



# James Kirk

Style: Persuader

## The Leadership Report


Friday, May 08, 2015


# Leadership Introduction




There are a lot of good resources on leadership available today. However, there are two critical truths about leadership that most people overlook: 1) Leadership is a learned skill, and 2) Leadership is tied directly to your behavioral style. Just as there are different types of people, so too are there different types of leaders.

 Some leaders are bold and daring, they are quick to seize an opportunity and are not afraid to meet challenges head on. ***This is the “D” style leader...*** Dominant, Direct and Decisive.

 Some leaders are great motivators and have the ability to inspire greatness in their followers. They are charismatic speakers and know how to influence others. ***This is the “I” style leader...*** Influencing, Inspiring and Interactive.

 Some leaders like to lead by example, they are down-to-earth and not afraid of hard work. They appreciate the contributions of their team members and have the ability to build strong and loyal teams. ***This is the “S” style leader...*** Stable, Strong and Supportive.

 Some leaders have studied and worked hard to develop skills and talents and are usually recognized as experts in their fields. They lead by virtue of their ability and extensive knowledge. They are excellent planners, strategists and tacticians. They are contemplative and are rarely caught off guard. ***These are the “C” style leaders...*** who like to be in Control, are Creative and Competent.

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Different situations call for different leadership styles. Knowing your instinctive leadership style and being aware of what leadership style is required to meet the demands of the situation or environment is essential to being a good leader.

Leadership is a learned skill. Knowing your personality style allows you to capitalize on your leadership strengths, and make necessary adjustments when the situation demands it.

Being aware of your style, as well as knowing the styles of the people around you can give you the insight you need to get the most out of your team as a leader.

# Your Leadership Style



## James's Leadership style is the Persuader

James, a Persuader personality style, is an adaptable leader who works with and through people to accomplish goals. Persuaders have outgoing spirits, high interest in people and the ability to gain respect and admiration from various types of individuals. They do business in a friendly way, while striving to win others to their objectives and sell their point of view. They prefer not to spend too much time managing details and typically excel when others around them can help with the details. Persuaders are enthusiastic, optimistic, charismatic people who are skilled at seeing "the big picture" and promoting their ideas to others. Others are impressed by their ability to motivate and inspire with their magnetic personality. Persuaders seek freedom from routine tasks and shine in roles where they can have prestige as well as authority.

Leadership Style: Persuaders desire to remain active and don't mind varying routines, circumstances, locations, or people-- in fact they thrive on it. They need a variety of activities and challenges and work more efficiently when others provide analytical data. Persuaders are very good at determining the right incentive for the right person and can become skilled at achieving results through people in the workplace. Persuaders are innovative, industrious and are not afraid to try creative approaches, take risks, or step outside of the box. They are quick decision makers and good problem solvers who welcome challenges with a good attitude.

Visionary thinker ←  
Genuinely motivated to win ←  
Confident, bold and daring ←  
Meets challenges head-on ←

→ Charismatic and influencing  
→ Great communicators  
→ Optimistic, encouraging and eager  
→ Not afraid to be "different"

**PERSUADER**

# Behavioral Overview

Your personality style is a combination of each of the four DISC characteristics: Dominance, Influence, Steadiness and Compliance. Some characteristics are expressed while others are not. Use the arrows to gain a better understanding of tendencies of your expressed styles.





# Leadership Strengths

It is important to recognize that any strength overused can become a weakness. Effective leadership requires an awareness of both your strengths and limitations. Use the arrows to point you to information that will help you maximize your strengths and minimize your limitations.

## Leadership Strengths include:

- Comfortable in leadership role
- Quick decision maker
- People know where they stand
- Accepting challenges
- Thriving during change and crisis

## Leadership Limitations include:

- Intimidating
- Insensitive
- Impatient
- Concerned more with results than people

## Leadership Strengths include:

- Maintaining an open-door policy
- Willingly give time to staff
- Inspiring and motivating others
- Providing positive feedback
- Optimistic and encouraging

## Leadership Limitations include:

- Unorganized
- Unreliable in following through
- Too concerned with making people happy
- Not concerned with reaching the goal

Dominant

Influencing

PERSUADER

Compliant

Steady

## Leadership Strengths include:

- Objective and fair to everyone
- Developing logical processes
- Consistent application of standards
- Able to keep confidences
- Providing details when assigning projects

## Leadership Limitations include:

- Overly perfectionistic
- Difficult to meet their high standards
- Tendency to be critical in their feedback
- Difficulty moving from analysis to action

## Leadership Strengths include:

- Good listener
- Empathetic and sensitive to others
- Appreciative of staff and tells them so
- Consistent with leadership style
- Communicating processes methodically

## Leadership Limitations include:

- Indecisive
- Indirect in providing directions
- Unwilling to address difficult issues
- Hesitant to implement change

# Personality Checklist

Take the time to look at the behavioral characteristics of each style listed below. Note that the “arrows” indicate your expressed personality style(s). Study the characteristics of your style(s). You can place a checkmark next to each statement that describes you.

