



Take the Lead

Lesson 9: What's Your Style?

Grade level: 6-8

Learning objectives:

Participants will learn:

- to define and describe autocratic, democratic and laissez-faire leadership styles
- to recognize common leadership roles in a group
- about their personal leadership styles
- about personality traits and how they affect leadership styles

Codes for TEKS:

Language Arts
Fine Arts
Mathematics

Codes for 40

Developmental Assets:

Interpersonal skills
Responsibility
Planning and decision making

National Education Standards:

Language Arts
Mathematics

Life Skills Model:

Problem solving
Decision making
Social skills
Planning/organizing

Time required:

60 minutes

Equipment/Materials:

Newsprint or chalkboard
Markers or chalk
Pencils

Handouts/Support Materials:

The Lion, The Fox and the Saint
Bernard Survey
The Lion, The Fox and the Saint
Bernard Score Sheet
The Lion, The Fox and the Saint
Bernard Summary Sheet
CARE Leadership Styles
The Color Personality Test

If a leader demonstrates competency, genuine concern for others, and admirable character, people will follow.

– T. Richard Chase

What kind of leadership style do you use when you are responsible for coordinating an activity or project?

Allow participants to respond. If they do not come up with any possible answers, give some prompts such as: Are you controlling? Do you try to involve all team members? Do you make all the decisions without any input from the group? Do you study things thoroughly before making a decision or are you a “fly by the seat of your pants” leader?

Is it possible for someone to have more than one leadership style?

Allow young people to respond.

Yes, it is possible to have more than one leadership style. Sometimes a leader may need to change the way he or she does things to adapt to a specific situation or group.

Can you have a leadership role without being the “big dog” or leader of a project?

Allow young people to respond.

Of course you can! There are many different leadership roles and we’ll talk about those in a little bit.

What about personality types? Can the personalities of group members influence the way a leader conducts business?

Allow participants to respond.

The personalities of team members can be a huge factor in the leadership style that is needed for the group. In this session—What Style Are You?—we will explore not only our leadership styles but also our personality types so we can learn to be the very best leaders we can be! Let’s start with leadership styles.

There are lots of leadership styles, but today we are going to focus on three main styles. Those are autocratic, democratic and laissez-faire (lessay fair).

Let's first look at the autocratic leadership style. Can anyone tell me what autocratic means?

Allow young people to respond.

Autocratic leadership means that the leader makes decisions without consulting others. An autocratic style works when there is no need for anyone else to help make a decision. It also works when there is only one decision that can be made, and when the motivation of people to carry out the decision would not be affected whether or not they were involved in the decision making.

The next leadership style is the democratic style. What do you think this style of leadership is like?

Allow participants to respond.

In the democratic style, the leader involves other people in the decision making. After getting other people's ideas, the leader may have the final say or may try to help the group reach consensus. Members of a group usually appreciate a democratic leadership style. It can be a problem, though, when there is a wide range of opinions and no clear way to make a decision that pleases everyone.

Can someone tell me what a laissez-faire leadership style is?

Allow young people to respond.

Laissez-faire is a French word that means letting people do as they please. With this style the leader doesn't have much involvement in decision making and people are allowed to make their own decisions. They may also be responsible for the outcome. The laissez-faire style works best when people are capable and motivated and don't need much guidance.

Which of these three leadership styles do you think works best for most situations?

Allow participants to respond. The best answer is democratic leadership.

Which of these leadership styles would be the most frustrating for you as a member of a team?

Allow young people to respond.

As I mentioned earlier, there are specific situations in which each style of leadership is needed. Even autocratic leadership can be best sometimes. If a situation calls for an autocratic leader, however, it does not mean the leader has to be mean or ugly to the team members. An autocratic leader who does treat people badly probably won't be successful. In fact, when people feel they have no voice at all it can lead to revolution. A laissez-faire approach will work well sometimes, but usually people don't get as much good work done and don't put as much energy into their work as when they are actively led. Research shows us that the democratic leadership style is usually the most effective.

Now that you have a little more information about these three leadership styles, which type of leader are you?

Allow participants to respond.

Now let's talk about the different types of leadership roles that members might fill in a group. Can anyone name what some of those roles might be?

Allow participants to respond. Record responses on newsprint where everyone can see.

Those are great ideas! Here are some other leadership roles you will find in most groups.

