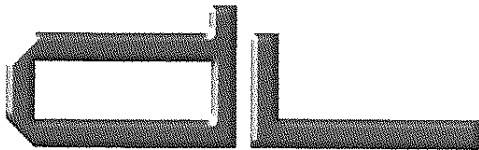
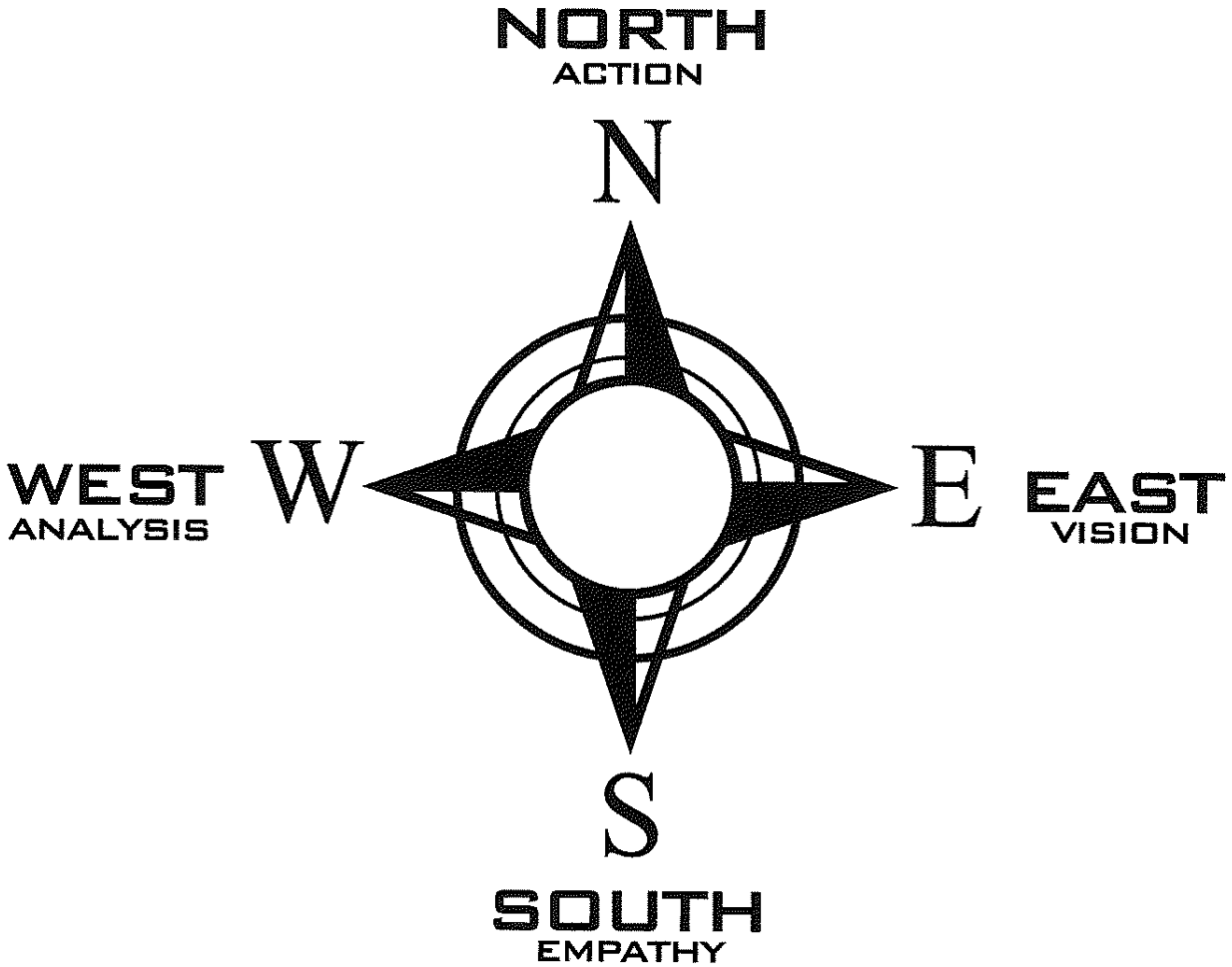


# THE COMPASS



[dougluff.com](http://dougluff.com)  
empowering tomorrow's leaders...



