



Leadership Styles

Sal Della Bella

Director of Parish Leadership

sdb@archlou.org

Elevator Scenerio



Human Behavior

Think differently

Decide differently

Use time differently

Handle emotions differently

Manage stress differently

Communicate differently

Deal with conflict differently

Not necessarily worse. Not necessarily better. But different.

Leadership Styles



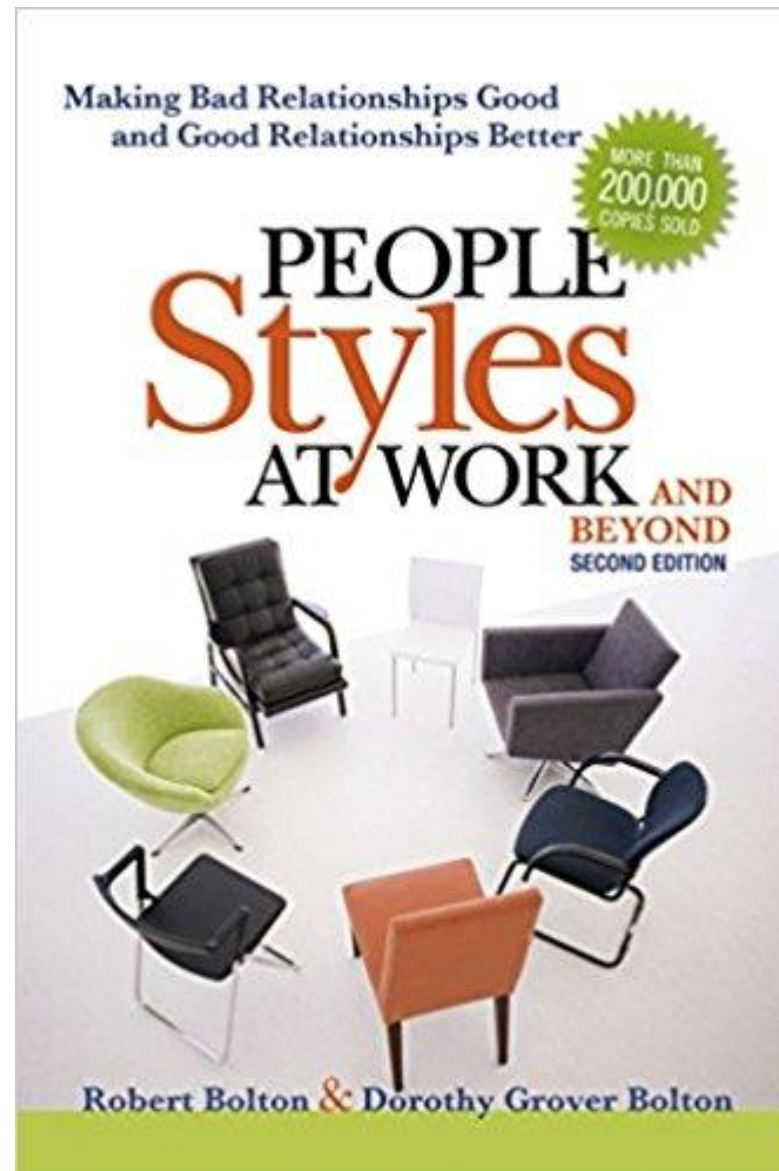
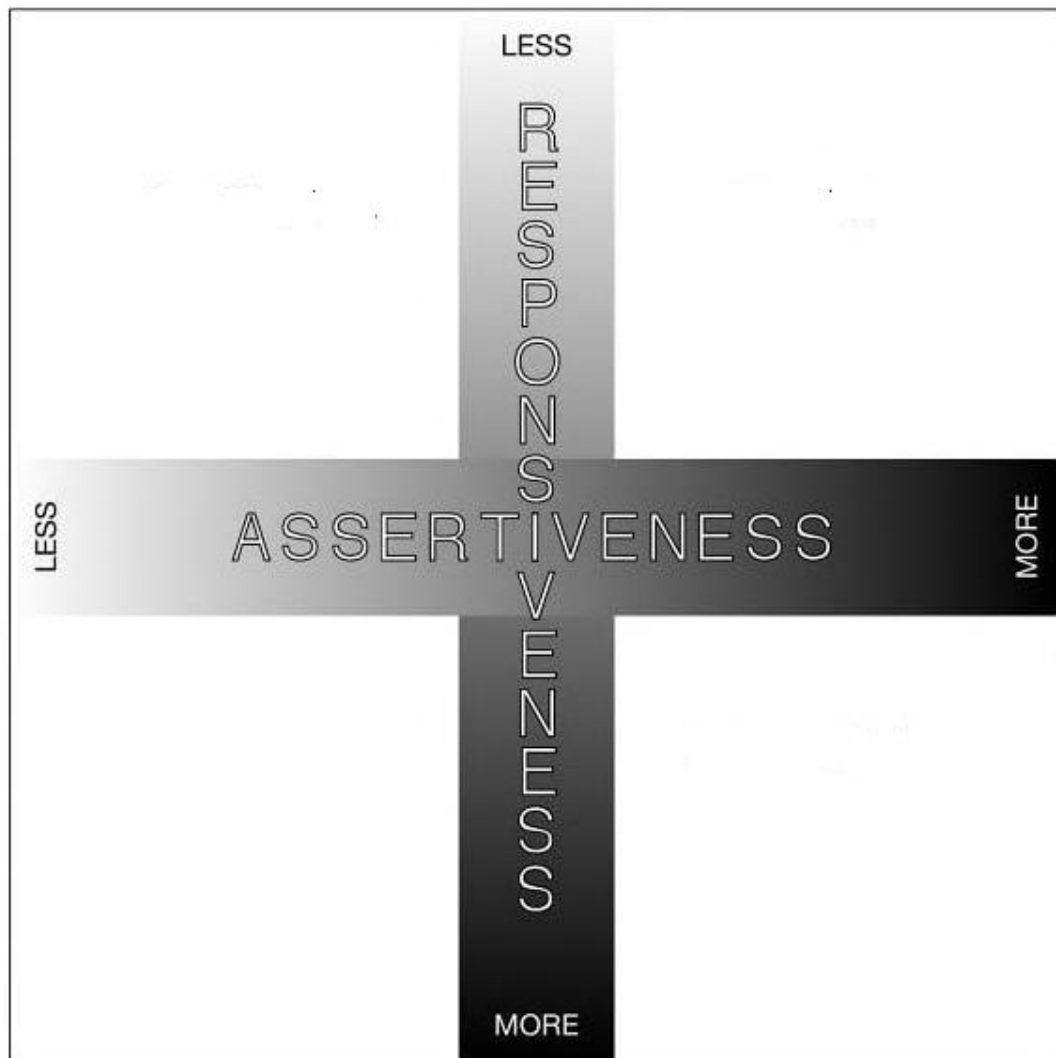


