L.E.A.D. with Confidence

Harnessing the power of Leadership, Engagement, Authenticity, and Drive

6TH ANNUAL CUNY MULTI-CAMPUS ALUMNI
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Leadership Communication Development Guide

DPatrick
CONSULTING

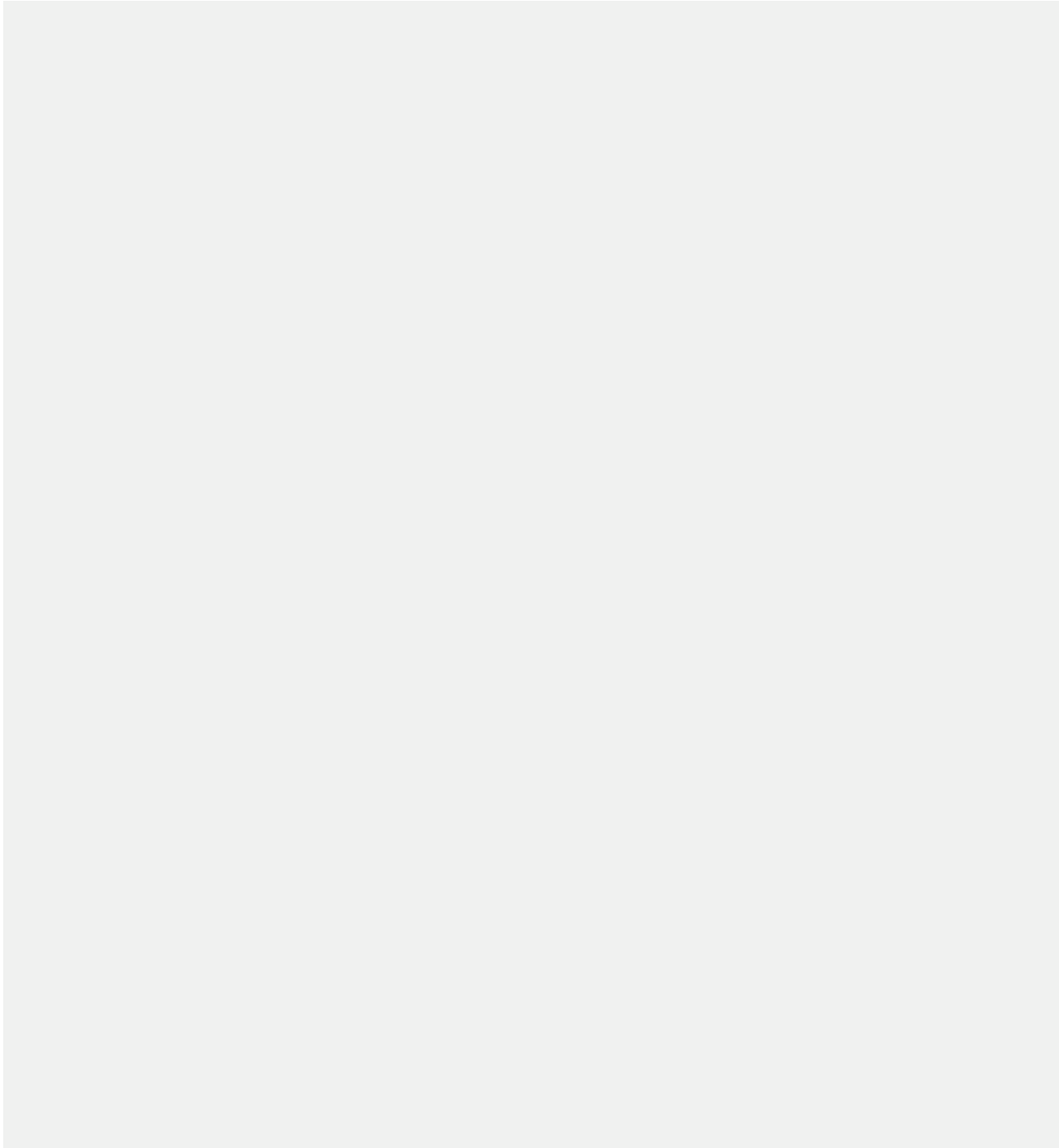# Your Journey to LEADing with Confidence

Successful leadership requires being prepared for the journey. It also requires figuring out where you want to end up. A popular Steven Covey phrase is, "begin with the end in mind." In other words, determine where you are trying to go and take the action steps that will help you get there.

