

## **Instructions to the In-Depth version of assessing your Core Personality Leadership Style: Your Core Work Personality**

Think about how your personality tends to manifest itself at work. What are you like when you are being yourself at work? Rank order each set on a 1 to 4 basis, where:

1 = Most like the real me,

2 = More me than the other statements but not as much as number 1,

3 = May be somewhat like me but relatively less than the two I ranked ahead of this, and

4= May be somewhat like me but relatively less like me in comparison to any of the other statements in this set.

### **A. Words that best describe you on teams and when you have to make decisions:**

\_\_\_\_\_ Practical and Matter of Fact (ST)

\_\_\_\_\_ Sympathetic and Friendly (SF)

\_\_\_\_\_ Enthusiastic and Insightful (NF)

\_\_\_\_\_ Logical and Ingenious (NT)

### **B: What you want from others when you want coaching/advice from others:**

\_\_\_\_\_ Want honesty (ST)

\_\_\_\_\_ Want to know you (SF)

\_\_\_\_\_ Want unique treatment (NF)

\_\_\_\_\_ Want to be businesslike at first (NT)

**C. When you deal with a salesperson, you:**

\_\_\_\_\_ Want the facts (specifics and logical implications of the specifics) (ST)

\_\_\_\_\_ Want personalized service (especially about the specifics of people who like the product or service) (SF)

\_\_\_\_\_ Want their vision (the big picture and impact of the product or service on people and their values) (NF)

\_\_\_\_\_ Want logical options (especially how the possibilities create logical options) (NT)

**D. In your basic approaches to problem solving and decision making, you use:**

\_\_\_\_\_ Facts derived from an impersonal analysis, Technical skills in facts and objective things (ST)

\_\_\_\_\_ Facts from a personal analysis, Practical help and services for people (SF)

\_\_\_\_\_ Possibilities from a personal analysis, Understanding and communicating with people (NF)

\_\_\_\_\_ Possibilities from an impersonal analysis, Logical but ingenious and theoretical development of ideas (NT)

**E. Your preferred organizational strategy:**

\_\_\_\_\_ Prefer a **STRATEGY** that is: detailed, practical, sensible, “if it ain’t broke don’t fix it” approach, introduction of changes on a trial basis, patient, lots of documentation, focus on one step at a time, examines physical features of work setting, economical (ST)

\_\_\_\_\_ Prefer a **STRATEGY** that: emphasizes values, down-to-earth but caring, present oriented, based on experiences, personal reactions considered, immediate results (SF)

\_\_\_\_\_ Prefer a **STRATEGY** that is: innovative, creative, risks for values, sells the strategy, multiple options, emphasis on development, emphasis on relationships, based on values, future oriented, people oriented (NF)

\_\_\_\_\_ Prefer a **STRATEGY** that is: big picture, future oriented, goal oriented, innovative, uses theories or frameworks, calculative risk taker, plan formulator not executor (NT)

#### **F. Your preferred organizational structure:**

\_\_\_\_\_ Prefer a **STRUCTURE** that is: very logical and organized, hierarchical, maybe even bureaucratic, centralized, clear channels, checks and balances to reduce risks, legalistic job descriptions (ST)

\_\_\_\_\_ Prefer a **STRUCTURE** that is: all one big family, many channels through which to funnel input, expectations clear but fair, keeps us together (SF)

\_\_\_\_\_ Prefer a **STRUCTURE** that is: loose, organic, an adhocracy, flat, decentralized, growth oriented job descriptions (NF)

\_\_\_\_\_ Prefer a **STRUCTURE** that is: complex, decentralized, rational, provides just enough structure to encourage productivity (NT)

#### **G. Your preferred organizational systems/procedures:**

\_\_\_\_\_ Prefer to use **SYSTEMS** that are: clear business procedures, routines, formats for reports, systematic data gathering, formulas for decisions, reliance on hard data and experience, emphasizes schedule and costs, control and certainty, show me (ST)