**Dominant**

- Instinctive leaders
- Autocratic managers - great in crisis
- Self-reliant
- Innovative in getting results
- Maintain focus on goals
- Specific and direct
- Overcome obstacles
- Provide direction and leadership
- Push group toward decisions
- Willing to speak out
- Generally optimistic
- Welcome challenges without fear
- Accepts risk
- Sees the big picture
- Can handle multiple projects
- Function well with heavy work loads

**Influencing**

- Instinctive communicators
- Participative managers
- Motivate the team
- Spontaneous and agreeable
- Respond well to the unexpected
- Create an atmosphere of well-being
- Enthusiastic
- Provide direction and leadership
- Express ideas well
- Work well with other people
- Make good spokespersons
- Will offer opinions
- Persuasive
- Have a positive attitude
- Accomplish goals through people
- Good sense of humor
- Strong in brainstorming sessions

**Compliant**

- Instinctive organizers
- "Do it yourself" managers
- Strive for logical, consistent environment
- Control the details
- Conscientious
- Evaluate the team's progress
- Ask important questions
- Maintain focus on tasks
- Offer conservative approaches
- Emphasize quality
- Think logically
- Will share risks and responsibilities
- Work systematically
- Will strive for consensus
- Diplomatic
- Analyzes obstacles

**Steady**

- Instinctive relators
- Participative managers
- Make others feel like they belong
- Can see an easier way to do things
- Focused and intuitive about people
- Full of common sense
- Buy into team goals
- Dependable
- Identify strongly with the team
- Strive to build relationships
- Provide stability
- Consider elements of total project
- Realistic and practical
- Even tempered
- Provide specialized skills
- Show patience with others
- Loyal

# Personality Characteristics

## Personality Characteristics:

- Creative problem solver
- Great leader, convincing spokesperson
- Motivates and encourages others to achieve
- Negotiates conflicts by taking positive action

## Persuaders also possess these **positive** characteristics:

- Accepts risks
- Quick thinker, spontaneous, respond well to the unexpected
- Provide direction and leadership
- Express ideas well, opinionated
- Work well with other people in management or in teams
- Make good spokespersons

## As a Persuader, you may need to pay special attention to the following areas:

- Concentrate on following through
- Slow down your pace for others
- Focus more on details and facts
- Strive to be an active listener
- Develop a greater appreciation for the contributions of others
- Talk less; listen more
- Exercise control over your words and actions
- Gather information before making decisions



# Power DISC

## DIRECTING -

Good



You probably put people ahead of tasks; but when you start falling behind, you get moving and take care of what is at hand. You may wait till the last minute, but you usually pick up the pace and meet the deadlines that are necessary for success.

## DETAILING -

Fair



You tend to follow through on specific details that have been relayed to you as important. In new areas, you may not see the importance of certain portions of the work that require more precision and review. Try using new strategies such as note taking, repetition of the goal, and asking for clarity.

## CREATING -

Above Average



You like to use your creativity to perfect basic concepts that other team members develop. You can oversee and help keep accountability in areas that others may compromise.

## RELATING -

Well Developed



You are a naturally friendly and caring individual who is very approachable. Others feel very comfortable coming to you and you make friends very easily. You are frequently called on when there is a need to network with others to get a project done.

## PERSISTING -

Above Average



Others like working together with you because you typically do more than your share of whatever is required and this makes the entire team look good. You will maintain a hands-on approach and let others visibly see that you are a team player.

## PROCESSING -

Good



You can take an idea or a project and follow through from start to finish. While you prefer changing roles and responsibilities, you will stick to a routine that is necessary to fulfill a need.

## INFLUENCING -

Well Developed



Leading and influencing people is something that comes easier for others, but you are willing to step up to the role when no one else volunteers. You prefer an association with a strong leader who has the same goals and values that you do.



# Leadership Communication

**Your highest style is the "I" or Influencing.** Like most people, you will have a natural tendency to communicate according to your style. Recognizing that different personality styles require different communication styles is the first step to improving communication. Use the information about communicating with the different styles to help you enhance your interpersonal interactions.

## **YOU** with a **D**

You tend to view D's as argumentative, dictatorial, arrogant, domineering, nervous and hasty. As an I, you are likely to resent the D telling you what to do. It will frustrate you when they don't notice your ideas. Since you are used to being able to talk your way into or out of confrontations, you will likely be surprised when you find out that your charm does not bring a favorable response from the high D.

**Relationship Tip:** To make this relationship work, you must have direct communication. Deal with issues in a straightforward manner. Work at negotiating commitments and goals on an equal basis. Focus on tasks and issues, not people and personalities. Point out specific accomplishments.

## **YOU** with an **I**

You enjoy relationships with other I's ... thoroughly. You will see each other as stimulating, charismatic, outgoing and optimistic; relating well to each other and developing relationships quickly. You will both tend to mix business and pleasure, and strive to impress one another; possibly even competing for recognition.

**Relationship Tip:** Maximizing relationships between I's is not difficult; it's controlling them that will require effort. Be friendly, complimentary; acknowledge each other's accomplishments. Listen sincerely instead of planning what you want to say next.

