

## **Your Personal Style of Leadership**

*Know what it is and how to maximize its potential*

### 1. Determine Your Motivational Pattern

If you are like most people, you know only vaguely how your leadership style is different from that of other people. Also, you have probably realized that some of the leadership improvement ideas proposed by trainers and leadership gurus are not very meaningful to you. You can rest assured that there is nothing wrong with that reaction. It is because leadership improvement requires a personalized approach and leadership training most often teaches to the middle; that is, it provides information which supposedly applies to everybody, or to the average person, but there really is no such thing as an average person. It is an approach of mediocrity and it leads to mediocre interest in trainees and to mediocre results.

Leadership training that produces results of excellence consists in helping the trainee to understand himself better, helping him to identify his own strengths and the areas needing most improvement, and helping him to achieve those improvements by aligning his efforts with known leadership principles.

Understanding oneself starts with understanding one's motivations, one's likes and dislikes. Each person possesses a pattern of inborn motivations that is distinctly their own. Persons with similar patterns can be seen to belong to a particular type of persons. According to knowledge dating back to ancient Babylon of 2000 B.C. or even to earlier pre-historic time, there are six basic types of people, each type being made up of persons possessing similar motivational patterns\*.

It is this motivational pattern that underlies your personal style of leadership. Knowing your motivational pattern is the first important step in getting to understand your personal leadership style. This knowledge will enable you not only to observe both your own leadership behaviour and that of other people belonging to the same human type, but also to compare your type's behavioural characteristics with those of the other five types. By doing this you will acquire a deeper understanding of leadership in general and you will gain more complete self-knowledge.

In this article, which is the first of a series of articles, you can start to define your personal style of leadership and look at how you can become a better and greater leader by first determining how you are motivated. You can do this by carrying out the following exercise.

Check which one of the six motivations listed below is the strongest in you. Do this spontaneously, without being too analytical, for this is not a scientific test.

When you have determined the motivation that's strongest in you, place the number "1" in front of it. Then proceed to find the second strongest motivation and place the number "2" in front of it. Continue in the same manner until you have covered them all.

You will not always be certain which motivation comes next, and that's OK. This exercise is only a preliminary look at what motivates you. It will be your initial choice for determining your motivational pattern. You will be looking at your choices again in subsequent exercises.

- \_\_\_ a) I like to do what's right, to accomplish things, and to reach goals and objectives, making sure that everyone concerned gets equal gain for equal effort  
(motivation: ACCOMPLISHMENT)
  
- \_\_\_ b) I prefer a life of abundance and of pleasure, which I like to share with others, and I use diplomacy which helps to create goodwill and which helps me to succeed and have fun in getting ahead in life  
(motivation: PLEASURE)
  
- \_\_\_ c) I am happy when I can concentrate on what I am doing, when I can work undisturbed to do a good job and avoid endless discussion and argument  
(motivation: HAPPINESS)
  
- \_\_\_ d) I like to help people, I appreciate all that's good in people and all that's beautiful in this world, and I enjoy my little comforts  
(motivation: LIKING)

- \_\_\_ e) I have a need to come up with good ideas for improvement and for change in any area in which I am involved at any given time, and to communicate those ideas with style in order to ensure that they are realized  
(motivation: INTEREST)
  
- \_\_\_ f) I look into things thoroughly and make sure that all angles are covered, that decisions are based on solid ground, and that they take into account the needs of everyone concerned  
(motivation: TRUTH)

When you have done the above, you have established your main motivation as well as your personal order of priorities for all six motivations, which means that you have determined your own motivational pattern. We all share the main motivations of all six basic human types alluded to above, and what makes each of us different from everyone else is the way in which the six motivations are combined in our make up. In other words, we are different in accordance with the relative weight that each motivation has in our make up. It is this motivational pattern that is the basic difference between individuals.

The information you now have will allow you to continue the process of defining your Personal Style of Leadership. At the end of this series of articles, you will know what your style is and how to maximize its potential. Do not worry if you are still uncertain about the motivational priorities you have selected. At this point the important thing for you is to have considered the six motivations and to have made a tentative choice. You will make changes to your choices as required when you go through future steps in this process.

In the next issue, you will be able to find out more about motivational patterns and about the way they condition leadership styles. You will also be able to take the first step in improving your leadership effectiveness.

\* The six basic types are discussed in detail in ***Human Types***, by Susan Zannos. They are presented in the context of a fable in my book ***CRazYZoo! Know Thyself Made Easy*** (in press).

Article by Fritz Glaus, email: [fglaus@videotron.ca](mailto:fglaus@videotron.ca)