



2016 LEADERSHIP FORUM

CIVILITAS: Respectful Leadership

Your Personality's Impact on Others

DISCUSSION GUIDE

- 1. CONTEXT** – Factors & Relevance
- 2. CHARACTER** – Inhibitors & Contributors
- 3. CONDUCT** – Triggers & Confidence
- 4. CIVILITY** – Preventive & Remedial Strategies

Facilitated by: **Dr. Gordon McIntosh** has local government executive, consultancy and educator experience. He has delivered 1,200 sessions for 140,000 civic officials throughout Canada and overseas. Gordon was recently in Guyana to guide training taking place after the first local elections in 21 years this May.



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1.0 The CONTEXT

DEFINITION

- 1. *politics, the art/practice of government*
- 2. *courteousness, politeness*
- 3. *civility, moderation, restraint*

What does civility mean to you?

CONDITIONS

What conditions/factors foster incivility?

CONSEQUENCES

What are the effects/outcomes of incivility on?

YOU

COUNCIL/BOARD COLLEAGUES

ADMINISTRATION

GOVERNMENT

COMMUNITY/SOCIETY

2.0 CHARACTER

BEHAVIOURAL PATTERNS INVENTORY

	Step #1	Step #2			
<p>INSTRUCTIONS:</p> <p>1. For each group of four words, select the word which best describes you and score 1 in the box to the left under Step #1. Select the word which next best describes you, score it 2 and enter in the box to the left under Step #1, and so on scoring 4 for the word which least describes you.</p> <p>2. Transfer the scores in the boxes on the left to the white squares on the right.</p> <p>3. Add up the scores in each column and enter the totals on the bottom of the page. They should cross total to 80</p> <p>4. Transfer the totals to boxes A-O-C-S on the next page</p>	TALKATIVE				
	SUPPORTIVE				
	OBJECTIVE				
	SOFT SPOKEN				
	DETERMINED				
	SOCIABLE				
	CONFIDENT				
	PATIENT				
	DEPENDABLE				
	SELF-CONTROLLED				
	CARING				
	FORCEFUL				
	FRIENDLY				
	CONVINCING				
	CAREFUL				
	SELF-SUFFICIENT				
	OPTIMISTIC				
	SINCERE				
	DISCIPLINED				
	OUTGOING				
	COOPERATIVE				
	LOYAL				
	ANALYTICAL				
	DARING				
	AGGRESSIVE				
	ACCURATE				
	AGREEABLE				
WARM					
RESPONSIVE					
STRONG-WILLED					
COMPETITIVE					
THOUGHTFUL					
STEP# 3 TOTALS 80 =		A	O	C	S

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STEP #4	TOTALS	A	O	C	S	
<p>INSTRUCTIONS (continued)</p> <p>5. Circle the number in each column which corresponds to the total you have entered above.</p> <p>6. Join the circles A-O-C-S.</p> <p>7. <u>Tiebreaker</u>: If you have two circles at exactly the same level - less than 20 on the chart; please complete the tiebreaker (#7) at the bottom of the page to determine your highest dimension.</p>	HIGH DIMENSION	08	08	08	08	
		09	09	09	09	
		10	10	10	10	
		11	11	11	11	
		12	12	12	12	
		13	13	13	13	
		14	14	14	14	
		15	15	15	15	
		16	16	16	16	
		17	17	17	17	
		18	18	18	18	
		19	19	19	19	
		STEP# 5	20	20	20	20
			21	21	21	21
		STEP# 6	22	22	22	22
			23	23	23	23
			24	24	24	24
			25	25	25	25
			26	26	26	26
			27	27	27	27
			28	28	28	28
			29	29	29	29
			30	30	30	30
			31	31	31	31
		LOW DIMENSION	32	32	32	32
		HIGHEST DIMENSION (Lowest Score)				
		TOTALS				
		STEP #7 TIE BREAKER				
		SYMPATHETIC				
		ASSERTIVE				
		CAUTIOUS				
		ENTHUSIASTIC				

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THE BPI CHARACTERISTICS

3.0

<p><u>A ASSERTIVE & ACTION-ORIENTED</u></p> <p>Independent Confident (Self-Assured) Optimistic Competitive Goal-Oriented Assertive Time Perspective-Impatient High Need to Achieve May Overstate and Exaggerate Fast-Paced Direct Look, Few Smiles More Aware of Self Than Others Makes Own Decisions Talkative Risk Taker May Dominate May Be Ambitious Control Important</p>	<p><u>O OUTGOING & SOCIABLE</u></p> <p>Dependent Caring Supportive Cooperative Outgoing and Responsive Gets Along Well with Others Warm and Sociable High Need to Affiliate Time Perspective-Future May Act Impulsively Emotional (Show Feelings) More Aware of Others Rely on Opinions of Others Seeks Recognition from Others Yes, When Should Say No Animated Gestures Need to Be Needed Trust People Implicitly</p>
<p><u>C CONTROLLED & DISCIPLINED</u></p> <p>Objective Determined Self-Controlled Self-Sufficient Disciplined Analytical Accurate Strong Willed Reserved Socially Independent Withdrawn at Times Rely on Own Strengths Need Space Don't Push Strong Control of Feelings Cautious and Exacting Industrious and Strong Willed Evaluates Carefully Calm and Self-Controlled Objective and Cool Rationale</p>	<p><u>S STABLE & STEADY</u></p> <p>Soft-Spoken Patient and Reliable Careful and Cautious Sincere Loyal Agreeable Thoughtful Respectful Supportive and Quiet Dependent Good Listener Wait for Others to Initiate Want to Be Included Few Hand Gestures Warm and Smiling Gets All the Facts Needs Reassurances Accepting of Others Good Natured</p>

