



Understanding & Leveraging Your Leadership Style

Presented by:

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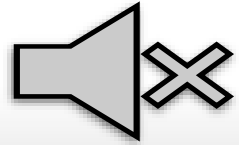
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Chat Feature

Introduction

- **Course Overview**
- Introductions
- Supercharge Your Learning



Course Overview

What we will cover today:

- **Understanding your Leadership Style:** Discuss leadership style characteristics, identify opportunities to expand your leadership style, and how to reduce blind spots.
- **Cultivating your Leadership Style:** Understand how your mindset, “internal dialogue”, as well as how your emotions and moods influence your leadership style.
- **Leveraging your Leadership Style:** Identify development practices to leverage and expand your leadership style.

Introduction

- Course Overview
- **Introductions**
- Supercharge Your Learning



Introductions

Breakout Room Discussion

1. **Introduction** – your name, title and brief description of your responsibilities (including number of years in that role).
2. What interested you in taking the Women's Leadership Series?
3. Please share about an individual or professional circumstance that has shaped your leadership style.

Introduction

- Course Overview
- Introductions
- **Supercharge Your Learning**



Supercharge Your Learning

Shoshin



“In the beginner's mind there are many possibilities, in the expert's mind there are few.” – Zen Buddhist Proverb

Supercharge Your Learning

Discovery

- “**Discovering for yourself**”, as contrasted with merely expanding your knowledge or receiving information.
- Transform what is presented from something you “**understand**” into something that you have discovered for yourself.

Supercharge Your Learning

Discovery

- When you know and **understand** something new, you have expanded your functional capacity. That's OK, and it's useful.
- By contrast, when you have **discovered** something, you have altered the world in which you function. This is transformational, and it allows for new thinking, actions and outcomes!

Supercharge Your Learning



Leadership Mindset

“Being a leader is like climbing a ‘mountain with no top’, so you had better enjoy the climb!”

—Werner Erhard

Understanding Your Leadership Style



- **Exploring and Understanding Different Leadership Styles**

Poll: What is your Primary Leadership Style?



Poll: What are your Supplemental Leadership Styles?



Leadership Styles

Collaborator	You are humble and perceptive about others' needs, and you take a team-first approach to leadership. Your strong team-first orientation may prevent you from developing your own convincing identity as a leader.
Energizer	You are good at building enthusiasm and inspiring strong efforts and performance in others. Your determination can take you far, but be aware it may also blur into relentlessness, causing you to inadvertently steamroll through conversations with your team.
Pilot	You are a forward-thinker who can thrive in an environment that's ambiguous, complex, and characterized by significant change. While you're comfortable and effective working in teams, you may tend to push for changes faster than your colleagues are ready for.
Provider	You lead from the front and have a desire to take care of those around you. Your strong sense of conviction can lead to insular thinking, and others may find you intellectually distant or overly focused on your own perspective.

Information based on: Karen West, Elliot Stixrud & Brian Reger, "What's Your Leadership Style Assessment," HBR 2015

Leadership Styles

Harmonizer	You have high standards for quality and prefer that everyone use the same playbook to ensure reliable, efficient operations. Colleagues may view you as consistent and supportive, yet somewhat cautious when it comes to change.
Forecaster	You love gathering data, expanding your knowledge, and deepening your subject-matter expertise. Colleagues may see you as a visionary and knowledgeable, but also as too cautious and less skilled at exercising personal influence to advance your ideas.
Producer	You have a strong temperament and work ethic, and you value consistency, hard work, paying one's dues, and (perhaps above all) tangible results. Because of this, you may be at risk of having a bias toward proven approaches, and this tendency can make it challenging for you to incorporate new perspectives.
Composer	You have the ability to blend creativity with logic to solve problems. You are most comfortable when working independently, and so collaboration is challenging for you, and you may have difficulty "letting go" and relying on colleagues to contribute.

