



THE LEADING EDGE

AUTUMN 2008

for UW leaders

Presidential Personality

David Keirsey is an academic who has been perfecting his approach to personality type and temperament for more than 50 years. His early studies included surveying historical literature from psychology, philosophy, and the sciences. He soon became interested in four patterns of human behavior—four distinct temperaments—that he found in figures as far back as Hippocrates, Plato, and Aristotle.

Combining more modern theories and assessments for personality style, Keirsey put his temperament theory into practice within academia as an educational psychologist. Later, he made his theory and temperament assessment accessible to the general public through books such as *Please Understand Me* and online resources at <http://keirsey.com>.

One use of Keirsey's temperament theory has been in the area of leadership development. In fact, attendees of Level 1 of UW's Strategic Leadership Program complete a temperament assessment based on Keirsey's instrument and use the findings as a springboard to discuss their communication, work, and leadership style.

Keirsey and a colleague, Ray Choiniere, also applied Keirsey's temperament theory to past U.S. presidents, finding among the first forty-two presidents twenty Guardians, fourteen Artisans, eight Rationals, and no Idealists. Below are some of our past presidents by temperament, as categorized in Keirsey and Choiniere's *Presidential Temperament* and on Keirsey's website, along with brief descriptions of each temperament.

Artisans

Keirsey characterizes Artisans as fun-loving, optimistic, realistic, and focused on the here and now. Artisans pride themselves on being unconventional, bold, and spontaneous. They make playful mates, creative parents, and troubleshooting leaders. Artisans are excitable, seek stimulation, and prize freedom. They trust their impulses and dream of mastering action skills.

- Theodore Roosevelt
- John F. Kennedy
- Ronald Reagan

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Presidential Personality *continued*

Guardians

According to Keirse, Guardians pride themselves on being dependable, helpful, and hard-working. They make loyal mates, responsible parents, and stabilizing leaders, and they tend to be dutiful, cautious, humble, and focused on credentials and traditions. Guardians are concerned citizens who trust authority, join groups, seek security, prize gratitude, and dream of meting out justice.

- George Washington
- Harry S. Truman
- Richard Nixon
- Jimmy Carter
- George H. W. Bush

Rationals

Keirse sees Rationals as pragmatic, skeptical, self-contained, and focused on problem-solving and systems analysis. Rationals pride themselves on being ingenious, independent, and strong willed. They make reasonable mates, individualizing parents, and strategic leaders. Rationals are even-tempered; they trust logic, yearn for achievement, seek knowledge, and prize technology. They dream of understanding how the world works.

- John Adams
- Thomas Jefferson
- Abraham Lincoln
- Dwight D. Eisenhower

Idealists

In Keirse's view, Idealists are enthusiastic, trust their intuition, yearn for romance, and seek their true self. They prize meaningful relationships, and they make intense mates, nurturing parents, and inspirational leaders. Idealists pride themselves on being loving, kindhearted, and authentic. They tend to be giving, trusting, spiritual. They are focused on personal journeys and human potential, and dream of attaining wisdom.

Whether or not you agree with how the presidents have been categorized by Keirse and Choiniere, their work provides an interesting perspective on our presidents' leadership styles, performance, results, and legacy. Further, Keirse's temperament instrument shows how such assessments can be powerful tools for exploring leadership—and, perhaps, for increasing our awareness of ourselves as leaders. ■

BEST PRACTICES

Leadership and Community

According to Richard Farson in *Management of the Absurd*, “the first job of the leader is to build community, a deep feeling of unity, a fellowship.” While some of us might not immediately think of community when considering our work units and organizations, leaders who view organizations as communities, and work to cultivate a sense of community, can engender great success.

In *Hidden Value: How Great Companies Achieve Extraordinary Results with Ordinary People*, Charles O'Reilly and Jeffrey Pfeffer, both of Stanford Business School, examine the practices of a number of successful companies, including Southwest Airlines, Men's Wearhouse, and AES, a global power company. Many of these organizations' practices clearly help develop a sense of community—“a deep feeling of unity”—with and among employees.

Southwest Airlines, for instance, built a sense of unity by having the employees determine the business priority (shortening turnaround times vs. eliminating routes) early on in the company's history. Men's Wearhouse treats employees at all levels as equally important, a value that is carried out in internal training, and also creates a sense of unity through a commitment to promote from within. According to O'Reilly and Pfeffer, AES's “belief in and trust in people has led to an organization composed of truly self-managing teams in which people feel responsibility not only for their own work but also for the welfare of the whole.”

