

Your Personal Style of Leadership

Know what it is and how to maximize its potential

6. Goalsetting by Henry, the PLEASURE motivated leader, under the guidance of his expert coach Sakina

To-day we will get to know Henry's coach Sakina better. She is motivated by HAPPINESS, and you have learned that Sakina is the ideal type for coaching Henry, the reason being that her type, the HAPPINESS motivated type, is the type that follows Henry's in the direction of relations between the six classic types described in the first installment.

In the last issue we looked in on the first coaching session between Sakina and Henry, and we left off where Sakina stressed the importance of getting an overall view of the tendencies of all six classic types before starting to define one's own leadership behavior goal. This wholistic approach helps to arrive at a more balanced appraisal of one's strengths and shortcomings, neither overestimating nor underestimating them. Let us see now how the coaching session is progressing from there.

Sakina reviews with Henry the details of the strengths and tendencies of each type, elaborating on the differences between Henry's type and the other types. Henry listens attentively, but after a while he starts feeling impatient. He would like to have answers more quickly and he is tempted to interrupt Sakina. But he is afraid this might upset her or somehow inconvenience her and he continues to listen, trying to summon the focus required to take in the many details she is outlining. He listens with only one ear as he starts thinking that Sakina is truly a scholarly person, and he is realizing only now how deliberate she is and how precise to the minutest detail. He is amazed that his friend Alan gets along so well with Sakina. The two appear to complement each other almost to perfection, yet Henry doesn't quite understand the chemistry that helps them to do that. He is juggling in his head the limited knowledge he has of the six classic types of people to see what his friend Alan has that is so different from what he, Henry, possesses. Henry doesn't think he could live with Sakina as a life partner. She would drive him bananas with her detailed precision.

Perhaps Alan finds her sensitivity, discreetness and loyalty nurturing. After all, Alan is on the road a lot, and his trips take him to distant countries, and they usually last several weeks. He is almost never at the office and Sakina seems to take care of the details of running the business to perfection. She makes sales in his absence and Alan has mentioned to Henry on several occasions how good

she is at abiding by the strategies and prices they set together, in advance of his absences. She is also very pretty. She has a diminutive and very feminine build, elegant manners and a childlike round face that gives her the appearance of always being in her twenties.

Henry listens up when Sakina states: "As you already know, Henry, since your classic type is that of a person motivated by pleasure, you have the qualities of that type, which are being jovial, having a lot of talent, being a good diplomat, and making people feel comfortable in your presence. You also know that a type's strengths are always accompanied by its fear, which in your case is the fear of physical privation. This means that the thing your type fears most is being deprived of the enjoyment of the things that bring you pleasure. When that fear becomes very strong, for whatever reason, you will tend to overindulge in pleasures, feeling that you have to take in as many pleasures as you possibly can before they are no longer available. Subconsciously you seem to fear that if you don't enjoy things as much as you can to-day, they may no longer be there to enjoy to-morrow. Does that make sense to you in your present situation?"

Henry: "Yes, as a matter of fact it does. Because things have been so good and progressing so well, my subconscious seems to fear that this cannot continue indefinitely, so I might as well enjoy all the good things while they last."

Sakina: "OK, so let's look at the negative tendencies that this fear usually creates in people who belong to your type."

Sakina and Henry go over the list of tendencies of the pleasure motivated type, namely: overindulgence in pleasures, vanity, involvement in too many things, superficiality, dilettantism, indecisiveness, "calculated" generosity.

Sakina: "Henry, if you had to pick one of those tendencies to work on at this time, which one would it be?"

Henry: "You know, Sakina, I am afraid that all those tendencies have become a factor".

Sakina: "I know, but let's not panic. We all have several shortcomings, and when we deal with one of them effectively, the one that seems most important to us, the others get diminished as well. At the present time, which one of those tendencies do you think would most take care of the others if you managed to control it?"

Henry: "I feel that if I didn't have so many irons in the fire, I would be able to focus better and I would be more effective as a result. I would have better ability to deal with my overindulgences, I would do things in greater depths, and I would be more decisive".

Sakina: "Sounds good, Henry. Let's work with that. You are already familiar with the rules of good goal setting, since you used them effectively in your coaching of Joe. Why don't you write things down right now, while in the meantime I work on my next presentation?"

