

UNDERSTANDING LEADERSHIP STYLES

Leadership on Demand

THE UNIVERSITY OF ARIZONA

Leadership
Programs



AGENDA

- What is Leadership?
- What are “Leadership Styles”?
- Why think about leadership styles?
- Logic Problem
- Using True Colors

TAKE OUT A PIECE OF PAPER

A: ____	B: ____	C: ____	D: ____
E: ____	F: ____	G: ____	H: ____
I: ____	J: ____	K: ____	L: ____
M: ____	N: ____	O: ____	P: ____
Q: ____	R: ____	S: ____	T: ____



- 4: Describes you the most
3: Describes you second best
2: Describes you third
1: Describes you the least

A	B	C	D
Active Opportunistic Spontaneous	Parental Traditional Responsible	Authentic Harmonious Compassionate	Versatile Inventive Competent



- 4: Describes you the most
3: Describes you second best
2: Describes you third
1: Describes you the least

E	F	G	H
Curious Conceptual Knowledgeable	Unique Empathetic Communicative	Practical Sensible Dependable	Competitive Impetuous Impactful



- 4: Describes you the most
3: Describes you second best
2: Describes you third
1: Describes you the least

I	J	K	L
Loyal Conservative Organized	Devoted Warm Poetic	Realistic Open-Minded Adventuresome	Theoretical Seeking Ingenious

- 4: Describes you the most
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M	N	O	P
Concerned Procedural Cooperative	Daring Compulsive Fun	Tender Inspirational Dramatic	Determined Complex Composed



- 4: Describes you the most
3: Describes you second best
2: Describes you third
1: Describes you the least

Q	R	S	T
Philosophical Principled Rational	Vivacious Affectionate Sympathetic	Exciting Courageous Skillful	Orderly Conventional Caring



SCORING

Add up scores in the following clusters:

A, H, K, N, S

B, G, I, M, T

C, F, J, O, R

D, E, L, P, Q

ACTIVITY BY GROUPS

- A, H, K, N, S: Front right
- B, G, I, M, T: Front left
- C, F, J, O, R: Back right
- D, E, L, P, Q: Back left

LOGIC PROBLEM

Every week, Sesame Street is “sponsored by” one number and one letter. There are five episodes in a week—one on each of the following days—Monday, Tuesday, Wednesday, Thursday, and Friday. However, the producers lost the list of this week’s sponsors. From the information on the next slide, can you figure out which day was sponsored by which letter and which number?



SESAME STREET SPONSORSHIP

- Letters:
 - A
 - G
 - Q
 - H
 - R
- Numbers:
 - 11
 - 2
 - 4
 - 9
 - 7
- Clues:
 - The episode with the letter Q is later in the week than the episode with the letter R, but earlier in the week than the episode with the number 7.
 - The episode focusing on the number 2 is on Thursdays.
 - The episode focusing on the letter H isn't on Mondays.
 - The episode focusing on the letter G, the episode focusing on the letter Q, and the episode focusing on the number 2, are everyone's favorites.
 - The episode focusing on the letter H is the day before the episode focusing on the letter A, which is the day before the episode focusing on the letter G.
 - The episode focusing on the letter Q is not the same episode as the one focusing on the number 4.
 - The episode focusing on the letter H is earlier in the week than the episode focusing on the number 9.

WHAT IS YOUR TRUE COLOR?

If your highest category was . . .

A, H, K, N, S, you are an

Orange

B, G, I, M, T, you are a

Gold

C, F, J, O, R, you are a

Blue

D, E, L, P, Q, you are a

Green



OVERVIEW OF COLORS

	ORANGE	GOLD	BLUE	GREEN
MEASURES OWN PROGRESS BY	Applause. Active dominant feedback from audience. "Are they giving me attention?"	Results. Goal-oriented. "Is the job done and done well."	Attention. Likes to have stroking from others. "Do they like me?"	Activity. Keep busy and results will fall into place. "Are all the facts there?"
MUST BE ALLOWED TO	Get moving quickly with a fast-paced challenge.	Get into difficult situations and try to succeed.	Relax and feel good about the people around.	Work at own pace. Be let off the hook, not concerned or pressured.
WILL ASK	Who? (the personal, dominant question) "Who else is coming to the party?"	What? (the results-oriented question) "What is the party for?"	Why? (the personal, non-goal oriented question) "Why do you want me at the party?"	How? (the technical question) "How do we get there?" "What time does it start?"
NEEDS LEADERSHIP THAT	Inspires to bigger and better accomplishments. Supervises completion of tasks.	Allows the freedom to do things own way.	Details, specific plans and activities.	Structures a framework or "track" to follow. Sets time limits. Uses data.
SAVES	Effort. Likes to take the easy way.	Time. Comes across as busy and efficient.	Relationships. Friendships mean a lot.	Face. Hates to look wrong or bad, or get caught without data.
NEEDS TO BE GIVEN	Some structures within which to reach the goal.	Position that requires relying on cooperation of others.	Structure for the goal and methods for the task.	Some methods of how to deal with other people. Timelines.
RESPONDS AS A FUNCTIONAL ADULT BY	Giving personal endorsement and minimizing task problems. Keeping team encouraged until job is done.	Expanding task responsibilities, clarifying and reasoning out problems, creating and implementing solutions.	Becoming open personally, combining the task into the relationship. Helping others and self get needs met.	Giving task endorsement and minimizing interpersonal problems. Helping stabilize situations, provide safety and continuity.
RESPONDS AS A DYSFUNCTIONAL ADULT BY	Temper tantrums	Steam-rolling others	Passive-Aggressiveness	Withdrawing
NEEDS TO	Pause, check self and count to ten. Finish tasks.	Listen to feelings as well as words.	Set and reach for goals. Assert own identity.	Make decisions without waiting for more data.



COLORS AND COMMUNICATION

	BLUE	GOLD	GREEN	ORANGE
MESSAGES OUT	Dramatically Personally With enthusiasm and excitement	Authoritatively Reliable Parental and with concern	Conditionally Cool Composed	Excitedly With impact and shock value
LIKES TO COMMUNICATE ABOUT	Possibilities Relationships	Commitment Responsibilities Blame	Theory Knowledge Thoughts	Being clever Adventure
MESSAGES IN	Accepting Agreeing Fits my belief How is it significant?	Compliance Obey With some pessimism & doubt Ability to see discrepancies	Debatable Questioning Prove it Where does it fit?	Contest Competition How is it useful? Is it innovative original?



COLORS AND TIME

	BLUE	GOLD	GREEN	ORANGE
ASSETS	<ul style="list-style-type: none"> • Sensitive to people and their time • Give people all the time they need • Spend time in full, rich social lives, uses time for finding life's purpose 	<ul style="list-style-type: none"> • Are the best organized • Are the most grounded in sensate reality • Are the most realistic • Can throw things out 	<ul style="list-style-type: none"> • Think of time as conceptual, impersonal • Plan time step-by-step • Proportion time fairly to individuals • Use time precisely 	<ul style="list-style-type: none"> • Can meet immediate needs of situation • Respond quickly • Handles emergencies well • Adapts to scheduled changes
LIABILITIES	<ul style="list-style-type: none"> • Can't say no • Feels guilty if doesn't give others time • Neglects own time needs • Spends time with people first, task later 	<ul style="list-style-type: none"> • Rigid about schedules • Hooked on responsibility • Can't relax • Hate to wait for others 	<ul style="list-style-type: none"> • Feels no need to act after thinking through something • Devotes themselves to intellectual work with no play • Have no time for other's priorities • Forgets to include other's commitments in planning 	<ul style="list-style-type: none"> • Scatters their efforts • Changes directions • Acts as if there's always tomorrow • Are bowled-over by the moment



WORKING WITH OTHER COLORS

- Know how others best work, and adapt to meet their needs.
- Try to understand where others might be coming from.
- Use peoples' areas of strength.

THANK YOU!

Leadership Programs
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