



Transforming Team Communication

Discover Your Leadership Voice



5 Voices Series™

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OBJECTIVES

1. Recognize the characteristics of each of the 5 Voices
2. Identify your Foundational Leadership Voice
3. Build confidence in using your Foundational Leadership Voice
4. Commit to applying your Leadership Insights

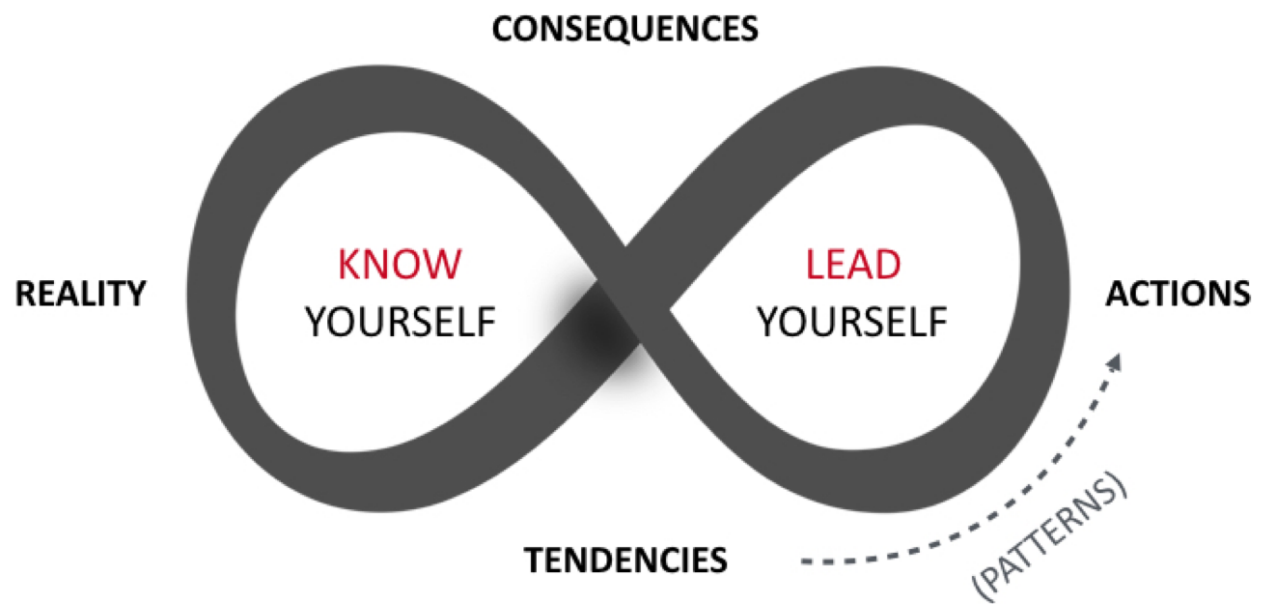


SECTION

1

KEY TOOLS

Know Yourself to Lead Yourself



The 5 Voices





SECTION




2

THE NURTURER

Exercise | Nurturer Voice Assessment

RATING KEY

Read the descriptors below and then circle the color you think best fits you based on the rating key provided here.

-  **Green:** My foundational Voice; my default pattern of communication and thinking
-  **Yellow:** Not my foundational Voice, but I value it and it's easily accessible
-  **Red:** Not my foundational Voice, I find it hard to value and hard to access

- They intuitively feel how an organization will react to a new idea
- They defend values - people will always come before profit
- They function as the relational oil inside teams and organizations
- They are pragmatic realists who ask “has this really been thought through?”
- They take genuine delight in celebrating the achievements of others
- They are natural team players
- They can become overly resistant to change and demonstrate passive aggressive tendencies
- They rarely value the contribution they make

What color did you rate your Nurturer Voice and why?



Champion of...
People, relational
harmony and values

43%
Population

Watch out for...
Nurturers have a fear
of conflict and often
won't speak out,
beware of silence

Empower them by...
Let them speak first,
affirm their
competence and the
genuine value of their
contribution



SECTION

3

THE CREATIVE



Exercise | Creative Voice Assessment

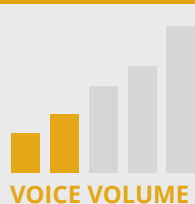
RATING KEY

Read the descriptors below and then circle the color you think best fits you based on the rating key provided here.

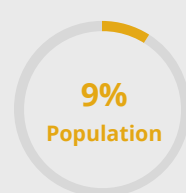
- Green:** My foundational Voice; my default pattern of communication and thinking
- Yellow:** Not my foundational Voice, but I value it and it's easily accessible
- Red:** Not my foundational Voice, I find it hard to value and hard to access

- They are the conceptual architects and love to think outside the box
- They function as an “early warning radar system” for teams, often seeing the opportunities and dangers long before everyone else
- They are never satisfied with the status quo - they inherently believe things can always be better
- If the vision is compelling the word “can’t” is not in their vocabulary
- They often struggle with the fact that “people never seem to fully understand my ideas”
- They exhibit a strong social conscience and desire for personal and organizational integrity
- Being internal perfectionists they can often fail to celebrate the 90% that has been achieved, focusing instead on the 10% that hasn’t!

