

Cross-Cultural Leadership:

Navigating Generational Dynamics in the Modern Workplace

Part II

Your Leadership Style and How It Impacts Your Team

CBMI- University of Kentucky

Course #HED 2224





Yesterday's Focus

Building Stronger Teams Through Proactive Management

*Yesterday we said adaptability does not mean lowering standards;
it means choosing the clearest and most effective way to help people meet them.*

Today's Focus

Understanding how your own leadership style affects that choice and shapes the way you manage, communicate, and adapt

- **Your style affects communication**
- **Your assumptions affect expectations**
- **Your flexibility affects team performance**

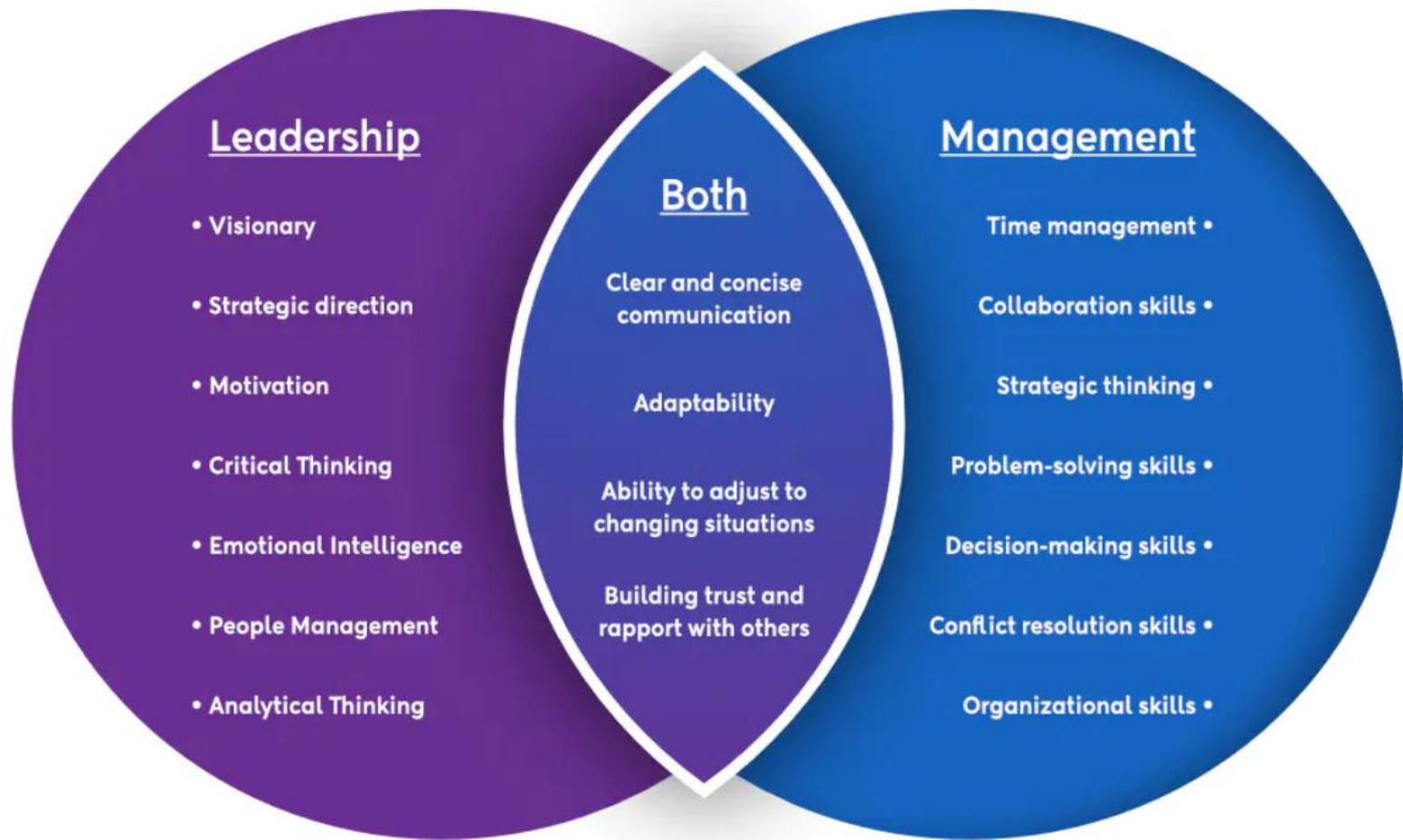
Guidelines for Today

Today includes several self-assessments designed for reflection and discussion

- Be honest with yourself—there are no right or wrong answers
- Use the assessments for self-awareness, not comparison
- Your results are yours to keep; sharing is optional
- Focus on how your style impacts the people you manage

**The purpose is not to critique your style . . .
It's to understand how it influences
the way you lead**

Leadership vs Management



Leadership vs Management?

- **Management creates** structure, clarity, and accountability
- **Leadership builds** trust, direction, and engagement
- **Strong teams need both!**
- Today's discussion is not about separating the two concepts

The focus is how your style impacts your team!

Why Style Matters

- People respond to how you lead
- Trust is built—or weakened—by your style
- Expectations are filtered through your approach
- Your style can strengthen or limit team performance

What Shapes Your Style?

Your style has evolved through a mix of influences:

- **Nature:** temperament, and natural preferences
- **Nurture:** family, past managers, workplace culture, experience
- **Habit:** patterns that worked somewhere before
- **Choice:** the ability to notice your default and adjust your response

**Your style has been shaped by the past
— and evolves through self-awareness**

How Management Thinking Has Evolved

Why Look Back?

