

Environmental Leadership Training

Leadership Style Self-Evaluation

Leadership Styles vary greatly among people, and that's a good thing! Leadership is situationally appropriate action that directs or guides your group to set and achieve goals. As such, different scenarios call for different types of leadership. This brief activity is designed to get you thinking about the leadership style you use, and the styles used by others around you.

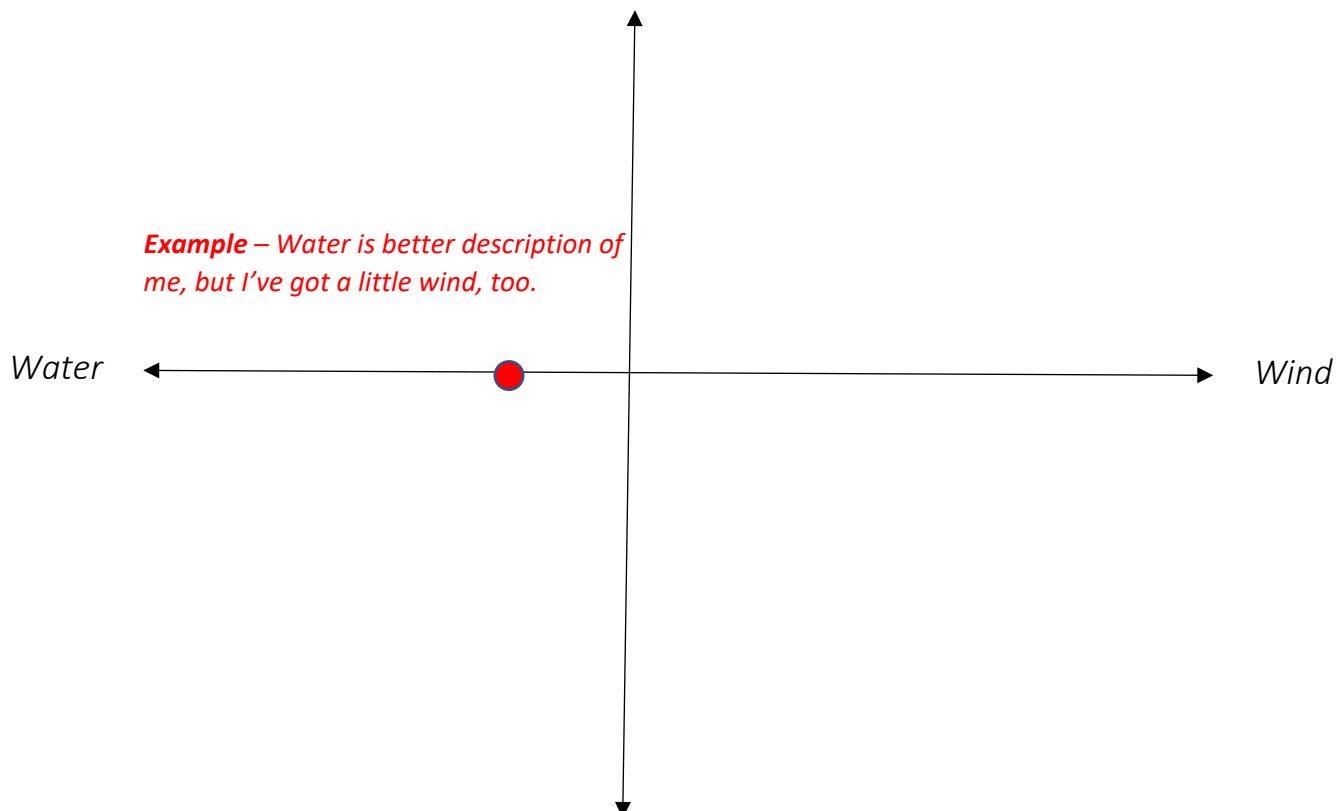
1. First, using the figure below, plot a point along the horizontal axis representing a continuum between the words "Wind" and "Water." Read the statements below associated with each contrasting word and think about which set of statements best describes you. Chances are, you will fall somewhere between the two categories, so place your point closer to the end of the continuum that best describes you.

