

# Effective Leadership Behavioural Measures

## Constructive Thinking Styles

### **Achievement-based Thinking: High Range 65% and Above (Most Effective)**

The Achievement scale of measures a way of thinking that is highly associated with personal effectiveness. High scores in this style indicate one interest in, as well as ones proficiency at, attaining high-quality results on challenging projects. In many ways, the Achievement style characterizes the most constructive approaches to work. Achievers are motivated to succeed by their own values and beliefs. They know they can improve things, and do not hesitate to act on that knowledge. They are most interested in getting the job done and in doing it well. Their ability to share responsibility, inspire others, and build confidence makes achievement-orientated people excellent leaders.

You tend to feel positively challenged by what you confront in life. You strongly believe that you can change things and make them the way you think they could be, and are not afraid to take moderate, well calculated risks. While you recognize that you will encounter occasional problems and setbacks, you generally try to account for all that could go wrong and formulate contingency plans to get the job done.

You typically derive satisfaction from setting and being guided by your own goals, and may have a tendency to impose these goals on others, unthinkingly and without malice. To encourage achievement-orientated thinking, it is more effective to help others discover for themselves, as you have, the power of personal goals setting.

You want to do things well, and tend to focus on the quality of both your performance and the results you achieve. You typically work best with minimal supervision; you may resist attempts to control what you do and how you do it. In fact, you might be tempted to leave situations that don't invite personal innovation or a self-directed approach.

### **Achievement-based Thinking: Medium Range 35% - 65% (Less Effective)**

If you score closer to the 65%, you probably have a healthy desire for achievement and tend to be confident of your own judgment and abilities. Because you are typically direct, honest and consistently able to meet challenges, you can be effective in a leadership role.

If you score closer to the 35%, you have a more moderate desire for achievement. You are generally capable of doing your best, but may sometimes doubt yourself. Your current situation may be reducing your interest in goal setting, or causing you to set goals that are unrealistically high. Although your achievement orientation may not be as strong as it could be, you have the potential to grow and improve.

### **Achievement-based Thinking: Low Range Under 35% (Least Effective)**

You may not believe in achievement-orientated thinking. Your score could be the result of a long-standing problem in this area, or of a recent set-back in your life. You may have adopted the idea that your effort makes little difference in the outcomes of things. This uncertainty might cause you to doubt yourself and underestimate your potential to improve things. When you are not feeling good about yourself, your performance and the quality of your work are often affected.

## **Self Actualized Thinking: High Range 65% and Above (Most Effective)**

The Self-Actualized scale of measures a way of thinking that results in the highest form of personal fulfillment. Becoming self-actualized is the first step in one's growth and maturation process. High scores in this style are characterized by an unusually high acceptance of self, others and situations "as they are."

Self-actualized people are creative and imaginative, and take a unique approach to life." Individualistic by nature, self-actualized people have a strong interest in working to become everything they are capable of being. They have a healthy sense of self-worth, a strong curiosity about people and things, and an acute awareness of both their own and others' feelings. Their insight and directness add fresh perspectives to situations.

Self-actualized individuals actively take a higher degree of responsibility for themselves and are motivated by their own values and beliefs. They lead satisfying lives, and their behaviour is an effective insulator against stress. You tend to have a great deal of confidence in yourself and in your ability to make things better. Your healthy outlook can positively influence your personal development, relationships and effectiveness at work.

You are able to determine what a situation requires and act to improve it. Because you tend to be a person of principle, you strive to live up to your own values. You use your available resources well, and make the most of any situation. You have many interests, and are open to new people and experiences. Others typically admire your confidence, spontaneity, and the joy you experience in simply living.

## **Self Actualized Thinking: Medium Range 35% - 65% (Less Effective)**

If you score closer to the 65%, you are generally confident that you can bring about change and improvement in yourself and others. You typically approach things realistically, tend to have varied interest, and are capable of excelling in what you find rewarding.

If you score closer to the 35%, you may take somewhat less realistic views of yourself and others, and have a more moderate interest in your own growth and development. You may doubt yourself and your ability to make a difference.

