking participants to complete the personal information part of the REGISTRATION FORM in their workbook. Ask them to use a pencil for this exercise and all other exercises in the workbook. Stress that this is a DISCOVERY program and as they learn more they may wish to make changes.

Ask participants to review *THE ORIGINS OF WESTERN THOUGHT* ©

Note how most traditional assessment programs, Meyers-Briggs, Kiersy-Bates, etc. tend to pigeonhole or typecast people.

Winning Colors©, on which this module is based, makes no such attempt. Winning Colors© holds that "Persons are free agents, each in control of his/her own destiny."

Emphasize that participants are about to discover their *PRESENT LEADERSHIP STYLE*. As they learn more about different styles they may decide to learn a different style *or not*. The choice is theirs.

GROUP DISCUSSION

- ◆ Discuss the differences in the Two Strands of Analysis. Note how the "Absolute Certainty/Control" thoughts differ from the "Mystery/Dignity of the Person" thoughts. Which is the most flexible? Which one puts people, as opposed to fate, in control?
- ◆ Ask participants how they feel about being pigeonholed? Is this another form of "labelling"? Does it limit or inhibit personal growth?
- ◆ Ask participants how they feel about the term *PRESENT LEADERSHIP STYLE*. What are the implications of the word PRESENT? Does it allow for the possibility of future change? Does it imply that a person, if they choose, can learn another style(s)?

Ask the participants to complete the **BENEFITS FORM**. A sample of a completed form is included in this manual

Please remind the participants to complete this form in pencil as they may wish to change it later.

Keep in mind that there are no right or wrong answers and remind the participants to complete this form in accordance with how they feel at the **PRESENT** time.

Ask the participants to transfer the results to their **REGISTRATION FORM**.

Effective leadership is dependent upon effective communication. Effective leadership and communication is threefold:

- ◆ **AWARENESS**. When you are capable of noting the differences between ideas and feelings of others and your own.
- ◆ **A PLAN OF ACTION**. When you have a method of identifying and developing skills and behaviors crucial for communicating with those using different words, ideas and emotions than you.
- ◆ **IMPROVED PERFORMANCE**. The result will be that you will know yourself and others better, be happier, be a better leader, be liked by more people, be successful and have a lot more fun.

GROUP DISCUSSION

- ◆ If we accept that not everyone thinks, feels and acts alike does it not follow that leading a diverse group of people will require more than one leadership style?
- ◆ In relation to the statement above would it be accurate to say that different leadership styles are required in different situations? The club or district board meeting. The social gathering where you are the host/hostess. A situation that requires immediate action as opposed to a proposal that requires thought and study.

Suggested leadership styles for each of the above situations will be discussed later.

BENEFITS

Heighten your awareness of behavioral differences in people. There are different strokes for different folks. Keep in mind when reviewing the following items that there are no right or wrong answers.

The bottom line is: *Is this statement important to you?*

Step #1: Read each item and indicate the importance to you with a check mark.

i.e.: **Very Important** _____ **Important** _____ **Somewhat Important** _____

Step #2: Rank a,b,c,d from 1 to 4 according to its importance to you, in the square provided **BEFORE EACH ITEM. (#1 WOULD BE THE MOST IMPORTANT)**

1

a) If someone were to show you a way to gain more respect; establish stability, law and order around you; give you power/status/control over people; give you bottom line results. Would that be of value to you?

Very Important **Important** _____ **Somewhat Important** _____

3

b) If someone were to show you a way to assist you to build a strong team; create harmony at home/school/work; establish caring relationships around you; make you feel good inside; make people feel good about you. Would that be of value to you?

2

Very Important _____ **Important** **Somewhat Important** _____

c) If someone were to show you a new/better way to understand and communicate with people; discover what makes people tick; help you predict their behavior; give you a new and creative approach to life and time to perfect all you wanted; give you complete freedom of thought. Would that be of value to you?

Very Important _____ **Important** **Somewhat Important** _____

4

d) If someone were to show you a way to deal with people that is filled with action; that you can use on the spur of the moment; is exciting, fun and never dull; that gives you control over powerful and fast moving machines; that allows you freedom of action and movement. Would that be of value to you?

Very Important _____ **Important** _____ **Somewhat Important** _____

Ask the participants to review the pages entitled “The Planner Part of Leadership”, “The Builder Part of Leadership”, “The Relater Part of Leadership” and “The Adventurer Part of Leadership”. Using the words and pictures on the page, have them rank each page in accordance with its importance to them. The page that best describes them would be 1, the next best 2, etc.

Stress that they are to rank the pages in accordance with how they feel most comfortable, NOT how they want others to see them, NOT how they think others see them – but how they feel inside *at the present time*. It is important to stress once again that none is any better than the others are – they are just different. It is important that the participants complete this exercise *before* they read the descriptions of the Leadership Styles.

Be sure to allow sufficient time, as some participants will take longer than others. The reasons for this will become clear as each of the Leadership Styles is discussed in detail.

When the participants have finished ranking the pages ask them to transfer the rankings to their REGISTRATION FORM.

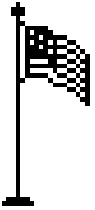
Descriptions of each of the Leadership styles are on the following pages. Read these pages out loud to the group and lead the discussions accordingly. Read the descriptions of the picture page first, then the description of the Leadership Style.

GROUP DISCUSSION

- ◆ After the participants have reviewed the pages and if they are known to each other ask them to write down how they think others in the group will rank the pages.
- ◆ When participants have completed the rankings compare the actual rankings with the guesses.
- ◆ Are there any surprises? Why might the guesses be different from the way people ranked the pages? The reason is that the way others see us is not always the way we see ourselves.

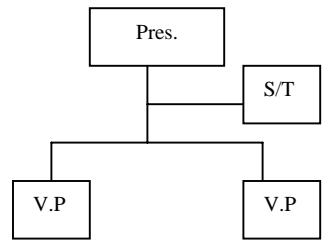
The Builder Part of Leadership Color Me Brown

The Bottom Line



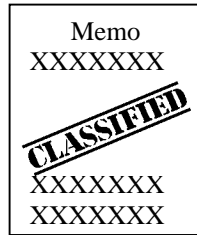
Results

Law and Order



Prepared

Duty



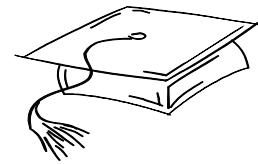
Responsible



Control



Power



Accountable

The Deciding Part of Me

The importance of this page to me 1,2,3 or 4 ____ 1 is the most important, 4 the least.

