**Dear Advanced Academy Participant**:

Few issues invite more spirited discussion than the question of leadership style. Research has concluded that leadership is one of the most important keys for unlocking the full potential of the team and/or organization.

To better understand how leaders lead, as well as what contributes to **effective** leadership, a more comprehensive psychometric survey has been developed. The Leadership Styles Survey (LSS) measures three interrelated facets of leadership that experience suggests are important differentiators.

Specifically, these facets include:

* Thriving Mind-Set- clear sense of purpose, deep commitment to learning, and conveyed sense of optimism
* Combination of Social, Self, and Situational Awareness
* Essential Leadership Values - performance orientation, integrity, collaboration, openness to change

The LSS, designed by Karen West, Elliott Stixrud, and Brian Reger, consists of 20 questions and takes only a few minutes to complete and score. As part of your *Advanced Academy Pre-Work,* please complete the LSS and bring your results with you to your upcoming Session One Program. Be sure to respond to all questions and score the instrument according to the instructions provided.

As you review and reflect upon your results, it is important to note that the eight distinct leadership styles embody characteristics that resonate deep within organizations, and are not predictive of success in and of itself. Much of leadership is linked to particular situations that place unique demands on the actual style employed. Questions and clarifications for plotting and reviewing your results will be addressed during your Academy Program.

Thank you for your time and attention to this Pre-Academy Survey. We look forward to working with you.

The Chair Academy Team

**NOTE: All information provided in this survey is privileged. No name is connected to the information provided and no individual responses will be shared with any external agency.**

