



# Facts on Advanced Leadership



Advanced Cross-Culture Leadership Program

Prof. Mark von Rosing



# Table of Contents

- Leadership Types and Styles
- Leadership Personality Profiling
- Introduction to Peer evaluations
- Describe your Individual Performance Coaching
- Reshaping your Mind
- Behavioral Modification
- Development Plan through PARR



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(((GO))) LEADING PRACTICE  
*We set the Enterprise Standards!*



# Determining behavior style

## Leadership style

### “SIZE” UP WITH FOUR QUESTIONS

#### #1 “What is their background?”

| DRIVER                       | ANALYTICAL           | AMIABLE                        | EXPRESSIVE            |
|------------------------------|----------------------|--------------------------------|-----------------------|
| Entrepreneurial<br>Technical | Science<br>Technical | Public Contact<br>Liberal Arts | Sales<br>Liberal Arts |

# Determining behavior style

## Leadership style

### “SIZE” UP WITH FOUR QUESTIONS

#### #2 “How do they dress?”

| DRIVER       | ANALYTICAL   | AMIABLE | EXPRESSIVE |
|--------------|--------------|---------|------------|
| Conservative | Conservative | Casual  | Flamboyant |

# Determining behavior style

## Leadership style

### “SIZE” UP WITH FOUR QUESTIONS

#### #3 “How does their office look?”

| DRIVER   | ANALYTICAL   | AMIABLE   | EXPRESSIVE   |
|--|--|---|--|
| Large desk<br>Clean<br>Clock<br>Awards<br>No posters | Diplomas<br>Symbols of achievement<br>Plaques<br>Stacks of paper | Home-like<br>Family pictures<br>Plants<br>Posters<br>Mementos | Messy desk<br>Trophies<br>Posters<br>Pictures with celebrities |

# Determining behavior style

## Leadership style

### “SIZE” UP WITH FOUR QUESTIONS

#### #4 “What adjectives would you use to describe him/her?”

| DRIVER          | ANALYTICAL   | AMIABLE                      | EXPRESSIVE   |
|-----------------|--------------|------------------------------|--------------|
| Decisive        | Persistent   | Personable                   | Excitable    |
| Demanding       | Serious      | Friendly                     | Dramatic     |
| Pushy           | Hard Working | Agreeable                    | Enthusiastic |
| Efficient       | Structured   | Respectful                   | Inspiring    |
| Dominating      | Procedures   | Supportive                   | Persuasive   |
| Determined      | Exacting     | Trusts and believe in others | Stimulating  |
| Strong-willed   | Quiet        |                              | Impulsive    |
| Action-oriented | Impersonal   |                              | Promotional  |

# Determining behavior style

## Leadership style

### Determining behavior style by how they talk

#### “Am I calling at a good time?”

| DRIVER                     | ANALYTICAL                            | AMIABLE              | EXPRESSIVE       |
|----------------------------|---------------------------------------|----------------------|------------------|
| “How long will this take?” | They preplan an out.                  | As good as possible. | “Yes, it is.”    |
| Well, what do you need?”   | “I’ve got a meeting in a few minutes” | “As good as any”     | “Sure”<br>“Fine” |
|                            | “How long will it take?”              | “Yes, this is O.K.”  |                  |



# Determining behavior style

## Leadership style

### “SIZE” UP WITH FOUR QUESTIONS

#### Communication Style

| DRIVER             | ANALYTICAL          | AMIABLE             | EXPRESSIVE            |
|--------------------|---------------------|---------------------|-----------------------|
| Fuller volume      | Lower volume        | Lower volume        | Fuller volume         |
| Rapid speech       | Slower speech       | Slower speech       | Rapid speech          |
| Rapid response     | Unhurried response  | Unhurried response  | Rapid response        |
| Little inflection  | No inflection       | Moderate inflection | Lots of inflection    |
| Low pitch          | Low pitch           | Moderate pitch      | Moderate High pitch   |
| Authoritative tone | Serious/Formal tone | Calm tone           | Friendly/ Lively tone |
| Few pauses         | Long pauses         | No pauses           | Many pauses           |
| Moderate # words   | Brief Concise       | Moderate # of words | Rambling words        |

# Behavior modification to improve effectiveness

## Leadership type



### DRIVER

- Speed it up
- Get right down to business
- Show to reach their goal
- Treat with conviction and efficiency

