



LEADERSHIP

A Game of

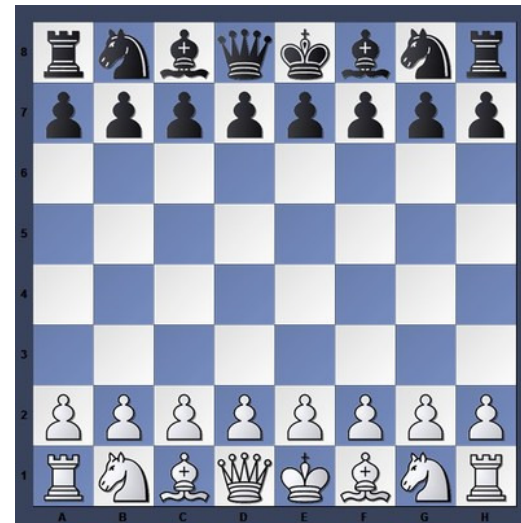
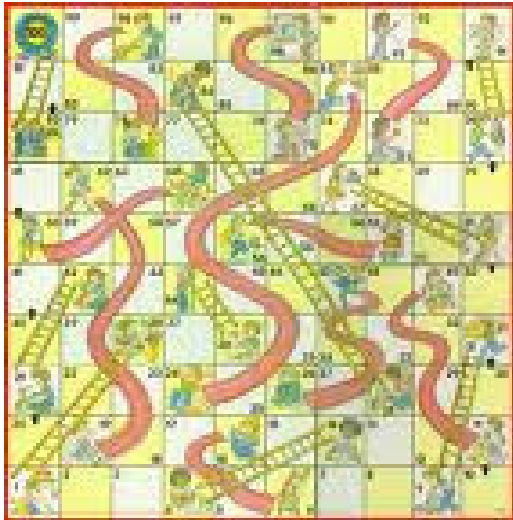
OR



**Facilitated by:
Elizabeth Faircloth
Vice President
Augur Inc.**

LEADERSHIP

SOME HISTORY



What are the Key Differences between **CH**ESS and **Ch**utes & **L**adders ?



In **Ch**utes & **L**adders™ each piece:

- ☐ Carries exactly the same value and weight
- ☐ Moves in the same direction
- ☐ Is governed by the **fickle spin of the wheel**

In **CH**ESS, each piece:

- ☐ Has a unique role
- ☐ Has unique rules of engagement—how it interacts with the other pieces
- ☐ Possesses a **unique level of power**



Game of Strategy



Game of Chance

Leadership
is a Combination of
Strategy & **Chance**!

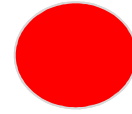


Planned Goals for Today

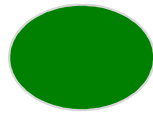
- ★ **King & Queen- LEADERS**
 - ☐ Objectively Identify and build on YOUR Strengths
- ★ **Pawn, Knight, Bishop, Rook - THOSE YOU LEAD**
 - ☐ Understand and leverage behavioral diversity
- ★ **Chutes - OBSTACLES**
 - ☐ Be aware of “Blind Spots”
- ★ **Ladders - OPPORTUNITIES**
 - ☐ Have the Courage to Continue the Climb

Connecting the Dots

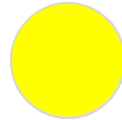
A = **D**ominance



B = **E**xtroversion



C = **P**atience

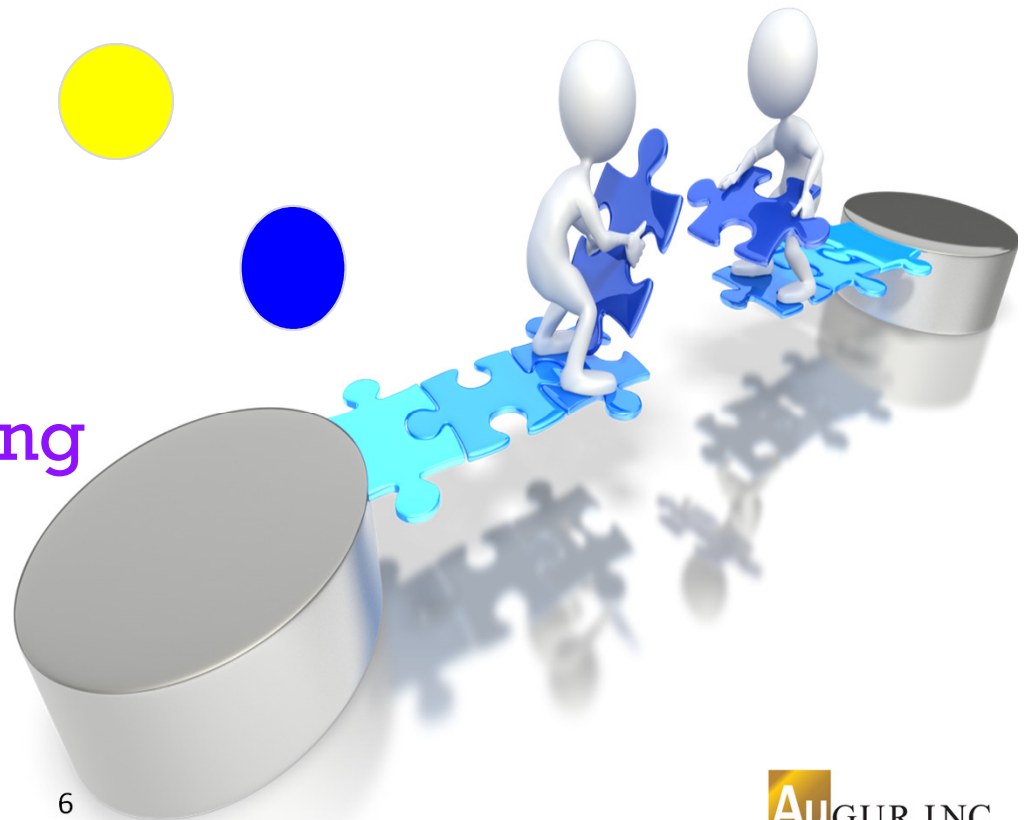


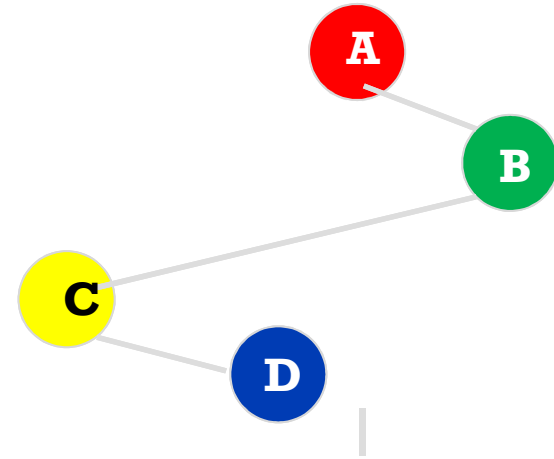
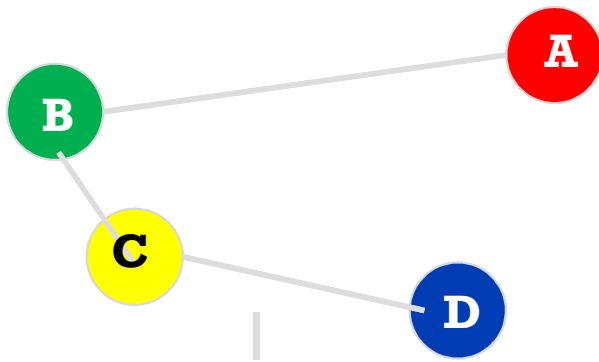
D = **F**ormality



E = **J**udgmental Thinking

M = **M**orale, **E**nergy





A>B = THINGS

B>A = PEOPLE

A>D = RISK

D>A = CAUTIOUS



LEADERSHIP VIDEO

Pick one quote that resonates with you
as it aligns with our topic



com·mu·ni·cate

Verb:

✓ to impart knowledge; to give or interchange thoughts, feelings, information, or the like, by writing, speaking

in·flu·ence

noun

✓ the capacity **or** power of persons or things to be a compelling force on, or produce effects on, the actions, behavior, opinions, etc., of others

Verb:

✓ to exercise influence on; affect; sway; to move or impel (a person) to some action