Turning  
the Hearts Center  
Empowering Youth and Families  
[www.turningtheheartscenter.org](http://www.turningtheheartscenter.org)

Inspired by City Year Academy Leadership Compass - 1997  
Boston, MA - [www.CityYear.org](http://www.CityYear.org)

## LEADERSHIP COMPASS



### **NORTH** Action

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- ✓ Assertive, active, decisive
- ✓ Likes to determine course of events and be in control of professional relationship
- ✓ Perseveres, not stopped by hearing "NO," probes and presses to get at hidden resistances
- ✓ Likes variety, novelty, new projects



### **EAST** Vision

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- ✓ Visionary who sees the big picture
- ✓ Looks for overarching themes, ideas, adept at solving problems
- ✓ Appreciates a lot of information
- ✓ Makes decisions by standing in the future



### **SOUTH** Empathy

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- ✓ Understands how people need to receive information in order to act on it
- ✓ Supportive to colleagues and peers
- ✓ Feeling-based, trusts own emotions and intuition, intuition regarded as "truth"
- ✓ Receptive to other's ideas, team player, builds on ideas of others, noncompetitive



### **WEST** Analysis

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- ✓ Understands what information is needed to assist in decision making
  - ✓ Moves carefully and follows procedures and guidelines
  - ✓ Introspective, self-analytical
- Uses data analysis and logic to make decisions

**Notes:**



# NORTH

## APPROACHES TO WORK / WORK STYLE:

- Assertive, active, decisive
- Likes to determine course of events and be in control of professional relationship
- Quick to act, expresses sense of urgency for others to act now
- Enjoys challenges presented by difficult situations and people
- Thinks in terms of "bottom line"
- Likes quick pace and fast track
- Perserveres, not stopped by hearing "NO;" probes and presses to get at hidden resistances
- Likes variety, novelty, new projects
- Comfortable being in front
- Value words: "Do it now!"; "I'll do it!"; "What's the bottom line?"

## OVERUSE: STYLE TAKEN TO EXCESS

- Can easily overlook process and comprehensive strategic planning when driven by need to act and decide
- Can get defensive quickly, argue, try to "out expert" you
- Can lose patience, pushes for decisions before its time, avoids discussion
- Can be autocratic, want things their way, has difficulty being a team member
- Sees things in terms of black and white, little tolerance for ambiguity
- May go beyond limits, get impulsive and disregard practical issues
- Has heedful of other's feelings, may be perceived as cold
- Has trouble relinquishing control – finds it hard to delegate, "If you want something done right, do it yourself!"



# SOUTH

## APPROACHES TO WORK / WORK STYLE:

- Understands how people need to receive information in order to act on it
- Integrates others input in determining direction of what's happening
- Is value driven regarding aspects of professional life
- Uses professional relationships to accomplish tasks, interaction is primary
- Is supportive to colleagues and peers
- Demonstrates willingness to trust others' statements at face value
- Feeling - based, trusts own emotions and intuition, intuition regarded as "truth"
- Is receptive to other's ideas, team player, builds on ideas of others, noncompetitive
- Is able to focus on present moment
- Value words: "right" and "fair"

## OVERUSE: STYLE TAKEN TO EXCESS

- Can lose focus on goals when believe relationships, needs of people, are being compromised
- Has trouble saying "no" to requests
- Internalizes difficulty and assumes blame
- Is prone to disappointment when relationship is seen as secondary to task
- Has difficulty confronting, dealing with anger, may be manipulated by anger
- Can over-compromise to avoid conflict
- Can be immersed in the present, loses track of time, may not see long-range view
- Can become mired in process at the expense of accomplishing goals



# EAST

## APPROACHES TO WORK / WORK STYLE:

- Visionary who sees the big picture
- Generative and creative thinker, is able to think outside the box
- Very idea oriented, focuses on future thought
- Makes decisions by standing in the future
- Demonstrates insight into mission and purpose
- Looks for overarching themes, ideas, connections
- Adept at solving problems
- Likes to experiment, explore
- Appreciates a lot of information
- Value words: "option, possibility, imagine"

