WORK OF LEADERS PROFILE

EVERYTHING DiSC
WORK OF LEADERS

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Sunday, February 01, 2015

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WILEY

Where did Work of Leaders come from? This program is based on a four-year development effort that began by analyzing leadership research from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? Work of Leaders approaches leadership as a one-to-many relationship, versus the one-to-one relationship of management.

How does leadership connect to DiSC®? Your DiSC style influences how you approach each of the steps of the process. DiSC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DiSC profiles? Unlike other DiSC reports, which emphasize understanding the differences between people, Work of Leaders focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

Cornerstone Principles

► Work of Leaders focuses on tangible steps directed at **leading a group or organization**.

► The concepts in this report are relevant for **leaders at all levels**.

► Your leadership is influenced by a **variety of factors** such as character, cognitive abilities, and maturity.

► All DiSC styles **contribute to leadership success**.

► Your report focuses on developing **preferred behaviors** that are based on **best practices**.

► The best practices are **context specific** and depend on the needs of the situation.

Work of Leaders: Vision, Alignment, and Execution

Work of Leaders provides a simple, three-step process to help you reflect on your most fundamental work as a leader: Creating a Vision, building Alignment around that vision, and championing Execution of the vision.

VISION
The work of leaders includes crafting a vision of new possibilities for the future through exploration, boldness, and testing assumptions.

ALIGNMENT
Leaders build alignment through clarity, dialogue, and inspiration, so everyone is moving in the same direction.

EXECUTION
Finally, leaders champion execution through momentum, structure, and feedback, to capitalize on the group's talents and make the vision a reality.

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How is This Report Personalized to You, Christiaan?

In order to get the most out of your Everything DiSC Work of Leaders™ Profile, you'll need to understand your personal map.

Your Dot

The Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

> ### Your DiSC® Style: iD

Your dot location shows your DiSC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.
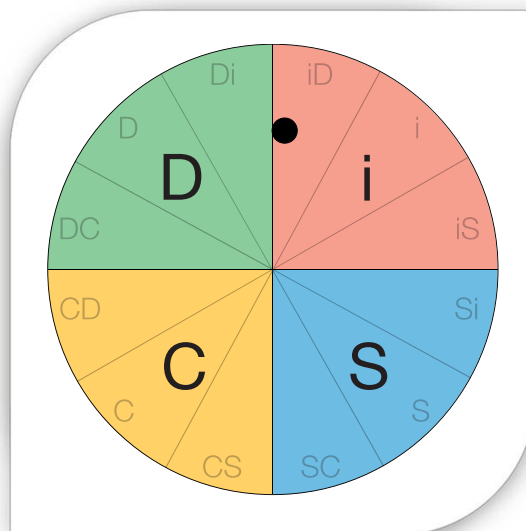
Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is about halfway between the edge of the circle and the center, so you are **moderately inclined** and probably relate fairly well to the characteristics associated with the iD style.

Now that you know more about the personalization of your Everything DiSC Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities and discover how this affects your leadership style.

Your Dot Tells a Story
Your DiSC® Style is: iD
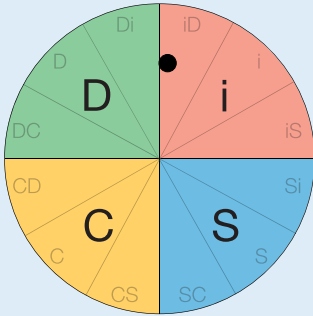
Because your style is iD, you have a natural passion to grow, expand, and explore. You probably have a high energy level and a great need for excitement, and you're driven to constantly seek bigger and better accomplishments.

Most likely, you believe you are well-equipped to adapt to emerging situations, so you aren't afraid to be spontaneous. In fact, this propensity toward action might be the **first thing people notice about you**. You tend to be a quick thinker and a quick talker, and others may have trouble keeping up with your fast pace. In fact, one of the most common pieces of constructive feedback for leaders with the iD style is that they sometimes listen without really hearing what's being said. Your continuous need for stimulation and variety may mean that you're more interested in starting projects than in following through. But because you like shortcuts and focus on swift solutions, the group is often prepared to move forward rapidly.

Like other leaders with the iD style, you show drive and persistence to achieve your ambitions. Most likely, you don't mind being under pressure, and you have no trouble applying it either. You probably view pressure as a positive force that can help you advance your ideas and charge toward your goals.

