Leadership Compass: NORTH

Bonner Curriculum

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!”

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Leadership Compass: SOUTH

Bonner Curriculum

Approaches to Work/Work Style:
• Understands how people need to receive information in order to act on it
• 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
• 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**

**Bonner Curriculum**

**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
- 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

Bonner Curriculum

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 distanced
• May be seen as insensitive to others’ emotions or resistant to change