

Self Awareness Action Chart

Dominance: The Need to Control / Influence

- Lowest A -		- Highest A -	
Leadership Strengths	Leadership Weaknesses	Leadership Strengths	Leadership Weaknesses
<ul style="list-style-type: none"> • Good listening skills • Supportive management style • Team oriented and inclusive • Non-confrontational • Corporate focused • Trustworthy • Interested in team development 	<ul style="list-style-type: none"> • May not address performance issues right away • Shy away from tough decisions and conversations • Not strategically focused • Less self-directed/self-motivated • May accept mediocrity 	<ul style="list-style-type: none"> • Strategic by nature/"Big-picture" • Comfortable with risk • Self-motivated • Innovative, looks to drive change • Challenges status quo • Seeks to lead • Decisive 	<ul style="list-style-type: none"> • Not as collaborative as you think • Communication can be authoritative/blunt • Not at times the best motivators • Difficulty delegating authority • Appear to be tough minded and directive
Potential Risks	Tips for Self-development	Potential Risks	Tips for Self-development
<ul style="list-style-type: none"> • Too nice • Difficulty making tough/unpopular decisions or delivering negative feedback • May not appear strategic • Too cautious • Avoids conflict 	<ul style="list-style-type: none"> • Change your mindset from <i>I want to be liked</i> to <i>I want to be fair</i> • Stand your ground when you know you are correct, and do so without emotion. • Come to situations, meetings well prepared. 	<ul style="list-style-type: none"> • Micromanagement inhibits team growth • May appear to be forceful and uncooperative—diminishes trust within the team • May lose peer support • May discount others' opinions 	<ul style="list-style-type: none"> • Become a coach, ask more questions rather than making suggestions • Actively seek input. • Get better at listening and give less assertive people more space to express their opinions • Curb the blunt talk. Think about how the message will be viewed by the receiver

Extraversion: The Need to Connect

- Lowest B -		- Highest B -	
Leadership Strengths	Leadership Weaknesses	Leadership Strengths	Leadership Weaknesses
<ul style="list-style-type: none"> • Creative, problem solver • Data driven, metric focused • Thoughtful approach to communicating information • Concise • Anticipates problems 	<ul style="list-style-type: none"> • Reluctant to share • Slow to trust • Too task focused • Communication pointed and precise • Minimalist when communicates • Guarded 	<ul style="list-style-type: none"> • Motivating/ stimulating persuader • High level communicator • Builds team cohesion/collaboration • Natural empathy • Optimism for team • People oriented • Good delegator 	<ul style="list-style-type: none"> • Says too much • Needs to be liked • Spot light needs to be on them • Talks in intangibles • Too optimistic
Potential Risks	Tips for Self-development	Potential Risks	Tips for Self-development
<ul style="list-style-type: none"> • Too introspective and internally focused • Territorial • Too focused on the wrong and not the right 	<ul style="list-style-type: none"> • Give presentations • Initiate conversation with others • Create systems that drive communication • Schedule time to speak with others 	<ul style="list-style-type: none"> • Too talkative or domineering • May appear disingenuous • Talks over people • Overly trusting 	<ul style="list-style-type: none"> • Practice active listening • Let others to express their opinions • Whatever you have to say, limit yourself to four sentences. Then ask: "Do you want me to carry on?" • Explore downside of a situation • Ask about potential problems

Patience: The Need for Stability

- Lowest C -		- Highest C -	
<i>Leadership Strengths</i>	<i>Leadership Weaknesses</i>	<i>Leadership Strengths</i>	<i>Leadership Weaknesses</i>
<ul style="list-style-type: none"> • High capacity to deal with stress and pressure • Multi-tasker • Results oriented • Able to juggle priorities/variety • Proactive 	<ul style="list-style-type: none"> • Intolerant of delays—especially around results • Impatient with people who can't "cut to the chase" • May create stressful situations • Frustrated in stagnant environments 	<ul style="list-style-type: none"> • Calm and stable • Gives people "time"/coach • Patient listener • Builds solid processes for his/her group • Connection directed 	<ul style="list-style-type: none"> • Not a change agent • Slow to buy into new ideas • Difficulty with pressure situations • At times unable to drive things forward • May appear to be too laid back
<i>Potential Risks</i>	<i>Tips for Self-development</i>	<i>Potential Risks</i>	<i>Tips for Self-development</i>
<ul style="list-style-type: none"> • May overreact; short tempered • Fast-paced people need to recognize others' needs and adapt their energy levels • Intolerant of those who may not 'move' as quickly 	<ul style="list-style-type: none"> • Listen and manage reactions better • Is everything code red? • Get someone to question your snap decisions...again devil's advocate • Avoid showing disapproval when others "don't get it" • May not follow up well 	<ul style="list-style-type: none"> • Too methodical and cautious • Appear to over analyze situations • Fear of unknown—too comfortable with familiar • Unable to drive change • Unable to deal with high stress and pressure situations 	<ul style="list-style-type: none"> • Clarify timelines and focus on their "when". • Expect the unexpected and start early when possible. • Proactively keep people informed when progress is made. • Schedule your day in advance • Prioritize time management

Formality: The Need to Conform

- Lowest D -		- Highest D -	
<i>Leadership Strengths</i>	<i>Leadership Weaknesses</i>	<i>Leadership Strengths</i>	<i>Leadership Weaknesses</i>
<ul style="list-style-type: none"> • Delegates freely • Flexible approach to situations and people • Creative • Good with changing organizational needs • Deals well with ambiguity 	<ul style="list-style-type: none"> • Uninhibited and too free wheeling • Communication with lack of concrete direction • Goes against corporate structure • Doesn't provide enough structure for Some • May not follow up well 	<ul style="list-style-type: none"> • Information directed • Focuses team on how to get things done <i>right</i> • Builds tight discipline and structure • Accountability is king • Plan focused • Strong strategy execution 	<ul style="list-style-type: none"> • Not comfortable with new or untried/risk • Too black & white can't deal with ambiguity • Overly structured • Unsure can get caught in the weeds when making decisions
<i>Potential Risks</i>	<i>Tips for Self-development</i>	<i>Potential Risks</i>	<i>Tips for Self-development</i>
<ul style="list-style-type: none"> • Hasty or seat of the pants decision maker • Too trusting of intuition • Appear to be 'winging it' - no plan • Frustrating to people who need clarity and consistency in direction 	<ul style="list-style-type: none"> • Seek data to support decisions • 'Sleep on it' • Have a 'devil's advocate' on the team • Do more to prepare and know when you are "winging it" • Respect the questions that others have about "how" 	<ul style="list-style-type: none"> • Too black and white, rigid • Too conventional, appear to be resistant to new ideas/growth • Perfectionism can cause you to lose sight of bigger picture • Struggle with situations that call for flexibility 	<ul style="list-style-type: none"> • Learn to move forward when 'all' information may not be available • Ask yourself can you time be better spent elsewhere? • Learn what to let go and delegate • Think "how we can" versus "we can't because"