



Sample User

Style: Chancellor DIC


The Leadership Report


Leadership Introduction





There are a lot of good resources on leadership available today. However, there are two critical truths about leadership that most people overlook: 1) Leadership is a learned skill, and 2) Leadership is tied directly to your behavioral style

Just as there are different types of people, so too are there different types of leaders.

 Some leaders are bold and daring, they are quick to seize an opportunity and are not afraid to meet challenges head on. ***This is the “D” style leader...*** Dominant, Direct and Decisive.

 Some leaders are great motivators and have the ability to inspire greatness in their followers. They are charismatic speakers and know how to influence others. ***This is the “I” style leader...*** Influencing, Inspiring and Interactive.

 Some leaders like to lead by example, they are down-to-earth and not afraid of hard work. They appreciate the contributions of their team members and have the ability to build strong and loyal teams. ***This is the “S” style leader...*** Stable, Strong and Supportive.

 Some leaders have studied and worked hard to develop skills and talents and are usually recognized as experts in their fields. They lead by virtue of their ability and extensive knowledge. They are excellent planners, strategists and tacticians. They are contemplative and are rarely caught off guard. ***These are the “C” style leaders...*** who like to be in Control, are Creative and Competent.

Different situations call for different leadership styles. Knowing your instinctive leadership style and being aware of what leadership style is required to meet the demands of the situation or environment is essential to being a good leader.

Leadership is a learned skill. Knowing your personality style allows you to capitalize on your leadership strengths, and make necessary adjustments when the situation demands it.

Being aware of your style, as well as knowing the styles of the people around you can give you the insight you need to get the most out of your team as a leader.



Sample's Leadership style is the Chancellor

Sample, a Chancellor personality style, is an outgoing person who is also driven to complete tasks accurately with attention to detail. On average, extroverted personality styles are not highly concerned with the quality of tasks, but Chancellors are rare and highly effective combinations. They have excellent verbal skills and do a great job at convincing others. They use facts to back up their case while employing charm and determination to get the reactions they want. Chancellors want to get the job done correctly and in a timely fashion. They tend to be competitive and stay optimistic about the outcome. The quality of their work is consistently excellent.

Leadership Style: Chancellors are able to handle many activities at once. Because they are characteristically persuasive, they may become good at delegating tasks to others who can uphold their high standards. They are accomplished in the technical areas in which they are involved. Chancellors enjoy details, but do not want to slow projects up to manage them. They are extremely efficient and action oriented. Don't just talk – do it! Chancellors tend to like a faster pace with more action and less talk.



Behavioral Overview

Your personality style is a combination of each of the four DISC characteristics: Dominance, Influence, Steadiness and Compliance. Some characteristics are expressed while others are not. Use the arrows to gain a better understanding of tendencies of your expressed styles.



Leadership Strengths

It is important to recognize that any strength overused can become a weakness. Effective leadership requires an awareness of both your strengths and limitations. Use the arrows to point you to information that will help you maximize your strengths and minimize your limitations.



Personality Checklist

Take the time to look at the behavioral characteristics of each style listed below. Note that the "arrows" indicate your expressed personality style(s). Study the characteristics of your style(s). You can place a checkmark next to each statement that describes you.