### YOU with an S

You will see high S's as passive, nonchalant, apathetic, possessive and non-demonstrative. But you'll also find them accepting, and willing to enter into relationships if you can slow down the pace; even though you'll tend to become frustrated when the S doesn't express their thoughts and feelings like you want them to. You can be a motivator and encourager to S's.

**Relationship Tip:** Slow down; be more easygoing. Show them sincere appreciation and you'll find friendships with S's are very rewarding; they'll stick with you. Above all, don't be pushy.

### YOU with a C

You view C's as overly dependent, evasive, defensive, too focused on details, too cautious and worrisome. The natural interaction between you will strain the relationship and require work. You'll focus on people; they'll see the facts. You'll be optimistic; they'll seem pessimistic. You'll look at the "big picture"; they'll see only details. You'll want to make a decision; they'll frequently want to gather a little more data first.

**Relationship Tip:** Present your facts clearly, and don't exaggerate details and numbers. Prepare well for a discussion with a C. Expect them to express doubts and need time to evaluate data before making a decision. Remove any potential threats, making their decisions easier. Write notes often.

# DISC Graphs

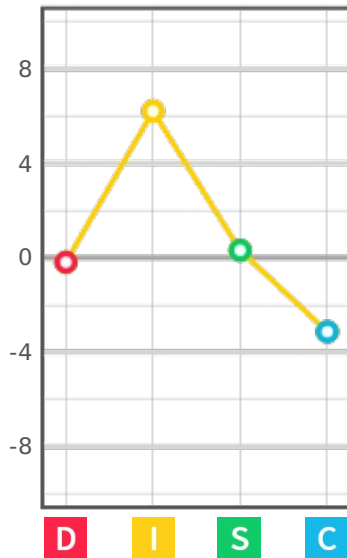
This chart below helps put the four dimensions of the personality into perspective

	<b>D</b> DOMINANT	<b>I</b> INFLUENTIAL	<b>S</b> STEADY	<b>C</b> CONSCIENTIOUS
<b>Seeks:</b>	Control	Recognition	Acceptance	Accuracy
<b>Strengths:</b>	Administration Leadership Determination	Persuading Enthusiasm Entertaining	Listening Teamwork Follow-through	Planning Systems Orchestration
<b>Dislikes:</b>	Inefficiency Indecisions	Routines Complexity	Insensitivity Impatience	Disorganization Impropriety
<b>Decisions:</b>	Decisive	Spontaneous	Conferring	Methodical

Because human personality is comprised of varying intensities of the four behavioral styles, the DISC graph helps make the personality style more visual. The DISC graph plots the intensity of each of the four styles. All points above the midline are stronger intensities, while points below the midline are lesser intensities of DISC characteristics. It is possible to look at a DISC graph and instantly know the personality and behavioral characteristics of an individual. Below are examples and explanations of the three DISC graphs.

### “Public Self”

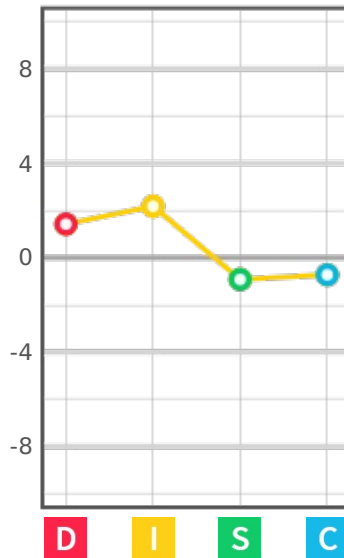
(mask)



This graph displays the you others see. It reflects how you perceive the demands of your environment, and your perception of how you believe others expect you to behave.

### “Private Self”

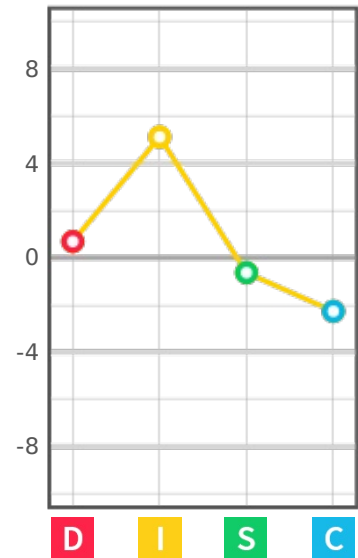
(core)



This graph displays your instinctive response to pressure, and identifies how you are most likely to respond when stress or tension are present in your environment.

### “Perceived Self”

(mirror)



This graph displays the manner in which you perceive your typical behavior. It could be referred to as your self perception. At times you may be unaware of the behavior you use with other people.

### Differences between the Public and Private Self:

People often act based on how they think others expect them to behave or to adapt to a specific job or role. This adapted behavior (the Public Self) represents what we project to the world. Your core style (Private Self) represents your instinctive response to pressure. During times of stress or tension, these core behaviors become prominent. This Private Self graph is least likely to change because these are natural and ingrained responses.

Little or no difference between the Private Self and Public Self indicates that there is not much need to adapt your style to your environment. However, if the Public Self is different from the Private Self, you may perceive a need to flex your style to fit your job, your current role or the expectations placed upon you.