

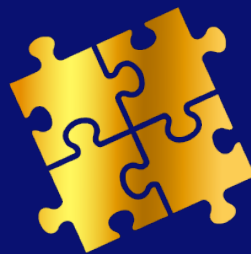


**LEADERSHIP EXCELLENCE**

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# TOOLKIT

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**3 UNDERSTAND  
YOUR TEAM**

# HOW TO USE THE TOOLKIT

## 1. Cultivate Key Habits

This toolkit is designed to help you **cultivate key habits** to become the leader who inspires, influences, and leaves a permanent impact.

## 2. Learn from Golden Stars

**Each Golden Star** has a **unique Toolkit**.

This is not a stand-alone resource. Use it in **conjunction** with the 10 Golden Stars to Leadership Excellence **Book** and/or **Masterclass**.

Maximize this learning opportunity by **answering** the questions in the space provided, with **honesty and self-reflection**.

## 3. Return to the Toolkit

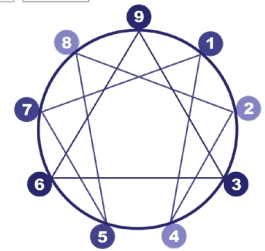
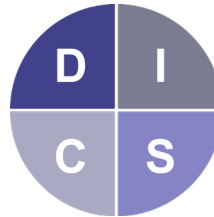
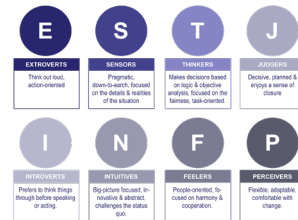
Use the toolkit as a method to **monitor your leadership growth**.

Regularly return to this toolkit to **refresh your knowledge** and compare past to present.



# PERSONALITY ASSESSMENT MODELS

Have you engaged with any of these personality assessment models before?



Using the personality assessment models, determine how many personality types you have in your team.

*How have these differences influenced the dynamics of the team?*

Have you used personality assessment models to understand your team better?

*If yes, how was the experience? If no, how could you use them to improve your understanding of individual team members?*

# THE CLPS ASSESSMENT

## How to use the questionnaire:

1. **Rate every statement** on a scale from 1–5.

*1 = Strongly Disagree,*

*2 = Disagree,*

*3 = Neutral,*

*4 = Agree,*

*5 = Strongly Agree*

2. **Complete the four sections** and answer as honestly as possible to get an accurate assessment.
3. After rating all statements in a section, **add up the scores** for each personality type (Introvert, Extrovert, Task-oriented, People-oriented, etc.)
4. **Enter your totals** in the space provided.
5. **Complete all the sections** to gain a comprehensive understanding of the personality spectrum.



# THE CLPS ASSESSMENT (PART 1)

1. Mindset: Introvert vs Extrovert		
Personality trait	Statement	Rating (1-5)
Introvert	I often prefer spending time alone to recharge.	
	I usually think through my ideas before sharing them.	
	Large social gatherings tend to drain my energy.	
	I prefer working on tasks independently rather than in a group.	
	I find too much social interaction overwhelming.	
Total for Introvert		
Extrovert	I enjoy engaging in group activities and discussions.	
	I feel energized by spending time with others.	
	I often think out loud and express my ideas spontaneously.	
	I thrive in dynamic and social work environments.	
	I prefer collaborative tasks over working alone.	
Total for Extrovert		

# THE CLPS ASSESSMENT (PART 2)

2. Behavior: Task-oriented vs people-oriented		
Personality trait	Statement	Rating (1-5)
Task-oriented	I focus on achieving specific goals and objectives.	
	I am comfortable working in structured and organized settings.	
	I value efficiency and productivity in my work.	
	I prefer making decisions based on data and logic.	
	I am detail-oriented and meticulous in my tasks.	
Total for Task-oriented		
People-oriented	I prioritize building and maintaining relationships at work.	
	I value teamwork and collaboration.	
	I am attentive to the emotions and needs of others.	
	I enjoy roles that require communication and interpersonal skills.	
	I often make decisions considering the impact on people involved.	
Total for People-oriented		

# THE CLPS ASSESSMENT (PART 3)

3. Core desires and fears: Identity, Connection, and Security		
Personality trait	Statement	Rating (1-5)
Identity	I have a strong sense of who I am and my unique strengths.	
	My personal values and beliefs are important in my life decisions.	
	I seek roles that allow me to express my individuality.	
	Achieving personal goals is a top priority for me.	
	I am motivated by opportunities to develop my personal identity.	
Total for Identity		
Connection	Building strong relationships is essential to my happiness.	
	I value being part of a community or group.	
	I feel fulfilled when I am able to help or support others.	
	I prioritize the well-being and success of my team.	
	I am motivated by opportunities to foster collaboration and teamwork.	
Total for Connection		
Security	Stability and predictability are important in my work and life.	
	I prefer environments where risks and uncertainties are minimized.	
	Having a clear and structured plan gives me a sense of comfort.	
	I value job security and long-term career planning.	
	I am motivated by roles that provide a sense of safety and security.	
Total for Security		