Information based on: Karen West, Elliot Stixrud & Brian Reger, "What's Your Leadership Style Assessment," HBR 2015

Leadership Styles

Style	Blind Spots	Sweet Spots
Collaborator	<ul style="list-style-type: none"> • Creating a distinct leadership brand. • Setting a clear vision or direction for others. • Vocalizing opinions and perspectives. • Holding others accountable. 	<ul style="list-style-type: none"> • Supporting development of others. • Mentoring to teach the “tricks of the trade.” • Working with a primary leader whose hard-charging or demanding style is balanced by your collaborative, relational, and supportive approach.
Energizer	<ul style="list-style-type: none"> • Being patient. • Bringing others along with your thinking. • Encouraging dissent. • Tempering your unbridled optimism. • Wearing down your colleagues. • Recognizing differences in others. 	<ul style="list-style-type: none"> • Utilizing visionary and strategic leadership. • Influencing through relationships. • Working in a collaborative and purposeful environment. • Influencing colleagues with low morale.
Pilot	<ul style="list-style-type: none"> • Making space for others. • Taking time to reflect. • Managing an intense personal drive. • Stepping back and letting others lead. • Thinking through implications for major changes. 	<ul style="list-style-type: none"> • Using clear strategic and visionary leadership. • Being decisive. • Reengage a workforce. • Driving your projects and initiatives.
Provider	<ul style="list-style-type: none"> • Integrating differing viewpoints. • Operating day-to-day. • Forging personal relationships and remaining accessible. 	<ul style="list-style-type: none"> • Giving others a strong sense of belonging. • Working in an environment with a clearly defined, strongly held point of view. • Setting and leading on a clear, deliberate path forward.

Information based on: Karen West, Elliot Stixrud & Brian Reger, “What’s Your Leadership Style Assessment,” HBR 2015

Leadership Styles

Style	Blind Spots	Sweet Spots
Harmonizer	<ul style="list-style-type: none"> • Accepting ambiguity. • Remembering to “look up.” • Constructively addressing conflict. 	<ul style="list-style-type: none"> • Working in a predictable, reliable setting. • Carefully adhering to process and structure. • Utilizing your knowledge and experience to help stabilize the organization. • Applying your relational skills and attention to operations to keep people from jumping ship.
Forecaster	<ul style="list-style-type: none"> • Failing to get buy-in. • Shifting gears. • Tolerating risk in unfamiliar situations. 	<ul style="list-style-type: none"> • Leading with new ideas and intellectual capital. • Working in an innovative environment. • Working with subject-matter experts. • Creating and improving products and processes.
Producer	<ul style="list-style-type: none"> • Inspiring and engaging others. • Being open to new ways of doing things. • Connecting with people who aren’t like you. • Giving others a chance to show their potential. 	<ul style="list-style-type: none"> • Working in an established or tight-knit environment. • Utilizing clear structures and processes. • Making progress without a lot of buy-in from others. • Tuning out the external noise to keep things running smoothly.
Composer	<ul style="list-style-type: none"> • Remaining open and flexible. • Gaining buy-in. • Communicating with patience and clarity. • Team-building. • Being mindful of the grand scheme. 	<ul style="list-style-type: none"> • Managing projects and timetables. • Utilizing agile problem solving. • Being independent. • Focusing on tasks instead of building relationships.

Information based on: Karen West, Elliot Stixrud & Brian Reger, “What’s Your Leadership Style Assessment,” HBR 2015

Poll: How do you see your Leadership Style?

Question:

1. Do you believe that your **leadership style** (including “**sweet spots**” and “**blind spots**”) is fixed or fluid?

Understanding Your Leadership Style

Breakout Room Discussion

1. Which leadership style “**blind spots**” diminish your performance and/or negatively impact desired outcomes? Describe what that might look like.
2. Which “**sweet spots**” would you like to cultivate from other Leadership Styles and why?