### ANALYTICAL

- Slow it down
- Get right down to business
- Be deliberate, methodical
- Treat with accuracy and complete staff-work



### AMIABLE

- Slow it down
- Get to know them
- They want other people involved
- Treat with warmth and sincerity

### EXPRESSIVE

- Speed it up
- Get to know them
- Like what look good and feels good
- Treat with flair, fun and upbeat



# How to call on a Driver

## Leadership type



## DRIVER

- Listen to their objectives
- Address specific problems
- Be personable, but reserved
- Present facts and evidence

Open the call

# How to call on a Driver

## Leadership type



## DRIVER

- Speed it up
- Get right down to business
- Focus on their goals
- Treat with conviction

Conduct the call

# How to call on a Driver

## Leadership type



## DRIVER

- Be clear, specific and brief
- Stick to business
- Be prepared and organized
- Provide alternatives
- Give facts about risk
- Focus on results
- Ask, don't tell
- Clarify priorities
- Anticipate objections

Do

# How to call on a Driver

## Leadership type



## DRIVER

- Ramble
- Waste their time
- Play by ear
- Leave loopholes
- Have all the answers
- Speculate
- Overwhelm with detail
- Beat around the bush
- Have surprises
- Be personal

Don't

# How to call on a Driver

## Leadership type



## DRIVER

- Bottom line results
- Gets the job done
- On schedule, under budget

*Business buying  
Reasons*

# How to call on a Driver

## Leadership type



## DRIVER

- More personal power
- Increase control
- Choice of options

Personal buying  
Reasons



# How to call on an Analytical Leadership type



## ANALYTICAL

- Establish your credibility
- Give your credentials
- Acknowledge their expert status
- Give “case study” examples

*Open the call*

# How to call on an Analytical Leadership type



## ANALYTICAL

- Slow it down
- Be deliberate, methodical
- Be factual and accurate
- Completed staff work

Conduct the call

# How to call on an Analytical Leadership type



## ANALYTICAL

Do

- Be well prepared
- Stick to business
- Discuss pros and cons
- Minimize risk
- Have detailed plan
- Provide solid evidence
- Be realistic with schedules
- Stress cost effectiveness
- Be thorough and unhurried
- Be decisive and specific

# How to call on an Analytical Leadership type



## ANALYTICAL

Don't

- Be unprepared or disorganized
- Be casual, informal, or loud
- Rush
- Play by ear
- Use unreliable references
- Use opinion as evidence
- Be clever, or use gimmicks
- Guess if you don't know
- Use personal appeals
- Use users as evidence

# How to call on an Analytical Leadership type



## ANALYTICAL

- Meets specifications
- Meets goals/objectives
- Most logical solution

*Business buying  
Reasons*

# How to call on an Analytical Leadership type



## ANALYTICAL

- Respected as expert
- Pride in Staff work
- Need to be “right”

Personal buying  
Reasons

# How to call on an Amiable

## Leadership type



## AMIABLE

- Engage in informal talk before getting down to business
- Show interest in their work/goals
- Reference people they may know

*Open the call*

# How to call on an Amiable

## Leadership type



## AMIABLE

- Slow it down
- Get to know them
- They will want others involved
- Treat with warmth, sincerity

Conduct the call



# How to call on an Amiable

## Leadership type



## AMIABLE

Do

- Start with ice-breaker
- Show interest in them
- Find common areas
- Listen, be responsive
- Ask “How?” questions
- Move casually, informally
- Focus on low risk
- Provide personal assurances
- Give verbal/nonverbal feedback
- Ask who else will be involved

# How to call on an Amiable

## Leadership type



## AMIABLE

- Rush headlong into business
- Stick coldly to business
- Say “Here’s how I see it”
- Be domineering/demanding
- Debate facts and figures
- Be abrupt and rapid
- Be vague
- Offer options/probabilities
- Offer opinions
- Be formal, reserved

Don't

# How to call on an Amiable

## Leadership type



## AMIABLE

- Staff/Committee approval
- Guarantees/Assurances
- Tried and proven

*Business buying  
Reasons*

# How to call on an Amiable

## Leadership type



## AMIABLE

- Like, trust, respect
- Group consensus
- Avoids conflict/controversy

Personal buying  
Reasons

# How to call on an Expressive Leadership type



## EXPRESSIVE

*Open the call*

- Describe purpose of call
- Establish credibility
- Discuss people they know
- Share exclusive information

