

Treading on Sacred Ground

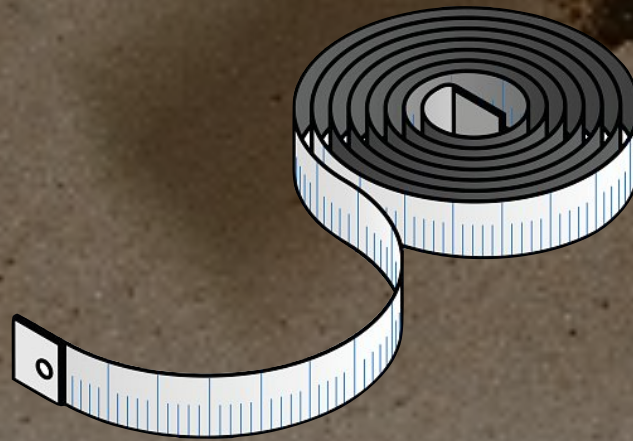
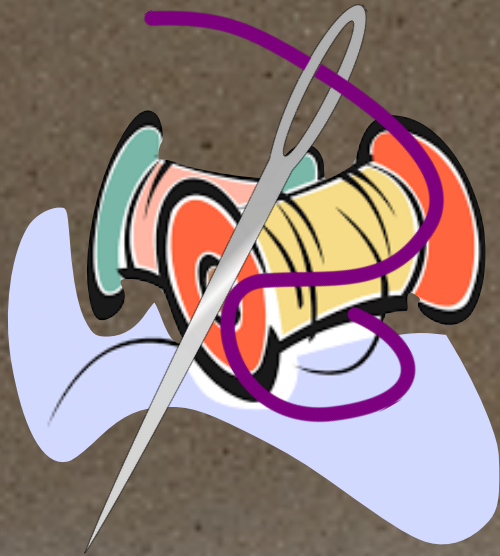
Personalities

Archdiocese of
Philadelphia
Administrative Conference
June 24, 2019

Kenneth J. Willers
Associate Superintendent
Innovation & Growth
Diocese of Oakland, CA

Treading on Sacred Ground

Personalities





Personalities

Treading on Sacred Ground

Catholic Educational Leadership?

Visionary?

Inspirational?

Purposeful?



Collaborative



Personalities

Treading on Sacred Ground

Collaboration

The Golden Rule

*Do unto others
as **YOU**
would have **THEM**
do unto **YOU***

The Platinum Rule

*Do unto others
as **THEY**
would have **YOU**
do unto **THEM***

Treat colleagues the way **they** wish to be treated



Personalities

Treading on Sacred Ground

Behaviors

How do you know how to treat your fellow colleagues?