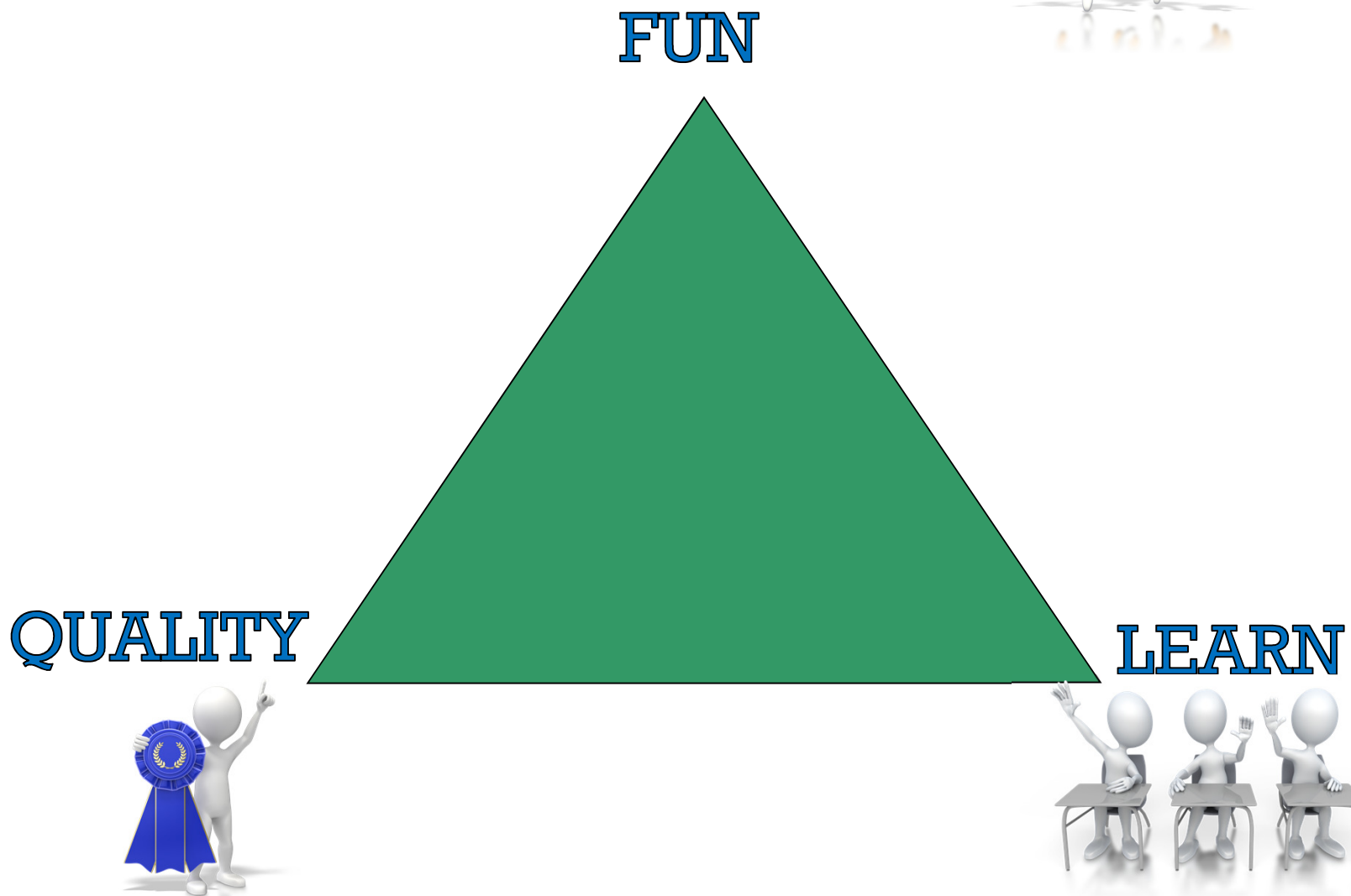


*“Ensuring how your choices and actions today
may **INFLUENCE** the next ten years!”*

-- Robert Cooper, Ph.D.

People





Workshop Outcomes



Understanding who you are, why you do what you do, and what motivates you into action.

Better understanding of how participants fit into their roles, teams, and the overall organization culture.

Gaining insight into how your personality can drive business goals and objectives (and learn when you need to adapt to meet business goals!)

Learn effective strategies on how to increase your “influencing skills” to make a positive impact on key stakeholders.

What do YOU hope to gain from today's program?



Start With The End In Mind!

“Driving Business Objectives” Worksheet

1. State a Current Goal in your Organization

2. State a Current Challenge

3. YOUR Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)

LOW

HIGH

(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

4. YOUR Behavioral Style

LOW

HIGH

(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

5. Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)

LOW

HIGH

(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

Today's Agenda

3:00 – 4:15 pm

Introduction

Personal Focus Questions

Brief Learning Lab on the Impact of Communication

Overview of Behavioral and Communication Styles

An Exercise

Break

4:30 – 6:00 pm

Your Behavioral and Communication Styles

Team

Individual

Personal Action Plan – Your Call to Action!

Wrap up on Time



Information to Consider:



Effective communication relies on our ability to send and receive information, or feedback.

When we communicate, informally or formally, in writing or in conversation, we perform three basic skills.

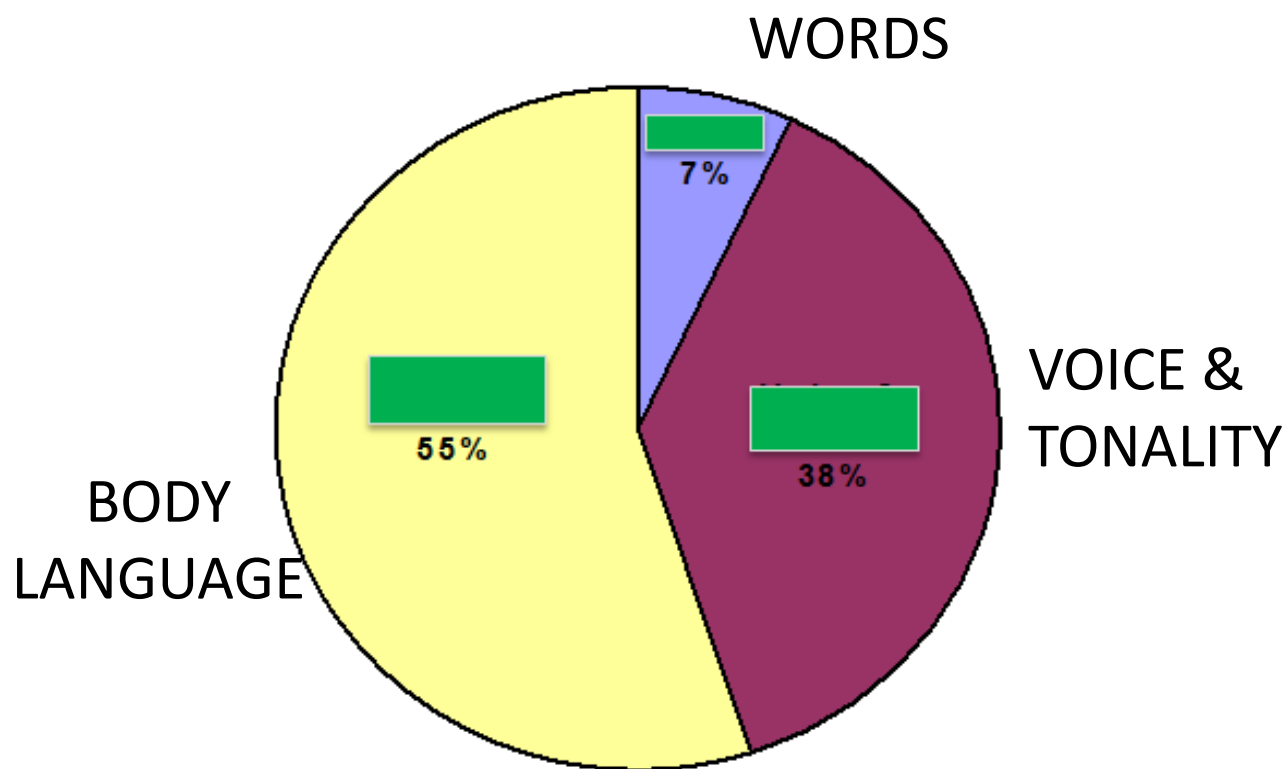
Presenting: *How we **send** information to others.*

Listening: *How we **receive** information from others.*

Responding: *How we **interpret** and **return** information.*

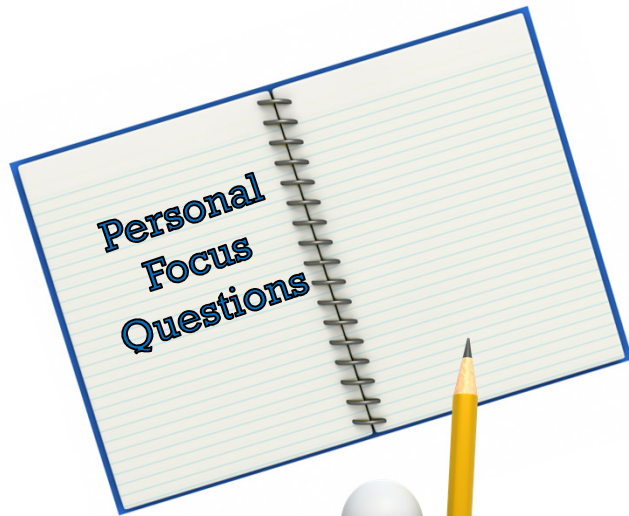


Sending Clear Messages



Research by Psychologist and Professor Albert Mehrabian
From "In Your Hands: NLP in ELT" by Jane Revell & Susan Norman

It's All About YOU!



1. What are your behavioral strengths?
2. What is your natural communication style?
3. How do you prefer to receive information from others?
4. What motivates you?
5. What are your communication hot buttons?

Learning Lab



TEAM EXERCISE

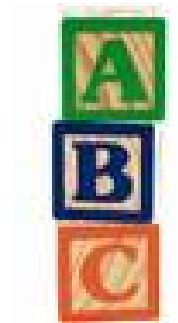
- The “A” Team: “Twinkle, Twinkle, Little Star.”



- The “B” Team: “Bah, Bah, Black Sheep.”



- The “C” Team: “ABC” song.