# How to call on an Amiable

## Leadership type



## AMIABLE

- Speed it up
- Get to know them
- Make it look/sound good
- Treat with flair, fun, upbeat

Conduct the call

# How to call on an Amiable

## Leadership type



## AMIABLE

Do

- Support their dreams
- Plan to socialize, relate
- Talk about people
- Ask for their opinions
- Provide implementation plan
- Be stimulating, fun loving
- Keep it fast moving
- Use prominent references
- Offer special incentives for their Agreeableness to take a risk



# How to call on an Amiable

## Leadership type



## AMIABLE

- Overwhelm with detail
- Legislate
- Be curt and cold
- Be tight lipped
- Dwell on facts and figures
- Be impersonal, judgmental
- Be task-oriented
- Be dogmatic
- Fail to give plenty of verbal and nonverbal feedback

Don't



# How to call on an Amiable

## Leadership type



## AMIABLE

- Creative idea, big deal
- Good references
- Sounds and feels good

*Business buying  
Reasons*

# How to call on an Amiable

## Leadership type



## AMIABLE

- Recognition/Publicity
- Be first, biggest, best
- Innovative/Unique

Personal buying  
Reasons

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*We set the Enterprise Standards!*



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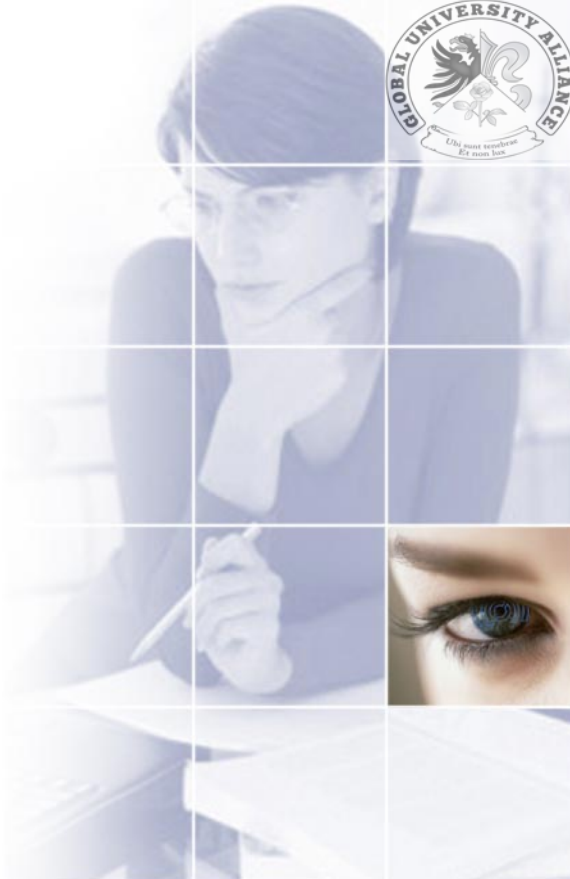


# Achieve/perform like never before

Reshape your mind

**If you keep doing what you're doing, you'll keep getting what you're getting.**

**If you want to break free and experience real changes, you have to address your situation with a new and different approach or solution.**



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 **Behavioral Modification**  
What is the real goal?

Value through  
sustainable change



# Behavioral Modification

## What is the real goal?

### Value through sustainable change

- **Change** – Something must be different at the end of the coaching process.
- **Value** – the main gain is the value derived from the change – not the change itself.
- **Sustainability** – coaching that doesn't help isn't coaching.

The change process tends to often be a rush towards “fixing the problem”.

But experience shows that successful and sustainable coaching is driven by a willingness to embrace and understand these principles.