- **Creative thinker.** This group member has original thoughts and can come up with innovative ideas to help reach goals.
- **Worker bee.** This person is very involved with the project and knows what the end result should be. He or she can evaluate the situation, contribute to the discussion, and carry out specific tasks. The worker is an important role!
- **Problem solver.** This group member is a mover and a shaker, good at making decisions and determining the best course of action to take.
- **Time keeper.** This person is the clerk or recorder for the group. He or she keeps the group focused and on schedule.
- **Marketer.** The marketer contributes, promotes and sells ideas to the rest of the group.
- **Organizer.** This group member is knowledgeable, dependable and a good planner.
- **Social director.** This group member is a people person who directs the social interaction of the group. The social director likes people to communicate.
- **Point person.** This person can clearly define the group's ideas or goals and helps the group zero in on the task at hand.

Discussion questions:

- Can any of you see yourself in any of these roles?
- Which role do you feel most comfortable playing in a group?
- Do you think that an individual's role might change when working with different groups of people?

Now let's do some activities to find out what leadership style each of you has.

The following activities are leadership style inventory tests. The instructor may choose to do one, two or all three.

Activity 1: The Lion, The Fox and the Saint Bernard**Objective:**

This activity will help participants associate leadership qualities with the characteristics of the three animals.

Instructions:

Give each participant a pencil and a copy of the handout *The Lion, The Fox and the Saint Bernard Survey*. Then give these instructions.

Today we are going to do a fun leadership styles inventory test to find out if you are a lion, a fox or a Saint Bernard. Before we start the survey, raise your hands to say which animal represents the kind of leader you think you are. Who is a lion? A fox? A Saint Bernard? At the top of your survey, write the name of the animal you think you are.

Each of you has a copy of the survey to complete. You'll read each line across the page and then fill in the box in each column with a number ranging from zero to 10. The numbers in each line across must add up to 10. Look at the example. It says "My favorite ice cream flavor is..." and the choices are chocolate, strawberry and vanilla. You will put a number by each of the three choices to show how true they are for you. If you love chocolate ice cream and hate strawberry and vanilla, then you might put the number 10 by chocolate and 0 by the other two. If I were answering the survey my answer would be 7 for chocolate, 2 for strawberry and 1 for vanilla. Does that equal 10? Yes. Does everyone understand the instructions?

After you put in your scores for each line on both pages, add up the numbers in each column on page 1 and on page 2. Write the total for each column in the box at the bottom of the page. Then add up the three column totals on each page. The grand total on each page should be 100. If it is not, go back and double check each line and make sure each one adds up to 10. Let me know if you need help.

When participants have finished the survey, give them copies of The Lion, The Fox and the Saint Bernard Score Sheet. Explain that they are to transfer scores from the survey to the score sheet.

Now transfer your column totals for each page to the score sheet. After you write in your column totals for pages 1 and 2, total each column to get the grand total.

Allow time for participants to transfer scores and do math calculations.

Everyone should now have a grand total score for columns A, B and C. Let's see how many people we have in each leadership style and then we'll talk about what each style is.

Ask the following questions and record on newsprint or a chalkboard the number of participants who raise their hands for each column.

If your top score was in column A, please raise your hand.

If your top score was in column B, please raise your hand.

If your top score was in column C, please raise your hand.

Those of you who had the highest score in column A are classified as Saint Bernards. Those of you who had the highest score in column B are classified as Lions. Those of you who had the highest score in column C are classified as Foxes.

Now let's divide up into those three groups and we are going to do a brainstorming activity. Everyone who had the highest score in column A will meet together and likewise for B and C.

In your groups, brainstorm ideas and make a list of the characteristics of the animal that your group represents. Also write down how those characteristics relate to leadership styles. I have newsprint paper and markers for each group.

Allow time for the participants to complete the tasks. Then have each small group share its information with the entire group.

I would like for each group to post its list where everyone can see and give a report about your discussion.

After each group has made its presentation, distribute the handout *The Lion, The Fox and the Saint Bernard Summary Sheet*. Review this information with the group, comparing it to the lists they made of each animal's characteristics.

Let's review the summary sheet and see how it compares with your descriptions of each animal.

Now, go back to your survey and look at the animal you chose at the very beginning of the activity. How many of you were right on target with the animal you thought you were? How many of you chose a different animal than your survey results showed? Looking at the characteristics of animals is a fun way to think about leadership styles. And it's a good way to learn something about yourself.

Activity 2: CARE Leadership Styles

Objective:

This activity associates leadership qualities with an easy-to-remember acronym of the word CARE—congeniality, action, reason, excellence.

Instructions:

Give each participant a pencil and a copy of the CARE Leadership Styles inventory test. Then give instructions.

This leadership style inventory test will help us figure out our personal styles.

