

Leadership Styles &
Interpersonal Relationships

There are several reasons why it is important to know your leadership style.

1. It helps you to identify your particular strengths for action rather than modeling your approach after someone with a different style. What is effective for one person may not be the most effective, or even a comfortable approach for you. Knowledge of behavior tendencies you are not comfortable with can be analyzed for change as well.
2. Just as important as knowing your style, is the importance of recognizing behavior tendencies in others. Once you recognize what motivates the persons you interact with, you are able to shift your communication style to allow you to be more effective.

Let's identify how Chargers, Persuaders, Supporters, and Reflectors appear at work.

Chargers

You can best appeal to the competitive nature of Chargers. They also tend to be decisive. Their mind set is to rush to structure. These people are impatient. They also hate to be put on hold. Do not delay getting information back to this person -- they could literally drum their fingers through the desk waiting for you to respond to their inquiry. In dealing with a Charger, you want to be clear, specific and simple. These people appear to be leaders because they take control. They can take just about any situation and reduce it to a workable form. However, they need associates with political savvy to ensure they have reduced it the correct way. Chargers make everything seem so simple. Never let these people seem out of control. The best strategy is to make them feel it is their idea. Chargers believe in using the "experts." Never back them into a corner or try to give them details unless they specifically ask for details.

Persuaders

These individuals are easy to spot because they wear their emotions on their faces. They are concerned with high morale, people and innovation. The feelings of others tend to have a heavy influence on these people. Approach Persuaders in a light manner -- humor is most effective with them. They are the "people persons" in the office. It is not unusual to find them in the morning going from desk-to-desk, office-to-office to see how the employees, their families, pets, etc. are doing. They are very sensitive to the needs of others. To convince this style, let them know

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the value of the change you want to implement. They are also the most verbal of all the groups; so, do not be in a hurry! Their office may look cluttered because they surround themselves with "conversation pieces." Members of this group generally respond to their auxiliary style more than any other group.

Supporters

These people pull it all together and make every attempt to keep it that way. They like procedures, systems and an established way of accomplishing tasks. They ask a lot of "why" questions which allows them to pull everything into focus. They react well when presented with choices and alternatives. Supporters have the ability to take chaos and create a terrific procedure for dealing with it. They are also great group facilitators. Supporters tend to get along with all the other styles the best. They respond well to praise, recognition and appreciation.

Reflectors

Persons in this group desire facts and figures. Their approach to most situations is logical and scientific. Their mind set is, "There is only one right way to accomplish a task." Reflectors generally do not give a lot of visual feedback -- they come across as stonefaces. They are introspective. This group tends to worry more than any of the others because they want everything to be perfect. It is not unusual for a Reflector to worry about worrying too much! Everything appears to be in order with them even if it is not. These people are the most cautious when it comes to change. They like to have a well thought-out plan before taking action. They are family oriented, loyal and sensitive.



Directions for Leadership Style Profile

In order to identify your individual Leadership Style, do the following:

1. Add up the number of times you have circled each letter in the "M" column. This will give you a frequency count for each letter.
2. Place the frequency count of each letter in the "Most Frequency" column listed below.
3. Add up the number of times you have circled each letter in the "L" column. This will give you a frequency count for each letter.
4. Place the frequency count of each letter in the "Least Frequency" column listed below.
5. Subtract the "Least Frequency" score from the "Most Frequency" score and enter the difference in the "Difference" column. This score may be positive or negative.
6. This profile of scores provides information about your dominant Leadership Style and provides auxillary information about tendencies toward the other Leadership Styles.

MOST FREQUENCY

a. 5

b. 4

c. 10

d. 4

e. 1

LEAST FREQUENCY

a. 8

b. 3

c. 4

d. 4

e. 5

DIFFERENCE + (-)

a. -3 (C)

b. 1 (P)

c. 6 (S)

d. 0 (R)

e. -4 (E)

Leadership Styles Grid



For each square, circle the letter next to the term which MOST (M) describes you, and the letter next to the term which LEAST (L) describes you. There will only be 2 circles in each square.

M L		M L		M L		M L	
considerate	(C) c	respectful	d E	open-minded	b E	self-reliant	a a
vigorous	a (a)	bold	a (a)	cheerful	(C) c	polished	E b
joyful	E b	optimistic	b b	serious	d d	diplomatic	(d) E
harmonious	E d	accommodating	(C) c	will power	E (a)	satisfied	c (C)
reserved	d d	neighborly	c (C)	fussy	E (d)	daring	a a
good mixer	b (b)	practical	d d	obedient	(d) E	soft-spoken	d (E)
competitive	(a) a	restless	(a) a	out-going	b b	sociable	(b) b
lenient	c c	popular	b b	dominating	a a	patient	c c
pioneering	a (a)	enthusiastic	(b) b	determined	(a) E	moderate	(C) c
loyal	(C) E	restrained	E (C)	submissive	E c	jovial	E b
charming	b b	outspoken	a a	inspiring	b E	nervy	E (a)
easily led	E d	accurate	d E	timid	E (d)	precise	d d
attractive	(b) b	assertive	a a	spontaneous	a a	cordial	E b
individualist	a (a)	controlled	(C) c	reserved	d (d)	even-tempered	c c
orderly	d (d)	talkative	b (b)	contented	E c	adventurous	a (a)
sweet	E c	conventional	E d	trusting	(C) b	receptive	(d) E
nonchalant	E (C)	methodical	(d) d	convincing	b b	generous	(C) c
dynamic	(a) a	persuasive	b (E)	brave	a (E)	risk-taker	a (a)
adaptable	d E	original	E a	cautious	d d	animated	E b
light-hearted	b b	gentle	c c	good-natured	(C) E	disciplined	d E
admirable	b E	decisive	a a	calm	c c	high-spirited	E (b)
kind	c E	sympathetic	(E) c	fearful	E d	persistent	a a
dominant	(a) a	confident	b (E)	flexible	(b) b	agreeable	d d
resigned	E (d)	tolerant	E d	agressive	a (E)	willing	(C) E