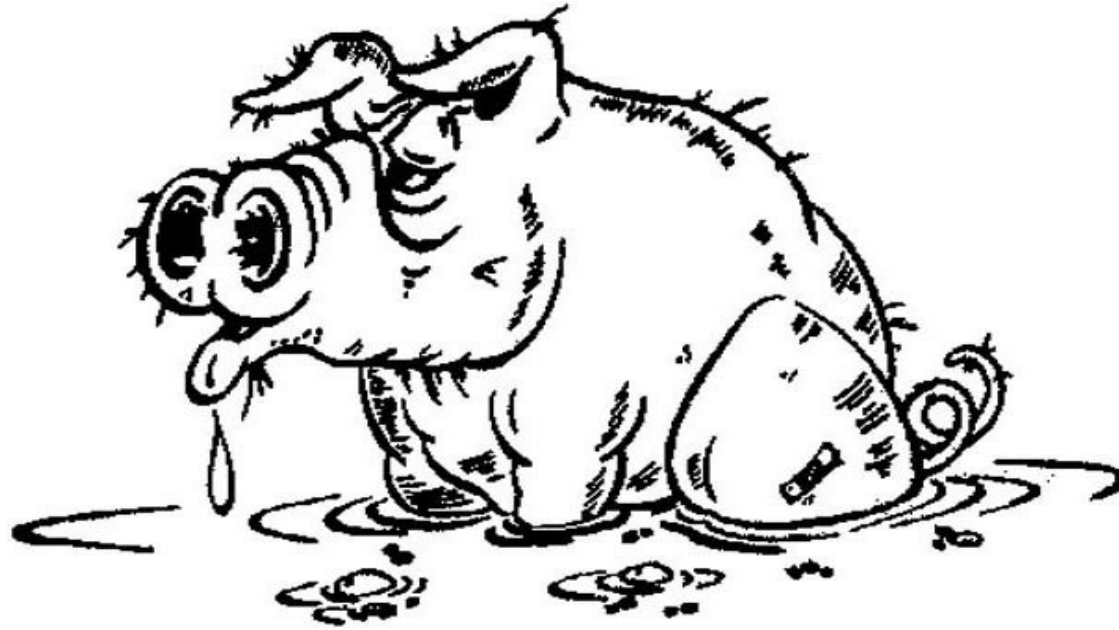




**“Do unto others as you
would have them do unto
you.”**

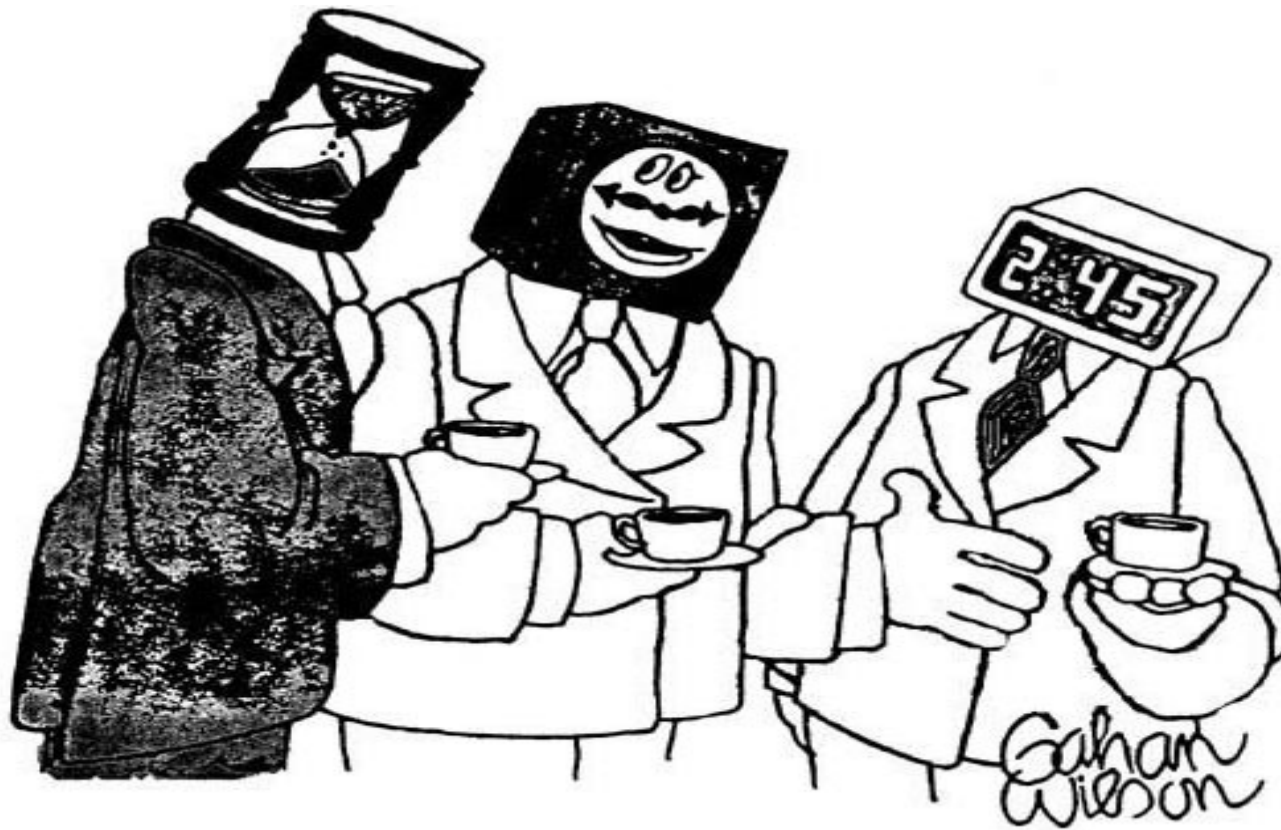
**“Do unto others *exactly
as they want done unto
them.*”**

Tom Asacker
Sandbox Wisdom



*“Never try to teach a pig to sing.
It wastes your time and annoys the pig.”*

- Mark Twain



Basically, we're all trying to say the same thing.

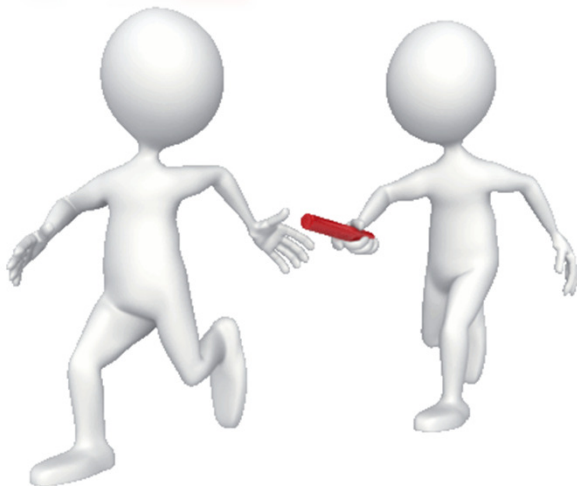
Areas that Influence How You Approach Leadership



What Do You See?



People Have *Needs*





Overview of Behavioral Styles



*“When new turns of behavior
cease to appear in the life of the
individual, its behavior ceases to be
intelligent.”*

- Thomas Carlyle





What is the Predictive Index ®?

A behavioral instrument that helps us objectively understand how individuals respond to their environment and the people in it.



Individual Potential

Individual Potential

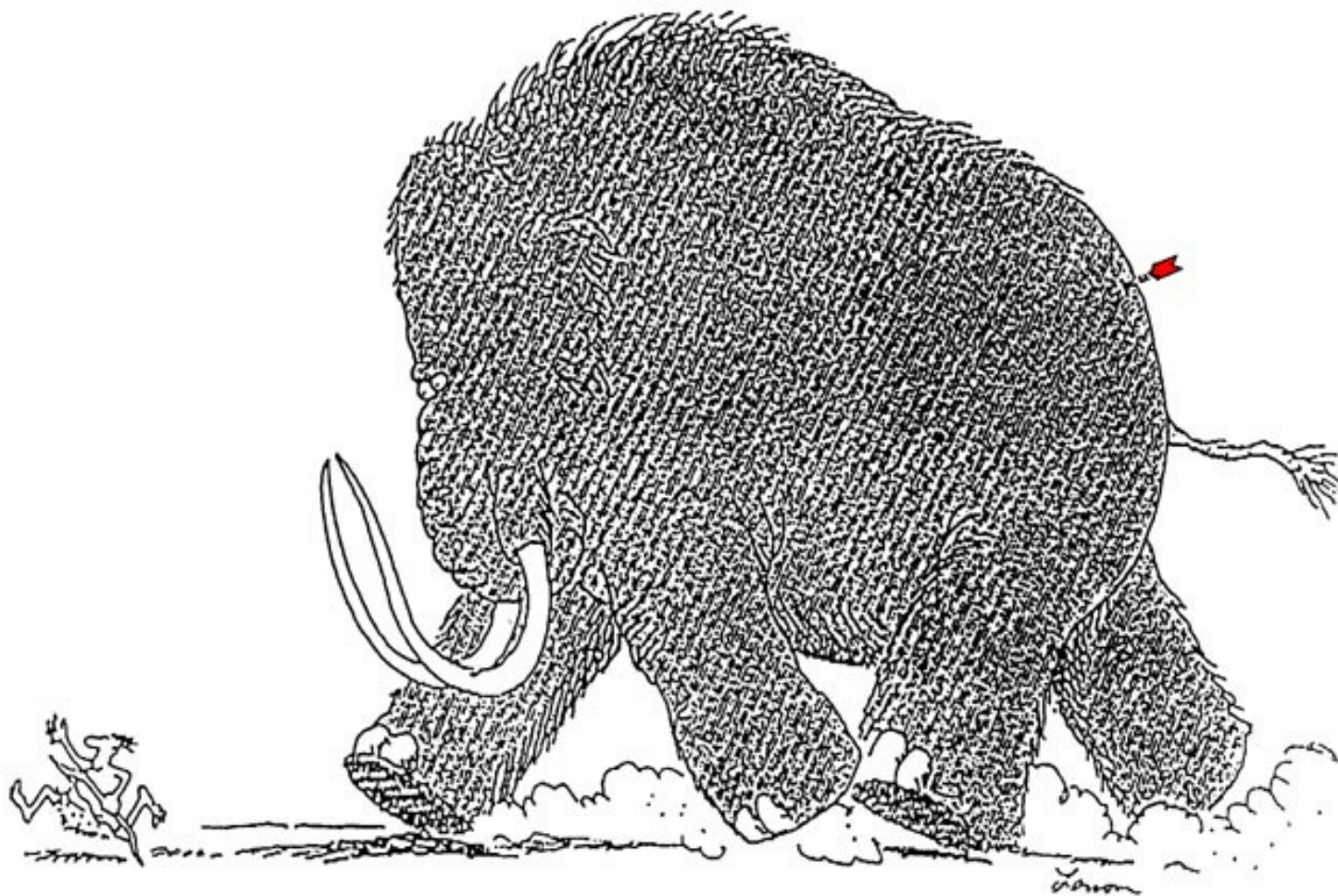


8



Overview of PI®

- Validated and internationally accepted assessment tool since 1955
- Provides objective information on motivating needs and work behaviors
- There is NO right or wrong PI – just different
- Available in 65 languages and Braille
- Clients include startups to Fortune 500 companies, nonprofits, academic institutions