Define

Behavioral
Styles

Identify

Your Personality
Type

Outline

Your Personality
Character

Understand

Your Colleagues
Type

Prescribe

Collaboration
Strategy



Personalities

Treading on Sacred Ground

Define

Behavioral
Dimensions

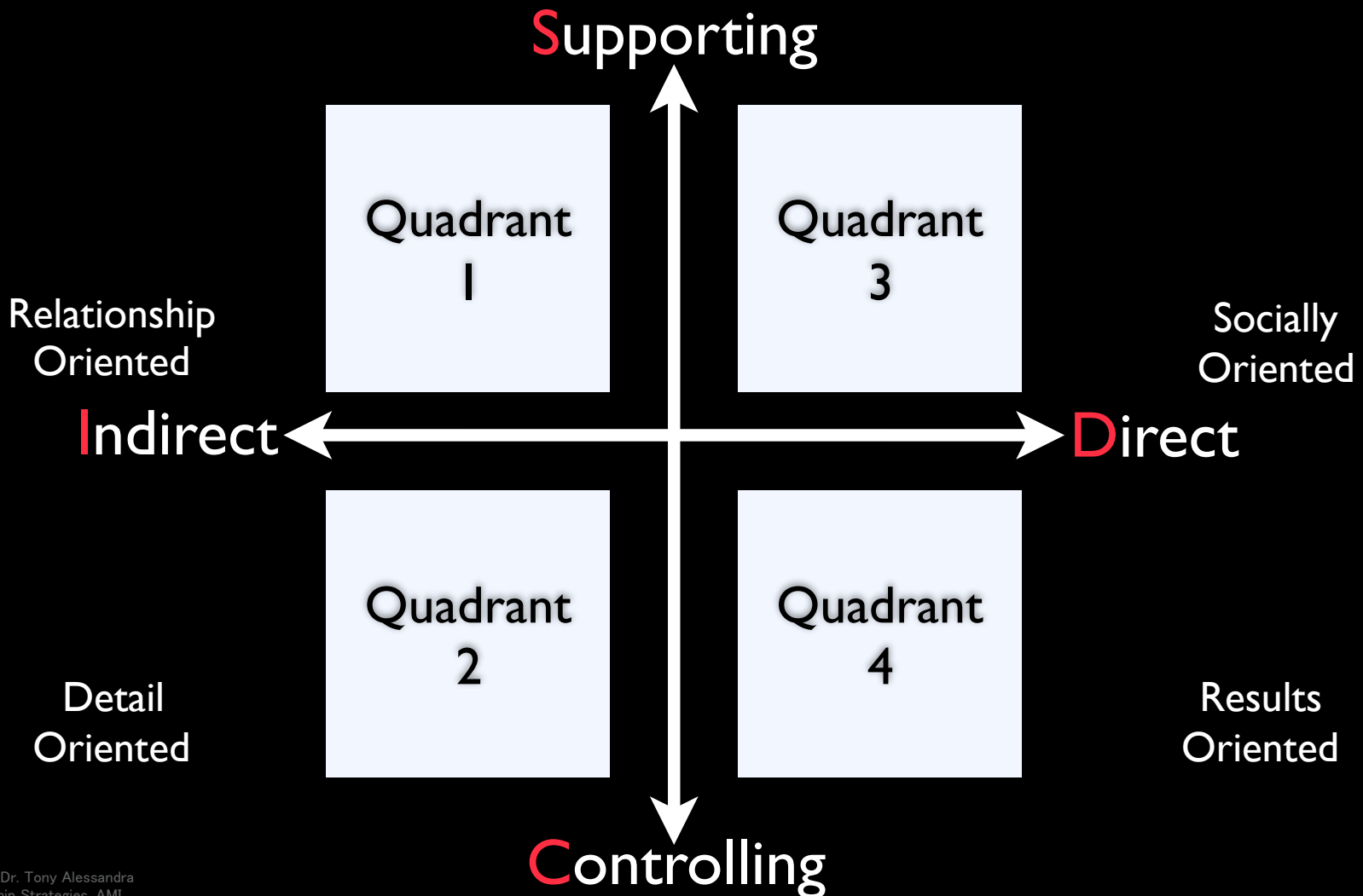


Personalities

Treading on Sacred Ground

Define

Behavioral
Dimensions





Personalities

Treading on Sacred Ground

Identify

Behavioral
Styles

Directions

✓ Answer Questions

Compile Results

Plot Behavior points on Grid

Treading on Sacred Ground
Behavioral-Style Evaluation

Compare each set of statements. Then circle the letter **S** (Supporting), **C** (Controlling), **I** (Indirect), or **D** (Direct) that best describes you in most situations and with most people.

1. I am...
S more open to getting to know people better and establishing new relationships, OR
C more likely to control who I get involved with and how well I get to know them
2. I usually...
C focus conversations on tasks, issues, business, or subject at hand OR
S allow conversations to take the direction of interest of the parties involved, even though this may stray from the business or subject at hand
3. I am...
I a less frequent contributor to group conversations OR
D a more frequent contributor to group conversations
4. I tend to...
I keep personal thoughts or feelings private, sharing only when asked and necessary, OR
D express personal thoughts or feelings about things, whether asked to or not
5. I tend to...
C make decisions based on objectives, facts, or evidence, OR
S make decisions based on feelings, experiences, or relationships
6. I generally...
D use gestures, facial expressions, and voice intonation to emphasize points, OR
I don't use gestures, facial expressions, and voice intonation to emphasize points
7. I am...
D more likely to make statements: "That's the way it is!" or, "We need to do xyz", "I feel we should abc...", OR
I more likely to ask questions: "How does this fit?" or, "As I understand it..." or, "Can you confirm..."
8. I am...
C more likely to expect and plan for conflicts, OR
S less likely to expect conflicts and more motivated to personally deal with conflicts when they arise

Treading on Sacred Ground

Behavioral-Style Evaluation

Compare each set of statements. Then circle the letter **S** (Supporting), **C** (Controlling), **I** (Indirect), or **D** (Direct) that best describes you in most situations and with most people.

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Identify

Behavioral
Styles



9. I am...	
S	more likely to accept others' points of view (ideas, feelings, and concerns) OR
C	less likely to accept other people's points of view (ideas, feelings, and concerns)
10. I tend to...	
C	focus mostly on an idea, concept or outcome OR
S	focus primarily on the interest level, the person involved, and the process of getting to an outcome
11. I am...	
I	more likely to wait for others to introduce themselves to me at social gatherings, OR
D	more likely to introduce myself at social gatherings
12. I am...	
S	more open about my own time involvement with others, OR
C	less open about my own time involvement with others
13. I am...	
C	likely to stick with my own agendas and concerns while tuning in to the power motives of others, OR
S	likely to tune into others' agendas and concerns while minimizing any conflict or disagreement
14. I tend to...	
I	remain involved with known situations, conditions, and relationships that leverage my strengths OR
D	seek new experiences, situations, and opportunities
15. I am...	
D	likely to express my own views readily, OR
I	likely to reserve the expression of my own views until I'm confident in what I want to say
16. I tend to...	
I	react more slowly and deliberately, OR
D	react more quickly and spontaneously
17. I prefer to...	
C	work independently or dictate the conditions when I need to involve others, OR
S	work with and through others, providing support when possible
18. I am...	
I	likely to respond to risk and change in a more cautious or predictable manner, OR
D	likely to respond to risk and change in a more dynamic or unpredictable manner

Identify

Behavioral Styles



Personalities

Treading on Sacred Ground

Identify

Behavioral
Styles

Directions

✓ Answer Questions

✓ Compile Results

Plot Behavior points on Grid

Treading on Sacred Ground Behavioral-Style Evaluation Plotting on the Behavioral Grid

Plotting Directions

- Count the number of "S" and "C" responses. (together should total 9)
- Do the same for the "D" and "I" responses. (together should total 9)
- Subtract the number of "C" responses from the number of "S" responses. (may equal a negative number)
- Do the same for the "D" and "I" responses. (may equal a negative number)
- Make an "X" on the vertical line corresponding to the difference between your "S" and "C" totals. (If between +1 thru +9 place "X" on the "S" portion, if between -1 thru -9 place "X" on the "C" portion of the vertical line.)
- Make an "X" on the horizontal line corresponding to the difference between your "I" and "D" totals. (If between +1 thru +9 place "X" on the "D" portion, if between -1 thru -9 place "X" on the "I" portion of the horizontal line.)
- Make a check mark at the intersection of the two plotted points.

# of Responses	S	C
3	S	
6		C
?		
# of Responses	D	I
8	D	
1		I
?		

# of Responses	S	C
3	S	
6		C
?		
# of Responses	D	I
8	D	
1		I
?		

Your Placement

Sample Placement

Treading on Sacred Ground

Behavioral-Style Evaluation

Compare each set of statements. Then circle the letter **S** (Supporting), **C** (Controlling), **I** (Indirect), or **D** (Direct) that best describes you in most situations and with most people.

