

## Leadership/Interaction Styles Introduction

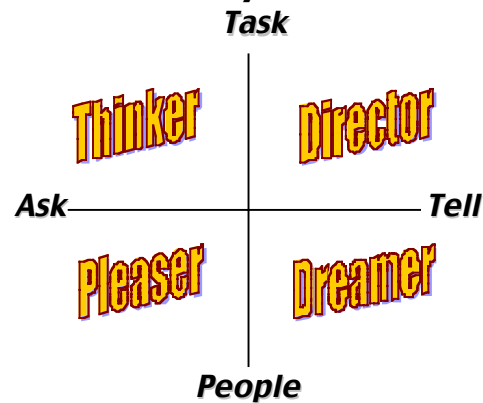
Effective leaders have a keen awareness of their strengths and weaknesses. They strive to maximize their strengths and compensate for their weaknesses. Every leader operates out of one of four primary leadership styles. No one style is better or worse than any other. Understanding and managing one's dominant style is the key to effective leadership. Even more critical is the ability to identify and harmonize with the leadership styles of others with whom we work. Leadership/Interaction Styles (LIS) is a tool to help leaders identify their dominant styles and develop an appreciation of the dominant styles of others. Each of the four styles represents a combination of behaviors dealing with a person's focus (either on the task or on people) and the person's approach to ways of sharing information (either by asking or by telling). As a greater understanding of the four styles emerges, individuals can learn to interact more effectively with one another. We no longer view other ways of acting, behaving, and thinking as right or wrong but simply view them as different. We are enabled to see the strengths of other approaches and methods that are not like our own.

In addition, the emphasis of the LIS is not on how to change our style or alter our behavior, but instead it encourages each person to capitalize on the strengths of his or her style while minimizing the potential pitfalls due to weaknesses. It is intended to help people make the most of what they have rather than trying to make up for what they lack. Each of the four styles is effective in appropriate settings. Each is a good style. The LIS is designed to help good leaders be even better.

As we move more and more into interdependent leadership structures, such as teams, it is critically important that we find ways to interact effectively. Self-understanding is the all-important first step toward interacting well with others. The success of team-based ministry relies upon the creation of small groups of people with complementary gifts, skills, and abilities. LIS is a tool to help congregations gain information necessary to create effective leadership teams.

One last benefit of LIS: Self-perception is often quite different than the way we are perceived by others. We may feel ourselves to be a certain kind of leader, while those we work with see us in a significantly different way. Various leadership settings may call us to operate from a style that is not our predominant one. It is important to note that we will sub-optimize our leadership potential when we are cast into situations that prevent us from utilizing our dominant style. LIS can help us see where we maximize our potential and where we are forced to operate "out of our box."

### Leadership/Interaction Styles



## Characteristics of the Leadership/Interaction Styles

NAME: \_\_\_\_\_

### Thinker

- Laid-back
- Deliberate
- Logical
- Values facts, figures, data
- Quiet
- Likes to examine multiple options/angles
- Enjoys argument/debate
- Cautious
- Needs time for decisions/judgments
- Exacting
- Focused on end results
- Hides feelings
- Highly organized
- Withholds opinions
- Task oriented
- Slow to decide
- Sticks to schedules/outlines/plans
- Good at planning

### Director

- Task-oriented
- Decisive
- Energetic
- Focused on results
- Time-conscious
- Risk-taking
- Has considerable self-confidence
- Acts quickly
- Highly organized
- Hates to waste time
- Expects concurrence
- Values reason
- Gets down to business quickly
- Agenda/calendar-bound
- Wants fast answers/response
- Uses clear, concise language
- Logical, linear thinker
- Highly opinionated

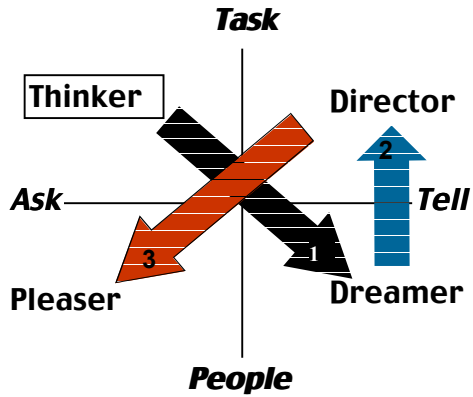
### Pleaser

- People-oriented
- Diplomatic
- Very flexible
- Loves to help
- Holds agenda secondary to relationships
- Sensitive
- Dislikes conflict/confrontation
- Hard-working
- Reliable
- Wants everyone to be happy
- Makes/keeps peace
- Honest
- Listens well
- Acts as problem solver
- Wants to be liked
- Slow-paced
- Likes to chit-chat
- Loyal
- Not constrained by clock/calendar

