Lead With Style
Discover your leadership style for better methods of communication, interaction & collaboration

Others Talk, We Listen®
Agenda

• Introduction
• About personality/leadership styles
• Overall Characteristic / Traits
• Leadership Discovery Test
• Characteristics / Traits for each Style
• Misconceptions for each Style
• About each Style
  • Strengths & Preferences
  • Leadership Style
• Takeaway by Style
  • Set expectations
  • Ask this of your peers
• Takeaway: Communication
• Takeaway: Collaboration
Purpose

• Identify yourself from four common personality/leadership styles.
• Recognize and appreciate you and your peers’ unique strengths, preferences and expectations.
• Get a clear idea of your own leadership style and “take away” items you can use (tomorrow!) to improve your team(s) and get you one step closer to better communication, interaction and collaboration.
This is an interactive session!

Stand up, introduce yourself to 3 new people and ask the following questions:
What is your current professional role/title? How do you like to work?
What is their favorite hobby/activity outside of work?
If they could travel anywhere, where would it be?
Personal discovery for organizational evolution

Why focus on understanding different leadership styles?

“individuals and interactions over process and tools.”

Leaders (yes, you!) at all levels (team members, scrum masters, product managers, directors) have to learn and understand their leadership style to adapt how they communicate, interact and collaborate.
<table>
<thead>
<tr>
<th>Characteristic / Traits</th>
<th>Active</th>
<th>Traditional</th>
<th>Compassionate</th>
<th>Competent</th>
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<tbody>
<tr>
<td>Spontaneous</td>
<td>Practical</td>
<td>Empathetic</td>
<td>Curious</td>
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<td>Adventuresome</td>
<td>Loyal</td>
<td>Devoted</td>
<td>Ingenious</td>
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<td>Impulsive</td>
<td>Cooperative</td>
<td>Dramatic</td>
<td>Determined</td>
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<td>Skillful</td>
<td>Orderly</td>
<td>Vivacious</td>
<td>Rational</td>
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<td>Open-Minded</td>
<td>Conservative</td>
<td>Communicative</td>
<td>Complex</td>
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<td>Realistic</td>
<td>Unique</td>
<td>Affectionate</td>
<td>Inventive</td>
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<td>Opportunistic</td>
<td>Dependable</td>
<td>Warm</td>
<td>Principled</td>
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Do you see traits in yourself in all columns?
Do you see traits in yourself in multiple columns?
Do you see traits more dominant in one column?
Are these traits in a good leader?

**These are just a few of the traits. We’ll see more shortly.**
Leadership Style/Personality Test

https://SherpaNinja.co

Menu: Leadership Style Discovery
(or the handout)

Directions:

Rank each box/group of words from 1 to 4
1 = least likely to describe you
4 = most likely to describe you

This should be your first/gut instinct, do not think too hard about it. It should only take you a couple minutes.
Characteristics / Traits

**ORANGE**
- Short-term driven
- Welcomes change and variety
- Adventurous
- Competitive
- Impulsive

**Blue**
- Emotionally driven
- Seeks harmony in groups
- Enthusiastic
- Creative
- Sympathetic

**GOLD**
- Loyalty driven
- Respects rules & authority
- Responsible
- Organized
- Appreciative

**Green**
- Logically driven
- Independent thinker
- Focused
- Efficient
- Analytical
Misconceptions

**ORANGE**
- Irresponsible
- Manipulative
- Indecisive
- Scattered
- Unfocused

**Blue**
- Over-emotional
- Smothering
- Hopelessly naïve
- Talks to much
- Ignores policy

**GOLD**
- Rigid
- Controlling
- Judgmental
- Bossy
- Too predictable

**Green**
- Intellectual snob
- Heartless
- Critical
- Unrealistic
- Unappreciative
Orange/Explorer (Dopamine) – Creative, curious, adventurous, impulsive, and independent – Explorers are the risk-takers of the personality wheel. Dominated by dopamine, the neurotransmitter that controls rewards and pleasures, Explorers have a high energy level and a profound need for novelty, excitement, and stimulation.