Let's look at the inventory. Your task is to read the characteristic in each box and then rate yourself on that characteristic using numbers from 1 to 10. Number 1 is weakest and 10 is strongest. If you think the characteristic doesn't describe you at all, give it a number 1. If you think the characteristic describes you exactly, give it a number 10. You'll probably rank most characteristics somewhere in between 1 and 10. Write the numbers under each characteristic. After you've given a number to each characteristic, add the numbers in each column and write the total at the bottom of each column.

Allow time for participants to complete the inventory. Then ask the following questions and record their responses on newsprint or a chalkboard.

Now that everyone has completed the inventory, let's see what your results were. If column 1 had your highest total, raise your hand. If column 2 had your highest total, raise your hand. If column 3 had your highest total, raise your hand. If column 4 had your highest total, raise your hand.

Now let's see what each of these columns represents. There are four categories of leadership qualities represented and the word CARE is an acronym for them. CARE stands for congeniality, action, reasoning and excellence. Can you see how the words in each column relate to these four categories? Column 1 is congeniality, column 2 is action, column 3 is reasoning and column 4 is excellence.

Pass out pages 2 and 3 of the CARE Leadership Styles handout.

I have a summary of each of these categories. Let's see what they mean.

Review the handout with the group. Or divide the group into the four smaller groups based on the columns that had their highest scores. Ask the groups to discuss the information about their leadership characteristics and then prepare a creative presentation for the whole group. Finally, review the highlights from the handout and make sure all the key points have been addressed.

Activity 3: The Color Personality Test

Objective:

This activity is a fun way to relate personality types to colors.

Instructions:

Give each person a pencil and a copy of The Color Personality Test handout. Give the following instructions.

Let's have a little fun with personality types. Did you know you can determine your personality type based on colors? On this test, rank the colors 1 through 8 based on your most favorite to least favorite color.

Allow time for young people to complete the test.

Let's take a look at each color and you tell me what you think of when you see that color. We'll start at the top with blue. What emotions or descriptions come to your mind?

Allow time for participants to respond. Continue discussing each color.

What about the color brown?

What does red say to you?

What emotions or descriptions come to your mind with the color black?

What about violet or purple?

What does grey say to you?

How about green?

What about yellow?

Hand out The Color Personality Test Results.

Let's see what the experts say about colors and our personalities. Here is a description for each color. See if you think these descriptions of the colors match the characteristics of your personality that you identified in the first activity.

Review the handout and discuss the following questions:

- Which leadership style would work best for each color personality?
- Why is it important for us to know a little about a person's personality?
- How do different personalities in a group affect a group's dynamics?
- Did you have a different favorite color when you were younger?
- Can someone's personality change over time?
- Which colors are most compatible?
- What is the benefit of having people with different personalities in a group?

Extended activities:

These Web sites have other personality profiles the participants can complete.

- <http://www.ullazang.com/personality.html>
- <http://www.personalityonline.com/tests/tests.html>

The Lion, The Fox and the Saint Bernard

– page 1

There are three possible ways to finish each statement. Score each choice from 0 to 10 – 0 meaning NEVER and 10 meaning ALWAYS. Write your score in the box to the right of each choice. The three scores for each statement must add up to 10. After completing each statement, add the numbers in each of the three vertical columns and write the totals in the boxes at the bottom of the page.

Example: My favorite ice cream is... chocolate 7 strawberry 2 vanilla 1

Column A	Column B	Column C	Totals
1. I enjoy things most when I am...			
Helping others do what they want to do. _____	Getting others to do what I want to do. _____	Doing what I want to do without having to count on others. _____	
2. Most of the time I am apt to be...			
A feeling person who is quick to respond to other people's needs. _____	An energetic person who is quick to see opportunities and advantages. _____	A practical person who is careful not to rush into things before I'm ready. _____	
3. When I meet people for the first time I am most apt to be...			
Concerned with whether or not they find me a likable person. _____	Actively curious about them to learn if there is something in it for me. _____	Politely cautious until I've learned what they might want from me. _____	
4. Most of the time I find myself being...			
The nice one on whom others can generally count to lend a helping hand. _____	The strong one who supplies the direction for others. _____	The thinking one who studies things carefully before acting. _____	
5. I feel most satisfied when...			
The major decisions have been made by others and the way I can help is clear. _____	Others count on me to make the major decisions and tell them what to do. _____	I've had time to study a major decision and determine my own best course of action. _____	
6. People who know me best see me as a person who can be counted on...			
To be trusting of them and loyal to them. _____	To be full of ambition and initiative. _____	To be unswerving in my convictions and my principles. _____	
7. It is most like me to...			
Do the best I can and trust in others to recognize my contribution. _____	Take the lead in developing opportunities and influencing decisions. _____	Be patient, practical and sure of what I am doing. _____	
8. I would describe myself as a person who most of the time is...			
Friendly and open and who sees some good in almost everyone. _____	Energetic and self-confident and who sees opportunities others miss. _____	Cautious and fair and who stands by what I believe to be right. _____	
9. I find those relationships most gratifying in which I can be...			
Of support to a strong leader in whom I have faith. _____	The one who provides the leadership others want to follow. _____	Neither a leader nor a follower but free to pursue my own independent way. _____	
10. When I am at my best, I most enjoy...			
Seeing others benefit from what I have been able to do for them. _____	Having others turn to me to lead and guide them and give them purpose. _____	Being my own boss and doing things for myself and by myself. _____	
Column A Total _____	Column B Total _____	Column C Total _____	
Page 1 Grand Total should equal 100 (A + B + C)			