Human Behavior

All behavior is motivated...

Your needs motivate **YOU**...

My needs motivate **ME**...

I cannot assume to know what
motivates you.... But in fact many
times I do!!



Overview of the Predictive Index® (PI®)

- A behavioral assessment tool that measures our core motivational drives
- Those drives create needs, which in turn influence the way we behave
- Built to help people to excel in the workplace

THE PREDICTIVE INDEX®
Organization Survey Checklist

Name: _____ Date: _____

Occupation: _____

DIRECTIONS: Please read the words in the list below and check those that you feel describe the way you are expected to act by others.

Helpful	Esteemed	Calm
Relaxed	Worrying	Popular
Exciting	Sentimental	Polite
Assertive	Adventurous	Dynamic
Patient	Easy going	Good-humored
Conscientious	Unassuming	Escapist
Sophisticated	Good mixer	Generous
Persistent	Agreeable	Unobtrusive
Earnest	Well-liked	Daring
Outstanding	Docile	Tolerant
Sympathetic	Demanding	Nice
Loyal	Charitable	Compelling
Self-starter	Persuasive	Resolute
Conventional	Careful	Tranquil
Eloquent	Satisfied	Cultured
Cynical	Understanding	Dominant
Passive	Spirited	Respectful
Gentle	Congenial	Nonchalant
Brave	Obedient	Flexible
Appealing	Cheerful	Attractive
Thoughtful	Obstinate	Trusting
Self-assured	Convincing	Eager
Steady	Responsive	Shy
Competitive	Neighborly	Fussy
Fashionable	Selfish	Versatile
Neat	Reserved	Amiable
Audacious	Serious	Diplomatic
Polished	Persevering	Self centered
Fearful		Consistent

© Copyright 1955, 1963, 1998, 1999, 2003 Predictive Incorporated. All rights reserved.
No part of this form may be reproduced by any means, nor transmitted, nor translated into a machine language without the written permission of the publisher.

Continue on other side of page... 12/02

Form IV
English
Page 2

Please turn in your paper.

The Predictive Index ® System
Arnold Daniels

**PI Worldwide,
Wellesley, MA**

Augur Inc.

**260 Partners & Associates
Worldwide**

>8000 Clients in 141 Countries

20% of the 2010 Fortune 500

66 Languages

Origins of 1955



CATERPILLAR®



INC.
Science of ®

Sample PI Worldwide Client Partners

The world's largest shipping company



MAERSK Maersk

The world's largest cereal company

Kellogg



The world's largest escalator company



Schindler

Schindler

The world's largest inspection company

SGS



The world's largest food company



Nestle

The world's largest computer company

Dell



The world's largest packaging company



Tetra Pak

Tetra Pak

The world's largest oil company

Exxon



The world's largest furniture company



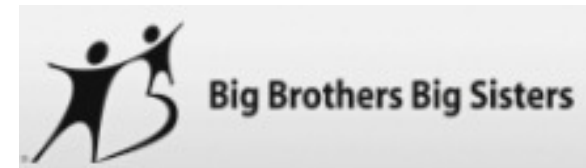
IKEA

The world's largest earthmoving company

Caterpillar

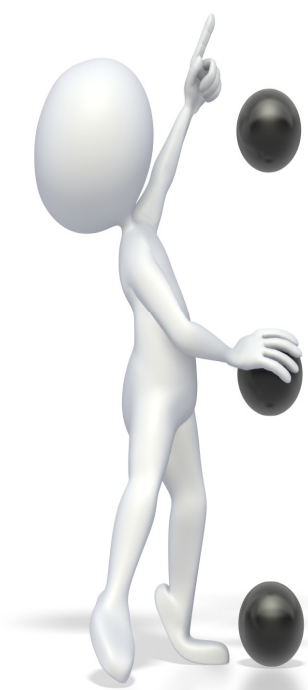


Sample PI Worldwide Non Profit Client Partners



PI helps answer questions like:



- 
- What motivates you and others into action?
 - How can you leverage your colleagues and/or volunteers strengths?
 - How do you build teams that communicate effectively and have the power to influence others?
 - How can individual's personalities drive or impede goals and objectives?



Validity of PI®

- Developed and validated in compliance with Equal Employment Opportunity Commission (EEOC) Guidelines, as well as the professional standards established by the American Psychological Association (APA)
- Test-Retest Reliability
- Internal-Consistency Reliability
- Construct Validity
- Criterion-Related Validity
- Protection from Adverse Impact