- People are complex and unique
- People are more than a box
- All styles are of equal value
- Focus is on strengths

ALSO

- We have a default style
- We have the ability to act outside of our default
- Effective leaders recognize, appreciate, and utilize difference

Things To Guide Us!





Responsive

Affective

- Focus on people
- Emotive (identify with emotions)
- High feelings function (Mercy)

Cognitive

- Focus on tasks
- Less disclosing about own emotions (“Tell me how you feel”)
- High thinking function (Justice)



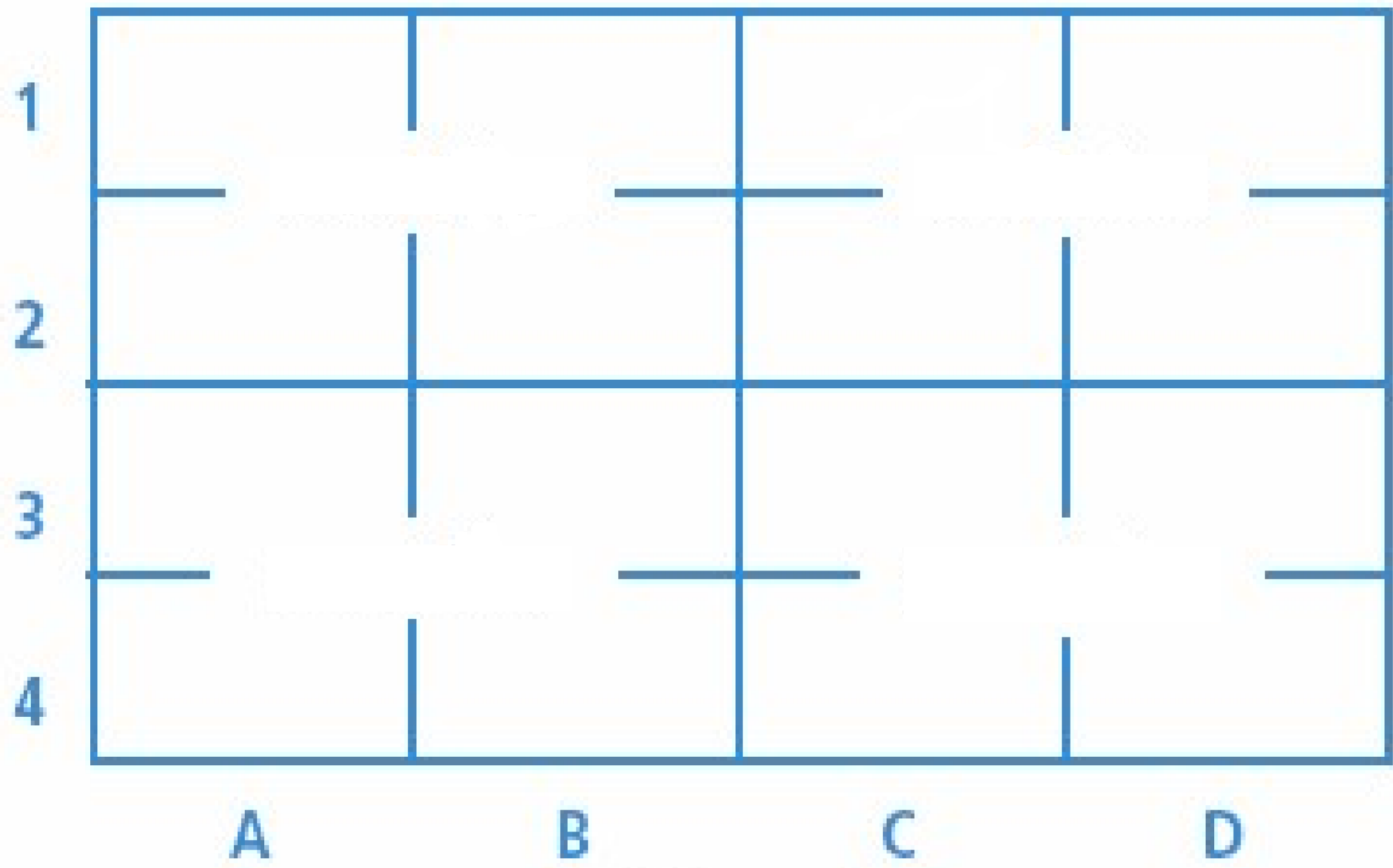
Assertive

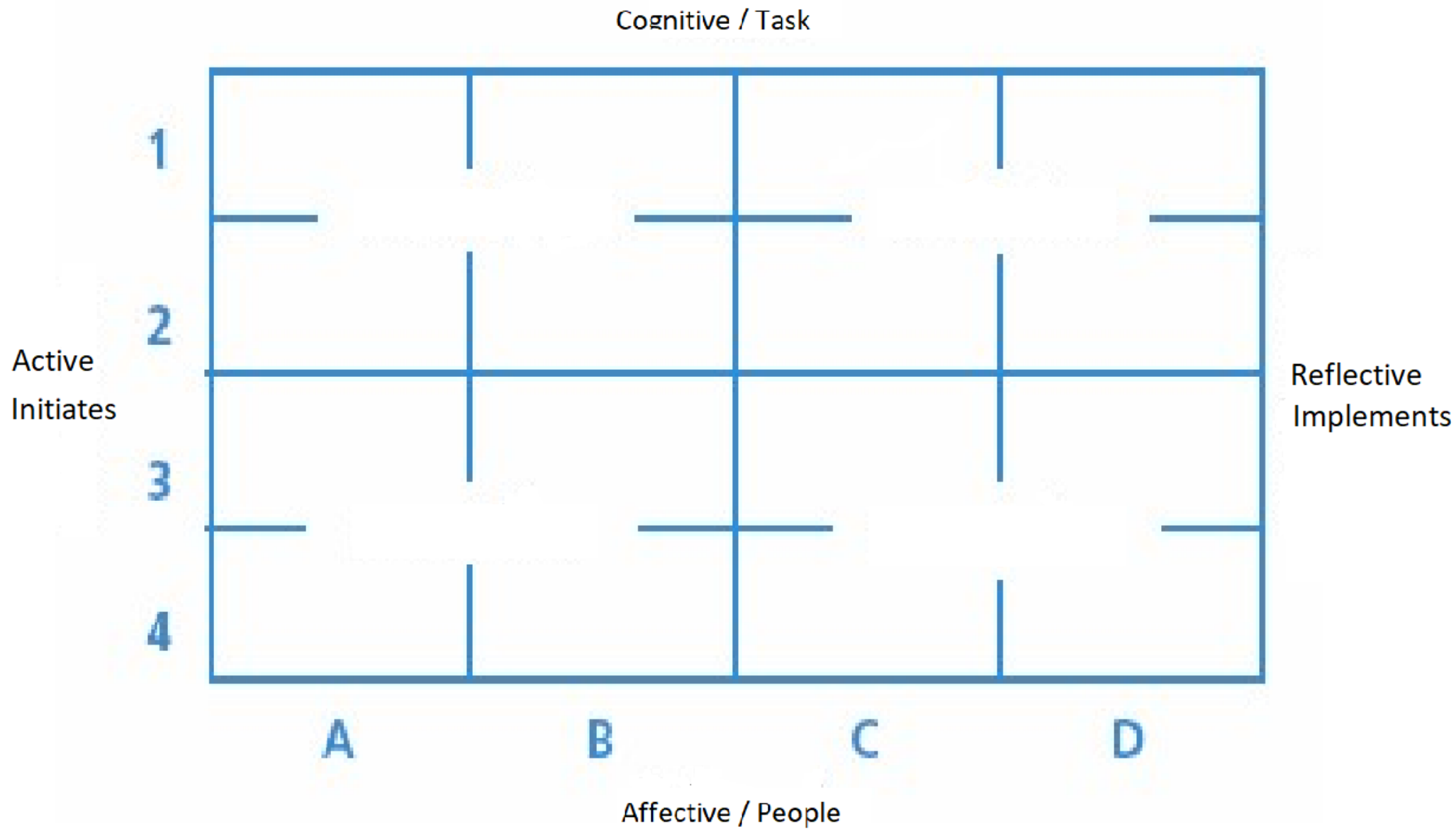
Initiators

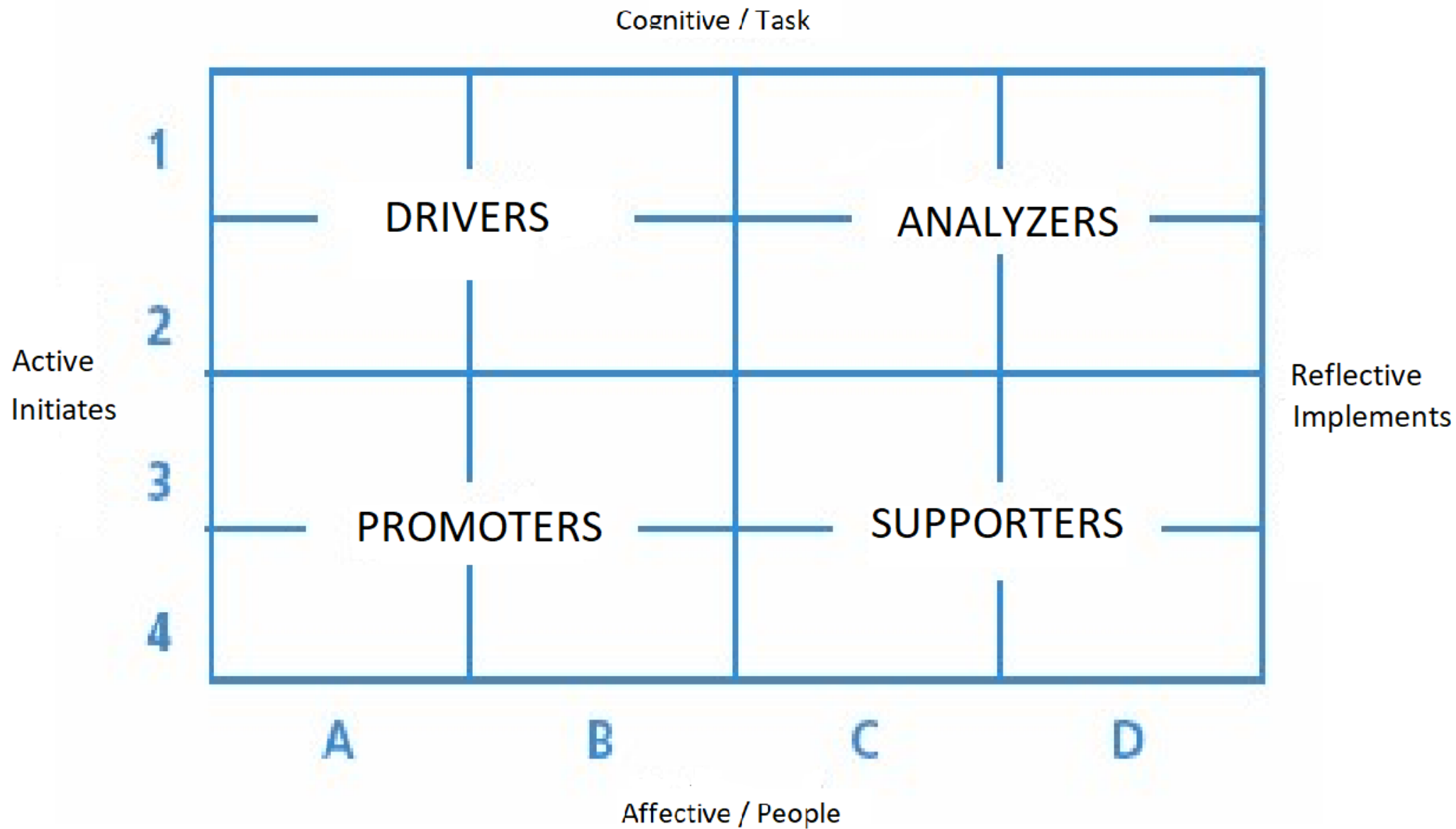
- Primary focus is on action
- Gets energy from initiating action and ideas
- Direct/Bold
- External/Expressive
- Lone Ranger