The Lion, The Fox and the Saint Bernard

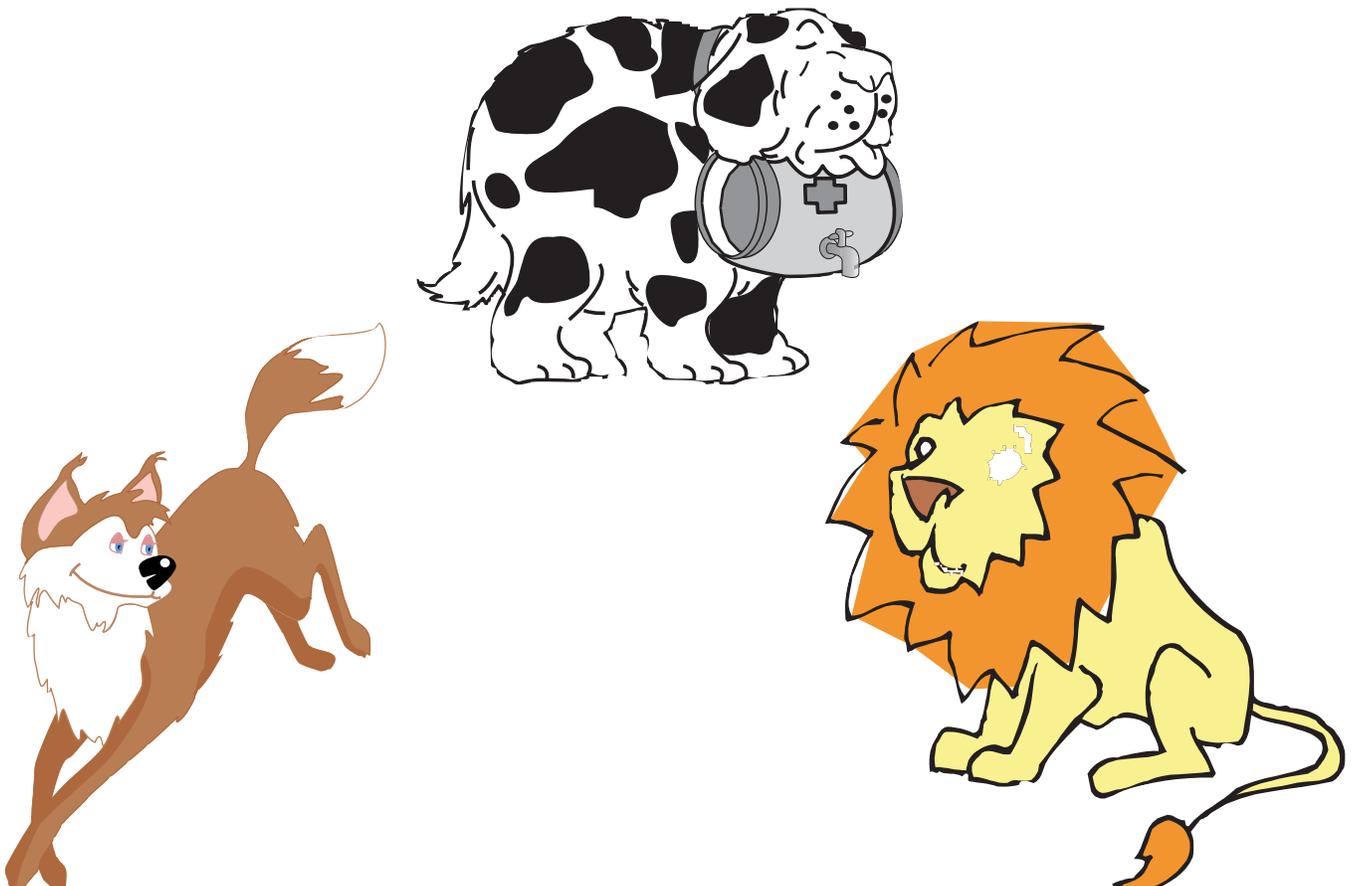
– page 2

Column A	Column B	Column C	Totals
11. When I run into opposition to what I am doing, I am most apt to...			
Give up what I am doing and put my wants to one side in order to be helpful. _____	Become forceful and press for my right to be doing it. _____	Become doubly cautious and check my position very carefully. _____	
12. If I decide I want to overcome someone's opposition, I will try to...			
Change what I am doing and try to make it more acceptable to the person. _____	Find the holes in that person's argument and press the strong points in mine. _____	Appeal to the person's sense of respect for logic and fair play. _____	
13. In getting along with difficult people, I usually...			
Find it easier to just go along with their wishes for the moment. _____	Find them as challenges to be overcome. _____	Respect their rights and insist that they respect my rights and interests. _____	
14. When someone strongly disagrees with me, I tend to...			
Give in and do it that person's way unless it is very important to me. _____	Challenge the person immediately and argue as hard as possible. _____	Detach myself from the situation until I've made certain of my position. _____	
15. When someone openly opposes me, I usually...			
Give in for the sake of harmony and rely on that person's sense of justice to do right by me. _____	Face up to the fact that it is a battle and set out to win. _____	Try to withdraw from the relationship and turn to my own interests. _____	
16. If I'm not getting what I want from a relationship, I am most apt to...			
Keep hoping and trusting that things will work themselves out in due time. _____	Become more forceful and persuasive and push harder to get what I want. _____	Abandon the relationship and look elsewhere for what it is I want. _____	
17. When I feel others are taking advantage of my goodwill, I usually...			
Turn to people with more experience and ask for their advice. _____	Assert my rights and fight for what I am entitled to. _____	State my rights clearly and insist that in all fairness they be respected. _____	