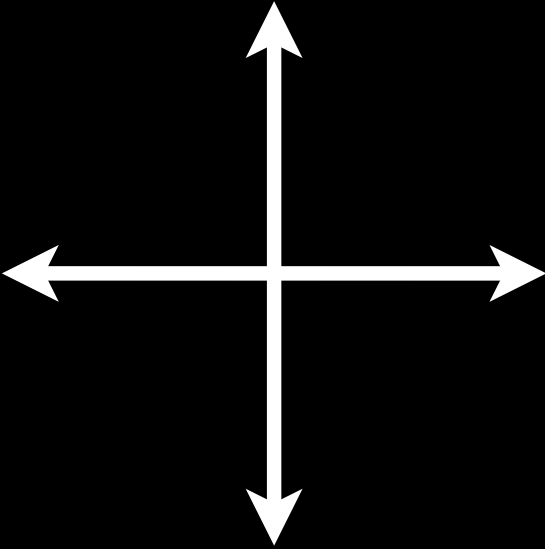
Identify

Behavioral Styles

1. I am...	S more open to getting to the point OR C more likely to control conversations
2. I usually...	C focus conversations on the business OR S allow conversations to flow from the business or social
3. I am...	I a less frequent contributor OR D a more frequent contributor
4. I tend to...	J keep personal thoughts private OR D express personal thoughts
5. I tend to...	C make decisions based on facts OR S make decisions based on feelings
6. I generally...	D use gestures, facial expressions OR J don't use gestures, facial expressions
7. I am...	D more likely to make statements "abc...", OR J more likely to ask questions
8. I am...	C more likely to expect a predictable manner OR S less likely to expect a predictable manner
9. I am...	S more likely to accept others' points of view (ideas, feelings, and concerns) OR C less likely to accept other people's points of view (ideas, feelings, and concerns)
10. I tend to...	C focus mostly on an idea, concept or outcome OR S focus primarily on the interest level, the person involved, and the process of getting to an outcome
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Your Scores