Dominant	Influencing
<ul style="list-style-type: none"><input type="checkbox"/> Instinctive leaders<input type="checkbox"/> Autocratic managers - great in crisis<input type="checkbox"/> Self-reliant<input type="checkbox"/> Innovative in getting results<input type="checkbox"/> Maintain focus on goals<input type="checkbox"/> Specific and direct<input type="checkbox"/> Overcome obstacles<input type="checkbox"/> Provide direction and leadership<input type="checkbox"/> Push group toward decisions<input type="checkbox"/> Willing to speak out<input type="checkbox"/> Generally optimistic<input type="checkbox"/> Welcome challenges without fear<input type="checkbox"/> Accepts risk<input type="checkbox"/> Sees the big picture<input type="checkbox"/> Can handle multiple projects<input type="checkbox"/> Function well with heavy work loads	<ul style="list-style-type: none"><input type="checkbox"/> Instinctive communicators<input type="checkbox"/> Participative managers<input type="checkbox"/> Motivate the team<input type="checkbox"/> Spontaneous and agreeable<input type="checkbox"/> Respond well to the unexpected<input type="checkbox"/> Create an atmosphere of well-being<input type="checkbox"/> Enthusiastic<input type="checkbox"/> Provide direction and leadership<input type="checkbox"/> Express ideas well<input type="checkbox"/> Work well with other people<input type="checkbox"/> Make good spokespersons<input type="checkbox"/> Will offer opinions<input type="checkbox"/> Persuasive<input type="checkbox"/> Have a positive attitude<input type="checkbox"/> Accomplish goals through people<input type="checkbox"/> Good sense of humor<input type="checkbox"/> Strong in brainstorming sessions
Compliant	Steady
<ul style="list-style-type: none"><input type="checkbox"/> Instinctive organizers<input type="checkbox"/> "Do it yourself" managers<input type="checkbox"/> Strive for logical, consistent environment<input type="checkbox"/> Control the details<input type="checkbox"/> Conscientious<input type="checkbox"/> Evaluate the team's progress<input type="checkbox"/> Ask important questions<input type="checkbox"/> Maintain focus on tasks<input type="checkbox"/> Offer conservative approaches<input type="checkbox"/> Emphasize quality<input type="checkbox"/> Think logically<input type="checkbox"/> Will share risks and responsibilities<input type="checkbox"/> Work systematically<input type="checkbox"/> Will strive for consensus<input type="checkbox"/> Diplomatic<input type="checkbox"/> Analyzes obstacles	<ul style="list-style-type: none"><input type="checkbox"/> Instinctive relators<input type="checkbox"/> Participative managers<input type="checkbox"/> Make others feel like they belong<input type="checkbox"/> Can see an easier way to do things<input type="checkbox"/> Focused and intuitive about people<input type="checkbox"/> Full of common sense<input type="checkbox"/> Buy into team goals<input type="checkbox"/> Dependable<input type="checkbox"/> Identify strongly with the team<input type="checkbox"/> Strive to build relationships<input type="checkbox"/> Provide stability<input type="checkbox"/> Consider elements of total project<input type="checkbox"/> Realistic and practical<input type="checkbox"/> Even tempered<input type="checkbox"/> Provide specialized skills<input type="checkbox"/> Show patience with others<input type="checkbox"/> Loyal



Personality Characteristics:

- Energetic leader and thinker
- High energy, spurs activity in others
- Can multi-task easily
- Decisive and great in a crisis



Chancellors also possess these *positive* characteristics:

- Instinctive leaders
- Participative managers who are great in crisis
- Direct and decisive
- Innovative in getting results
- Overcome obstacles, they see silver lining
- Provide direction and leadership; accepts risks



As a Chancellor, you may need to pay special attention to the following areas:

- Consider and evaluate ideas from others
- Be less critical of other's ideas, approaches and methods
- Strive to be an active listener
- Be less controlling and domineering
- Concentrate on follow through
- Place more energy into developing relationships
- Show support for other team members
- Be willing to take risks along with other team members

RELATING -

Good



You tend to be task-oriented, but know that people and relationships cannot be ignored. You may get caught up in getting things done, but you make up for that by taking time to nurture close relationships.

PERSISTING -

Good



You are a strong, steady worker who wants to do quality work. Sometimes you may begin to look at other alternatives to completing a project when the going starts getting rough. Remember not to quit nor lose focus on what you have started.

CREATING -

Above Average



You like to use your creativity to refine and perfect the basic concepts that other team members develop. You can oversee and help to keep accountability in areas where other team members may be more inclined to compromise.

DIRECTING -

Above Average



Quality work and meeting tight deadlines are only two of your strengths others see. You may appear a bit task-oriented at times, but your attention to detail and your inner drive allow others to respect you and see the great value you add to the team. Take time to let others get to know you. They like you for a person as well as what you do for them.

DETAILING -

Good



Others appreciate it when you take the time to make sure the little things get done. You may have a tendency to start at a quick pace but not complete the task. Remember the necessity of the paperwork and details so that you may add value to your other stronger traits.

PROCESSING -

Good



You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

INFLUENCING -

Above Average



You are always considered when a leader is needed. You have great strengths, and possess wonderful insight into systems and people. Others are willing to follow you because of your charisma and enthusiasm. While sometimes seeming a bit assertive, your optimism and warmth soon have others remembering how important you are to the team.

