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## ASSESSING YOUR INNER WIZARD AND WARRIOR

Years ago, a cigarette brand built a famous advertising campaign around the tag line, “I’d rather fight than switch.” The slogan’s commercial purpose was fleeting, but it captured a chronic leadership conundrum: when to fight, and when to search for new options. That choice is at the heart of this book. We hope to engage you in reflection about how you currently cope with this dilemma, and how you might approach it differently in the future.

To begin the process, fill out the inventory that follows. It has two purposes: one is to highlight coming attractions—a brief introduction to the basic leadership options this book explores. The second goal is to provide a snapshot of how you lead—at least as you see yourself.

The “Leadership Images” survey contains twelve items. Each asks you to rank order four different possibilities. Give a 4 to the option that is *most like you*. Not the one that you like or agree with most, but the one that you think comes closest to describing you. Give a 3 to the one that is next most like you, and on down to 1 for the option that is least like you. In some cases, you may find it hard to choose because none of the options, or all of the options, seem like you. In such cases, don’t agonize. Make your best guess and move on. You can always go back and revise later.

Here’s how to compute your scores: Add up all the “a’s” (1a + 2a + 3a on through 12a) to get your Analyst score. Add up all the “b’s” to get your Caregiver score, all the “c’s” for your Warrior score, and all the “d’s” for your Wizard score. Each score should be in a range from 12 to 48. Once you have all four, check to see that they total to 120. If not, check your work. Then you can plot your scores on the following chart. If you connect the dots, you will get a more or less kite-shaped figure that provides a visual image of how you rated yourself on the survey.

## LEADERSHIP IMAGES: A LEADERSHIP SELF-INVENTORY

1. I see myself as

- a. Logical
- b. Loving
- c. Combative
- d. Imaginative

2. People would say I am more like

- a. A judge
- b. A counselor
- c. A soldier
- d. A poet

3. The career that suits me best is

- a. Accounting
- b. Teaching
- c. Politics
- d. Design

4. My strongest skills are

- a. Analytic
- b. Interpersonal
- c. Competitive
- d. Artistic

5. I enjoy spending free time

- a. Managing finances
- b. Relaxing with family or friends
- c. Competing for victory
- d. Creating something

6. The best way to describe me is

- a. Technical expert
- b. Caring listener
- c. Tireless competitor
- d. Inspirational leader

7. If I had lived five hundred years ago, I think I would have been

- a. A Merchant
- b. A Shepherd
- c. A Warlord
- d. A Magician

8. What has helped me be successful is my ability to

- a. Make good decisions
- b. Help others be their best
- c. Win
- d. See possibilities others don't see