Explore the transformative power of L.E.A.D.: Leadership, Engagement, Authenticity, and Drive, bolstered by effective Communication in this engaging workbook. Drawing upon the compelling analogy of a symphony orchestra, delve into how you, as a CUNY alumnus, can orchestrate your professional growth and personal development. This workbook serves as a guide to ignite introspection, foster your professional development, and empower you with valuable insights on your journey towards becoming a professional who leads with confidence.

"The conductor must breathe life into the score. It is you and you alone who must expose it to the understanding, reveal the hidden jewel to the sun at the most flattering angles."
- Charles Munch

Time to Reflect

This page is for you to use as a reflection on your learning experience at the conference. What did you hear? What was most interesting? In what areas of your life do you think you want to improve? What steps can you take to get closer to your development goals?

On the answer sheet, circle A or B in each pair of statements below, which shows the one that *most*, describes you.

1. A) I'm usually open to getting to know people personally and establishing relationships with them.
    B) I'm not usually open to getting to know people personally and establishing relationships with them.

2. A) I usually react slowly and deliberately.
    B) I usually react quickly and spontaneously.

3. A) I'm usually guarded about other people's use of my time.
    B) I'm usually open to other people's use of my time.

4. A) I usually introduce myself at social gatherings.
    B) I usually wait for others to introduce themselves to me at social gatherings.

5. A) I usually focus my conversations on the interests of the people involved, even if that means straying from the business or subject at hand.
    B) I usually focus my conversations on the tasks, issues, business, or subject at hand.

6. A) I'm usually not assertive, and I can be patient with a slow pace.
    B) I'm usually assertive, and at times I can be impatient with a slow pace.

7. A) I usually make decisions based on facts or evidence.
    B) I usually make decisions based on feelings , experiences or relationships.

8. A) I usually contribute frequently to group conversations.
    B) I usually contribute infrequently to group conversations.

9. A) I usually prefer to work with and through others, providing support when possible.
    B) I usually prefer to work independently or dictate the conditions in terms of how others are involved.

10. A) I usually ask questions or speak tentatively and indirectly.
    B)   I usually make empathic statements or directly expressed opinions.

11. A) I usually focus primarily on ideas, concepts, or results.
    B)   I usually focus primarily on persons, interactions, and feelings.

12. A) I usually use gestures, facial expression, and voice intonations to emphasize points.
    B)   I usually do not use gestures, facial expressions, and voice intonations to emphasize points

13. A) I usually accept others' points of view (ideas, feelings, and concerns).
    B)   I usually don't accept others' points of view (ideas, feelings, and concerns)

14. A) I usually respond to risk and change in a cautious or predictable manner.
    B) I usually respond to risk and change in dynamic or unpredictable manner.

15. A) I usually prefer to keep personal feelings and thoughts private, sharing only when I wish to do to.
    B) I usually find it natural and easy to share and discuss my feelings with others.

16. A) I usually seek out new or different experiences and situations.
    B) I usually choose known or similar situations and relationships.

17. A) I'm usually responsive to others' agendas, interests, and concerns.
    B) I'm usually directed toward my own agendas, interests and concerns.

18. A) I usually respond to conflict slowly and indirectly.
    B) I usually respond to conflict quickly and directly.

ANSWERS

O	G	D	I
1A	1B	2B	2A
3B	3A	4A	4B
5A	5B	6B	6A
7B	7A	8A	8B
9A	9B	10B	10A
11B	11A	12A	12B
13A	13B	14B	14A
15B	15A	16A	16B
17A	17B	18B	18A

TOTAL_____   _____

Total the numbers of items circled in each column and write it on the spaces above.

Now, compare the "O" column with the "G" column and circle the letter that has the highest total. Then compare the "D" column with the "I" column and circle the letter that has the highest total.

If you circled the G and D, you tend toward being a Controller/Director.

If you circled the O and D, you show many qualities of a Promoter/Socializer.

If you circled the O and I, you're predominantly a Supporter/Relater.

If you circled the G and I, you have lots of Analyzer/Thinker characteristics.