# of	Responses
	S
	C
	D
	I
# of	Responses
	D
	J
	S



Your Scores

# of	Responses
2 7	S
7 2	C
-5 5	vertical
# of	Responses
6 8	D
3 1	I
3 7	horizontal

Identify

Behavioral
Styles



Personalities

Treading on Sacred Ground

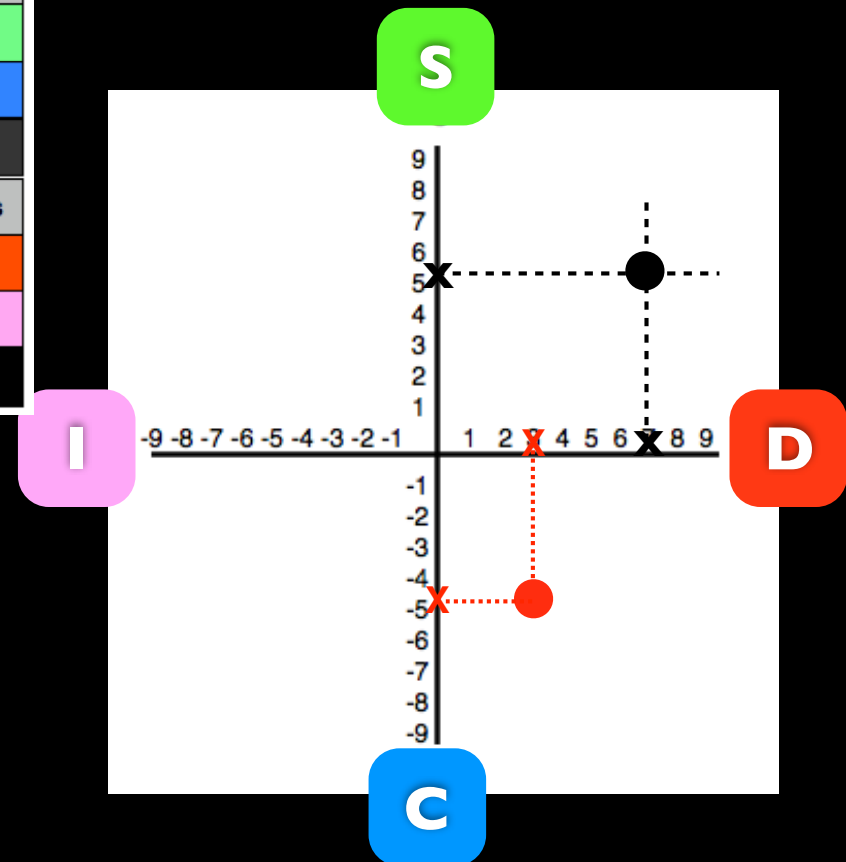
Identify

Behavioral
Styles

Directions

- ✓ Answer Questions
- ✓ Compile Results
- ✓ Plot Behavior points on Grid

# of	Responses
2 7	S
7 2	C
-5 5	vertical
# of	Responses
6 8	D
-3 3	I
3 7	horizontal





Personalities

Treading on Sacred Ground

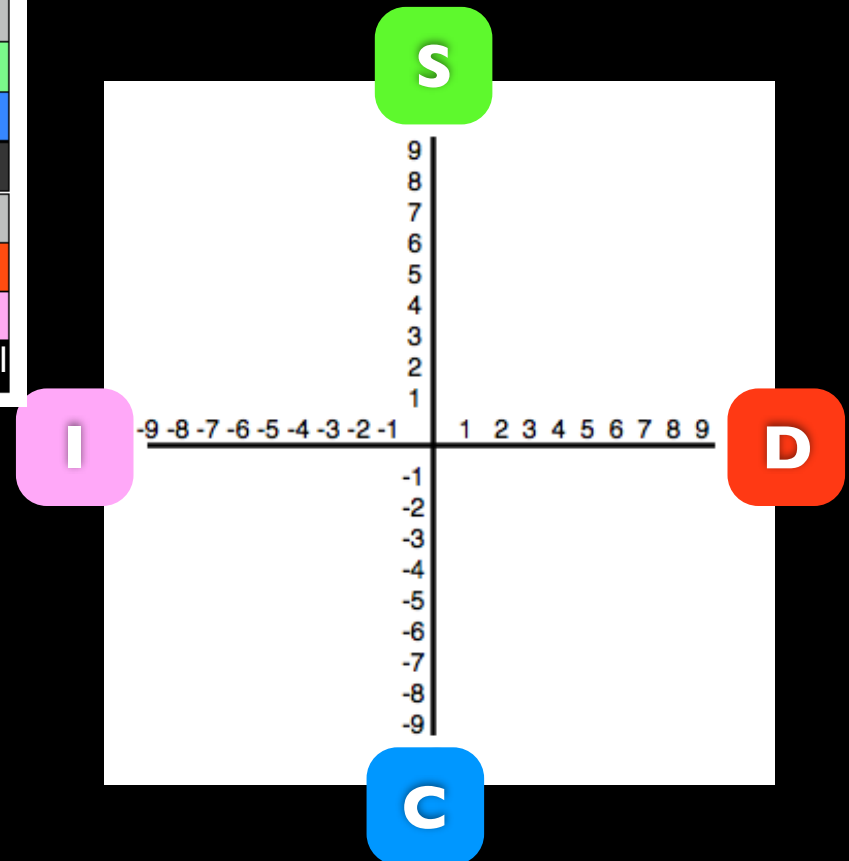
Identify

Behavioral
Styles

Directions

- ✓ Answer Questions
- ✓ Compile Results
- ✓ Plot Behavior points on Grid

Your Scores	
# of	Responses
	S
-	C
	vertical
# of	Responses
	D
-	I
	horizontal





Personalities

Treading on Sacred Ground

Outline

Behavioral Dimensions

ALERT!





Personalities

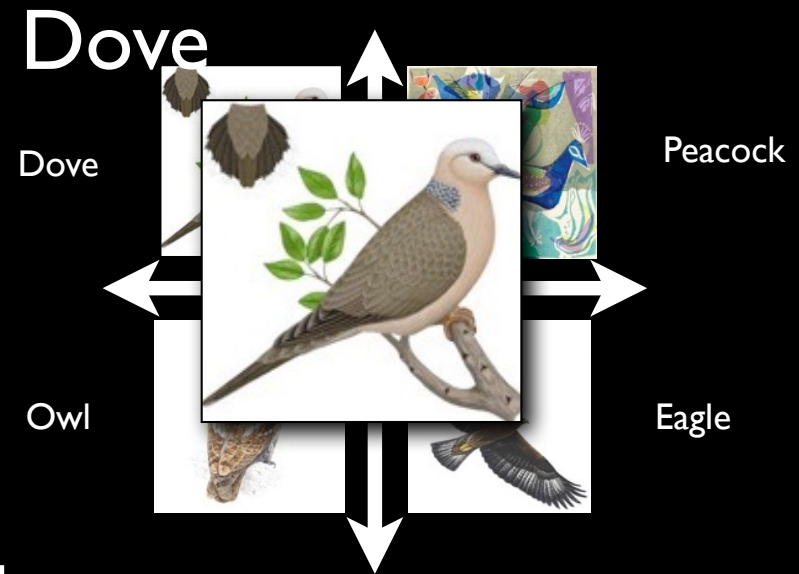
Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

- Measured actions & decisions
- Likes close personal relationships
- Avoids conflict
- Supports and actively listens
- Excellent ability to gain support from others





Personalities

Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

Spontaneous actions / decisions

Likes Involvement

Jumps from one activity to another

Works quickly and excitedly with others

Good persuasive skills





Personalities

Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

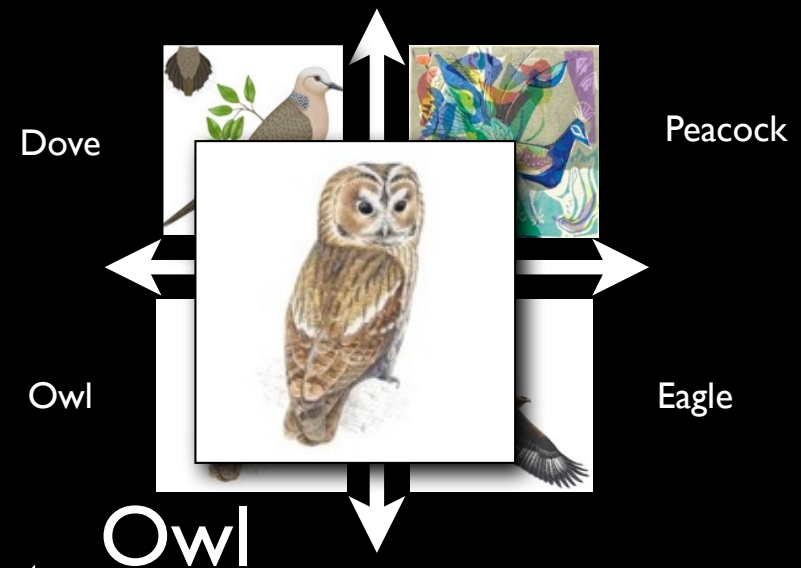
Cautious actions / decisions

Likes organization and structure

Asks many questions about details

Good problem solving skills

Prefers objective, task oriented, intelligent
work environment





Personalities

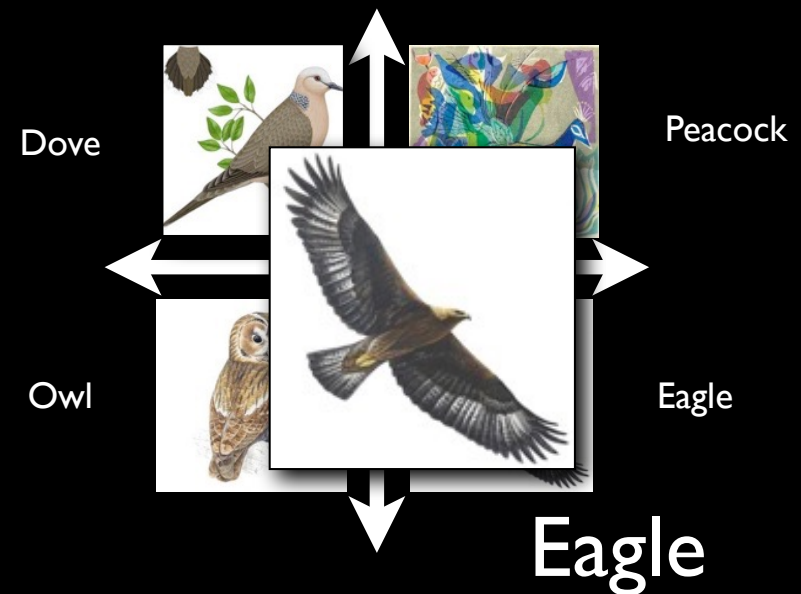
Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