## **Self Actualized Thinking: Low Range Under 35% (Least Effective)**

You probably do not take an active interest in your own growth, and may not be working up to your potential. You may lack energy, spontaneity, and the ability to simply enjoy life. Your dissatisfaction with yourself may cause you to doubt your abilities to think creatively and make positive contributions. Your preoccupation with the past and / or doubts about the future may result in an unrealistic view of life, and a tendency to avoid involving yourself in what is currently happening.

## **Humanistic-Encouraging Thinking: High Range 65% and Above (Most Effective)**

The Humanistic-Encouraging scale measures our interest in people, our tendency to care about others, and our ability to encourage them to improve. Humanistic-Encouraging people are accepting of themselves, and accept others for who they are – without question or criticism. In fact, those scoring higher on this scale have unconditional positive regard for others. This absolute acceptance enables people to grow the most and take greater responsibility for themselves. Humanistic-Encouraging individuals believe they can assist others in fulfilling their potential by providing a supportive climate that inspires self-improvement. Humanistic-Encouraging styles are positive, healthy and effective.

Those who use this style are sensitive to people's needs, and will devote energy to counseling and coaching others. They have a refined knowledge of people, and demonstrate maturity and consideration when dealing with others. Humanistic-Encouraging people gain satisfaction through seeing others grow and typically form meaningful relationships. Their willingness to take time with people makes them excellent leaders, managers and teachers.

You believe that you can help people improve, and enjoy guiding and supporting their efforts. Because this style represents the most effective use of such human relations skills as listening and demonstrating genuine concern for others, your score indicates that you tend to use these skills regularly and proficiently. Seeing the best in people is important to you. In fact, your ability to combine an acceptance of others as they are with the inspiration and encouragement they need to become even better is what makes you a valuable mentor, manager, coworker, and friend.

## **Humanistic-Encouraging Thinking: Medium Range 35% - 65% (Less Effective)**

If you score closer to the 65%, you often demonstrate concern for others and can be supportive of them. Because you generally try to encourage people in their efforts to improve, others probably see you as inspirational. You recognize the value of positive feedback and frequently use it as a motivator.

If you score closer to the 35%, you are somewhat less skilled at encouraging others. While you may be friendly and able to sustain healthy relationships, you may not consistently support people. Although your human relations skills may not be as fine-tuned as they could be, scoring in this range indicates that you can improve things.

## **Humanistic-Encouraging Thinking: Low Range Under 35% (Least Effective)**

You could be placing unnecessary limits on your relationships. Because your approach to people tends to be somewhat detached, you may have difficulty encouraging others. You are frequently uncomfortable relating to people, and often choose to work alone. Your tendency to become preoccupied with your own problems can make it hard for you to demonstrate concerns for others' needs.

### **Affiliative Thinking: High Range 65% and Above (Most Effective)**

The Affiliative scale measures our degree of commitment to forming and sustaining satisfying relationships. This style represents a need for social interaction and interpersonal contact. Affiliative people seek out, establish, value, and maintain close associations with others. In fact, they tend to be most comfortable when among those with whom they have established strong emotional ties. Family, personal and business relationships are all equally important to affiliative people. Others tend to see them as warm, trusting and socially skilled. They share their thoughts and feelings easily, and help others to feel important and worthwhile.

Those who score in the high range tend to be most effective and comfortable in the company of others. You generally strive to improve and maintain those relationships that are important to you. You value teamwork, cooperation and mutually rewarding relationships. You express your liking for people, and because you are tactful and considerate of others' feelings, they tend to like you in return. To be most effective, these leaders balance their considerable people skills with a concern for completing projects in a timely manner to ensure high levels of productivity from the team.

### **Affiliative Thinking: Medium Range 35% - 65% (Less Effective)**

If you score closer to the 65%, you are basically a friendly person who enjoys people. You are able to establish warm, trusting relationships with those who interest you.

If you score closer to the 35%, relationships tend to be moderately important to you. Although you may not avoid entering into relationships, you are less likely to initiate them.