The Relater Part of Leadership

Color Me Blue

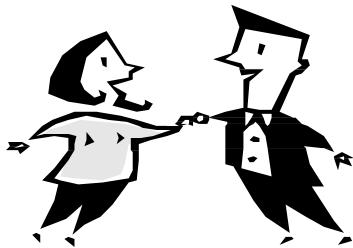
Poems



Getting Along

Warmth

People Centered



**Make a Wish
Foundation**

*Happy
BIRTHDAY*



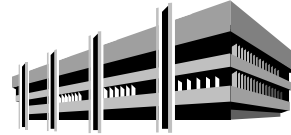
Caring and Sharing

The Feeling Part of Me

The importance of this page to me 1,2,3 or 4 ____ 1 is the most important, 4 the least

The Planner Part of Leadership Color Me Green

Analyzing



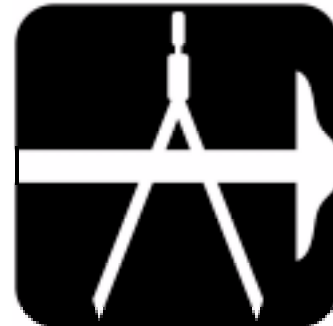
The Universe as Copernicus saw it

Thinking

Innovative

Creating

Predicting



Logical

Understanding

The Thinking Part of Me

The Importance of this page to me 1,2,3 or 4 ___ 1 is the most important, 4 the least.

The Adventurer Part of Leadership

Color Me Red



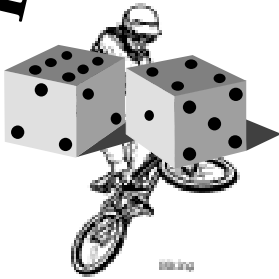
No Traditional Rules



Risk



Excitement



Adventure



Spontaneous

FUN



The Action Part of Me

The importance of this page to me 1,2,3 or 4 ____ 1 is the most important, 4 the least

THE PLANNER PART OF LEADERSHIP- PICTURE PAGE

Starting at the top left we see the Sydney Opera House. This was included not only because of the imaginative, creative design of the structure itself but also because of the creative and artistic events that happen within the building.

The native people of the Pacific Northwest created some wonderful works of art in their totem poles. This art form was almost lost but is now enjoying a resurgence of popularity. The totems each tell a unique story and reflect the importance of local wildlife in their culture.

Da Vinci's painting of The Mona Lisa and her enigmatic smile has captivated the world for centuries. Some people claim that this is actually a self-portrait. If true, it would be the ultimate in Planner behaviors and would explain the smile. (Gotcha?)

The simple, yet elegant form of the building at the top center of the pages shows what can be done to enhance an otherwise cubic shape by adding a few lines and curves. A "Builder" (no pun intended) version of this structure would probably be a plain box.

Copernicus' map of the universe exemplifies the need to understand and explain the inner working of things exhibited by those who use Planner behaviors.

Continued on next page.

GROUP DISCUSSION

Ask the participants if they can think of any Optimist International logos, symbols or programs that would exemplify the Planner Leadership Style.

Some examples of programs might be the Essay, Oratorical, and CCDHH contests. These events are very Planner in nature because they require imagination, take time to prepare, and the rewards are not always immediate.

Almost any logo is, by its nature, Planner oriented because it is a representation of something. It requires imagination to connect the logo with what it represents. The hourglass shape of the Coke bottle is a wonderful example. The fact that most people recognize the symbol shows how we all use Planner behaviors to a certain degree.

The compass and the T-square are tools of the creative architect and the detail oriented draftsman.

The music notes signify the creativeness of the composer and the exactness of the musical composition. Each note is either, full, half or quarter, sharp, flat or natural. Full instructions on how the piece is to be played, volume, speed and emphasis are included. Ironically, the musician's or singer's need to create will often override the wishes of the composer and they will interpret the composer's creation in their own style. Listen to "Stardust" as written by Hoagy Carmichael and played by Glenn Miller, then sung by Willie Nelson.

THE PLANNER PART OF LEADERSHIP

The Planner part of Leadership is detail oriented – dot the “i’s” and cross the “t’s”. It is forward thinking and imaginative – long range planning. It is bringing together **ALL** of the facts – studies and meetings.

If I emphasize the **PLANNER** part of myself, I usually enjoy planning new and better ways of doing things. I know that underlying details are important and make sure that everything is brought into consideration before making an important decision. I want competency and perfection, have a respect for knowledge, and am a thinker by nature. Life should proceed in a logical fashion. I believe in budgeting time and money, analyzing and understanding the inner world of people and nature in depth, so that I might build on the solid rock of causes rather than effects. I am a person of reason and wisdom desiring the ability to predict the future so that society might not only survive, but also prosper.

This style is exhibited by: James Thurber, Alexander Graham Bell, Jonas Salk, Thomas Edison, Benjamin Franklin, Albert Einstein, Sigmund Freud, Galileo, Sherlock Holmes, Noriyuki Morita (Karate Kid), Dr. Martin Luther King Jr. (I Have a Dream), Shakespeare, “The Impossible Dream”, Picasso

PLANNER VOCABULARY includes the following in addition to the words on the Planner page: ♣imagine♣ ♣cautious♣ ♣inner experience♣ ♣foresight♣ ♣intuition♣ ♣mystery♣ ♣theoretic♣ ♣reasonable♣ ♣science fiction♣

Communication Key: *Build an atmosphere of freedom of thought.*

GROUP DISCUSSION

- ◆ Ask the participants to name some leadership situations in their club, zone or district where a strong emphasis on this Leadership Style would be most appropriate. Some examples would be budgeting, nominating committee, bulletin editor, finance chair, Oratorical and/or Essay Chair.
- ◆ Ask the participants if they can identify some leadership situations where a strong emphasis on this Leadership Style would be less appropriate. Some examples would be Sergeant.-At-Arms and Fellowship Chair.
- ◆ Ask the participants if their list of more appropriate uses of this Leadership Style is longer than their list of less appropriate uses.