Henry feels encouraged and it takes him little time to put down on paper a short term goal and an outcome measure.

Goal: a) Establish an order of priorities for all my present activities
b) Determine the amount of time required to carry out my most important activities in sufficient depth rather than superficially
c) Put on the backburner the activities I do not have time for at present
Deadline: next Sunday

Outcome measure:

1. Verify next Sunday evening: am I happy with the decisions I made the previous day?
2. Specify a chosen "behavior contrary to my type" and determine how and when to practice that behavior and how to measure success with it.

As he is reflecting about the choice of "behavior contrary to my type" that he would finalize Sunday evening, Sakina returns to inquire about how he is doing. She agrees with Henry's approach and they set their next coaching session for Monday in a week.

It's now Friday evening, and Henry has achieved the initial objective which he had set for Sunday evening. He is happy about his priorities and about the fact that he was able to make the choice of a "behavior contrary to my type" ahead of schedule. His intention is to condition himself to be involved in only the top five activities on his priority list and to resist involvement in the others as much as possible. To do this, he sets himself the following long term goal.

GOAL: "During the next three months, every morning at 07:00 I review my previous day and write down next to every activity in the "Priority Activities List" the percentage of time, attention, and interest I devoted to that activity. Then on

Saturday mornings at 08:00, I add up the results for the week and on the last Saturday of the month at 08:00 I establish the monthly average”.

OUTCOME MEASURE:

1st month: I managed to devote 50 % of my attention to the top five priorities, without giving more than 5 % of my attention to any one of the other activities

2d month: I managed to devote 75 % of my attention to the top five priorities and no more than 3 % to any one of the other activities

3d month: I managed to devote 80 % of my attention to the top five priorities and avoided the other activities

Henry believes that by doing a review once a day and once every week he will be able to focus on what is most important to him. After three months he will have conditioned himself to have greater focus and will have made it a habit. This in turn will help him to not be a dilettante but do things in sufficient depth, to be more decisive, and to control his overindulgence in food and drink.

Ten days later, in the Monday interview that Henry and Sakina had agreed upon, Henry tells Sakina: “I think I’m succeeding in doing what is required to make the changes in my life that we talked about in our last session”.

Sakina: “That’s great! Let’s look at the specifics of your goals and at the outcome measures”. After the review, Sakina congratulates Henry and encourages him to make sure to keep up his daily, weekly and monthly reviews. She stresses that every leader is on his own when it comes to improving leadership behavior, and that if we don’t follow-up ourselves, no one else will do it for us.

Sakina and Henry agree to meet again in a month’s time to discuss the results of the first four weeks.

On his drive home, Henry feels happy. He is thinking of the upcoming Christmas party and the good times they will have among the half dozen couples and their kids, as they usually do when they get together on this festive occasion. There will be a lot of singing and dancing and good fun.

Suddenly his thoughts turn to Sakina and Alan. He starts thinking that his goal of developing greater focus is like trying to become more like Alan, and he realizes that Alan has always been more focused than he has been himself. He thinks that he is starting to understand better why Alan and Sakina are in harmony with each other: they are both focused individuals. Although Alan, like Henry, belongs to the Pleasure motivated type and likes to meet groups of people and

have fun with them, he possesses some of Sakina's ability to focus. Sakina, on her part, although Happiness oriented and inclined to work alone without attracting attention, has some of Alan's appreciation of social pleasures. In other words, although each of them is dominated by the characteristics of their own classic type, both of them possess enough characteristics of their partner's type to allow for mutual understanding and for a harmonious relationship.

Henry is convinced that his reasoning about this is correct because he can already sense in himself a greater acceptance of Sakina's coaching style, which he found excessively detailed and very boring at the start of her coaching. Once he had set the goal of developing better focus in his own life he started to appreciate Sakina's focus during coaching. He understands that it will be of great benefit to him to be more like Sakina -- or rather more like Alan with whom, after all, he shares the Pleasure motivation.

Summary

You have learned a lot about Henry, the type of leader who is motivated by PLEASURE, and you have also learned quite a bit about HAPPINESS motivated Sakina.

In the next installment, we will see what further challenge Sakina has in store for Henry, and we will discover that Sakina, too, is making an effort to gain greater personal balance.