**LEADERSHIP STYLE SURVEY**

|  |  |  |
| --- | --- | --- |
| **#** | **SELECT THE BEST CHOICE AND ENTER THE LETTER CHOICE TO THE RIGHT** | **Choice** |
| 1 | 1. Operate(s) best when engaged in problem-solving. (CMR)
2. Operate(s) best when connected emotionally with those around me/them. (CLR)
3. A “learning” leader; love(s) gathering data, expanding knowledge and deepening expertise. (FCR)
4. Enjoy(s) the challenge of working in an environment that’s ambiguous, complex, and characterized by significant change. (PLT)
 |  |
| 2 | 1. Comfortable operating independently when creative juices can flow more freely. (CMR)
2. Tend to take a team-first approach to leadership. (CLR)
3. Happiest when time and space exists to study information and synthesize observations. (FCR)
4. Confident in personal abilities and methodology for getting things done. (PVR)
 |  |
| 3 | 1. Good at building enthusiasm and inspiring strong efforts and performance in others. (ENR)
2. Prefer(s) everyone use the same playbook to ensure reliable, efficient operations. (HMR)
3. Greatly value(s) consistency, hard work, paying one’s dues, and (perhaps above all) tangible results. (PDR)
4. Generally, have/has confidence in a personal approach to getting things done. (PVR)
 |  |
| 4 | 1. Sharing credit for team success comes naturally and easy. (CLR)
2. Seen as visionary and knowledgeable when working to advance ideas. (FCR)
3. Typically have/has clear opinions, relish challenges, and value(s) collaborating with others. (PLT)
4. Really appreciate(s) pragmatism, tradition, and efficiency at work. (PDR)
 |  |
| 5 | 1. Colleagues generally find me/them to be cooperative, positive, and team-focused. (ENR)
2. Most effective at spotting problems and using network of relationships to help solve them. (HMR)
3. Capable of generating compelling strategies and translating them into action. (PLT)
4. Highly motivated to share personal approach with others to facilitate their success. (PVR)
 |  |
| 6 | 1. Naturally cautious when it comes to make important decisions. (FCR)
2. Typically avoid straying from a methodology known to be successful. (HMR)
3. Natural inclination is to proactively and boldly lead projects and initiatives of my/their own creation. (PLT)
4. Would rather focus on higher-level strategy and relationship building than on the details of execution. (PVR)
 |  |
| 7 | 1. Operate best when I have direct control over projects and timetables. (CMR)
2. Most like(s) to lead initiatives that resonate with desire to be of service to others. (CLR)
3. Possess(es) a future-focus on life in general and especially at work. (ENR)
4. Prefer(s) to operate in an environment that focuses on overall results more than day-to-day progress. (PDR)
 |  |
| 8 | 1. In general, have/has the ability to blend creativity with logic to solve problems. (CMR)
2. Getting to really know others on the team provides meaning in work and facilitates my/their success. (CLR)
3. Generally adept at harnessing skills to foresee events and trends that affect the team/organization. (FCR)
4. Have/has high standards for quality and generally expect(s) **them to be met. (HMR)**
 |  |
| 9 | 1. Find(s) it challenging and time-consuming to get buy-in on projects I’m/they’re working on. (CMR)
2. People often have trouble discerning what I/he/she stand(s) for. (CLR)
3. Others may perceive me/him/her to be dismissive of people who don’t think like me/him/her. (ENR)
4. Generally, find it a challenge to engage stakeholders and get their buy-in. (FCR)
 |  |
| 10 | 1. Can struggle with large-scale transformations or significant shifts in the way business is conducted. (HMR)
2. Others may perceive me/him/her as tough to satisfy. (PLT)
3. Others may perceive me/him/her to be difficult to connect with emotionally. (PDR)
4. Others may find me/him/her intellectually distant when working on major tasks or projects. (PVR)
 |  |
| 11 | 1. In general, trust and rely on intuition when generating ideas. (CMR)
2. Perceived as humble and perceptive about others’ needs. (CLR)
3. Have/has a real knack for anticipating trends. (FCR)
4. Like(s) to create an environment that facilitates coordination and execution. (HMR)
 |  |
| 12 | 1. Creating a workable strategy can be difficult for me/him/her. (HMR)
2. Others find my/his/her intensity to be unsettling. (PLT)
3. Typically, don’t/doesn’t tend to draw much energy from interactions with colleagues. (PDR)
4. Compassion and listening skills have the effect of making colleagues feel heard. (PVR)
 |  |
| 13 | 1. Frequently trust(s) my/his/her gut when it comes to weighing the pros and cons of any given situation. (CMR)
2. Others perceive me/him/her as supportive, caring, and empathetic. (CLR)
3. Naturally have and exhibit a high-level of energy both personally and professionally. (ENR)
4. Tend to rely on intellectual ideas and arguments in making key decisions. (FCR)
 |  |
| 14 | 1. Often times collaboration can be challenging; slows ability to achieve progress. (CMR)
2. Determination may at times blur into relentlessness. (ENR)
3. People perceive me/him/her as cautious in proceeding with an idea when the supporting data is limited. (FCR)
4. Typically, members of my/his/her team see you/him/her as deeply caring and thoughtful. (PVR)
 |  |
| 15 | 1. Good at establishing clear boundaries for how and when to work with colleagues. (CMR)
2. Actively support and develop colleagues by placing them in positions where they can excel. (CLR)
3. Know how to create and articulate a strategic vision and enjoy doing so. (ENR)
4. Have/has a knack for finding the right people to get things done. (HMR)
 |  |
| 16 | 1. Good at attracting talent and encouraging collaboration. (CLR)
2. Readily help(s) others see the purpose and meaning in the task at hand. (ENR)
3. Open to input from people I/he/she trust(s). (PLT)
4. Have/has a bias toward proven approaches to get things done, not a big fan of experimenting. (PDR)
 |  |
| 17 | 1. Draw(s) and generate(s) energy from people around me/him/her. (ENR)
2. Naturally likes to push for changes to happen sooner rather than later. (PLT)
3. Tends to focus energy and attention on the task at hand, and try/tries to avoid the noise. (PDR)
4. Like(s) to lead from the front and to take care of people around me/them. (PVR)
 |  |
| 18 | 1. Others view me/him/her as consistent and supportive, even if somewhat cautious when it comes to change. (HMR)
2. Have/has a strong temperament and work ethic. (PDR)
3. Have/has strongly held views that help to shape the character and content of my/their work. (PLT)
4. In certain circumstances may have difficulty shifting gears; often convinced my/his/her solution is better. (FCR)
 |  |
| 19 | 1. Feel(s) very comfortable and effective working in teams. (PLT)
2. Generally, know(s) what works and expect others to “get on with it.” (PDR)
3. I’m/is filled with a sense of conviction. (PVR)
4. Passion may cause me/him/her to be forceful in presenting my ideas through conversations with my/his/her team. (ENR)
 |  |
| 20 | 1. I/he/she feel/is realistic and well-grounded. (PDR)
2. I/he/she feel/is deeply loyal and committed to my/their colleagues. (PVR)
3. At times, have/has difficulty “letting go” and relying on colleagues to contribute. (CMR)
4. I/he/she naturally tend(s) to focus heavily on internal operations. (HMR)
 |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Category** | **CMR** | **CLR** | **ENR** | **FCR** | **HMR** | **PLT** | **PDR** | **PVR** |
| Responses |  |  |  |  |  |  |  |  |
| NO. X 5 = |  |  |  |  |  |  |  |  |
|  **SCORE** |  |  |  |  |  |  |  |  |