Call Me Creative - Color Me A Planner (Green)

Build an atmosphere of freedom of thought.

The **Comfort Zone** for people who uses the Planner Style of Leadership includes: Open to new and creative ideas, abstract thinking, the latest and most innovative procedures and products. Prefers creative, subjective input that challenges the mind, quiet time; abhors triviality. Not too concerned about dress, hairstyle or exterior details. Future oriented (visionary): science fiction and exploration of space, revolutionary ideas.

The **Demands on People** made by persons who use this style: Creative thinking, they want to work alone, develop the mind and reasoning process. Must be logical; long and detailed explanations, reports, and meetings.

Hot Buttons:

Take a serious approach to Planners' communications. Take a thoughtful, calm, cool and collected interest in them and their ideas. Don't dominate a conversation with *your* ideas. Practice patience, allow and encourage personal creativity. Set schedules that allow Planners more time to complete a task. **Give them ample warning before calling on them to speak in public.** Create a circle at meetings and go around it for comments, making sure that you place them **in the middle or near the end. Never place them at the beginning.** Giving harsh, bottom line treatment causes withdrawal and feelings of inadequacy.

GROUP DISCUSSION

- ◆ Ask the participants if they know anyone in their family, business, club or anywhere, who uses this style of Leadership. Ask them to share this (if they wish) with the rest of the group. If you are going to ask specific people to speak, which "color" will you ask last? If you don't know please re-read the left side of this page.
- ◆ Discuss, briefly, some of the pluses and minuses of this style. Some pluses might be that hasty decisions are avoided, all important data are taken into consideration and new ideas are encouraged
- ◆ Some minuses might be that meetings tend to be too long, decisions are delayed and some impractical ideas or programs may be put in place.

THE BUILDER PART OF LEADERSHIP – PICTURE PAGE.

Starting at the top left there is a picture of the U.S. Flag, which symbolizes patriotism, love of country and tradition. All of which are important to people who use the Builder Style.

Below that is a Rolls Royce. Long a symbol of status and prestige.

The dollar sign is indicative of the Builder affinity for the bottom line. The profitability of a company or enterprise is the measure of its success.

The police officer symbolizes law and order. These are very important concepts for the Builder Style. Without these there is anarchy.

Moving up to the classified memo we are reminded that some people who use this style view their security clearance as a status symbol.

The pyramids of Egypt epitomize permanence and solidity. They were built by the Pharaohs as monuments to themselves and to ensure that their memory would never die.

The cap worn by graduate shows the importance of education to those who use the Builder Style.

The military medal, in this case a medal of the Order of the Knights of St. John, shows the importance of tradition, honor and respect to those who use the Builder Style. Medals, badges of office, certificates of accomplishment and similar symbols are very important – especially when they are presented to them in front of their peers.

GROUP DISCUSSION

- ◆ Ask the participants if they can think of any symbols pertaining to Optimist International that are reflective of the Builder Style of Leadership.
- ◆ There are many to choose from. The basic membership pin, the Distinguished President's watch and the Distinguished Governor's, ring would be good examples.

THE BUILDER PART OF LEADERSHIP

The Builder Part of Leadership is bottom-line oriented - "Just the facts". Don't give me a six-page report - I want a one-page summary. A place for everything and everything in its place.

If I emphasize the **BUILDER** part of myself, I usually enjoy leading and being "up front" with people by expressing myself openly and directly. I know what I ought to do and do not hesitate to remind other people about their responsibilities and their commitments. I want justice, have a deep respect for traditions, and am parental by nature. I believe in preparing and saving, thus building life on a solid rock foundation that will stand when the winds and the rains come. I am a strong-willed, organized person who stands as a fortress for all to see, desiring respect and appreciation for keeping society from going to the dogs.

This style is exhibited by: Queen Elizabeth, H. Ross Perot, Hillary Clinton, General Schwarzkopf, Superman, Lee Iaccoca, Sir Winston Churchill, Captains Kirk and Picard, Golda Meir, Captain Janeway, Ronald Reagan, The I.R.S., "Star Spangled Banner", "O Canada", Germany, Rush Limbaugh.

Builder Vocabulary includes the following in addition to the words on the Builder page: ♠bottom line ♠ ♠duty ♠ ♠track record ♠ ♠at one's command ♠ ♠status ♠ ♠control ♠ ♠law-abiding ♠ ♠power ♠ ♠tradition ♠

Communication Key: *Down to earth and traditional.*

GROUP DISCUSSION

- ◆ Ask the participants to name some leadership situations in their club, zone or district where strong emphasis on this Leadership Style would be most appropriate. Some examples would be club President, Lieutenant Governor, Governor, Essay and/or Oratorical Chair
- ◆ Ask the participants if they can identify some leadership situations where strong emphasis on this Leadership Style would be less appropriate. Some examples would be Sergeant at Arms and Fellowship Chair.
- ◆ Ask the participants if their list of most appropriate uses of this Leadership Style is longer than their list of less appropriate uses.

Call Me Traditional – Color Me A Builder (Brown)

Down to Earth and Traditional

The **Comfort Zone** for people who use this Leadership Style includes: Orderly, structured procedures at work, home, school, and club; pride in organization, company, school and family. Prefers input and procedures that have a solid, traditional, stable foundation, showing importance of discipline, routine: desk in a position of authority, conservative dress and hair styles. Everything must indicate status (e.g., home, family, school, recreation, clubs).

The **Demands on People** made by those who use this style: Duty conscious, obedient, respectful, success-oriented, hard working, reliable, prepared, responsible; able to finish projects and assignments within time limits; reports must be neat, concise and on time.

Hot Buttons:

Take a bottom line approach to Builders' communication. Be duty conscious and adhere to rules and directions. Explain directions in a step-by-step fashion. Give them status and control over people according to their people skills. Have a concrete reward system. Let them know what is expected of them and establish a stable, structured environment. Give them accountable and responsible positions according to their talents. **Never** embarrass them or cause them to lose face in front of their peers.

