5 VOICES ASSESSMENT

Exercise 1 | Rate Your Voice
What is the “current reality” color in your leadership for each Voice?

- **Green**: Foundational voice; my default pattern of communication/thinking.
- **Green/Yellow**: Almost naturally accessible.
- **Yellow**: Not my foundational voice, but I value it and it’s easily accessible.
- **Yellow/Red**: Almost easily accessible, but still struggle.
- **Red**: Not my foundational voice, I find it hard to value and hard to access.

**NURTURER**
What do they bring to the table at their best?
- Everyone deserves to be heard - appreciates each contribution
- Intuitively feels how an organization will react to a new idea
- Pragmatic realism - has this really been thought through?
- Defender of values - people always come before profit
- Commitment to relational harmony before/after conversation
- Positively framed questions

What questions are they really asking inside?
- What are people going to be most upset about?
- Who is going to hate this?
- Is this really practical? Is it really going to happen?
- Has the final decision been made?
- Do they really want to hear what I think?

**CREATIVE**
What do they bring to the table at their best?
- They see the future first - both in terms of long-term opportunities and potential dangers
- They are never satisfied with good enough
- Conceptual architects - able to see how all the pieces fit together
- Strong sense of social justice and a willingness to ask the questions on behalf of the last and the least

What questions are they really asking inside?
- So what? Does all this activity really get us nearer to delivering the big picture vision?
- Are we compromising our values in a way that we might regret later?
- Are you ready to listen to what I need to share?
- Why are we limiting ourselves? How could we do it better?

**GUARDIAN**
What do they bring to the table at their best?
- Relentless commitment to ask the difficult questions
- Capacity to deliver the vision once it has been agreed
- Long-term commitment to delivery and follow-through
- Capacity to keep projects on time and on budget
- Ability to detach decision-making from personal sentiments
- Guard what we already have that is working

What questions are they really asking inside?
- Is it worth the risk and investment?
- Convince me that change is really necessary
- Can we test the hypothesis before we go all in?
- Am I at risk of being taken advantage of?
- Are we honoring the past as we look towards the future?

**CONNECTOR**
What do they bring to the table at their best?
- Capacity to maintain a large number of relationships
- Knowing how to connect with people and their aspirations
- Creativity, energy and imagination
- Connections to new opportunities
- Persuasive and inspirational communication

What questions are they really asking inside?
- What will make this idea connect with people?
- You really can’t “see it”? Is everyone still with me?
- Are you aware of what I’ve done?

**PIONEER**
What do they bring to the table at their best?
- Strategic thinking to achieve the objective
- Courage to make difficult decisions
- Communicate an attractive vision of the future
- Capacity to align resources and people to make things happen
- Energy, possibilities and creative problem solving

What questions are they really asking inside?
- Who says we can’t?
- Do you really not “get it”? Are you competent?
- Have you got a proven track record?

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5 VOICES WORKBOOK

5 VOICES ANALYSIS

Exercise 2 | Current Reality
Why did you rate the “Current Reality” of each Voice the color that you did?
Nurturer:

Creative:

Guardian:

Connector:

Pioneer:

Exercise 3 | Weapon Systems
What is your weapon system? What is the learning opportunity for you knowing this information?

5 VOICES SUMMARY TABLE

Exercise 4 | Summarize Your Results
Step 1: Using the “Current Reality” column below, indicate the color you gave each Voice (previous page).
Step 2: Using the “Rank Order” column below, order each of the 5 voices from 1 to 5 according to which one you believe is most natural to you (1) down to which is most unnatural (5).
Step 3: Use the “Nature” column below and table on the next page. First, order the 5 voices from 1 to 5 according to what Nature predicts (use your Best Fit type). Then apply the Color according to Nature.

