A fundamental part of self-awareness is understanding your disposition, or how you tend to perceive the world, behave, and respond to others.

**Personality:** Personality is an important aspect of disposition. It forms from birth through young adulthood and represents tendencies that are not easily changed. Given that, knowing how your personality traits are similar to and different from those around you can help you more effectively communicate and interact with others.

**Leadership:** Leadership traits, on the other hand, are based on skills and attitudes rather than temperament alone. For this reason, leadership characteristics can be learned, developed, and honed through practice.

Return to the Leading Self Toolkit. [2]

**Overview**

- **What is self-leadership?**
  
  Self-leadership means intentionally influencing your thinking, feeling and behaviors to achieve your objectives. It is the conscious, deliberate effort to motivate yourself through self-knowledge and by applying your passions and abilities to taking action.

- **What is a leadership style?**
Leadership is both a set of behaviors and a mindset. Together, how you act as a leader and how you think about your role make up your leadership style. They influence how people view you as a leader, which can determine the degree to which they are willing to support your vision and objectives.

Self Check

Assess Your Personality

1. **Myers-Briggs** [3]: The Myers-Briggs Type Indicator® (MBTI®) is the most widely known and used personality assessment approach. Based on Jungian psychology, the MBTI identifies 16 personality types [4] along four different personality dimensions. You can take the MBTI online and receive personalized analysis of the results for $49 here [5].

2. **Real Colors** [6]: Real Colors® is a model that summarizes personality type by temperament. It uses four colors - Orange, Gold, Green, and Blue - to indicate the communication tactics that are most effective with each of four central personality types. Real Colors® is administered by certified trainers. You can register using SkillSoft [7] for workshops offered by the Organizational and Employee Development office on the CU Boulder campus.

3. **DiSC** [8]: The DiSC assessment tool centers on four different personality traits, each associated with sets of behaviors:

   - Dominance: places emphasis on accomplishing results, the bottom line, confidence
   - Influence: places emphasis on influencing or persuading others, openness, relationships
   - Steadiness: places emphasis on cooperation, sincerity, dependability
   - Conscientiousness: places emphasis on quality and accuracy, expertise, competency

DiSC is administered by certified consultants on the CU Boulder campus (click here [9]) and at CU Denver | CU Anschutz (click here [10]). You can also complete the assessment and receive a custom profile for a fee here: https://www.discprofile.com/products/[11]

Assess Your Leadership Style

There are two primary ways to learn about your leadership style.

1. Ask Others: You can learn about how others perceive your leadership style through direct feedback from peers and superiors. Questions to ask include:

   - How well do I delegate important tasks?
   - How satisfied are you with the level of participation you have in decision-making?
- How comfortable are you challenging me when you disagree?
- How accessible am I?
- How well do you think I lead by example?
- How satisfied are you with the amount of feedback I provide?
- What is your understanding of my vision and priorities for our team/organization?

2. Use an Assessment: Questionnaires are available that provide independent measures of leadership based on how you describe your actions and attitudes. There are two prominent leadership styles assessments:

- Multifactor Leadership Questionnaire (MLQ): The MLQ includes examines the ten leadership behaviors to measure how your approach first with three broad leadership styles. It is most commonly administered by a consultant and includes self-ratings from the leader and feedback from the leader’s co-workers. The questionnaire is available only directly from the publisher, Mind Garden, Inc. It is possible to purchase and use the MLQ online and receive an individual leadership style report; the cost is $100 per person.
- Leadership Practices Inventory (LPI): The LPI is a widely-used assessment of management behavior that measures leadership competencies. Researchers James M. Kouzes and Barry Z. Posner created it based on their best-selling book, The Leadership Challenge. They identify five practices of exemplary leadership, each associated with a set of behaviors that leaders can use to apply the practice. You can complete the 30-item LPI profile online and obtain a personal report for $45: [http://www.leadershipchallenge.com/ProductsListing/lpi-self.aspx?audience=LDPs](http://www.leadershipchallenge.com/ProductsListing/lpi-self.aspx?audience=LDPs) [12].

For additional topics return to the Leading Self Toolkit. [2]