**According to Fisher, Explorers represent 26 percent of all people.

According to Dr. Helen Fisher, biological anthropologist
Orange/Explorer

Free and spontaneous

**Impulsive risk-takers**
- Active
- Optimistic
- Resist commitment
- Can become virtuosos

**Thrive on crises**
- Are drawn to tools
- Like to be the center of attention
- Have great endurance
- Are drawn to action jobs

**Need variety**
- Dynamic, animated communicators
- Competitive

**Deal with the here and now**
- Bold in relationships
- Generous
- Have difficulty finding acceptance

**Like to live/work in a casual atmosphere**
- Bring excitement to society
Gold/Builder (Serotonin) – Builders are dominated by serotonin, a neurotransmitter that is associated with sociability and serenity. Calm, cooperative, cautious, and consistent, they make loyal friends and are quite attached to home and family. Builders make up 28.6 percent of the population. They have low levels of anxiety and a high regard for tradition, making them solid citizens who take care of their community and protect its values.

**According to Dr. Helen Fisher, biological anthropologist**
Gold/Builder

- Are dutiful and stable
- **Need to be useful**
- Want to be self-sufficient
- Value organization
- **Desire punctuality**
- Schedule their lives
- Make and keep commitments
- Measure worth by completion
- **Are goal-orientated**
- Value rules
- Prepare for the future
- Are inclined to join groups
- **Believe work comes before play**
- Safeguard tradition
- Prefer order and cleanliness
- Are responsible and dedicated
- Are drawn to respected occupations
- **Enjoy positions and authority**
- Desire structure
- Bring stability to society
Green/Director (Testosterone) – Fueled by the hormone testosterone, Directors are inventive, independent, and assertive. Their personalities are characterized by competitiveness, decisiveness, and rational analysis. Directors set goals and achieve them, and are not afraid to go their own way. Women as well as men can be dominated by testosterone; according to **Fisher’s research, 9.7 percent of females are Directors compared to 24.8 percent of men.

**According to Dr. Helen Fisher, biological anthropologist**
Green/Directors

- Innovative and logical
  - Seek to undertested the world
  - Need to be competent
  - Require intellectual freedom
  - Question authority
  - Push themselves to improve
  - Seek perfection in play
  - May become intellectually isolated

- Are slow to make decisions
  - Value concise communication

- Look for intellectual stimulation
  - Enjoy intriguing discussions

- Are sometimes oblivious to emotions
  - Can be/seem detached
  - Believe work is play

- Are drawn to technical occupations
  - Analyze and rearrange systems
  - Focus on the future
  - Bring innovation to society
Blue/Negotiator (Estrogen) – Intuitive, imaginative, and idealistic, Negotiators are dominated by the hormone estrogen. They are introspective, big-picture thinkers who excel in verbal skills, consensus building, and long-term planning. Negotiators shine when it comes to empathy, nurturing and other social skills. Like Directors, this personality type is not gender-specific; **20.4 percent of men are Negotiators, compared to 35.8 percent of women.

**According to Dr. Helen Fisher, biological anthropologist
Blue/ Builders

Value close relationships
Are in search of themselves
Need to feel unique

Need opportunities to be creative
Must be true to themselves
Look for symbolism

Encourage expression
Desire quality time with loved ones

Compromise and cooperate
Nurture people, plants and animals
Look beyond the surface
Share emotions

Make decisions based on feelings
Need harmony

Are adaptable
Are drawn to literature
Are drawn to nurturing careers
Get involved in causes

Are committed to ideals
Bring unity to society
“Natural negotiators”

competitive, action-oriented, exciting
Orange: Strengths & Preferences

**I Thrive When:**
I like fast moving, action oriented created and challenging tasks. **I adapt quickly to change.** I love change and in fact can be a catalyst for bringing about needed organizational change.

I bring energy and fun to the team. **I keep the team focused on the here and now.** Keep me excited about the team’s goals and my performance peaks. I am spontaneous and trust my impulses.