18. When another person insists on having his or her own way, I tend to...			
Put my wishes aside for the time being and go along with that person. _____	Put up counter arguments and try to get the person to change. _____	Respect the person's right to follow his or her interests as long as there is no interference with mine. _____	
19. When others openly criticize me, I am most apt to...			
Want to pacify them and cool their anger with me. _____	Become indignant and challenge vigorously their right to criticize. _____	Become doubly cautious and analyze each charge in specific detail. _____	
20. When someone has plainly abused my trust or confidence, I tend to...			
Feel the person has done more harm to himself or herself than to me. _____	Get angry with the other person and take steps to even the score. _____	Analyze what went wrong and how to avoid the same situation in the future. _____	
Column A Total _____	Column B Total _____	Column C Total _____	
Page 2 Grand Total should equal 100 (A + B + C)			

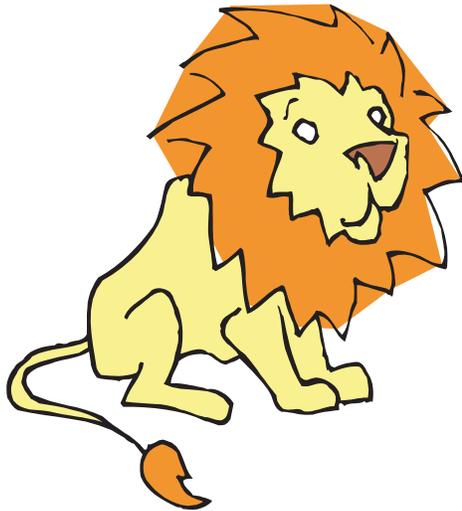
The Lion, The Fox and the Saint Bernard Score Sheet

Transfer the column totals from page 1 and page 2 of the survey to the correct boxes below. Add the columns together again to get your total score for column A, column B and column C.

Column A – Page 1 Total		Column B – Page 1 Total		Column C – Page 1 Total	
Column A – Page 2 Total		Column B – Page 2 Total		Column C – Page 2 Total	
Column A – Grand Total		Column B – Grand Total		Column C – Grand Total	



The Lion, The Fox and the Saint Bernard Summary Sheet



QUALITIES OF A LION (Column B)

- Goal oriented
- Assertive; bold and confident
- Directing; likes to direct others toward the goal
- Likes to be in control
- Competition is important; likes to win
- Dislikes gullibility and indecisiveness
- Always thinking how to help themselves

Strengths

- Ambitious
- Competitive
- Self-controlled
- Forceful

Weaknesses

- Dictator
- Arrogant
- Combative
- Ruthless



QUALITIES OF A FOX (Column C)