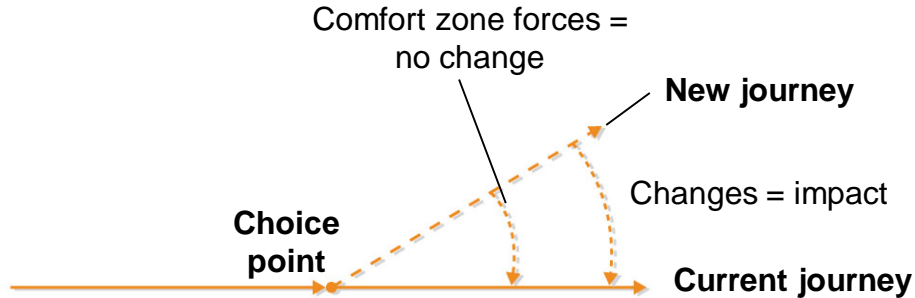


# Behavioral Modification

## Questions to be answered

When considering what a coach does, it is relevant for you to consider:

1. What is your current situation?
2. What is the new direction you wish to take?
3. How different is the new from the current (degree of deviation)?
4. How strong will the reversion rubber band be?
5. How strong are the forces pulling you in the new direction?



# Behavioral Modification

Questions you must ask yourself to start and keep track of the progress



- What are the most important results I wish? (your top priorities)
- What are your Long Term Goals (LTG's) in support of achieving these results?
- How are you going to measure these goals (your KPI's)?
- What specifically do you have to change to achieve your Short Term Goals (STG's)?
- What are the barriers that tend to get in the way when trying to realize the desired change?
- How do you monitor your performance concerning your action plans?

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# Development Plan

The balance between thought and feeling define our level of success, as it always will in difficult situations.

Like so many things in life, if we don't act carefully we are bound to fall back into our comfort zone (or actually never leave it) and thereby repeat old patterns.

During the four previous modules we have tried to give you insight about how you can get to know yourself better and achieve the most you can with what you have/are.



# PARR

## Phases you must go through to start

It's not about being perfect or having complete control of your emotions or actions. In module 5 you will need to document your insight concerning yourself and your goals.

It is all about allowing your feelings to inform you and to guide your behavior to develop yourself.

The phases you need to run through:

- **Prepare**
- **Act**
- **Reflect**
- **Review**



## The Prepare Phase

In terms of a client meetings/calls/engagements or any other skills, have you changed anything in your approach (since you attended module 1, 2, 3 and 4 of the sales coaching program) or have you thought of anything you would like to change?

### **If no:**

Please do it now - identify something you need to change and fill that into the field “**Important Result**” in the below development plan. It’s fine if it covers both your professional and personal top priorities.

### **If yes:**

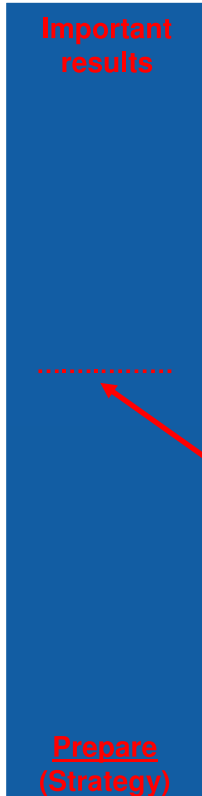
What have you identified, that you would want to do differently you should fill into the field “**Important Result**” in the below development plan, both concerning professional and personal goal priorities.





# Development Plan – Top Priorities

## The Prepare Phase



# Example: Business Development Plan

## The Prepare Phase



Example of  
what you  
could do  
differently.

## The Act Phase

Specify how you are going to Act in terms of Long Term Goals (your Critical Success Factors (CSF's)) for how to achieve your results (top priorities).

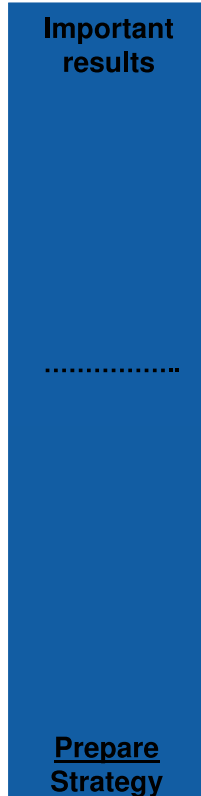
Your CSF's are "the limited number of Long Term Goals that you need to achieve to achieve your results."

If your Results were to be attained, then [these key areas of activity - usually three to five factors](#) - need careful and consistent attention.