Cultivating Your Leadership Style

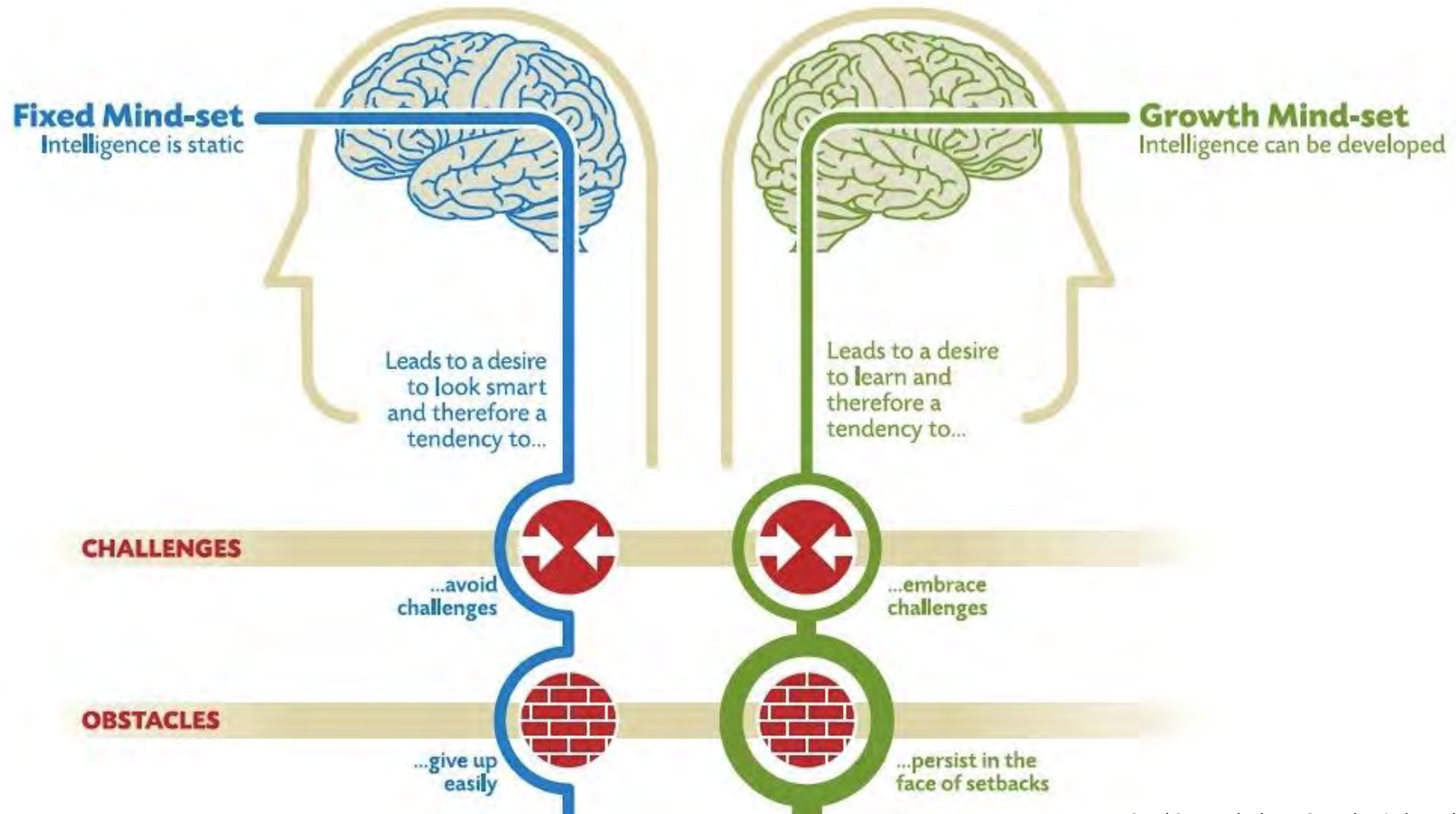


- **Fixed and Growth Mindsets**
- Internal Dialogue
- Emotions & Moods

Cultivating Your Leadership Style



Mindset



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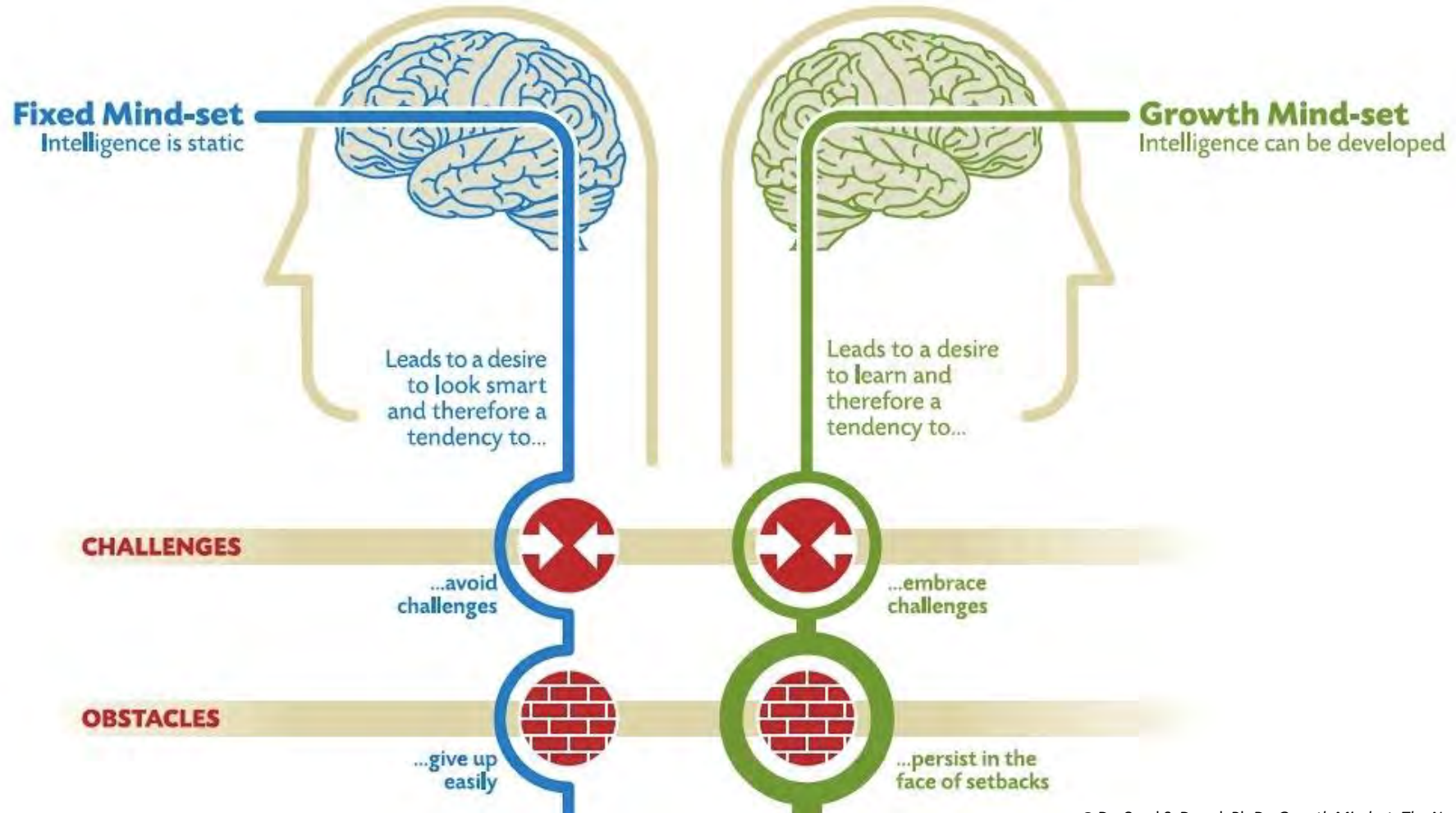
Mindset

Cultivating your leadership style with a “fixed mindset”?

- Believing that your ability and leadership style are carved in stone.
- Measuring your success by proving that you are smart, talented and “right”. Seeking and claiming credit for others’ efforts.
- Avoiding opportunities to ask questions or speak up — missing valuable opportunities to learn or exchange information.

© Dr. Carol S. Dweck Ph.D., *Growth Mindset: The New Psychology of Success*, 2007

Mindset



© Dr. Carol S. Dweck Ph.D., *Growth Mindset: The New Psychology of Success*, 2007

Mindset

Cultivating your leadership style with a “growth mindset”

- Believing that your leadership style can be cultivated through continued effort and attention.
- Pushing through resistance or discomfort to practice new ways of thinking and leading.
- Not assuming that others are responsible for potential barriers— willing to look at *your* role, and the impact of *your* leadership style on others.
- Assimilating information quickly – failing fast – and continually adapting your leadership style to achieve desired outcomes.

