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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

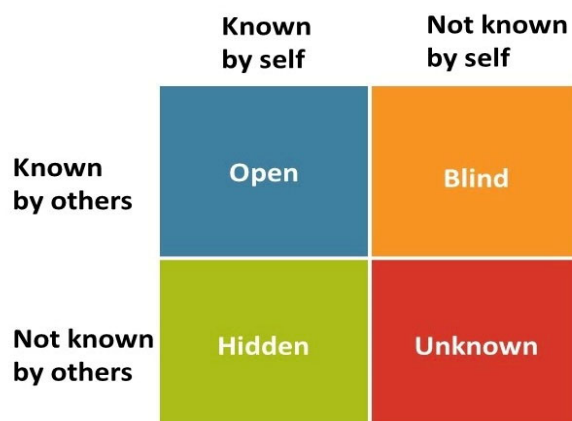
- Experience
- Communications / Collaboration
- Alignment
- Unconscious Bias

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## Johari Window



### Johari

- The "open" quadrant
- The "blind" quadrant
- The "hidden" quadrant
- The "unknown" quadrant

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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
<b>TOTALS</b>	_____	_____	_____	_____

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a. conscientious  
b. outgoing  
c. decisive  
d. willing to listen

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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				

**FACIN**

**NPF**  
NATIONAL POSTAL FORUM

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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

## What keeps you up at night?





# Questions?

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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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