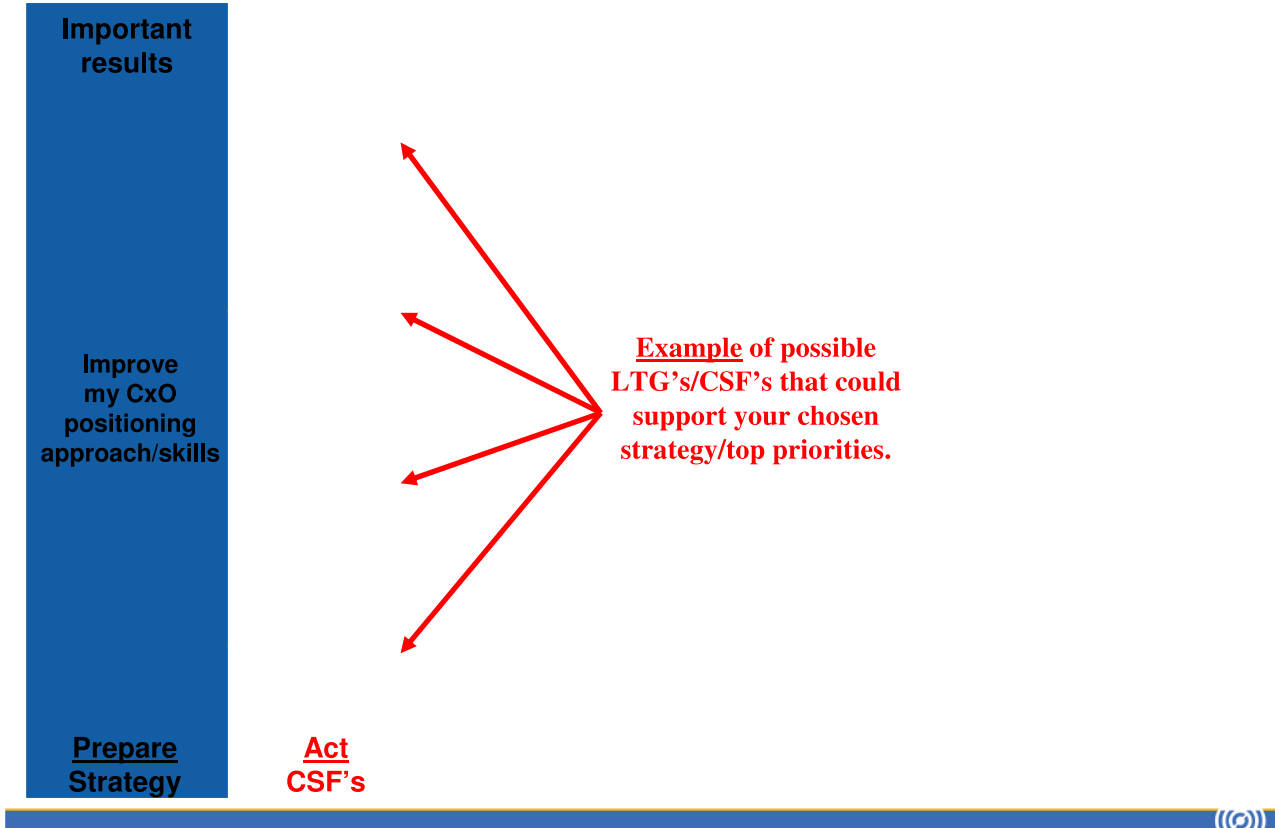
# Development Plan – Long Term Goals

## The Act Phase



# Example: Business Development Plan

## The Act Phase



## The Reflect Phase

If your top priorities/results were to be attained, the Long Term Goals and CSF's need to be Reflected on, as to how they will be measured.

Things that are measured get done more often than things that are not measured.