- Decisive actions and decisions
- Likes control, dislikes inaction
- Cool, independent, and competitive
- Good administrative skills
- Low tolerance for feelings, attitudes and advice of others





Personalities

Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

Positive

Supportive

Reliable

Pleasant

Negative

Complying

Retiring

Softhearted

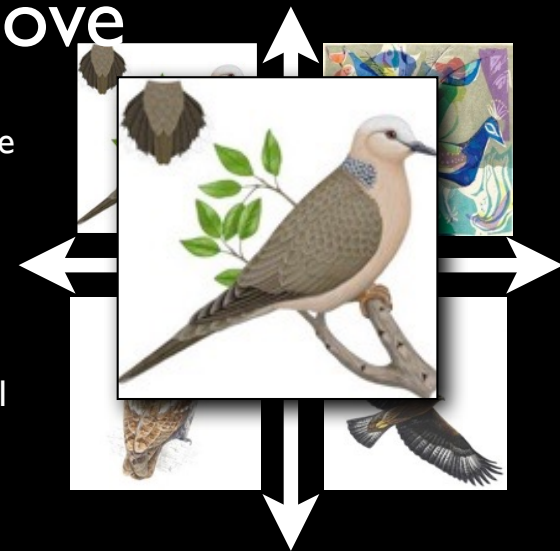
Dove

Dove

Owl

Peacock

Eagle





Personalities

Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

Positive

Invigorating

Optimistic

Animated

Negative

Excitable

Impatient

Manipulative





Personalities

Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

Positive

Diligent

Persevering

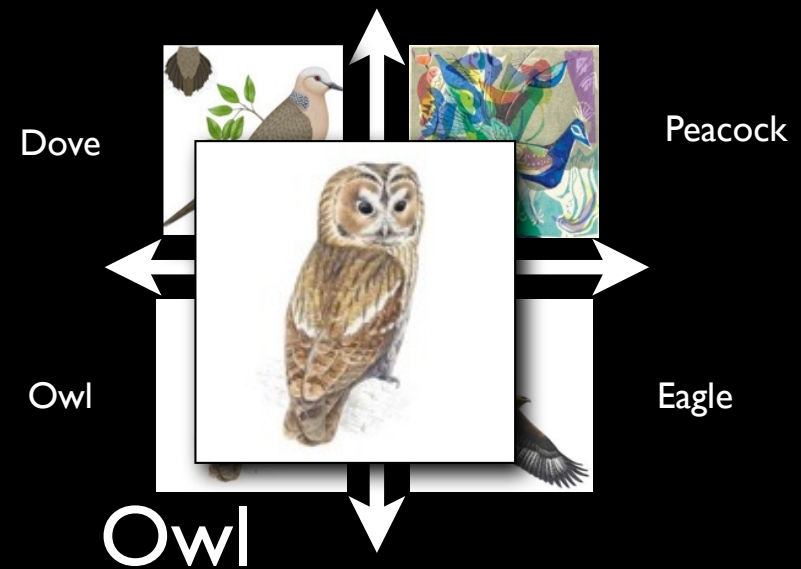
Creative

Negative

Picky

Righteous

Stiff





Personalities

Treading on Sacred Ground

Outline

Behavioral
Styles

What Kind of Leader Are You?

Positive

Firm

Comprehensive

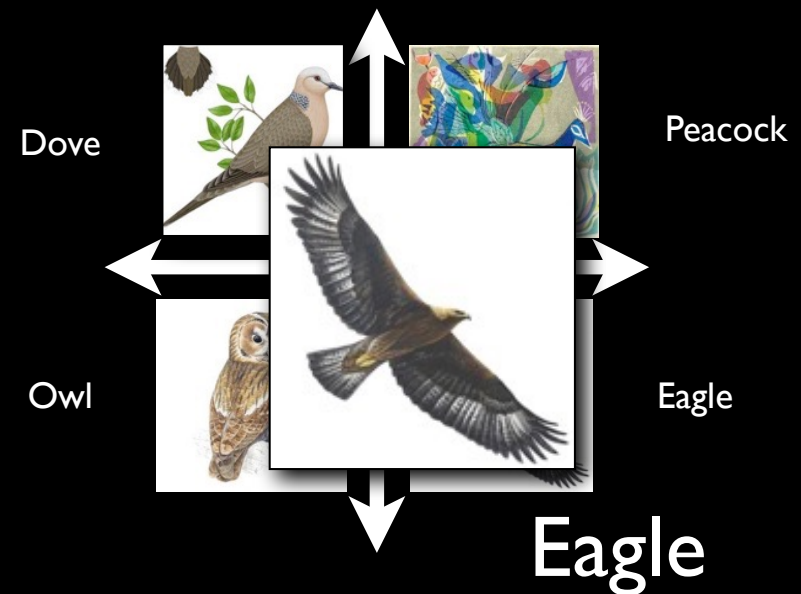
Productive

Negative

Uncompromising

Overbearing

Pressuring









Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Style Descriptors				
Positive	Supportive Reliable Pleasant	Invigorating Optimistic Animated	Diligent Persevering Creative	Firm Comprehensive Productive
Negative	Complying Retiring Softhearted	Excitable Impatient Manipulative	Picky Righteous Stiff	Uncompromising Overbearing Pressuring



Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Strengths

Listening

Teamwork

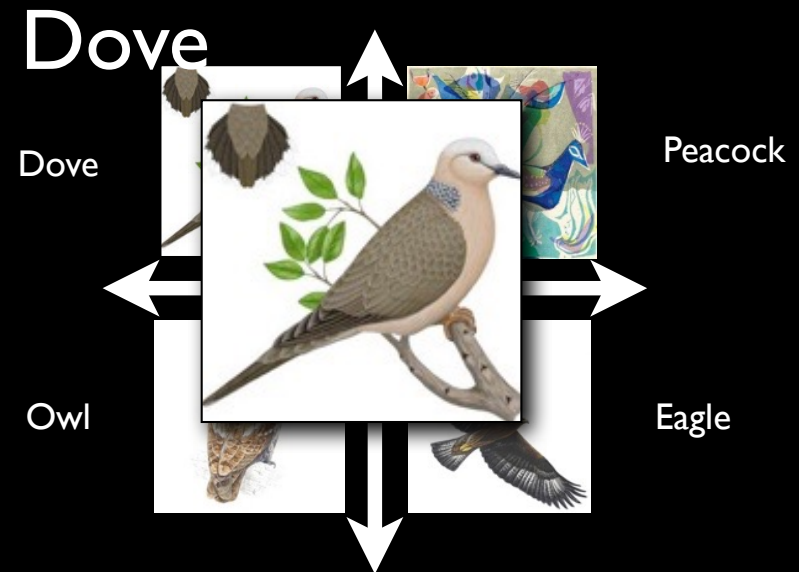
Follow-through

Weaknesses

Oversensitive

Slow to begin action

Poor at goal setting





Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Strengths

Persuading
Enthusiastic
Motivating

Weaknesses

Inattentive to detail
Short attention span
Poor follow-through





Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Strengths

Planning

Organization

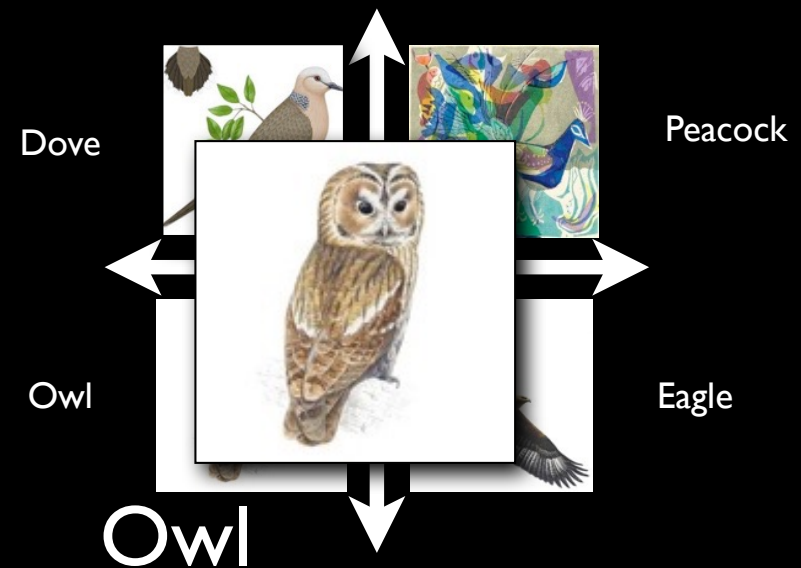
Systematizing

Weaknesses

Perfectionist

Critical

Unresponsive





Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

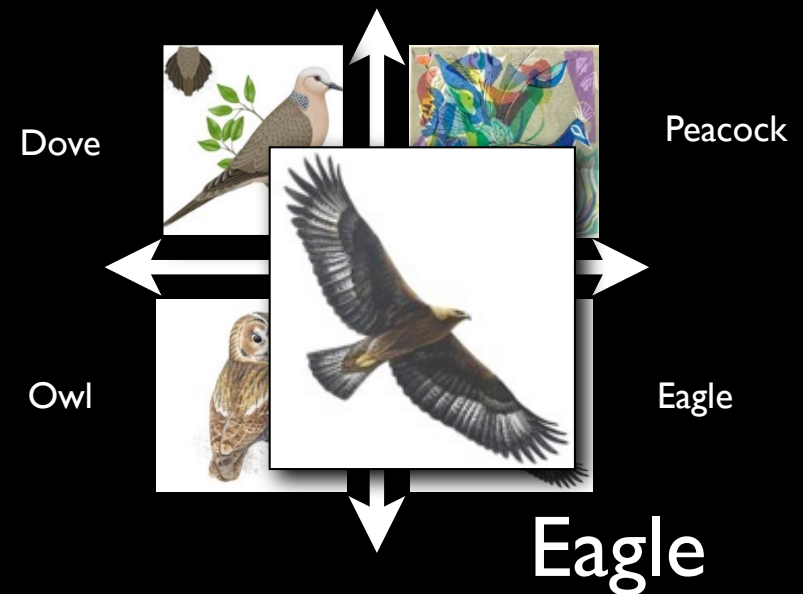
What Kind of Leader Are You?

Strengths

Administration
Leadership
Juggling

Weaknesses

Impatient
Insensitive to others
Poor listener









Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Style Descriptors				
Strengths	Follow thru	Persuading	Planning	Administration
	Teamwork	Enthusiastic	Organization	Juggling
	Listening	Motivating	Systematizing	Leadership
Weaknesses	Poor at goal Setting	Inattentive to detail	Perfectionist	Impatient
	Slow to begin action	Short attention span	Critical	Insensitive to others
	Over-sensitive	Poor follow thru	Unresponsive	Poor listener







Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Style Descriptors				
Under Stress	Submissive	Sarcastic	Withdrawn	Dictatorial
	Indecisive	Superficial	Headstrong	Critical
Irritations	Insensitive	Routine	Disorganized	Indecision
Decisions are	Consultative	Spontaneous	Deliberate	Decisive
Seeks	Acceptance	Recognition	Accuracy	Productivity
Vehicle	Mini-Van	Porsche	Volvo	Sherman Tank



Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Workplace

Priority

Personal

The **relationship** based
on communication

Relaxed

Friendly

Appearance

Motivator

Casual

Involvement

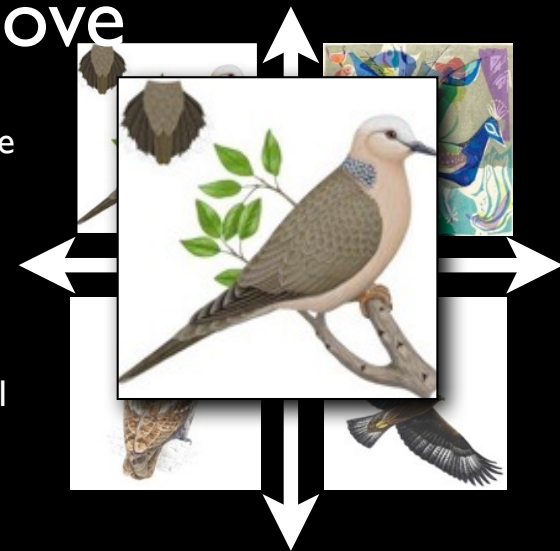
Dove

Dove

Owl

Peacock

Eagle





Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Workplace

Stimulating
Personal
Enticing

Priority

The **relationship** based
on interaction

Appearance Motivator

Stylish
The Chase





Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Workplace

Structured
Functional
Formal

Priority

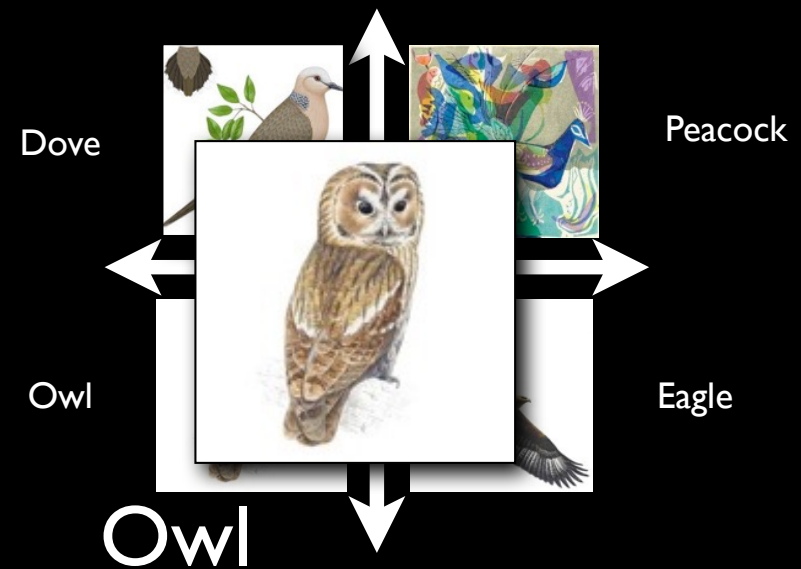
The **task** based
on process

Appearance

Conservative

Motivator

The Process





Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Workplace

Busy
Efficient
Cluttered

Priority

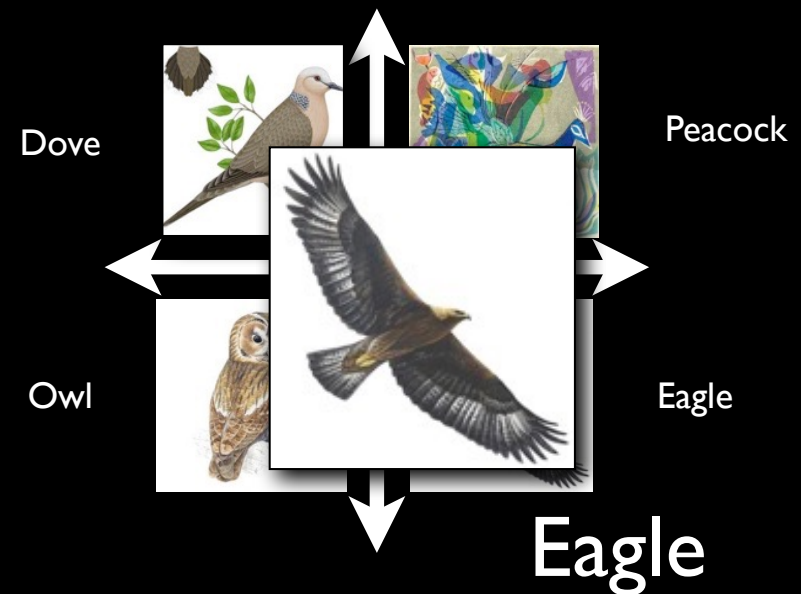
The **task** based
on results

Appearance

Functional

Motivator

Winning









Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Style Descriptors				
Workplace	Personal	Stimulating	Structured	Busy
	Relaxed	Personal	Functional	Efficient
	Friendly	Enticing	Formal	Cluttered
Priority				
Appearance				
Motivator				







Personalities

Treading on Sacred Ground

Understand

Behavioral
Styles

What Kind of Leader Are You?

Style Descriptors				
Workplace	Personal	Stimulating	Structured	Busy
	Relaxed	Personal	Functional	Efficient
	Friendly	Enticing	Formal	Cluttered
Priority	<i>Relationships based Communication</i>	<i>Relationships based Interaction</i>	<i>Task based on Process</i>	<i>Task based on Results</i>
Appearance	Casual	Stylish	Conservative	Functional
Motivator	Involvement	The Chase	The Process	Winning