I like to make a splash, to have something happen and to have impact. **I am a promoter, performer, troubleshooter, negotiator and entrepreneur.**
My Style: “Natural negotiators”

I help the team “get it started.”

- I am courageous.
- I act on a moment’s notice.
- I see life as a roll of the dice, a game of chance.
- I need stimulation, freedom and excitement.
- I am a natural leader, troubleshooter and performer.
- I like to do things that require variety, results and participation.
- I often enjoy using tools.
- I am competitive and bounce back quickly from defeat.
- I value action, resourcefulness and courage.
- I am generous, charming and impulsive.
“Natural Leaders”

traditional, trustworthy, detail-oriented
Gold: Strengths & Preferences

I Thrive When:
I like structured, organized and concrete tasks. I like clear-cut, well-defined objectives and lines of communication. I bring dependability and stability to the team.

I keep the team focused on the outcomes by establishing and following a detailed plan. I am a hard worker who the team can count on. Follow through and being thorough and accountable are very important to me.

I bring stability to the team. I understand the values and traditions of the organization and work hard to conserve them. I am duty driven.
My Style: “Natural Leaders”

I help the team “get it completed.”

• I am conventional. I am the pillar of strength and have high respect for authority.
• I like to establish and maintain policies, procedures and schedules.
• I have a strong sense of right and wrong.
• I do things that require organization, dependability, management and detail.
• I need to be useful and to belong.
• I am the sensible, stable backbone of any group.
• I believe that work comes before play.
• I value home, family, statues, security and tradition.
• I am caring, concerned and loyal.
• I show concern through the practical things I do.
“Problem solvers”
calm, logical, intellectual
Green: Strengths & Preferences

I Thrive When:
I like logical, well thought out, challenging and abstract tasks. **I am a visionary and need to see the big picture.**

I like brainstorming and bringing about change based on knowledge, information and logic. **I am creative and bring well thought out ideas to the team.** I help the team develop and understand a strategic approach to accomplishing the task. Competence is of the key importance to me.

I love to analyze and solve problems. I am a conceptual, global and abstract thinker. **I push the team toward excellence and perfection.**
My Style: “Problem solvers”

I help the team “get it right.”

- I am conceptual.
- I have an investigative mind, intrigued by questions.
- I am an independent thinker, a natural nonconformist, and live life by my own standards.
- I like to do things that require vision, problem solving, strategy, ingenuity, design and change.
- Once I have perfected an idea, I prefer to move on to a new challenge.
- I have value knowledge, intelligence, insight and justice.
- I enjoy relationships with shared interests.
- I prefer to let my head rule my heart.
- I am cool, calm and collected.
- I do not express my emotions easily.
“Relationship builder”

harmonious, caring/concerned, democratic
Blue: Strengths & Preferences

I Thrive When:
I like warm, inviting, open and interactive team environment. I am an enthusiastic, optimistic, imaginative, insightful and creative team member.

I help the team by fostering interpersonal relationships and cooperation. I am future oriented and look for the possibilities of what might be. I see the good in all teammates and help them realize their potential.

I have tremendous empathy for people and use my intuition to understand them. I love when the team connects and comes together.
My Style: “Relationship builder”

I help the team “stay together.”

• I am compassionate.
• I am always encouraging and supportive.
• I am a peacemaker, sensitive to the needs of others.
• I am a natural romantic.
• I like to do things that require caring, counseling, nurturing and harmonizing.
• I have a strong desire to contribute and to help others lead more significant lives.
• I am poetic and often enjoy the arts.
• I value integrity and unity in relationships.
• I am enthusiastic, idealistic, communicative and sympathetic.
• I express my feelings easily.
As a leader, set expectations with your team:

- You expect quick action when you ask someone to complete a task.
- Ask your team for feedback - you are flexible and welcome change.
- Let the team know you are performance oriented and if they need anything, you're here to help.
Ask this of your peers:

- Do not try micromanage me; trust I am completing what I say I will do – although it may be in a different method than you.
- If you have a compelling idea, do not schedule a meeting in a week or two to discuss - be ready to put that plan into action.
As a leader, set expectations with your team:

- Establish clear roles and responsibilities.
- When you set meetings set intentions for punctuality & agenda.
Ask this of your peers:

• If I’m burning the midnight oil to complete a project, ask me if I need assistance (don’t assume I do). I will value your concern and loyalty to me and the project.