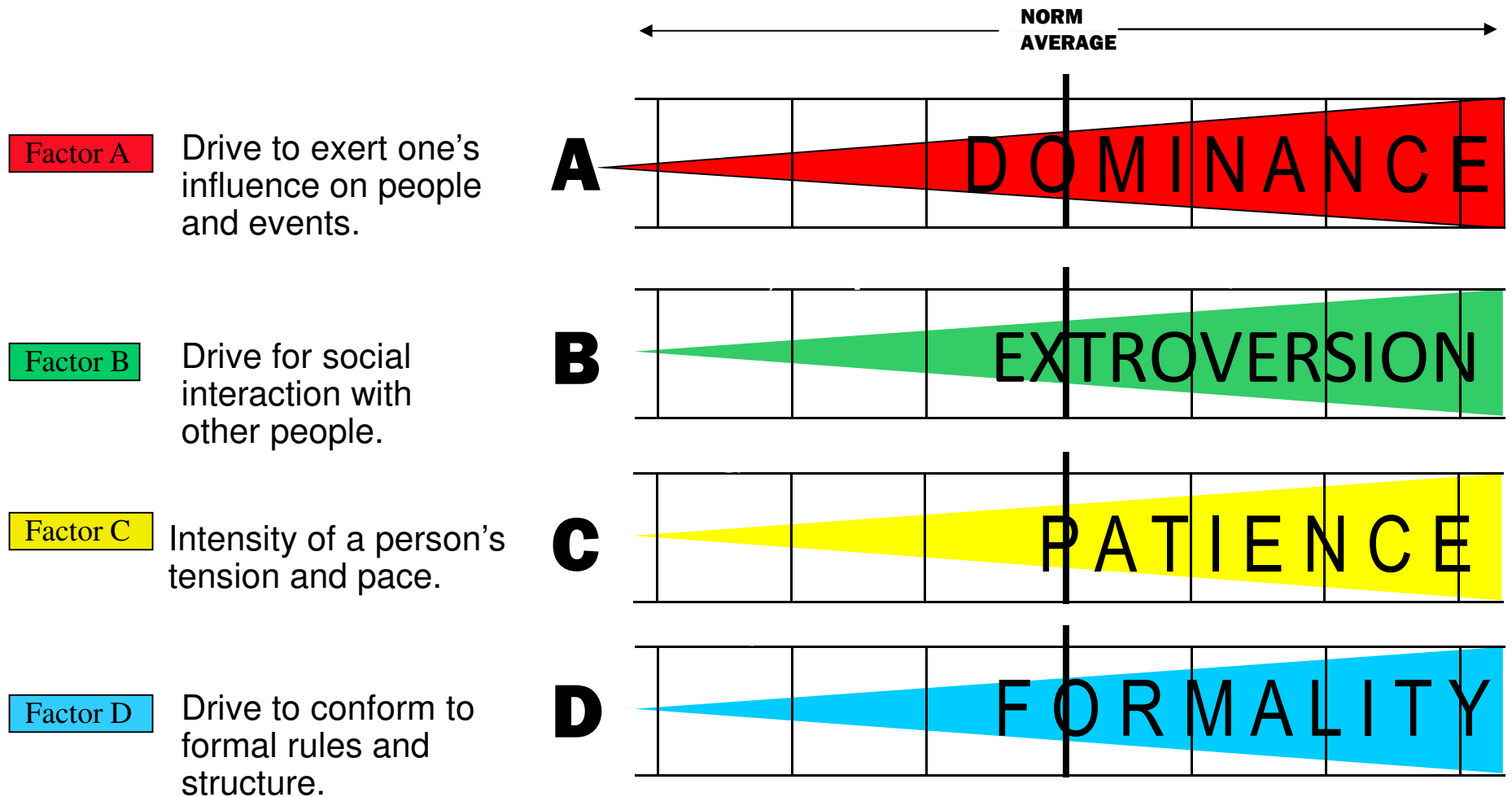
PI® Applications



Break



What PI® Measures



What PI® Measures

The **SELF**

Your innate behavior that is determined by the time you are 5-10 years old



The **SELF-CONCEPT**

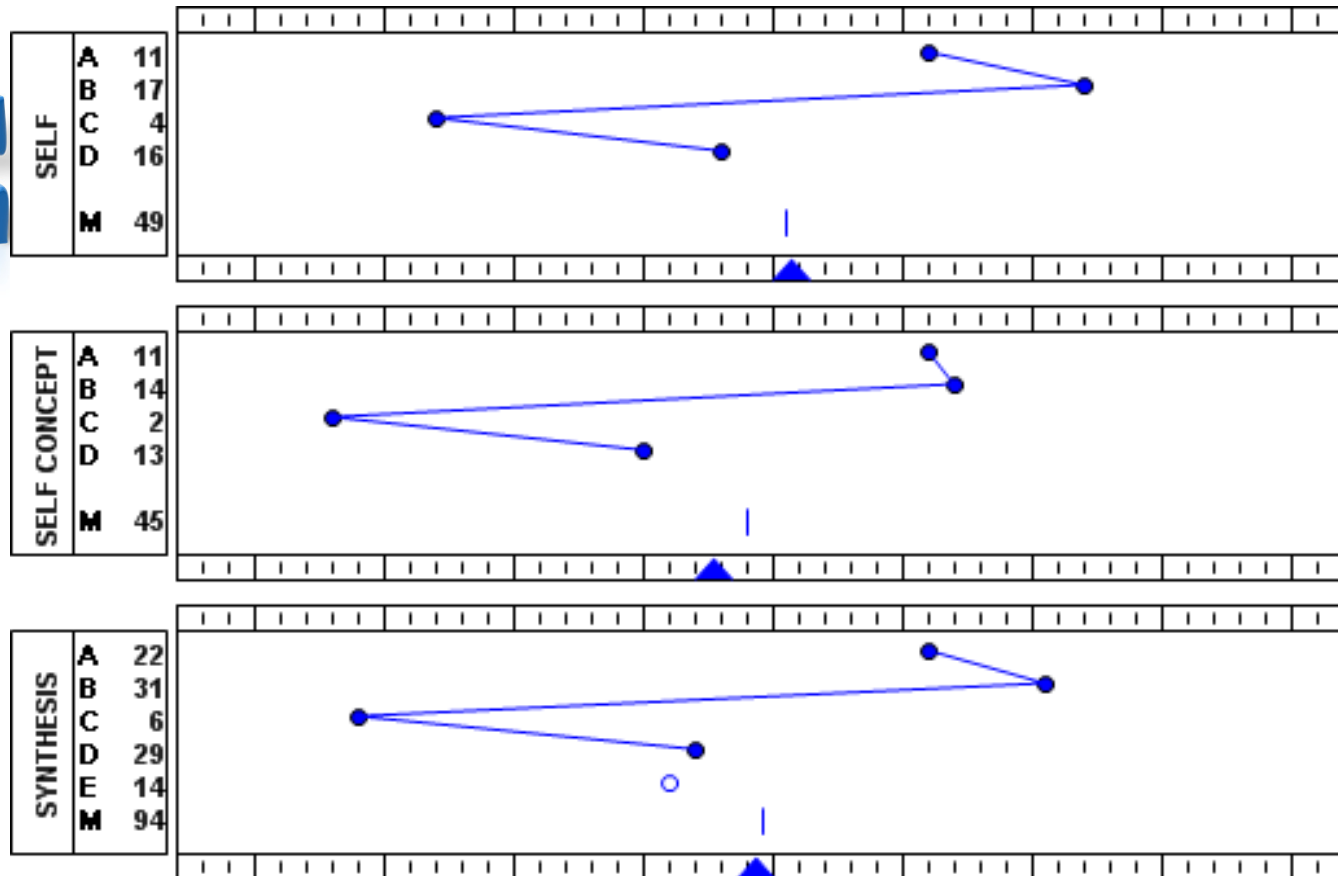
How you are trying to adapt to meet the needs of your environment



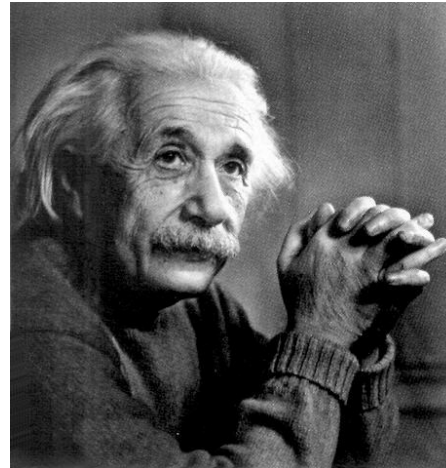
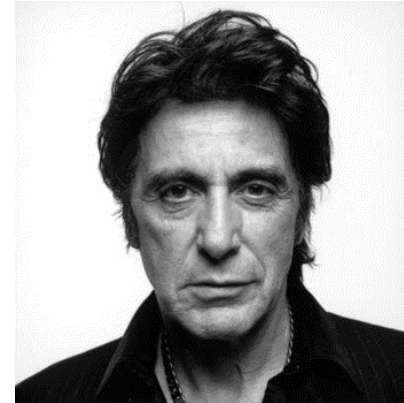
The **SYNTHESIS**

How Others May Actually See You!





FAMOUS PEOPLE/ACTORS



Dominant

Risk Taker

1 - SAM

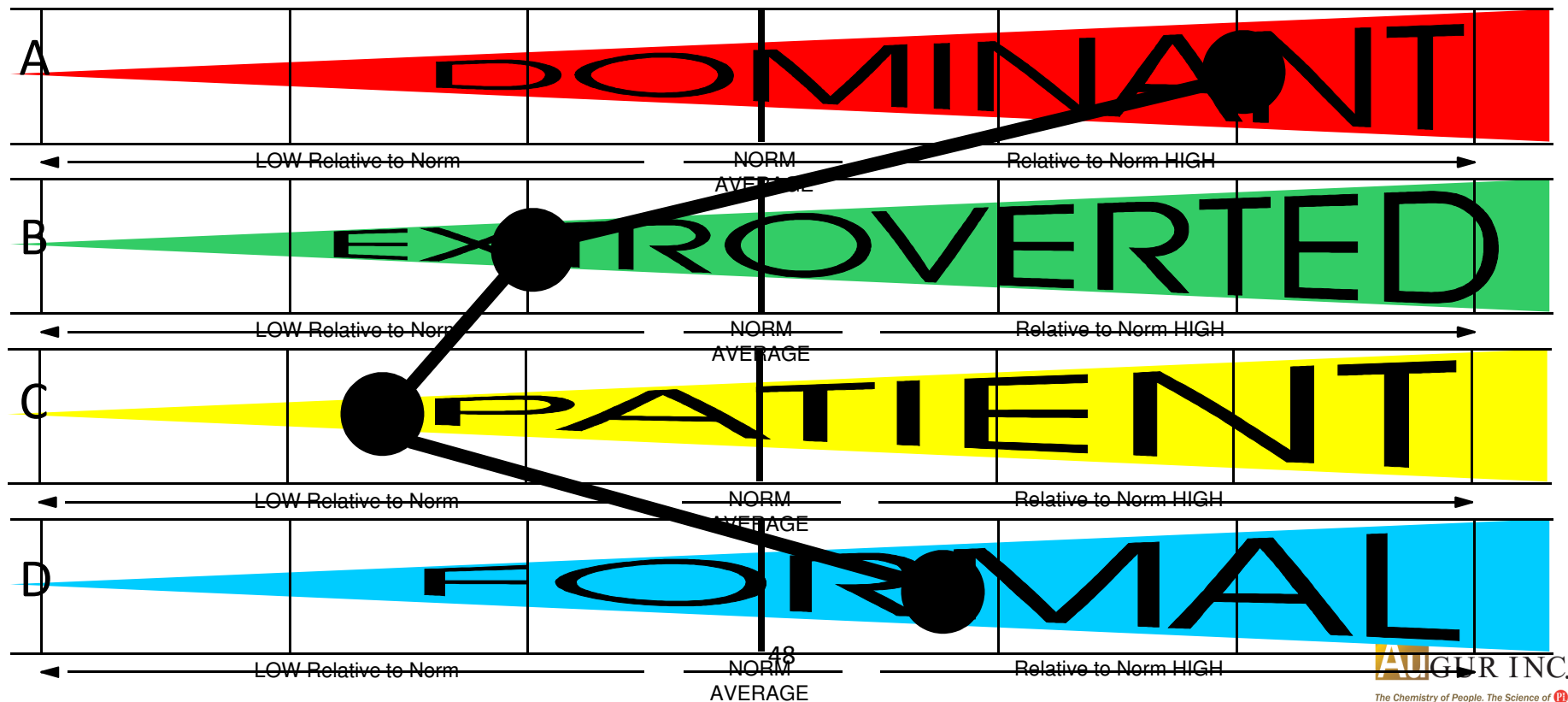
Introvert

Things

Impatient

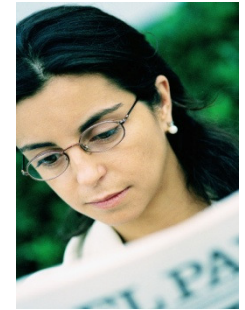
Structured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Low Dominant Cautious