Personalities

Treading on Sacred Ground

Prescribe

Behavioral
Styles

What Kind of Leader ~~We~~ ^{Doves} Need to Be

Say “no” occasionally

Delegate to others

Verbalize their feelings & thoughts

Stop worrying about how others feel

Take risks by stretching beyond their
comfort zone

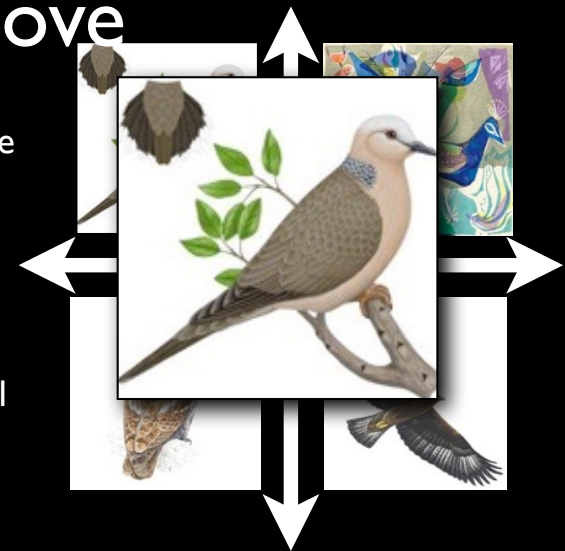
Dove

Dove

Owl

Peacock

Eagle





Personalities

Treading on Sacred Ground

Prescribe

Behavioral
Styles

What Kind of Leader **We Need to Be**

PEACOCKS

Follow through on tasks

Focus on task at hand

Take a logical approach

Try to complete more of what you start

Spend more time checking, verifying and organizing





Personalities

Treading on Sacred Ground

Prescribe

Behavioral
Styles

What Kind of Leader ^{Owls} We Need to Be

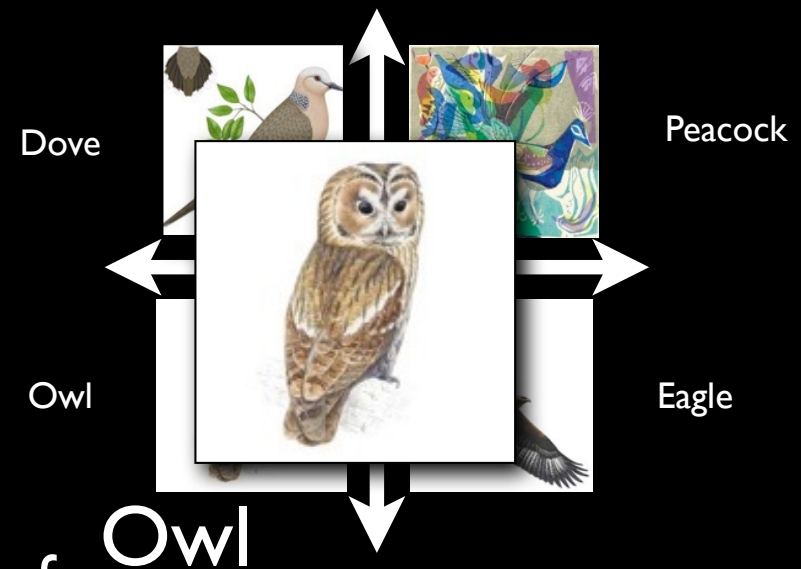
Use policies as guidelines, not laws

Adapt to change and disorganization

Try shortcuts and timesavers

Compromise with the opposition

Openly show concern and appreciation of others





Personalities

Treading on Sacred Ground

Prescribe

Behavioral
Styles

What Kind of Leader ~~We~~ Need to Be

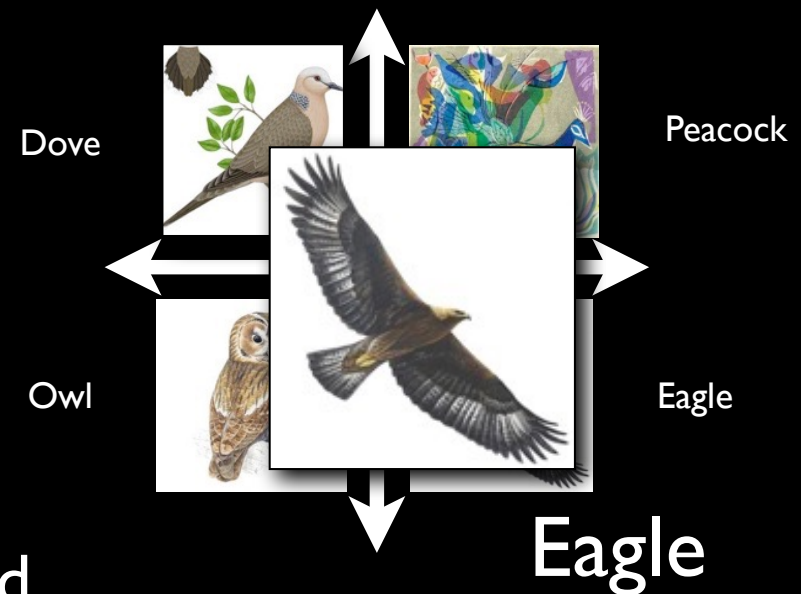
Practice active listening

Verbalize the reasons for conclusions

Identify with a group

Verbalize compliments to others

Develop patience, humility, sensitivity, and empathy





Personalities

Treading on Sacred Ground

What Kind of Leader **We Need to Be**



Warm and Sincere

The Platinum Rule

*Do unto others
as **THEY***

*would have **YOU**
do unto **THEM***



Interested in Them



Thorough & Well-Prepared



Efficient & Competent



Personalities

Treading on Sacred Ground

What Kind of Leader **We Need to Be**



Collegiality

Collaboration

Informed Decision



Innovation

Transformation

Live Mission





Personalities

Treading on Sacred Ground

What Kind of Leader **We Need to Be**



The Platinum Rule

*Do unto others
as **THEY***

*would have **YOU**
do unto **THEM***



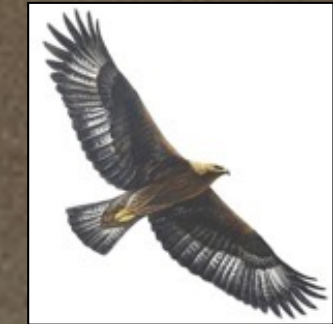
Treat colleagues the way **they** wish to be treated

Personalities

Treading on Sacred Ground



Thank You!



Now, Go Fly!