



Working Together for a Better World

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for tools and guidance

Through Strategy, Teamwork, and Leadership

I'll take you on a journey to new places

Guidance and Exercises on Leadership Development: Week 5

What Kind of Leader Are You?

Our guidance and worksheet on leadership is described more fully in my book on *Make a Better World: A practical guide to leadership for fundraising success*. I am sharing the worksheets on leadership in six sessions with each one coming to you one each week. Here is the fifth. I urge you to complete it in the next few days before you get the next one.

For further information on this topic, please go to *Forceful Leadership and Enabling Leadership: You Can Do Both* by Robert C. Kaplan and the Center for Creative Leadership at <https://www.ccl.org/>.

Good work, *Ken*

Worksheet V: What Kind of Leader Are You: Forceful vs Enabling Leadership

Name _____ Date _____ Mentor _____

Objective: Understand and assess your leadership virtues and vices and how they can become too forceful – or too enabling – thereby creating leadership issues.

Circle your current behaviors in **RED** and circle your desired behaviors in **BLUE**.

The goal: Find your middle road that is effective in your leadership.

Too forceful <u>Therefore Vices</u>	FORCEFUL <u>VIRTUES</u>	ENABLING <u>VIRTUES</u>	Too enabling <u>Therefore Vices</u>
Takes over, doesn't give enough rope.	Leads personally. Is personally involved in solving his or her unit's problems.	Enables subordinates to lead. Is able to let go and give individuals the latitude to do their jobs.	Empowers to a fault. Gives people too much rope.

What Kind of Leader Are You?

Other people don't speak out, aren't heard.	People know clearly and with feeling where he or she stands on issues. Declares him/herself.	Is interested in where other people stand on issues. Is receptive to their ideas.	People don't know where s/he stands.
Insensitive, callous.	Makes tough calls—including those that have an adverse effect on people.	Is compassionate. Is responsive to people's needs and feelings.	Accommodating too much. Nice to people at the expense of work.
Harshly judgmental. Dismisses the contributions of others. Is an 'unloving critic.'	Makes judgments. Zeros in on what is substandard or is not working—in an individual's or unit's performance.	Shows appreciation. Makes other people feel good about their contributions. Helps people feel valued.	Gives false praise or indiscriminately praises. Is an 'uncritical' lover.
Is parochial, partisan, and rivalrous.	Is competitive. Is highly motivated to excel and have his or her unit excel.	Is a team player. Helps other units or the larger organization perform well.	Sacrifices sharp focus on unit.
Pushes too hard. Demands the impossible. Risks burnout.	Has an intense can-do attitude. Expects everyone to do whatever it takes to get the job done.	Is realistic about limits on people's capacity to perform or produce.	Is too understanding. Doesn't expect enough.
Is arrogant. Fills his or her space and some of yours, too.	Confident. Gives people the feeling that he or she believes in self and his or abilities.	Is modest. Is aware that he or she does not know everything, can be wrong.	Is self-effacing or down on self. Doesn't fill own space.
Sticks rigidly to a course of action, despite evidence it's not working.	Persistent. Stays the course – even in the face of adversity.	Flexible. Willing to change course if the plan doesn't seem to be working.	Inconsistent, changeable. Too quick to change course.
Forces issues when finesse would work better.	Raises tough issues. Acts as a 'forcing function.'	Fosters harmony, contains conflict, and defuses tension.	Avoids or smooths over tensions/issues that need attention.

What Kind of Leader Are You?

Enter your description of your own leadership that is most effective.

1. **On leading: Domineering or Leading or Enabling or Weak?**
2. **On communicating: Unwanted or Clear or Receptive or Unpredictable?**
3. **On relationships: Insensitive or Honest or Compassionate or Indulgent?**
4. **On praise: Harsh or Correcting or Appreciating or Uncritical?**
5. **On teamwork: Combative or Competitive or Supportive or Scattered?**
6. **On expectations. Demanding or Optimistic or Realistic or Weak?**
7. **On attitude. Arrogant or Confident or Modest or Self-effacing?**
8. **On stance. Rigid or Persistent or Flexible or Inconsistent?**
9. **On issues. Forcing or Exploring or Fostering or Avoiding?**