



Leader Focus

Viewing Leadership Through the Right Lens

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PERSONALITY
GUIDANCE



Introduction

Who you are determines how you lead. As a leader, you will influence others in their jobs – your actions will impact the morale, well-being, and productivity of your team. You need to encourage followership, persuade people to work toward common goals, and motivate them to work hard. All leaders have a distinct set of qualities that define how they relate to others, process information, perform tasks, set priorities, and lead teams. These qualities influence your ability to get along with others and have a successful career as a leader.

Leadership is complex. This report concerns six behavior patterns that influence leadership effectiveness. They affect what you focus on, how you are seen by others, and how you manage yourself, your career, and your relationships. This report provides information about your reputation and personal brand, and can provide powerful self-insight.

Your leadership context. Regardless of your current or aspirational role, you are constantly making leadership impressions on those around you. This report is designed for individuals in traditional people leadership roles, but is also applicable to those who want to understand the ways in which they influence others or work in a broad range of leadership contexts – leading a product, project, process, initiative, technical team or just informally leading in everyday life. Regardless of the specific leadership context, the six dimensions described in your report concern universal leadership dimensions that will help you better understand your natural leadership style, sharpen your influence strategies, and improve your overall effectiveness.

Understanding your results. There are a few important things to keep in mind when reading your report:

- Resist the temptation to evaluate high scores as "good" and low scores as "bad". High scores do not necessarily indicate greater leadership competence, nor do low scores necessarily indicate leadership deficiency. Interpretation is context-specific; it is critical to consider your unique leadership context and role demands when interpreting your scores.
- All profiles will indicate some specific areas of strength as well as some potential development needs. It is important to examine your profile holistically and consider how your individual scores interact with each other and the context. You can use this report to help you understand how to best leverage your strengths as well as how you may need to adapt your approach to meet situational demands.
- Higher scores indicate greater focus on that style dimension, whereas lower scores indicate less focus on that style dimension. For example, a person may score high on "Results Leader" but low on the "People Leader" dimension, indicating a relentless focus on winning, while possibly competing with or overwhelming others on their team. There are contexts in which this focus may contribute to success and others in which it could detract from success. Becoming more aware of your areas of focus can help you identify situations or contexts in which you may need to flex your style to achieve greater results.



Reading Your Report

This report is organized in terms of six broad patterns of leadership behavior.

Main Score. You will receive feedback on a score for these six leadership themes. Higher scores indicate greater relevance, whereas lower scores indicate less focus in that area. Your highest and lowest scores indicate which aspects of your leadership style tend to be most salient, impactful, and readily noticed by others.

Example



LOW

HIGH

Sub-Dimensions. Each focus dimension contains two components: (1) A behavioral attribute and (2) a personal value. The yellow bar indicates the likelihood that you will exhibit that behavioral attribute. The blue bar indicates the degree to which you value that behavior. For example, people may act like extraverts, and seem talkative, gregarious, and socially active. However, they may value their quiet time and create a leadership culture that emphasizes independence and self-sufficiency.

Example

Ambition



Power



Development Tips. These are developmental considerations that apply, whether your scores are high or low on each focus dimension. These tips should be useful in guiding your personal development efforts.

Personal Biases. Leaders' values powerfully influence their behavior and the kind of culture they are likely to create within their teams and work groups. This section concerns raising awareness of a person's unconscious biases as a leader.



Executive Summary

Results Leader



Focus on:
Cooperation, collaboration

Focus on:
Competition, goal attainment

People Leader



Focus on:
Transparency, task completion

Focus on:
Relationships, morale

Process Leader



Focus on:
Flexibility, autonomy

Focus on:
Planning, risk-management

Thought Leader



Focus on:
Pragmatics, idea implementation

Focus on:
Innovation, idea generation

Social Leader



Focus on:
Autonomy, efficiency

Focus on:
Communication, networking

Data Leader



Focus on:
Experience, intuition

Focus on:
Facts, research



Results Leader



LOW

HIGH

You are likely seen as a person who drives results in your organization. Although others will appreciate your goal focus and willingness to take charge, you may also intimidate some people. Your strong focus on competition, status and achievement may result in a tendency to prioritize results and personal advancement over cooperation and team effort. When working toward important goals, you are likely to demonstrate an appropriate sense of urgency and remain optimistic about your ability to meet expectations.

Qualities

Ambition



Power



Development Tips

- Your drive to succeed may intimidate new or more junior staff members. Please remember that not everyone shares your drive for results; some may prefer lower profile roles.
- You have the energy and confidence needed to make things happen. However, be sure realistically to evaluate what your team can get done and avoid overcommitting your own and your team's resources.
- You tend to have high expectations for yourself and others; be sure to clearly communicate these expectations so your staff will understand their gaps, and can chart a clear path to success.