## OVERUSE: STYLE TAKEN TO EXCESS

- Can put too much emphasis on vision at the expense of action
- Can lose focus on tasks
- Demonstrates poor follow through on projects, can develop a reputation for lack of dependability and attention to detail
- Not time-bound, may lose track of time
- Tends to be highly enthusiastic early on, then burn out over the long haul
- Will not work on projects that do not have a comprehensive vision
- Easily frustrated and overwhelmed when outcomes are not in line with the vision





# WEST

## APPROACHES TO WORK / WORK STYLE:

- Understands what information is needed to assist in decision making
- Is seen as practical, dependable and thorough in task situations
- Is helpful to others by providing planning and resources, comes through for the team
- Moves carefully and follows procedures and guidelines
- Uses data analysis and logic to make decisions
- Weighs all sides of an issue, balanced
- Introspective, self-analytical
- Carefully, thoroughly examines people's needs in situations
- Maximizes existing resources – gets the most out of what has been in the past
- Is skilled at finding fatal flaws in an idea or project
- Value word: “objective”

## OVERUSE: STYLE TAKEN TO AN EXCESS

- Can be bogged down by information, analysis process at expense of moving forward
- Can become stubborn and entrenched in position
- Can be indecisive, collect unnecessary data, mired in details, “analysis paralysis”
- May appear cold, withdrawn, with respect to others' working styles
- Demonstrates tendency towards watchfulness, observation
- Can remain withdrawn, distant
- Resists emotional pleas and change



# NORTH

**TIPS ON WORKING WITH A NORTH:**

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**NOTES OR SCENARIO WORK:**





# SOUTH

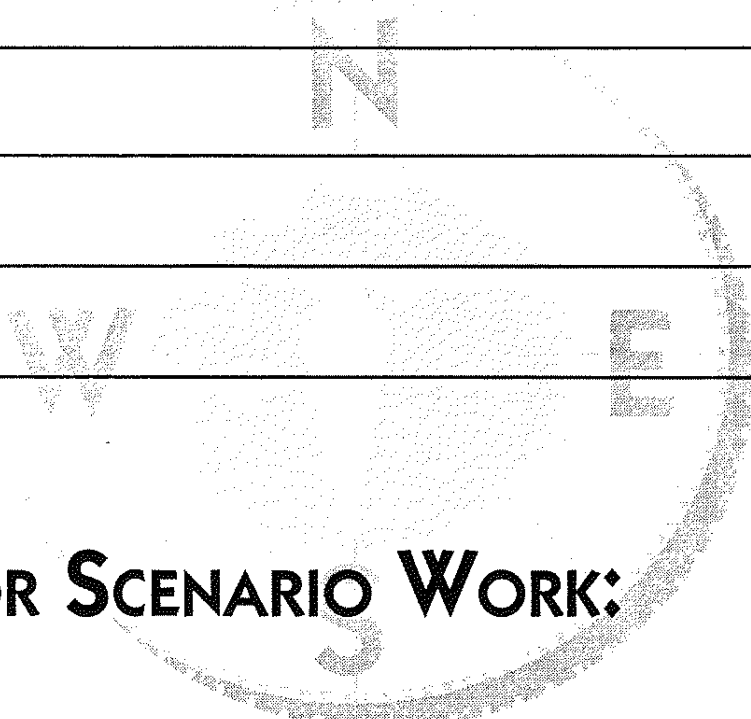
**TIPS ON WORKING WITH A SOUTH:**

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**NOTES OR SCENARIO WORK:**







# EAST

## TIPS ON WORKING WITH AN EAST:

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## NOTES OR SCENARIO WORK:





# WEST

**TIPS ON WORKING WITH A WEST:**

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**NOTES OR SCENARIO WORK:**



## DOUGLAS E. LUFFBOROUGH, III

1243 Seahill Court  
San Diego, CA 92154  
(619) 750-4182

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### QUALITIES & SKILLS

- Assertive, active, decisive leader who is quick to act, expressing a strong sense of urgency.
- Receptive to the ideas of others, a team player who builds consensus.
- Appreciates a lot of information and a visionary who sees the big picture.
- Uses data analysis and logic to make decisions.

### EXPERIENCE

**Turning the Hearts Center (THC), Chula Vista, CA. Mar. '01 – Present**

#### **Co-Founder and Chief Managing Consultant**

Founder and Director of a 501(c)(3) non-profit organization that grew out of a growing community demand to foster programs that empower youth leadership development and strengthen families. Specific roles include:

- Manage, train, and inspire administrative, program and volunteer staff to model THC mission and vision.
- Lead fund-raising efforts as directed by the Advisory Board and Strategic Leadership Team.
- Ensure quality and excellence in the following programs: community service, individual, group and family counseling, mentoring, one-to-one and group tutoring, and youth empowerment workshops.
- Strategic planning and ongoing research on best practices in the areas of youth and family development.

**San Diego Workforce Partnership, San Diego, CA. Oct. '01 – Dec. '02**

#### **Operations Manager**

Provided grant management and administered \$7 million San Diego Youth At Work project; a Youth Opportunity Grant sponsored by the U.S. Department of Labor. Specific accomplishments included:

- Coordinated day-to-day operations of over 27 collaborative partners to provide comprehensive services in: education, youth development activities, occupational skills, and job readiness training and placement.
- Oversaw the recruitment and enrollment of over 1,800 youth within southeast San Diego.
- Responsible for data management resulting in a youth participation rate from 7% to 73% over eight months.

**South Bay Community Services, Chula Vista, CA. Dec. '98 - Sep. '00**

#### **Youth and Family Development Director**

Oversaw program budget of \$3.3 million and monitored contract compliance. Responsible for management and supervision of 65 staff members among 7 youth programs. Specific accomplishments included:

- 80% of youth improved their grades in school and led drug-free lives.
- 100% of runaway and homeless youth attended school on a regular basis.
- 90% of youth on probation had no connection with the law for over one year.
- Recognized by the Office of Family Planning in Sacramento, California for outstanding gender-specific services.

**City Year Inc., Boston, MA. Jan. '95 - Nov. '98**

#### **Deputy Director, Director of Recruitment**

Directed and established programs in 7 cities. Reported to and advised Executive Directors on management objectives, strategic-planning, recruitment and staff training development for each site. Specific accomplishments included:

- Supervised a staff of 100 people committed to excellence in the area of community service.
- Effectively trained and coached 6 middle managers to become Senior Directors.
- Recognized nationally for developing comprehensive leadership development trainings.
- Recruited over 300 new quality corps members in less than eight months (1<sup>st</sup> in 10 years history nationwide).

### EDUCATION

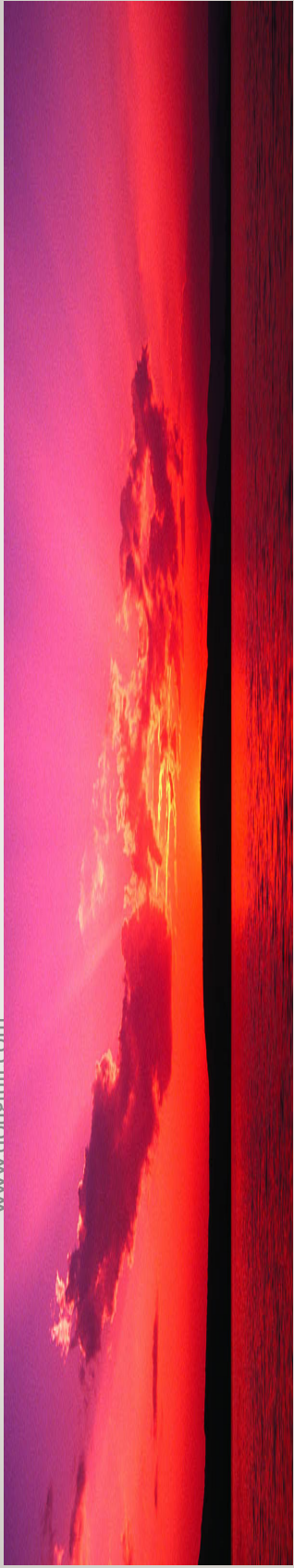
**Stanford University, Graduate School of Business, Center for Social Innovations Fellow (2004)**

