

**Directions:** Read each Leadership Compass direction (North, South, East, West). Decided and write about ONE direction that is closest to your work style. Please include your findings in your letter of interest when applying for a board leadership position, explaining what direction your work style falls in and why. For the first Advisory Board meeting, a discussion of elected board members' work styles will be incorporated into an activity.

## Leadership Compass: NORTH

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### Approaches to Work/ Work Style:

- Assertive, active, decisive
- Likes to determine course of events and be in control of professional relationship
- Enjoys challenges presented by difficult situations and people
- Thinks in terms of “bottom line”
- Quick to act or decide; expresses urgency for others to take action
- Perseveres, not stopped by hearing “No,” probes and presses to get at hidden resistances
- Likes variety, novelty, new projects
- Comfortable being in front

### Overuse: Style Taken to Excess:

- Can easily overlook process and comprehensive strategic planning when driven by need to act and decide
- Can get defensive, argue, try to “out expert” others
- Can lose patience, pushes for decision before its time, avoids discussion
- Can be autocratic, want things their way, has difficulty being a team member
- Sees things in terms of black and white, not much tolerance for ambiguity
- May go beyond limits, get impulsive, disregard practical issues
- Not heedful of others' feelings, may be perceived as cold
- Has trouble relinquishing control - find it hard to delegate, “If you want something done right, do it yourself!”

### Values Action-oriented Phrases:

“Do it now!”, “I’ll do it”, “What’s the bottom line?”

# Leadership Compass: SOUTH

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## Approaches to Work/ Work Style:

- Understands how people need to receive information in order to act on it
- Integrates others input in determining direction of what's happening
- Value-driven regarding aspects of professional life
- Uses professional relationships to accomplish tasks, interaction is a primary way of getting things done
- Supportive to colleagues and peers
- Willingness to trust others' statements at face value
- Feeling-based, trusts own emotions and intuition, intuition regarded as "truth"
- Receptive to other's ideas, builds on ideas, team player, noncompetitive
- Able to focus on the present

## Overuse: Style Taken to Excess:

- Can lose focus on goals when believes relationships or people's needs are being compromised
- Has trouble saying "No" to requests
- Internalizes difficulty and assumes blame
- Prone to disappointment when relationship is seen as secondary to task
- Difficulty confronting or handling anger (own or others'); may be manipulated by emotions
- Can over-compromise in order to avoid conflict
- Immersed in the present or now; loses track of time; may not take action or see long-range view
- Can become too focused on the process, at the expense of accomplishing goals

## Values Mediation-Phrases Like:

"Let's try and do what is right", and "Let's try and be fair"

# Leadership Compass: EAST

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## Approaches to Work/ Work Style:

- Visionary who sees the big picture
- Generative and creative thinker, able to think outside the box
- Very idea-oriented; focuses on future thought
- Makes decisions by standing in the future (insight/imagination)
- Insight into mission and purpose
- Looks for overarching themes, ideas
- Adept at and enjoys problem solving
- Likes to experiment, explore
- Appreciates a lot of information

## Overuse: Style Taken to Excess:

- Can put too much emphasis on vision at the expense of action or details
- Can lose focus on tasks
- Poor follow through on projects, can develop a reputation for lack of dependability and attention to detail
- Not time-bound, may lose track of time
- Tends to be highly enthusiastic early on, then burn out over the long haul
- May lose interest in projects that do not have a comprehensive vision
- May find self frustrated and overwhelmed when outcomes are not in line with vision

**Values words like “option,” “possibility,” “imagine”**

# Leadership Compass: WEST

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## Approaches to Work/ Work Style:

- Understands what information is needed to assist in decision making
- Seen as practical, dependable and thorough in task situations
- Provides planning and resources, is helpful to others in these ways and comes through for the team
- Moves carefully and follows procedures and guidelines
- Uses data analysis and logic to make decisions
- Weighs all sides of an issue, balanced
- Introspective, self-analytical, critical thinker
- Skilled at finding fatal flaws in an idea or project
- Maximizes existing resources - gets the most out of what has been done in the past

## Overuse: Style Taken to Excess:

- Can be bogged down by information, doing analysis at the expense of moving forward
- Can become stubborn and entrenched in position
- Can be indecisive, collect unnecessary data, mired in details, “analysis paralysis”
- May appear cold, withdrawn, with respect to others’ working styles
- Tendency toward remaining on the sidelines, watchfulness, observation
- Can become distanced
- May be seen as insensitive to others’ emotions or resistant to change

***Values word like “objective” “analysis”***