Unconscious Biases

- Don't let your desire to get things done interfere with your ability to create organizational value. Remember not to compete with your peers, team members, or other business units.
- It is important to focus on both intangible results and hard metrics to maximize your team's contributions to the organization. Be willing to take on projects with long-term potential, even if they do not immediately affect the bottom-line.
- Your drive for results will likely shape your management style and the behaviors you reward and punish. Understand that others can contribute in their own way, even if they seem to lack your drive to win.





People Leader



LOW

HIGH

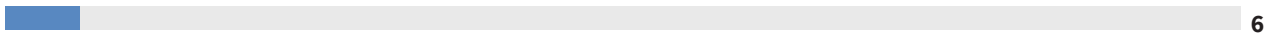
People in your organization likely see you as a "truth teller". Although others will appreciate your candid communication style, you may come across as overly direct. Your tendency to focus on objective business outcomes more than people issues may cause others to perceive that you prioritize productivity over team harmony and morale. When dealing with sensitive people issues, you are probably pretty even-handed, listening calmly to others' suggestions and providing feedback appropriately.

Qualities

Interpersonal Sensitivity



Altruistic



Development Tips

- Others may see you as tough, independent, and perhaps overly direct. When providing your team with feedback on delicate topics such as performance feedback or bad news, take the time to craft diplomatic messages.
- Your success as a leader depends on being able to influence others to follow your lead. Before taking action, be sure to solicit others' views, gain their buy-in, and make decisions that incorporate their suggestions.
- When discussing performance issues with direct reports, you may focus more on needs for improvement than areas of strength. Try to mention two positive pieces of feedback for each negative piece you deliver.

Unconscious Biases

- Your success as a leader depends on being able to build relationships and develop your staff. Be alert for signs that they need additional training, resources, or personal developmental and take action accordingly.
- You may become frustrated with direct reports who do not try to solve their problems before coming to you. Remember that this is not necessarily a weakness, and that some people will need more help than others.
- Be sure to evaluate your staff based on their potential, not just their current performance. Look for opportunities to match individual staff members' abilities to corresponding assignments so as to showcase their natural strengths.





Process Leader



LOW

HIGH

Others likely perceive you as able to make quick decisions and adapt easily to changing situations. Although people will appreciate your flexible working style, you may also seem impulsive and resistant to process. You probably focus on both sides of the risk - reward equation when making important decisions, suggesting a balanced tendency around smart risk-taking. When completing important tasks or projects, you seem to work at a steady pace, show an appropriate sense of urgency, and persist even when frustrated.

Qualities

Prudence



Security



Development Tips

- Your strengths include flexibility, adaptability, and willingness to change directions quickly, but you may struggle with details, planning, and follow through. Identify a mentor or colleague who is good with details to help you with scheduling and planning.
- As a leader, it is critical to plan for the future and anticipate changes that affect your business unit. Dedicate some time to business planning activities to help keep you on track. For example, this might include forecasting staffing needs, securing resources and preparing for future market changes.
- Make sure you have enough resources to dedicate to particular projects before moving forward. You may tend to bite off more than you can chew due to poor planning or time management. Take an inventory of current responsibilities before committing to new projects.

Unconscious Biases

- Although you are likely to create structure for your team, you also allow some flexibility within these parameters. This leadership style will work with a wide variety of people, but remember that some team members will need more, and some need less structure than others.
- You tend to be calculated risk-taker and likely to encourage your team to do the same. As a leader, you might periodically step out of your comfort zone to take strategic, more aggressive risks. You can serve as an example to your team in this are.
- You tend to examine both sides of the risk-reward equation when making decisions. Although this promotes effective decision-making, be sure you pay attention to context to determine when to pursue potentially risky opportunities.





Thought Leader



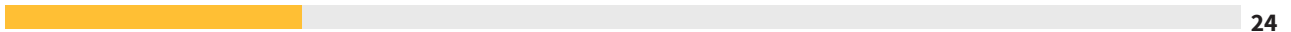
LOW

HIGH

Others will tend to see you as a pragmatic thinker. Although they will appreciate your no nonsense approach to problem solving, you may focus more on daily operations than on long-range strategic planning and big picture goals – which are also important. You seem able to balance the competing demands of style versus functionality, to be willing to listen to creative input from others, and to appreciate the importance of branding issues as they serve business goals. When it comes to evaluating new ideas, you tend to consider both the opportunities and risks involved. Unexpected problems don't bother you.

