

5 VOICES AT WORK



Understanding the Unique Voices

on Your Team

Assessment

<https://5voices.com/assessment/>

<https://www.youtube.com/watch?v=-LMtKF9qnEQ>

Objectives

- Gain a better understanding of the 'voices'.
- Be able to discuss one's dominant voices as a strength as well as the challenges for the dominant voices.
- Reflect upon team dynamics at fieldwork experience site and how an understanding of voices might improve the working relationship.
- Compare and contrast one's dominant voices with one's strengths.

THE LEADERSHIP CRISIS



Teams function at less than 60% of their true potential.



82% of employees feel marginalized and disempowered.



Team leaders never hear the truth from their people



Leaders undermine their influence without even knowing it.

**One voice (representing 7% of the population)
has largely dominated the
leadership agenda in most organizations**



What if every Voice around your table was truly heard, valued and appreciated?





5 VOICES AT WORK

Understanding the Unique Voices

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IMPORTANT REMINDERS

Keep these assumptions in mind as you continue learning about the leadership voices.

- Your leadership “Voice” is made up of **all** 5 Voices.
- Some voices are more **natural** to us than others
- **Maturity** allows us to value the contribution each voice brings.
- **Nature, Nurture** and **Choice** have all played a part.
- **Don’t assume** you know what someone else’s foundational leadership voice is. Behavior doesn’t always imply personality.
- **Don’t assume** you know what each word (Pioneer, Creative, etc.) means

Nationally

- Nurturers – 43%
 - Women – 70%; Male 30%
- Guardians – 30%
 - Male - 70%; Female – 30%
- Connectors – 11%
- Creatives - 9%
- Pioneers – 7%

What is your Voice & what positives
have you discovered through
learning about it (especially in how it
impacts your team & organization)?



What have you learned about the negative that your Voice can bring to the team & how have you learned to work together well?



NURTURERS

- Champion of People
 - Are you always concerned about the **relational health and harmony** of the group? Are you completely **committed to protecting values** and principles? Do you **innately understand** how certain actions, behaviors, or initiatives will affect people?

NURTURERS

WHAT DO NURTURERS **BRING** AT THEIR BEST?

- Everyone deserves to be heard – they appreciate each contribution.
- They intuitively feel how an organization will react to a new idea.
- Pragmatic realism – has this really been thought through?
- They defend values – people always come before profit.
- Function as the relational oil inside the organization.
- Commitment to relational harmony before, during, & after meetings.



CONNECTORS

- Champion of Relationships and Strategic Partnerships
- Do you **rally people to causes** and things they believe in? Are you **good at building and maintaining large networks** of personal and professional relationships? Do you often respond to challenges with: “Whatever we need, I can get it or I have a source”?

CONNECTORS

WHAT DO CONNECTORS **BRING** AT THEIR BEST?

- Capacity to maintain a large number of relationships
- They know how to connect with people & their aspirations
- Boundless creativity, energy & imagination
- Connections to new opportunities and networks
- Persuasive and inspirational communication



CREATIVES

- Champion of Innovation
- Are you an **outside the box** thinker? Do you always **believe things can be better**? Do you often ask the question: “Why do **people never seem to fully understand** my ideas?”

CREATIVES

WHAT DO CREATIVES **BRING** AT THEIR BEST?

- Creatives see the future first – both in terms of long-term opportunities and potential dangers.
- They are never satisfied with good enough.
- They are Conceptual Architects – able to see how all the pieces fit together.
- Capacity to think outside the box.
- Strong social conscience and a desire for organizational integrity.



PIONEERS

- Champion of Results and Progress
- Do you approach life with an “**Anything is possible!**” attitude? Do you believe **visioning a new future** is always the highest priority? Are you always looking for the **quickest, fastest, and most efficient ways** so that you can win?

PIONEERS

WHAT DO PIONEERS **BRING** AT THEIR BEST?

