

BE THE LEADER YOU WERE BORN TO BE



Activity
Perceptual
Style

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Owner's Manual Series

**Volume 2:
Be The Leader
You Were Born to Be**

**Hands-On Leadership Profile
The ACTIVITY Leader**

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and
Gary M. Jordan, Ph.D.**

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**Dedicated to
The Leadership Strengths in All of Us**

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Welcome!

Leadership is a very popular topic – has been for hundreds of years. After all, leadership is at the heart of human progress and community.

Many brilliant people have researched effective leaders hoping to distill the essence – and then teach that essence to all who would lead. There are trait theories, style theories, situational theories, and concepts that defy categorization, all of which purport to explain what makes an exceptional leader.

Many try to sell you on the idea that effective leadership is a one-size-fits all proposition. Or that if you're not naturally outgoing or authoritative or visionary, you can't be an effective leader. It's just not true. Real leadership success happens from the inside out - using your natural strengths to guide and inspire others to great achievement.

Everyone has the capacity to be an effective, even exceptional, leader. There's not just one set of traits or behaviors that guarantee success. There is YOUR way to be a leader – building on your natural strengths.

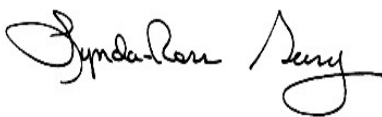
Your Perceptual Style (which you discovered in *Volume 1: Celebrate You*) is the foundation of your Leadership Strengths Profile. How you see the world and make it meaningful to you has everything to do with how you lead most effectively.

This action guide is organized into sections that provide information about specific aspects of your leadership skills – where you shine, where you stumble, and how you can be an incredibly effective leader!

We are so pleased you have chosen to continue with the Owner's Manual Series. You will learn new things about yourself, validate things you innately know are true, and gain real excitement about your leadership potential.

You have the natural capacity to lead. Now's the time to develop that potential and be the leader you were born to be!

To Your Leadership Success!

A handwritten signature in black ink, appearing to read 'Lynda-Ross and Gary'.

Lynda-Ross and Gary

Introduction to Be the Leader

What do you think of when you're asked to define leadership?

If you are like most people, the names of famous leaders pop into your mind – people such as great military leaders, your favorite current and historical politicians, pioneers in the sciences, business leaders, spiritual leaders, activists, and heroes.

Great leadership is often described as “when you see it, you’ll know it”. Part of the reason is that leadership really is a complex combination of skills and behaviors that is most easily identified or understood by example. So we tend to think of leadership only in broad terms depicted by highly visible people.

Leadership is not about being famous, nor is it a title or a role – it is a state of being. Leadership is not a process of wearing different hats for different occasions – it is a process of being true to your natural strengths.

In fact, you are exercising some of your natural leadership skills in your everyday life. In social situations when you decide where you and your friends will meet for dinner, in family situations when you take on the role of negotiator to resolve conflicts, at work when you step up to initiate change or take responsibility for task completion.

The essence of leadership is defined as “organizing a group of people to achieve a common goal”. At the core it’s the combination of art and science to attract followers, point out a direction, then guide and influence your followers to achieve objectives.

Leadership doesn't happen in a vacuum. You can't lead if you don't have followers. It's the experience of the followers coupled with the level of success in achieving common goals that puts the stamp of “great leader” or “inept leader” on your leadership résumé.

Many critical leadership skills boil down to how you interact with your followers. And you know from *Volume 1: Celebrate You* that Perceptual Style is a key factor in how you communicate and what others understand.

Each Perceptual Style has a specific Leadership Profile – a set of unique natural skills and strengths that all support being a leader.

Let's take a quick look at the six Leadership Profiles:

- * **Administrative Leaders (Methods** Perceptual Style) make decisions rationally using facts and data. They follow a clear, unambiguous plan that unfolds logically based on an analysis of evidence and unbiased observation. They strive to have their followers view each situation from the same impartial perspective in order to take correct action.
- * **Analytical Leaders (Adjustments** Perceptual Style) use objective observation and data to determine direction and guide their followers. They need the perspective that arm's length oversight provides in order to see how all the details fit together. They skillfully use diplomacy to engage followers in support of their cause.
- * **Collaborative Leaders (Flow** Perceptual Style) coordinate and work with followers who are attracted to the direction they take based on shared values. Building, growing, and sustaining the community of followers is a top priority. They do not direct so much as watch over and subtly and effectively nudge followers back into the fold when necessary.
- * **Directive Leaders (Goals** Perceptual Style) make decisions quickly and initiate actions with confidence. They provide clear direction to their followers and leave no doubt as to their intentions and goals. Their bold approach builds morale, motivation, and a 'can do' attitude in their followers.
- * **Hands-On Leaders (Activity** Perceptual Style) find standing on the sidelines directing others impossible. They jump into the fray and work alongside the folks they are leading. With their "let's get going" attitude, they lead others into action and guide their followers by example.
- * **Visionary Leaders (Vision** Perceptual Style) lead dynamically, fluidly, and quickly as situations shift and change. They keep followers moving towards a vision they have for the future, and they use whatever means are necessary to keep their followers optimistic and involved.

Just as with Perceptual Style each of us has one Leadership Profile. Makes sense, as Perceptual Style is the foundation of your Leadership Profile.

We don't have one set of natural leadership strengths at home and another set at work. Your leadership profile does not change over time. What does change over time is your awareness and use of your natural leadership skills. The more you use them, the more they expand from good to exceptional.