9. I am

- a. A Realist
- b. A Humanist
- c. A Battler
- d. An Idealist

10. I am best at

- a. Clear thinking
- b. Caring for others
- c. Overcoming opposition
- d. Magic

11. People see me as

- a. Organized
- b. Kind
- c. Courageous
- d. Wise

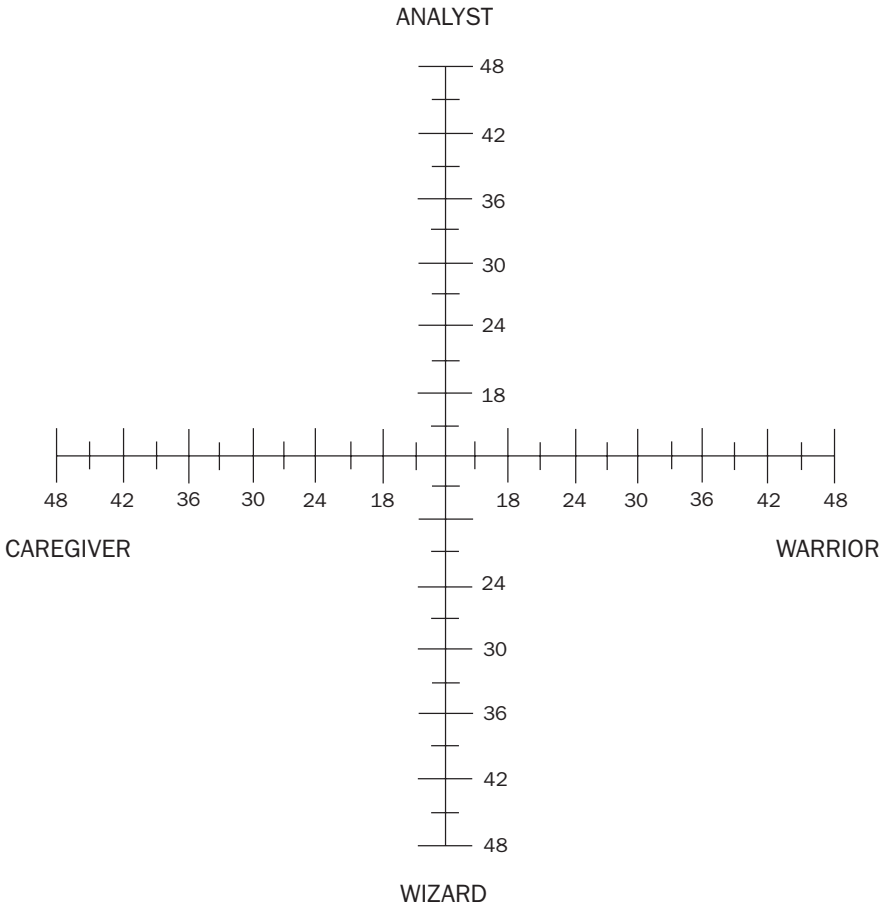
12. I am

- a. An Analyst
- b. A Caregiver
- c. A Warrior
- d. A Wizard

Totals

Analyst Caregiver Warrior Wizard

# LEADERSHIP IMAGES CHART



The Leadership Images inventory assesses four different roles for leadership:

**1. *Analysts emphasize rationality, analysis, logic, facts, and data.***

They believe that leaders must get the right information, analyze it correctly, and develop goals and strategy based on the facts. They try to avoid or control emotions and politics to avoid distorted decisions and irrational action. They believe a good leader is knowledgeable, thinks clearly, makes the right decisions, has good analytic skills, and can design clear structures and systems that get the job done.

**2. *Caregivers emphasize the importance of people and relationships.***

They prefer collaboration to competition and care as much about helping as winning. They look for ways to understand and respond to the needs, concerns, and feelings of colleagues and constituents. They believe in leadership built around coaching, participation, motivation, teamwork, and good interpersonal relations. A good leader cares deeply about others and is a facilitator who listens, supports, and empowers.

**3. *Warriors believe that managers and leaders live in a world of conflict and scarce resources.***

The leader's job is mobilizing the resources needed to advocate and fight for the organization's agenda. Warriors emphasize the importance of building a power base: allies, resources, networks, coalitions. They welcome battle and competition rather than fear or avoid it. They are eager to challenge those who oppose their group and its interests. They will protect the group when it is attacked and take the fight to the opposition when the prospects for victory are favorable.

**4. *Wizards bring imagination, insight, creativity, vision, meaning, and magic to the work of leadership.***

They look beyond the surface of things to see new possibilities. They surprise and delight followers with new and imaginative solutions to old problems. They goad others to be creative. They often work

magic—accomplishing the impossible. They are visionaries with a flair for drama and a yen for symbols who get people excited and committed to the organization's culture and mission. The symbolic tools of their trade include icons, ritual, ceremony, and stories.

These four images correlate with four organizational frames we have written about in earlier books.<sup>11</sup> The Analyst hews to the structural frame, which sees organizations as factories or machines, and focuses on their rational aspects. The Caregiver prefers the human resource frame, with its emphasis on alignment between people and organizations. The Warrior corresponds to the political frame, which sees organizations as arenas in which individuals and groups compete for power and scarce resources. Finally, the Wizard aligns with the symbolic frame, with its emphasis on the cultural and nonrational features of organization.

All four frames are critical for understanding life in groups, organizations, and societies. This book will focus on the warrior and wizard roles because they are the most neglected and the most important for leadership. Our research over the last two decades has consistently found a paradox: most managers rely primarily on the structural and human resource perspectives, *but* the political and symbolic frames are most often associated with effective leadership.<sup>12</sup> Our work suggests that a high percentage of managers are repelled or frightened by the warrior and puzzled by the wizard. As a result they shy away from embracing the possibilities and powers embodied in these images. For those who dislike or fear combat, as is true of many caregivers, recognizing the warrior within is both frightening and disturbing. For analysts who pride themselves on logic and common sense, the wizard's mysterious ways are repellent.

Our hope is to encourage readers to move beyond their initial impulses and explore the images of both warrior and wizard as new possibilities and even new identities. The better you understand both the pitfalls and potentials of these two images, the less you need to fear them. Shunning combat and magic carries a high price—*forfeiting* much of the power and passion that fuel true leadership. The better

people understand and use the possibilities of the wizard and warrior within, the more likely they are to become leaders who bring clout, hope, and faith to organizations that have become neutered and sterile.

Treat the inventory as a starting point for reflection about how you see yourself as a leader. In the chapters to come, we will explore in depth the leadership worlds of both wizard and warrior: what drives them, how they think, and what they do. We will examine when they are effective, when they are not, and how to develop the capabilities and benefits of both.



