

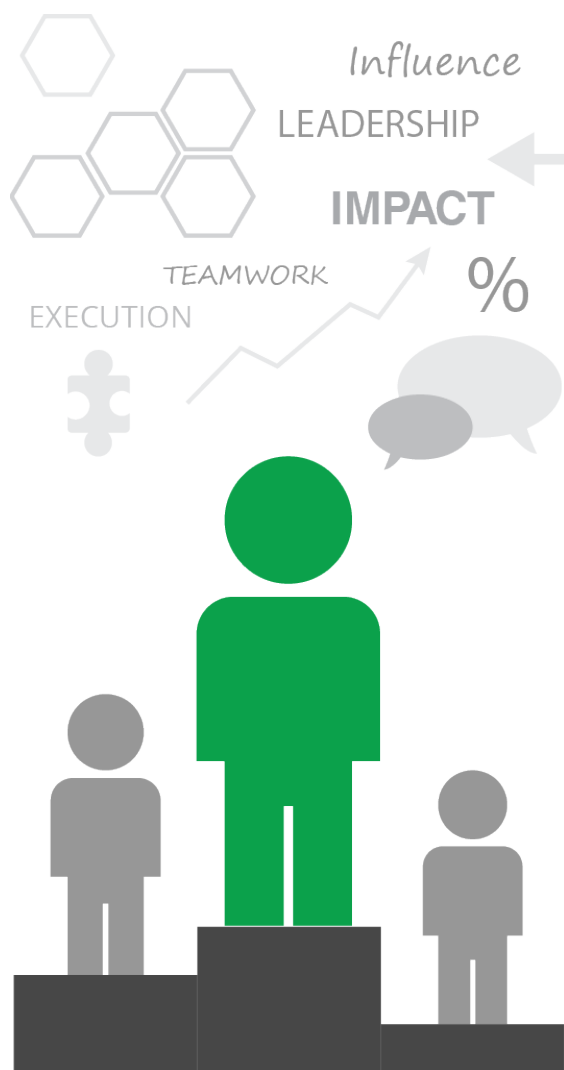


Shawn Raloff

Inspirational Leader

July 17, 2020

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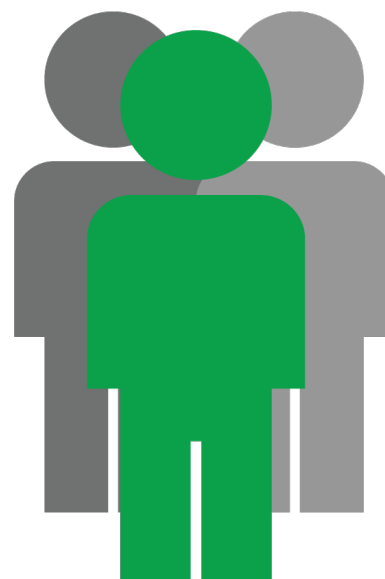
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How is Keirsey Leadership Report Different?

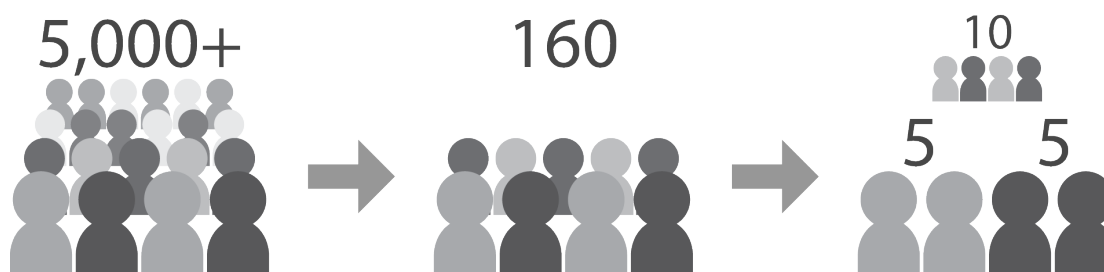
The Keirsey Leadership Report is about the kind of leader you are. This report starts with a different set of assumptions than what is often written about regarding leadership. We believe that it will be different from anything else you have ever read on leadership before. If you look at what most leadership experts say, you will find that most leadership books focus on the “essential qualities” that all leaders must have. And many authors will go so far as to even prescribe the same steps that all must take to develop these essential qualities. The research methodology undertaken by many of these authors was to interview/study many leaders, and then come up with an exhaustive list of the admirable qualities that they all have in common and call those characteristics “leadership essentials.”

While we do believe that this methodology reveals useful information, we believe that in many cases, the findings can be misleading when it comes to application for leadership selection or development. It perpetuates a concept we like to call the Superman Myth. Are there leaders who exhibit the “essential qualities” largely written about in leadership literature? Of course there are, but we posit that this can be a very narrow view of leaders and leadership. We believe that most of what has been written about regarding leadership describes a very specific type of leader.

In contrast, our belief is that there are other types of leaders who exhibit different qualities, many of which would not make the “essential qualities” list. The conclusion that many arrive at from reading leadership literature is that you can be a leader too, if you have these qualities or can develop them. Unfortunately, too many individuals walk away after reading these kinds of ideas, feeling as though they are not that way or never can be. Truth be told, in most cases the conclusions that readers walk away with are probably correct.



How Did the Keirsey Leadership Report Come About?



The Keirsey Leadership Report emerged from research which, to our knowledge, has not ever been done before. We took a set of more than five thousand leaders—from different industries, eras, life stages, races, genders, political affiliations, and religious backgrounds—and studied them through the framework of temperament. We narrowed down the list to 160 different leaders representing the 16 personality types. We carefully selected 10 high-performance leaders for each personality type (5 male leaders and 5 female leaders), and we did a deep level analysis on each of them.



In conducting our research, we analyzed these high-performance leaders by: (i) reading everything we could about them (biographies, autobiographies, essays, articles, and websites); (ii) watching everything pertaining to them (documentaries, interviews, lectures, news-media, and presentations); and (iii) talking to them directly and/or obtaining first-hand information (informal and formal interviews with these leaders and with affiliated persons, archived information from internal sources, and visitations to the institutions/ memorials built for/by these leaders).



Our research in temperament type spans more than seven decades, and for each of these 160 leaders, they have been the subject of analysis for a period of 10 to 30 years. Our findings have turned into the creation of methodologies for leadership development which have been utilized by thousands of leaders worldwide.



What Will I Learn From the Keirsey Leadership Report?



We posit that there are fundamentally different kinds of leaders. There are fundamentally different ways of leadership. This makes the “Superman” advice from leadership experts not particularly helpful. There are many kinds of behavior that are useful in leadership; however, the individual’s context matters, and not all principles of leadership are appropriate for each kind of leader. If you want to understand leadership development, then you must study leaders. Study their life journey to figure out what they did to develop, grow and mature. What activities did they engage in? What challenges did they overcome? What drove them? What factors lead to their effectiveness? What kind of impact did they make? This is what we did to develop the Keirsey Leadership Report.

What we found is that leaders come in all different shapes and sizes. Some start early, while others take much longer in their development. The development path is different for different leaders. So the question which most leadership authors pose, “Can you become a leader?” is not the relevant question to ask. These authors purporting that you can become a leader if you work hard enough to develop the “essential qualities” is very simplistic. Instead, the questions we ought to be asking are, “What kind of leader are you? What kind of leader can you be? How do you become that kind of leader?”

In this report, you will find four main sections beyond this introductory section. The first section, “The Profile of the Inspirational Leader” provides the key characteristics of the Inspirational Leader. This portrait encompasses the observations we

have made on the way an Inspirational Leader behaves. The second section, “Leadership Lessons from Inspirational Leaders” outlines the five areas of emphasis for Inspirational Leaders. When we examined the lives of the 10 Inspirational Leaders we chose for our study, we found that all of them lead in a certain manner. The third section, “The Development Path for Inspirational Leaders” provides the best advice we can offer on how to approach your leadership journey. The counsel we offer emerges from patterns we found not only in the 10 Inspirational Leaders we examined, but it also arises directly out of decades of coaching engagements with high- performance Inspirational Leaders. In the final section, “Going Even Deeper in My Leadership Development” we provide you the names of the 10 Inspirational Leaders we chose to

study. We encourage you to study some (or all) of them to gain a glimpse of what your leadership journey might look like in the years ahead.

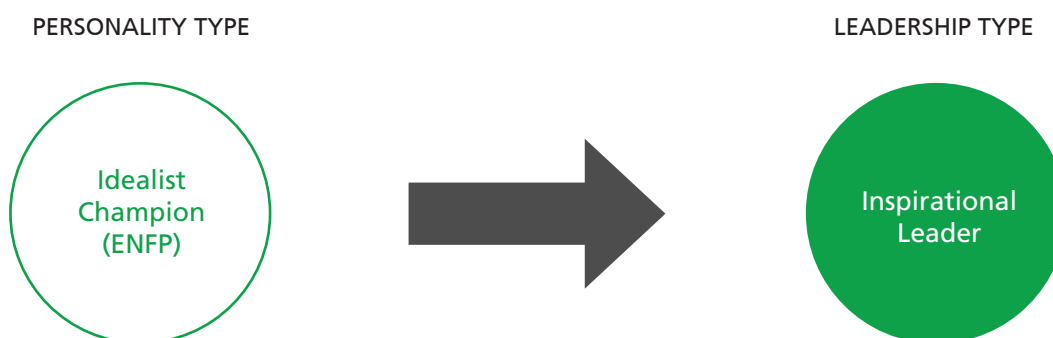
The Keirsey Leadership Report will serve as an effective resource to transform your perspective on you. Our intent in creating this report is to provide you with a perspective on your life as a leader. We encourage you to look at the entirety of your leadership journey: your past, present, and future. Our hope is that from the insight you gain about yourself, you will make choices which shape the path and trajectory of your leadership for the rest of your life. We believe that the world is impacted through leaders, and we firmly believe that your ability to lead will not only make a difference in your life, but it will impact everyone you lead. This is how you will make a difference in the world.



An Overview on Temperament

Within the Keirsey Temperament Model, there are four temperament types; the Artisan, the Guardian, the Idealist, and the Rational. These four temperaments can be further divided into sixteen types of people, or personality types; 4 types of Artisans, 4 types of Guardians, 4 types of Idealists, and 4 types of Rationals. Understanding these temperament and personality types, as well as mastering your own, can be the key to achieving your goals in leadership.

Your Keirsey Assessment results indicate that your temperament is the Idealist, and your particular personality type is the Idealist Champion (ENFP). In studying leaders who are the same personality type as you, we found many prevalent themes which emerged repeatedly. The most central theme for the Idealist Champion was their focus on living inspirationally. Therefore, as leaders, we call the Idealist Champions, the Inspirational Leaders.



As you embark on your path to becoming a more effective leader, the place to start is to understand where you fit in the bigger picture of how leaders develop. If you want to grow as a leader, there are some general principles to follow and very specific steps you can take as well. Overall, our counsel for those seeking to develop in their leadership is to: (i) find something to lead; (ii) go where leadership is taught; (iii) surround yourself with other leaders; and (iv) read all that you can about leadership.

These four ways align up respectively with the four temperaments and the way they learn best. Artisans learn best by stimulation. Guardians learn best by instruction. Idealists learn best by mentoring. Rationals learn best by analysis. We suggest that you do not only learn one way through one path, but that you learn through all four paths. But, depending on your temperament, some paths may feel more natural and come easier to you than others.

An Overview on Temperament

Guardians 45%

- Factual
- Cautious
- Respectable
- Dependable
- Law-Abiding
- Concerned
- Steady
- Logistical



Artisans 30%

- Optimistic
- Daring
- Adaptable
- Excited
- Impulsive
- Enticing
- Playful
- Tactical



Idealists 15%

- Imaginative
- Romantic
- Authentic
- Intuitive
- Relational
- Kindhearted
- Empathetic
- Diplomatic

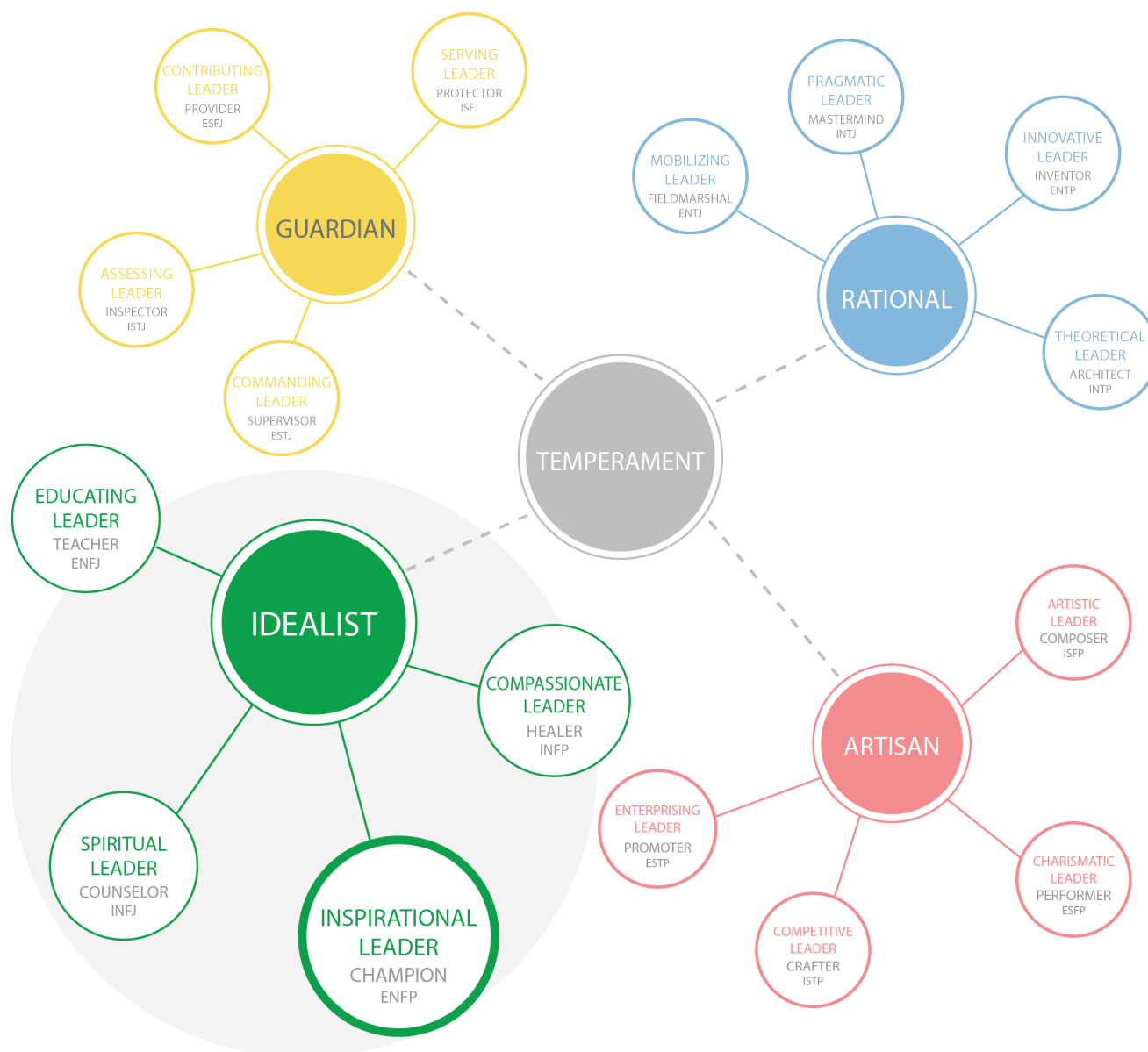


Rationals 10%

- Ingenious
- Calm
- Innovative
- Logical
- Curious
- Independent
- Pragmatic
- Strategic



An Overview on Temperament

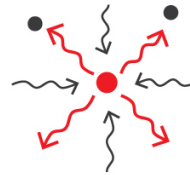


An Overview on Temperament

STIMULATION



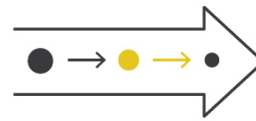
"Find something to lead"



INSTRUCTION



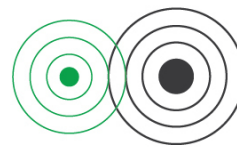
"Go where leadership is taught"



MENTORING



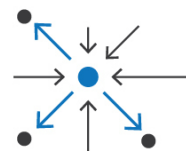
"Surround yourself with other Leaders"



ANALYSIS



"Read all that you can about leadership"





The Inspirational Leader

Idealist Champion ENFP

PASSIONATE

Inspirational Leaders have a wide range and variety of emotions and a great passion for novelty. For these leaders, it is important that they embark on a leadership journey that feels fresh, new, original, and unique. Anything less, feels stale and something that they cannot be passionate about. Their passion stems from their convictions which are inextricably intertwined with what they have felt and experienced deeply—even mystically. For Inspirational Leaders, their feelings are powerful, and so they seek to inspire and motivate others to feel as they do. Emotional experiences are an intense and vital part of living a full life. Inspirational Leaders, therefore, do their utmost to facilitate powerful experiences for followers. The downside of this, however, can be that when the inspirational feeling expires, these leaders can become restless rather quickly with both situations and people. These leaders resist repeating experiences for themselves and those they lead. They seek for every moment to be simultaneously real and ideal, and therefore, anything which feels contrived will not suffice. These leaders have trouble simply going through the motions, so when circumstances make such demands, they can never quite shake the feeling that a part of themselves is split off and uninvolved in their experience. Thus, while they strive for emotional intensity, Inspirational Leaders often see themselves in some danger of losing touch with their real feelings and, ultimately, their identity which fuels their passion. Inspirational Leaders inspire because they have first been inspired. Their passion can only be displayed when it is the natural overflow of what resides within.

EXPLORING

Inspirational Leaders have a probing nature, always exploring to find the idea or opportunity which holds promise or to discover the relationship with potential. Believing that the world is interconnected, people are interrelated, and ideas are interdependent, these natural surveyors look for patterns and relationships. They seek to uniquely express what they deem to be novel; that is, to create something new. Inspirational Leaders see life as an exciting drama, pregnant with possibilities for good and evil. Their continual exploration makes them exciting to be around—until they run up against the wall—where the hard labor of monotonous follow-through is required to see fruition come from their idea. Once people or projects become routine, Inspirational Leaders are likely to lose interest. For “what might be” is always more fascinating than “what is.” These leaders do not like to be involved in painstaking details and follow-through over any extended durations, and they often hope that others will pick up the pieces to make it happen. In institutional settings, they will constantly challenge anything that feels stale. They contest obsolete procedures and policies, often becoming impatient with others who stick to the status quo. They occasionally side with detractors of their organization who find in them a sympathetic ear and a natural rescuer. Inspirational Leaders have a strong sense of the possible and can solve most problems, particularly those dealing with people. When it comes to leading people, these leaders tend to be hypersensitive and hyper alert,

NETWORKING

Inspirational Leaders are appealing, gentle, and sympathetic. They voice strong opinions about discipline because of their idealism, however, they often do not follow through on enforcing their dramatic pronouncements, fearing to lose rapport with those they lead. People-to-people work is essential for these leaders. With their natural attraction to the communicative arts, they tell compelling stories through their writings and orations. They make excellent leaders in education, religion, journalism, and any field where they are called upon to express their ideals while being closely engaged with people. Inspirational Leaders are outstanding in getting people together and are good at initiating meetings and conferences, although not as talented at providing for the logistical or operational details of these events. Despite the occasional misinterpretation, Inspirational Leaders are good with people and make extensive use of their interpersonal powers. They usually have a wide range of personal contacts, expending energy in maintaining both professional and personal relationships. They are warm and have fun with people, and they are unusually skilled in working together with others. They are likable and at ease with colleagues, and others enjoy their presence. Inspirational Leaders intrinsically value dignity, equality, and individuality; and therefore, repudiate any kind of subordination. They prefer to approach relationships in an inclusive and collaborative fashion where everyone has a voice and mutual respect is paramount.

ENTHUSIASTIC

Inspirational Leaders have a strong drive to speak out on social issues, and their enthusiasm can make these leaders tireless in conversing with others. They are like fountains that bubble and splash, spilling over their own words to get it all out. Their enthusiasm is boundless and is often contagious, making them the most vivacious of all, as they inspire others to join their cause. Their public role tends to be well developed, as is their capacity for the spontaneous and the dramatic. Inspirational Leaders are characteristically positive in their outlook and are surprised when people or events do not turn out as anticipated. The gap between vision and reality for these leaders is a mere fine line. Often their confidence in the innate goodness of life and human nature is a self- fulfilling prophecy; for they see people through eyes filled with hope. Inspirational Leaders constantly find themselves surrounded by others who look toward them for wisdom, inspiration, courage, and leadership. This dependency, at times, weighs rather heavily on them. Their irrepressible expressiveness compels them to be the champions of causes, and their exuberance emanates from their being; for Inspirational Leaders are one with their cause. Their enthusiasm is received by followers as an authentic expression. For “what they do” is not mere activity, it is an extension of “who they are”—it is tied to their identity. For Inspirational Leaders, “doing” and “being” is synonymous, they are one in the same.