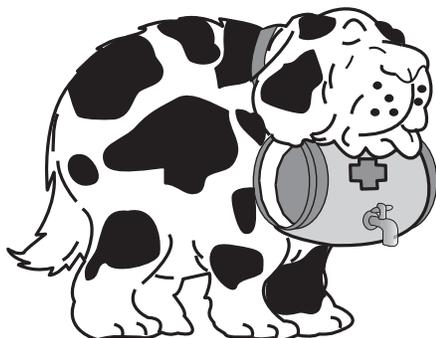
- Resourceful
- Thrives on feeling of self-reliance/independence; doesn't like to be on committees
- Values planning and an orderly approach
- Respects logic and wisdom
- Dislikes emotion and drappiness; doesn't notice needs of others

Strengths

- Analytical
- Cautious
- Methodical
- Fair

Weaknesses

- Nit picky
- Suspicious
- Rigid
- Unfeeling



QUALITIES OF A SAINT BERNARD (Column A)

- People oriented
- Likes being genuinely helpful
- Cares about others' feelings and well being
- Dislikes selfishness and anger

Strengths

- Supportive/team oriented
- Trusting
- Adaptable
- Optimistic

Weaknesses

- Submissive
- Gullible
- Spineless
- Impractical

CARE Leadership Styles – page 1

Rate each item in each column on a scale of 1 to 10 according to the way you perceive yourself having that characteristic. 1 = weakest; 10 = strongest. Add your scores for each column.

<p>Flexible: The ability to be versatile, easy-going, not rigid. _____</p>	<p>Controlling: Leading, telling, dominant, ruling, seeks to have and maintain influence. _____</p>	<p>Tenacious: Insistent, tireless, diligent, not letting go. _____</p>	<p>Thoughtful: Mindful of others, altruistic, considerate, unselfish, kind-hearted. _____</p>
<p>Youthful: Having a “young” outlook on life, energetic, optimistic. _____</p>	<p>Self-Confident: Having a bold attitude, resolute, assured, dauntless, positive. _____</p>	<p>Economical: Careful in the use of money, goods or resources, frugal, thrifty. _____</p>	<p>Modest: Not vain or boastful. _____</p>
<p>Tactful: Diplomatic, polite, sensitive, mannerly, genial, obliging. _____</p>	<p>Persuasive: Having the power to impress others as right and well-founded. _____</p>	<p>Factual: Accurate, relies on data, not skewed by emotion or opinion. _____</p>	<p>Helpful: Being of service, showing interest in or concern for welfare of others, aiding. _____</p>
<p>Socially Skillful: Ability to get in and out of social situations with ease. _____</p>	<p>Competitive: Desirous of winning, seeks to best others, makes contest out of situation. _____</p>	<p>Thorough: Comprehensive, complete, detailed, exact. _____</p>	<p>Responsive: Prone to react to, answer or respond to a need or request. _____</p>
<p>Animated: Lively, high-spirited, larger than life. _____</p>	<p>Persistent: Refusing to give up when faced with opposition or difficulty. _____</p>	<p>Detail Oriented: Paying careful attention to specifics. _____</p>	<p>Cooperative: Collaborative, harmonious, working together for a common result. _____</p>
<p>Experimental: Willing to try new things, not bound by traditional ways of thinking. _____</p>	<p>Quick To Act: Responds rapidly, swift in deciding and implementing ideas or plans, spontaneous. _____</p>	<p>Practical: Functional, usable, timely, down-to-earth, serviceable. _____</p>	<p>Idealistic: Visionary, seeing the world not as it is but as it could be. _____</p>
<p>Enthusiastic: Eager, spirited, dynamic, effervescent, “up.” _____</p>	<p>Seeks Change: Wanting to restructure, improve or move from the status quo. _____</p>	<p>Reserved: Restrained, self-controlling, formal, introverted, moderate. _____</p>	<p>Trusting: Believing, accepting, unquestioning. _____</p>
<p>Adaptable: Skillful at change, elastic, able to cope with transitional situations. _____</p>	<p>Forceful: Emphatic, powerful, potent, assertive, strong. _____</p>	<p>Steadfast: Constant, uncompromising, unmovable in beliefs, not changing or wavering. _____</p>	<p>Receptive: Open to ideas, impressions or suggestions. _____</p>
<p>Negotiating: Seeks agreement, mediating, interceding, one who steps in, a go-between. _____</p>	<p>Risk Taker: One who is open to change, willing to take a chance. _____</p>	<p>Methodical: Systematic, maintaining care and orderliness, following a set arrangement. _____</p>	<p>Loyal: Faithful, dutiful, devoted, obedient. _____</p>
<p>Inspiring: Stimulating, exciting, able to motivate in an intrinsic way. _____</p>	<p>Urgency: Having a sense of immediacy, wanting results quickly. _____</p>	<p>Analytical: Having or showing skill in thinking or reasoning, logical and calculating. _____</p>	<p>Seeks Excellence: Continually looks and works for quality, perfection and superior performance. _____</p>
<p>Column Total _____</p>	<p>Column Total _____</p>	<p>Column Total _____</p>	<p>Column Total _____</p>