Your highest style is the "D" or Dominant style. Like most people, you will have a natural tendency to communicate according to your style. Recognizing that different personality styles require different communication styles is the first step to improving communication. Use the information about communicating with the different styles to help you enhance your interpersonal interactions.

YOU with a D

If there is mutual respect, you will tend to see each other as driving, visionary, aggressive, competitive, and optimistic. So as long as they agree on the goal to be accomplished, they can focus on the task at hand and be extremely efficient. If mutual respect does not exist, you will tend to see the other D as argumentative, dictatorial, arrogant, domineering, nervous, and hasty.

Relationship Tip: Each of you must strive to achieve mutual respect, and communication, setting this as a goal to be accomplished will help immensely. You must also work to understand the realms and boundaries of each other's authority, and to respect those boundaries.

YOU with an I

You will tend to view I's as egocentric, superficial, overly optimistic, showing little thought, too self-assured, and inattentive. You'll dislike being "sold" by the I. Your task orientation will tend to lead you to become upset by the high I's noncommittal generalizations.

Relationship Tip: You should try to be friendly, since the I appreciates personal relationships. Be complimentary, when possible. Listen to their ideas and recognize their accomplishments.

YOU with an **S**

You will tend to view the S as passive, nonchalant, apathetic, possessive, complacent, and non-demonstrative. D's tend to perceive S's as slow moving. They will tend to see your approach as confrontational, and it may tend to be overwhelming to the high S. Your quick pace of action and thinking may cause a passive-aggressive response.

Relationship Tip: Avoid pushing; recognize the sincerity of the high S's good work. Be friendly to them, they appreciate relationships. Make every effort to be more easy going when possible, adapting a steady pace will reduce unnecessary friction in the relationship.

YOU with a **C**

Your tendency will be to view the C as overly dependent, evasive, defensive, too focused on details, and too cautious and worrisome. D's often feel that high C's over analyze and get bogged down in details.

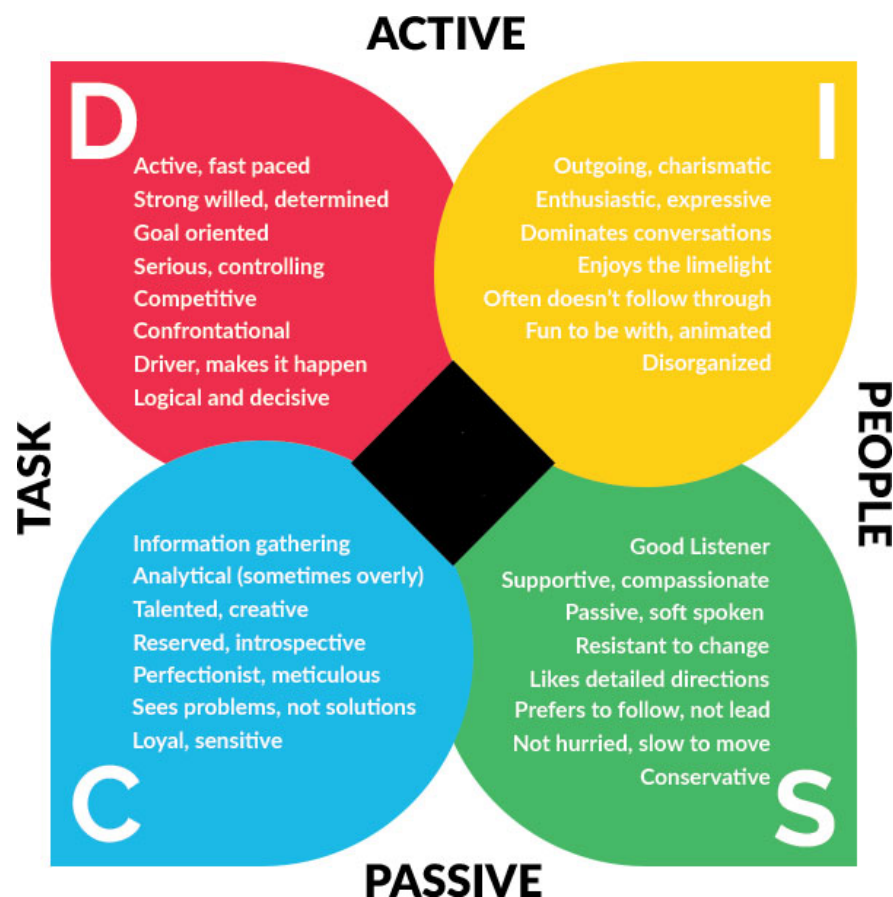
Relationship Tip: Slow down the pace; give them information in a clear and detailed form, providing as many facts as you can. In discussions, expect the C to voice doubts, concerns and questions about the details. Remove potential threats. Whenever possible, allow time for the C to consider issues and details before asking them to make any decisions.

