

# The Intentional Leader

## Module 1: Understanding Self

*Great Leaders or Self-Aware Leaders.*

### Setting the Stage with Berklee's Values

- We **learn** from the past to create the future.
- We **respect** the rights, dignity, and creative expression of all.
- We expect **honesty** and **integrity** in all interactions.
- We have the **courage** to be authentic.
- We take **responsibility** for our actions.
- We **care** for each other and for the **well-being** of our community.

### Learning Objectives

1. Understand the importance of clarifying your core values
2. Learn a framework to measure drives and predict behaviors
3. Leverage the Predictive Index® Behavioral Assessment to increase awareness of self and better understand the workstyles of others
4. Learn how your natural behavioral style impacts how you show up at work

### Understanding your Core Values.

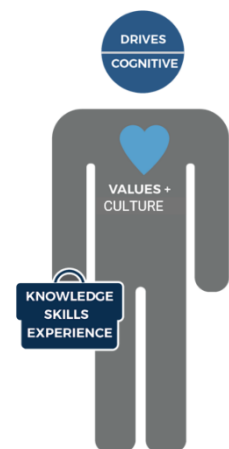
“Your core values are the deeply held beliefs that authentically describe your soul.” *John C. Maxwell*

- Values are the principles that give our lives meaning and allow us to persevere through adversity.
- Values-based leadership builds off a foundation of self-reflection, a balanced perspective, and genuine humility to make people stronger.
- Knowing your core values brings strength, clarity, consistency, and authenticity.

### The Predictive Index Behavioral Assessment (PIBA)

As humans, we are a product of the combination of our DNA, our values, and our lived and learned experiences. To the right is the Head, Heart, and Briefcase model to represent this. The briefcase represents an individual's knowledge, skills, and experience, typically the information that is gleaned through a person's resume. The heart represents their values, ethics, and passion for the work, industry, and/or mission. And the head represents a person's behaviors, cognitive abilities, and emotional intelligence.

The PIBA provides insights into the behaviors and drives of an individual. It is built on the premise that drives create needs, and those needs result in behaviors. **If you can measure what drives someone, you can predict their behavior.**



### The PIBA measures 4 drives:

- **Dominance, the A Drive – the drive to exert influence and control over people and events**
  - People with high A drives need independence and control and may come across as autonomous and venturesome.
  - People with low A drives need team recognition and harmony and may come across as cooperative and collaborative.
- **Extroversion, the B drive – the drive for social interaction**
  - People with high B drives need opportunities to interact and to talk things through and may come across as outgoing and people-oriented.
  - People with low B drives need room for introspection and time to trust and may come across as matter-of-fact and task-oriented.

- **Patience, the C drive – the drive for consistency and stability**

- People with high C drives need long-term affiliation and freedom from changing priorities and may come across as patient and stable.
- People with low C drives need variety and opportunities to work at a fast pace and may come across as intense and driving.

- **Formality, the D drive – the drive for rules and structure**

- People with high D drives need clear expectations and an understanding of rules and regulations and may come across as diligent and precise.
- People with low D drives need flexibility and the ability to delegate details and may come across as informal and adaptable.

While these four drives, or “factors,” are predictive of behaviors in the workplace, additional context should always be considered.