AUTHENTIC

Inspirational Leaders strive toward a kind of spontaneous personal authenticity. This intention always to be themselves is usually communicated both verbally and nonverbally to others who find it quite attractive. Although they are highly imaginative themselves, they can have difficulty picking up on ideas and projects initiated by others. If they are to lend their energy and interest to a project, they must make it their own. Failure to do so can leave them feeling inauthentic, and therefore, they can encounter great difficulty in feeling motivated. When Inspirational Leaders do not feel connected in a personal way to the cause, they can feel as though their leadership efforts are somehow disingenuous. They tend to heap coals of fire on themselves for the slightest self-conscious role-playing. Their yearning for authenticity is not just for themselves, but they seek it out in others as well. For this reason, these leaders are the keen and penetrating observers of the people around them and are capable of intense concentration on another individual. Their attention is never passive or casual, never wandering, but always engaged. Often inspired, they trust their outstanding intuitive powers, and often they find themselves trying to read what is going on inside of others, interpreting events in terms of another's hidden motives and giving special meaning to words or actions. While this interpretation can be accurate, it can also be negative, sometimes inaccurately negative, and may introduce an unnecessarily toxic element into the relationship. In their quest to find genuineness in others, Inspirational Leaders exercise a continuous scanning of the social environment, and if a suspicious motive exists, it is unlikely to escape their attention.

ECLECTIC

Inspirational Leaders do not want to miss out on anything. They seek to find new outlets for their inspirations, so their followers become the beneficiaries of surprises. These leaders are quite complicated to understand for they can swing from extravagance to frugality. Their homes and offices may contain expensive luxuries, while necessities may be missing. Inspirational Leaders are unpredictable and unconventional due to their nonconformist nature. They find themselves scattered with many interests. This enables them to pull together elements from unusual places to create an integrated juxtaposition. This creativity allows them to have an alternative perspective and makes them great at inventing new ways of doing things. Their imagination affords their protégés with all sorts of intriguing experiences. In their leadership role, they are devoted although somewhat seemingly random in the way they shift from a role of friend-in-need to stern authority figure. They seek to experience all the events that affect people's lives, and then they are eager to relate the stories they have uncovered, hoping to disclose some truth about people and issues. These leaders aspire to be a sage, seek identity, prize recognition, and yearn for romance. Variety in day-to-day operations and interactions best suits their talents, since they need quite a bit of freedom in which to exercise their creativity. Inspirational Leaders believe that nothing occurs that is without significance, without profound meaning. They have remarkable latitude in career choices and succeed in many fields because they are warmly enthusiastic, high-spirited, and imaginative. They can do almost anything that interests them. Inspirational Leaders are dreamy, leading them down various paths which eventually merge together in ways that are meaningful for them.

Leadership Lessons from Inspirational Leaders

When we examined 10 Inspirational Leaders, we found five distinctive areas of focus which rang true for each of them. We can say that these are the key lessons you could learn from them about leadership. And if you give some attention to these areas, you are likely to find that it is natural for you to be this way and to do these things rather successfully. What was intriguing about our study was that irrespective of differences in industry, era, life stage, race, gender, political affiliation, or religious background, we found that all Inspirational Leaders focused on these areas:

1

Inspirational Leaders are absolutely committed to their cause.

2

Inspirational Leaders speak from the deepest part of their inmost being.

3

Inspirational Leaders draw strength from the certainty of their calling.

4

Inspirational Leaders are willing to embrace all kinds of people.

5

Inspirational Leaders connect their story to the greater story of humanity.

10 Inspirational Leaders

Joan Baez Marian
Wright Edelman
Ariel Durant
Helen Keller
Elizabeth Cady Stanton

Bono
Dalai Lama
Martin Luther King, Jr.
Nelson Mandela
Sargent Shriver, Jr.



The Development Path for Inspirational Leaders

How Inspirational Leaders Grow

The Inspirational Leader leads by advocating for a just cause. They find causes to believe in and advocate for them with enthusiasm. On the following pages are the steps they take in their development to becoming a more effective leader.

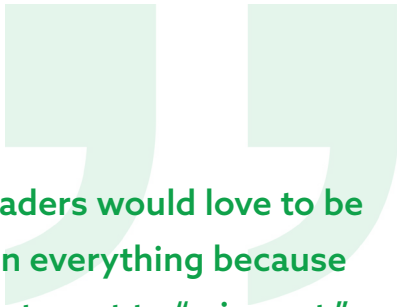
1 IDENTIFY A CAUSE THAT YOU MOST RESONATE WITH

Inspirational Leaders have the capacity to identify with and be involved in a vast number of causes. It would not be far fetched to say that the number of causes these leaders could be associated with is endless. These leaders would love to be involved in everything because they do not want to “miss out.” Their enthusiasm invokes countless invitations to be a part of so many movements. These leaders are eclectic which allows them to reach out to a diverse range of people. However, the great caution we would provide to these leaders is that in attempting to be “all things to all people,” what can happen is they can become “nothing to anyone.” There is the proverb which says, “A man who tries to go in many directions, ends up falling flat on his face.” What we would strongly suggest is that Inspirational Leaders identify a cause that they most resonate with—the emphasis on this statement are on the words, “most resonate.” There are many causes that one can be involved in, but then there are those causes which really capture and inspire a leader to the point where they would give their entire full devotion to it. Finding such a cause is not an overnight experience—in most instances, this can take many, many years.

In addition to being inspiring, another trademark characteristic of Inspirational Leaders is that they have countless ideas. These leaders have thousands of ideas every day, and when you combine this with their natural enthusiasm, these leaders can sometimes lack focus and can end up being hurled into many different directions. When an Inspirational Leader can press the pause button to take a step back, an

idea or a cause has the opportunity to grab a hold of them. When they run into a cause which engages their core—gripping every fiber of their being, this becomes the cause to which they can give their entire lives. In other words, mere attraction to a cause can end just as quickly as it began, but a deeper love and passion for a cause is more likely to lead to commitment. This results in the leader’s resolve to give their utmost to the cause.

Since Inspirational Leaders do not want to miss out, there is the great temptation to leave their options open. They can often fall prey to being involved in everything without being deeply committed to anything. Under this scenario, their natural enthusiasm ends up being short lived. When an Inspirational Leader is not truly inspired, or when they are not deeply resonating with the cause—it ends up being an idea which came and went. For Inspirational Leaders, the first question these leaders should be asking themselves is, “How inspired am I?” For these leaders, the level and extent to which they are inspired is directly proportional to how they can inspire others to get on board with a cause. The extent to which they are committed will draw out the best from themselves and their followers.



“These leaders would love to be involved in everything because they do not want to “miss out.”

2 ALLOW YOURSELF ROOM TO EXPLORE WITH THE IDEAS YOU ARE OBSESSED BY

For Inspirational Leaders, “love at first sight” and a prolonged “honeymoon” is incredibly enthralling. “Falling in love” is not difficult for these leaders. The real challenge is turning what “catches the eye” into something more sustainable—where there is a deeper, profound passion. To turn their initial inspiration of ephemeral excitement into more of an enduring substance, Inspirational Leaders must get involved and get informed. Deeper commitment is built upon intimate knowledge and unusual understanding. On the one hand, this can be quite natural for these leaders, for they have an enormous capacity for digesting a significant amount of information. They are always asking questions and seeking answers. They are forever on a quest to look for the alternative angle or the counter-intuitive perspective. On the other hand, their probing desire to be involved in “everything” only allows them to simply skim the surface rather than go to greater depths.