CARE Leadership Styles – page 2

C=CONGENIALITY

The social folks of the group fall into this style. They:

- ✓ Enjoy interaction
- ✓ Want to know how they can get others involved
- ✓ Want everyone to feel good and have a good time
- ✓ Want to fix it if you're not having a good time
- ✓ May go along with others to get along
- ✓ Enjoy harmony
- ✓ Dislike conflict
- ✓ May attempt to smooth over conflict by being the diplomat
- ✓ Need public attention and applause

They are likely to:

- ◇ Demonstrate patience
- ◇ Concentrate on the task
- ◇ Be loyal
- ◇ Be good listeners
- ◇ Calm excited people
- ◇ Develop specialized skills

They desire an environment that includes:

- ◆ Security
- ◆ Status quo unless there's a reason for change
- ◆ Credit for work and sincere appreciation
- ◆ Identity with a group
- ◆ Traditional procedures

To be more effective, they need:

- ★ To be prepared for change
- ★ To have their self-worth validated
- ★ Information on how their work contributes to the whole
- ★ Guidelines for accomplishing tasks
- ★ To have creativity encouraged

A=ACTION

This style describes the initiators. They:

- ✓ Want to know what you want and when you want it
- ✓ Seize the opportunity
- ✓ Think if it's worth doing, it's worth doing right now
- ✓ Need a variety of duties and responsibilities
- ✓ Become bored quickly with committee meetings, research and discussions
- ✓ Prefer to work alone – it's faster
- ✓ Think it's better to beg forgiveness than to ask for permission
- ✓ May act without thinking
- ✓ Need help staying focused

They are likely to:

- ◇ Get results
- ◇ Cause action
- ◇ Accept challenges
- ◇ Make quick decisions
- ◇ Question the status quo
- ◇ Take authority
- ◇ Solve problems

They desire an environment that includes:

- ◆ Power and authority
- ◆ Prestige, challenge
- ◆ Opportunity to accomplish
- ◆ Direct answers
- ◆ Freedom from controls
- ◆ New, varied activities

To be more effective, they need:

- ★ Difficult assignments
- ★ To be told that they need people
- ★ Occasional shock
- ★ To identify with a group
- ★ To verbalize reasons for action
- ★ To be told the rules
- ★ To relax more

CARE Leadership Styles – page 3

R=REASON

This style describes the analytical thinkers. They:

- ✓ Would rather think now and act later
- ✓ Are good at analysis and critical thinking
- ✓ Want to know what the bylaws say
- ✓ Value accuracy, organization and preparedness
- ✓ Are dependable and consistent
- ✓ May experience analysis-paralysis

They are likely to:

- ◇ Pay attention to key directives
- ◇ Concentrate on details
- ◇ Be diplomatic
- ◇ Check for accuracy
- ◇ Use critical thinking
- ◇ Be critical of performances
- ◇ Comply with authority

They desire an environment that includes:

- ◆ Security assurances
- ◆ Standard procedures
- ◆ Sheltered environment
- ◆ Reassurance
- ◆ No sudden, abrupt changes
- ◆ Being part of a work group
- ◆ Status quo unless assured of quality control

To be more effective, they need:

- ★ Precision work
- ★ An opportunity for planning
- ★ An exact job description
- ★ Scheduled evaluations
- ★ Respect for people's worth and their work
- ★ To develop tolerance for conflict

E=EXCELLENCE

This style includes the perfectionists. They:

- ✓ Think if it's worth doing, it's worth doing right
- ✓ Want to know "Is this the best way to do this?"
- ✓ Want to make a difference
- ✓ Are motivated by helping others
- ✓ Need public attention and applause, but will have difficulty admitting this
- ✓ Set goals and accomplish them
- ✓ Tend to be service-oriented and energetic
- ✓ Frequently are disappointed in others
- ✓ Tend to see the world as it should be instead of as it is
- ✓ Often experience burnout

They are likely to:

- ◇ Enjoy contacting people
- ◇ Make a favorable impression
- ◇ Seek a motivational environment
- ◇ Be enthusiastic
- ◇ Want to help others
- ◇ Participate in a group