Implementors

- Primary focus on reflection
- Gets energy from implementing and planning
- Restraint/Reserved
- Internal/Reflective
- Tonto







DISCUSSION

01

When are you most energized at work?

02

When are you most stressed at work?

03

Describe a successful day at work?

04

What do others say about me at work?

Drivers

The alpha dog that
must lead the pack!

Strengths:

- Achievers
- Visionary
- Negotiator
- Accomplishes tasks, gets bottom line results
- Self motivated and hard-working
- Forward-looking, progressive
- Fast decision maker
- Disciplined - Controlled

Drivers

Under Stress:

- Take control & need to be in charge
- Too busy
- Sometimes over-committed
- Can be parental
- Sometimes viewed as overly aggressive

Recognizing the Driver

Clothing: Practical, comfortable, seasonal.

Office: Simple, professional desk, achievements, plaques, degrees, awards. Few pictures (significant moments).

Telephone: Multi-tasking. No time for small talk, may ask quickly, “What can I do for you?” seem in a hurry or on a mission, business only!

Strengths:

Conscientious and steady

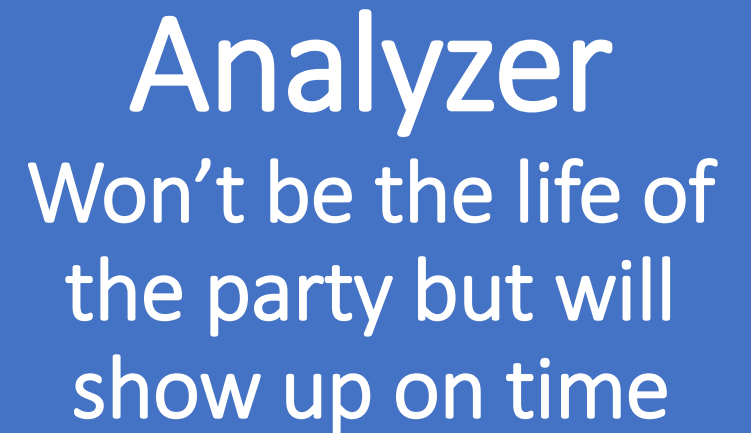
Structured and focused

Comprehensive

Analytical - Defines, clarifies, gathers information, criticizes and tests

Maintains standards

Bring order



Analyzer
Won't be the life of
the party but will
show up on time

Analyzer

Under Stress:

- Slow to decide
- Can appear to be inflexible
- Tends to withdraw
- Gives too much detail
- Trusts only facts (Just the facts)

Recognizing the Analyzer

Clothing : sharp, meticulous, conservative colors in style, ironed and creased well.

