

# Leadership Styles & Quality Leadership

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# Leadership Styles

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- Formal Versus Informal
- Dominant Versus Easygoing
- Leadership Style Assessment
- Leadership Styles Matrix

# List of Strengths and Challenges

## Strengths

- List three or more traits that are your greatest strengths, or characteristics that help you get results and be effective with people and teams.

## Challenges

- List three or more traits that reduce your effectiveness in getting results or in working with people.



# Behavioral Characteristics

## Formal

- disciplined
- structured
- logical
- reserved
- organized
- precise
- task-focused
- shows less emotion

## Informal

- less disciplined
- more impulsive
- more intuitive
- more approachable
- less organized
- approximate
- relationship-oriented
- shows more emotion



# Behavioral Characteristics

## Dominant

- forceful
- more certain
- takes charge
- emphatic
- direct
- impatient
- challenges
- states information

## Easygoing

- less forceful
- more flexible
- less directive
- thoughtful
- indirect
- more patient
- supportive
- asks questions

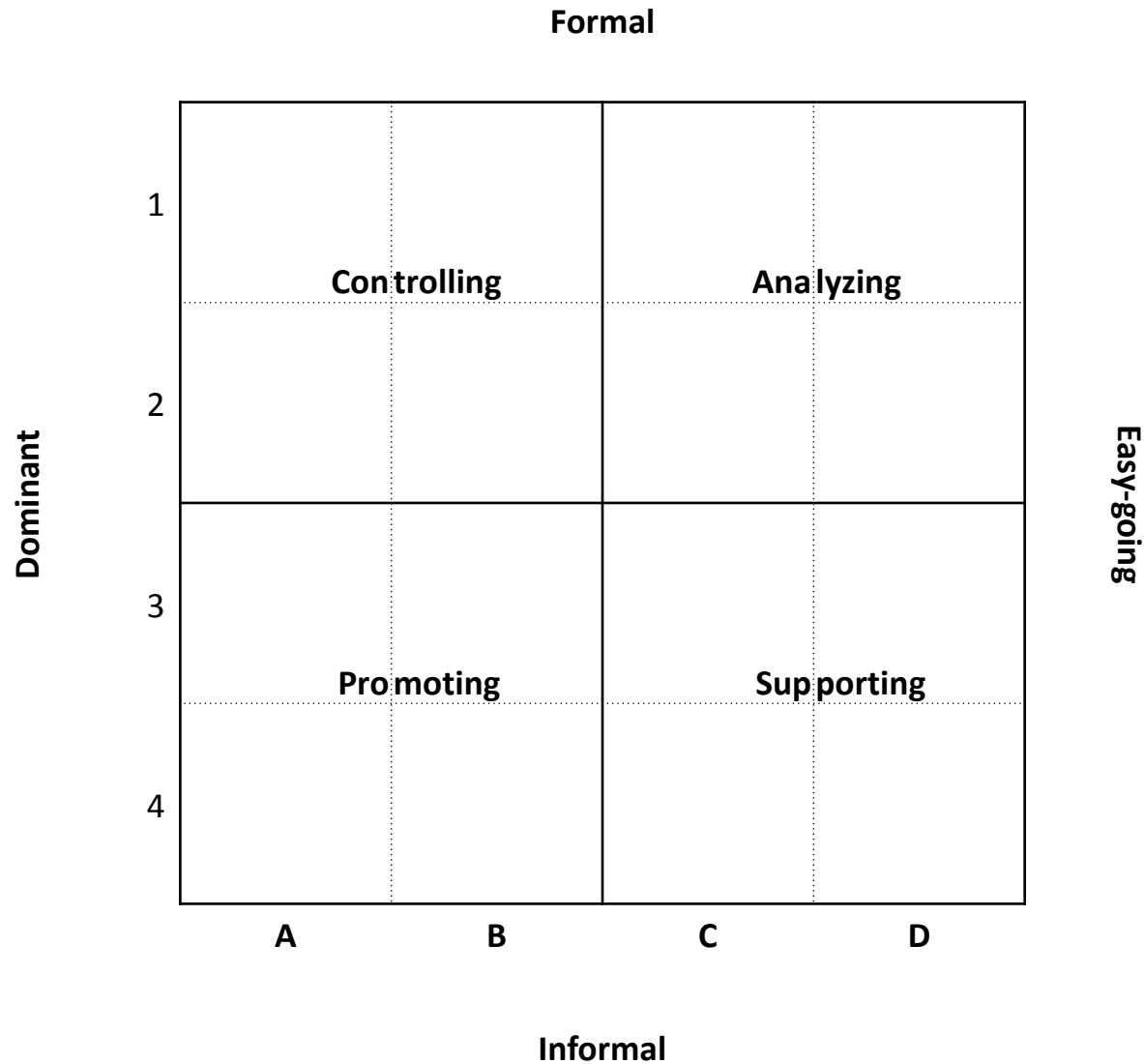


# Leadership Style Assessment

More easy-going.....More bold	More formal .....More informal
D      C      B      A	1      2      3      4
More go along....More take charge	More disciplined ..... More spontaneous
D      C      B      A	1      2      3      4
More hesitant.....More assertive	More self-controlled ..... More responsive
D      C      B      A	1      2      3      4
More accepting....More challenging	More methodical..... More impulsive
D      C      B      A	1      2      3      4
More thoughtful.....More active	More distant .....More close
D      C      B      A	1      2      3      4