What color did you rate your Creative Voice and why?



Champion of...
Future ideas,
innovation and
organizational
integrity



Watch out for...
Creatives can struggle
to communicate
effectively and have
idealist perfectionist
tendencies

Empower them by...
Don't judge them on what
they say first, help them
communicate their ideas.
Let them know it's ok to
be wrong sometimes



SECTION

4

THE GUARDIAN



Exercise | Guardian Voice Assessment

RATING KEY

Read the descriptors below and then circle the color you think best fits you based on the rating key provided here.

- Green:** My foundational Voice; my default pattern of communication and thinking
- Yellow:** Not my foundational Voice, but I value it and it's easily accessible
- Red:** Not my foundational Voice, I find it hard to value and hard to access

- They have a relentless commitment to ask the difficult questions
- They will always seek to honor the past as teams look towards the future
- They accept as personal the commitment to deliver projects on time and on budget
- They have the ability to detach decision-making from personal sentiments
- They are naturally risk averse asking "is it worth the risk and investment?"
- They respect and value logic, order, systems and repeatable processes
- Their desire for truth and right decisions can sometimes override the feelings of others

What color did you rate your Guardian Voice and why?



Champion of...
Due diligence,
resources, and
efficient systems and
processes

30%
Population

Watch out for...
Guardians are risk
averse, can be
negative and bring
excessive critique

Empower them by...
Welcome their
challenging critique
and commitment to
due diligence



SECTION

5

THE CONNECTOR



Exercise | Connector Voice Assessment

RATING KEY

Read the descriptors below and then circle the color you think best fits you based on the rating key provided here.

- Green:** My foundational Voice; my default pattern of communication and thinking
- Yellow:** Not my foundational Voice, but I value it and it's easily accessible
- Red:** Not my foundational Voice, I find it hard to value and hard to access

- They are persuasive and inspirational communicators - rallying people to causes and things they believe in
- They are incredibly resourceful - "Whatever we need, I can get it or I have a source"
- They have the capacity to maintain a large number of relationships
- They know how to connect with people and their aspirations
- They need appreciation and credit for making key connections - "Are you aware of what I've done?"
- Their people-pleasing tendencies mean they often struggle to bring effective challenge
- They often struggle to hear or engage fully with critical feedback

What color did you rate your Connector Voice and why?



Champion of...

Relational networks, collaboration, and effective communication

11%

Population

Watch out for...

Connectors always interpret challenge of their ideas as personal

Empower them by...

Give them time to share their ideas and passions, appreciate before you critique



SECTION

6

THE PIONEER



Exercise | Pioneer Voice Assessment

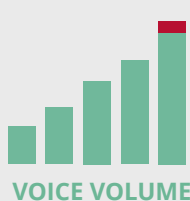
RATING KEY

Read the descriptors below and then circle the color you think best fits you based on the rating key provided here.

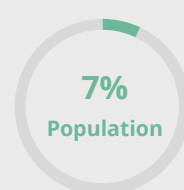
- Green:** My foundational Voice; my default pattern of communication and thinking
- Yellow:** Not my foundational Voice, but I value it and it's easily accessible
- Red:** Not my foundational Voice, I find it hard to value and hard to access

- They approach life with an “anything is possible!” attitude
- Visioning and shaping a scalable future is always the highest priority
- Their strategic military thinking makes them incredibly effective at aligning people, systems and resources
- Winning is a massive driver, they hate to give up and will drive their team long after others would have given up
- They are powerful communicators, using logic and rationality to provide an attractive and compelling vision of the future
- The immature Pioneer can often appear very arrogant with a “me focused” agenda
- They quickly dismiss the contributions of those they don’t believe to be competent or experienced

What color did you rate your Pioneer Voice and why?



Champion of...
Strategic vision,
results-focused, and
problem-solving



Watch out for...
Pioneers lack
sensitivity, can be
unwilling to listen, and
perceived as arrogant

Empower them by...
Don't worry - they
empower themselves.
Just affirm their
competence



SECTION

7





















5 Voices ORDER

Exercise | Rate your Voice order

Summarize Your Results

Step 1: Complete the “Color Rating” to record the color you rated each Voice.

Step 2: Using the color rating as a guide, order each of the 5 Voices from 1 to 5. 1 is what you believe your Foundational Voice to be (your default pattern of communication and thinking), and 5 is your least natural Voice, which you find hard to access and value.