Furthermore, because you don't like feeling constrained, you value freedom and don't bow to conformity. Therefore, you're willing to take chances by stretching the boundaries and even overstepping them at times. Compared to all of the other DiSC® styles, leaders with the iD style are rated highest on promoting bold action in the organization.

Your sense of conviction probably allows you to see ideas very clearly in your own mind, even if they aren't quite clear to others. The right path may often seem straightforward to you, and you aren't afraid to communicate your beliefs. In fact, according to our research, the most pronounced strength of leaders with the iD style is the ability to show confidence in their opinions. And because you usually have strong feelings about how things should be done, you aren't afraid to step in and correct the process if it strays from your vision.

Leaders with the iD style are good at persuading and charming others. Most likely, your self-assurance and verbal skills make it easy for you to describe how you think things should be. While this can be a great benefit, it can also cause problems if you're so focused on your own ideas that you disregard other people. In fact, almost half of people in our surveys want leaders who share your iD style to be more open to input from others. Still, you probably find the act of influencing people very gratifying, both one-on-one and in team settings. For you, sharing your passion is about connecting with people and helping them see new possibilities for the future.
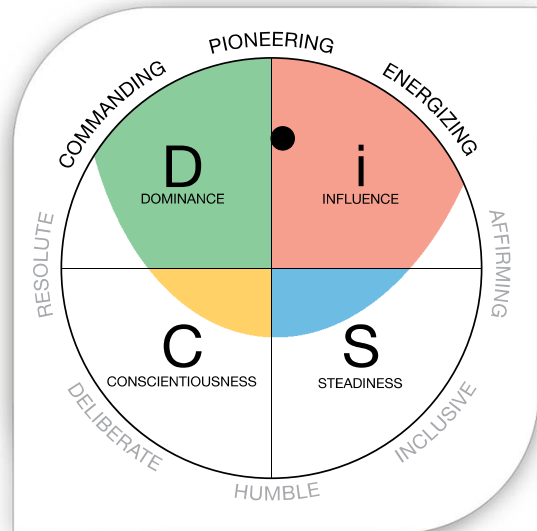
Christiaan, your **most valuable contributions as a leader** may be your tendency to drive the group toward results, share your passion and energy, initiate innovative change, and keep things moving at a rapid pace. In fact, these are probably some of the qualities that others admire most about you.

Your Shading Expands the Story

Christiaan, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the iD style have shading that touches Pioneering, Energizing, and Commanding. Your shading is characteristic of the iD style.

(DiSC map with the following labels: PIONEERING, COMMANDING, ENERGIZING, RESOLUTE, AFFIRMING, D DOMINANCE, i INFLUENCE, DELIBERATE, C CONSCIENTIOUSNESS, S STEADINESS, INCLUSIVE, HUMBLE)

What Priorities Shape Your Leadership Experience?

▶ **Being Pioneering**
Christiaan, leaders with your iD style are adventurous and tend to be open to exciting opportunities that could lead to immediate progress. You like to get started right away and are probably quite comfortable taking some risks in the process. But because you tend to make decisions quickly, you may overlook important considerations in your drive to move forward.

▶ **Being Energizing**
As a leader who values enthusiasm, your passion is probably easily noticed, and you may be outspoken with your opinions. Consequently, you can inspire other people to be as excited about your ideas as you are. In fact, you may have a knack for rallying people to achieve goals without coming across as overly assertive. Your outgoing nature may also help you build and maintain professional networks.

▶ **Being Commanding**
Leaders with your iD style have a strong drive to reach ambitious goals quickly, and they encourage those around them to share this focus on results. You're probably quick to step up and offer direction for the group, especially when leadership seems to be lacking. Through your passion and conviction, you can get people to put pressure on themselves without coming across as too bossy or controlling.

The graphic below provides a snapshot of the four basic DiSC® styles.

DOMINANCE

Priorities: being commanding, being pioneering, being resolute

Motivated by: power and authority, competition, winning, success

Fears: loss of control, being taken advantage of, vulnerability

You will notice: self-confidence, directness, forcefulness, risk-taking

Limitations: lack of concern for others, impatience, insensitivity
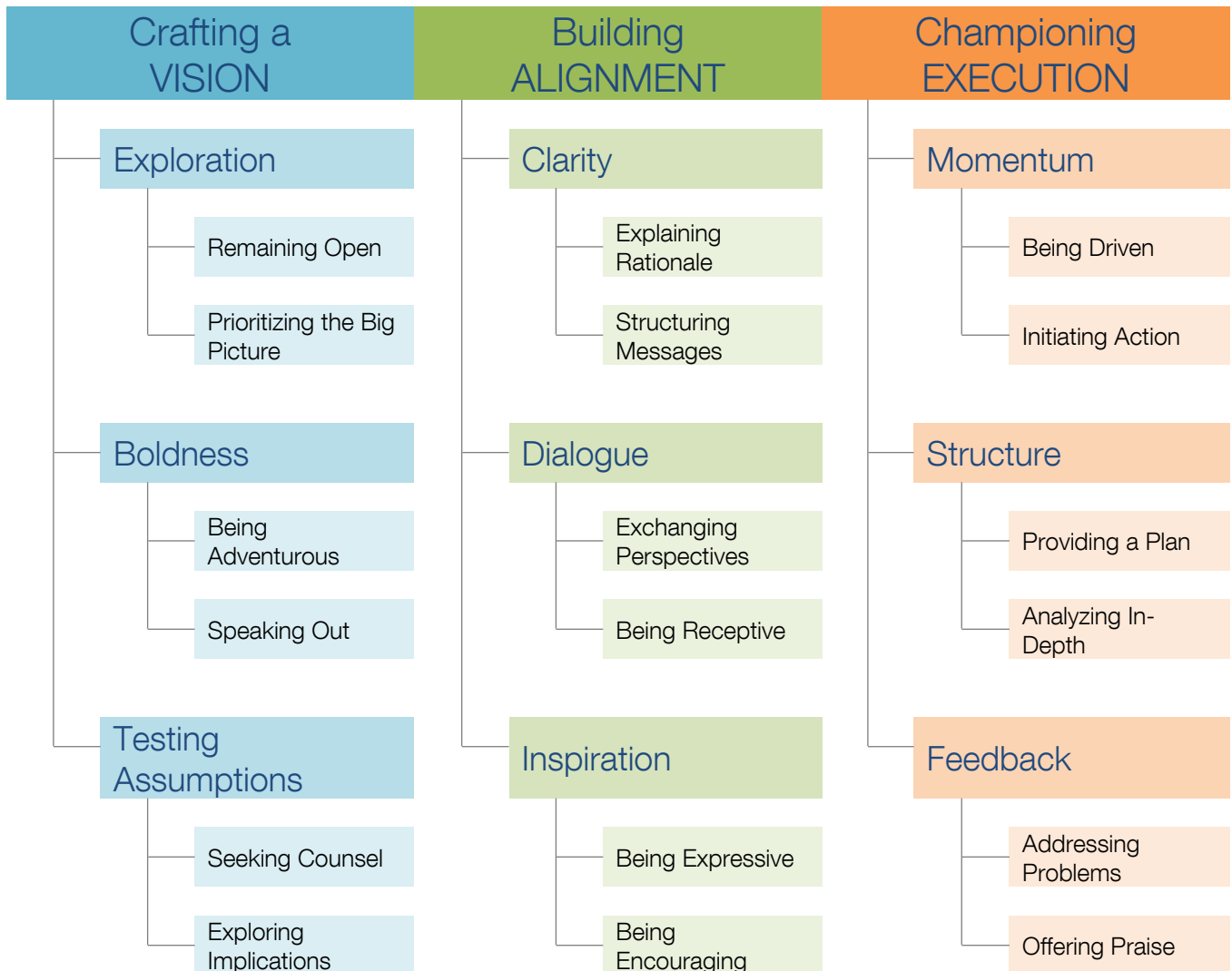
INFLUENCE

Priorities: being energizing, being pioneering being affirming

Motivated by: social recognition, group activities, friendly relationships

Fears: social rejection, disapproval, loss of influence, being ignored

You will notice: charm, enthusiasm, sociability, optimism, talkativeness

Limitations: impulsiveness, disorganization, lack of follow-through

Active
Fast-paced
Assertive
Dynamic
Bold

Questioning
Logic-focused
Objective
Skeptical
Challenging

Accepting
People-focused
Empathizing
Receptive
Agreeable

D   i

C   S

Priorities: being deliberate, being humble, being resolute

Motivated by: opportunities to use expertise or gain knowledge, attention to quality