\_\_\_\_\_ Prefer to use **SYSTEMS** that are: routines that feel good, formats for reports used but personal perspective expected, vast input system, careful to gather through people the facts, details, opinions, examples, reactions needed, reviewing what has worked before (SF)

\_\_\_\_\_ Prefer to use **SYSTEMS** that are: flexible, unstructured, expedites communications, allows for personal judgments and hunches, uses brainstorming sessions to discover alternatives (NF)

\_\_\_\_\_ Prefer to use **SYSTEMS** that are: flexible in format but rational in content, uses processes that expedite examination of ideas, results not procedures oriented, gathers information fast and uses it to gain a sense of progress, shows the connections between the parts, integrative (NT)

#### **H. Your preferred leadership style:**

\_\_\_\_\_ Prefer to use a **STYLE** that emphasizes being: dependable, fair, detail and fact oriented, plan and then follow plan, blunt, reinforces compliance, objective, stresses accountability, matter-of-fact, down to earth, impersonal (ST)

\_\_\_\_\_ Prefer to use a **STYLE** that emphasizes being: people-oriented, considerate, compassionate, fair, dependable, tolerant, participative, supportive, practical, makes sure all have their say, live-and-let-live, compromiser or accommodator (SF)

\_\_\_\_\_ Prefer to use a **STYLE** that emphasizes being: willing to sacrifice for the greater good, participative, democratic, charismatic, dramatic, idealistic, enthusiastic, gives

strokes freely, sociable, personable, high energy bursts, rescuers, evolutionary, smoothes over conflicts, compromiser, decisions open to modification (NF)

\_\_\_\_\_ Prefer to use a **STYLE** that emphasizes being: like anything is possible, confident, provides meaning, asking "why?", debating, architect of progress/ideas, revolutionary, blunt, impersonal, breakthroughs, searching for intriguing and far reaching possibilities (NT)

### **I. Your preferred approach to how to treat your staff:**

\_\_\_\_\_ Prefer a to treat their **STAFF** in a manner that: categorizes employees, uses clear selection criteria for each job, hires people who respond to rules and regulations, admires common sense, not big on self-awareness, tough minded people who can get others to do their job, as work roles more than workers (ST)

\_\_\_\_\_ Prefer to treat **STAFF** in a manner that is: concerned whether people feel they belong, socializes/molds people toward company values, emphasizes training and development opportunities, facilitates interaction between staff members, sharing the work load equitably, not criticizing people publicly, workers first and then work roles, personal testimonials (SF)

\_\_\_\_\_ Prefer to treat their **STAFF** in a manner that: pushes development and use of potential, selection of people who fit in, finds the good in all, fun, encouraging insight and meaning, enhancing relationships, motivates and enthuses others (NF)

\_\_\_\_\_ Prefer to treat their **STAFF** in a manner that: utilizes executors, pushes high expectations, demands competency, responsive to new ideas, impersonal relations(NT)

### **J. The skills you prefer to use:**

\_\_\_\_\_ Prefer to use **SKILLS** such as: absorbs and uses details/facts about things, measures progress, being good at routines, fixing things, efficiency in meetings and reports (ST)

\_\_\_\_\_ Prefer to use **SKILLS** such as: absorbs and uses details/ facts about people, human resources/services/development, marketing, interpersonal skills, good at people routines (SF)

\_\_\_\_\_ Prefer to use **SKILLS** such as: being aware of dominant skills and using them, customer service and public relations bent, communication, empathy, able to see both sides of issues (NF)

\_\_\_\_\_ Prefer to use **SKILLS** such as: R&D, logic, efficiency, strategic planning, integrating systems, problem solving (NT)

### **K. The values you prefer to promote:**

\_\_\_\_\_ Prefer to promote **SHARED VALUES** like: stability, dependability, orderliness, being realistic, practicality, punctuality, fairness, objectivity, competitiveness, efficiency, don't rock the boat, security (ST)

\_\_\_\_\_ Prefer to promote **SHARED VALUES** like: affiliation, fairness, proper behavior, respect, trust, loyalty, harmony, pragmatism, the golden rule, anyone can succeed, traditions, cooperation, familiarity, warm work place where people like to come into work (SF)