© Dr. Carol S. Dweck Ph.D., *Growth Mindset: The New Psychology of Success*, 2007

Mindset

Group Discussion

- Are there certain situations when your mindset is more likely to be fixed? What's the impact on you and others?
- What steps might you take to shift from a fixed mindset to a growth mindset?

Mindset

Summary

- Your leadership style is multi-dimensional and fluid, with no "hard-fast" rules.
- It is constantly evolving as you expand your awareness, gain experience, and integrate lessons learned from successes and failures.

Cultivating Your Leadership Style



- Mindset
- **Internal Dialogue**
- Emotions & Moods

Internal Dialogue



Where Does Your **Internal Dialogue** Create Limitations?

- I'm not sure I'm the right person for this assignment
- I don't want to "rock the boat"
- I don't trust "them", so I'm staying out of it!
- Qualifying or minimizing your opinions: "Maybe this isn't relevant but..."
- I'm worried about being perceived as "too aggressive"
- I need more qualifications before I...
- Taking things personally: I'm worried about what others will say or think
- I'm waiting for the "right" time to speak
- Feelings of Imposter Syndrome: "It has to be perfect", or I'm going to be "found out"
- Self-doubt and second guessing yourself: This isn't good enough

Where Does Your **Internal Dialogue** Create Opportunities?

- Mindset: It's OK to be uncomfortable when learning
- Divergent opinions can help us achieve better outcomes
- I'm committed to being curious and asking open-ended questions
- Ask: where can I align with others' objectives?
- I can be assertive and respectful
- I'm committed to doing my best
- I can take calculated risks in the face of limited experience. This is how I can continue to learn and grow
- It's OK to speak directly
- I'm focused on outcomes – not what others think
- I will not let “perfect be the enemy of good”
- “Now” is the time for me to speak up and contribute value
- I consider all stakeholders, beginning with myself
- I am willing to learn from my mistakes
- I practice separating fact from fiction – it's not personal!

Women Remaking America

Linda Alvarado

Cultivating Your Leadership Style

Breakout Room Discussion

1. Are you aware of your internal dialogue?
2. Which narratives advance your goals, and which narratives create barriers or impede your progress, or your team's progress?