Qualities

Inquisitive



Aesthetics



Development Tips

- You prefer to solve problems using methods that have worked in the past. Although this orientation promotes efficiency, it is important stay alert for new and innovative solutions as well.
- Your ability to focus on the details of your work may lead you to ignore important information that doesn't seem immediately relevant, and this may lead to inefficient choices. Make an effort periodically to think about the big picture.
- Leverage the creative talents of your staff by asking them to identify alternative solutions to current problems and then review their ideas. Team brainstorming tends to encourage innovation and should increase the team's chances for success.

Unconscious Biases

- In a debate regarding form versus function, you seem to balance these two considerations. Try to identify team members who are skilled in each area and encourage them to work together to bring the best of both worlds to important projects.
- You seem to balance the competing demands of style and functionality when it comes to work products. Be sure to gather input from others when making critical design choices that impact user experience to find the highest-quality solution.
- You probably pay attention to your organization's branding, marketing, and advertising strategies. Leverage this interest by supporting the company's efforts to manage brand consistency and presence in your market.





Social Leader



LOW

HIGH

Others probably see you as serious, focused, and quiet. Although they will appreciate your businesslike communication style, you may also seem uncommunicative or unavailable at times. You seem to enjoy frequent and varied opportunities to connect with others. Although your networking skills will serve you well, you may rely too heavily on group decision-making. When building new relationships or social networks, you will probably seem appropriately confident and not arrogant when dealing with others.

Qualities

Sociability



20

Affiliation



94

Development Tips

- As a leader, you need to get out of your comfort zone and force yourself to interact with others. These interactions need to not only focus on work. Use casual conversations to get to know your team members and colleagues.
- You need to seem approachable to your staff. Keep your door open, and circulate regularly inside your work group. Schedule regular meetings to keep your team informed and involved.
- Develop a relationship with at least one key person in each department of the organization. Find out what other business units are working on, identify projects where you may be able to contribute, and involve your team when possible.

Unconscious Biases

- Because you value collaboration and group decision-making, you may sometimes rely on it too much. Remember that some decisions should only be made by you alone, whereas other issues are best decided in a group.
- You value an open-door policy. Your staff will appreciate you being accessible and willing to discuss how the team is working together - but be sure you know when it's time to close the door.
- Because you enjoy social interaction, you may sometimes confuse activity with productivity. Try to identify the activities that contribute to productivity and those that detract from it.





Data Leader



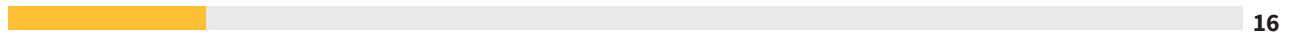
LOW

HIGH

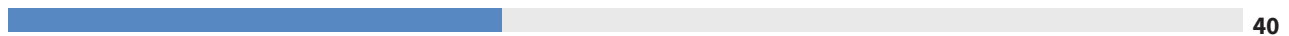
Others will observe that you take a very hands-on approach to acquiring new skills and industry knowledge. You likely prefer application to traditional study when it comes to learning, and expect that your training investments will have pragmatic payoff. When evaluating past experiences, you prefer to make decisions using both data-based and intuitive methods. You may also be able to use data to tell a compelling story to "sell" a given decision. You seem willing to pay attention to the outcomes of your decisions, and use this information to improve your performance in future situations.

Qualities

Learning Approach



Science



Development Tips

- Spend some time each day keeping up with changes in your industry. Seek out information about new technologies, emerging trends, and best practices. If you don't stay up to date, you will become out of date.
- Although you may not enjoy courses and seminars, they can help make you a stronger leader. Many topics can't be learned in a hands-on manner, particularly the unique skills and perspective that leaders are expected to demonstrate.
- You may enjoy learning practical skills which can be applied directly to your job, but you also need to learn more abstract skills – such as strategic planning – to enhance your performance as a leader, broaden your perspective, and improve your decision-making.

Unconscious Biases

- When making decisions, you tend to balance analysis and action. This balance should serve you well when making timely, high-quality decisions that you can defend using rational, data-based information.
- You seem able to balance the need for reflection when making decisions. This is an attractive quality that could be usefully adopted by many others in your organization. You may want to establish a method for evaluating the outcomes of important decisions to determine what decision-making methods are most effective, and whether there are times you need to slow down and collect more data.
- You seem to rely on both data and intuition when solving problems and evaluating alternatives. Combining these perspectives can be very valuable, particularly if you avoid dismissing data points that are inconsistent with your experience with a particular problem.