Voice	Color Rating	Voice Order
	  	
	  	
	  	
	  	
	  	



SECTION

8

LEADERSHIP INSIGHTS**LEADERSHIP INSIGHTS FOR A NURTURER**

1. When you speak you represent 43% of people - your views and opinions truly matter!
2. People see you as a highly skilled professional - it's time you started to believe that
3. People chose you to lead because they believe in you - act knowing that you belong
4. Learn to challenge the views of other Voices in your team when you believe they are wrong
5. Embrace change and help lead it - don't be passive and function as a victim of it
6. People trust your judgment and genuinely want to hear your opinion - use that as a springboard for influence, you can speak the truth kindly
7. When people challenge your views and opinions they are trying to help - it's not a personal attack
8. Pioneers are not as insensitive and arrogant as you think - they just see the world differently to you

**LEADERSHIP INSIGHTS FOR A CREATIVE**

1. Learn to celebrate the win even if the result wasn't quite as perfect as you hoped
2. When members of your team critique your vision and ask for the details they are genuinely trying to help
3. Don't play safe - give yourself permission to think outside the box
4. It's ok to be wrong sometimes - it comes with the territory of creativity and imagination
5. What you see as an imminent opportunity or threat may actually be further away than you think
6. Financial realities are important - good enough may have to be good enough sometimes
7. People are not deliberately ignoring your ideas - it's hard to truly hear a Creative
8. You don't have to prove your worth to team mates - relax and trust the unique contribution you bring

**LEADERSHIP INSIGHTS FOR A GUARDIAN**

1. How you communicate is important (volume and sensitivity) - it's possible for you to be right and wrong at the same time
2. Learn to value the future orientated Voices - they drive innovation and progress
3. Sometimes goal posts move on projects and it's not anyone's fault
4. Learning to compromise is a healthy part of team life
5. Be careful, constantly driving yourself and your team will eventually lead to burnout and resentment
6. Take time to invest in your key relationships today - you are not defined by task achievement alone
7. Your team knows you are competent, do they know you care?
8. Networking events and social media platforms are not a waste of time

**LEADERSHIP INSIGHTS FOR A CONNECTOR**

1. When people reject your idea it's not as personal as it sometimes feels
2. Hinting at your frustrations with team mates does not guarantee anyone has truly heard you
3. People will critique your ideas - try and avoid becoming overly defensive too soon
4. It's ok to be you - when you believe something passionately never be afraid to share it
5. When you speak complete your sentences, and stay focussed on one idea at a time
6. Be consistent in your external communication - avoid the temptation to sell to individuals ahead of the meeting
7. Be intentional - take time to think through how you can create a culture where other Voices can bring their best
8. Be patient with those whose due diligence process is rigorous, painful and time consuming

**LEADERSHIP INSIGHTS FOR A PIONEER**

1. Beware the intellectual superiority complex - you don't have all the best ideas, sometimes you are actually wrong
2. Take time to truly hear the views and opinions of others on the team
3. Beware of the power of your Voice - in a moment of frustration you can do a lot of damage to others
4. Only 7% of people view the world through your eyes - remember winning is not the driving motivation for most people
5. Your team knows you are competent - they are not convinced you know anything about them or their life outside of work
6. Find a Nurturer and ask them to mentor you in how they see the world
7. Take time each day to encourage someone who doesn't deserve it
8. If you are wrong, fight your initial instinct to justify your decision and deflect blame - you will earn respect and influence if you own up to your mistakes



SECTION
9

REFERENCE
TABLES



REFERENCE TABLE #1: 5 VOICES NATURE PREDICATIONS FROM BEST FIT

GBFE Type	Nurturer	Guardian	Creative	Connector	Pioneer
ISTJ	2	1	4	5	3
ISFJ	1	2	4	3	5
ISTP	3	1	4	5	2
ISFP	1	4	2	3	5
ESTJ	3	1	5	4	2
ESFJ	1	3	4	2	5
ESTP	2	1	5	4	3
ESFP	1	2	3	4	5
INTJ	5	4	2	3	1
INFJ	4	5	1	2	3
INTP	5	3	1	4	2
INFP	3	5	1	2	4
ENTJ	5	2	3	4	1
ENFJ	3	5	2	1	4
ENTP	5	4	3	2	1
ENFP	4	5	2	1	3

REFERENCE TABLE #2: 5 VOICES FOUNDATIONAL VOICES FROM BEST FIT

ISTJ GUARDIAN	ISFJ NURTURER	INFJ CREATIVE	INTJ PIONEER
ISTP GUARDIAN	ISFP NURTURER	INFP CREATIVE	INTP CREATIVE
ESTP GUARDIAN	ESFP NURTURER	ENFP CONNECTOR	ENTP PIONEER
ESTJ GUARDIAN	ESFJ NURTURER	ENFJ CONNECTOR	ENTJ PIONEER



SUMMARY TABLE & NOTES

Voice	Rank Order	Nature
Nurturer		
Creative		
Guardian		
Connector		
Pioneer		