GROUP DISCUSSION

- ◆ Ask the participants if they know anyone in their family, business, club or anywhere, who uses this style of Leadership. Ask them to share this, if they wish, with the rest of the group.
- ◆ Discuss, briefly, some of the pluses and minuses of this style. Some pluses might be that decisions are arrived at in a timely manner, meetings are short and to the point.
- ◆ Some minuses might be that cold facts are put ahead of people's feelings, things are run in such a way that there is no room for fun and excitement.

THE RELATER PART OF LEADERSHIP – PICTURE PAGE

Cupid and his bow, St. Valentine's Day and matters of the heart are very important to those who use the Relater Style of Leadership. Feelings are the most important things.

The couple shaking hands again shows the importance of relationships. The phrase often heard when Relaters meet is "Hugs are better".

The "Happy Birthday" sign indicates the importance of family holidays. Christmas, Easter, Thanksgiving and other holidays are important to the person who uses the Relater style because they offer an opportunity for people to be together. The religious or historical significance is often secondary.

The Teddy Bear conjures up images of warm and friendly comfort.

Mother Theresa concerned herself totally with the care of others. Every life was important to her and she gave everything to ease the pain and suffering of others.

Puppies love everyone. They need love and affection as much as they need food and water. Relaters are only too happy to supply lots of both.

Gifts are important to the Relater. They will worry that the gift that they bought for someone else may not be perfect. They will insist that the gift that they received is "just what I wanted" even though they already have a closet full of them. They will go out of their way to help others and will thank you for giving them an opportunity to help you.

If you are stuck beside the highway with a flat tire the Relater is your best chance of rescue.

GROUP DISCUSSION

- ◆ Ask the participants if they can think of any Optimist International logos, symbols or programs that would exemplify the Relater Leadership Style.
- ◆ The CCDHH logo and the Friend of Youth logo would be good examples. (You may be hard pressed to come up with many more.)
- ◆ Have some fun with this. Ask the participants to put up their hands if they are familiar with the following:
- ◆ "The Relater Style is shoe boxes full of photographs. Photographs that are going to be put in an album – some day. Aren't they? They are all pictures of people and/or animals - no buildings or scenery." Everyone either does this or knows someone who does and it always generates some laughs and smiles.

THE RELATER PART OF LEADERSHIP

The Relater Part of Leadership is concern for people. From the bottom of one's heart. Birthday cards and flowers. Love songs.

If I emphasize the **RELATER** part of myself, I usually enjoy being with people and have a high regard for emotions. I know that feelings are very important and will bend my needs to those of others. I make my judgements first on people and secondly on the facts and actual products or services. I want unity with others, am romantic at heart and am a sympathetic person by nature. I want opportunities to communicate and socialize with others, believing that care and consideration are the solid rock foundation of a successful and happy life. I have strong, expressed emotions, believing in honesty, sincerity and keeping individuals in society from becoming intellectual robots.

This style is exhibited by: John Candy, Oprah Winfrey, Bill Cosby, Florence Nightingale, Larry King, Paul McCartney, Big Bird, Snoopy, Dr. McCoy, "We Are the World", Jay Leno, Italy, Michael Jordan.

Relater Vocabulary includes the following in addition to the words on the Relater page:
♥sympathy♥ ♥hug♥ ♥friendly♥ ♥heart♥
♥brotherly love♥ ♥concern for people♥
♥harmony♥

Communication key: *Caring, friendly, emotional person interactions*

GROUP DISCUSSION

- ◆ Ask the participants to name some situations in their club, zone or district where strong emphasis on this Leadership Style would be most appropriate. Some examples would be Fellowship Chair, Social Activities and some community service/youth activities programs.
- ◆ Ask the participants if they can identify some situations where strong emphasis on this Leadership Style would be less appropriate. Some examples would be Club President, Secretary and/or Treasurer.
- ◆ Ask the participants if their list of most appropriate uses of this Leadership Style is shorter than their list of less appropriate uses.

Call Me Social – Color Me A Relater (Blue)

Friendly, Emotional, Personal Interactions.

The **Comfort Zone** for people who use this style includes: Supportive, friendly atmosphere – emotions are crucial. “People” slogans and posters, harmonious home, teamwork. Vocal exchanges such as discussion groups; want to be liked by people, preferring procedures that are people-centered and humanistic. Friendliness and sharing are important. Relaters make themselves accessible to the personal as well as the work needs of people. Bright, colorful, co-ordinated dress.

The **Demands on People** made by those who use this style: Share ideas and feelings, enthusiasm, harmony. Speak out in meetings and at home. Emotional appreciation; emphasis on exterior detail such as how the report looks, how people are dressed. Democratic.

Hot Buttons:

Take a friendly approach to Relater’s communication. Provide a social atmosphere and occasions for them to interact. Respect the Relater’s feelings by not imposing your own feelings on them. Allow them time to talk with their friends such as discussion groups. Provide occasions for emotional outlets and freedom of their personal expression. Give genuine concern, a smile, a kind word, and do not dominate the conversation. Smile when passing and congratulate them on various occasions – especially when they least expect it.

GROUP DISCUSSION

- ◆ Ask the participants if they know anyone in their family, business, club or anywhere, who uses this style of Leadership. Ask them to share this, if they wish, with the rest of the group.
- ◆ Discuss, briefly, some of the pluses and minuses of this style. Some pluses might be that people are encouraged to share their ideas and feelings, everyone feels as though they are important and included.
- ◆ Some minuses might be that feelings and emotions are put ahead of facts and logic, difficult decisions are avoided for fear of hurting someone’s feelings.

THE ADVENTURER PART OF LEADERSHIP – PICTURE PAGE

The NASA shoulder patch reminds us of the danger and risk inherent in space exploration. Fast machines and the “cutting edge” of technology.

The dice show that the world of the Adventurer is filled with chance. Let the chips fall where they may. Let it ride. We’ll see what happens.

The BMX bicycle racer. It doesn’t matter which road we are on – just go faster.

A one-on-one physical challenge on the basketball court is appealing to those who use this style. The game itself doesn’t matter – as long as it is physical, moves quickly and the participants can work up a sweat.

Hockey is a rough, physically challenging game and, for some Adventurers, the rougher the better. The puck and the players are in constant motion – there is no time to slow down and analyze the play. Instant action and reaction are the watchwords.

