



Developing Strategic Clarity

Investigating Leadership Patterns

Mindset matters. Our largely unconscious beliefs, values and attitudes shape our interpretations and drive our behavior. If left unexamined and unchallenged, these habits of mind translate into automatic behavior patterns that may limit strategic clarity.

This assessment will help you understand your signature leadership patterns—those that are helpful and those that may be getting in your way.

Instruction: Read through the list below. Circle the 3-5 words that **best** describe you as a leader. Include words that ring true for you and words that others typically use to describe you.

Leadership Behavior Patterns

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|-----------------------------|-----------------------|
| 1. Works hard | 9. Loyal |
| 2. Careful | 10. Seeks harmony |
| 3. Action oriented | 11. Reserved |
| 4. Maintains high standards | 12. Promotes optimism |
| 5. Visionary | 13. Focused |
| 6. Takes strong stands | 14. Confident |
| 7. Independent | 15. Creative |
| 8. Charming and persuasive | |

Each of these behavior patterns have been associated with effective leaders. However, when overused our signature strengths can become derailers.

Instruction: 1. Circle the patterns that you selected on the previous page.

2. Read through the overused phrases associated with your patterns and underline the words that ring true for you.

1. Works hard. **Overused impact:** drive self to point of exhaustion and sacrifice; lack of resilience; lack of big picture thinking and action; addicted to achievement.
2. Careful. **Overused impact:** lacking in conviction and courage; risk averse; not authentic; lacks personal impact.
3. Action oriented. **Overused impact:** loses interest quickly; shoots from the hip; undependable; devalues or misses time for reflection and renewal.
4. Maintains high standards. **Overused impact:** difficult for others to participate fully; fussy; controlling; discounts collaboration; burn-out; takes on more than is appropriate.
5. Visionary. **Overused impact:** lack attention to detail; disorganized; leaves people dangling; ignores reality.
6. Takes strong stands. **Overused impact:** can't influence; trouble adapting to different styles and mindsets; devalues coaching and feedback; narrow point of view.
7. Independent. **Overused impact:** lacks social skills; doesn't learn from mistakes; impatient; devalues contributions from others.
8. Charming and persuasive. **Overused impact:** self-promoting; poor listener; monopolizing; aggressive.
9. Loyal. **Overused impact:** overlooks faults and flaws; change resistant; over-inflates people, missions, organizations, authority figures; victim of external disappointments.
10. Seeks harmony. **Overused impact:** discourage dissent, constructive conflict and potential creativity; stays in the comfort zone.
11. Reserved. **Overused impact:** hold back creativity, energy, ideas; lack of engagement; avoidance; lacking transparency.
12. Promotes optimism and hope. **Overused impact:** unrealistic picture of current state; deters authenticity; lacks perceptiveness for others behavior, intent, motivations.
13. Focused. **Overused impact:** miss the bigger picture; doesn't know when to quit; difficulty changing course; unavailable to others; oblivious.
14. Confident. **Overused impact:** feedback deprived; stops learning; "know it all" attitude distances others; may be blind to errors or problems.
15. Creative. **Overused impact:** flighty; inconsistent; preoccupied; not grounded in pragmatics; may not bring others along.

Investigating Your Patterns

Developing strategic clarity calls for a commitment to self-investigation. Understanding the source of your patterns will help you become more intentional and strategic about your leadership behavior. Habits and patterns have roots in our experiences — good and bad. These questions prepare you to become your own self investigator.

Instruction: Pick one pattern that seems most important to explore. You will be working with the strength and the overused impact of this pattern. Respond to the following questions to gain additional insight into the origins and impact of your pattern.

Pattern: _____

Strength: how does this pattern serve me?

Overused impact: how does this pattern get in the way of my effectiveness and how I feel about myself as a leader?

What feedback have I received about my behavior related to this pattern?

How did key people in my life model behavior that sources this pattern?

What key events and experiences may have shaped and reinforced my beliefs about this pattern? (Note significant experiences growing up, educational experiences, customs, religious beliefs, business practices, national culture influences, professional identity, etc.)

Additional insights: