

## Actualized Leader Collaboration Worksheet

### Summary Table

| Leadership Style                                                                  | Strengths                                                                         | Shadow Behaviors                                                                                           | Self-Actualized                                     |
|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| <b>Achiever</b><br>Motive: Achievement<br>Fear: Failure<br>Antidote: Abundance    | Organized<br>Detail-oriented<br>Structured<br>Thorough<br>Analytical              | Micromanager<br>Tedious and cautious<br>Perfectionist<br>Critical<br>Narrow-minded                         | Detailed, yet conceptual<br>Organized, yet flexible |
| <b>Affirmer</b><br>Motive: Affiliation<br>Fear: Rejection<br>Antidote: Connection | Friendly<br>Helpful<br>Trusting of others and trustworthy<br>Humble<br>Altruistic | Avoids conflict and confrontation<br>Indecisive<br>Devalues own needs and wants<br>Sensitive and emotional | Friendly, yet courageous<br>Empathetic, yet candid  |
| <b>Asserter</b><br>Motive: Power<br>Fear: Betrayal<br>Antidote: Assurance         | Confident<br>Decisive<br>Competitive<br>Courageous<br>Strategic                   | Controlling<br>Arrogant<br>Impatient<br>Condensing<br>Manipulative                                         | Confident, yet humble<br>Competitive, yet caring    |

### Communication Strengths and Challenges

1. I find the following collaboration situations challenging, stressful, or uncomfortable:

| Collaboration Challenges | How My Shadows Manifest and What I Need |
|--------------------------|-----------------------------------------|
|                          |                                         |
|                          |                                         |
|                          |                                         |



## Affirmer Style

### Affirmer Shadow: Fear of Rejection (Needy)

Triggers: Prospect of conflict, hurting other's feelings, making other angry | Antidote: Connection

| At Your Best, Empowered | Shadow: At Your Worst, Disempowered, Irrational |            |
|-------------------------|-------------------------------------------------|------------|
| Friendly                | Sensitive                                       | Dependent  |
| Generous                | Insecure                                        | Possessive |
| Loyal                   | Indecisive                                      | Anxious    |
| Empathetic              | Complacent                                      | Jealous    |
| Helpful                 | Accommodating                                   | Naive      |

### Affirmer Communication

Style: Sincere, relationship-oriented, empathetic, intuitive, values-based, decision-making that anticipates other's needs.

| Strengths & Value                                                                                                                                                                                              | Potential Challenges                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Warm, Friendly, Loyal, Trusting, Empathetic, Helpful, Supportive</b><br>Dependable, develops long-term relationships, recognizes non-verbal cues, provides harmony, stability, is active listener, patient. | <b>Conflict Avoidant, Indecisive, Change Resistant, Personalizes, Struggles with Objectivity</b><br>May create frustration in others leading to a Dramatic Culture that inhibits healthy conflict, candid communication, and enforcing performance standards. |
| <b>To Work With</b><br>Be kind, caring, open, trust them, develop a relationship, ask about their needs, be candid and reassure about relationship. May have to coax candor.                                   |                                                                                                                                                                                                                                                               |

2. Circle your strengths and challenges in the tables above. Use the space below to record other challenges. Consider the challenges identified in #1 above, and whether the Affirmer Shadow Fear of Rejection is at play.

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3. What can others do to help you stay out of your shadow, avoiding potential challenges?

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4. What can you do to invite others to be candid with you? What can you do to be more candid with others?

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## Asserter Style

### Asserter Shadow: Fear of Betrayal (Bully)

Triggers: Vulnerability, Asking Forgiveness, "I don't know" | Antidote: Assurance

| At Your Best, Empowered | Shadow: At Your Worst, Disempowered, Irrational |              |
|-------------------------|-------------------------------------------------|--------------|
|                         | Disempowered                                    | Irrational   |
| Confident               | Arrogant                                        | Autocratic   |
| Decisive                | Impatient                                       | Manipulative |
| Competitive             | Condescending                                   | Rude         |
| Candid                  | Blunt                                           | Intolerant   |
| Courageous              | Critical                                        | Belligerent  |

### Asserter Communication

Style: Competitive, decisive, daring, persistent, results-oriented, direct, risk-tolerant, action-oriented, accepts responsibility.

| Strengths & Value                                                                                                                                                                                                                                             | Potential Challenges                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Candid, Confident, Innovative, Direct, Serious</b><br>Strategic thinker, ability to make quick decisions, willing to take risks, state unpopular positions, initiates action, future-oriented, courageous, results-driven, bottom-line focused.            | <b>Confrontational, Opinionated, Controlling</b><br>May create fear and anxiety in others leading to a Dependent Culture that inhibits authentic debate, dissenting views, and creativity. |
| <b>To Work With</b><br>Listen, figure out what the Asserter wants and do it, don't waste time. Stay focused on results; eschew a blame mindset and defensiveness. Don't talk about anything irrelevant. Learn. Recognize that tone isn't personally directed. |                                                                                                                                                                                            |

5. Circle your strengths and challenges in the tables above. Use the space below to record other challenges. Consider the challenges identified in #1 above, and whether the Asserter Shadow Fear of Betrayal is at play.