Cultivating Your Leadership Style



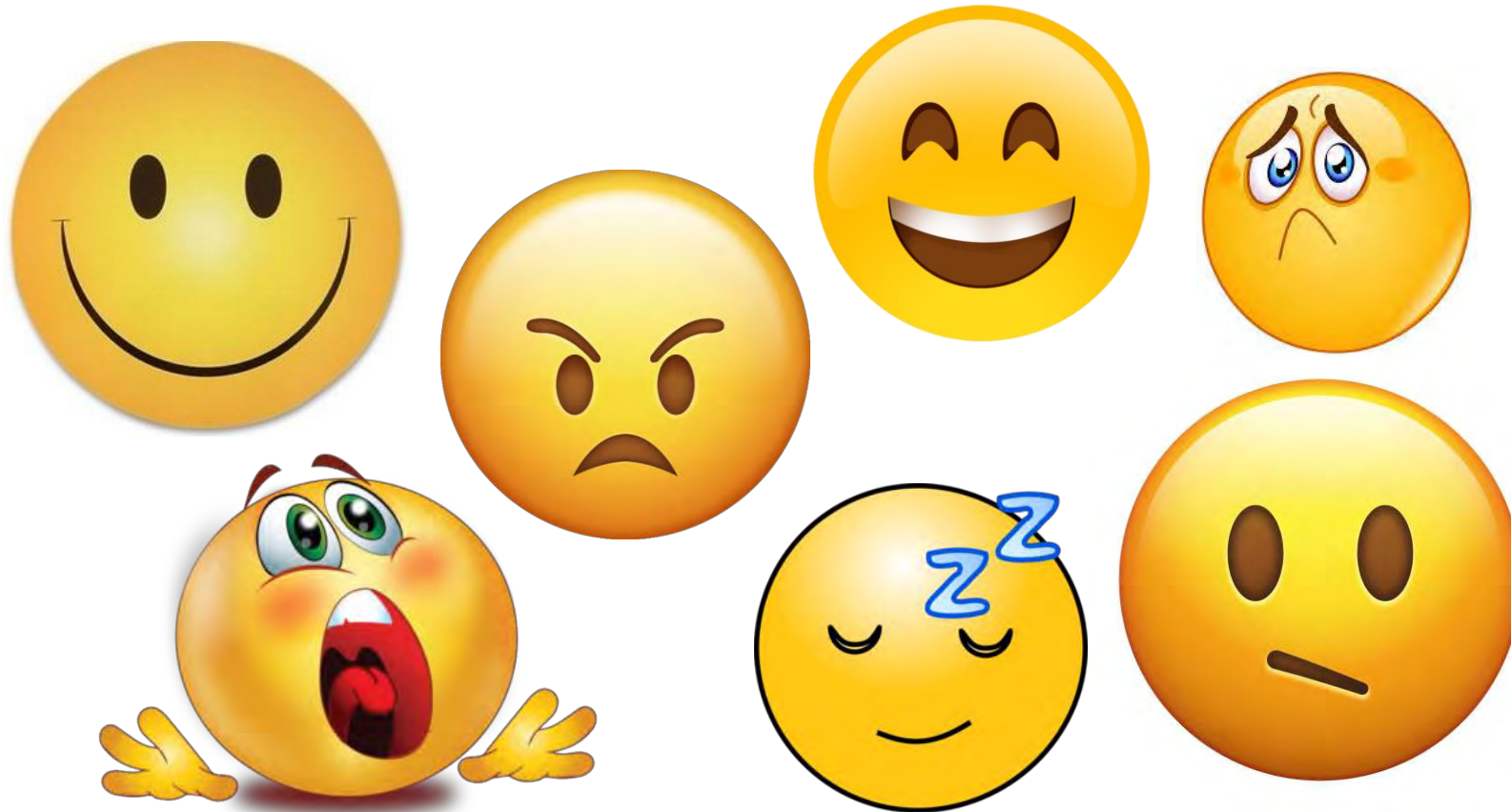
- Mindset
- Internal Dialogue
- Emotions & Moods

Emotions and Moods

Webster's Dictionary defines "emotions" as:

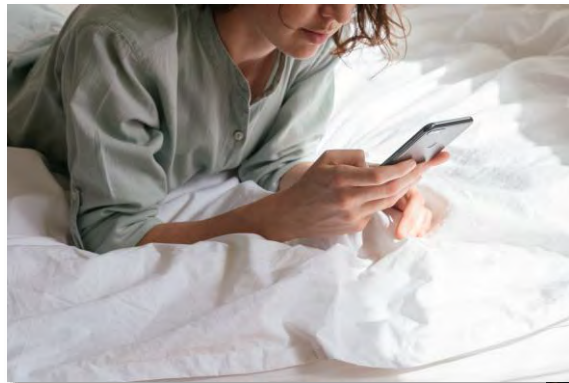
- A natural instinctive **state of mind** deriving from one's **circumstances, mood, or relationships with others.**
- **Consider:** How often do you check-in with your "**state of mind**" or the "**state of mind**" of those you lead?

What Role Do **Emotions** Play in How You Feel?



Emotions and Moods

How many emotions do you cycle through between the time you wake up, arrive at your desk and complete the workday?



Emotions and Moods



Our “**emotional field**” predisposes us to think, *act* (lead), and communicate in particular ways, as well as see ourselves and others in particular ways.

© Newfield Network: Julio Olalla - Emotions

Cultivating Your Leadership Style



- Mindset
- Internal Dialogue
- **Emotions & Moods**

Emotions and Moods

Webster's Dictionary defines "mood" as:

- A temporary "**state of mind**" or feeling.



Consider: Again, how often do you check-in with your "**state of mind**" or the "**state of mind**" of those you lead?



Emotions and Moods

Characteristics of Moods

- Moods linger long after an emotional episode has passed.
- They can powerfully shape how you see yourself and others.
- They can influence or highlight certain opportunities for action, while diminishing others, unbeknownst to you.