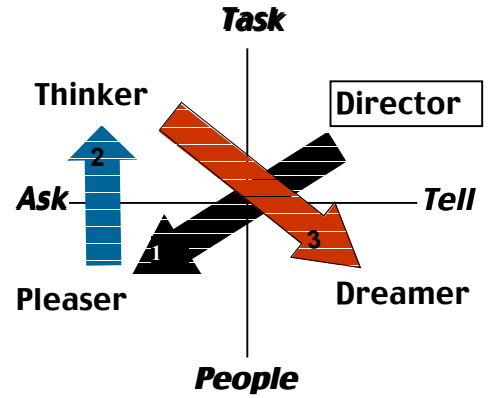
### Dreamer

- Outgoing
- Creative
- Loves a good time
- Focused on big picture
- People-oriented
- Seeks lots of eye contact
- Talkative
- Expressive/Dramatic
- Competitive
- Very sociable
- Persuasive
- Uses lots of gestures while speaking
- Opinionated
- Doesn't always keep promises
- Uses visual images
- Annoyed by logic
- Doesn't know what calendar/clock is for
- Spontaneous
- Enthusiastic

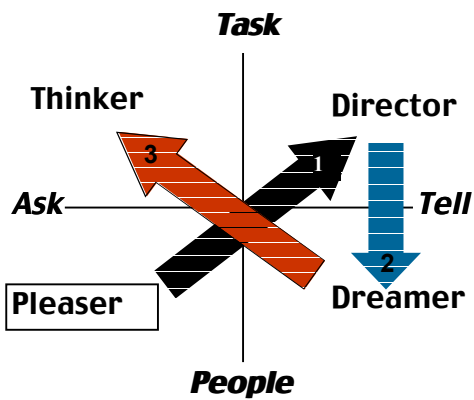
## LIS Stress Path: Thinker



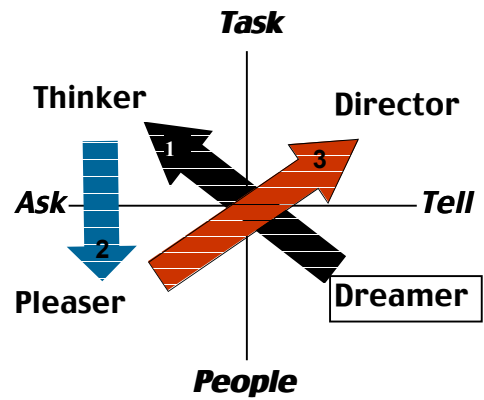
## LIS Stress Path: Director



## LIS Stress Path: Pleaser



## LIS Stress Path: Dreamer



## Harmonizing the Leadership/Interaction Styles

### Harmonizing With Thinkers

- Talk in facts and data
- Be on time
- Set a slow to moderate pace
- Allow time for questions
- Use a systematic approach (agenda)
- Use logic and reason
- Ask for their thoughts/opinions
- Consider options/alternatives
- Adopt a more formal manner
- Keep your voice quiet, even
- Don't lean forward
- Use few gestures
- Don't push for quick responses
- Offer periods of silence
- Work with clear goals, objectives
- Follow up in writing

### Harmonizing With Directors

- Be on time
- Have facts at hand
- Stay focused on task
- Avoid chit-chat
- Use clear, concise statements
- Only make promises you will keep
- Use logic
- Provide limited number of options, with pros/cons for each
- Put things in writing
- Be clear about objectives
- Talk facts, not feelings
- Maintain eye contact
- Depart quickly and graciously
- Don't ask too many questions
- Don't "kiss up"
- Don't ignore their opinions

### Harmonizing With Pleasers

- Stay calm, relaxed
- Focus on people
- Speak personally, informally
- Respect speakers
- Make sure everyone is heard
- Encourage expressions of doubt or concern
- Don't be argumentative/defensive
- Minimize time pressure
- Invite consensus
- Offer praise/reassurance
- Initiate contact; don't wait to hear from them
- Follow up
- Be genuine and honest
- Ask what needs to be done
- Make sure everyone is clear on goals and assignments

### Harmonizing With Dreamers

- Speak with passion
- Don't be too task oriented
- Maintain high energy level
- Be prepared to "waste" time; have some fun
- Talk in terms of "what if...?"
- Look at "big picture"
- Be flexible
- Be patient
- Tap into competitive spirit
- Talk visions, hopes, dreams
- Use feeling language
- Examine possibilities
- Brainstorm
- Don't get baited into arguments
- Don't expect minutes/agendas
- Keep moving gently back on track