# ROGO Forum Content - A Series About YOU P2

As you engage each week in the You series, you should be learning more about your personality and the source of your motivation for or against certain things. In this second lesson, we're going to focus on how your staff and colleagues experience you and the impact that your leadership style has on the people around you. This supplemental content for our marketplace leaders will help you grow specifically in the areas of self awareness, influence and inspiring others.

In lesson 1, you identified with at least one or a few of the leadership types below. In this lesson, read through the impact that those types have on your staff and or colleagues.

| Leadership Type | Impact on Staff |
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| **Overpowering Ollie** - Too strong, too opinionated and dominates meetings/conversations. | Ollie's staff members tend to feel stifled, intimidated and at times unsafe. Ollie's organization experiences significant turnover and higher than expected staffing costs. There's likely a negative impact on quality due to high turnover as well. |
| **Indecisive Ina** - Struggles to make decisions, is not declarative, usually does not speak up in a timely manner. | Ina's staff members are easily frustrated by the inability to get the things done that are needed to move the organization forward. Ina has a credibility issue with her staff and the organization often underproduces expected results. People tend to find ways to workaround Ina. |
| **Defensive Denny** - Defensive, uncoachable, has all the answers, unwilling to receive feedback. | Denny's team has stopped giving feedback or coaching to Denny and as a result Denny has stopped growing and changing into the leader he was made to be. He has no one bringing up his blind spots, so he continues with bad thinking and behavior week in and week out. |
| **Negative Nellie** - Often critical, judgemental and negative. | Many people struggle working with and for Nellie due to her critical/negative personality. Nellie's staff doesn't want to try new things out of a fear of being judged. The negative work environment drives low employee engagement/morale. |
| **Apathetic Allen** - Unable to connect with others' feelings and perspective. | Allen's team feels like they cannot connect on a heart level with him. They do not like to share personal struggles because of Allen. |

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| **Controlling Cathy** - Needs to be involved with pretty much everything and really struggles to empower others with authority. | Leaders don't last long working for Cathy. Leaders, especially high level leaders, need a certain amount of autonomy to work out their God given abilities. This is not possible on Cathy's team because if it's not her idea it's not going to happen, regardless of how good the work or idea is. Cathy is usually overworked and overwhelmed because she's doing too much and taking the place of some really talented people. |
| **Emotional Eduardo** - High emotion swings typically manifest in isolation, tears, outbursts of anger. | Eduardo often experiences high turnover. People on his team feel unsafe and are afraid to fail. They typically aren't honest with Eduardo because they don't want to deal with his outbursts and his drama. |
| **Challenging Charlie** - His first response is typically to disagree, challenge or offer a different perspective. | People have to work overtime to get Charlie to hear out their ideas because he shoots down everything right out of the gate. Charlie is abrasive and he's very unaware of how he hurts people. Charlie wears people out over time. |
| **Achieving Arnold** - Only sees results, rarely sees people unless it's a way of achieving results. | Today's workforce wants to be seen and cared for. Arnold's staff feels like they are a means to an end. They may be motivated by his ability to cast vision and succeed, but they are quickly deflated by a lack of being celebrated and affirmed by their individual contribution. |
| **Alone Allie** - Isolates relationally from the team. | People tend to jump to conclusions about Allie and her motives because she's so isolated from everyone else. She doesn't let her people in and as a result there is very little loyalty to Allie and her organization. |
| **Prideful Peter** - Comes across as prideful, doesn't listen well and lacks curiosity of others. | Peter is stuck. No one invests and develops Peter because they are tired of having conversations with him that he refuses to listen to. Colleagues don't like going to meetings with Peter because he's experienced as being all about himself. Peter's team doesn't like working with and for him due to his arrogance. |

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| **Shy Sheila** - Shies away from hard conversations. | Sheila's organization has high turnover. Studies have shown that organizations that don't deal with struggling or difficult employees in a timely manner often experience high turnover. People that work with difficult colleagues that are not dealt with typically move on with the hopes that they can find a place to work that resolves personnel issues more timely. |
| **Full Phil** - Usually at capacity, doesn't have time or energy for much as their plate is always full. | Phil's team wants to go to him for coaching and input on the things they are working on, but they don't because Phil is usually experienced as being overwhelmed. Phil is always busy doing heads down tactical work. He never allows for time to work on a vision for where the organization needs to go. Phil's team is uninspired and underperforms. |

**Next Steps:**

1. If you haven't already, take the Enneagram Assessment.
2. Watch each of the messages in the YOU Series.
3. Invite the Lord into this process. Take out a journal, ask the Holy Spirit to show you situations from your past where you can see how your leadership style has negatively impacted your organization and the staff around you.
4. Journal the adjustments that you want to make based on the self awareness you have gained and the positive impact you believe those adjustments will make on your team and organization.
5. Discuss what you've journaled with your pod. If you don't have time to get together then start a text thread for discussion.