More supporting...More confronting	More thinking .....More feeling
D      C      B      A	1      2      3      4
More quiet.....More talkative	More task-oriented ...More people-oriented
D      C      B      A	1      2      3      4
More retiring.....More dominant	More reserved .....More outgoing
D      C      B      A	1      2      3      4
More relaxed.....More intense	More matter-of-fact .....More dramatic
D      C      B      A	1      2      3      4
More subtle.....More forceful	More cool .....More warm
D      C      B      A	1      2      3      4



# Leadership Styles Matrix



# Group Assignment

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–Make a list of the **strengths** that people have in common in your quadrant.

Then check the **top three**.

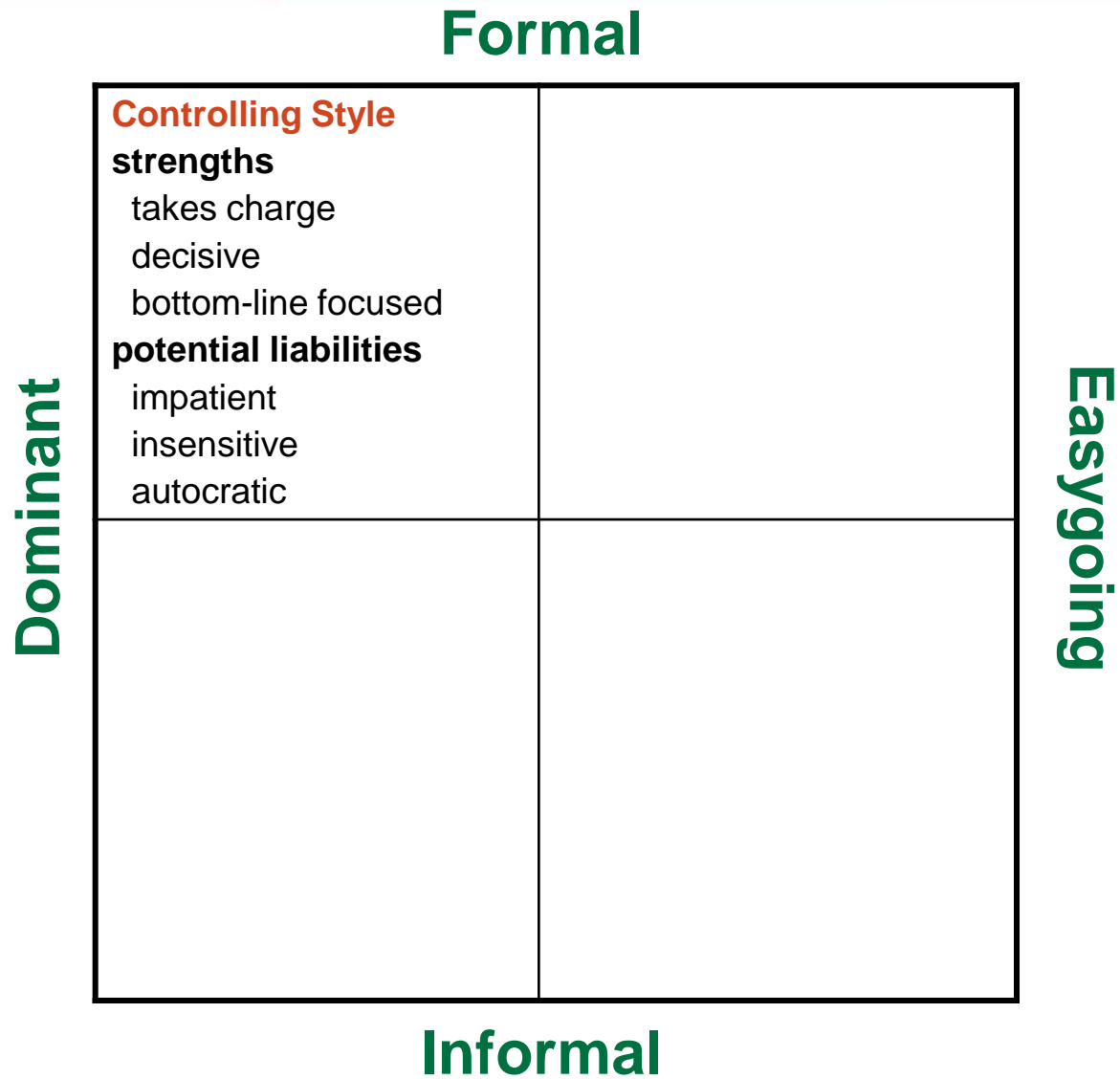
–Next, make a list of the behaviors that people in your quadrant need to **improve upon** (potential weaknesses).