Fears: criticism, slipshod methods, being wrong

You will notice: precision, analysis, skepticism, reserve, quiet

Limitations: overly critical, tendency to overanalyze, isolates self

Priorities: being inclusive, being humble, being affirming

Motivated by: stable environments, sincere appreciation, cooperation, opportunities to help

Fears: loss of stability, change, loss of harmony, offending others

You will notice: patience, team player, calm approach, good listener, humility

Limitations: overly accommodating, tendency to avoid change, indecisiveness

Thoughtful
Moderate-paced
Calm
Methodical
Careful

CONSCIENTIOUSNESS

STEADINESS

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How the Process Works

— Three steps: Vision, Alignment, and Execution

    — Three drivers for each step (e.g., Exploration, Boldness, Testing Assumptions)

        — Two behavioral continua for each driver (e.g., Remaining Open, Prioritizing the Big Picture)

Crafting a VISION	Building ALIGNMENT	Championing EXECUTION
Exploration	**Clarity**	**Momentum**
Remaining Open	Explaining Rationale	Being Driven
Prioritizing the Big Picture	Structuring Messages	Initiating Action
Boldness	**Dialogue**	**Structure**
Being Adventurous	Exchanging Perspectives	Providing a Plan
Speaking Out	Being Receptive	Analyzing In-Depth
Testing Assumptions	**Inspiration**	**Feedback**
Seeking Counsel	Being Expressive	Addressing Problems
Exploring Implications	Being Encouraging	Offering Praise

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WHAT DO WE MEAN BY "VISION?"

An IMAGINED FUTURE CONDITION for the organization or team

At any level of leadership, a vision is a *condition that is imagined—a future state* in which the organization or team creates something of unquestionable value, serves customers in unparalleled fashion, or reinvents the way it does business.

A well-crafted vision is broader in scope than a typical goal. For example, a goal might be: "Sell 20 million widgets this year."

Whereas, a vision is: "Be the world leader in widgets while maintaining the highest safety standards in the industry."

The terms "vision," "mission," "goals," and "values" are sometimes used interchangeably. In this report, we will focus our discussion around the term "vision."

VISION is important because:

- It **expands assumptions**.
- It **provides purpose** for organizations, teams, and individuals.
- It **drives** the development of specific **goals.**
- It **unifies people.**

LEADERS AT ALL LEVELS help craft the VISION

Crafting a vision is ideally a **shared process** that combines contributions from leaders at all levels. While visions may seem to originate with one person, they are generally the result of ongoing efforts by a larger group.

While the CEO may be responsible for the overall vision, each leader within the organization needs to define a supporting vision for their group.

For example, the CEO's vision may be, "We will grow from domestic leader to international leader in the industry within five years."

A customer service manager might have the following supportive vision: "We will offer 24-hour support in six major languages within the next three years."

Now let's look at each of the **three drivers** of vision: **Exploration, Boldness,** and **Testing Assumptions.**

Although a great vision often sounds simple, a good deal of effort has usually gone into developing it. It involves thinking at a big-picture level and resisting the temptation to choose the "right" idea too quickly.

- Leaders need to be intentional about exploring new directions.
- It may help to suspend judgment and consider a variety of ideas.
- Exploration involves giving oneself the time to weigh options.

Remaining Open & Prioritizing the Big Picture

When we talk about driving a vision by exploring, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to remain open, and others seek closure. Also, some leaders prioritize the big picture, while others prioritize the details. **In the context of exploration,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward remaining open and prioritizing the big picture will help when exploring a vision.

Seek Closure ←—————————————●→ Remain Open

Christiaan, you probably like to remain open and unstructured. This can pose some leadership challenges, but when it comes to creating a vision, your tendency to avoid settling on one idea too quickly is a real benefit. You don't need to fully understand how an idea could be executed to explore and appreciate it. Rather, you continue to develop the concept and gain understanding of the logistics as you go. Because you don't rush for closure, you're less likely to settle on a less than ideal solution, and this willingness to explore often leads to a solid vision.

Prioritize Details ←—————————————●→ Prioritize Big Picture

You tend to focus more on the big picture than on the details. This means that you think broadly about how everything fits together rather than concentrating on individual elements. This perspective allows you to better understand the relationships among different ideas and goals. When it comes to exploration, you are well equipped to see where a particular course *might* lead in the future or how new ideas *might* fit into current plans. Further, when you embrace a big-picture view, you are more likely to notice when outdated assumptions or practices are hindering your team or organization.