**TOTAL SCORE for ALL AREAS and RESPONSES SHOULD = 100**

List the Questions in each box (#1-20) in the table above separated by a comma that represents your responses in each column, then multiply the number of discrete responses in each block by 5 to get a total for you to record in the bottom row. **For example,**

|  |  |  |
| --- | --- | --- |
| **Category** | **CMR** | **CLR** |
| Responses | 1, 10, 15 | 5, 7, 16, 20 |
| NO. X 5 = | 3 X 5 = 15 | 4 X 5 = 20 |

|  |  |  |
| --- | --- | --- |
| **CODE** | **STYLE** | **WORDS THAT HELP TO DESCRIBE** |
| CMR | Composer | Independent, creative, problem solving, decisive, self-reliant |
| CLR | Collaborator | Empathetic, team-building, talent-spotting, coaching oriented |
| ENR | Energizer | Charismatic, inspiring, connects emotionally, provides meaning |
| FCR | Forecaster | Learning oriented, deeply knowledgeable, visionary, cautious in decision making |
| HMR | Harmonizer | Reliable, quality-driven, execution focused, creates positive and stable environments, inspires loyalty |
| PLT | Pilot | Strategic, visionary, adroit at managing complexity, open to input, team oriented |
| PDR | Producer | Task focused, results oriented, linear thinker, loyal to tradition |
| PVR | Provider | Action oriented, confident in their path or methodology, loyal to colleagues, driven to provide for others |

**SAMPLE PLOT OF SCORES AND THOSE OF YOUR SUPERVISOR (USE IMAGE ON PAGE 6)**



|  |  |
| --- | --- |
| **YOUR SCORE\*** | **SUPV SCORE\*** |
| RED LINE | GREEN LINE |
|  |  |

**\*Use any colors you want to distinguish between your score and your supervisor’s**.

**PLOT YOUR SURVEY RESULTS**

**305**

**20**

**Composer**

**Collaborator**

**Provider**

**10**

**20**

**20**

**30**

**20**

**Energizer**

**Producer**

**10**

**10**

**20**

**305**

**10**

**20**

**20**

**20**

**305**

**Forecaster**

**Pilot**

**Harmonizer**

Plot your scores on each line, in accordance with the label and the values assigned. Then, connect the dots that have been placed on each line to form a pattern that links to each section of the diagram. You may shade in the area represented to get a clearer image of your leadership style and tendencies. *Note, your style may vary with certain situations and your natural preference(s) may be divided between more than one style. It may be useful to compare and contract your style with your Top 5 Strengths and Behavioral Style to seek further clarification.*

Remember, your responses are based on how you feel. If you would like to validate the survey further, you can refer to colleagues who know you well, and collect their responses to compare and contrast to your results. The reliability increases when more than five individual responses are collected.