- Strategic military thinking to achieve the agreed objective
- Courage to make difficult decisions and prioritize the vision
- Communicate an attractive vision of the future
- Capacity to align resources and people to make things happen
- Tenacity, energy, and a strong desire for the team to win



GUARDIANS

- Champion of Truth; Stewardship of Money & Systems
- Do you respect and **value logic, order, procedure, and process**? Do you seek clarity as well as logical and proven decision-making criteria even if you have to **ask the tough questions** to get there? Do you like to see **established track records of success** to justify trying something different?

GUARDIANS

WHAT DO GUARDIANS **BRING** AT THEIR BEST?

- Relentless commitment to ask the difficult questions.
- Selfless capacity to deliver the vision once it has been agreed.
- Long-term commitment to deliver on time and on budget.
- Custodian of resources and how money is invested / spent.
- Ability to detach decision-making from personal sentiments.
- Guard what we already have that is working.



Snapshot of a Nurturer



- **STRENGTHS**

- They **intuitively feel** how an organization will react to a new idea
- They **defend values**, **people** will always come **before profit**
- They function as the relational oil inside the teams and organizations
- They are pragmatic realists who ask - "**has this really been thought through?**"
- They take genuine delight in **celebrating the achievements** of others and are natural team players.

- **POTENTIAL NEGATIVE IMPACT**

- They can become overly **resistant to change** & demonstrate **passive aggressive** tendencies
- They **rarely fully value** the contribution they make.

- **Champion of Relational Harmony, Values, and People**

Snapshot of a Creative



- **STRENGTHS**

- They are the Conceptual Architects and love to **think outside the box**.
- They function as an “**early warning radar system**” for teams, often seeing the opportunities and dangers long before everyone else.
- They are **never satisfied with the status quo** - they inherently believe things can always be better.
- If the vision is compelling the word “can’t” is not in their vocabulary.
- They exhibit a **strong social conscience** and desire for personal and organizational integrity

- **POTENTIAL NEGATIVE IMPACT**

- They often struggle with the fact that, "people never seem to fully understand my ideas"
- Being **internal perfectionists** they can often fail to celebrate the 90% that has been achieved, focusing instead on the 10% that hasn't!

- **Champion of Future ideas, Organizational Integrity, and Social Conscience**

Snapshot of a Guardian



- **STRENGTHS**

- They have a relentless commitment to ask the difficult questions.
- They will always seek to honor the past as teams look towards the future
- They accept as personal the commitment to deliver projects on time and on budget.
- They have the ability to detach decision-making from personal sentiments.
- They are naturally risk averse asking, "Is it worth the risk and investment?"
- They respect and value logic, order, systems and repeatable processes.

- **POTENTIAL NEGATIVE IMPACT**

- Their desire for truth & right decisions can sometimes override the feelings of others.
- Inability to compromise when they have a strongly held opinion.

- **Champion of Truth, Stewardship of Money and Systems**

Snapshot of a Connector



- **STRENGTHS**

- They are **persuasive and inspirational communicators** – rallying people to causes and things they believe in.
- They are **incredibly resourceful** - “Whatever we need, I can get it or I have a source.”
- They have the capacity to maintain a **large number of relationships**
- They know how to connect with people & their aspirations.
- They need appreciation and credit for **making key connections** - “Are you aware of what I’ve done?”

- **POTENTIAL NEGATIVE IMPACT**

- Their **people pleasing tendencies** means they often struggle to bring effective challenge.
- They often **struggle to hear or engage fully with critical feedback**.

- **Champion of Relational Networks, Branding and Messaging, and Internal Collaboration.**

Snapshot of a Pioneer



- **STRENGTHS**

- They approach life with an “**anything is possible!**” attitude.
- **Visioning** and shaping a scalable future is always the highest priority.
- Their strategic **military thinking** makes them incredibly effective at aligning people, systems and resources.
- Winning is a massive driver, they hate to give up and will **drive their team** long after others would have given up.
- They are **powerful communicators**, using logic and rationality to provide an attractive and compelling vision of the future