Then check the **top three**.

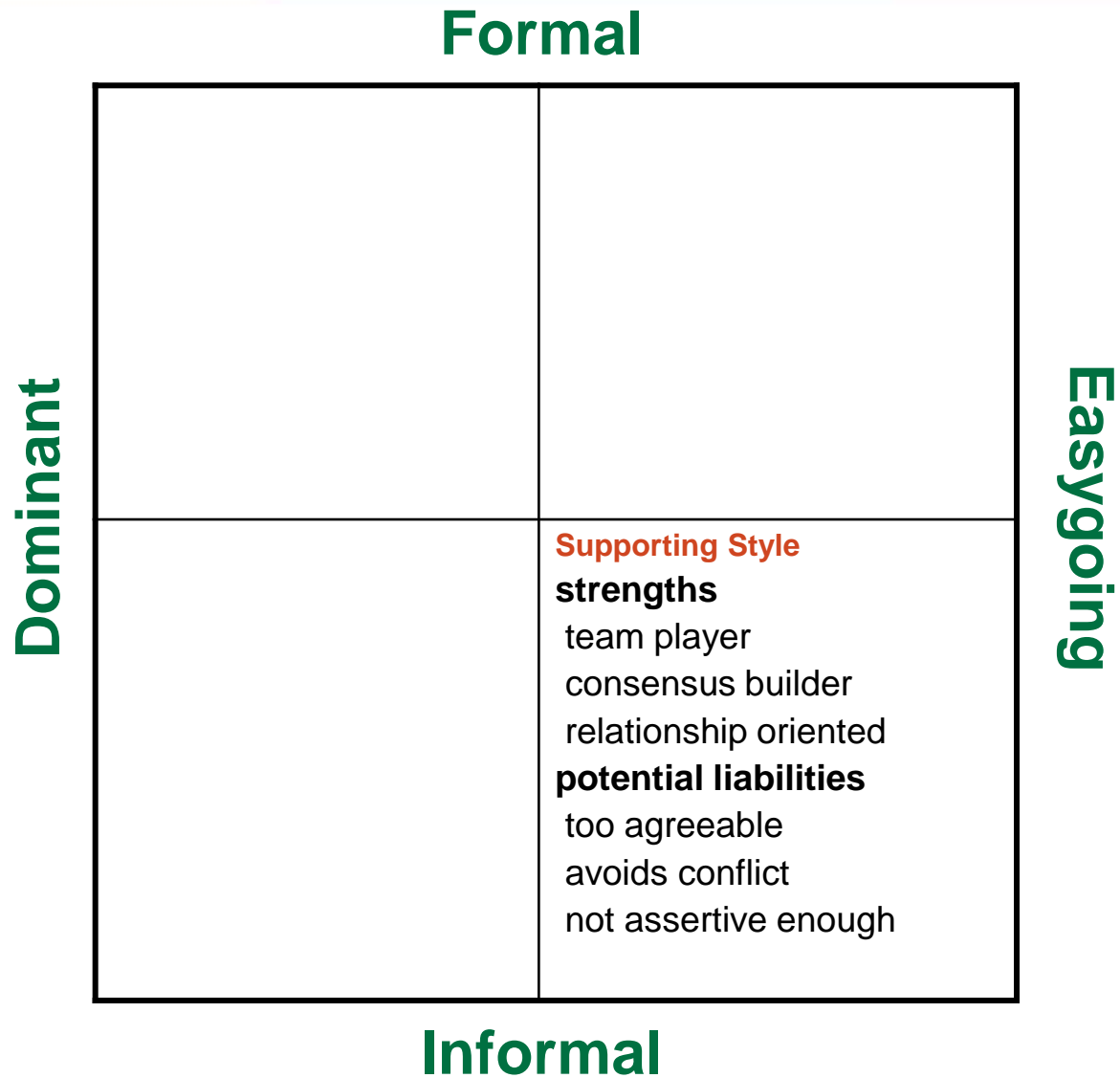




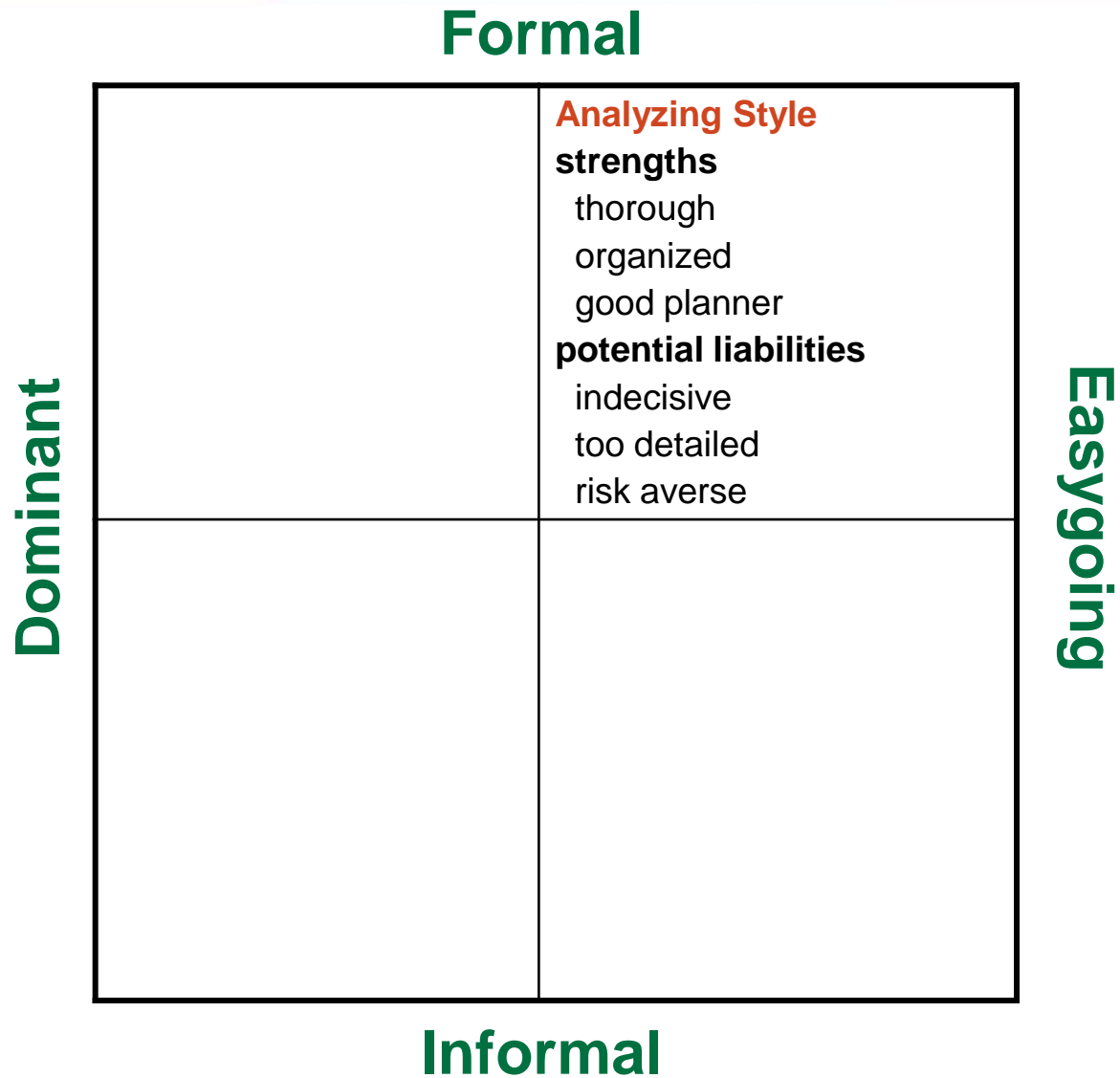
# Typical Characteristics



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		<b>Formal</b>
<b>Dominant</b>	<b>Promoting Style</b> strengths stimulating inspirational idea generator <b>potential liabilities</b> impulsive poor follow-through poor planning	<b>Easygoing</b>
		<b>Informal</b>



# Typical Characteristics

Each style gets results!

The key is the ability to flex.

		<b>Formal</b>			
<b>Dominant</b>	<p><b>Controlling Style strengths</b></p> <ul style="list-style-type: none"> <li>takes charge</li> <li>decisive</li> <li>bottom-line focused</li> </ul> <p><b>potential liabilities</b></p> <ul style="list-style-type: none"> <li>impatient</li> <li>insensitive</li> <li>autocratic</li> </ul>	<p><b>Analyzing Style strengths</b></p> <ul style="list-style-type: none"> <li>thorough</li> <li>organized</li> <li>good planner</li> </ul> <p><b>potential liabilities</b></p> <ul style="list-style-type: none"> <li>indecisive</li> <li>too detailed</li> <li>risk averse</li> </ul>	<b>Easygoing</b>		
	<p><b>Promoting Style strengths</b></p> <ul style="list-style-type: none"> <li>stimulating</li> <li>inspirational</li> <li>idea generator</li> </ul> <p><b>potential liabilities</b></p> <ul style="list-style-type: none"> <li>impulsive</li> <li>poor follow-through</li> <li>poor planning</li> </ul>	<p><b>Supporting Style strengths</b></p> <ul style="list-style-type: none"> <li>team player</li> <li>consensus builder</li> <li>relationship oriented</li> </ul> <p><b>potential liabilities</b></p> <ul style="list-style-type: none"> <li>too agreeable</li> <li>avoids conflict</li> <li>not assertive enough</li> </ul>			
		<b>Informal</b>			



