

## LEADERSHIP WHEEL SCORING

*Directions: Referring to your answer sheet, add together the two scores next to each question with the same number (one each from column A and column B for questions 1 through 40) and place the total next to the corresponding number below. (Note that the numbers below are in scattered sequence.) Then add the numbers down each column and place the total score in the spaces provided. **Note: there should be eight separate totals and each numbered line should sum across to 20. The sum across for Totals A and B should be 100.***

	N	S	E	W
	3. ____	4. ____	1. ____	2. ____
	7. ____	8. ____	5. ____	6. ____
	12. ____	9. ____	10. ____	11. ____
	16. ____	14. ____	15. ____	13. ____
	20. ____	18. ____	19. ____	17. ____
<b>Total A</b>	N= <input style="width: 40px; height: 20px;" type="text"/>	S= <input style="width: 40px; height: 20px;" type="text"/>	E= <input style="width: 40px; height: 20px;" type="text"/>	W= <input style="width: 40px; height: 20px;" type="text"/>
	21. ____	23. ____	22. ____	24. ____
	28. ____	26. ____	27. ____	25. ____
	31. ____	30. ____	32. ____	29. ____
	36. ____	33. ____	34. ____	35. ____
	38. ____	40. ____	39. ____	37. ____
<b>Total B</b>	N= <input style="width: 40px; height: 20px;" type="text"/>	S= <input style="width: 40px; height: 20px;" type="text"/>	E= <input style="width: 40px; height: 20px;" type="text"/>	W= <input style="width: 40px; height: 20px;" type="text"/>

## SCORE RANGE

0 – 10	Very little access to this style
11 – 20	Can use if needs to but often chooses not to
21 – 30	Fair access to this style; uses this style easily
31 – 40	May tend to overuse this style
41 – 50	Uses this style to extreme excess

# MEDICINE WHEEL / CREATIVE CYCLE

**N**

**BUFFALO**  
Winter / White  
NOW (body focus)

**WARRIOR**  
Implements, perseveres, persuasive;  
carries ideas into action, good at sales;  
perfectionist, doesn't delegate well...  
"I can do it better myself!"

(Excess: impatient, inconsiderate, dogmatic, aggressive)

**W**

**BEAR**  
Autumn / Brown  
PAST Spirit /  
Wise introspective

(Excess: paralyzed by choices, can't move)

**JUDGE**

Evaluates merits of  
ideas, product; good  
editor; loves theory

**EXPLORER**

Gathers new info,  
curious, energetic,  
brainstormer, likes newness

(Excess: detached, misses details, easily bored)

**E**

**EAGLE**  
Spring / Yellow  
MIND / visionary

**NURTURER**

Turns resources into new ideas/products;  
creates, daydreams, immersed in projects

**S**

**DEER**  
Summer / Green  
NOW (present moment)  
Makes nest, collector

(Excess: can't say no; only sees now; scattered)

# THE LEADERSHIP WHEEL

## EXPLANATION OF STYLES

*The following explanations are about you when you feel comfortable, competent, and things are going well for you.*

### **North: The Warrior**

You like to get things done. You are known as someone who has courage and endurance. You enjoy new ideas and challenges, and you willingly take risks. You are in your element when you are in charge—when you can map out plans, and have others carry them out. You are very persuasive and can motivate others with your energy.

### **South: The Nurturer**

You are known as a collaborator and team player, and you are at your best when giving support to others. You are known as a warm and friendly person. You are very loyal to your friends and dedicated in your work. You are trusting of others, and you are concerned with fairness, how people feel, and how things are done.

### **East: The Explorer**

You are creative, innovative, and intuitive. You are a divergent thinker, seeking new connections, and easily bringing ideas or thoughts together to arrive at the big picture. You are driven by your vision—you know what you want, and optimistically go after it, even if it means changing. Your social skills are excellent, and you freely share your feelings with others.

### **West: The Judge**

You are very analytical and you base your analysis on facts and logic—you are careful, methodical, and deeply introspective. For you to accept a plan or a new idea, it must have a practical payoff. You are pragmatic in dealing with others. You like to look at all angles of a problem before taking action, and you will always have a “fail safe.” You are seen as solid, and not easily ruffled.

# THE LEADERSHIP WHEEL

## EXPLANATION OF STYLES

*The following explanations are about you when you are under stress, when you feel uncomfortable, or when things are not going well for you.*

### **North: The Warrior**

You want things done your way and you want them now. You have difficulty delegating because you don't think anyone can do it as well as you. You get impatient when the task is not getting done, and in your impatience, you can bulldoze over others. You will fight for your rights and try to get your way, often getting into a "win / lose" battle, while being unwilling to see another perspective. Others may see you as too strong and reactive.

### **South: The Nurturer**

You are too worried about what everyone thinks. You can be too trusting, give in too quickly, and take on too much in order to be seen as a good person. You will assume the blame for something even if you weren't responsible, especially if it means there will be no conflict. You are a "rescuer"—saving people even when they don't want to be saved. Others may see you as a pushover.

### **East: The Explorer**

You think that your vision will carry you through, and that you need not be bothered with the small stuff—the result is that things often fall between the cracks. You are not good with details and follow-through isn't your strong suit. You may appear impractical and disorganized and you can become overly emotional, even melodramatic. You change your opinion frequently, and you may be seen by others as "flaky."

### **West: The Judge**

You can be too critical of others and their work. You analyze problems too much, and thus may find it difficult to move to a decision. You often provide too much data, and once you present your position, you may become stubborn and unwilling to move. You often stick to a traditional view rather than accepting a new way which may be more effective. You don't express your feelings well, and your lack of expressiveness may make you appear cold and indifferent.

