

MULTICULTURAL COMMUNITIES LEADERSHIP IN ACTION PROGRAM 2022



Leadership Compass

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VICTORIAN
multicultural
commission
strengthening our community



Purpose of the Leadership Compass

**How many of us work with
several people in our
community organisations?**



Purpose of the Leadership Compass

**How many of you can do the job
of everyone else in your
community organisation?**

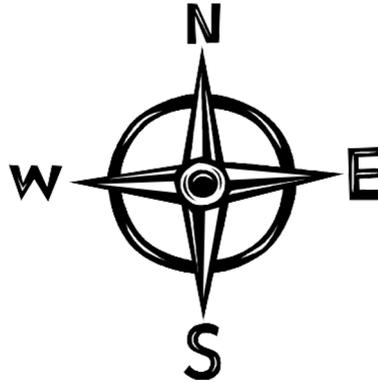


Purpose of the Leadership Compass

- Understand the need for a variety of work styles.
- Give us a non-judgmental vocabulary and a way of thinking about working with each other in our teams.
- Deepen our appreciation of everyone's different work styles.
- Reflect on our own individual work styles and identify areas for growth.
- Understand the negative and positive impacts of each style taken to excess.
- Learn the qualities we can develop to better become leaders.



We'll give you a couple of minutes to do the **Compass Self Assessment** & **Identify your Primary Direction**



Primary Direction Discussion: Identifying your Direction

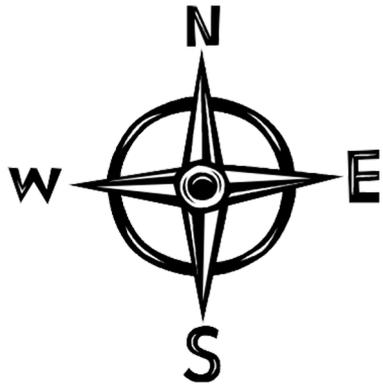
For this discussion we will pick one direction that fits us best at work.

Disclaimer: No one is purely one style, rather everyone typically has portions of all styles. Questions to help you identify the style you are most comfortable in:

1. What's your first inclination when you get a new project?
2. What's your tendency when you're under pressure?
3. What feedback have you been given about yourself from colleagues, friends?



LEADERSHIP COMPASS



North

East

South

West

Primary Direction Discussion

Break into your primary group and scribe answers to these five questions:

1. What is great about your Direction/style?
2. When you take your direction to an extreme, or are inflexible with your direction, what do you think the other directions are saying about working with you?
3. What's difficult about working with the other directions?
4. What do people from the other directions need to know about you and so you can work together effectively?
5. In one word, what do you most value about each of the other three directions?



Primary Direction Discussion

1. What is great about your direction/style?

(1 minute per question)



Primary Direction Discussion

2. When you take your direction to an extreme, or are inflexible with your direction, what do you think the other directions are saying about working with you?

(1 minute per question)



Primary Direction Discussion

3. What's difficult about working with the other directions?

(1 minute per question)



Primary Direction Discussion

4. What do people from the other directions need to know about you and so you can work together effectively?

(1 minute per question)



Primary Direction Discussion

5. In one word, what do you most value about each of the other three directions?

(1 minute per question)



Large Group Discussion

Share your answers with the group:

1. What is great about your direction/style?
2. When you take your direction to an extreme, or are inflexible with your direction, what do you think the other directions are saying about working with you?
3. What's difficult about working with the other directions?
4. What do people from the other directions need to know about you and so you can work together effectively?
5. What do you value about the other three directions?



4th Direction: Scenario

As a new committee member for your place of worship, you have been approached by several young women in the community who are keen to involve themselves in interfaith engagement at the leadership level.

While there is a core team of leaders available to take on this role, few of them have interfaith engagement experience and all are male. Traditionally, the public facing work of the centre has been led by men on the committee, most of whom have been in their roles for ten years. There are no women serving on the committee although their active role in volunteer efforts is appreciated and prolific. Committee leaders are either unsure or reluctant to co-opt these women on-board, though you realise the women have interest and capacity to do so.

You need to navigate the cultural sensibilities of all parties as well as ensure the work of the centre is progressive and relevant to the socio-cultural climate of 2022.

You need to communicate to current leadership the value & benefit of having women at this level actively involved.

The women have indicated a major Interfaith event in 2 months requires their participation and have requested you facilitate their access to the committee in order to execute the work needed for the Centre's role within a month.

Generate a proposal within the timeline to take on this challenge.

Please tackle this scenario FROM THE PERSPECTIVE OF YOUR WEAKEST STYLE/ 4th Direction



Situational Leadership: Acting from the Middle of the Compass

Additional activities

Take a photo and save for later:

- Circle 1-2 things you think you do well in each direction
- Write down 1-2 you would like to get better at in each direction
(note: these can be improvements or reducing overuse tendencies)
- Commit to trying to do this.



Resources

- **The Personality Compass: A New Way to Understand People, Diane Turner and Thelma Greco, 1998**
- **The Medicine Way: A Shamanic Path to Self-Mastery. Kenneth Meadows. Element, 1991.**
- **The Medicine Wheel: Earth Astrology. Sun Bear and Waburn. Simon and Schuster, 1980.**
- **Leadership Compass: Appreciating Diverse Work Styles**
- **How to grow as a leader, HuffPost.com**



Short Break

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North

Strengths

Assertive, active, and decisive.
Thinks in terms of bottom line.
Likes a variety, novelty, and new projects.
Perseveres; not stopped by hearing “No”; probes and presses to get at hidden resistance.

Weaknesses

May get defensive quickly, argue, and try to “out expert” you.
Sees things in black or white, little tolerance for ambiguity.
Not heedful of other’s feelings; may be perceived as cold.
Has trouble relinquishing control; finds it difficult to delegate responsibilities.



East

Strengths

Likes to see the big picture.
Very idea-oriented; focuses on future thought.
Adept at problem solving.
Likes to experiment and explore.

Weaknesses

May lose focus on tasks.
Poor follow through on projects.
Not time bound; may lose track of time.
Easily frustrated and overwhelmed when outcomes are not in line with vision.



South

Strengths

Supportive of colleagues and peers.

Feelings based; trusts own emotions and intuition as truth.

Integrates others input in determining direction of what's happening.

Receptive of other's ideas; team player.

Weaknesses

Has trouble saying "No" to requests.

May over-compromise to avoid conflict.

Internalizes difficulty and assumes blame.

Has difficulty consulting, confronting and dealing with anger.



West

Strengths

Uses data analysis and logic to make decisions.

Moves carefully and follows procedures and guidelines.

Weighs all sides of an issue; balanced.

Seen as practical, dependable and thorough.

Weaknesses

May get bogged down by information.

May become stubborn and entrenched in position.

May appear cold or withdrawn in respect to other's working styles.

May resist emotional pleas and change.



HOW TO WORK WITH OTHER STYLES

Give them positive, public recognition.

Establish timelines and stick with them.

Let them know they will be involved.

Provide them with plenty of autonomy.

Justify your decisions around values and ethics.

Let the person know you like them and appreciate them.

Be aware that this person may have a hard time of saying “No”/

Provide plenty of positive reassurance and likeability.



HOW TO WORK WITH OTHER STYLES

Listen and be patient during idea generation.

Avoid criticizing or judging ideas.

All and support divergent thinking.

Provide a variety of tasks.

Allow plenty of time for decision-making.

Appeal to tradition, a sense of history, and correct procedures.

Provide data-objective facts and figures.

Use logic when possible.



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