# Leadership Style Strengths and Cautions

	<b>Strengths</b>	<b>Cautions (If Overused)</b>
<b>Controlling</b>	<ul style="list-style-type: none"><li>- Take charge, determined, decisive, results-oriented, efficient</li></ul>	<ul style="list-style-type: none"><li>- Autocratic, insensitive, impatient, over-controlling, inattentive listening</li></ul>
<b>Supporting</b>	<ul style="list-style-type: none"><li>- Team players, friendly, good listeners, relationship-oriented, conscientious</li></ul>	<ul style="list-style-type: none"><li>- Overly tolerant, unassertive, non-confronting, overly driven to please</li></ul>
<b>Promoting</b>	<ul style="list-style-type: none"><li>- Stimulating, goal-driven, enthusiastic, innovative, risk takers</li></ul>	<ul style="list-style-type: none"><li>- Inattention to planning, ego-driven, undisciplined, inadequate follow-up</li></ul>
<b>Analyzing</b>	<ul style="list-style-type: none"><li>- Thorough, detailed, rational, organized, good planners</li></ul>	<ul style="list-style-type: none"><li>- Indecisive, overly detailed, aloof, risk-averse, intuitively challenged</li></ul>



# A Look at Meetings

- For the controlling style, no matter what kind of meeting they call it always turns into a performance review: "All right, what were we supposed to do, what did we really do, and who's to blame?"
- The analyzing style holds briefings. You sit there for eight hours and get all the data you could possibly want on a given subject. You may not have a clue about what to do with it, but you have all the facts.
- The supporting style has "get-togethers." You come in, have a cup of coffee, and if you leave feeling good it's a good meeting.
- The promoting style is like being at a dog-breeding: Get in, get out, and have as much fun as you can while you're there.



# Within Your Quadrant

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- How does an understanding of Behavioral Styles align with the ASQ Value of **Teamwork and Partnering**?
- What is the role **trust** plays as
  - you form teams and partnerships?
  - you define success criteria (results)?





# Reflect on the Following

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## Reflect on the following:

- What is one quality in your style that you really **value**?
- What is one tendency in your style that at times keeps you from being **even more effective**?
- How might you flex to address this tendency?



# ASQ Core Values

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- Providing Value to Members of the Community
- Innovation and Quality
- Passion and Commitment
- Teamwork and Partnering



# Putting Values to Work

Project Steps	Focusing on our Shared Values	Value to Members	Innovation and Quality	Passion & Commitment	Teamwork & Partnering
1. Getting Started	Creating the right environment for teamwork		X		X
2. Planning	Focusing on the member, setting goals, and scoping efforts	X		X	
3. Getting the Right Team on the Bus	Including the many talents and viewpoints		X		X
4. Analyzing and Identifying Root Causes	Aligning the team to make effective decisions		X		X
5. Prioritizing Solutions	Making choices for limited resources	X		X	
6. Taking Action	Taking action and delivering on promises.	X		X	



# Getting Started

- Do I have a vision that I believe in?
- How will I infuse energy and excitement?
- What aspects of my behavioral style do I need to be aware of?
- What can I do to be fully present?
- Am I assuming positive intent?
- Am I committed to being loyal to the absent?
- How will I prepare to be my best?
- How will I know if I am listening effectively?
- What are the keys to success?



# Planning

- Have I determined the needs versus wants?
- What strengths do others have?
- What are my strengths and weaknesses and how might I address them?
- How can I leverage those with other behavioral styles to achieve maximum results?
- How will I coach and not criticize?
- What is the scope of the initiative?
- How will I remain an enterprise steward (HPLP opportunity)?



# Getting the Right People on the Bus

- What are my team members' needs and how can I help them to achieve?
- How big is the team?
- What are my closest team members' behavioral styles?
- What does my leadership shadow show?
- How will we learn from and support each other?



# Root Cause Identification

- How will we make decisions that all can accept?
- How will we be good and active listeners?
- What is my level of energy and enthusiasm?
- Am I keeping an open mind?
- What am I blind to?
  - What are my behavioral tendencies when conflict arises?
  - Johari Window



# Prioritizing Solutions

- What are the most impactful root causes?
- How will we engage all behavioral styles in making decisions?
- What are our options?
- How will we make decisions?
- What is the quality of our decisions?
- What are our priorities



# Taking Action

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- How will we hold ourselves accountable?
- How will I hold myself personally accountable?
- What is the most important thing I am going to do today?
- What does success look like?
- How will we measure success?

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