- Management models did not develop in isolation
- Each model reflects assumptions about people, work, and motivation
- Those assumptions still influence how managers lead today

As our assumptions about people at work have evolved, so has management thinking

The Evolution

- **19th century models** focused on who was suited to lead: **great leaders are born**
- **20th century models** focused on behavior and situations: **great leaders do the right thing**
- **21st century models** focus on people, relationships, and adaptability: **great leaders adjust**

What Has Changed

- Leadership was once viewed as something certain people were “born” to do
- Over time, the focus shifted to what managers actually do
- Today, effective leadership depends on adapting to individual and team needs

**Management thinking has shifted from
“Who is the leader?”
to “What does the team need?”**

What Still Matters Today

- Drive, integrity, and confidence influence leadership effectiveness
- Communication, trust, and consistency shape the team experience
- Self-awareness helps managers recognize when their style supports the team—or gets in the way

The models are old, but the insights they provide are relevant today

Now Let's Look at Your Style

Each assessment provides a different lens for understanding how you lead

- What you assume about people at work
- How you balance people and results
- How your personality traits influence your leadership

Theory X/Y

How much structure and autonomy do you believe people need at work?

Theory X/Y

Instructions

- Read each pair of statements that describe your belief about people at work
- Assign 5 points total between the two statements based on how accurately they reflect your belief
- 5 = strongly agree / 0 = strongly disagree
- There are no right or wrong answers
- Your responses are for your own reflection

Theory X/Y

Complete the Exercise

Example - Question 1

If you mostly agree that people enjoy working, but see some truth in both statements, your score might be

4 — 1a. People enjoy working

1 — 1b. People do not like to work

Questions before we begin?

Take 3-5 minutes to complete the exercise

Theory X/Y

What It Means

- **Theory X assumptions:** People require structure, direction, and oversight
- **Theory Y assumptions:** People can be trusted with autonomy, responsibility and self-direction
- Most managers fall somewhere between the two
- The objective is not to label yourself—it's to understand your default assumptions

Theory X/Y

Scoring

- The “a” statements generally reflect Theory Y assumptions
- Add the points you assigned to the “a” statements only
- Enter your score on the X/Y scale

Theory X 0----5----10----15----20----25----30----35----40 **Theory Y**

Higher totals generally reflect stronger Theory Y beliefs

Lower totals generally reflect stronger Theory X beliefs

Theory X/Y

What Your X/Y Score Reveals

- Your score points to your default assumptions about people at work
- Those assumptions shape how much structure, oversight, trust, and autonomy your team experiences
- Adjust your approach based on the situation—not just your habit

Your default style may not be the most effective approach

Theory X/Y

What To Do With That Insight

- Notice when you are leaning too heavily on control or autonomy
- Match your level of direction to the employee's experience and confidence
- Adjust your approach based on the situation—not just your habit

**Strong managers choose their approach
—they don't default to it**

Theory Z

A Different Lens: Theory Z

Theory X/Y focus on what managers assume about people at work

Theory Z (Japanese model) looks at the workplace environment that shapes employee commitment, including culture, development, involvement, and onboarding

Instead of asking: *“How much structure or autonomy do people need?”*

Theory Z asks: “What environment helps people feel trusted, connected, responsible, and committed?”

Theory Z

What Theory Z Organizations Emphasize

- Strong culture and shared values
- Generalist employees (with specific specialties)
- Long-term development and mentoring
- Employee involvement and shared responsibility in making decisions and problem solving (quality circles)
- Concern for employees' well-being

**Commitment is shaped by the environment
– not just their managers**

Theory X/Y/Z

Connecting Z back to your X/Y Score

- Your X/Y score reflects your default management assumptions
- Theory Z shows how culture, development, and shared responsibility can shape employee behavior
- Strong managers don't rely only on their default style—they build conditions where people can succeed

Your assumptions matter—but so does the environment you create

Reflection & Discussion

When does your comfortable style help the team — and when might it limit performance?

- When does your team need more clarity, structure, or accountability from you?
- When does your team need more support, trust, or involvement from you?
- What is one behavior you could shift to better meet the needs of the situation?

X/Y/Z Key Takeaways

- Your assumptions influence how you manage
- Your default approach may not work for every employee or situation
- Strong managers adjust structure, autonomy, and support based on what the team needs
- Theory Z emphasizes trust, development, and shared responsibility

**Your score reveals your default—
self-awareness helps you adjust**

Behavioral Leadership Style

**How do you balance
people and results?**

Behavioral Leadership

Instructions

- Read each Behavior Style Statement and decide if
I would tend to do this = 0 or
I would not tend to do this = 1
- Record your answer 0 or 1 next to each question
- There are no right or wrong answers
- Your responses are for your own reflection
- Question Wording Disclaimer

Some of these statements reflect an older view of workplace behavior. As you answer, focus less on the exact wording and more on the management tendency underneath it: Do you lean toward monitoring and directing the work, or toward trusting people to manage the work as long as outcomes are met?

Complete the Exercise

Example - Question 1

1. I ____ let my employees know that they should not be doing things during work hours that are not directly related to getting their job done.

If you would let your employees know fill in a "0"

If you would not let your employees know fill in "1"

Questions before we begin?

Take **7-10 minutes** to complete the exercise

Behavioral Leadership

Scoring

1. Count the number of **would do (0's)** for the odd-numbered questions and place it on the continuum

High Task Leadership Style 10----9----8----7----6----5----4----3----2----1 *Low Task* Leadership Style

2. Count the number of **would do (0's)** for the even-numbered questions and place it on the continuum

High People Leadership Style 10----9----8----7----6----5----4----3----2----1 *Low People* Leadership Style

What Your Behavior Style Results Reveal



The higher your score for task leadership



The stronger is your tendency to focus on getting the job done



The higher your score for people leadership

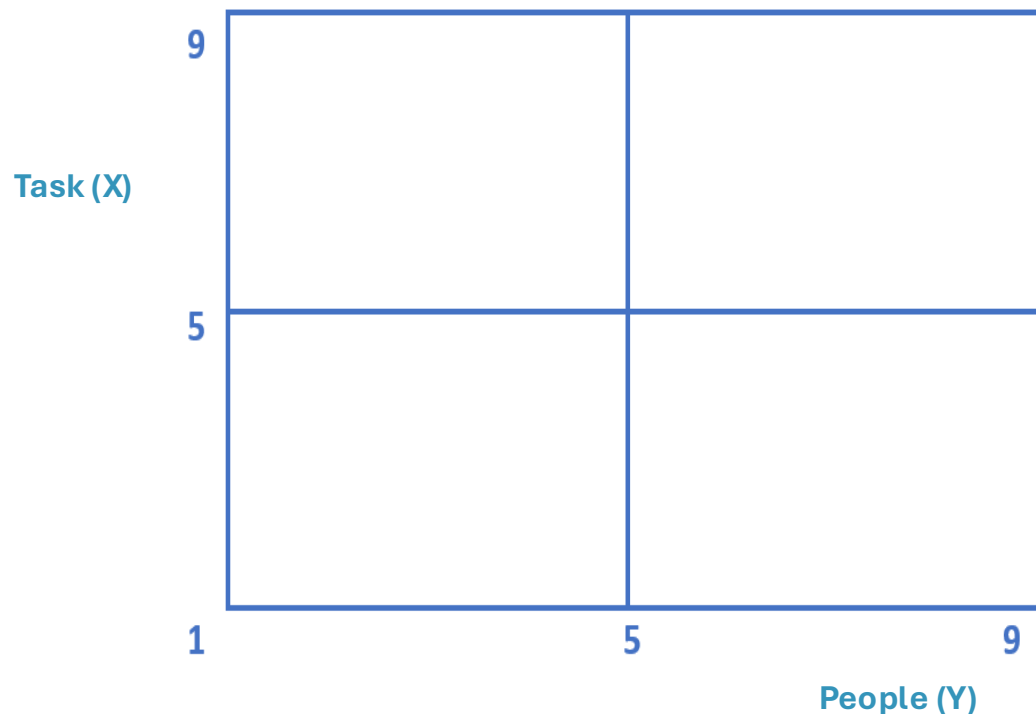


The stronger is your tendency to focus on meeting people's needs and developing supportive relationships

Behavioral Leadership

Leadership Grid

Plot Your Behavioral Leadership Scores on the Managerial Leadership Grid



Behavioral Leadership

Understanding Your Grid Placement

Your placement reflects your usual balance of people and results

1.1 Low people / low results:

Limited direction and limited support

1.9 High people / low results/structure:

Strong support, but performance may lack structure

9.1 Low people / high results:

Strong task focus, but relationships may suffer

9.9 High people / high results:

Strong focus on both performance and people

5.5 Middle range:

Balanced, correct for some environments/situations

The label isn't important — what matters is understanding when your balance helps and when shifting would improve performance

What To Do With This Insight

- Notice whether your comfortable style leans more toward task, people, or balance
- Ask whether that style is helping the team perform — or simply feels familiar to you
- Are you able to shift your behavior when the situation calls for more clarity, support, accountability, or trust
- Choose the leadership response that improves the team, not only one that feels most natural

Effective managers don't lead from comfort — they choose the behavior that helps the team succeed

Reflection & Discussion

What does your behavior style score(s) suggest about how you lead?

- *Does your behavior style score and grid plot match your expectations of how you would describe your leadership style?*
- *Does your natural lean — task, people, or balance — meet the needs of your whole team?*
- *When does that style hinder your team?*
- *When might you need to shift?*

Behavioral Leadership Key Takeaways

- Your results show how you tend to balance task focus and people focus
- Task focus helps create clarity, structure, follow-through, and accountability
- People focus helps create trust, support, involvement, and engagement
- Either focus can become a challenge when it is overused or missing
- The point is to recognize when your natural balance fits the situation — and when you need to shift

Big Five Personality Profile

**How do your traits influence
the way you lead?**

Big Five Personality Profile

Instructions

- Using the scale below, rate each of the 25 statements according to how accurately it describes you

Like me **Somewhat like me** **Not like me**
7 6 5 4 3 2 1

- Place a number from 1 to 7 on the line before each statement
- Don't focus on the exact number—it's the range that is important
- Be honest—there are no right or wrong answers
- Your results are for self-awareness, not comparison

Big Five Personality Profile

Complete the Exercise

Example - Question 1

Like me

7

6

5

Somewhat like me

4

3

Not like me

2

1

____ 1. I step forward and take charge in leaderless situations.

If you are more likely than not, but not all the time to step forward your answer might be a 5 or 6

Questions before we begin?

Take **7-10 minutes** to complete the questions

Big Five Personality Profile

Scoring

1. In the blanks, place the number from 1 to 7 that represents your score for each statement
2. Add up each column – your total should be from 5 to 35
3. On the side bar circle the number closest to your total score. Connect the circles with a line to create a graph

Extraversion	Agreeableness	Neuroticism	Conscientiousness	Openness to Experience
BAR	BAR	BAR	BAR	BAR
1. _____ 35	2. _____ 35	3. _____ 35	4. _____ 35	5. _____ 35
6. _____ 30	7. _____ 30	8. _____ 30	9. _____ 30	10. _____ 30
11. _____ 25	12. _____ 25	13. _____ 25	14. _____ 25	15. _____ 25
16. _____ 20	17. _____ 20	18. _____ 20	19. _____ 20	20. _____ 20
21. _____ 15	22. _____ 15	23. _____ 15	24. _____ 15	25. _____ 15
_____ 10	_____ 10	_____ 10	_____ 10	_____ 10
Total _____ 5	Total _____ 5	Total _____ 5	Total _____ 5	Total _____ 5

Lussier & Achua, Leadership Theory, Application, Skill Development, Thompson, second edition, pg. 28

Big Five Personality Profile

What Your Score Reveals

- Your scores point to patterns in how you tend to think, respond, and interact
- The higher the bar number, the more that trait tends to show up in your personality
- Each trait reflects a range of tendencies — not a right or wrong result
- Higher and lower scores can both create strengths and challenges
- The value is understanding how your traits may influence the way others experience your leadership

Big Five Personality Profile

What It Means

Personality Profile Traits “OCEAN”

Openness to Experience

Conscientiousness

Extraversion

Agreeableness

Neuroticism [Stress Sensitivity]

Each trait is a range of expression, not a label. The leadership question is how your natural tendency affects the people you manage.

Openness to Experience

Trait Overview: Inventive/curious vs. Consistent/cautious

Reflects imagination, curiosity, creative, receptive to new ideas

High Score

Curious and imaginative
Likes to explore new ideas
Comfortable trying new approaches
May act as a change agent

Low Score

Practical and consistent
Prefers proven methods
Values stability and clear reasons for change
May be cautious with new ideas

Leadership Impact

Affects how you respond to change, innovation, and employees who want to try something new

OCEAN

Conscientiousness

Trait Overview: Organized/structured vs. Flexible/spontaneous

Measures organization, follow-through, dependability, and goal-directed behavior

High Score

- Organized and dependable
- Goal-focused and prepared
- Strong follow-through
- Pays attention to detail
- Finishes important tasks on time

Low Score

- Adaptable and responsive
- Comfortable adjusting plans
- May prefer flexibility over structure
- May be less detail-focused
- May delay tasks if priorities are unclear

Leadership Impact

Affects planning, follow-through, reliability, and how employees experience accountability

OCEAN

Extraversion

Trait Overview: Outgoing/energetic vs. Solitary/reserved

Represents the range between outward engagement and quiet reflection (introversion is not shyness)

High Score

Energetic around people and expressive
Comfortable engaging others
Often thinks out loud
May speak before fully processing
Comfortable being visible

Low Score

Reserved and thoughtful
Comfortable processing quietly
May prefer one-on-one or written communication
May avoid small talk
Less likely to seek the spotlight

Leadership Impact

Affects visibility, communication, meeting presence, and how often employees hear from you

Agreeableness

Trait Overview: Cooperative/compassionate vs. Direct/challenging

Reflects how someone approaches cooperation, trust, conflict, and concern for others

High Score

- Warm and supportive
- Empathetic and trusting
- Seeks harmony and collaboration
- Willing to help others

Low Score

- Direct and questioning
- Comfortable with debate
- Pushes for clarity and results
- Less likely to avoid conflict
- May challenge ideas more openly

Leadership Impact

Affects trust, conflict, feedback, collaboration, and whether employees experience you as supportive, direct, or challenging

Stress Sensitivity *Neuroticism*

Trait Overview: Sensitive/reactive vs. Calm/resilient

Reflects emotional reactivity, stress sensitivity, and the tendency to experience negative emotions

High Score

- May feel stress or worry more quickly
- May react strongly under pressure
- May experience frustration, anxiety, or self-doubt
- May be highly alert to risks and problems

Low Score

- Calm and steady under pressure
- Recovers more quickly from setbacks
- Less likely to worry or overreact
- Creates a sense of stability

Leadership Impact:

Affects the emotional climate of the team and whether pressure feels motivating, urgent, or unsafe

Big Five Personality Profile

What To Do With This Insight

- Identify which traits show up most often in your natural style
- Notice how those traits influence your communication, decisions, and reactions
- Consider how different employees may respond to your natural tendencies
- Adjust your approach when your style is not creating the impact you intend

Reflection & Discussion

Which trait has the greatest impact on how others experience your leadership?

- Which trait shows up most often in your natural style?
- Where does that trait help you communicate, support, or lead effectively?
- Where could that same trait create friction or misunderstanding?
- What is one adjustment that could improve your leadership impact?

Big Five Personality Profile

Key Takeaways

- Your Big Five results show patterns in your natural style
- Each trait can support your leadership in some situations and create challenges in others
- The highest scores are not automatically strengths, and the lowest scores are not automatically weaknesses
- The impact of a trait depends on the employee, the situation, and how the trait is expressed
- Self-awareness helps you recognize when your natural style is helping — and when it may need adjusting



Any
QUESTIONS?

Bringing It Together

Strong Teams Require Both Awareness and Action

Part 1 focused on understanding the team

Generational experiences can shape expectations around communication, feedback, structure, flexibility, and growth

Part 2 focused on understanding yourself

Your assumptions, behavior style, and personality traits shape how you manage those expectations

The connection

Strong multigenerational teams are built when managers understand both the team they lead and their leadership style

Connecting Proactive Management to Your Leadership Style

Proactive management is what strong managers do — your leadership style shapes how your team responds to it

Proactive Management	Leadership Style
Set clear expectations	Your X/Y assumptions influence how much structure, autonomy, and oversight you naturally provide.
Communicate with intention	Your personality traits influence your tone, frequency, directness, and visibility.
Provide timely feedback	Your people/results balance affects whether feedback feels supportive, corrective, clear, or avoided.
Follow through consistently	Your habits and leadership discipline shape whether employees experience you as reliable and fair.
Clarify priorities	Your style affects how clearly you help the team focus when demands compete.

The way you lead shapes the way your team responds

Your Leadership Choice

Different employees and situations may require different leadership responses

Sometimes your team may need:

- More or less direction
- More or less support
- More or less accountability
- More or less flexibility

Strong multigenerational teams are built when managers are willing to adapt

A Willingness to Adapt

Leading a strong multigenerational team is not about getting it right every time

What matters is your willingness to:

- Understand the people you lead
- Recognize your own default style
- Adjust to what the situation requires
- Choose the response that helps the team succeed

**The goal is not to change who you are;
it is to recognize your default and choose
what the team needs**

The Importance of Adapting Is Not New . . .



**And that is exactly what leading
multigenerational teams requires**

Thank you for your time and participation

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