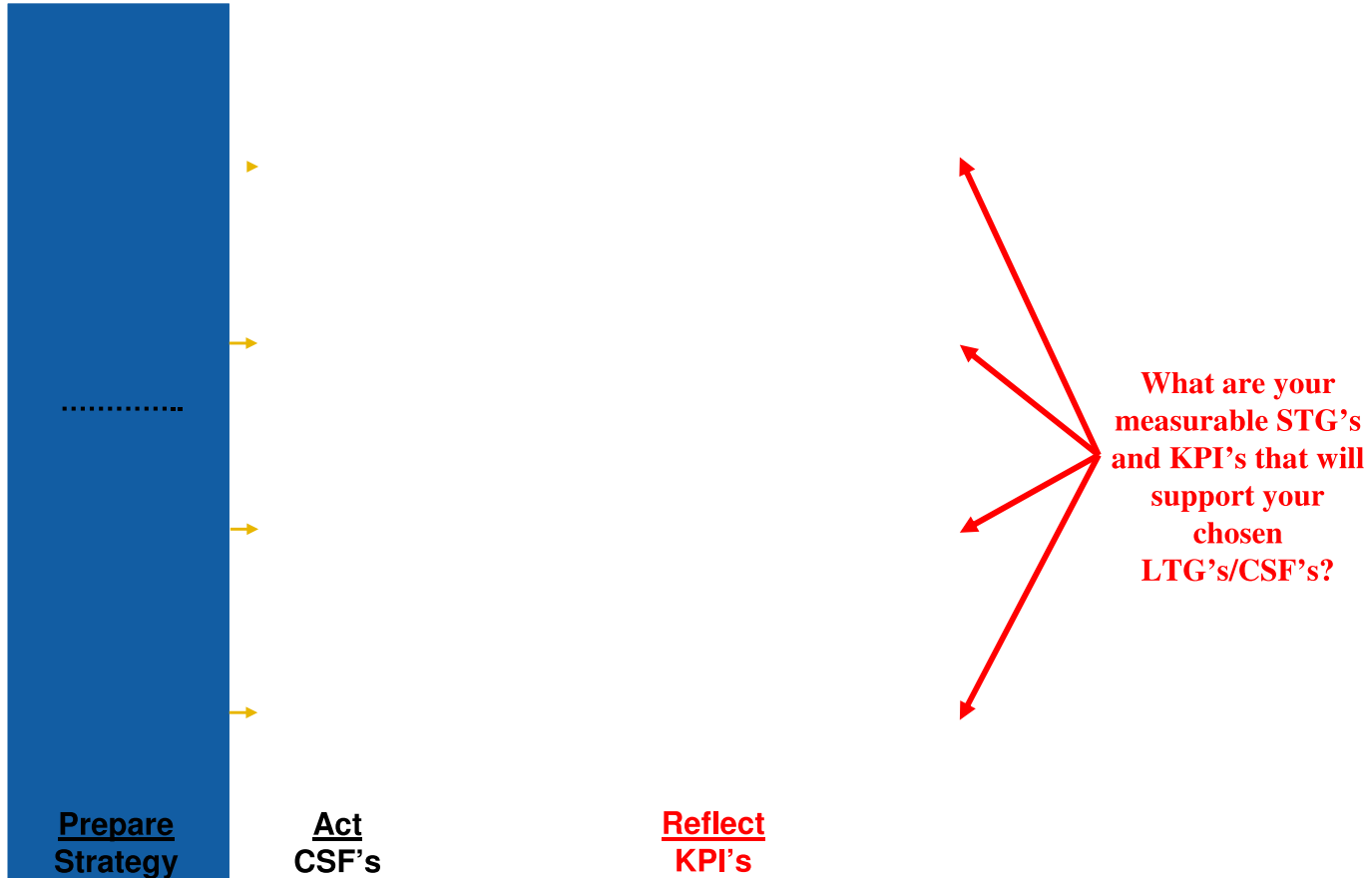
Each LTG and thereby CSF should be measurable and associated with a target Short Term Goal (STG). You don't need exact measures to manage.

Primary measures that should be listed include Key Performance Indicators (KPI's), such as specified measurable areas of improvement or, in cases where specific measurements are more difficult, general short term goals should be specified.