Mach three or warp five – as long as it goes fast.

The mountain climber reminds us that it is the challenge of the journey that is important. Reaching the top of the mountain is almost anti-climactic because the challenge is now gone.

The speed and danger of downhill ski racing. The racer challenges not only the mountain and the other racers but himself/herself as well.

GROUP DISCUSSION

- ◆ Ask the participants if they can think of any Optimist International logos, symbols or programs that would exemplify the Adventurer Leadership Style.
- ◆ Are there any? No.

THE ADVENTURER PART OF LEADERSHIP

The Adventurer Part of Leadership is concerned with action, movement and the short term. For some who use this style, long range planning is lunch tomorrow.

If I emphasize the Adventurer part of myself, I usually enjoy being where the action is and bringing fun and thrills into the routine of daily life. In times of crisis, I am at my best! I believe that people are free and make no bones about enjoying life without being bound by a multitude of laws. I want excitement! I believe that one should spend freely. The present moment is most important. Yesterday is easily forgotten and tomorrow is not relevant. Fast machines are an important part of my action world. I am a free-spirited person for all of the world to see, keeping society from ulcers and high blood pressure.

This style is exhibited by: President Clinton, Whoopi Goldberg, Amelia Earhart, Chuck Yeager, Geraldo, Eddie Murphy, Elvis, Robin Williams. Han Solo (Star Wars), Indiana Jones, The Road Runner, Australia, "Foot Loose", Eddie Murphy, Arnold Schwarzenegger

Adventurer Vocabulary includes the following in addition to the words on the Adventurer page:
◆thrill◆ ◆climb to the top◆ ◆games◆ ◆fast machines◆ ◆light hearted◆ ◆perform◆ ◆quick◆
◆good time◆ ◆danger◆

Communication Key: *Build an atmosphere of action, fun and excitement.*

GROUP DISCUSSION

- ◆ Ask the participants to name some situations in their club, zone or district where strong emphasis on this Leadership Style would be most appropriate. Some examples would be Fund Raising, Meeter Greeter
- ◆ Ask the participants if they can identify some situations where strong emphasis on this Leadership Style would be less appropriate. Some examples would be Finance Chair, Secretary/Treasurer.
- ◆ Ask the participants if their list of most appropriate uses of this Leadership Style is shorter than their list of less appropriate uses.
- ◆ Notice that the description and the length of the sentences in the description of the Adventurer Style are shorter than the Planner Style. Ask the participants if they noticed this and why it was done this way. (It was done to increase the readability for those who use this style.)

Call Me Active – Color Me An Adventurer (Red)

The **Comfort Zone** for people who use the Adventurer Style of Leadership includes: Action, unstructured work situations; a mover, prefers procedures that are useful, dynamic, practical and hands on. Spontaneity and the here-and-now are important. Be on stage – in touch.

The **Demands on others** made by those who use this style: Action-oriented, spontaneous responses. Respond quickly to curves, be competitive, be on stage at a moment's notice. Fun and light hearted attitude (take a joke) – pick up the pieces and clean up the mess.

Hot Buttons:

Take a light hearted, fun, action approach to the Adventurers communications. Speak to the here and now. Be as flexible as they are to changing action but be careful of the direction that the action is taking. Involve them in any positive action situation. Be careful not to get caught in the thrill. Create result-oriented action situations according to the goals of the club or organization. Allow them to play a “starring” role as the occasion permits. Make sure they are in positive action situations, provide recreational time, or social occasions to let off steam.

GROUP DISCUSSION

- ◆ Ask the participants if they know anyone in their family, business, club or anywhere, who uses this style of Leadership. Ask them to share this, if they wish, with the rest of the group.
- ◆ Discuss, briefly, some of the pluses and minuses of this style. Some pluses might be that there is always something new and things are seldom boring.
- ◆ Some minuses might be that decisions are made with little thought to the consequences and an emphasis on the short term rather than long range planning.

Ask the participants if, having read and discussed each style, they wish to change the ranking that they gave to each style. (Remember the pencil?)

It is not uncommon at this point for some participants to want to change their ranking and for others to express a certain amount of uncertainty about their choices. Please stress to them that this is perfectly natural. For most of them this will be the first time that they have had an opportunity to discover their own particular Leadership Style or strength. As the discussion continues they will have further opportunities to change as they learn more.

In spite of your request to have participants rank the pages etc. in accordance with how they feel at the present time, some will still record how they think others see them or how they want others to see them. Some will do this consciously, others subconsciously. Most of this uncertainty will be removed when the participants complete the Discover Page which follows next.

GROUP DISCUSSION

- ◆ Ask the participants the following four questions:
- ◆ 1) How many of you are capable of thinking? (Planner)
- ◆ 2) How many of you are capable of deciding? (Builder)
- ◆ 3) How many of you are capable of feeling? (Relater)
- ◆ 4) How many of you are capable of acting? (Adventurer)
- ◆ All members of the group should respond positively to each question. Point out that these are the four parts of themselves. **The Four Leadership Styles.** We are all capable of each one and what the participants are beginning to discover are their own particular strengths.
- ◆ Point out that we each use all of these styles to some degree. Some people are stronger in the area of the Relater, others, in the area of the Builder etc. Usually two styles dominate (strength and backup) with aspects of the other two present, but more subdued.

Ask the participants to complete the Discover Form. A sample of a completed form is provided. Again there are no right or wrong answers. Ask the participants to fill in the form in accordance with how they feel *at the present time*. NOT how they wish others to see them or how they think others see them. If any of the column totals are ties have the participants break the tie. A tie would indicate that the person's strengths in those areas are very close.

When they have completed the form ask them to transfer the rankings to the appropriate place on their REGISTRATION FORM.

Participants now have the opportunity to compare the rankings from the Benefits Form, Picture Pages and the Discover Form and complete the section of the REGISTRATION FORM "The Way I See Myself at the Present Time". If the rankings are close for each form they should have no problem with this. If, however, the rankings are not close then you should suggest that they review the forms and the picture pages again and re-evaluate their choices.

At this point the participants should have a reasonably clear picture of their own present Leadership Strength and they will probably have a good idea of how to determine the strength(s) of others. The next section will go into more detail on how to identify the strengths of others.