Communication Strengths

Controller/Director	Promoter/Socializer
• Commander • Values getting the job done • Results oriented	• Entertainer • Values enjoyment and helping others with the same • Motivational/Celebration Oriented
Analyzer/Thinker	**Supporter/Relater**
• Assessor • Values accuracy in details & being right • Idea Oriented	• Harmonizer • Values acceptance and stability in circumstances • Relationship Oriented

Communication Troublespots

Controller/Director	Promoter/Socializer
o Poor listener o Impatient with others o Does not heed advice o Likes to argue	o Does not hear details o Tends to exaggerate o Generalizes o Can be overdramatic
Analyzer/Thinker	**Supporter/Relater**
o Focuses too much on detail o Fears personal disclosure o Can be terse o Uses little vocal variety	o Avoids conflict o Gives in easily o Keeps opinions to oneself o Overemphasizes feelings

SUPPORTER/RELATER

- Harmonizer
- Values acceptance and stability in circumstances
- Slow with big decisions; dislikes change
- Builds networks of friends to help do work
- Good listener; timid about voicing contrary opinions; concerned for others' feelings
- Easy-going; likes slow, steady pace
- Friendly & sensitive; no person in unlovable
- Relationship Oriented

ANALYZER/THINKER

- Assessor
- Values accuracy in details & being right
- Plans thoroughly before deciding to act
- Prefers to work alone
- Introverted; quick to think and slow to speak; closed about personal matters
- Highly organized; even plans spontaneity!
- Cautious, logical, thrifty approach
- Thoughtful; no problem is too big to ponder
- Idea Oriented

PROMOTER/SOCIALIZER

- Entertainer
- Values enjoyment and helping others with the same
- Full of ideas and impulsive in trying them
- Wants to work to be fun for everyone
- Talkative and open about self; asks others' opinions; loves to brainstorm
- Flexible; easily bored with routine
- Intuitive, creative, spontaneous, flamboyant approach
- Optimist; nothing is beyond hope
- Celebration Oriented

CONTROLLER/DIRECTOR

- Commander
- Values getting the job done
- Decisive risk taker
- Good at delegating work to others
- Not shy but private about personal matters; comes on strong in conversation
- Likes to be where the action is
- Take charge, enterprising, competitive, efficient approach
- Fearless; no obstacle is too big to tackle
- Results Oriented

Survey taken from The Platinum Rule by Tony Alessandra, Ph.D. and Michael J. O'Connor Ph.D. New York, New York, Warner Brooks 1996

Skills Inventory

Instructions: Read each item carefully and decide whether the item describes you as a person. Indicate your response to each item by circling one of the five numbers to the right of each item.

Key: 1 = Not true   2 = Seldom true   4 = Somewhat true   5 = Very true

1. I enjoy getting into the details of how things work. — 1 2 3 4 5
2. As a rule, adapting ideas to people's needs is easy for me. — 1 2 3 4 5
3. I enjoy working with abstract ideas. — 1 2 3 4 5
4. Technical things fascinate me. — 1 2 3 4 5
5. Being able to understand others is the most important part of my work. — 1 2 3 4 5
6. Seeing the big picture comes easy for me. — 1 2 3 4 5
7. One of my skills is being good at making things work. — 1 2 3 4 5
8. My main concern is to have a supportive communication climate. — 1 2 3 4 5
9. I am intrigued by complex organizational problems. — 1 2 3 4 5
10. Following directions and filling out forms comes easily for me. — 1 2 3 4 5
11. Understanding the social fabric of the organization is important to me.
12. I would enjoy working out strategies for my organization's growth.
13. I am good at completing the things I've been assigned to do.
14. Getting all parties to work together is a challenge I enjoy.
15. Creating a mission statement is rewarding work.
16. I understand how to do the basic things required of me.
17. I am concerned with how my decisions affect the lives of others.
18. Thinking about organizational values and philosophy appeals to me. — 1 2 3 4 5

Scoring

The skills inventory is designed to measure three broad types of leadership skills: technical, human, and conceptual. Score the questionnaire by doing the following. First, sum the responses on items 1, 4, 7, 10, 13, and 16. This is your technical skill score. Second, sum the responses on items 2, 5, 8, 11, 14, and 17. This is your human skill score. Third, sum the responses on items 3, 6, 9, 12, 15, and 18. This is your conceptual skill score.