\_\_\_\_\_ Prefer to promote **SHARED VALUES** like: fun and harmony, cooperation, people are good and important, loyalty, creativity, development, stimulation, variety, autonomy, authenticity, insightfulness, credibility (NF)

\_\_\_\_\_ Prefer to promote **SHARED VALUES** like: change, profound/complex views, competency, innovation, nonconformity, logic, need for achievement, ingenuity (NT)

### **L. Weaknesses you may be prone to have as a leader:**

\_\_\_\_\_ May have **WEAKNESSES** such as: strategy treated as an end not a means, over-guards against catastrophes, misses the forest from the trees, too impersonal and matter-of-fact, rigid and legalistic structures make change difficult, compartmentalization leads to over-specialization, over-relies on formulas for decision making, nitpicker, resists innovations, impatient with complexity, forgets to stroke people, may take staff for granted, has difficulty dealing with uncertainty, rigid adherence to plans, myopic (ST)

\_\_\_\_\_ May have **WEAKNESSES** such as: over-concerned with people, perpetuates positions beyond their usefulness, oversimplifies problems, nitpicky, avoids conflict, naive in belief that all you have to do is work hard, myopic, soft-hearted, a busybody, trying to please everybody may look like playing favorites, not comfortable with complex or abstract situations, passive-aggressive, righteous, misses the forest from the trees (SF)

\_\_\_\_\_ May have **WEAKNESSES** such as: high need for approval, emotional/dramatic, moralistic, overextended, creates dependencies, avoids conflict, works in bursts, poor disciplinarians, naive, overemphasizes enthusiasm, poor at details, too many direct reports, too flexible, inconsistent, re-invents the wheel, follow-through, over-trusting, late for deadlines, too influenced by personal likes/dislikes, tries to rescue lost souls, may talk too much (NF)

\_\_\_\_\_ May have **WEAKNESSES** such as: loses interest once things are figured out, lacks follow-through, forgets to stroke but needs strokes, elitist, restless, escalating standards, arguer, critical, impatient over repeat mistakes, too much time planning, leaves structures too unclear, weak administrative skills, poor at delegation, change for the sake of change, confrontational, impatient with details/routines (NT)

**M. Which method is more likely to persuade you?**

**\_\_\_\_\_ (ST)**

- *“Show me that it works”*
- *Indicate how it saves time and money*
- *Demonstrate a good cost-to-benefit ration*
- *Show how the results can be measured*
- *“Allow me to try it before I buy it”*
- *Offer specific applications and benefits*
- *“Answer all my questions”*

**\_\_\_\_\_ (SF)**

- *“Show me how it will benefit me and those I care about*
- *Indicate the practical results for people*
- *Use personal testimonies from those who have benefited from it*
- *Show that it provides immediate results*
- *Set it in a personal context*
- *Show respect to me and others in your presentation*

**\_\_\_\_\_ (NF)**

- *“Show me how it will enhance relationships”*
- *State how it will help people grow and develop*
- *Focus on my own and others’ giftedness*
- *Show how it gives new insights and perspectives*
- *Indicate that people will like it, and by implication, will like me*
- *Point out how it will help me find meaning*
- *Say it’s enjoyable and fun*

**\_\_\_\_\_ (NT)**

- *Discuss its research base*
- *Highlight its theoretical background*
- *Demonstrate how it fits a strategy*
- *Show how it will increase competency*
- *Indicate its broad and far-reaching possibilities*
- *Show that it has intriguing and fascinating possibilities*
- *Be a credible source of information*

## Scoring Key:

Item	Rankings			
	ST	SF	NF	NT
A.	—	—	—	—
B.	—	—	—	—
C.	—	—	—	—
D.	—	—	—	—
E.	—	—	—	—
F.	—	—	—	—
G.	—	—	—	—
H.	—	—	—	—
I.	—	—	—	—
J.	—	—	—	—
K.	—	—	—	—
L.	—	—	—	—
M.	—	—	—	—
Ave:	—	—	—	—