DISCOVER

Your Communication Power

Which part of you is the strongest at the present time?

♣PLANNER?♣ ♠BUILDER?♠ ♥RELATER?♥ ♦ADVENTURER?♦

These are the four parts of self!

Number the following words or phrases in each item (a,b,c,d) from 1 to 4, going across each line in order of importance to you. Number 1 would be the word or phrase that **best describes your feeling of comfort and what you're like inside** - NOT how you act because of outside pressures, e.g. family friends, work, superiors.

Total the columns. Circle the lowest score.

The lowest score identifies your **present** communication **POWER** or **WINNING COLOR**.

Fill in the **TREND** blanks with the four parts of self that match the words in the column.

Fill in the **COLOR** blanks with the color that matches the **TREND**.

1	a) Be <input type="text" value="3"/> d	b) Let <input type="text" value="2"/> be friends	c) <input type="text" value="4"/> pp better and more Logical ways	d) Live today and don't worry about tomorrow
2	a) <input type="text" value="3"/> g people what they should do	b) Tall <input type="text" value="1"/> and socializing with people	<input type="text" value="4"/> c) Understanding and analyzing people's behavior	d) Fun and excitement with people
1	a) Say <input type="text" value="3"/> d budgeting	b) <input type="text" value="2"/> g	c) Acc <input type="text" value="4"/> g	Spending
1	a) <input type="text" value="2"/> g	b) <input type="text" value="3"/> g	c) P <input type="text" value="4"/> g	d) Exploring
2	<input type="text" value="3"/> g organized	b) Bei <input type="text" value="1"/> d and accepted	<input type="text" value="4"/> g correct and competent	d) Being spontaneous in action

* TOTAL 7 14 9 20

* RANK 1 3 2 4

* TREND BUILDER RELATER PLANNER ADVENTURER

* COLOR BROWN BLUE GREEN RED

THE STRENGTHS OF OTHERS

People will give us many clues as to their own particular present strength or Leadership Style. The way that they dress – conservative and modest (the Builder Style) or far out latest fashion (the Adventurer Style). Their choice of vocabulary and the way they talk – a careful choice of words (the Builder Style) or a jumble of half-finished sentences and thoughts left hanging (the Planner Style). The cars that they drive – one with “room for everyone” (the Relater Style) or sports convertible (the Adventurer Style).

Often times the way a person’s office is organized will tell us a lot. During interviews or discussions is there a large desk that the person sits behind (Builder) or does the person remove barriers by conducting discussions over a low coffee table or no table at all (Relater)? Is the office neat and tidy (Builder) or a jumble of papers, books and half-full coffee cups (Planner)? Do they have an office or do they conduct business “on the run” (Adventurer)?

Does the person like to take charge (Builder) or are they more content to be involved in the planning and preparation (Planner)?

Does the person like to be part of a team where they can interact with others (Relater) or do they prefer to work alone (Planner)?

Are schedules and appointments important (Builder) or is it a case of “I’ll see you when/if I get there” (Adventurer)?

Is it more important to have harmony and togetherness (Relater) or is liking each other not important as long as we can work together (Builder)?

GROUP DISCUSSION

- ◆ Ask the participants to ascertain your present Leadership Style. This may turn into a bit of a reality check for you as instructor. The way others see you may not be the way you see yourself. Bear in mind the word PRESENT. The style that you used last night at the party or yesterday on the golf course is NOT relevant. The question is “Which Leadership Style are you using NOW? If someone in the group says that your style is Red (Adventurer) ask them to hold that thought until you come to the section on Filtering.
- ◆ Motion pictures are good sources of material for giving people practice in determining the strengths of others. Some excellent short clips can be found in the following films:
- ◆ The Fugitive (Harrison Ford & Tommy Lee Jones). Use the scene in the large drainpipe, just before Harrison Ford leaps into the spillway. Harrison Ford points a gun at Tommy Lee Jones and says, “I didn’t kill my wife!” Jones looks straight at him and replies; “I don’t care.” What are the behaviors of Jones and Ford? Builder & Adventurer.

GROUP DISCUSSION CONT.

- ◆ The Odd Couple (Walter Matthau and Jack Lemmon). The two sisters from upstairs have been invited to dinner with Felix and Oscar in their apartment. Felix (Jack Lemmon) comes out of the kitchen carrying a very burnt dinner. Begin the clip when he says “I’d throw it down the incinerator but it won’t burn twice.” Play it up to the point where Oscar (Walter Matthau) says, “Is this the person you’re going to be until the day you die?” and Felix replies “We are what we are.”
- ◆ Ask the group if Felix’s reply indicates that change is not possible (it does) and if he is correct? Point out, once again, that change is possible *if* people wish.
- ◆ Ask the participants if they can determine the styles of Jack Lemmon (Builder – he wants order and control. He was embarrassed to have cried in front of two women) and Walter Matthau (Adventurer – he wants fun and excitement).

There are many more examples and if you would like further suggestions please contact the author.

I HAVE AN EMOTIONAL ATTACHMENT TO THAT TO WHICH I AM FIRST EXPOSED.

Whichever Leadership Style we presently use we probably learned it by the time we were aged five or six. We learned to use it then because it was successful for us. It got us what we wanted – food, attention, etc. An interesting thing is that we continue to use this style most of the time *whether it is successful for us or not.*

The term “Emotional Attachment” is used because this is much stronger than a “preference” or “habit”.

We become emotionally attached to a lot of different things - foods, music, places, and people, as well as Behavioral or Leadership Styles.

It is usually easier for a young person to learn a second language than it is for an adult. As adults it is more difficult for us to learn to think in another language than it is for a younger person. This is because of our emotional attachment to our native tongue.

It is usually easier for us to go from job or career number 2 to number 3 than it was to make the original break from career or job number 1. As we move along, our emotional attachment becomes less and less.

Because we are attached to some things, we may not even like or respect people who are attached to things different from us. This may stop us from getting along with others. **DIFFERENCES MAKE THE WORLD A WONDERFUL PLACE.**

Recognition that we have these attachments is the first step in breaking them. As we learn to use all four Leadership Styles we learn to lessen our emotional attachment to our present strength.

GROUP DISCUSSION

- ◆ To illustrate Emotional Attachments, ask the participants the following questions.

Which do you prefer rice or potatoes? Rock music or country music? California or New York? Chocolate ice cream or vanilla? White wine or red?

- ◆ Consider the phrases “we’ve always done it this way”, “you can’t teach an old dog new tricks” and “tried and true”. Discuss them in terms of emotional attachments.
- ◆ Ask the participants if they feel that companies and organizations can develop emotional attachments? Yes they can. What can happen if they develop attachments to outmoded business practices? They can fail.
- ◆ Ask the participants what color or style they would put to the concept of Optimist International. The motto says it – “Friend of Youth” – Relater (Blue).

FILTERING – LOOKING AT THE WORLD THROUGH *MY* COLORED GLASSES

Because of our emotional attachment to our own Leadership or Behavior Style we naturally tend to see things from the perspective of that style. If we understand that the person who uses the Relater Style has a quite different perspective than those who use the Builder Style *and* we understand both styles, then communication, and therefore our leadership, is more effective.

Business in North America, and probably most of the world, runs on Builder (Brown) and Planner (Green) Leadership Styles. Optimist International is no exception. People who use these styles are attracted to management roles at any level of any organization. It is what they do best. As already discussed, planning, organizing, deciding and leading are their strengths. It is only natural that many of the policies, procedures etc. are going to reflect those styles.

People will filter communications, ideas, programs, indeed everything that they see, through their own behaviors or style. Part of your task as a leader is to recognize this and frame your messages in such a way that people who use styles other than yours will appreciate and understand them.

GROUP DISCUSSION

- ◆ Refer to page 31. Did anyone state that you are presently using the Adventurer Style? This happens to the author quite often. Each time that it does I ask the person “Would what I am doing now (being in front of a group) be an Adventurer (Red) thing for you to do?” Each time the person responds “Yes”. I then explain that this is filtering. They assume that because it is Red for them it is also Red for me.
- ◆ Ask the participants if there is any significant difference in the way that clubs, districts and Optimist International are organized. (There is not. They are modelled on Builder and Planner Styles).
- ◆ Ask why this is so. Is it because this is the way that organizations work best, a reflection of the styles of those in charge, an emotional attachment to “the way it has always been done” or a combination of two or three?
- ◆ Given that the overall concept of the organization is Relater (Blue) in nature would the organization tend to attract those who use the Relater Style? If so would the majority of them be attracted to a leadership role? Do we sometimes have difficulty in finding Club Presidents or Lieutenant Governors?

MORE ON FILTERING

The Optimist International Awards/Recognition Program is very Builder and Planner in nature. The emphasis on public recognition, the titles (Honor Club, Distinguished President, Distinguished and Outstanding Lieutenant Governor etc.), the special pins, plaques, watches and other awards are all indicative of a Builder approach to thanking people for their contributions. The work involved in tracking a club's activities and completing the necessary forms appeals to the detail orientation of those who use the Planner style.

It is important to realize that people will "filter" each program (Awards, Essay, Oratorical, Tri-Star Sports etc.) through their own style. Each will have his/her reasons for accepting or rejecting a thought, idea or concept.

Part of your task as a leader is to recognize this and find ways to present programs in ways that people who use each style can accept.

For the person who uses the Relater Style, in terms of the Awards program, you might wish to stress that more members equals more service and more friends. For the person who uses the Adventurer Style emphasize the challenge of making their club, zone or district grow. You might choose not to use the terms "Honor" or "Distinguished" at all.

GROUP DISCUSSION

- ◆ In reference to the last item in the discussion area on the previous page, ask the participants how they feel those who use the Relater style view the Builder terms (Honor Club etc.) that are used in the awards program.
- ◆ How would those who use the Planner Style, the Adventurer style and the Builder style view them?

The Relater and the Adventurer would probably see the awards program as being of little importance. The Relater's motive for being a member is "to help kids", not "to collect awards". Most of the awards are earned over the course of a year, a long time for those who use the Adventurer style. Their "live for today" approach will preclude them from taking an interest in something that far in the future.

Those who use the Planner style will be interested from the point of view that the program provides a detailed plan that they can use.

Those who use the Builder style will be attracted to the awards themselves (pins, watches, rings etc.) as well as the prestige associated with them.

- ◆ Ask the participants if they know anyone who is not motivated by the awards program. Which style do they use?

DEVELOPING ALTERNATIVE STYLES

As was discussed on Page 8 - Effective leadership is dependent upon effective communication. Effective leadership and communication is threefold:

- ◆ **AWARENESS.** When you are capable of noting the differences between ideas and feelings of others and your own.
- ◆ **A PLAN OF ACTION.** When you have a method of identifying and developing skills and behaviors crucial for communicating with those using different words, ideas and emotions than you.
- ◆ **IMPROVED PERFORMANCE.** The result will be that you will know yourself and others better, be happier, be a better leader be liked by more people, be successful and have a lot more fun.

AWARENESS By now the participants will have a reasonably clear picture of their own Leadership Style and how to identify the style(s) of others. This is the first step in breaking the emotional attachment that they have to their own style. The discussion on filtering will have demonstrated how we all see things from our own perspective. This is the first step in learning to see things through the perspective of other people.

Suggestions for A PLAN OF ACTION follow.

In making the decision to develop alternative leadership styles it is crucial to remember that a person is *not developing one style at the expense of another*. It is a case of developing another style(s) to complement one's present leadership strength. The objective, if one chooses, is to be able to use *all four styles* in accordance with any situation.

How to develop another LEADERSHIP STYLE (PART OF ME)

VISUALIZATION AND AFFIRMATION

The subconscious mind is a powerful tool that we can use to develop new behaviors. The key to using it lies in the fact that if we tell ourselves something often enough, subconsciously we will come to believe that it is true. When a person practices doing an action in the imagination and recording it in the body memory, it is like doing it. The more often an action is practised the easier it will become.

Studies have been done that verify this process and many accomplished actors, musicians, athletes and others can attest to its effectiveness. One such study involved a basketball team. Half of the team practised shooting baskets on the court and the other half used the process of visualization and built images in their minds that consisted of them making the perfect shot time after time. In an actual test the group that used the visualization process out performed the other group by a significant margin. Skaters visualize the perfect routine, golfers the perfect swing, quarterbacks the perfect pass etc. This is a widely used tool that is well suited to learning alternate leadership styles.