Being involved and informed enables these leaders to feel a close connection with the cause. This eventually leads down a path where they embody the cause and personify its every intent. In essence, Inspirational Leaders are all about establishing an intimate union with the people and with the cause itself. These leaders seek to experience oneness with the movement they are leading. In other words, the people and the cause are no longer a separate entity, but rather their identity becomes intertwined with their followers and the movement. The people and the cause become a part of who they are. There are no impersonal elements when it comes to their leadership. Their leadership

is an extension of who they are. Leadership is personal; it is not something they simply do, but rather it is something that flows from their being. Inspirational Leaders seek to engage in dialogue that is meaningful. They enjoy synergistic collaboration with others because the more involved they are, the greater their level of zeal. It is difficult for these leaders to simply “go through the motions.” For this kind of leading is a violation of their deepest core need to be authentic. They need to be “real.” They cannot be a “fraud” and live with themselves. Inspirational Leaders have an extremely hard time “faking it” and so intimate understanding of the people (being involved) and extensive knowledge of the cause (being informed) is imperative for these leaders to lead effectively. Being involved and informed is really about establishing a culture where people can “know and be known.” This kind of knowledge is what takes an Inspirational Leader to a place of fullness. This is what allows Inspirational Leaders to speak from a foundation of truth and not from a position of “shooting from the hip.” They inspire others not because they are necessarily skilled orators who can speak about anything and everything; rather, they penetrate people’s souls, stirring their hearts because of their deep convictions. Their beliefs are built when there is a commitment to be astutely informed and intensely involved. It is this foundation which creates the oneness they seek, where the cause is who they are, and who they are is the cause.

“Falling in love” is not difficult for these leaders. The real challenge is turning what “catches the eye” into something more sustainable—where there is a deeper, profound passion.”

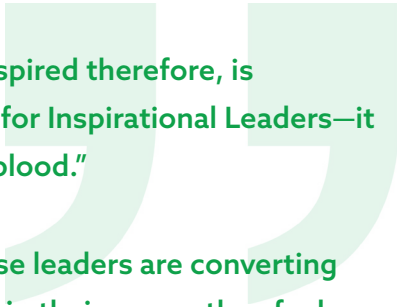
3 BE AN ACTIVE EVANGELIST FOR THE CAUSE YOU ARE LEADING

Inspirational Leaders need to feel as though they fully believe in the cause right down to the deepest part of their souls. When this kind of intense belief is not felt, it becomes almost impossible for them to stay committed and fully engaged. For these Inspirational Leaders, the best fuel for sustaining this kind of belief is to be actively involved in evangelizing. When these leaders are converting others to join their cause, they feel encouraged and charged up. The more they are able to motivate others, the more motivated they feel. Bringing people on board is the greatest affirmation and validation for why they believe what they believe. In other words, the more they convince others, the more they themselves are convinced of their cause. The more they are able to inspire others, the more inspired they feel.

Inspirational Leaders who really “go for it” hurl their entire lives into the cause (even almost recklessly). They abandon all else “for the sake of the call.” There is no “turning back.” The cost they pay can reap priceless rewards, but more often than not, those rewards do not come without moments of difficulty, hardship, and suffering. Therefore, staying inspired is imperative for Inspirational Leaders—it is their lifeblood. This presents an enormous challenge because when these leaders are in the midst of championing a cause, they pay a heavy price as they seek to be known synonymously with the cause. For any human being, regardless of who they are, when one makes these kinds of sacrifices, there comes the nagging suspicion that perhaps the cost is too much to bear. In

the midst of doubt, one can question whether what they have devoted their lives to is indeed a noble and worthy pursuit.

It is especially in weary moments that the fruit borne of evangelism can be the most compelling motivation for an Inspirational Leader to continue the good fight. In spite of critics, skeptics, adversaries, or outright enemies seeking to bring “death” to the cause when evangelism is successful, “life” is infused into the movement. New followers represent new life. Increased participation is tangible and visible, and this inspires leaders to push through in difficult times. The converse is also true, when there is no fruit borne of evangelism and hardship hits, Inspirational Leaders and their followers can feel like giving up. Evangelism becomes the backbone for momentum. For in the midst of affliction, Inspirational Leaders find great comfort and validation as they see others who continue to join the cause. This becomes the reminder that their life truly does stand for something significant.



“Staying inspired therefore, is imperative for Inspirational Leaders—it is their lifeblood.”

“When these leaders are converting others to join their cause, they feel encouraged and charged up. The more they are able to motivate others, the more motivated they feel. Bringing people on board is the greatest affirmation and validation for why they believe what they believe.”

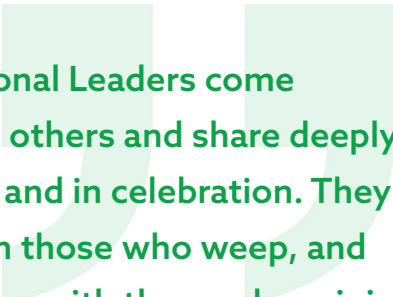
4 FIND OTHER CAUSES THAT CONNECT TO YOUR CAUSE

Inspirational Leaders have an innate desire to collaborate with others. They are the natural facilitators of dialogue. These leaders are the ultimate networkers, and they get excited when they find partners—whether they be individuals, teams, or enterprises—who are in the same arena or space. Some leaders perceive others in the same industry as a competitor and as a possible threat. Inspirational Leaders see others as fellow sojourners with whom they can join together to create a collaborative joint venture. They look for kindred spirits to link arms with to experience a synergistic connection. When joined together with others who are like-minded, these leaders are energized, and great momentum is generated. This serves as fuel to stay inspired and to accomplish far more than their cause could do alone.

Inspirational Leaders understand that inspiration is not just something that they can muster up or manufacture within themselves. Therefore, they surround themselves with others to keep the vision strong and their purpose clear. These leaders understand that the cause transcends any one person or single entity—that, “all of us are better than any one of us.” They believe in the power of collective thoughts, ideas, and visions to achieve unity through diversity. Inspirational Leaders long to be a part of movements which outlast themselves. They seek to be part of the grander vision which has a life of its own. Leading the cause is less about controlling its direction; rather, it is about having intuition to understand where the cause is leading everyone. Inspirational Leaders are on the lookout for how the wind blows. They

wait, ready to respond to the slightest changes in sound and force.

For Inspirational Leaders, the journey together often matters far more than actually reaching the “mountaintop” or the “Promised Land.” The dream of the destination is enough for these leaders, for they have great faith that it will surely come to pass. To have shared in a common ground of love with those who are on path together is what matters most. “Sweet fellowship” is euphoric for these leaders. Inspirational Leaders come alongside others and share deeply in sorrow and in celebration. They weep with those who weep, and they rejoice with those who rejoice. Inspirational Leaders believe that communal connection allows for the infusion of different colors and voices, adding a new dimension and spurring inspirational ideas and dreams. Within collaborative community, there is the potential for fresh perspective and new insight, leading to the birth of new ways to express the cause.