- **Wind:**

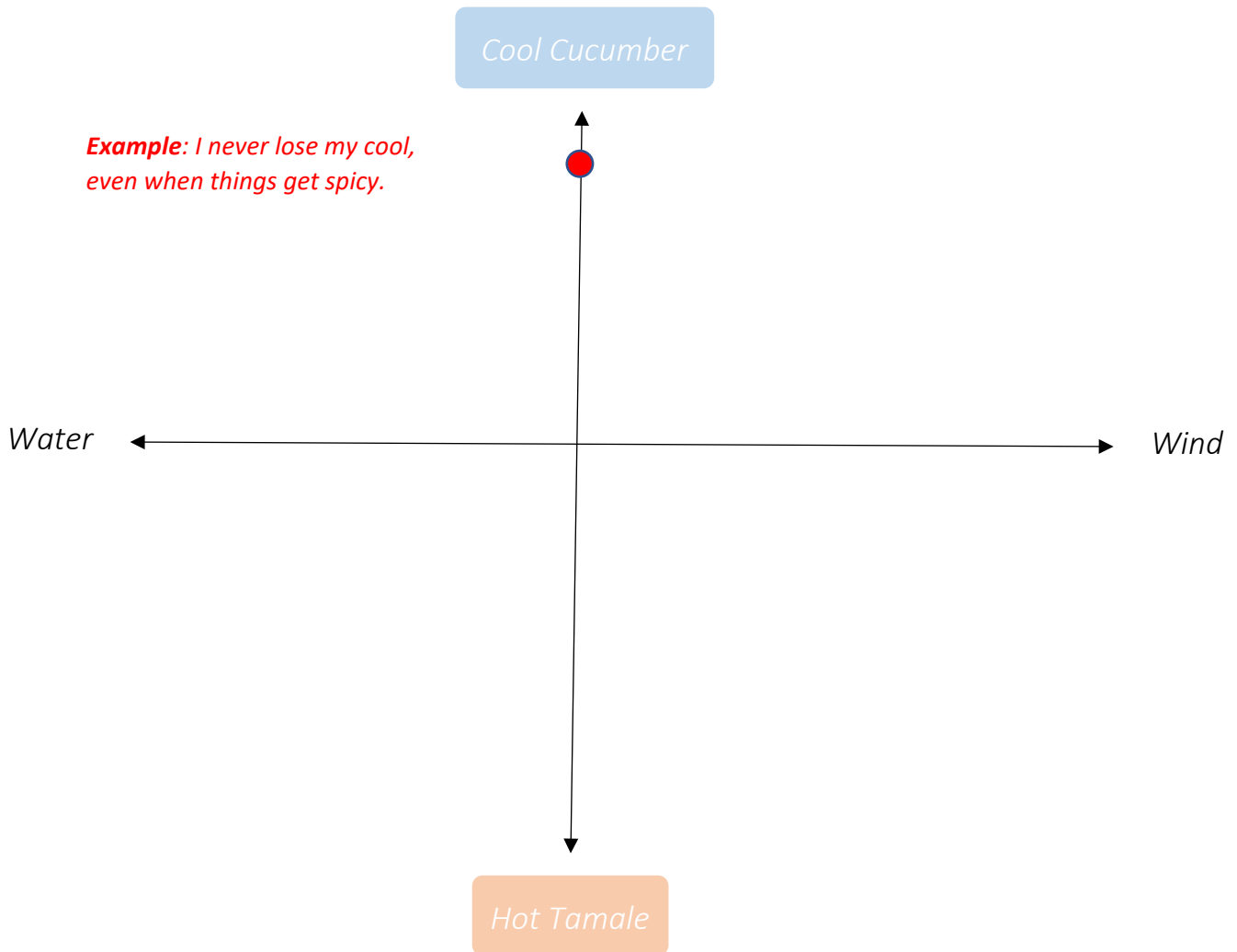
- I state my opinion and takes stands easily.
- I'm an open book – people know where I stand on an issue.
- I tell it like it is.