2 - CHRISTINE

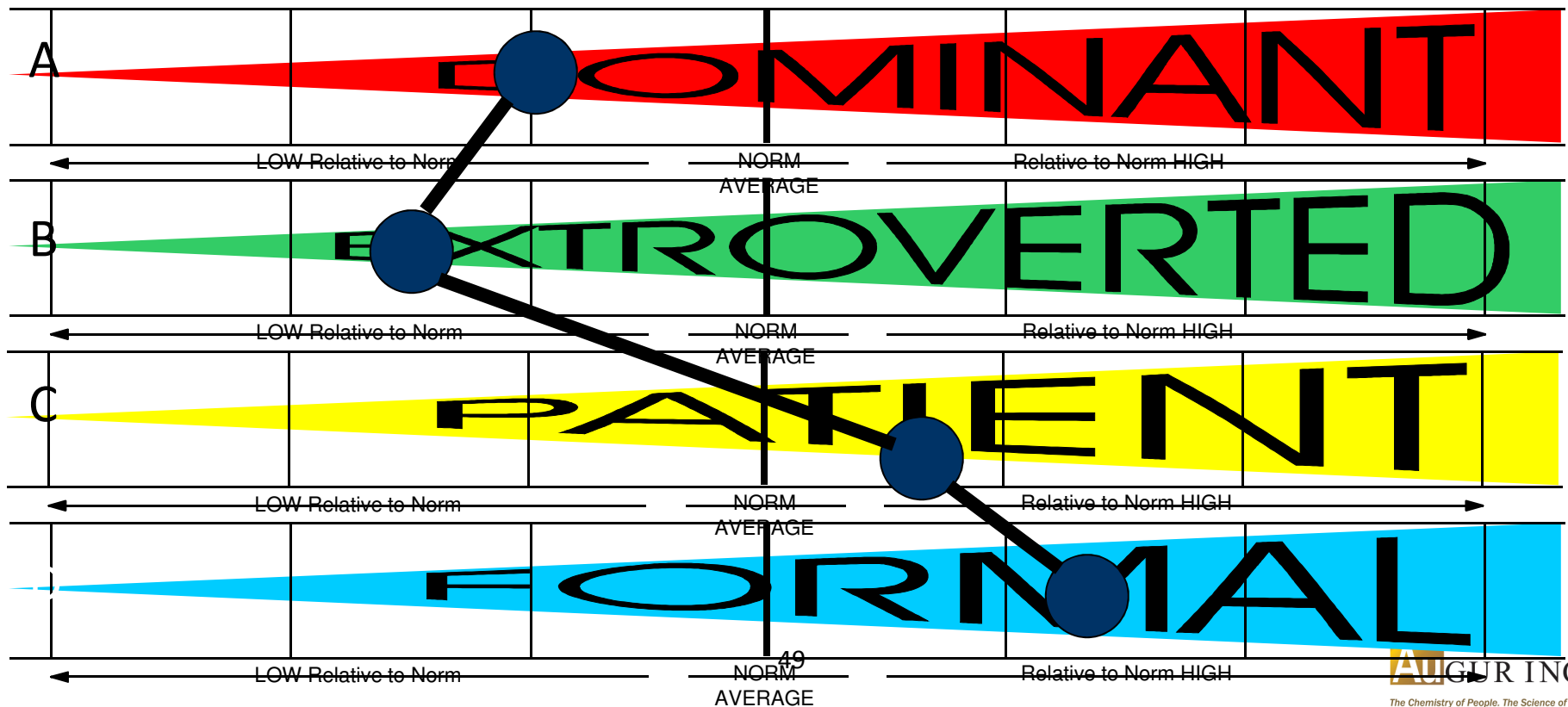


Introvert Things

Patient

Structured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Low Dominant

Cautious

3 - AL

Extrovert

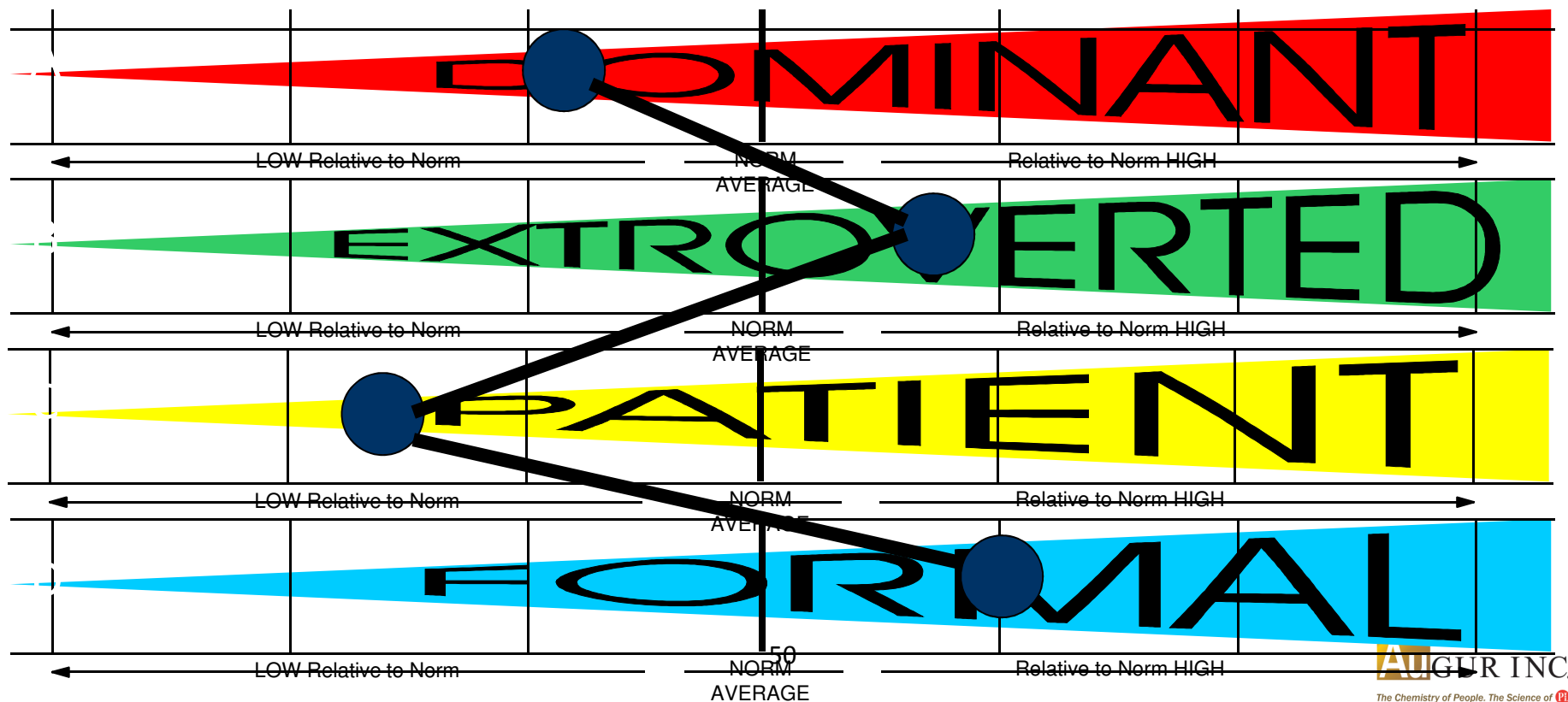
People

Impatient

Structured



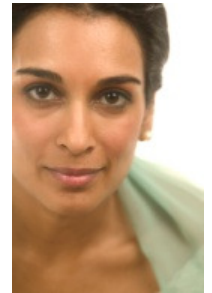
1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Dominant