**Harvard University, Master's Degree in Education, Administration, Planning and Social Policy (1997)**

**Northeastern University, Bachelor's Degree in Business and Human Resources Management (1993)**

# Paradoxical Commandments of Leadership

1. People are illogical, unreasonable, and self-centered.  
**Love them anyway.**
2. If you do good, people will accuse you of selfish ulterior motives.  
**Do good anyway.**
3. If you are successful, you win false friends and true enemies.  
**Succeed anyway.**
4. The good you do today will be forgotten tomorrow.  
**Do good anyway.**
5. Honesty and frankness make you vulnerable.  
**Be honest and frank anyway.**
6. The biggest person with the biggest ideas can be shot down by the smallest person with the smallest minds.  
**Think big anyway.**
7. People favor underdogs but follow only top dogs.  
**Fight for a few underdogs anyway.**
8. What you spend years building may be destroyed overnight.  
**Build anyway.**
9. People really need help, but may attack you if you do help them.  
**Help them anyway.**
10. Give the world the best you have and you'll get kicked in the teeth.  
**Give the world the best you have anyway.**



# THE LEADERSHIP COMPASS

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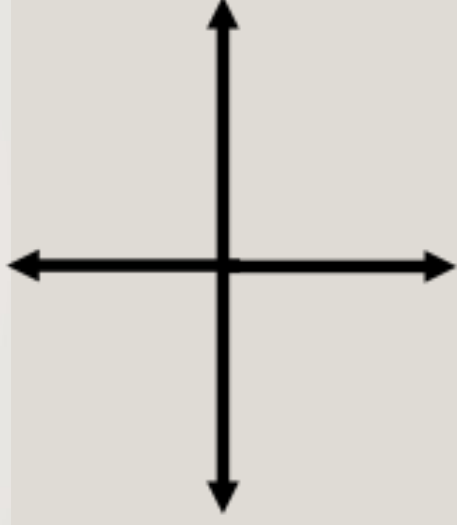
**UNCOVERING YOUR LEADERSHIP STYLE  
AND THE LEADERSHIP STYLES OF OTHERS**

**DOUGLAS E. LUFFBOROUGH, III, PH.D. CANDIDATE**



**NORTH**  
**ACTION**

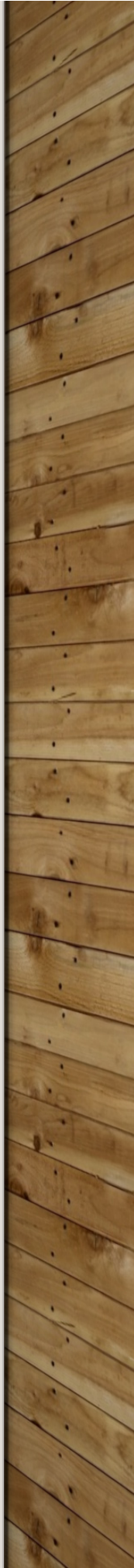
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**WEST**  
Detail-oriented

**EAST**  
Visionary

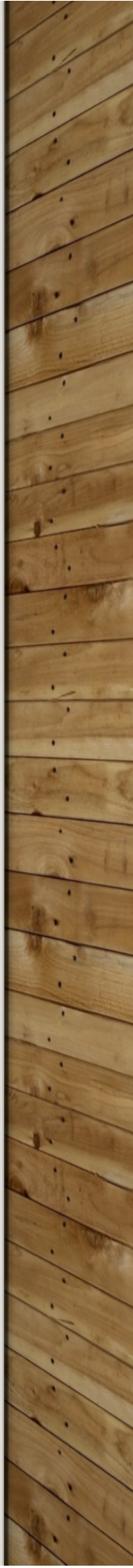
**SOUTH**  
People-person



# NORTH

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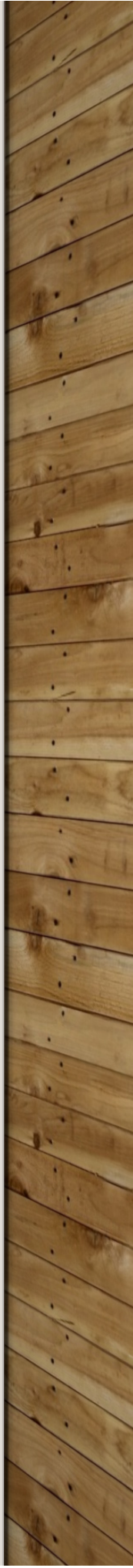
- **A person of action**
- **Assertive**
- **Likes to be in control**
- **Likes variety, novelty, new projects**