“Inspirational Leaders come alongside others and share deeply in sorrow and in celebration. They weep with those who weep, and they rejoice with those who rejoice. Inspirational Leaders believe that communal connection allows for the infusion of different colors and voices, adding a new dimension and spurring inspirational ideas and dreams.”

5 NETWORK WITH OTHERS TO CATALYZE MOVEMENTS

Finding other partners and causes which connect is quite natural for the Inspirational Leader. It just feels good. For these leaders, mutual inspiration and dreaming together is like “building sand castles in the sky.” There is a romance to this stage that they are so captivated by. Taking it to the next level, however, is about tackling the challenge of turning the synergy felt between parties into significant plans for execution. Feeling the wind and seeing the potential is one thing, harnessing it to create energy which can be utilized is another. Inspirational Leaders live in what we call “potential land.” What this means is that when it comes to “what can be,” the possibilities are infinite. These leaders have an endless supply of dreams.

By getting together with others who are oriented in a similar way, the pitfall is to celebrate many dreams, stories, ideas, and all of the wonderful possibilities, without ever actualizing the potential. When Inspirational Leaders get together, it is imperative that there be deliberate strategic intent, otherwise, there can be a lot of wind and smoke, yet no fire. In other words, there can be a lot of excitement and energy shared with each other, but in the midst of elation, nothing is harnessed and used as a catalyst for creating substantial impact.

So we would say to Inspirational Leaders, “At the center of your fellowship, there should be a mutual understanding that collaboration serves a purpose to achieve certain ends.” Inspirational Leaders need to get together with a clear purpose to strategize and not just to dream. Strategizing on how combining forces will make a significant impact is imperative. To

have the practical conversations around what resources each party can bring to the table and what strengths and weaknesses each party has is crucial in determining what a collective effort should look like.

“The rubber meets the road” when each person involved takes steps to execute on the strategy. Some may ask, “Why does it have to be so utilitarian? Why can’t we just get together for the sake of getting together?” The act of getting together to talk, affirm, and validate each other appears to be noble in it of itself, but this can actually end up backfiring. The reason for this is that when people get together, there is an underlying expectation for movement and progress. When a cause stops growing, there is a slippery slope that groups go down where getting together is no longer catalytic. Groups gather to provide a safe haven from the discouraging world, and the movement begins to die because it becomes inward focused. Rather than being a movement, the gathering turns into a mutual support group where everyone comes to share their sad stories of defeat. There may be an appropriate time and place for this, but movements are not created by people who loathe in self-pity. Networking is all about creating a greater launching pad, and not a place to simply share in each other’s misery. When leaders get together, we would say that it should be for a clear purpose where they never forget that “together” they are able to do far more than what they can do by themselves.

“By getting together with others who are oriented in a similar way, the pitfall is to celebrate many dreams, stories, ideas, and all of the wonderful possibilities, without ever actualizing the potential... Inspirational Leaders need to get together with a clear purpose, to strategize and not just to dream.”

6 REAFFIRM YOUR PURPOSE THROUGHOUT THE ENTIRE JOURNEY

Due to their natural enthusiasm, Inspirational Leaders almost always “start” out well, full of promise and potential. These leaders are constantly on the lookout for serendipitous patterns in circumstances and feelings of destiny when they encounter others. This orientation to circumstances and people allow them to unashamedly tell their story and invite others to the cause. These initial stages, when everything seems to come together in almost a divinely orchestrated fashion can cause these leaders to idealize the situation. If not careful, these leaders can feel tremendously disappointed when suddenly faced with less than expected. Setbacks are inevitable in every leadership context, and therefore, Inspirational Leaders can best prepare for them by understanding their unique natural pitfalls to avoid and the imperative to reaffirm their purpose all throughout the entire journey.

Inspirational Leaders can have a propensity to avoid all negativity and only keep things positive. If not careful, these leaders can get into a strange predicament where they prefer the dream over reality. After all, the “picture of the future” is often so much more beautiful than present reality. When this occurs, what can often happen is that Inspirational Leaders self-sabotage and do not end up pursuing the actualization of the dream. As they make efforts to turn ideality into reality, it becomes apparent that ideality is far better. In their thoughts, reality does not compare to what they had envisioned—it does not even come close to how they visualized it. In order to preserve the dream and not destroy the remaining “potential,” Inspirational Leaders decide not to pursue fully. They conclude unwittingly that pursuing the dream and failing, kills the dream; or pursuing the dream and achieving

(to only realize that it was not anything like what they envisioned), ends up being a huge disappointment. Under both scenarios, there is a threat to the dream, so they give up the pursuit. The remedy for these leaders is to stay on course by going back to the dream that once inspired them and to make a firm decision to persistently stick it through no matter how they feel or what may come. Initial euphoria eventually wanes, and all that is left is the original call that compelled these leaders to sign up and give their lives away to the cause.

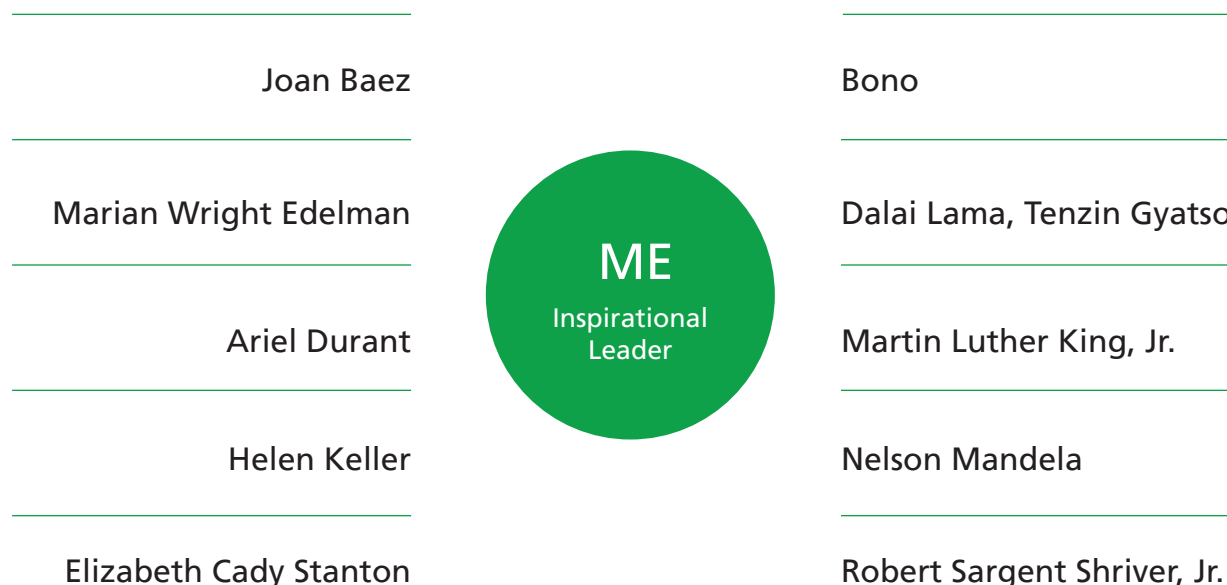
Continual reaffirmation needs to occur all throughout the entire journey, not just at the beginning. Inspirational Leaders can be focused when all feels good, but when difficulties come and the good feelings evaporate, they can lose sight of their focus and get confused about their life’s meaning and purpose. This can derail an Inspirational Leader, and they can fall into a trap of trying to fill the void with every other pursuit, while avoiding the one they signed up for. It becomes one pursuit after the next where they start trying to do all things, running in every direction all at the same time. Leaders know that without focus nothing of any significance can get accomplished. When one attempts to head in all directions simultaneously, all one does is end up going in circles. Continual reaffirmation of purpose must be carried out from the beginning, the middle, and all the way to the end. Finishing well is what really counts for leaders, for starting well does not win the race. This is where Inspirational Leaders face their greatest challenge. When these leaders can continue to keep their purpose front and center, they are likely to leave a legacy of having led well, and they leave a story of how their lives were spent for an inspiring cause.