### **Affiliative Thinking: Low Range Under 35% (Least Effective)**

You tend to be reserved and detached. Because others probably find you difficult to approach, it may be hard for you to initiate and build satisfying relationships. Your score could also indicate that you avoid relationships because you fear being hurt.

You tend to be uncomfortable sharing your feelings and thoughts; in fact, you may be suspicious of those who do. Others may find it hard to get to know you. This may cause you to miss out on the encouragement and support for a strong network of friends can provide.

# In-Effective Leadership Behavioural Measures

## Passive / Defensive Thinking Styles

### **Approval-based Thinking:**

In a leadership position, the need for approval can cause indecisiveness, procrastination, and failure to take action. Approval-seeking managers tend to delegate work inconsistently and resolve conflicts unsatisfactorily. While these managers may seek involvement in decision making, they do so not to achieve better results, but to avoid being held solely accountable for an “unpopular” decision.

### **Approval-based Thinking: Low Range Under 35% (Most Effective)**

You *appreciate* approval when it comes your way, but you do not *need* it. Not needing approval frees you to speak and act according to your own feelings, and to rely on your own judgment and instincts. Because you are not preoccupied with being accepted by others, you can concentrate on your own growth and fulfillment.

### **Approval-based Thinking: Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, you are not as likely to have a strong need for approval. While you may occasionally “go along to get along,” you more often prefer to voice your own opinions, and tend to be guided by your own beliefs and values.

If you scored closer to the High range, you tend to feel it is important to be liked and accepted by others. Consequently, you sometimes go out of your way to gain approval, and may feel disappointed and resentful when you don’t receive it.

### **Approval-based Thinking: High Range 65% and Above (Least Effective)**

You typically work too hard to gain the approval of others. If you do not get people’s full acceptance, you tend to feel anxious. Although you may not always agree, you probably “go along” with others too easily and often.

**Conventional-based Thinking:**

Because conventional managers find comfort in the enforcement of rules and standardizing procedures, they establish a predictable work environment that discourages innovative thinking. Doing things “by the book” and strictly adhering to the reporting relationships in the formal organizational chart characterize the conventional manager’s approach. Because they are typically concerned with doing exactly what is expected, these managers often lack the ability to motivate subordinates to set goals and improve their performance.

**Conventional-based Thinking:      Low Range Under 35% (Most Effective)**

You prefer to think for yourself, rather than allowing rules and procedures to dictate how you do things. While you may be receptive to the input of others, you are comfortable making your own decisions. You can recognize and appreciate your own uniqueness, as well as what is special in others. Free from the stifling effects of conventional behaviour, you are probably able to explore creative solutions to problems.

**Conventional-based Thinking:      Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Lower range, you may not always follow established procedures to the letter. Instead, you tend to use your own judgment to determine whether or not to “bend” the rules in some circumstances. Although you might prefer to use conservative approaches to some problems, you are capable of coming up with fresh solutions and taking occasional risks.

If you scored closer to the High range, you probably have respect for doing things the way they have always been done. Because you are concerned with how you appear to others, you usually avoid situations containing risk, new opportunity, or need for innovation. Your preference for sticking with what worked in the past may help you feel secure, but it can also prevent you from working up to your potential.

**Conventional-based Thinking:      High Range 65% and Above (Least Effective)**

You probably see rules as more important than ideas. Your overly conservative behaviour can keep you from trying new things. You may have difficulty taking even the small risks. In a sense, being conventional involves trading your creativity and spontaneity for feelings of security. Your tendency to hide behind regulations and procedures can involve discounting your own beliefs and opinions.

### **Dependent-based Thinking:**

The pervasive feeling that their efforts don't count usually prevents dependent managers from taking control of situations and managing effectively. Their preference for following rather than leading prompts these managers to constantly rely on others for direction. They rarely challenge anything or take even moderate risks. The behaviour of dependent managers is often a reaction to a Power-oriented supervisor.

### **Dependent-based Thinking:                    Low Range Under 35% (Most Effective)**

You do not rely heavily on others for direction. You probably have confidence in yourself and are able to exercise control over your own life.