Cautious

4 - CARLA



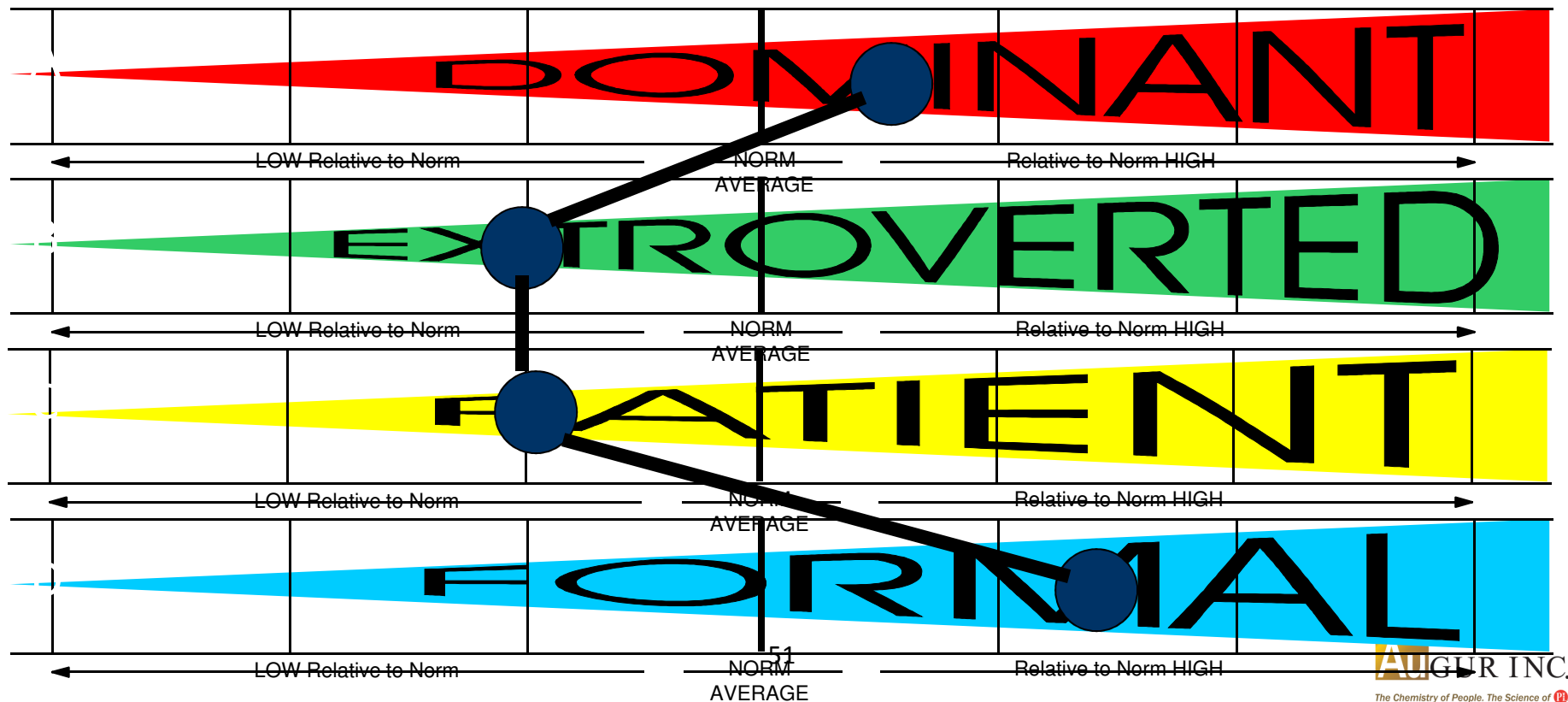
Introvert

Things

Impatient

Structured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Dominant

Risk Taker

5 - AMY



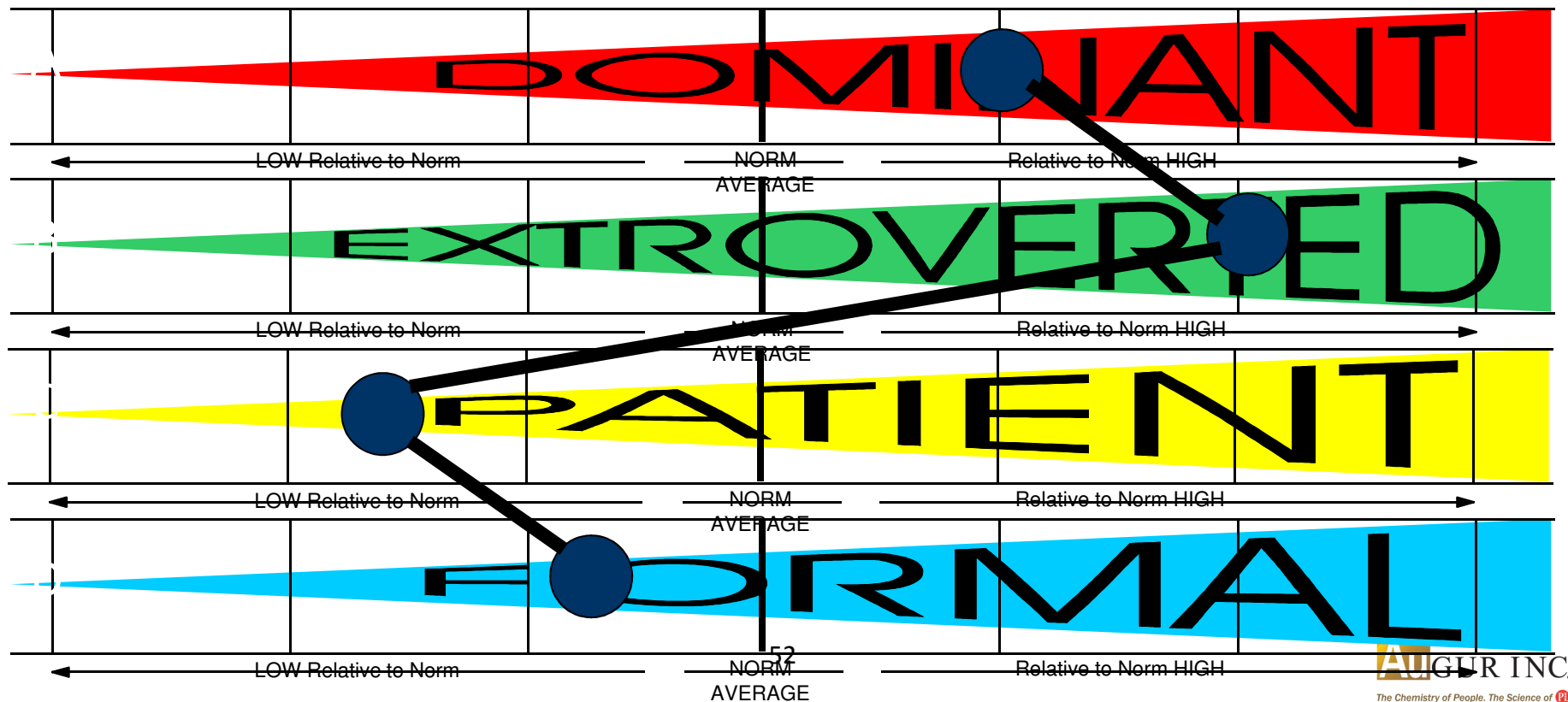
Extrovert

People

Impatient

Unstructured

1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?