**WHAT’S YOUR LEADERSHIP STYLE?**

**Your go-to leadership style: Composer (CMR)**

1. I operate best when I am engaged in problem-solving. (CMR)
2. I am comfortable operating independently when my creative juices can flow more freely. (CMR)
3. In general, I feel I have the ability to blend creativity with logic to solve problems. (CMR)
4. In general, I trust and rely on intuition when generating ideas. (CMR)
5. I am good at establishing clear boundaries for how and when to work with colleagues. (CMR)
6. Often time collaboration can be challenging; slows my ability to achieve progress. (CMR)
7. At times, I have difficulty “letting go” and relying on colleagues to contribute. (CMR)
8. I find it challenging and time-consuming to get buy-in on projects I’m working on. (CMR)
9. I frequently trust my gut when it comes to weighing the pros and cons of any given situation. (CMR)
10. I feel I operate best when I have direct control over projects and timetables. (CMR)

**Your go-to leadership style: Collaborator (CLR)**

1. I operate best when I can connect emotionally with those around me. (CLR)
2. Getting to really know others on my team provides meaning in my work and facilitates success. (CLR)
3. I am perceived as humble and perceptive about others’ needs. (CLR)
4. I tend to take a team-first approach to leadership. (CLR)
5. I actively support and develop colleagues by placing them in positions where they can excel. (CLR)
6. Sharing credit for team success comes naturally and easy for you. (CLR)
7. I am good at attracting talent and encouraging collaboration. (CLR)
8. Others perceive me as supportive, caring, and empathetic. (CLR)
9. People often have trouble discerning what I stand for. (CLR)
10. I most like to lead initiatives that resonate with my desire to be of service to others. (CLR)

**Your go-to leadership style: Energizer (ENR)**

1. I know how to create and articulate a strategic vision and enjoy doing so. (ENR)
2. I draw and generate energy from people around me. (ENR)
3. I am good at building enthusiasm and inspiring strong efforts and performance in others. (ENR)
4. My colleagues generally find me to be cooperative, positive, and team-focused. (ENR)
5. I readily help others see the purpose and meaning in the task at hand. (ENR)
6. My determination may at times blur into relentlessness. (ENR)
7. My passion may cause me to be forceful in presenting my ideas through conversations with my team. (ENR)
8. Others may perceive me to be dismissive of people who don’t think like me. (ENR)
9. I naturally have and exhibit a high level of energy in both my personal and professional lives. (ENR)
10. I possess a future-focus on life in general and especially at work. (ENR)

**Your go-to leadership style: Forecaster (FCR)**

1. I am a “learning” leader; I love gathering data, expanding my knowledge and deepening my expertise. (FCR)
2. I am happiest when I have time and space to study information and synthesize observations. (FCR)
3. I am generally adept at harnessing skills to foresee events and trends that will affect us. (FCR)
4. I tend to rely on intellectual ideas and arguments in making key decisions. (FCR)
5. Others see me as visionary and knowledgeable when working to advance ideas. (FCR)
6. People perceive me as cautious in proceeding with an idea when the supporting data is limited. (FCR)
7. I can find it challenging to engage stakeholders and get their buy-in. (FCR)
8. In certain circumstances, I may have difficulty shifting gears, I am convinced my solution is better. (FCR)
9. I have a real knack for anticipating trends. (FCR)
10. I am naturally cautious when it comes to make important decisions. (FCR)

**Your go-to leadership style: Harmonizer (HMR)**

1. I have high standards for quality and generally expect them to be met. (HMR)
2. I prefer everyone use the same playbook to ensure reliable, efficient operations. (HMR)
3. I have a knack for finding the right people to get things done. (HMR)
4. I like to create an environment that facilitates coordination and execution. (HMR)
5. I am most effective at spotting problems and using my network of relationships to help solve them. (HMR)
6. I naturally tend to focus heavily on internal operations. (HMR)
7. Creating a workable strategy can be difficult for me. (HMR)
8. Others view you as consistent and supportive, even if somewhat cautious when it comes to change. (HMR)
9. I can struggle with large-scale transformations or significant shifts in the way business is conducted. (HMR)
10. Typically, I will avoid straying from a methodology I know to be successful. (HMR)

**Your go-to leadership style: Pilot (PLT)**

1. I enjoy the challenge of working in an environment that’s ambiguous, complex, and characterized by significant change. (PLT)
2. I am capable of generating compelling strategies and translating them into action. (PLT)
3. I am open to input from people I trust. (PLT)
4. I typically have clear opinions, relish challenges, and value collaborating with others. (PLT)
5. I feel very comfortable and effective working in teams. (PLT)
6. I naturally like to push for changes to happen sooner rather than later. (PLT)
7. Others may perceive me as tough to satisfy. (PLT)
8. I have noticed that others find my intensity to be unsettling. (PLT)
9. I have strongly held views that help to shape the character and content of my work. (PLT)
10. My natural inclination is to proactively and boldly lead projects and initiatives of my own creation. (PLT)