Creating a bold vision means that the leader is willing to take risks in order to champion bold new directions. Great leaders stretch the boundaries of what seems possible and challenge people to exceed expectations.

- Leaders don't make a big impact without being a little adventurous.
- People look to leaders for a compelling vision that excites them.
- Every great accomplishment begins with a bold idea.

Being Adventurous and Speaking Out

When we talk about driving a vision with boldness, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be adventurous, and others are more cautious. Also, some leaders aren't afraid to speak out with their bold ideas, while others tend to hold back. **In the context of boldness,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being adventurous and speaking out will help when creating a bold vision.

Cautious ←————————|————————|————————●▸ Adventurous

Christiaan, you tend to focus more on the potential benefits of taking a chance than on the possibility of failure. Most likely, your confidence in your team allows you to act, even when it's not clear how you will reach a successful outcome. Even if you occasionally don't quite reach the target, creating a bold vision positions your group to grow and stay competitive. Others probably appreciate your sense of adventure and your confidence that your group will be able to overcome obstacles along the way.

Hold Back ←————————|————————|————————●▸ Speak Out

You're usually ready to speak out, particularly when you feel that you have something important to say. Because you're willing to take chances socially and jeopardize your credibility, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to put yourself in a vulnerable position helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you move toward new directions.

VISION > TESTING ASSUMPTIONS

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Creating a vision requires exploration and boldness, but it's also crucial that the vision be substantiated. Leaders can test their assumptions through several means, including seeking others' advice and doing more formal research.

- Leaders need to look beyond their own thinking to test assumptions.
- It's important to recognize obstacles when developing a vision.
- Consider a variety of methods in checking your hypotheses.

Seeking Counsel & Exploring Implications

When we talk about driving a vision by testing assumptions, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to seek counsel, and others like to decide independently. Also, some leaders focus on exploring implications, while others prefer to push forward. **In the context of testing assumptions,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward seeking counsel and exploring implications will help when it's time to evaluate the vision.

Decide Independently ●————————————————————→ **Seek Counsel**

Christiaan, you tend to process your decisions independently, and this makes it easy to rely too heavily on your own assumptions. As a leader, you may believe that you understand all of the issues that will affect the vision. While you may enjoy the responsibility of making major decisions autonomously, you may not take advantage of some valuable resources. Seeking counsel may make the process less smooth in some ways, but it's a great way to get the fresh perspective that is often needed to make sound decisions.

Push Forward ●————————————————————→ **Explore Implications**

You have a tendency to seize new projects, and you may not always take the time to explore the implications by carefully examining your ideas. Leadership is often about moving forward, but when you are creating a vision for your group, gathering objective data is an important step. Doing your homework takes time, and you may see it as unnecessary busy work when you are eager to keep things moving. However, evaluating your ideas helps test your assumptions against reality, and it also gives you the facts you need to gain alignment.

GAINING BUY-IN from the organization and your team

Alignment refers to the act of getting buy-in for the vision from everyone who will have a role in making it a reality. Alignment ensures that people are on the same page, both from a task and an emotional perspective.

Alignment requires ongoing one-way and two-way communication. In fact, the failure of a vision, no matter when it happens, can often have more to do with a lack of alignment than with the strength of the vision or the efficiency of execution.

Too often, leaders treat alignment as something to check off a to-do list. In reality, alignment is a dynamic, ongoing process that requires the leader to continually monitor and realign as conditions and needs change.

ALIGNMENT is important because:

- It **sets the stage** by proposing a plan for effective implementation.
- It **provides a forum** for questions and concerns.
- It **brings people together** behind the vision.
- It **generates excitement** for the vision.

ALIGNMENT is for LEADERS AT ALL LEVELS

Gaining and maintaining alignment is a critical role for leaders at all levels. Alignment requires attention to upward, downward, and lateral communication. Leaders in certain positions may need to use more time and energy to maintain alignment at all levels.

Alignment in Your Organization

A number of structural and cultural factors can affect how you go about creating and maintaining alignment. Consider how these affect alignment within your organization.

- Formal vs. informal communication
- Face-to-face and virtual environments
- Lateral and hierarchical organizational structures
- Negotiating competing interests

Now let's look at each of the **three drivers** of alignment: **Clarity, Dialogue,** and **Inspiration.**

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When communicating a vision, it's important to deliver a rational, structured message. Some leaders have trouble translating their ideas into words or staying on topic. When people don't understand your vision, how can they commit?