You generally like responsibility and are capable of taking charge. As a result, you may dislike feeling constrained or dominated by others. You probably recognize that living your own life involves an element of change, and therefore typically aren't afraid of venturing into the unknown and taking occasional risk.

### **Dependent-based Thinking:                    Medium Range 35% - 65% (Less Effective)**

If you score closer to the Low range, you may have some doubts about taking responsibility and being held accountable for your actions, but you can be competent in response to problems and challenges.

If you scored closer to the High range, you may find that your feelings of dependency are eroding your ability to get things done. When making decisions, you are likely to seek the opinions of others not because you value participative decision-making, but because you feel safer when others set the course.

### **Dependent-based Thinking:                    High Range 65% and Above (Least Effective)**

You tend to feel helpless in one or more areas of your life, and may believe that your effort makes little difference. You generally allow others to control too much of what you do and tend to feel overwhelmed and threatened most of the time. Because you typically view things in terms of how they affect you, you may misinterpret people's actions and be particularly vulnerable to mistreatment by others. To protect yourself, you will generally let others call the shots, and avoid threatening or challenging anyone.

You can be highly sensitive to people's feelings and their reactions to you. While sensitivity, modesty, and tackfulness are the more positive characteristics of this style, you may be seen as too agreeable; as a result, your opinion and thoughts may be discounted by others.

Because you tend to doubt yourself, it can be difficult for you to rely on your own judgment. Your cautious nature can prevent you from setting goals or taking risks. Establishing a pattern of dependent behaviour can eventually lead to depression and the development of stress related illness.

### **Avoidance-based Thinking:**

Managers scoring higher on this scale are often threatened by responsibilities of their positions and tend to feel overwhelmed much of the time. By choosing to ignore problems in hopes that things will take care of themselves, they often obtain a false, temporary sense of security. Avoidance orientated managers frequently can't provide subordinates with either realistic goals to accomplish or focus sense of where staff efforts are headed. Those who work for avoidance orientated managers typically never know what to expect, and as a result may have difficulty doing their jobs. Because these managers prefer to minimize interaction with staff members they may communicate indirectly, perhaps through memo's.

### **Avoidance-based Thinking:                      Low Range Under 35% (Most Effective)**

You probably prefer to confront things rather than avoid them. You may have many effective qualities, including a healthy sense of self-worth.

You seldom experience significant doubt over your ability to deal with problems, and are usually not afraid to take occasional risks. Rather than always choose the safest route, you are likely to explore different alternatives for accomplishing something. Confidence in yourself contributes to your belief that you can change things for the better. When you do make mistakes, you probably see them as opportunities to learn and grow.

### **Avoidance-based Thinking:                      Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, you are usually confident, although you may occasionally doubt your abilities. You can be effective on the job, but you may hesitate and have reservations over taking on new responsibilities.

If you scored closer to the High range, you may have difficulty giving yourself credit for your strengths; instead, you tend to focus on your shortcomings. You may choose to criticize yourself when you make mistakes, rather than learning from them and moving forward.

### **Avoidance-based Thinking:                      High Range 65% and Above (Least Effective)**

You tend to doubt your ability to interact effectively with others, make decisions, or volunteer your own ideas. Your tendency to focus on your own concerns can cause you to ignore what is happening around you. As a result, you may miss important opportunities to stretch yourself and develop your skills.

Dissatisfaction or frustration with some specific aspects of life is often the cause of a High range of avoidance scores. Although a High score on this scale is rare, some people do use this behaviour temporarily as a way of coping with something particularly stressful. If ignored, a prolonged tendency towards avoiding your feelings and your situation only makes things worse, and can cause serious emotional and physical problems.

# **In-Effective Leadership Behavioural Measures**

## **Aggressive / Defensive Thinking Styles**

### **Oppositional-based Thinking:**

Subordinates can find it frustrating to work for highly oppositional managers. Because they have difficulty accepting anything at face value, these managers assume the role of “watch dog,” attempting to keep subordinates on their toes by constantly questioning them, and being skeptical and sarcastic. Oppositional managers are typically ambivalent regarding the issues confronting them. They will generally wait until a position is stated and then arbitrarily oppose it, most often without good reason. These managers are prone to changing their minds in mid-stream, and will sometimes go back and criticize those ideas with which they previously agreed. Although oppositional managers give the impression that even the highest-quality work product isn’t good enough, their insecurities work against their own capacity to be original and innovative – to them, it is probably much easier (and safer) to criticize than to create.