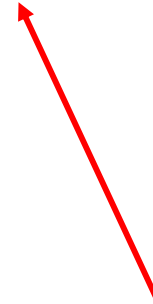
# Development Plan – Business Goals

## The Reflect Phase



# Example: Business Development Plan

## The Reflect Phase



**Example of possible  
measurable STG's  
and KPI's that will  
support your chosen**

Make sure Leading Question is created  
ate Answer to leading question



## The Review Phase

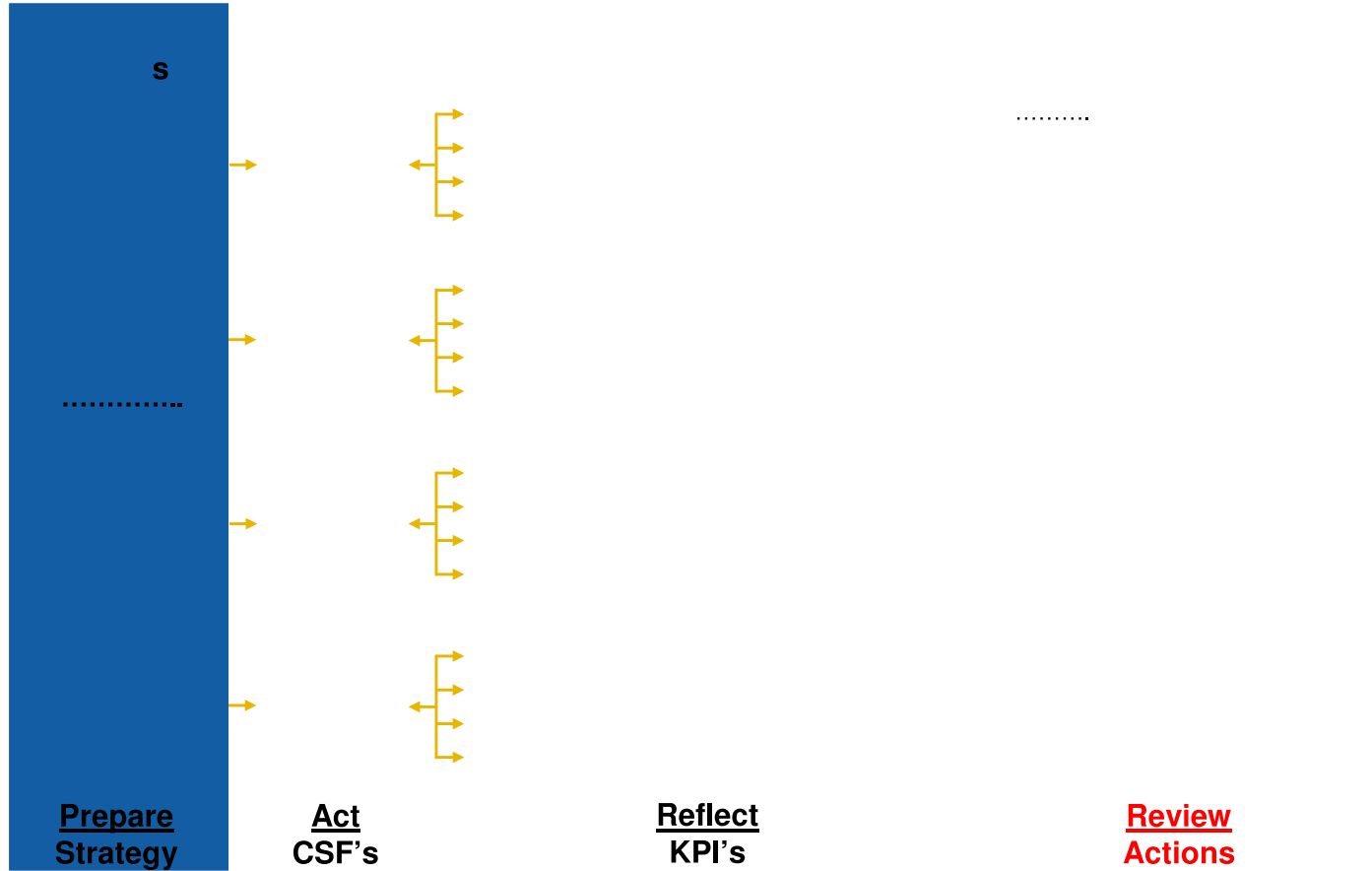
In this phase you should review what you need to change or alter to achieve the measurable Short Term Goals and satisfy the KPI's.

To provide an accurate picture of what you need to change, it is important to break down what Actions you will take.