They desire an environment that includes:

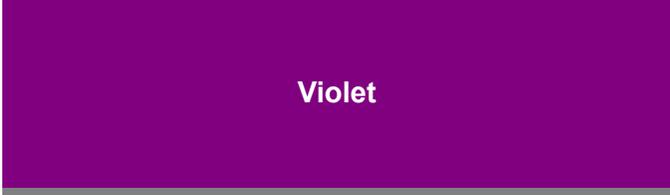
- ◆ Social recognition, recognition of ability
- ◆ Freedom of expression
- ◆ Motivation
- ◆ Freedom of control and detail
- ◆ Favorable working conditions
- ◆ Opportunity to verbalize proposals

To be more effective, they need:

- ★ Control of time
- ★ Participatory management
- ★ Realistic appraisal of others
- ★ Priorities and deadlines
- ★ Objective decision making

The Color Personality Test – page 1

Find out what the colors say about your personality. Briefly study the colors below and then rank them in order from the color you like most (1) to the color you like least (8).

Color	Ranking (1 to 8)
 Blue	
 Brown	
 Red	
 Black	
 Violet	
 Grey	
 Green	
 Yellow	

The Color Personality Test – page 2

RED

Red represents passion and energy. Red in the first position means you are impulsive and have a will to win. You are a good leader. You want to expand your horizons and live life to the fullest. Red in the seventh or eighth position means your desire for life and thirst for adventure have become less.

YELLOW

Yellow represents happiness and relaxation. Anyone who chooses yellow in second, third or fourth place is a positive, optimistic person who always looks to the future, never backward. You find life easy and problems simply do not exist for you. Free from worry, you lead a carefree life; but this does not mean that you are lazy. You can be extremely hard-working, although not consistently. Yellow in first place means that you are ambitious and eager to please. When yellow has a higher score, you have had your hopes and dreams dashed and you feel isolated and disappointed, often becoming defensive and withdrawn.

GREEN

Green represents firmness and resistance to change. Green in first place means you are persistent, possessive and quite selfish. You are a high achiever and an accumulator of “things”—like a penthouse, a BMX, a Rolex, a compact-disc player. You want to be recognized and need to impress but worry about the prospect of failure. If green is a later choice, your ego has been bruised and you have been humbled by the resistance to your progress. Consequently, you can be highly critical, sarcastic and stubborn.

VIOLET

Violet is a mixture of red and blue and represents a conflict between impulsiveness and calm sensitivity, dominance and submissiveness. The person who prefers violet wants to find a mystical, magical relationship. Both mentally and physically immature, you are stuck in a dream of wishful thinking and fantasy. Often violet appears in the latter part of the sequence, where it indicates that the person choosing it is more mature, has outgrown the “fantasy” vision of life, and knows how to confront harsh reality head-on.

BROWN

Brown is the color of physical well-being and is an indicator of how healthy you think you are. If you put brown in fourth or fifth place, you are not very concerned about your health and body. This means you are probably in good shape. Those worried about illness tend to put brown earlier in the sequence. If you choose brown as your favorite color, you are restless and insecure. If brown is in eighth place, you don't care enough for your body and may not be as healthy as you think. Placing brown early also indicates the importance of a secure environment: refugees often pick brown first.

The Color Personality Test – page 3

GREY

Grey is a neutral color and represents a point between two contrasting motivations. Grey in the first position means that you want to shut yourself off from everything and remain uncommitted, so that you can swing with opinion and emotions. You hate joining anything with “group” connotations and are an observer rather than a doer. Those who choose grey in the eighth position seek to join everything and are eager and enthusiastic. Such people will try absolutely everything in their efforts to achieve their goals.

BLUE

Blue represents calmness and loyalty. A person who favors blue is sensitive and easily hurt. You never panic. You are in total control of your life and happy with the way it is going. You desire to lead an uncomplicated and worry-free life and are prepared to sacrifice certain goals in order to achieve this. You need a stable relationship without conflict. Perhaps, as a side effect of contentment, you tend to put on weight. The later blue appears in the sequence, the more unsatisfied you are and the more you feel the need to break from the ties that restrict you. But you probably aren't unfeeling enough to walk out on a family or job; instead, you will suffer in silence.

BLACK

Black is the negation of color and means “No.” Anyone who chooses it in the first position (which is rare) is in revolt against his or her fate. Chosen second, it means you are prepared to give up everything else to achieve what you want. It is normally put in seventh or eighth place, representing control of one's destiny and a balanced outlook. If yellow precedes black in the first two positions, then a change is on the way.

Source: <http://www.personalityonline.com/tests/colour/>