



Leadership Compass:

NORTH

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
- Values action-oriented phrases, "Do it now!", "I'll do it", "What's the bottom line?"

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!"



Leadership Compass:

SOUTH

Approaches to Work/ Work Style:

- Understands how people need to receive information in order to act
- 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
- Values words like "right" and "fair"

Overuse: Style Taken to Excess:

- Can lose focus on goals when believes relationships or people's needs are being compromised; becomes derailed by poor process
- 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



Leadership Compass:

EAST

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
- Values words like "option," "possibility," "imagine"

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 and not get work implemented
- 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



Leadership Compass:

WEST

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
- Values word like "objective" "analysis"

Overuse: Style Taken to Excess:

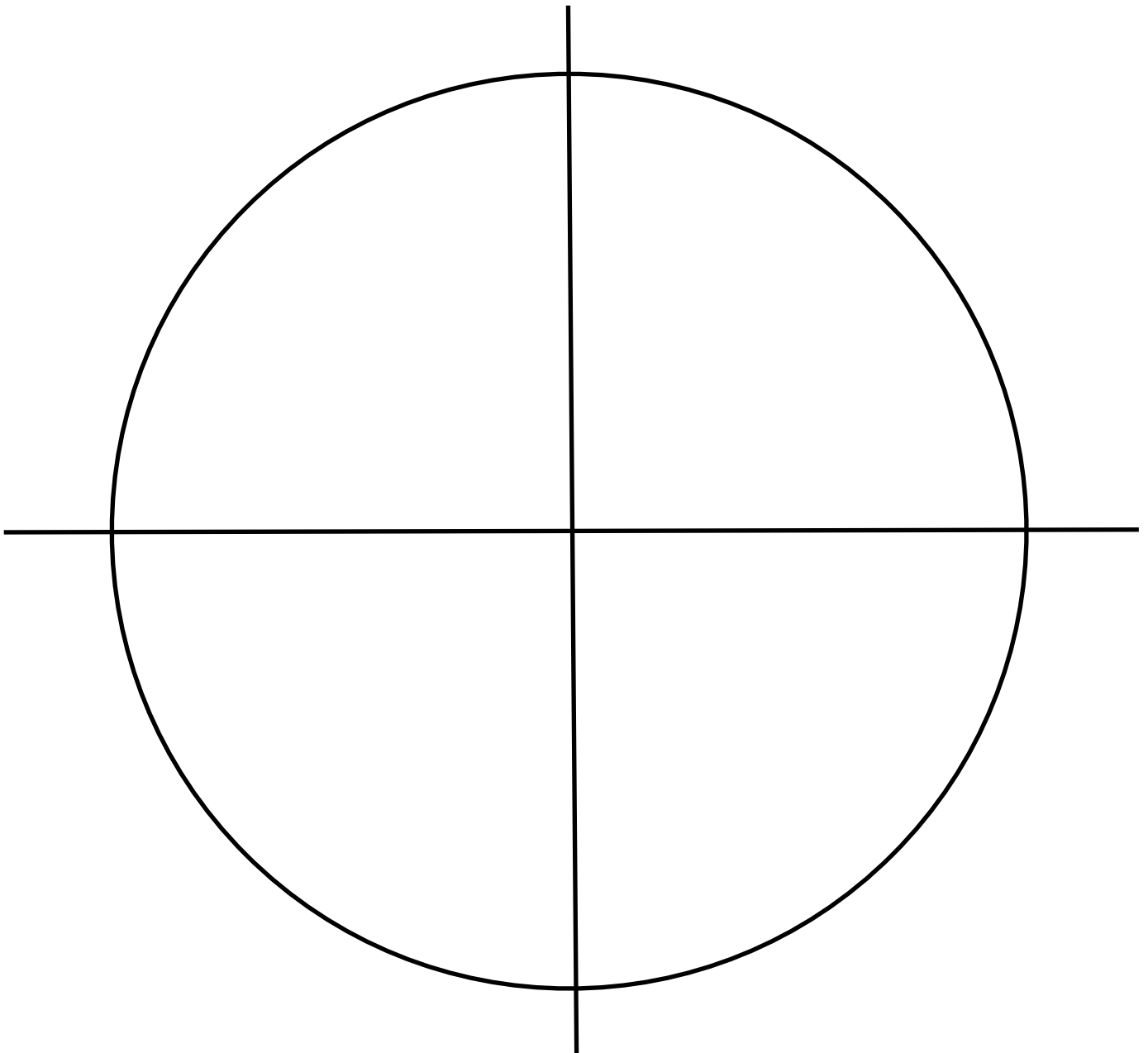
- Can be bogged down by information, doing analysis at the expense of moving forward
- Can become stubborn and entrenched in position
- Can be indecisive, collect unnecessary data, mired in details, "analysis paralysis"
- May appear cold, withdrawn, with respect to others' working styles
- Tendency toward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