### **Oppositional-based Thinking:      Low Range Under 35% (Most Effective)**

You lack strong tendencies towards being oppositional, and can usually accept others and their view. You may be interested in hearing opinions that differ from yours, can approach others easily, and tend to listen with an open mind.

### **Oppositional-based Thinking:      Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, your score suggests a healthy skepticism that might now always allow you to accept things at face value. Although you may have periods where you give in to counterproductive oppositional behaviour, you are usually able to act as a member of the “loyal opposition”. Others may see you as “questioning” or “abrasive” if you are too blunt and sarcastic.

If you scored closer to the High range, you can be highly judgmental and critical at times. You may not be easily influenced by the opinions of others and occasionally go out of your way to take a rigid, opposing view. Although you are capable of admitting your mistakes, you tend to see greater fault in others than you do in yourself. You most often blame others when feeling pressured or when things aren’t going your way.

### **Oppositional-based Thinking:      High Range 65% and Above (Least Effective)**

You tend to take a rigidly skeptical stand towards others. This approach originates in a belief that your ideas are superior to anyone else’s. While you can be direct, you are more prone to opposing things indirectly. This tendency to criticize in a roundabout way often makes it difficult for people to know what you are thinking, and may cause them to see you as manipulative. You tend to set yourself apart from others as a self-appointed critic. Others may see you as relentless in your criticism of them and their ideas. Your tendency to be cynical usually masks feelings of low self-esteem. You probably tend to believe that you don’t “need” people, and your reputation as a nay-sayer is likely to prevent effective communication and keep others away.

### **Power-based Thinking:**

Power-oriented managers prefer to remain detached from staff members, and often fail to adequately support their people or establish productive relationships. Subordinates typically react in two ways: 1) they become overly dependent and are unable to take any action without permission, or 2) they act out their resentment toward the manager by indirectly defying his / her authority. Both reactions can negatively affect what is accomplished by stifling creativity and providing “dissension in the ranks.”

### **Power-based Thinking:                      Low Range Under 35% (Most Effective)**

You generally do not use authority or force to control people or situations. You may show a willingness to be open and flexible and are not driven to ensure that everything is done your way. This could mean that you recognize the benefits of participative management, and see the value of giving others responsibility.

Those working with you tend to cooperate because you have earned their respect and trust, not because they have been coerced into doing what you want. If something goes wrong, you are more likely to work with others to correct the situation.

### **Power-based Thinking:                      Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, you may be experiencing power-oriented leadership, and have adopted a tendency towards this behaviour as a result. You prefer to take charge and make decisions, and sometimes have difficulty taking direction from others. Your score indicates that you can move either towards or away from power-orientated behaviour depending on changes in your current situation.

If you scored closer to the High range, a desire for control may sometimes interfere with your efforts to direct others. Your tendency to seek power surfaces most often during stressful situations, when you are more likely to lose control. Challenges to your control and authority may threaten you. You typically respond to pressure by acting tough and inflexible.

### **Power-based Thinking:                      High Range 65% and Above (Least Effective)**

You can be domineering and like to feel in charge at all times. You tend to feel threatened and helpless when not in absolute control, yet typically remain unaware of what is causing these feelings. It is generally difficult for you to accept criticism from any source. Most people are uncomfortable being open and honest with you because of your insensitive, abrupt manner. You may place an unhealthy amount of importance on status and prestige, and typically will not hesitate to manipulate people. Your tendency to see people as objects to be maneuvered can negatively affect your relationships. While you may use the power style successfully in the short run, using this style regularly can be destructive – both to you and to those with whom you interact.

