



Leading in the New World

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Leading in the New World

- Hybrid World – New Challenges
- Johari Window
- Other attendees
- Who are you?
- What keeps you up at night?

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Hybrid World: New Challenges

- Experience
- Communications / Collaboration
- Alignment
- Unconscious Bias

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Johari Window



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Johari Window

Energetic	Extroverted	Self-conscious	Sensible
Friendly	Giving	Sentimental	Shy
Happy	Helpful	Silly	Smart
Idealistic	Independent	Spontaneous	Sympathetic
Ingenious	Intelligent	Tense	Trustworthy
Introverted	Kind	Warm	Wise
Knowledgeable	Logical	Witty	Intuitive
Loving	Mature	Able	Cheerful
Modest	Nervous	Competent	Accepting
Observant	Organized	Adaptable	Clever
Patient	Powerful	Bold	Brave
Proud	Quiet	Calm	Caring
Relaxed	Reflective	Complex	Confident
Religious	Responsive	Dependable	Empathetic
Searching	Self-assertive	Dictate	Motivational

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Who Are You?

- Personality Test
 - Director
 - Promoter
 - Supporter
 - Analyzer

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Mark the response to each of the following situations which describe your behavior.

1 When I talk to others, I like to
a___get to the point
b___talk
c___tell only what I want others to know
d___go into great detail

10 My greatest weakness in communicating is
a___demand for details
b___reacting too quickly
c___desire for personal attention
d___speaking without adequate preparation

2 At times, I may be
a___blunt
b___slow to give information
c___overly strict in my interpretations
d___very subjective in my description of things

11 Most of the people think of me as
a___friendly
b___cautious
c___open to change
d___sincere

3 Most of my communication is directed toward
a___being friendly with others
b___precision
c___cooperation
d___getting results

12 My greatest need is to
a___be with people
b___be given time to adjust to changes
c___be encouraged
d___be given frank direction and evaluation

4 Am sometimes accused of
a___being tentative
b___not listening
c___procrastinating
d___talking too much

13 The basic ideas of communication is to
a___cooperate with others
b___gain power over others
c___persuade others
d___brings things under control

5 When I am in a discussion with people, they
a___know I desire the facts
b___know I do not like surprises
c___know where I stand
d___know I am enthusiastic

14 When I use written communication I tend to
a___be to brief
b___oversell an idea
c___go by the book
d___over-document

6 I like communication which is
a___positive
b___logical
c___straightforward
d___calm

15 I function best in an environment which
a___is free
b___includes other people
c___is organized
d___is pleasant

7 I like conversations which are
a___stimulating
b___optimistic
c___sincere
d___controlled

16 Conversations that motivate me, provide
a___a challenge
b___comfort
c___friendly relationships
d___recognition

8 do not like conversations which
a___create stress
b___are not cooperative
c___do not accept my view
d___I cannot control

17 When others are under stress, I tell them
a___about the positive
b___what to do
c___to adjust to the situation
d___to stay calm


9 I feel best when I am
a___listening to others
b___following an agenda
c___giving directions
d___poised and in control

18 My greatest strength in talking to others is
a___conscientious
b___outgoing
c___decisive
d___willing to listen

COMMUNICATION STYLE SCORE SHEET

Circle your selection and total the number in each column
DIRECTOR PROMOTER SUPPORTER ANALYZER

1	a	b	c	d
2	a	d	b	c
3	d	a	c	b
4	b	d	c	a
5	c	d	b	a
6	c	a	d	b
7	a	b	c	d
8	d	c	b	a
9	c	d	b	a
10	b	d	c	a
11	c	a	d	b
12	d	a	b	c
13	b	c	a	d
14	a	b	c	d
15	a	b	d	c
16	a	d	c	b
17	b	a	d	c
18	c	b	d	a
TOTALS	_____	_____	_____	_____



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3 Most of my communication is directed toward
a. being friendly with others
b. precision
c. cooperation
d. getting results

4 Am sometimes accused of
a. being tentative
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a. know I desire the facts
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6 I like communication which is
a. positive
b. logical
c. straightforward
d. calm

7 I like conversations which are
a. stimulating
b. optimistic
c. sincere
d. controlled

8 Do not like conversations which
a. create stress
b. are not cooperative
c. do not accept my view
d. I cannot control

9 I feel best when I am
a. listening to others
b. following an agenda
c. giving directions
d. poised and in control

10 My greatest weakness in communicating is
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a. friendly
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d. be given frank direction and evaluation

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a. cooperate with others
b. gain power over others
c. persuade others
d. bring things under control

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a. be to brief
b. overstate an idea
c. go by the book
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a. is free
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a. a challenge
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a. about the positive
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c. to adjust to the situation
d. to stay calm

18 My greatest strength in talking to others is
a. conscientious
b. outgoing
c. decisive
d. willing to listen


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1	a	b	c	d
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8	d	c	b	a
9	c	d	b	a
10	b	d	c	a
11	c	a	d	b
12	d	a	b	c
13	b	c	a	d
14	a	b	c	d
15	a	b	d	c
16	a	d	c	b
17	b	a	d	c
18	c	b	d	a
TOTALS				