Leadership Compass:

PERSONAL

Graph your personal compass showing your strengths in each direction.

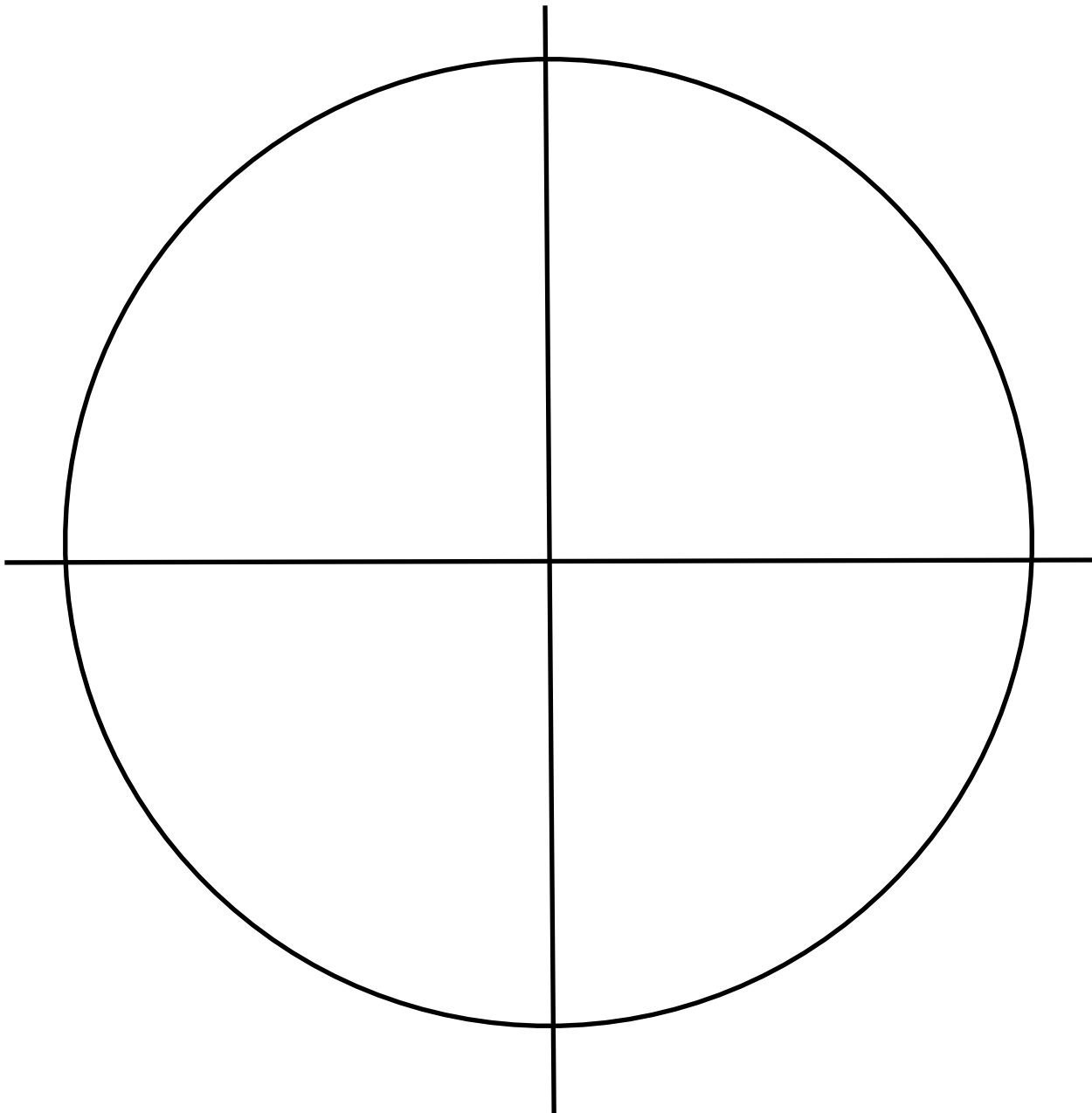




Leadership Compass:

TEAM

Overlay each individual's compass, showing your composition as a team.



Leadership Compass

Questions for Discussion

You are the class/cohort of sophomore Bonners currently working on planning your Sophomore Exchange. The Sophomore Exchange is supposed to be an event or activity, usually 1-2 days long, that brings together two or more Bonner Programs. Your Bonner Director has asked your class to play a leadership role with planning an awesome exchange that will involve 3-4 schools. It should be inspiring and give people a sense that there are students across many campuses who are involved in service, activism, and social justice work. You may want to weave in service or programming around the Common Commitments. You have given you a budget of \$2,000, and the Sophomore Exchange is to happen one month from now. As a team, working from your weakest direction, discuss and develop a work plan and set of steps and activities that will accomplish this goal. Remember, you want to “try on” this style in what you outline.

You have 15 minutes. Your team should be ready to present your thinking and plan, demonstrating it incorporated work from your weakest direction.

Leadership Compass

Scenario

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Other Applications of the **Leadership Compass**

Use it as a tool for project design and management. This involves intentionally “thinking” from each direction. For instance, spend time articulating the vision and big picture (East) for a project. Review what’s been done before and make detailed project management and work plans (West). Think about the process carefully and how to build a sense of collaboration, inclusion, and teamwork (South). Finally, make sure to design some easy wins and set clear dates for milestones, actions, and decisions (North). **See the next page for some questions to discuss with teams on projects.**

Use it as a tool for working better with your manager/supervisor by “Managing Up.” This involves really getting to know the work style of your manager, as well as your own work style. It involves “flexing” to your manager’s style.