- **POTENTIAL NEGATIVE IMPACT**

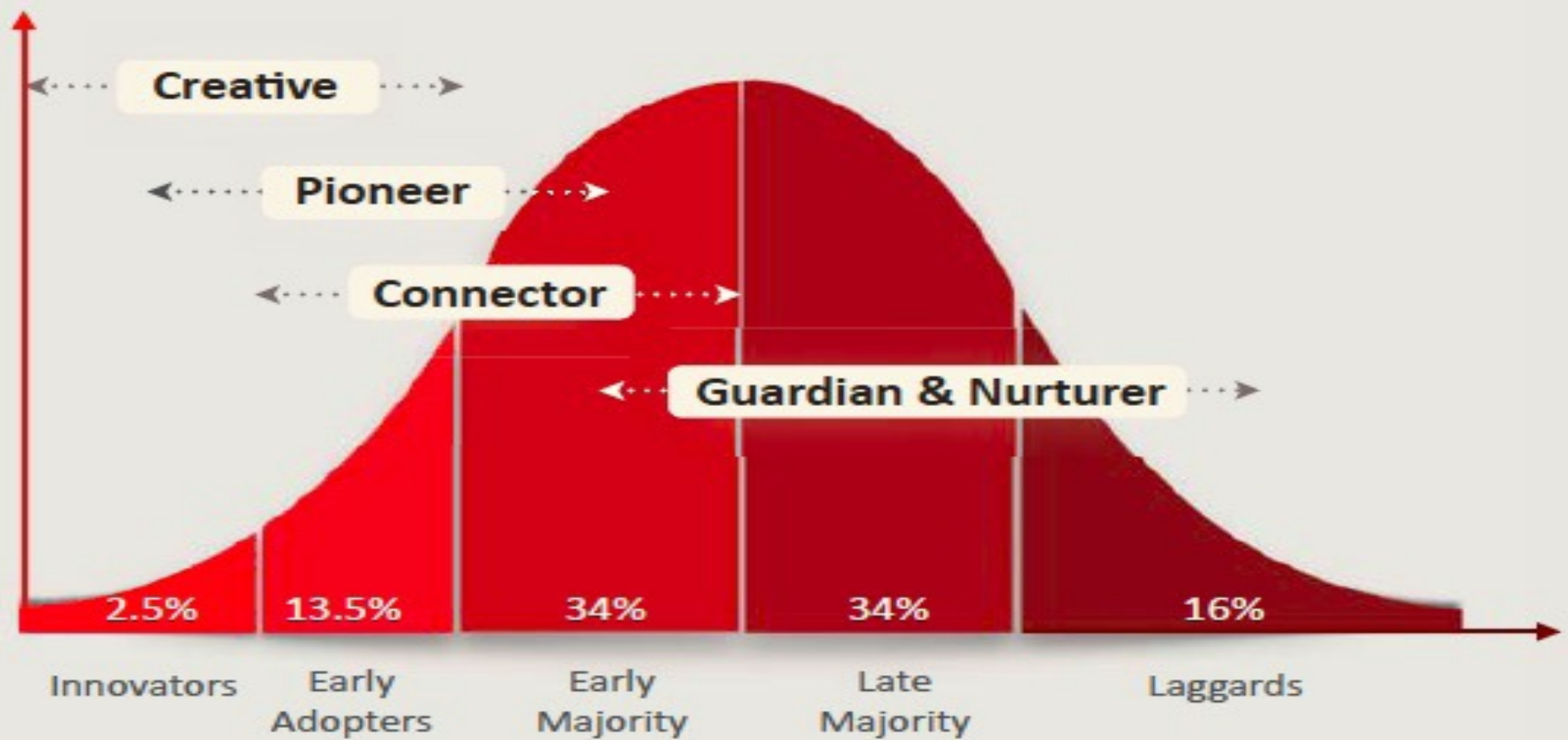
- The immature Pioneer can often appear very arrogant with a “**Me Focused**” Agenda
- They quickly **dismiss the contributions** of those they don’t believe to be competent or experienced.