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Director

- **Psychological Need:** To direct/dominate others
- **Predominant Strength:** High ego strength and task-oriented
- **Goal Driven:** Personal challenges
- **Fear:** Being taken advantage of
- **Over-extension:** Impatience

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Promoter

- **Psychological Need:** To interact with others
- **Predominant Strength:** Optimistic and people-oriented
- **Goal Driven:** Social driven
- **Fear:** Social rejection
- **Over-extension:** Disorganization

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Supporter

- **Psychological Need:** To serve others
- **Predominant Strength:** Team player, concrete results
- **Goal Driven:** Traditional practices
- **Fear:** Loss of stability
- **Over-extension:** Possessiveness

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Analyzer

- **Psychological Need:** To comply with personal standards
- **Predominant Strength:** Accuracy
- **Goal Driven:** Proper procedures
- **Fear:** Criticism of their work
- **Over-extension:** Overly critical

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What keeps you up at night?



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BONUS SLIDES!!!!



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Leadership Qualities

- VISION AND PURPOSE
- CONFIDENCE
- INSPIRE OTHERS
- PASSION
- COMMUNICATOR
- ACCOUNTABILITY
- EMPOWERMENT
- INNOVATION
- EMPATHY
- RESILIENCE
- EMOTIONAL INTELLIGENCE
- TRANSPARENCY

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Self-Actualized People

- Embrace the unknown and the ambiguous
- Accept themselves with all their flaws
- Enjoy the journey, not just the destination
- Inherently unconventional
- Motivated by growth, not satisfaction of needs
- Have purpose
- Not troubled by the little things
- Are grateful
- Share deep sense of relationship
- Are humble
- Resist enculturation
- Are not perfect – and know it

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9 Future of Work Trends –COVID Era

- Increase in remote working
- Expanded data collection
- Contingent Worker expansion
- Expanded employer role as social safety net
- Separation of critical skills and roles
- (DE-)Humanization of employees
- Emergence of new top-tier employees
- Transition from designing for efficiency to designing for resilience
- Increase in organization complexity

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Six Leadership Paradoxes for the Post-Pandemic Era

- Paradox 1 Strategic Executor
- Paradox 2 Humble Hero
- Paradox 3 Tech-Savvy Humanist
- Paradox 4 Traditioned Innovator
- Paradox 5 High-Integrity Politician
- Paradox 6 Globally-minded localist

Based on "Ten Years to Midnight" – Blair Sheppard

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Big 5 Personality Traits

1. Openness
2. Conscientiousness
3. Extraversion
4. Agreeableness
5. Neuroticism

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Openness

Openness to experience

Openness reflects curiosity, creativity and seeking novelty as opposed to routine. Open people appreciate the arts, adventure and unusual ideas and take more risks; may lack focus.

Less OPEN people are fulfilled through perseverance and are pragmatic and data driven. May be considered inflexible.

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Openness

Low

- Dislike Change
- Resists new idea
- Not imaginative
- Prefers routine

High

- Very creative
- Tries new things
- Abstract thinker
- Independent



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Conscientiousness

High level of thoughtfulness

Conscientious people are dependable, dutiful, self- disciplined, structured and like to have a plan. They tend to work toward a goal in a focused way.

Low CONSCIENTIOUSNESS individuals are flexible and spontaneous, but can come across as sloppy and unreliable.

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Conscientiousness

Low

- Impulsive
- Procrastinates
- Careless
- Disorganized

High

- Prepared
- Completed tasks
- Hardworking
- Dependable



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Extraversion

Experience positive emotional states

Extroverts seek stimulation and derive energy from others. They are energetic, talkative, sociable and assertive. They may be considered attention-seeking or domineering.

Low levels of EXTRAVERSION are reserved. They seek time alone to recharge and are less dominant in social settings. They may be considered aloof, distant or self-absorbed'

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Extraversion

Low

- Quiet
- Withdrawn
- Prefers solitude
- Careful before talking

High

- Outgoing
- Seeks adventure
- Likes center of attention
- Speaks before thinking



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Agreeableness

Get along with people

Agreeable individuals value people, cooperation and compassion. They trust and see the best in people, like to help and are good tempered. Highly agreeable people might be considered gullible, naïve or submissive.

Individuals with low agreeableness can be argumentative, untrustworthy, antagonistic, suspicious of others, challenging and competitive.

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Agreeableness

Low

- Uncooperative
- Little interest in others
- Suspicious
- Belittles others

High

- Helpful
- Interest in other people
- Trusting
- Assists others



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Neuroticism

Negative Affectivity

Neurotic people tend towards stress, worry, anxiety, perhaps anger and even depression. Highly neurotic people are less emotional stable than others. Low neuroticism results in stability and control, but might come across as un-empathetic, uninspiring, un-dynamic or even boring.

High levels of neuroticism can create excitable people.

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Neuroticism

Low

- Emotionally stable
- Rarely feels depressed
- Relaxed
- Deals with stress

High

- Stressful
- Gets upset easily
- Experiences mood swings
- Worries about everything



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Questions?

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