# SOUTH

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- **Carrying and supportive of others**
- **Feels for other people**
- **Team player**
- **Noncompetitive**

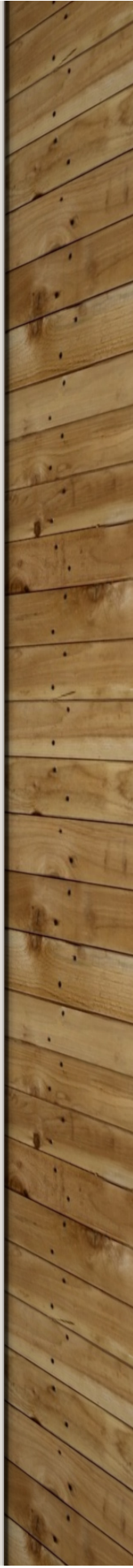




# EAST

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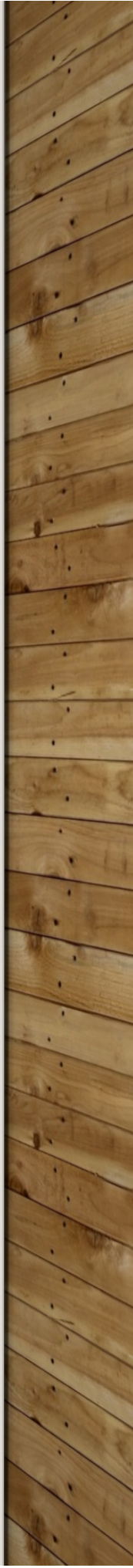
- **Someone who sees the big picture**
- **Likes a lot of information**
- **Likes to explore and try new things**
- **Very idea oriented**



# WEST

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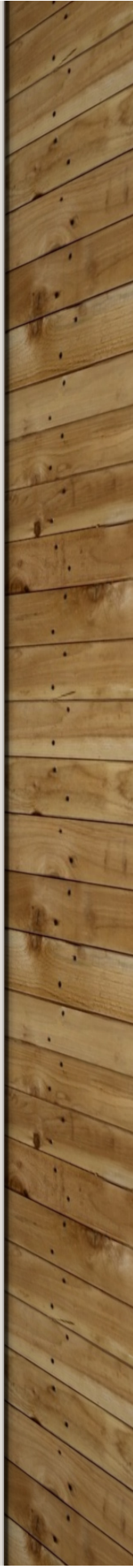
- **Follows procedures and guidelines**
- **Practical, dependable and thorough**
- **Likes numbers and data**
- **Detailed oriented**
- **Introvert who analyzes everything**



# LEADERSHIP COMPASS!

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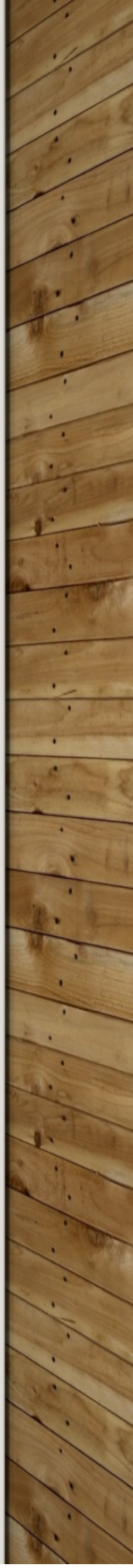
- **How do you work with others who have a different leadership style than I do?**
- **Why is it important to understand your leadership style?**
- **What do you need to watch out for?**
- **How can you apply this to other area of your life?**



# INFORMATION TO POST ON YOUR RESUME UNDER “QUALITIES AND SKILLS”

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- North characteristic
- South characteristic
- East characteristic
- South characteristic



# THANK YOU!

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