- * For instance, if your manager is an East, s/he may want to hear the big picture and vision (in every step) and ensure that your work is focused on that and strategic.
- * If your manager is West, s/he may want to see detailed work plans, budgets, steps, procedures, etc. and be concerned about learning from the past.
- * If your manager is South, s/he may be concerned about the people involved, the process, and the ethical and human dimensions of how the work gets done.
- * If your manager is a North, s/he will want to see action and a sense of urgency, not taking too long to make progress.

For more help, consider doing the workshop “Managing Up” (available on the Bonner Wiki). **See the next page for some helpful questions to discuss with supervisors.**

Use it as a tool for continual growth and reflection. Your style may change and evolve, especially as your role does. Read the book ***The Four-Fold Way*** and try some of the activities it outlines. Set goals and evaluate whether you meet them. Reflect on your specific role and whether your work style is working effectively for it. Be transparent with team members, supervisors, mentors, and colleagues about your style and desire to grow and change.

Leadership Compass:

Using this tool for great relationships, project management and more

Questions for Discussion between Bonners and Site Supervisors (in pairs). Take these to discuss.

1. Share your style (taking turns).
2. Supervisor: how can your VISTA best work with your style & “manage up”?
3. Site Supervisor share about their role at the organization?
4. Review the Job description together?
5. Discuss how your style is an asset for your roles and responsibilities as well as the challenges you might have.

Goal Setting and Project Management

Now think how the leadership compass can help your organization and work throughout the year. How can you use it as a tool to effectively envision, plan, collaborate, and execute your work and projects together? (Think: east/vision, west/plan, south/team, and north/action).

Set three goals next month. Report out one goal.