<table>
<thead>
<tr>
<th>Voice</th>
<th>Current Reality (color)</th>
<th>Rank Order</th>
<th>Nature (color)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nurturer</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Creative</td>
<td></td>
<td></td>
<td></td>
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<td>Guardian</td>
<td></td>
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<td></td>
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<tr>
<td>Connector</td>
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<td></td>
</tr>
<tr>
<td>Pioneer</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

*Note: mark your foundational Voice by putting a star next to it.*
# 5 Voices Workbook

## Reference Table #1: 5 Voices Nature Predications from Best Fit

<table>
<thead>
<tr>
<th>GBFE Type</th>
<th>Nurturer</th>
<th>Guardian</th>
<th>Creative</th>
<th>Connector</th>
<th>Pioneer</th>
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<td>4</td>
<td>5</td>
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</tr>
<tr>
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<td>2</td>
<td>4</td>
<td>3</td>
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</table>

## Reference Table #2: 5 Voices Foundational Voices from Best Fit

<table>
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<tr>
<th>ISTJ</th>
<th>ISFJ</th>
<th>INFJ</th>
<th>INTJ</th>
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<td>GUARDIAN</td>
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5 VOICES LEADERSHIP INSIGHTS

Exercise 5 | Circle Four Leadership Insights to Work On

Be sure to choose 2 from your 1st Voice (foundational), 1 from your 2nd Voice, and 1 from your 3rd Voice.

LEADERSHIP INSIGHTS FOR A NURTURER
1. When you speak you represent 43% of people. Your views and opinion 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, and speak the truth in love.
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 wins even if it 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 a 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 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 to soon.
4. It’s ok to be you - when you believe something passionately, don’t be afraid to share it.
5. Encourage the team to critique your ideas, remember the team will make them better.
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, memorize the rules of engagement.
3. Please make sure your safety catch is always on, in a moment of frustration you can do a lot of damage with a grenade launcher.
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 merit 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.
5 VOICES RULES OF ENGAGEMENT

NURTURE: (1) We want to hear your opinion. (2) No one is going to critique immediately.

CREATIVE: (1) Dream big - It’s ok to be wrong sometimes. (2) We promise to ask clarifying questions.

GUARDIAN: (1) Keep asking the difficult questions. (2) We promise to stay engaged as long as we can.

CONNECTOR: (1) Sell your ideas as passionately as you can. (2) When we critique them it’s not personal.

PIONEER: (1) Please listen to everyone else’s view first. (2) Beware the strength of your critique.

5 VOICES APPLICATIONS

Exercise 6 | Leading Effective Change
Consider the GiANT tool for Leading Effective Change. What is the biggest “aha” for you right now? Who could you invite to be part of your Advisory Group?

Exercise 7 | Building the Bridge > Practical Advice from Nurturers/Guardians
What practical advice do Nurturers/Guardians have for Pioneers/Connectors/Creatives as they seek to “Build the Bridge” for Nurturers/Guardians?

Exercise 8 | Building the Bridge > Practical Advice from Pioneers/Connectors/Creatives
What practical advice do Pioneers/Connectors/Creatives have for Nurturers/Guardians as they seek to lead Pioneers/Connectors/Creatives?
5 VOICES WORKBOOK

**Xcelerate**

Stop being controlled by your business.
Align your people. Develop your leaders. Xcelerate your growth.

Xcelerate is designed for organizations who...
- Have no time to work "on" the business
- Want a more robust strategic plan for future growth
- Desire greater alignment among team members
- Find themselves "putting out fires" too often
- Need more leaders so you can expand
- Have no system in place to develop employees
- Struggle to get the best from some employees
- Want to intentionally shape organizational culture

Xcelerate helps you leverage your greatest assets - your people - to grow your business

**MONTHS 1-2**
5 Voices Communication System

**MONTHS 3-4**
Maximizing Influence & Relationships

**MONTHS 5-6**
Alignment & Organizational Clarity

**MONTHS 7-8**
Increased Capacity & Multiplication

**MONTHS 9-10**
Team Performance & Execution

**MONTHS 11-12**
Building a Liberator Culture

During this program you will:
- Build your future growth map and the required leadership roles to sustain that growth
- Increase your team's alignment & focus
- Identify a clear and compelling vision & mission
- Establish stronger client relationships
- Work "on" the business vs. "in" the business
- Develop your leaders to have more capacity, productivity and satisfaction
- Increase your team's communication
- Build self-aware and self-led employees
- Create better hiring standards

Program Layout
- 12-Month Program
- 6 Half-Day Forums (every other month)
- Monthly Team Exercises to Implement the Learning
- 1:1 Coaching Each Month (1 leader per team)
- Access Content Online to Further Learning

Learn More » giantworldwide.com/xcelerate

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