# NORTH

## *Place of the Buffalo*

**Key Word: Warrior**

### Strengths

- Assertive, active, decisive
- Likes to be in control of relationships and steer course of events
- Quick to act; expresses sense of urgency for others to act now
- Thinks in terms of the “bottom line”
- Enjoys challenges of difficult situations and people
- Likes quick pace and fast track
- Courageous
- Perseveres, not stopped by hearing NO; probes and presses to get at hidden resistance
- Likes variety, novelty, new projects
- Likes to be in position of leadership
- Value words, phrases: “Do it now!” “I’ll do it!” “What’s the bottom line?” “What’s stopping us?” “Who’s in charge here?”

### Overuse: Style Taken to Excess

- Gets defensive quickly; argues; tries to out-expert you (sometimes based on few facts)
- Loses patience; pushes for decisions before it’s time
- Sees things in terms of black or white; little tolerance for ambiguity
- May go beyond limits; gets impulsive and disregards practical issues
- Not heedful of others’ feelings; may be perceived as cold
- Has trouble relinquishing control finds it hard to delegate
- May become overly autocratic; wants things their way; rides roughshod over people in decision-making process

### How to Work with a North

- Present your case quickly, clearly, and with enthusiastic confidence
- Let them know how they will be involved—their payoff
- Talk about the challenge of the task
- Provide plenty of autonomy
- When establishing timelines, stick with them
- Give positive public recognition
- Use them in tasks requiring motivation, persuasion, initiative

### Examples

People: John Kennedy, Lee Iacocca, Ross Perot

Phrases: “Just do it” “Carpe Diem”

Song: “My Way”

# SOUTH

## *Place of the Deer*

**Key Word: Nurturer**

### Strengths

- An innocence and trust in others based on vulnerability and openness
- Willingness to trust others' statements at face value
- Allows others to feel important in determining the direction of what's happening
- Value-driven regarding all aspects of personal/professional life
- Uses relationships to accomplish tasks; interaction is primary
- Team-player; receptive to others' ideas; builds on ideas of others; noncompetitive
- Able to focus on present moment
- Feeling-based; emotions and intuition regarded as truth
- Value words: right; fair

### Overuse: Style Taken to Excess

- Has trouble saying no to requests
- Internalizes difficulty and assumes blame
- Prone to disappointment when relationship is seen as secondary to task
- Easily taken advantage of
- Immersed in present; loses track of time
- Immersed in NOW; may not see long-range view
- Difficulty confronting; difficulty dealing with anger; may be manipulated by anger

### How to Work with a South

- Remember process—attention to what is happening in the relationship; feelings between you right now is of primary importance
- Needs to feel decisions are ethically right—justify decisions around values, ethics, the right thing to do
- Appeal to relationship between you and this person, this person and others
- Listen hard and allow the expression of feeling and intuition in logical arguments
- Easily steamrolled; be aware that this person may have a hard time saying no to you
- Provide plenty of positive reassurance and likeability
- Let the person know you like them personally

### Examples

People: Jimmy Carter, Kevin Costner, Mother Teresa

Phrases: "You're in good hands with Allstate" "Like a good neighbor"

Song: "Feelings"

# EAST

## *Place of the Eagle*

### **Key Word: Explorer**

#### Strengths

- Visionary who sees the big picture
- Very idea-oriented, with focus on future thought
- Insight into mission and purpose
- Strong spiritual awareness—attuned to “higher level”
- Likes to experiment and explore
- Appreciates a lot of information
- Value words: options, possibilities

#### Overuse: Style Taken to Excess

- Has the potential to lose focus on tasks
- Poor follow-through on projects
- Can develop a reputation for lack of dependability
- Can become easily overwhelmed
- Not time-bound; may lose track of time
- Tends to be highly enthusiastic early on; then burn out over the long haul

#### How to Work with a East

- Show appreciation and enthusiasm for ideas
- Listen and be patient during idea-generation
- Avoid critical judging statements about ideas
- Allow and support divergent thinking
- Provide variety in tasks
- Provide help and supervision check-points on details and project follow-through

#### Examples

People: Albert Einstein, Robin Williams, Bill Gates

Phrases: “What if...”

Song: “Somewhere Over the Rainbow”



# WEST

## *Place of the Bear*

### **Key Word: Judge**

#### Strengths

- Weighs all sides of issues
- Uses data analysis and logic to make decisions
- Seen as a practical and thorough individual in task situations
- Careful; thoroughly examines people's needs in situations
- Introspective; self-analytical
- Helpful to others by providing planning and resources
- Moves methodically and follows procedures
- Works well with existing resources; gets the most out of what is available
- Skilled at finding fatal flaws in an idea or project
- Value word: objective

#### Overuse: Style Taken to Excess

- Can become stubborn and entrenched in position
- Can be indecisive; collect unnecessary data; mired in details; analysis paralysis
- Tendency toward watchfulness; excessive caution
- Can remain withdrawn, distanced
- Resists change and emotional pleas
- May appear cold

#### How to Work with a West

- Allow plenty of time for decision-making
- Provide data; objective facts and figures the person can trust
- Don't be put off by critical no statements
- Minimize expressions of emotion; use logic when possible
- Appeal to tradition, sense of history, and correct procedures

#### Examples

People: Harry Truman, Joe Friday, Spock

Phrases: "A penny saved..." "Don't cut off your nose..." "Just the facts, ma'am"

Song: "Oh Ee Oh March Song"