Emotions and Moods

A Simple Trick to Improve Positive Thinking

Alison Ledgerwood

Emotions and Moods

Unproductive moods

Negative internal dialogue

Confusion	I don't understand what's going on here. I am feeling stuck and I don't know what to do next. The correct answers are not obvious to me. I need to get out of this situation to avoid embarrassment.
Resignation	I am never going to be able to do this, so what's the point? This is impossible. It has always been this way, and it's never going to change. This is a waste of my time and attention.
Defensiveness	It's not my fault! They don't know what they're doing, and I'm going to be blamed. I did what was asked of me, you need to talk to....?
Arrogance	I already know this. My way is better. You don't know what you're talking about. I can't believe I have to work with you. What are you thinking?
Impatience	(Often coupled with arrogance) There is no value in what we are doing here. We need to move on. Hurry up and get to the point; is there a point? This is a waste of time! I don't have time for this.
Frustration	I tried to do this, but it failed. I expected to be able to do this already. This is impossible. It's never going to work. I give up; I'm leaving.
Boredom	There is nothing of value for me here. I already heard about this, must we go over this again?
Fear/Anxiety	I don't know how to do this. I'm going to fail or look like an idiot. I'm afraid of failing. I don't know what to do and I'm worried!
Overwhelm	(Often coupled with frustration) There is so much that I don't know here, and it feels like I can't keep up. There is no one I can ask for help. I just have to work harder and harder, but I'll probably still fail because there isn't enough time.
Insecurity	I am not competent in this area. I've never done this before. I can't do this. I am not good enough to be in this role. I am never going to get this. People are going to find out that I'm not qualified to do this.
Distrust or Skepticism	I don't trust you and/or this team. This is never going to work, we are wasting our time. What's your real motive? You're going to throw me under the bus, I just know it!

Information based on: Gloria P. Flores, "Learning to Learn and the Navigation of Moods," 2016

Emotions and Moods



Negative Moods Are Contagious!

“While moods can be more contagious in person, **they can still be ‘transmitted’ online** — and by email, phone, or any other ongoing remote interaction with other people.”

TIP: Pay attention to the moods and emotions of yourself and others!

Source: “The Contagion We Can Control” – Sigal Barsade

Emotions and Moods

Productive Moods

Positive internal dialogue

Curiosity	<p>I'm not sure I understand, or know what's going on, but I recognize there could be opportunities here. Even though I don't understand, I trust there's something for me to learn which could expand my leadership capacity, therefore I will remain curious.</p> <p><i>Unlike a mood of confusion, when one is in a mood of curiosity – not knowing –, there's a new frontier to explore where learning is inspiring, and not something to be embarrassed by, or to be avoided.</i></p>
Perseverance	<p>I am not sure that I know what to do here, but I'm going to keep an open mind so I can discover new opportunities. I am not going to avoid feelings of discomfort and will stick with this until I persevere.</p>
Acceptance	<p>I accept that the past is the past, and it is not in my control. I accept that the future is uncertain and that it will be full of surprises, which I cannot predict. Both good and bad will come unexpectedly.</p> <p><i>Unlike resignation, when we are in a mood of acceptance, we accept the past as the past, but we are not resigned about our future possibilities, and we are equally free to take action, or walk away.</i></p>
Patience	<p>I accept that learning requires that I continuously practice over a long period of time. I understand that this is the way learning works.</p>
Ambition	<p>I see opportunities here. I may not be fully prepared, and I am not certain of everything that may unfold, but I am convinced that my full commitment is valuable. I am committed to taking action.</p> <p><i>When we are in a mood of ambition, setbacks show up as challenges to navigate and master, not as evidence that what we set out to accomplish is not possible, as they might be interpreted by someone who is in a mood of resignation, insecurity or anxiety, for example.</i></p>
Resolution	<p>I see opportunities here and I am going to take action right now.</p>
Confidence	<p>I have experience and have achieved some success in this area. I am competent to act in this situation. I have been able to learn new things in the past and can do it again. I have people that I can ask for help.</p> <p><i>When in a mood of confidence, lack of competence shows up as something to master, not as a reason to give up.</i></p>
Trust	<p>I am willing to trust this individual/team/project and give them the benefit of the doubt. I will give them time to learn and adjust their behavior. Perhaps I missed or mis-read intentions in the past. I'm open to discovering personal blindspots which may have contributed to a lack of trust.</p> <p><i>Note: Trusting requires courage, authenticity, flexibility and remaining open-minded.</i></p>