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BPI CHARACTERISTICS

5.0

	ACTION		
<i>DEPENDENT</i>	Need - recognition Save - effort O OUTGOING & SOCIABLE Avg. 10%	Need - control/results Save - time A ASSERTIVE & ACTION-ORIENTED Avg. 10%	<i>INDEPENDENT</i>
<i>RELATIONAL</i>	Need - stability Save - relationship S STABLE & STEADY Avg. 40%	Need - accuracy Save - face C CONTROLLED & DISCIPLINED Avg. 40%	<i>TASK</i>
	THINKING		

BEHAVIOURAL IMPACT

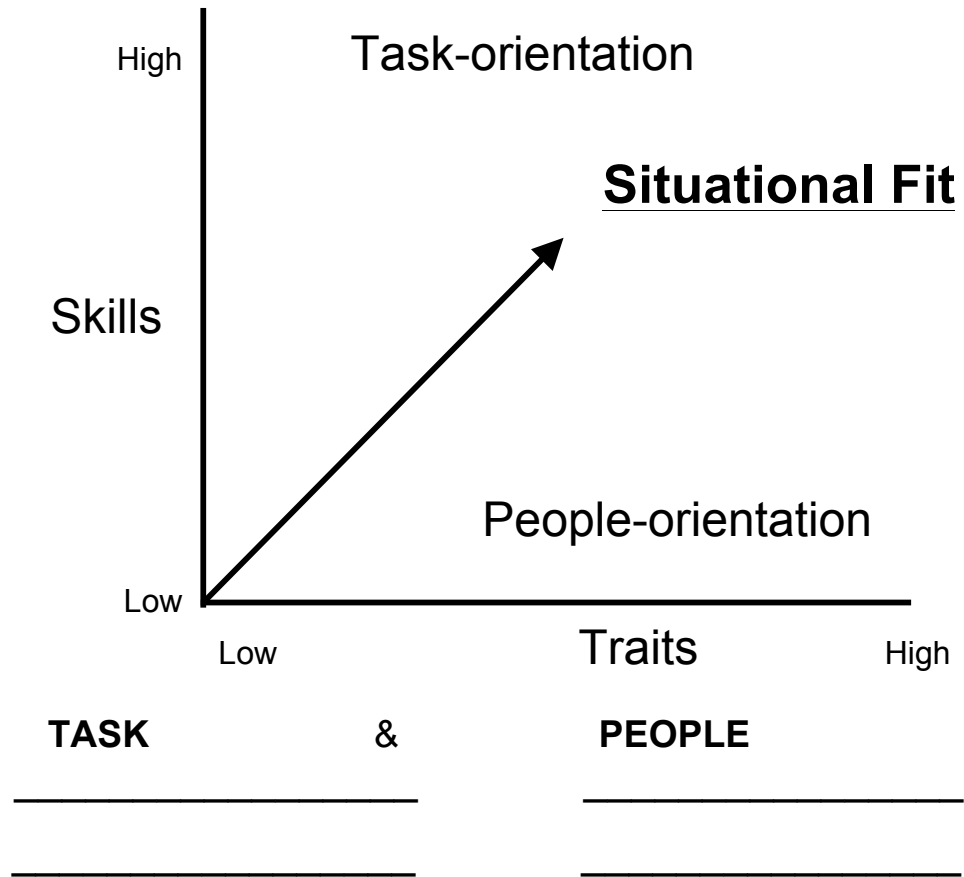
1. Select 2 **behaviours** associated with the assigned personality style.
2. Identify actions that would **contribute to/inhibit** group dynamics.
3. How would you minimize inhibitors and maximize contributors?

BEHAVIOUR CONTRIBUTORS / INHIBITORS	LEADER ACTIONS
1. _____ • •	• •
2. _____ • •	• •

PERSONAL CONDUCT

What do or can you do to avoid inhibitor behaviours?

3.0 CONDUCT LEADERSHIP STYLES



SCENARIO

1. Identify task and people-focused responses for the scenario.
2. Discuss why you would use one leader style over the others.
3. As time permits, repeat the process with another leadership scenario.
4. Present rationale for selecting one leadership style over the other.

Leadership Scenario	Recommended Leader Response

SITUATIONAL LEADERSHIP

INCIVILITY SCENARIO	YOUR CONDUCT
1. _____	TASK-FOCUSED • • PEOPLE-FOCUSED • •
2. _____	TASK-FOCUSED • • PEOPLE-FOCUSED • •
3. _____	TASK-FOCUSED • • PEOPLE-FOCUSED • •
4. _____	TASK-FOCUSED • • PEOPLE-FOCUSED • •
5. _____	TASK-FOCUSED • • PEOPLE-FOCUSED • •

PERSONAL TRIGGERS

What behaviours particularly annoy you?