• I’m risk averse, do not go behind my back with something. Talk to me first, I will respect you more for it.
As a leader, set expectations with your team:

- Come to meetings with facts, come prepared and follow though.
- When you find a way to improve a system, share your vision with the team.
- You like to be right (and usually are), but do not hesitate to delegate.
Ask this of your peers:

- Do not interrupt my work by calling, instant messaging or coming to my desk. If you would like to set a meeting with me email me asking my availability with an outline of what we will be discussing.

- I work hard, acknowledge my delivery – do not take credit for what I have accomplished or the problems I have solved.
As a leader, set expectations with your team:

- Establish a safe environment to others can express their views.
- Let the team know you want to work to develop their potential.
  - Set one-on-one's to set goals
- Learn what motivates your team.
- Take your team on team building activities or events.
Blue: Take away...

Ask this of your peers:

• Let me know you value our working relationship.

• Instead of scheduling a virtual meeting with me, when possible schedule time for coffee or lunch to discuss things (work or personal).
Take away | Communication

• What do others need to know about working with you?
  – As an Orange, don’t bore me with unnecessary meetings or micromanage me; that drives me nuts - I will get my work done.
  – As a Gold, I respect authority and title. I will be the team backbone and follow procedure always to make sure things get done right and on time.
  – As a Blue, when I bring the team together please make the effort to cooperate and interact. I’ve thought long and hard about this and want my point to be made known.
  – As a Green, don’t second guess me or undermine me. I’m always right.
Take away | Communication

• How do you like to be approached/engaged?
  – As an Orange, come to my desk; if you come to me with something I will get it done.
  – As a Gold, send me an email and we will set a time. Please don’t be late or reschedule; keep your commitments to me.
  – As a Blue, if you come to my desk, let me finish up my task real quick, then let’s grab a coffee and have a chat.
  – As a Green, I do not like to be disturbed when I’m working. Please set a meeting with me and present me with the facts and a plan of action.
Take away | Collaboration

• How will this help me engage/collaborate with my coworkers?
  – I know that my teammate is a Orange and can take on anything thrown their way. They can handle many things at once.
  – I know that my teammate is a Gold and I can count on them to be detailed, come to meetings on time and not derail the agenda.
  – I know that my teammate is a Blue and is creative and dependable and needs my encouragement.
  – I know that my teammate is a Green and can always come up with a well thought out solution if there is a problem.
Take away | Collaboration

• How do others work best?
  – I know that my teammate is a Orange works best unstructured.
  – I know that my teammate is a Gold works best structured.
  – I know that my teammate is a Blue works best as a team.
  – I know that my teammate is a Green works best solo.
For more information Helen Fisher is a leading expert on the science of love and relationships (Book: "Why him? Why her?). She created the compatibility questionnaire on Match.com. Fisher teamed up with David Labno to create the NeuroColor Temperament Inventory, a personality test designed for the workplace.

Each color is further broken down — blue is contemplative/contextual and empathetic/inclusive; gold is cautious/measured and concrete/structured; orange is curious/energetic and inventive/future-oriented; and green is systems thinking and tough minded/direct.

https://inventory.neurocolor.com/science
Adrienne Rinaldi is an Agile Coach for CapTech Consulting. She has been an agile practitioner for several years working with a wide range from startups to enterprise companies. She has a passion for topics such as emotional intelligence, leadership styles and personality types to find strengths in everyone. Adrienne is a Sum Alliance Certified Scrum Master, SAFe Certified Agilist, and SAFe PM/PO Certified. When not being an agilest, Adrienne’s activities include a blog, a published book (about beer and yoga!), mountaineering, hiking and climbing. She lives in Denver, Colorado.

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Thank You

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