### **Competitive-based Thinking:**

Competitive managers are typically most concerned with how they are perceived by others. Their need for recognition leads them to establish unrealistically high goals for subordinates, and to sometimes take credit for what others do. Although competitive managers usually have a fixed idea of what they need to do to “win.” They often become so preoccupied with keeping tabs on the competition that they lose sight of a plan’s goal.

### **Competitive-based Thinking:           Low Range Under 35% (Most Effective)**

You do not feel driven to compete. You are more likely to appreciate teamwork, and may use it to accomplish tasks and achieve goals. Although this approach is effective, you may have difficulty being assertive when necessary.

You typically are not jealous or personally threatened by the success of others. While you may want to do your best, you do not feel a strong need to be seen as “better” than others. You probably have the effective yet uncommon quality of being able to look at your mistakes rationally and learn from them, without suffering a loss of self-esteem.

### **Competitive-based Thinking:           Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, you may enjoy “winning” from time to time, but do not tend to define things in competitive terms. You have the ability to move either toward or away from competitive behaviour. The styles with the furthest extension from the centre of the circumplex influence your thinking and behaviour to the strongest degree.

If you scored closer to the High range, you may compete primarily to get admiration and attention. You tend to see coming out ahead of others as a way to feel important. Your preoccupation with your own concerns can cause others to see you as self-centred. Although you may not always be adequately prepared, you are likely to undertake complex tasks in hopes of getting attention.

### **Competitive-based Thinking:           High Range 65% and Above (Least Effective)**

You tend to focus more on winning than on performance. Your preoccupation with being admired might cause you to over estimate your abilities, and you may rush into projects without fully realizing their complexity.

You generally like to be the centre of attention, and are therefore susceptible to feelings of jealousy and envy when others draw attention from you. Rather than working with others cooperatively to achieve a goal, you tend to work against them in hopes of emerging as “better” than they are. This can put considerable strain on your relationships – others may tire of your competitive drive and prefer to avoid you.

### **Perfectionistic-based Thinking:**

Although perfectionistic managers tend to see themselves as highly effective, their approach to management is actually self-defeating. Their concern with detail leads these managers to produce overly systematic goals and plans, which they formulate without staff involvement. Perfectionistic managers need to oversee all aspects of a project, and tend to get so lost in details that they often lose sight of what they are trying to accomplish. Because they feel things won't get done "correctly" unless they do them, these managers tend to discourage self-directedness in staff members. Subordinates typically find them emotionally isolated and difficult to approach.

### **Perfectionistic-based Thinking: Low Range Under 35% (Most Effective)**

You are relatively free from perfectionistic drives and take a more casual approach to completing projects. While you may want to do your best, you are probably realistic about what you can accomplish. You can be a good organizer and coordinator of projects, although you typically do not put unnecessary pressure on yourself or others to get the job done. You may consider people's feelings and level of satisfaction, as well as the quality of their work.

### **Perfectionistic-based Thinking: Medium Range 35% - 65% (Less Effective)**

If you scored closer to the Low range, you will generally work hard to attain quality results. You tend to have an efficient, business-like approach to tasks. Although you may want to do things well, you can separate your sense of self-worth from the quality of your accomplishments.

If you scored closer to the High range, you tend to see your ability to accomplish tasks as a measure of your self-worth. While people may see you as a diligent worker, your over-concern with being perfect can cause you to be abrupt and somewhat unresponsive to others' feelings.

### **Perfectionistic-based Thinking: High Range 65% and Above (Least Effective)**

You probably have difficulty simply doing your best. You tend to seek recognition by making sure that some or all areas of your life are flawless. Although you are task-oriented, you frequently see high quality results as unsatisfactory because they don't meet your unrealistic standards. To demonstrate your competence, you often set goals for yourself that are higher than anyone else's. You tend to expect too much from others as well, causing them to see you as rigid and demanding.

Your perfectionistic tendencies can actually limit your productivity at work (you may spend more time than is necessary on projects), and its effects on your health can result in cardiovascular problems, frequent headaches, migraines, sleeplessness, ulcers, and anorexia. Constantly striving to be seen as perfect becomes a vicious circle: if you choose to let it, this drive could begin to rule your life.