- **Water:**

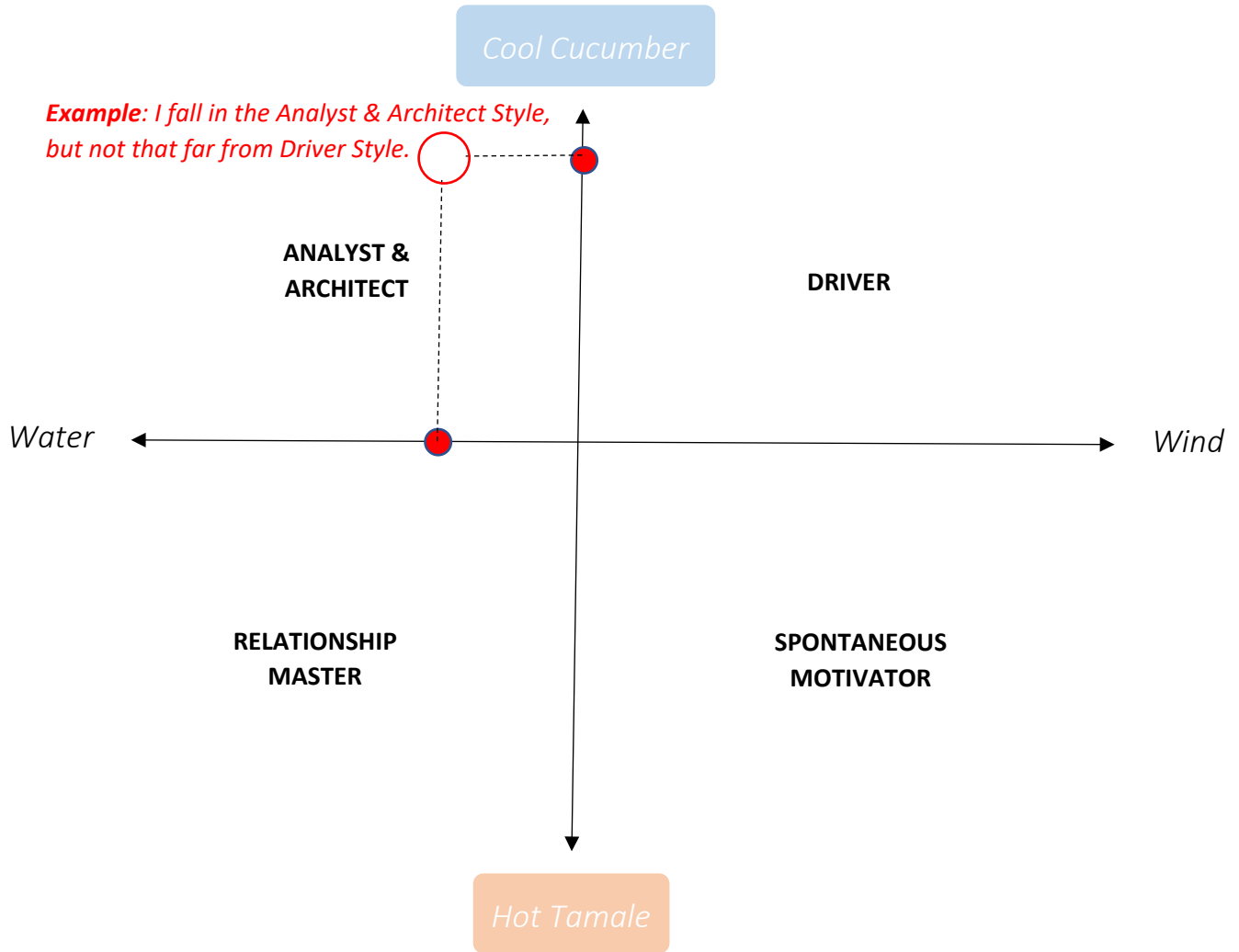
- I'm very flexible.
- People don't always know where I stand on an issue unless they ask.
- I focus on other people's opinions and feelings.



2. Next, plot a point along the vertical axis between the words “Cool Cucumber” and “Hot Tamale” that best represents your emotional temperature. If you tend to run emotionally cool, place your point along the axis closer to Cool Cucumber; If you tend to run emotionally hot, place your point along the axis closer to Hot Tamale.



3. By now, you should have two points plotted on the figure below: One along the horizontal axis, and another along the vertical axis. Trace a line from each point into the quadrant where they meet to find your leadership style for this activity.



4. Read through the statements below to see common traits associated with your leadership style. Do the statements associated with your style ring true for you?
5. Now read through the remaining leadership styles. Try to think of a person you know or work with who might represent that style.

Architects & Analysts - *Emphasize meaning and concepts*

- Information and opinion seekers.
- Good at analysis and processing observations.
- Prefer to make decisions based on facts.
- Can produce off-the-wall solutions that work.
- Translate feelings and experiences into ideas.
- Can be slow to make decisions.
- May be susceptible to entertaining unrealistic ideas.

If a leader has this style, honor their need for information while requesting that they establish a realistic timeline.

Relationship Masters - *Emphasize caring*

- Excellent at building and sustaining community.
- Work well on a team.
- Great at building rapport, consensus, commitment, and seeking feedback.
- Display high regard for other wishes, viewpoints, and actions.
- May not take unpopular stance if it puts a relationship at risk.
- Can downplay their own needs.

If a leader has this style, encourage them to provide critical feedback and voice their opinion.

Drivers - *Emphasize action and directing*

- Information and opinion givers.
- Decision making is often easy.
- Often the keeper of group vision.
- Great at taking a stand, being direct, and making things happen.
- Usually not shaken by critical feedback.
- Quick to make decisions.
- Can lose connection with group or appear impersonal.
- Have to be careful not to over-lead.

If a leader has this style, be as direct as possible with them about group needs.

Spontaneous Motivators - *Emphasize emotional stimulation*

- Often voice their ideas and supply passion – an energizer in the group.
- Great at motivating people by sharing their mission and vision.
- Good at energetic dialogue with others.
- Can be emotionally bound to ideas and may find it difficult to be objective.
- Can create emotionally charged climates.

If a leader has this style, encourage them to provide concrete example to clarify their passionate ideas.

Each leadership style has its place, offering advantages and drawbacks specific to the situation at hand. Understanding your own leadership style can help you activate your strengths and understand your limitations.

As you take on projects, think about what leadership styles will be most effective to accomplish your goals, and seek to build a team that represents multiple leadership styles. Chances are, it's going to take more than one style to get the job done.

Good luck out there!