- **Champion of Strategic Vision, Tough Decisions, and Problem-solving.**

Champions and Responsibilities of The 5 Voices

- *Nurturers: Relationships, Values, People*
 - Responsible for fighting for the highest possible good.
- *Guardians: Systems, Traditions, Money, Resources*
 - Responsible for being good stewards and asking the necessary questions.
- *Creatives: Future-oriented ideas, Organizational Integrity*
 - Social Consciousness of the Team
- *Connectors: Relational Networks, External Messaging, Internal Collaboration*
 - Share your passion.
- *Pioneers: Strategic Vision*
 - Solve problems, Make tough decisions, Make sure we win and stay alive

COMMUNICATING VISION



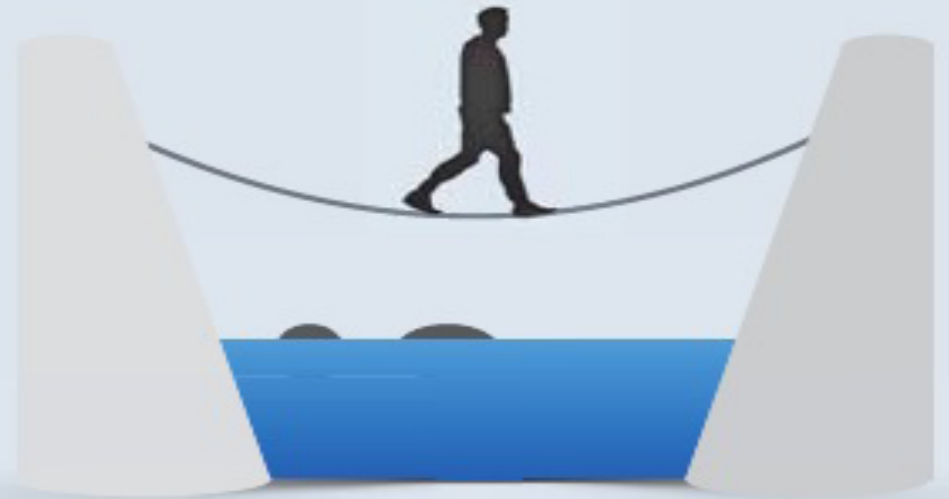
BUILD THE BRIDGE

**PIONEER
CREATIVE
CONNECTOR**



**"If the vision is compelling,
we will find a way."**

**GUARDIAN
NURTURER**



**"The vision may be compelling but
without a bridge I'm not coming."**

“Bridging the Gap”

Guardians/Nurturers



- What practical advice would you offer Creatives/Connectors and Pioneers as they seek to “build the bridge” for Nurturers and Guardians?

Creatives/Connectors/ Pioneers



- What practical advice would you offer Guardians and Nurturers as they seek to lead Creatives/Connectors/Pioneers?

5 VOICES | BUILD THE BRIDGE FOR NURTURERS & GUARDIANS

1. Apologize! acknowledge your own tendencies
2. Empower others to communicate the vision
3. Take the time to develop long-term relational trust
4. Remain sensitive to the pace of change
5. Don't press the gas, help them take their foot off the brake
6. Run a pilot project wherever possible
7. Value and affirm the contributions they bring

5 VOICES | LEADING CREATIVES, PIONEERS AND CONNECTORS

1. Apologize! acknowledge your own tendencies
2. Don't be intimidated - lead in your own identity
3. Clarify expectations but avoid micro management
4. Use venture capital principles to stay ahead
5. Ask - "If you were CEO what would you change?"
6. Learn how to harness their energy and expertise

Rules of Engagement

- <https://vimeopro.com/giantworldwide/5-voices-accelerator/video/129549537>



RULES OF TEAM ENGAGEMENT

NURTURER

- We want to hear your opinion
- No one is going to critique immediately



CREATIVE

- Dream big - It's okay to be wrong sometimes
- We promise to ask clarifying questions



RULES OF TEAM ENGAGEMENT

GUARDIAN

- Keep asking the difficult questions
- We promise to stay engaged as long as we can



CONNECTOR

- Sell your ideas as passionately as you can
- When we critique them it's not personal



RULES OF TEAM ENGAGEMENT

PIONEER

- Please listen to everyone else's view first
- Beware the strength of your critique