GROUP DISCUSSION

- ◆ Ask the participants to review the Builder vocabulary on page 20. For the purpose of this exercise we will use the word “power” and apply the visualization and affirmation process to it.
- ◆ Having chosen the word that describes what is wanted the next step is to build a powerful and **POSITIVE** statement of what is wanted. An example would be “I CHOOSE to be able to stand up in front of a group and say what I want clearly, quickly and with great confidence.
- ◆ An AFFIRMATION based upon that would be: “I feel a sense of power and control. I am calm and cool when I stand up in front of a group to speak.”
- ◆ Write this AFFIRMATION on a 3” x 5” card. REPEAT the affirmation, picturing yourself in front of a group speaking up and in control as you have described. Feel within yourself the power and pleasure of doing it – and succeeding. Make the picture as complete as possible. If known, include details of the room layout, lighting, location of the podium etc.

Additional BUILDER affirmations:

- I enjoy presenting what I want in an organized, step-by-step fashion.
- I am #1 – a powerful winner.
- I am “electric”. People respect and follow me.
- When I act, I get (specify what you want). E.g. new members, more members to participate in....., my agenda written.
- I have a sense of power in being accountable and responsible for (specify). e.g. My club’s Essay Contest, Oratorical, finances, bulletin.
- I am so strong that nothing can disturb my peace of mind.

The same process can be applied to learning Planner, Relater and Adventurer styles. Some suggested affirmations for each follow:

PLANNER:

- I enjoy listening and picking up the underlying messages that (name) sends.
- My imagination is strong, creative and vivid – making affirmations fun.
- My keen vision and thoughtful thinking help me to discover new and better ways of doing things.
- I look before I leap. I enjoy being a possibility thinker.
- I look at the sunny side of everything and make my Optimism come true.

GROUP DISCUSSION

- ◆ REPEAT this process in the morning when you get up and in the evening before going to bed. **THINK IT! SEE IT! FEEL IT! KEY IT IN!**
- ◆ **KEY IT IN** by associating the phrase with a body signal such as touching the thumb to the forefinger. If it has been **KEYED** strongly enough, simply use the body signal to acquire the “power” feeling.
- ◆ Ask the participants to create a Builder affirmation of their own.

- ◆ Ask the participants to create a Planner affirmation of their own.

LEADERSHIP STYLES & PROFILES INSTRUCTOR'S MANUAL

RELATER:

- I enjoy taking the time to help (name or names) because they are in need.
- I am a positive, happy and joyful person.
- I take pride in relating in an honest and open manner to (name).
- I am a warm, gentle and gracious person with (name or names) when I meet them.
- I wear a cheerful countenance at all times and give every living creature I meet a smile.
- I enjoy introducing people and making them feel good.

ADVENTURER:

- I take tiredness, hunger and pain in stride as I climb to the top.
- I enjoy living the present moment to its fullest.
- I am a fun person to be with at all times.
- I share my possessions and abilities with my fellow humans.
- I forget the mistakes of the past and press on to the greater achievements of the future.

GROUP DISCUSSION

- ◆ Ask the participants to create a Relater affirmation of their own.

- ◆ Ask the participants to create an Adventurer affirmation of their own.

- ◆ Is the Optimist Creed a series of affirmations? Not quite. The use of the words “Promise yourself” indicates that these are things that will be done in the future. To be an affirmation, a statement must be POSITIVE and it must be in the PRESENT tense. Note the difference between “Promise yourself to forget...etc.” and “I forget...etc.” The Creed is, however, an excellent source for affirmations.

Please bear in mind that behaviors are relative. What is an Adventurer (Red) behavior for one person is not necessarily an Adventurer behavior for another. Refer to the first paragraph of GROUP DISCUSSION on page 34.

A very good way to systematically go about developing alternative leadership styles is to practice new behaviors on a regular basis. By following the Affirmation and Visualization process new behaviors (Leadership Styles) can be acquired.

One does not develop alternate leadership styles overnight. It takes practice. "Rome was not built in a day", "Practice makes perfect" – choose your own cliché.

A final thought for the instructor. Please remind the participants that they all have a Leadership Style and that no one Style is better than another. They are just different. The purpose of this training module has been to show people:

Their *present* Leadership (Behavioral) Style

The names of four Leadership (Behavioral) Styles.

The attributes of each Style

How to identify the Leadership (Behavioral) Styles of others

How to adopt alternative Leadership (Behavioral) style(s) *if they choose to do so*.

GROUP DISCUSSION

- ◆ Suggest to the participants that they choose one behavior from their weakest style. If their weakest style is that of the Adventurer then suggest that they take one week and concentrate on what **for them** would be Adventurer behaviors. This may be parachute jumping or buying a different brand of coffee. It doesn't matter as long as it is Red from their point of view. Suggest that they make notes on how they feel as the week progresses. They can then decide if they wish to develop this style further or not. They should then follow the same pattern with the remaining styles continuing with the second weakest etc. The process of visualization and affirmation will be of great help.

A LAST THOUGHT

The army parachute instructor was talking to his class as they were about to make their first jump. He said, “We can give you the best equipment money can buy and take you up in the best aircraft flown by the best pilots in the Army.” “We can give you the best training and put you right over the drop zone.” “But remember this, once you leave the aircraft – **IT DON’T MEAN A THING IF YOU DON’T PULL THE STRING!**”

The material in this module is meant to be *used*. It provides concrete information that people can begin to use immediately. Like all other tools, it takes practice to become proficient in its use. At first you will have to consciously think about a person in order to determine his/her Leadership Style. But with practice it becomes almost second nature.

When you are able to ascertain a person’s Leadership or Behavioral Style and you are able to communicate with them, or lead them, from *their* perspective you do much more than facilitate the processes of communication and Leadership. You are saying to other people “*I understand and appreciate you*”. You are saying “*I value you and you are important to me*”. In short, you are esteeming them. This is the most powerful and beneficial thing that you can do for other people. It makes them feel good about themselves and about you – it validates them as a person and you as a Leader.