**Your go-to leadership style: Producer (PDR)**

1. I have a strong temperament and work ethic. (PDR)
2. I tend to focus my energy and attention on the task at hand, and try to avoid the noise around me. (PDR)
3. I greatly value consistency, hard work, paying one’s dues, and (perhaps above all) tangible results. (PDR)
4. I really appreciate pragmatism, tradition, and efficiency in my organization and on my team. (PDR)
5. I have a bias toward proven approaches to get things done, not a big fan of experimenting. (PDR)
6. I generally know what works and expect others to “get on with it.” (PDR)
7. Others may perceive me to be difficult to connect with emotionally. (PDR)
8. I feel I am realistic and well-grounded. (PDR)
9. Typically, I don’t tend to draw much energy from my interactions with colleagues. (PDR)
10. I prefer to operate in an environment that focuses on overall results more than day-to-day progress. (PDR)

**Your go-to leadership style: Provider (PVR)**

1. I like to lead from the front and to take care of people around you. (PVR)
2. I am very confident in my own abilities and methodology for getting things done. (PVR)
3. I feel deeply loyal and committed to my colleagues. (PVR)
4. I am filled with a sense of conviction. (PVR)
5. I generally have confidence in my approach to getting things done. (PVR)
6. I am highly motivated to share my approach with those I am close to facilitate their success. (PVR)
7. Others may find you intellectually distant when working on major tasks or projects. (PVR)
8. Typically, members of your team see you as deeply caring and thoughtful. (PVR)
9. My compassion and listening skills have the effect of making your colleagues feel heard. (PVR)
10. I would rather focus on higher-level strategy and relationship building than on the details of execution. (PVR)

**CONNECTING YOUR LEADERSHIP STYLE TO THE MANY DIMENSIONS OF YOU**

|  |  |  |
| --- | --- | --- |
| **Leadership Style** | **Behavioral Style Might Be** | **Signature Strengths Might Be** |
| **Composer** | D, iD, (**Pioneering**: Action oriented, compulsive at times, optimistic and persuasive, drawn to new opportunities, etc.) | Achiever, Activator, Arranger, Command, Maximizer, Self-Assurance, Significance |
| **Collaborator** | S **(Inclusive**: diplomatic and accepting, patient, most comfortable in a stable environment, methodical, include others in meaningful dialogue, try to accommodate everyone.) | Communication, Connectedness, Consistency, Developer, Empathy, Harmony, Includer |
| **Energizer** | I (**Energizing**: spontaneous, outgoing, encouraging, strong need for variety, eager to connect, enthusiastic about new opportunities.) | Achiever, Arranger, Belief, Communication, Focus, Futuristic, Positivity, Relator, Woo |
| **Forecaster** | C (**Deliberative**: systematic, cautious, analytical, desire to ensure accuracy, even tempered, conscientious and disciplined.) | Analytical, Discipline, Futuristic, Input, Intellection, Learner, Strategic,  |
| **Harmonizer** | S, SC, CS, iS, Si (Affirming and Inclusive: approachable, open and often enthusiastic, seek a stable environment, diplomatic, careful.) | Consistency, Developer, Discipline, Deliberative, Positivity, Restorative, Relator |
| **Pilot** | D, iD (**Pioneering**: adventurous, dynamic, persuasive, strongly held views, action-oriented, good at making connections, drawn to new opportunities, particularly those they conceive.  | Adaptive, Competitive, Input, Maximizer, Relator, Self-Assurance, Strategic,  |
| **Producer** | CD, DC (**Resolute**: challenging, determined and rational, set high standards, values expertise and systematic processes, little patience for people or practices that are roadblocks to success or progress. | Achiever, Consistency, Competitive, Discipline, Focus, Relator, Significance  |
| **Provider** | S (**Inclusive**: diplomatic and accepting, patient, most comfortable in a stable environment, methodical, include others in meaningful dialogue, try to accommodate everyone.) | Belief, Command, Context, Self-Assurance, Intellection, Relator, Responsibility |