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6. What can others do to help you stay out of your shadow, avoiding potential challenges?

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7. What can you do to create a safe space for others to share their views with you?

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## Achiever Style

### Achiever Shadow: Fear of Failure (Micromanager)

Triggers: Prospect of Losing, Imperfection, Ambiguity | Antidote: Abundance

| At Your Best, Empowered | Shadow: At Your Worst, Disempowered, Irrational |               |
|-------------------------|-------------------------------------------------|---------------|
|                         | Disempowered                                    | Irrational    |
| Detailed                | Rigid                                           | Narrow-minded |
| Organized               | Cautious                                        | Inflexible    |
| Structured              | Tedious                                         | Obsessive     |
| Thorough                | Stubborn                                        | Argumentative |
| Serious                 | Critical                                        | Pessimistic   |

### Achiever Communication

Style: Detail-oriented, accurate, precise, compliant, follows rules and procedures, reserved, fact-finder, and disciplined.

| Strengths & Value                                                                                                                                                                                                                                                                                                                                | Potential Challenges                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Conscientious, Reliable, Objective</b><br>Ensures quality control, understands problem's root causes, technical depth and expertise, asks clarifying questions, probes for additional details/facts, focused on tactical execution, maintains high standards.                                                                                 | <b>Critical, Risk Averse, Pessimistic</b><br>May create anger and apathy in others leading to a Detached Culture that lacks engagement and creative problem solving due to micromanagement. |
| <b>To Work With</b><br>Move the ball ahead, be serious and focused, conscientious = trust. Recognize that criticism isn't personally directed. Stay focused on doing it right. Don't appear sloppy or let an Achiever perceive that you think that "right" isn't as important to you as getting it done. Recognize that changes disrupt process. |                                                                                                                                                                                             |

8. Circle the strengths and challenges that resonate with you in the tables above. Use the space below to record other challenges. Consider the challenges identified in #1 above, and whether the Achiever Shadow Fear of Failure is at play.

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9. What can others do to help you stay out of your shadow, avoiding potential challenges?

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10. What can you do to temper what might sound like criticism?

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## Summary of Combined Shadows

| Combination (Strengths)                                                    | Tension                           | How the Combined Shadow Can Manifest                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------------------------------------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Affirmer–Asserter</b><br>driving results for people and people oriented | Affiliation v. Power              | <ul style="list-style-type: none"> <li>• Passive-aggressive</li> <li>• Not asking for what one needs (lack of candor) but then getting frustrated</li> <li>• Failure to think ahead (impatience)</li> <li>• Not taking the time to share information and secure buy-in, or include in decision making</li> <li>• Anger and frustration over failure to get things done</li> </ul> |
| <b>Affirmer–Achiever</b><br>people oriented and doing it right for people  | Affiliation v. Achievement        | <ul style="list-style-type: none"> <li>• Nitpicking and holding in frustration</li> <li>• Taking on too much, not asking for help, resentment</li> <li>• Afraid to ask questions or say “no”</li> <li>• Digging heels in on a values-based issue; completely inflexible</li> <li>• Loathe to let a colleague down; and avoids dealing with it</li> </ul>                          |
| <b>Achiever–Asserter</b><br>Getting it done right                          | Doing it right v. Getting it done | <ul style="list-style-type: none"> <li>• Nitpicking and pushy</li> <li>• Critical and personalizing “feedback”</li> <li>• Arrogance about doing “it” right</li> <li>• Intolerance for incompetence</li> </ul>                                                                                                                                                                     |

11.

a. How do your Affirmer–Asserter Shadows show up in collaboration?

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b. Instead of being in your Shadow, what thinking, feelings, and behaviors would you like to adopt?

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12.

a. How do your Affirmer–Achiever Shadows show up in collaboration?

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b. Instead of being in your Shadow, what thinking, feelings, and behaviors would you like to adopt?

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13.

a. How do your Achiever–Asserter Shadows show up in collaboration?

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b. Instead of being in your Shadow, what thinking, feelings, and behaviors would you like to adopt?

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14. Refer to Workbook on Page 151–152: Questions 19–22.

### Commitments

15. How are you committed to be, feel, and behave when collaborating?

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16. How will you mitigate the effect, stay out, and step out of your Shadows?

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