Farson writes that “community is one of the most powerful yet most fragile concepts in the building of organizations. Community is difficult to build and easy to destroy.”

Although developing a sense of unity and fellowship in your team or organization is surely a difficult and complex process, a few key building blocks are evident in the practices described above. One is the practice of allowing—and even encouraging—employees at all levels to actively contribute to the success of the organization. Another is a sense of humility among leadership—a recognition that leaders have much to learn from those they lead. ■

“Leadership should be born out of the understanding of the needs of those who would be affected by it.”

~ Marion Anderson

Retreat Planning and Facilitation

If you've ever attended a well-planned retreat, you probably understand how valuable a few hours away from the office can be. With adequate preparation, you can realize the full potential of your team members and maximize the time you have together.

When thinking about a retreat, a few key questions should be considered. First, ask yourself *What do you want to accomplish?* In considering this, keep in mind that any retreat will likely mark the beginning of an action or change rather than act as a self-contained accomplishment. Next, ask yourself *Who should be involved?* Should the entire team be involved in every step, or should key team members make all or some decisions on behalf of the team or organization?

Accomplishing the goals you've identified may require two different retreats. For instance, departmental reorganization might begin with a small team of core decision-makers, meeting to discuss critical changes. That could be followed up with a retreat with all team members to

ensure that the communication is kept open and the team's efforts are aligned.

Other efforts, such as process improvement, may be best approached by the whole team from the beginning. In this case, bringing a diverse group together will likely result in more creative solutions than if only select team members are involved.

In many cases, hiring a professional to plan or facilitate your retreat can save you time and maximize productivity. An experienced consultant can work with you to set goals and identify appropriate activities for the retreat. In addition, a consultant can facilitate the retreat itself, which enables you to fully engage in the retreat and may also provide your team members with a sense of neutrality and objectivity.

For descriptions of different types of retreats and their purposes, please visit POD online:

www.washington.edu/admin/hr/pod/leaders/orgdev/alliance/retreats.html

Welcome Aboard!

IN-PERSON NEW EMPLOYEE ORIENTATION COMES TO UW SEATTLE

On September 2, 2008, the first cohort of staff to be formally welcomed to the University through in-person orientation since 2002 took their seats, opened their new employee kits, and had the opportunity to bond with colleagues from across campus. The session targeted at Seattle Campus staff, but open to all, is 3 hours long and introduces employees to the University of Washington values, upper administration, and all that the UW has to offer employees beyond a paycheck and benefits.

According to The Wynhurst Group, an HR strategy consulting firm, new employees decide whether they feel

at home or not in the first three weeks in a new job. With experts estimating the cost of losing an employee in the first year of employment to be at least three times their salary, Professional & Organizational Development is taking the lead on developing a comprehensive on-boarding program that focuses on welcoming, orienting, and integrating new employees to the University, their unit, and their jobs.

To help hiring managers create a departmental on-boarding process, POD has created toolkits which provide suggestions and templates for conversations, activities, and information to be shared on the departmental level with new employees. Find out more about on-boarding at the UW at:

www.washington.edu/admin/hr/pod/leaders/ee-careerdev/onboarding/index.html

Find out more about the in-person orientation sessions at:

www.washington.edu/admin/hr/roles/newee/orient/areas/seattle/staff.html

Treat people as if they were what they ought to be, and you help them to become what they are capable of being.

~ Goethe

ASK AN EXPERT

What is National Work and Family Month?

In 2003, the month of October was designated National Work and Family Month by a unanimous passing of U.S. Senate Resolution 210. National Work and Family Month focuses on raising awareness of the programs and services that support the work-life balance of American employees.

This October, the UW is celebrating National Work and Family Month for the first time. UW WorkLife is overseeing this effort and hopes to raise awareness about the breadth of offerings—benefits, programs, and services—that support the work and lives of faculty, staff, and students throughout the University community.

Celebrating this special month provides a wonderful opportunity for you as a leader. By actively encouraging participation in National Work and Family Month, you can ensure that your staff members feel valued and recognized for who they are and what they contribute. This in turn can help strengthen your workplace culture, as well as the overall culture at UW.

WHAT IS HAPPENING HERE AT UW?

In collaboration with many campus partners, UW WorkLife is offering a range of events and workshops that focus on our lives inside and outside the University. Topic areas include dollars and sense, family matters, fun, health and wellness, work and life, and lifelong learning.

HOW CAN I SIGN UP OR FIND OUT MORE?

Visit the UW WorkLife website at www.washington.edu/admin/hr/benefits/worklife/nwfm/index.html.

COURSE SPOTLIGHT

Professional & Organizational Development (POD) is pleased to recommend the following courses for UW leaders.