Total scores: Technical skill _____ Human skill _____ Conceptual skill _____
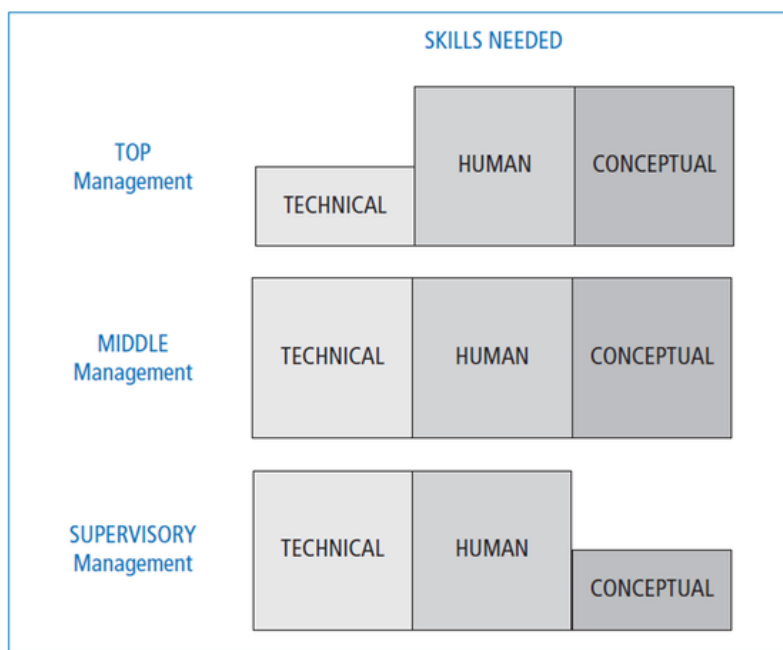
Scoring Interpretation

23–30   High Range

14–22   Moderate Range

 6–13   Low Range

The scores you received on the skills inventory provide information about your leadership skills in three areas. By comparing the differences between your scores, you can determine where you have leadership strengths and where you have leadership weaknesses. Your scores also point toward the level of management for which you might be most suited.

Figure 3.1   Management Skills Necessary at Various Levels of an Organization

SOURCE: Adapted from "Skills of an Effective Administrator," by R. L. Katz, 1955, *Harvard Business Review,* 33(1), pp. 33–42.

- Technical Skill: Having knowledge about and being proficient in a specific type of work or activity.
- Human Skill: Having knowledge about and being able to work with people.
- Conceptual Skill: The ability to do the mental work of shaping meaning of organizational policy or issues (what the company stands for & its vision).

In Katz's (1955) leader-centered three-skill approach, effective leadership hinges on three essential personal skills: technical, human, and conceptual. Although all three skills hold significance for leaders, their importance varies according to different management levels. Technical and human skills are of utmost importance at lower management levels, while middle managers require a balanced proficiency in all three skills. At upper management levels, conceptual and human skills take precedence, with technical skills assuming a lesser role. Leadership effectiveness is enhanced when managers' skill sets align with their respective management levels.

My LEADERSHIP HIGHLIGHTS

My professional destination

My Communication Style

Controller/Director ☐   Promoter/Socializer ☐

Analyzer/Thinker ☐   Supporter/Relater ☐

My Leadership Skills Results

Technical _____   Human _____   Conceptual _____

What's My SWOT?

Strengths

Weaknesses

Opportunities

Threats

LEADERSHIP DEVELOPMENT PLAN

What can you do to develop your leadership? (Books, professional organizations, mentors, etc.)

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

ENGAGEMENT & NETWORKING PLAN

What activities can you do to increase your engagement and networking?

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

AUTHENTICITY DEVELOPMENT PLAN

In what ways can you demonstrate your authenticity to others?

Skill & Goal	Actions	Timeline
Skill & Goal	Actions	Timeline
Skill & Goal	Actions	Timeline
Skill & Goal	Actions	Timeline

PERSONAL DRIVE DEVELOPMENT PLAN

What are some mindful practices you can take on to sustain personal drive?

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

COMMUNICATION DEVELOPMENT PLAN

In what ways can you improve your Executive speaking, writing, and listening?

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

OVERALL PERSONAL DEVELOPMENT PLAN

Who can you approach to be a mentor or advocate? What is your plan for growing into your next level?

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Skill & Goal	Actions	Timeline

Hey! I'm Dr. Denise Patrick

I help executives navigate organizational change & transformation, executive leadership development, and communication. I would love to stay connected. Feel free to email me, or follow me on social media.

LET'S KEEP IN TOUCH

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