# THE CLPS ASSESSMENT (PART 4)

4. Motivation: Achievement, Affiliation, and Power		
Personality trait	Statement	Rating (1-5)
Achievement	Accomplishing my goals is a major driver for me.	
	I am motivated by setting and reaching targets.	
	I feel successful when I complete tasks and projects.	
	Recognition for my achievements is important to me.	
	I am constantly looking for ways to improve and excel.	
Total for Achievement		
Affiliation	Forming close relationships at work is important to me.	
	I enjoy working in teams and collaborating with others.	
	I am motivated by being a part of a group or community.	
	I prioritize harmony and positive relationships in my team.	
	I find satisfaction in being connected and well-liked.	
Total for Affiliation		
Power	I aspire to be in a position of influence and leadership.	
	Having control over decisions and direction is important to me.	
	I am motivated by opportunities that increase my authority.	
	I enjoy being able to direct and influence the outcome of projects.	
	I feel successful when I can lead and guide others.	
Total for Power		



# THE CLPS ASSESSMENT RESULTS

## Interpreting the results

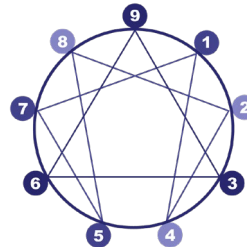
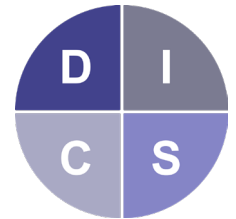
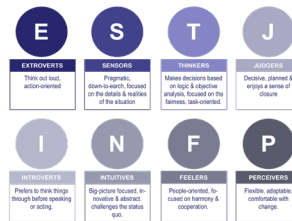
1. **Compare the total scores** of the trait pairs (for example, Introvert vs. Extrovert).
  - The higher score indicates a stronger inclination toward that particular trait.
  - If the scores are similar for both traits, it suggests a balanced, versatile personality, with a moderate preference for both traits.
2. **Personality analysis:** Combine your insights from all sections to get an overview. This can reveal complex, multifaceted personality profiles.

## Application

1. **Adapt your leadership style:** Use the insights to align your leadership approach with the individual traits of team members. For example, provide more autonomy to those who score higher in the Achievement trait, or offer collaborative projects for those with high Affiliation scores.
2. **Improve team dynamics:** Understanding the diverse personality traits within a team can help to assign roles, improve communications, and resolve conflicts more effectively.
3. **Personal development:** Encourage team members to reflect on their results for self-awareness and professional growth. The questionnaire can be used as a tool for personal development planning.
4. **Ongoing assessment:** Re-administer the questionnaire periodically to capture evolving personality dynamics or, following significant team changes, to enable you to adjust your leadership strategies.

# LEADERSHIP PERSONALITY

After reviewing the MBTI, DISC, Enneagram, and CLPS models, consider your own leadership personality.

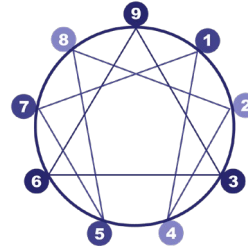
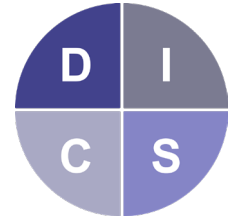
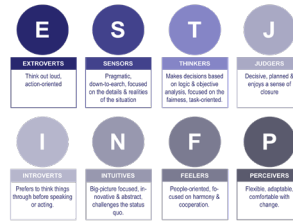


*Which model do you feel best captures this, and why?*

*Have you adapted your leadership approach to accommodate different personality types? Are there areas where you could improve?*

# USE PERSONALITY ASSESSMENT MODELS

Reflect on areas such as communication, conflicts, or personal development that can be addressed using personality assessment models.

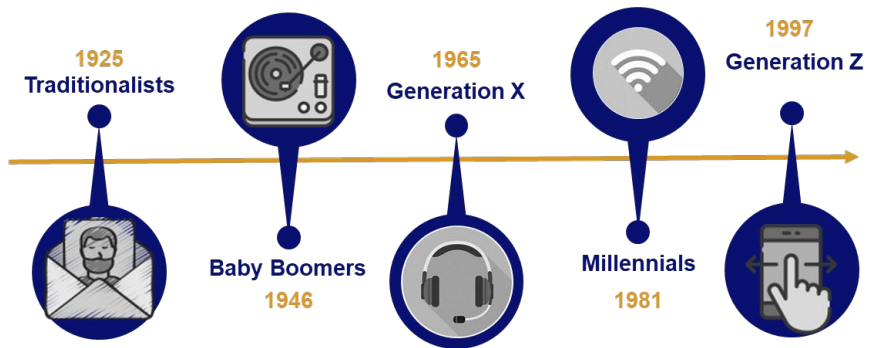


*If you have used these to resolve issues in the past, how did they affect your team dynamics?*

*Can you identify any situations where using personality assessment models could have improved the outcome?*

# LEADING A MULTI-GENERATIONAL TEAM

Reflect on your experiences of leading a multi-generational team.



*What challenges or opportunities have arisen? Write down specific examples.*

*Is there anything you could do to improve your leadership of a multi-generational team?*

# INCLUSION AND DIVERSITY

Reflect on your experiences working in a diverse and inclusive team.



*What strategies do you use to create an inclusive and diverse environment within your team?*

*Are there any areas related to inclusion and diversity where you could improve?*

**S**

SPECIFIC

**M**

MEASURABLE

**A**

ATTAINABLE

**R**

RELEVANT

**T**

TIME-BOUND

# GOALS

**Set 2–3 SMART goals** to enhance your understanding and leadership of different personality types. For example, if you identified that you need to work on leading a multi-generational team, a SMART goal could be:

*“In the next month, I will implement one new strategy to improve communication between the generations.”*