Fierce Coaching

This module from the Fierce Conversations® program provides supervisors and managers with a practical and proven approach to coaching. Participants learn the foundations of Fierce Conversations® and a simple process for having coaching conversations that result in change. In addition, participants practice using the coaching model in small groups to learn by doing and watching. This course is taught by Beth Warrick, Director for Professional & Organizational Development.

This workshop (course code Q1043) is offered on Wednesday, November 19, from 8:30 a.m. to 12:30 p.m.

Leadership Style Makes a Difference

Learn to understand more about individuals' unique communication styles, read and respond to

signals in interactions, explore how communication style can help or hinder leadership, gain the keys to a successful leadership style, and practice ways to use successful style to increase leadership effectiveness. This course is taught by Dee Endelman, a member of the University Consulting Alliance specializing in personal leadership, strategic thinking, collaboration, and communication.

This workshop (course code Q0640) is offered on Wednesday, October 29, from 8:30 a.m. to 4:30 p.m.

Click here for more information about these and other POD classes: <https://www.washington.edu/admin/hr/pod/catalog/gen/Category44.html>

e-Learning—Effective Delegation

Do you feel that there are just not enough hours in the day? Perhaps it is time to consider sharing some tasks with your skilled staff. Learn the basics of delegation and how to work more effectively with employees in delegation situations. As you work through the Effective Delegation series, you will gain valuable insight

into several areas including change management, decision making, and developing performance standards.

To learn more about delegation and how it can enhance your management skills, we recommend the following SkillSoft e-Learning courses (click on the course code for detailed information about each course):

[The Basics of Delegation mgmt 07 a01 bs enus](#)

[Delegation: the Personal Approach mgmt 07 a02 bs enus](#)

[Managing Delegation mgmt 07 a03 bs enus](#)

[Delegating Effectively Simulation MGMT007A](#)

“Don't tell people how to do things, tell them what to do and let them surprise you with their results.”

~ George S. Patton

POD Stats: Annual Assessments

Over the summer, Professional & Organizational Development (POD) conducted its first-ever annual assessments focused on long-term impact—how POD programs affected people and organizations over time. A sampling of the results follows.

Consulting Alliance Annual Assessment

- Survey distributed to 113 clients of the University Consulting Alliance
- 21 clients completed the survey, a response rate of 18.6%
- 100% of respondents agreed that the consulting services have had a positive impact on their organization/team (45% strongly agree, 55% agree, 0% disagree, 0% strongly disagree)
- 75% of respondents selected that their investment has been substantially worthwhile (20% somewhat, 5% minimally, 0% not at all)

Training Annual Assessment

- Survey distributed to 1,927 employees who participated in various POD training programs from Summer 2007 through Spring 2008
- 280 participants completed the survey, a response rate of 14.5%
- For each program, at least 92% of participants indicated they'd applied the training, as shown below for three of the programs surveyed

I have applied the concepts and/or skills I learned	Customized Training	Quarterly Courses	Strategic Leadership Program
Strongly Agree	40.6%	39.0%	47.2%
Agree	52.2%	54.3%	45.3%
Disagree	5.8%	6.1%	7.6%
Strongly Disagree	1.5%	0.5%	0.0%

The Media Corner

BOOKS

THE PRESIDENTIAL DIFFERENCE: LEADERSHIP STYLE FROM FDR TO GEORGE W. BUSH

by Fred I. Greenstein

What makes a successful president? Greenstein, a prominent political scientist from Princeton University, explores that very question using a comprehensive, nonpartisan approach. His book studies the performance of our last twelve administrations in the following dimensions: political communication, organizational capacity, political skill, vision, cognitive style, and emotional intelligence. Learning about the successes and downfalls of each administration not only makes for a fascinating read, it may also provide valuable lessons for the future and insights about your own leadership style.

PRESIDENTIAL TEMPERAMENT: THE UNFOLDING OF CHARACTER IN THE FORTY PRESIDENTS OF THE UNITED STATES

by Ray Choiniere & David Keirse

Historians and psychologists the world over have struggled to understand what drives our most powerful leaders. One avenue of inquiry is temperament theory, a well-established psychological model that reveals core needs, values, and likely talents. *Presidential Temperament* provides extensive biographical information on U.S. presidents, from George Washington through Ronald Reagan, along with insightful explanations of how temperament influenced their actions. It is well written, interesting, and extremely relevant at a time when many Americans are questioning the character of our highest officials and preparing for the upcoming presidential election.



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Fostering positive change in individuals and organizations at the University of Washington.

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