DISC Overview

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual.

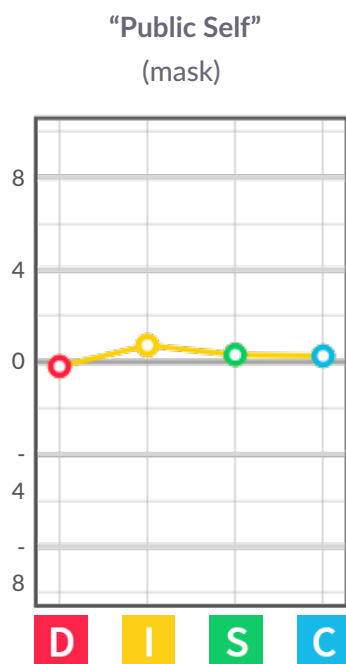
This chart below helps put the four dimensions of the personality into perspective

	D DOMINANT	I INFLUENCING	S STEADY	C COMPLIANT
Seeks:	Control	Recognition	Acceptance	Accuracy
Strengths:	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-through	Planning Systems Orchestration
Dislikes:	Inefficiency Indecisions	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
Decisions:	Decisive	Spontaneous	Conferring	Methodical

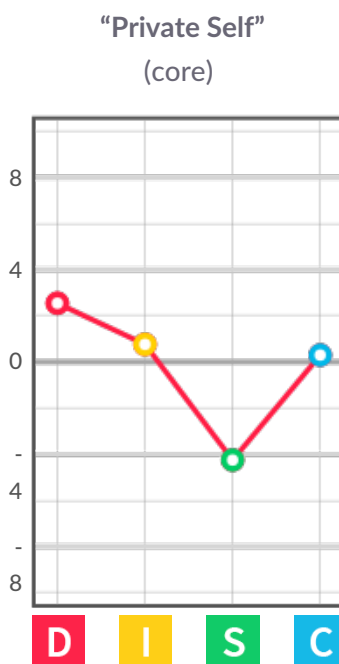


Your DISC Graphs

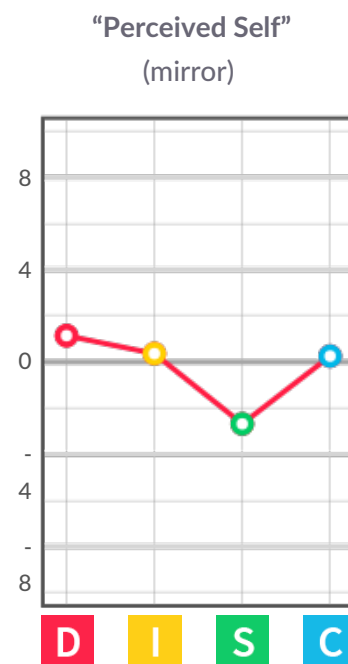
Below are your three DISC graphs and the meaning of each graph.



This graph displays the you others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.



This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present in your environment.



This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. At times you may be unaware of the behavior you use with other people.

Differences between the Public and Private Self:

People often act based on how they think others expect them to behave or to adapt to a specific job or role. This adapted behavior (the Public Self) represents what we project to the world. Your core style (Private Self) represents your instinctive response to pressure. During times of stress or tension, these core behaviors become prominent. This Private Self graph is least likely to change because these are natural and ingrained responses. Little or no difference between the Private Self and Public Self indicates that there is not much need to adapt your style to your environment. However, if the Public Self is different from the Private Self, you may perceive a need to flex your style to fit your job, your current role or the expectations placed upon you.