



Leadership Compass

Discover how you naturally lead, where pressure changes your behavior, and what your team can expect from you.

LEADERSHIP FROM THE HELM

Tools Today. A Stronger Tomorrow.

A practical workbook for professionals and emerging leaders who want to navigate organizations with intention, build meaningful influence, and lead authentically.

HOW TO USE THIS WORKBOOK

- 1 Type directly into the fillable fields or print and write by hand.
- 2 Answer for the role and organization you actually have - not the one you wish you had.
- 3 Revisit the workbook periodically. Leadership, careers, and organizational terrain change.



Your North Star

Before you classify a style, define what you refuse to lose.

A LEADERSHIP COMPASS

A useful leadership style is more than a label. It should explain how you make decisions, move the mission, develop people, communicate intent, and behave when the environment gets difficult.

The three values I will not compromise:

The people I lead can expect me to:

When the mission is under pressure, I tend to:

When conflict appears, my first instinct is to:

The leadership behavior I most need to strengthen is:



Leadership Style Assessment

Rate what you usually do - not what you think a leader should do.

SCALE

1 = rarely true | 2 = sometimes | 3 = usually | 4 = strongly true | 5 = consistently visible to others. Enter one number for each statement.

MISSION DRIVER

1. I create urgency around outcomes and keep the team focused on the finish line.
2. I make decisions quickly when delay would create greater risk.
3. I am comfortable establishing standards and holding people accountable.
4. I naturally translate broad goals into concrete action.

PEOPLE BUILDER

5. I invest time in coaching, development, and creating opportunities for others.
6. I notice morale, workload, and team dynamics before they become mission problems.
7. I prefer to build commitment rather than rely only on authority.
8. I deliberately create future leaders instead of making myself indispensable.



Leadership Style Assessment

Complete the remaining two leadership tendencies.

STRATEGIC NAVIGATOR

9. I look for patterns, second-order effects, and the relationships behind the formal process.

10. I spend time understanding the environment before committing the team to a path.

11. I adapt the plan when new information changes the terrain.

12. I am deliberate about stakeholders, timing, influence, and organizational context.

STEWARD OF STANDARDS

13. I protect integrity, fairness, and consistency even when doing so is inconvenient.

14. I model the behavior and work ethic I expect from others.

15. I value technical competence and sound judgment as the basis for trust.

16. I build clear norms so the team can make good decisions when I am not present.



Pressure Check

Your style is most revealing when conditions are not ideal.

WATCH THE SHADOW SIDE

Every strength has a failure mode. The goal is not to eliminate your natural style; it is to know when that style becomes overused.

WHEN PRESSURE RISES, WHAT HAPPENS?

- ☐ I become too directive or impatient with discussion.
- ☐ I protect people so much that I delay a hard accountability conversation.
- ☐ I keep analyzing after the team needs a decision.
- ☐ I become rigid about standards when adaptation would be wiser.
- ☐ I take too much work back instead of delegating.
- ☐ I communicate less because I assume everyone understands the intent.

A recent example when pressure changed how I led:

The counter-behavior I want to practice next time:



Read Your Compass

Your highest score is your primary tendency; the next highest is your supporting style.

HOW TO SCORE

Add questions 1-4 for Mission Driver, 5-8 for People Builder, 9-12 for Strategic Navigator, and 13-16 for Steward of Standards. Each style ranges from 4 to 20.

STYLE TOTALS

Mission Driver

People Builder

Strategic Navigator

Steward of Standards

MISSION DRIVER

Moves quickly from intent to action. Watch for over-directing, compressed listening, and treating urgency as permanent.

PEOPLE BUILDER

Creates trust, development, and commitment. Watch for avoiding necessary confrontation or carrying too much emotional load.

STRATEGIC NAVIGATOR

Reads terrain, stakeholders, timing, and second-order effects. Watch for analysis delay or appearing overly political.

STEWARD OF STANDARDS

Creates trust through integrity, competence, consistency, and example. Watch for rigidity or mistaking the standard for the objective.



Your Leadership Summary

Turn the score into a concise description you can actually use.

My primary leadership style:

My supporting leadership style:

Three strengths people should consistently experience from my leadership:

Two shadow-side behaviors I need to monitor:

My leadership style in 3-5 sentences: How I create results, how I treat people, how I make decisions, and what I do under pressure.

Continue the Journey

Use this summary as a starting point for a leadership philosophy, a conversation with your team, or a quarterly self-review. The most useful leadership style is the one you can describe, test against behavior, and deliberately improve.

Performance gets you noticed. Strategy moves you forward.