Low Dominant

Cautious

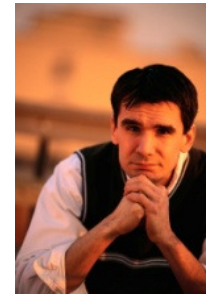
6 - DAVID

Introvert

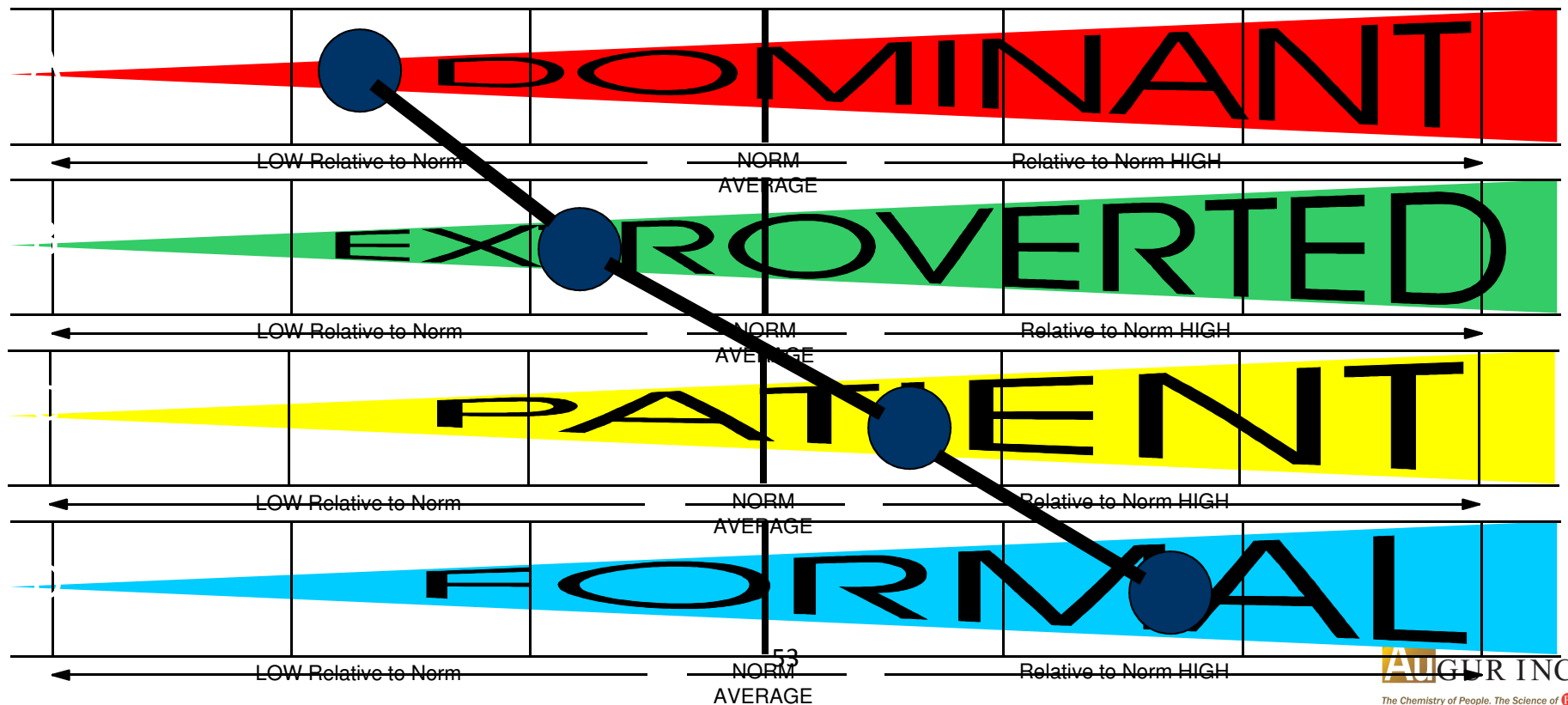
People

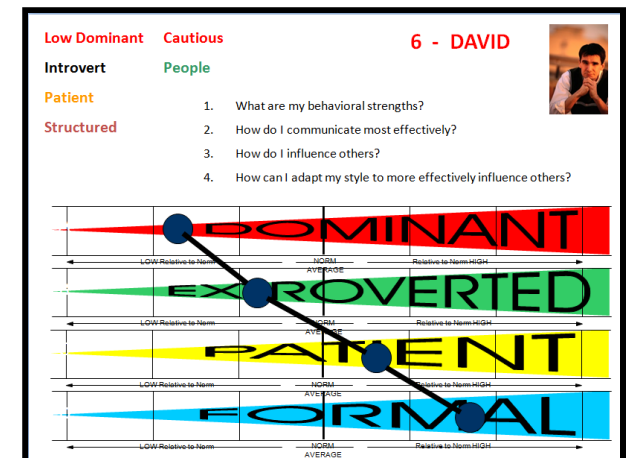
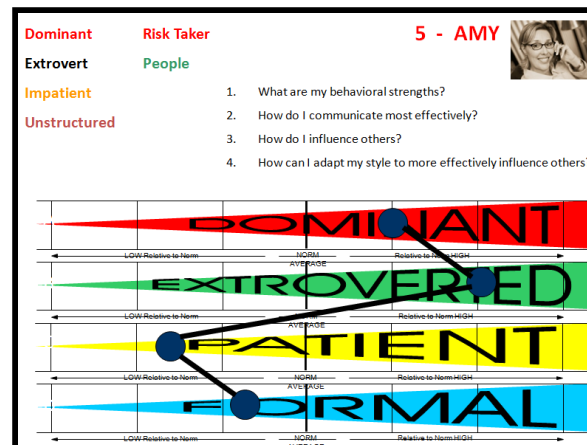
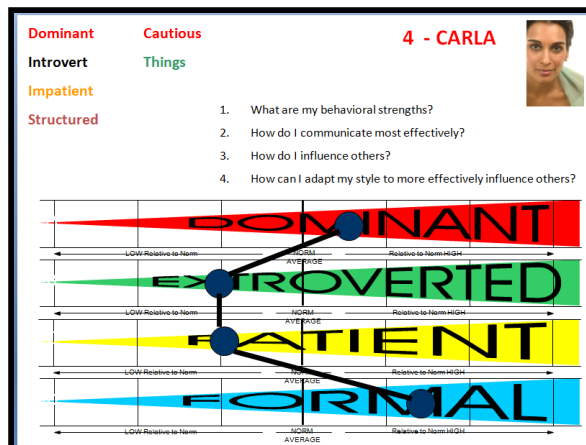
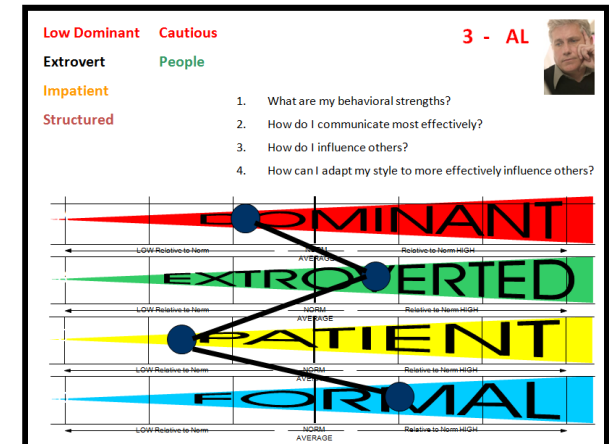
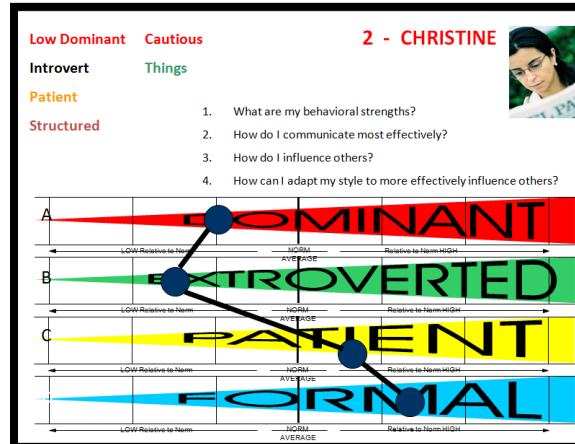
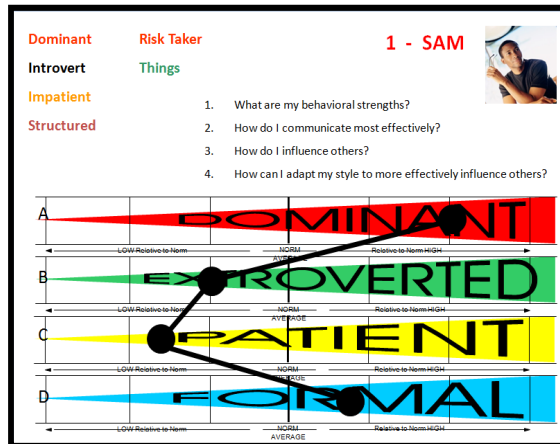
Patient

Structured



1. What are my behavioral strengths?
2. How do I communicate most effectively?
3. How do I influence others?
4. How can I adapt my style to more effectively influence others?





Your Behavioral Style



1. To which character are you most similar?
2. Which character is most different from your style? Why?
3. How would you influence this person whose style is different?
4. How might you adapt your influencing style to achieve desired results?

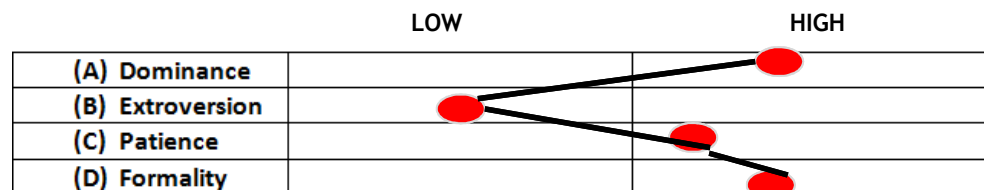
“Driving Business Objectives” Worksheet

1. State a Current Goal in your Organization

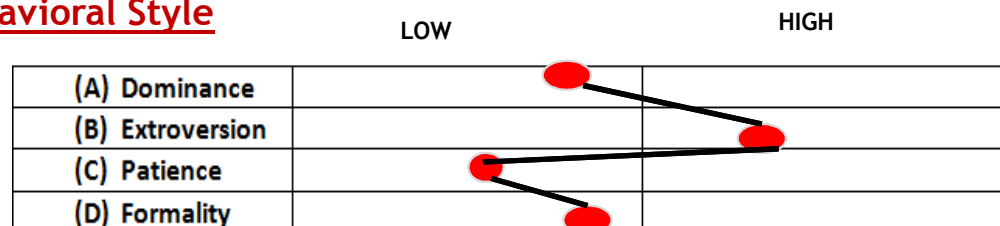
2. State a Current Challenge

3. YOUR Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)



4. YOUR Behavioral Style



5. Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)



“Driving Business Objectives” Worksheet

6. Position Title: _____

Ideal Behavioral Requirements of the Position (PRO Form)

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

7. Name: _____

Behavioral Style of Staff Person

	LOW	HIGH
(A) Dominance		
(B) Extroversion		
(C) Patience		
(D) Formality		

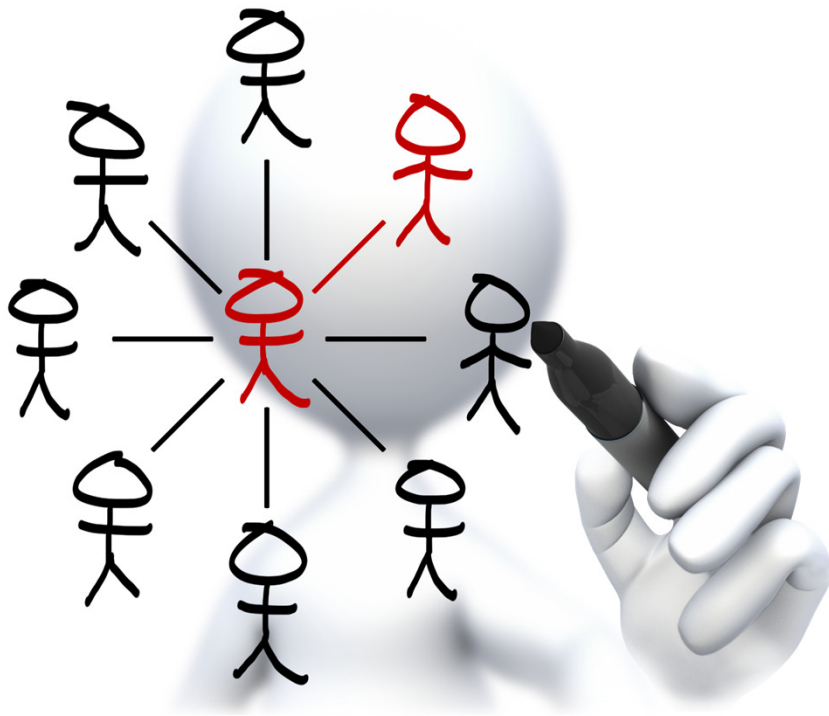
8. Based on this exercise, what are the behavioral gaps between the staff person’s style and the behavioral requirements of the role?

9. How can you motivate this person to help them increase their effectiveness in their role?

Personal Action Plan Considerations



Power To Influence Strategies and Tips



Strategies on ways to adapt your style to be more effective when dealing with people who are different than you.

“Consider how hard it is to change yourself, and you’ll understand what little chance you have of trying to change others.”



- Jacob Braude
Bits & Pieces
February 4, 1993

**THANK
YOU**

**Thanks for completing the
Feedback Form!**