Office: Everything in place, a lot of family pictures, highly organized.

Telephone: Professional greeting always, they sound and “feel” busy, prefer not to chit-chat, and will delegate or pass on information to the right source.

Promoter

Life of the party

Strengths:

- Innovators
- Challenge self and others to uncover new ideas
- Moves quickly with high energy
- Has a creative imagination
- Sees new possibilities
- Motivates others towards goals
- Team Builder

Promoter

Under Stress:

- Can be impulsive
- Can be aggressive (attack/defend)
- Tends to “oversell”
- Unconventional – Rule Breaker
- Can lose sight of details
- Overly busy - lack of follow through

Recognizing the Promoter

Clothing: Colorful, flashy, current, a lot of accessories.

Office: Piles, organized chaos, family pictures, usually music.

Telephone: Sound delighted to hear from you, loud voice, cheerful sounding, talkative, can ask personal questions and be too transparent about their personal life.

Supporter

Give me harmony or
give me death!

Strengths:

- Dependable and loyal
- Team player
- Works for a cause
- Good listener
- Patient and emphatic
- Good at reconciling factors (Peacemaker)

Supporter

Under Stress:

- Takes criticism very seriously (internalizes)
- Dislikes conflict – Avoids at all costs
- Fears hurting feelings of others, disappointing others
- Overly accepting of others
- Acquiesce (loss of voice)

Recognizing the Supporter

Clothing: Casual, relaxing for them, not flashy and plain colors.

Office: Simple, art or scenes of nature, hi-tech, very few family pictures, personal art and/or photography.

Telephone: Very pleasant, monotone in voice inflection, low volume, not wordy (generally one word answers), would prefer to text or email.

What Drivers Want

Respect: Loyalty from team, sense of being in control, credit for accomplishments and a strong work ethic from others.

Energy Level: Highest of all, needs little rest, thrives on working with people they can direct.

Working with/for Drivers

- What to go to them for
 1. Big picture and ideas
 2. Project management
 3. Setting and accomplishing goals
- How to work with them
 1. Give bottom line quickly
 2. Don't make excuses or procrastinate
 3. Determined success by action and results

What Analyzers Want

- Understanding : Desires hard, accurate work and integrity from others, support when down, quiet space to work alone and personal self improvement.
- Energy Level: Moderate energy, overwhelmed, drained by people.



Getting the Most out of the Analyzers

What to go to them for

- Developing a detailed plan
- Research, analysis and management of data
- Accuracy and completing tasks with precision
- Editing: They are the first to spot an error

How to work with them

- Be specific with what you want and leave them alone
- Be prompt with what you say you are going to do
- Don't spring sudden changes on them

What Supporters Want

- Fairness : Everyone to get along, occasional solitude, concise and clear direction and appreciation for their quiet insights.
- Energy Level: Lowest of all, need a lot of rest, drained by people (especially if there is conflict).



Getting the Most out of the Supporters

- What to go to them for

1. Encouraging teamwork and cooperation
2. Process improvement and excellent ideas
3. Clarity and solutions with difficult issues

- How to work with them

1. Slow down with instructions and be clear with deadlines and expectations
2. Reduce conflict by approaching them in a calm way
3. Support them in working alone

What Promoters Want

Trust: Desires acknowledgement, approval, acceptance and variety with projects.

Energy Level: Very fast paced with sudden exhaustion spells. They thrive action/people/crowds.

Getting the Most out of the Promoter

What to go to them for

- Motivating others through change
- Team development
- Scheduling out of office events

How to work with them

- Give them deadlines and help them focus
- Don't micromanage, give them independence
- Occasionally acknowledge their worth in the organization

Style Contributions...

Success Formula

Drivers -- Results and Accomplishments

Analyzer -- Precision and Accuracy

Promoter -- Involvement and Enthusiasm

Supporter -- Relationships and Stability

Team Effectiveness --- Balance and Partnership