# Development Plan – Business Goals

## The Review Phase



# Example: Business Development Plan

## The Review Phase



Talk 20% Listen 80%

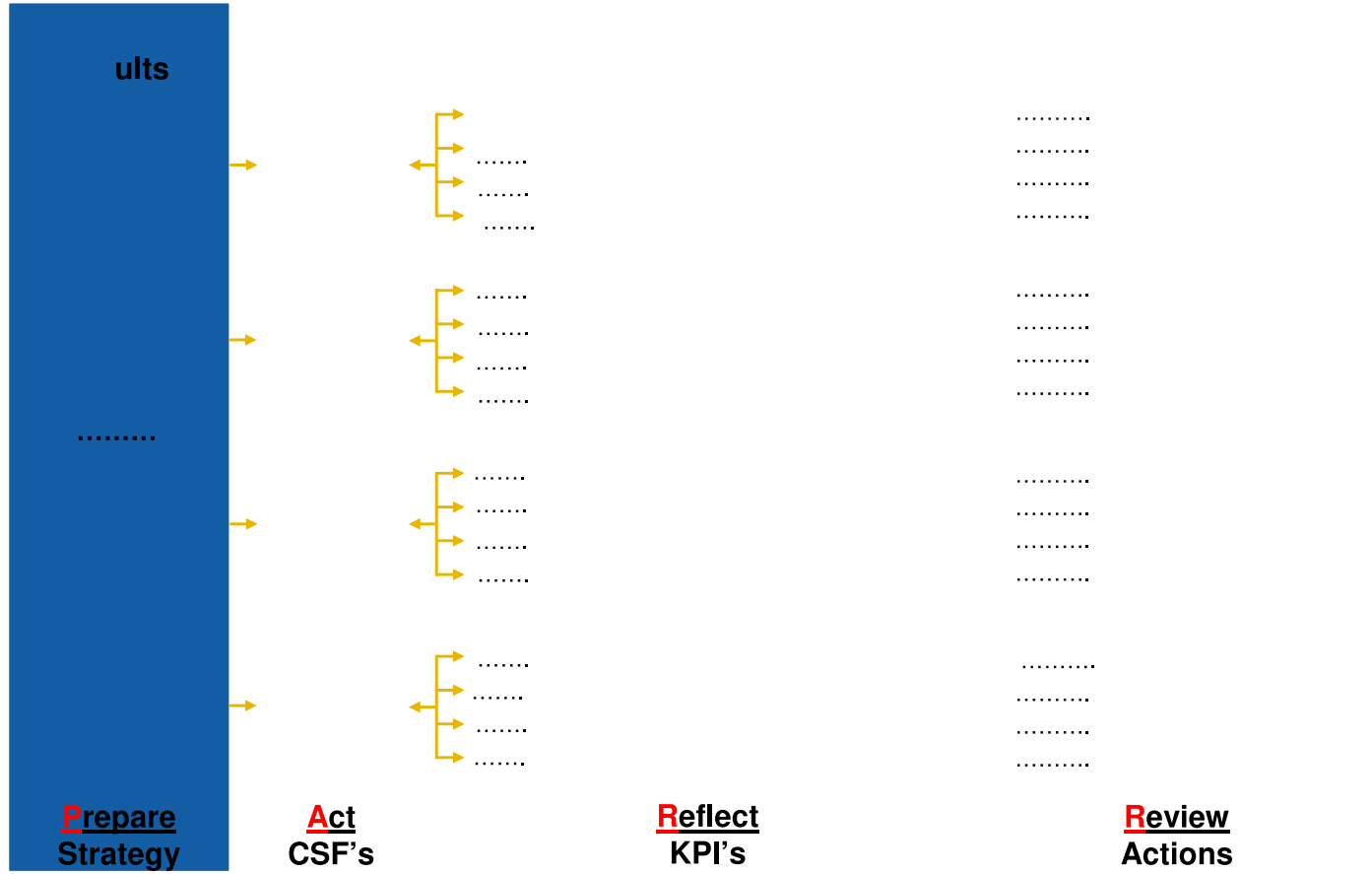
Measure weekly progress  
Define examples to practice  
Train w. mgmt./client  
Ask for feedback

es daily

Recap S/C/LQ/GT weekly  
Train in calls - many situations  
Write down/track progress  
Use persuasion techniques

# Development Plan – To be filled in by you

## The Review Phase



# Table of Contents

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**Title**

**Subtitle**

**Text**



**Title**

**Subtitle**

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**Title**

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# QUESTIONS?

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# Thank You

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Researching Best & Leading Practices | Developing Standards

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