Information based on: Gloria P. Flores, "Learning to Learn and the Navigation of Moods," 2016

Emotions and Moods



Cultivating a Mood of Curiosity

- Fewer decision-making errors.
- More innovation and positive changes.
- Reduced group conflict.
- More open communication and better team performance.

© Harvard Business Review, Sept.-Oct. Issue, 2018

Emotions and Moods

Summary

- When we are impacted by our moods, our performance can be elevated ***or*** constrained – be aware!
- As leaders, we can learn how to cultivate our moods, as well as the moods of others.

© Newfield Network: Julio Olalla - Emotions

Cultivating Your Leadership Style

Group Discussion

1. What types of emotions and moods have you observed in yourself and others during the past 2 years?
2. What impact do emotions and moods have on your leadership style?

Emotions and Moods – Impact on Learning

What Can People Do to Get Better at Learning?

The Atlantic

Understanding & Leveraging Your Leadership Style



- **Creating Your Action Plan**
- Evaluations

Understanding & Leveraging Your Leadership Style

Breakout Room

*Translate what you've **discovered** into **measurable practices** so you can begin applying what you've learned today!*

Leveraging your leadership style and influencing key stakeholders:

1. How can you leverage your “sweet spots” to advance your goals *and* expand your leadership capacity?
2. How can you increase your awareness about your leadership style “blind spots”?
 - How might you shift your thinking and/or behavior to transform your blind spots? What practices can you take on to aid this transformation?

Understanding & Leveraging Your Leadership Style

Breakout Room

Continued...

Transforming your negative internal dialogue:

1. Eliminate unproductive dialogue and replace it with productive dialogue. What does that sound like?

Example: I will stop saying _____, and practice saying _____ in _____ situations.
2. How will you maintain this practice, and and who will hold you accountable?

Understanding & Leveraging Your Leadership Style

Breakout Room

Continued...

Where can you cultivate a flexible mindset?

1. Identify one situation where having a flexible mindset could positively impact your leadership style, and the key stakeholders in your ecosystem.
2. What practices might you establish to cultivate a flexible mindset?

Cultivating your moods and emotions:

1. Which moods (productive and unproductive) have the most influence over your leadership style today?
 - Identify 1 productive moods (e.g., curiosity, trust, patience, etc.), that you will commit to practicing on a regular basis during the next 30 days.
 - What changes do you imagine might result from this practice?

Understanding & Leveraging Your Leadership Style



- Applying What You've Learned
- **Evaluations** 😊

Understanding & Leveraging Your Leadership Style Survey



Supplemental Materials

- [Fully Human](#) by Susan Packard
- [What Can People Do to Get Better at Learning?](#) by The Atlantic
- [Developing Emotional Intelligence](#) by MindToolsVideos
- [Learning to Learn and the Navigation of Moods: The Meta-Skill for the Acquisition of Skills](#) by Gloria P. Flores
- [Mindset: The New Psychology of Success](#) by Carol S. Dweck
- ["Stay Curious"](#) by Wendi Wasik
- ["The Focused Leader"](#) by Daniel Goleman
- ["The Power Of Mindset In Overcoming Perfectionism"](#) by Wendi Wasik
- [The Way We're Working Isn't Working: The Four Forgotten Needs That Energize Great Performance](#) by Tony Schwartz with Jean Gomes and Catherine McCarthy
- ["How Linda Alvarado Went From Manual Labor To Becoming One Of America's Richest Self-Made Women"](#) by Maria Abreu and Christopher Helman
- ["The Inner Game of Tennis: The Classic Guide to the Mental Side of Peak Performance"](#) by W. Timothy Gallwey
- Several valuable articles are included in the following Harvard Business Review [link](#)



Understanding & Leveraging Your Leadership Style

Thank you!

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