“Continual reaffirmation of purpose must be carried out from the beginning, the middle, and all the way to the end. Finishing well is what really counts for leaders, for starting well does not win the race.”

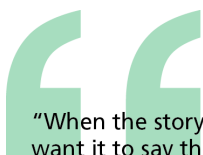
How Can I Go Even Deeper to Develop as a Leader?

If you really want to understand leadership, a great place to start is to get your hands on some “leadership” books. From there, we suggest that you read books on “leaders,” watch “leaders,” and talk to “leaders.” It is helpful to try and understand leadership theories, concepts, models, laws, ideas, or essentials, but it is more advantageous to seek to understand the life journeys that real leaders have taken; and, most importantly, to learn from those journeys. Particularly, we recommend that you learn from the journeys of leaders who are similar persons as you.

If you want to understand leadership, we think that you must study leaders by observing them very closely. The 10 leaders listed below are all different Inspirational Leaders. We encourage you to go deeper in understanding yourself by studying these leaders. Do what we did when we conducted our research. Read, Watch, and Talk. By studying them, it will be like stepping into someone else’s shoes, yet those shoes will feel like they fit your feet fairly well. It will be very much like you are studying yourself.



A Collection of Inspirational Leaders



"When the story of these times gets written, we want it to say that we did all we could, and it was more than anyone could have imagined."

• **Bono**
(born 1960)

"No person has the right to rain on your dreams."

• **Marian Wright Edelman**
(born 1939)

"Our lives begin to end the day we become silent about things that matter."

• **Martin Luther King, Jr.**
(1929-1968)

"He who knows all things and believes nothing is damned."

• **Robert Sargent Shriver, Jr.**
(1915-2011)

"It is a terrible thing to see and have no vision."

• **Helen Keller**
(1880-1968)

"My concern has always been for the people who are victimized, unable to speak for themselves and who need outside help."

• **Joan Baez**
(born 1941)

"Your cultivation of love and great compassion should not be left in a state of mere imagination or wish alone; rather, a sense of responsibility, a genuine intention to engage..."

• **Dalai Lama, Tenzin Gyatso**
(born 1935)

"For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others."

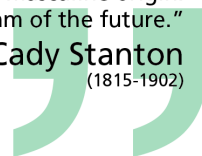
• **Nelson Mandela**
(1918-2013)

"If you have character, endeavor, personality, courage and the capacity for concentrated labor, you will do what is your destiny—and perhaps, even do it well."

• **Ariel Durant**
(1898-1981)

"Thus far, women have been the mere echoes of men. Our laws and constitutions, our creeds and codes, and the customs of social life are all of masculine origin. The true woman is as yet a dream of the future."

• **Elizabeth Cady Stanton**
(1815-1902)





How Different Temperaments
Influence Others

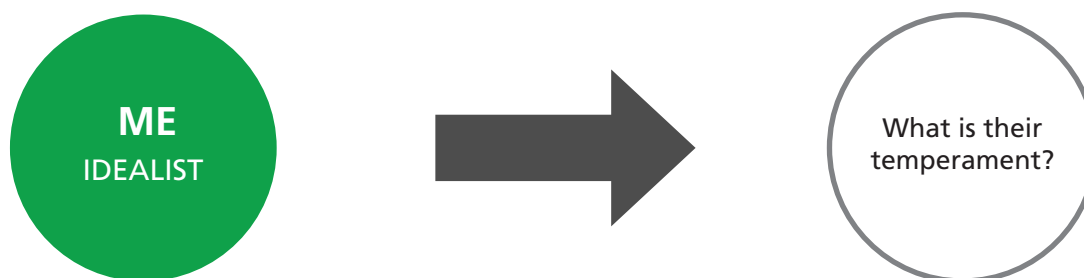
How Different Temperaments
Like to Be Led

How to Influence Others

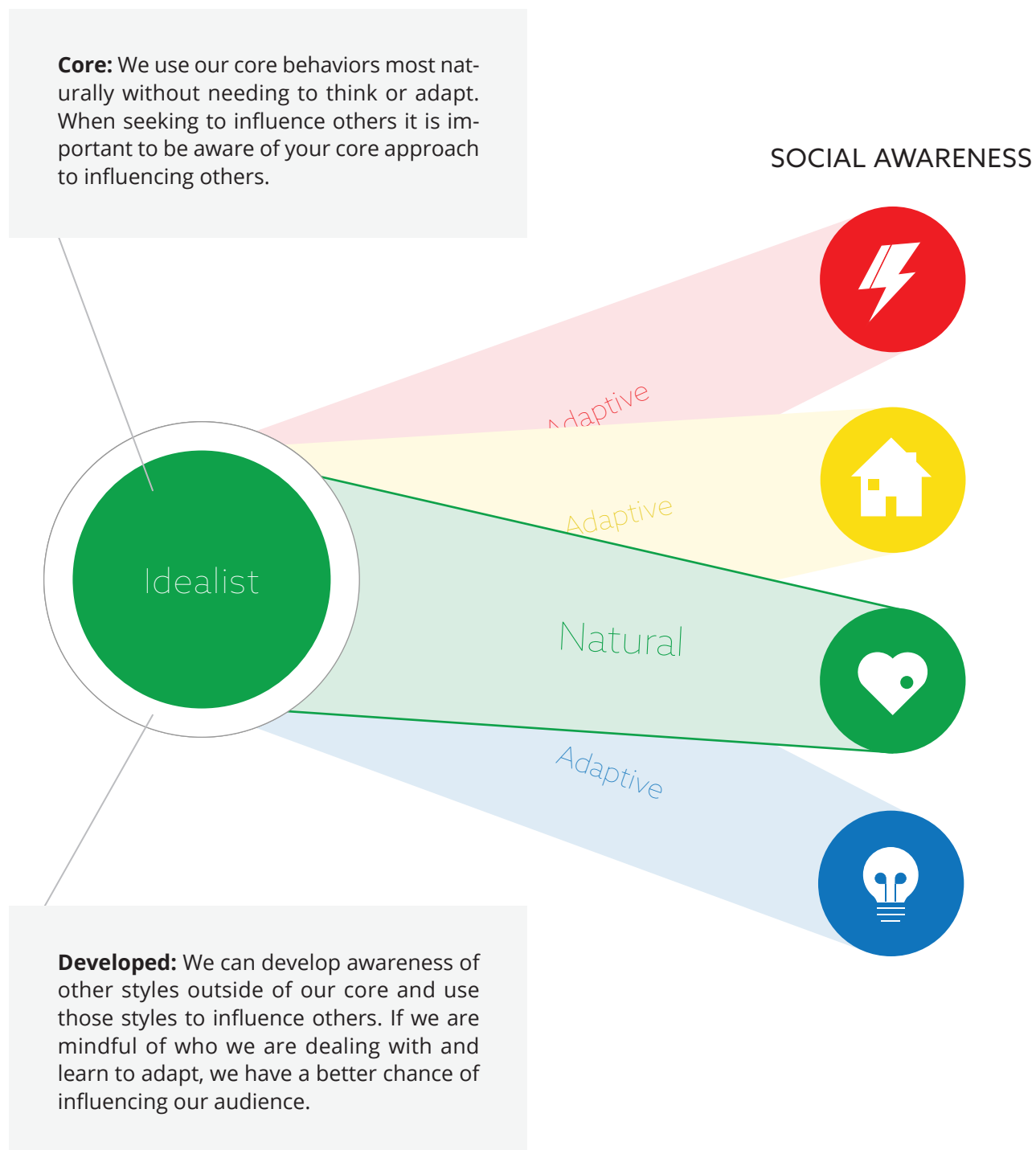
In leadership, we are always seeking to influence others. A sales executive seeks to influence a customer, a CEO seeks to influence a company, a coach seeks to influence players, a parent seeks to influence their child, a boss seeks to influence direct reports, a professor seeks to influence students—and the scenarios can go on and on. When it comes to influencing others, there are those who are successful and those who are not. The question is, “How do you effectively influence others?” There are many ways suggested on how to lead successfully. Our perspective is simple. In any leadership situation, there is a leader and there is a follower. Irrespective of your leadership role, your temperament has a natural way of influencing others and a natural way of responding to influence. When there is a match between a leader’s approach and the way a follower responds, there is impact.



To successfully influence others, you must first examine your core way of influencing others—self-awareness. Secondly, depending on an individual’s temperament, you must understand the way others like to be led—social-awareness. When you can understand yourself and the differences of other temperaments, you have a better shot at taking the third step, that is, to adapt for a situation so that you can have the kind of influence you need. In this report, we look at the way that each temperament naturally influences others, and the way each temperament likes to be led. When you can understand these two important pillars, you are on the path to become a more effective and influential leader.



Influence Strategies



How Idealists Influence Others

Guardian

As leaders, Guardians are always prepared to be of service. They influence others by making sure that all the logistical steps are prepared for precise execution. They are able to follow-through diligently because they are highly methodical and details never go unnoticed. They serve people with thorough explanations, sticking to the protocol, and by going with the tried and true. Guardians see leadership as a responsibility, where governing with fairness is characterized by honor and respect. Leading is a straightforward experience, it is the ability to take followers through a step-by-step process. Guardians like to be reliable in all of their deeds. They supply facts and figures to create a convincing proposition for their followers. Guardians facilitate a formal, informative experience as they invite others to belong.

Idealist

As leaders, Idealists are always seeking to establish an **authentic** connection. They influence others by **diplomatically** reaching out to build a **meaningful** relationship. They are able to **connect** genuinely because they are **empathetic** and sincerely care about others **feelings**. They move people by expressing sincere belief in their vision and cause. Idealists see leadership as **possibilities**, where **inspiring** stories are utilized to create **heartfelt** experiences. Leading is very personal, and not just about sizing up talent; it is the ability to create an **emotional** bond to begin **deeper** conversations. Idealists like to be unique in all of their endeavors. They use their personal warmth, **enthusiasm**, and **likability** to engage their followers. Idealists facilitate a **soulful** exchange, where they connect who they are to their believers.

Artisan

As leaders, Artisans are always scanning for opportunities to seize. They influence others by tactically maneuvering in the moment to reach the result. They are able to make adjustments on the fly to win others over because they are extremely attentive to both the verbal and non-verbal cues of others. They entice people by taking their best angle of approach. Artisans see leadership as an art, where playful gamesmanship is utilized to create the experience. Leading is not necessarily personal, it is about taking on challenges, sizing up opportunities, and hitting targets to make an impact. Artisans like to be creative in all of their pursuits. They use their charisma, charm, and humor to engage their followers. Artisans facilitate a smooth, pleasurable experience for those they seek to persuade.

Rational

As leaders, Rationals are always seeking to understand the big picture. They influence others by explaining strategies to turn a vision into reality. They are able to provide relevant insights because their aim is to empower followers to make the best possible decisions. They engage people by presenting strong, convincing appeals. Rationals see leadership as a strategic exercise, to win the follower over for the long haul. Leading is highly utilitarian and pragmatic, where people are aligned to a vision and strategy which makes sense. Rationals like to be innovative in all of their initiatives. They use logic, reason, and compelling arguments to involve their followers. Rationals facilitate a sophisticated experience, where they seek to add relevant value to their prospective beneficiaries.

How Idealists Like to Be Led

Guardian

I will follow a leader who works hard, is honest, and provides leadership that adds great value. I am very detailed and want to follow someone who is thorough; a leader who doesn't skip steps, cuts corners, or takes shortcuts. I prefer to stick to business before engaging in fun and games. I want to be treated fairly and with respect. I expect leaders to be straightforward, to honor schedules, to set the example, and uphold standards. I want my leader to be precise in showing me what needs to get done from beginning to end. I want my roles and duties to be crystal clear so that I can execute faithfully. I want to be correctly recognized for my hard work. I don't need things to be fancy. I want to know the facts and figures. I prefer substance over style any day.

Idealist

I will follow a leader who **believes** in me and wants to see me **grow** to my fullest **potential**. I want to feel an **authentic connection** with my leader and with anything that I am a part of, because I want to invest **all of me**. I need to believe in the leader and the vision in order to fully **engage**. Who I follow is just as important as what the cause is about. I want the journey to be **significant** and to have **meaning**. I want the leader to really see me, not just the opportunities to conquer. I thrive when there is **relational harmony** around me. I need to feel **inspired** from within to follow **wholeheartedly**. I buy in when my heart **feels** warmed. Leadership is very **personal**. I want to give my life to something which matters to me and is a **reflection** of who I am.

Artisan

I will follow a leader who opens up opportunities for me. I learn very quickly and often figure things out on my own even before they are taught to me. So, in many cases, I know that I can be smarter, faster, and better than others, including my manager. I want to be led by someone who will challenge me and be competitive. It irritates me to follow someone weak or inferior. I can spot insecurity very easily through body language. If a leader's actions aren't in line with where I am going, I have no reason to stick around. I want to be able to touch, see, hear, taste, and smell the victory right away. I need the experience to be stimulating and exciting. Leading is nothing personal, it's about making an impact that matters to me.

Rational

I will follow a leader who knows what we are doing, where we are going, and why we are going there. I need a rationale and a clear purpose. I need a vision that is big, long-term, and worthwhile. I want to work with someone who has a solid game plan. I want to build something of enduring significance. If a leader's vision isn't aligned with my long term goals, I will find something else that makes sense for me. If the vision and strategy are aligned with my objectives and entail success, I will stick it through to make it happen. I want to be involved with others who are intelligent, respectful, and don't waste time. I don't need to be convinced of something if it makes sense. I need the leader to be smart, innovative, and driven to dominate.