- Clear communicators explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.

Explaining Rationale & Structuring Messages

When we talk about driving alignment with clarity, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to explain their rationale, and others offer their intuition. Also, some leaders tend to deliver structured messages, while others tend to deliver impromptu messages. **In the context of clarity,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward explaining your rationale and structuring your message will help when you need to be clear to get people's buy-in.

Offer Intuition ⬅———————————●——————➡ Explain Rationale

Christiaan, you tend to explain the rationale behind your ideas, so it's probably easy for you to convey a compelling message when it's time to gain others' buy-in. People probably appreciate being able to understand your logic and reach the same conclusion. Because you take the time to explain the data and reasoning behind the vision, people are more likely to trust what you say and understand how your decisions are in the best interest of the group.

Impromptu Messaging ⬅———●——————————————➡ Structured Messaging

You have a tendency to deliver your ideas without a lot of structure, and this might cause people to get lost in your message. You may be quite good at speaking without rehearsing, but this communication style doesn't always help when the goal is gaining alignment. Leaders who tend to deliver impromptu messages often provide unnecessary details and go off on tangents. If people have trouble identifying your main point, you may lose their attention. To improve your communication when it's time to get buy-in, take the time to fully organize your thoughts before presenting the vision.

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue. When leaders initiate two-way conversations, it not only increases buy-in, but also gives leaders invaluable information.

- True alignment requires openness to others' ideas and concerns.
- People want the chance to ask questions and share their insights.
- Dialogue helps leaders identify potential problems or disconnects.

Exchanging Perspectives & Being Receptive

When we talk about driving alignment with dialogue, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to exchange perspectives, and others present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. **In the context of dialogue,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward exchanging perspectives and being receptive will help when creating an atmosphere of open dialogue.

Present Information ⟵————————●————————⟶ Exchange Perspectives

Christiaan, you fall on the middle of the scale between presenting information and engaging others in a two-way exchange. While there may be times when people feel comfortable commenting and asking questions, you may not always make an effort to solicit their opinions and feedback. Exchanging perspectives with others can be challenging because it means giving up some control and exposing yourself to potential criticism. Even though it is sometimes appropriate to simply present information, gaining alignment around a vision calls for a more participatory approach.

Challenging ⟵————————————————●——⟶ Receptive

You tend to be open-minded about others' ideas. People probably trust that if they bring their opinions and concerns to you, you won't criticize their ideas or make them feel incompetent. Because you're so receptive, you may help create a culture where people feel comfortable engaging in candid dialogue. When you remain open to ideas and concerns, not only are people more likely to give you honest feedback when you ask for it, but you're more likely to gain their alignment as well.

How do leaders get people excited to start a new initiative? They describe an exciting picture of the future and show confidence in the team. Leaders who inspire others are more successful in gaining and maintaining buy-in.

- Real buy-in isn't just getting people to go through the motions.
- When you express your passion, others become more committed.
- People need to see how their efforts will contribute to success.

Being Expressive & Being Encouraging

When we talk about driving alignment with inspiration, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be expressive, and others are more reserved. Also, some leaders tend to communicate encouragement, while others tend to be more matter-of-fact. **In the context of inspiration,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being expressive and encouraging will help when people need to be inspired to commit to the vision.

Reserved ← — — ● — → Expressive

Christiaan, you probably don't worry about filtering your emotions, and when you're excited, your passion can be contagious. When people see your confidence about an idea, they're more likely to believe the vision is worthy of their attention. With your expressive approach, you help create a dynamic environment that brings up the group's energy level. Your willingness to share your emotions makes it easier for people to relate to you, and it also shows that you really care about the vision for the group.

Matter-of-Fact ← — — ● — → Encouraging

You probably have a natural interest in making people feel good about themselves and the work that they're doing. Most likely, you have an optimistic outlook, and others get the sense that if they work hard toward the vision, positive results will follow. As an encouraging leader, you may give people the courage to try new things and to find their inner strength when things get difficult. You tend to maintain a positive tone, and you make an effort to show support. Ultimately, your encouragement helps people focus on the positive aspects of their work rather than the challenges.

TURNING THE IMAGINED FUTURE CONDITION into REALITY

At the most basic level, execution is making the vision a reality. The leader must make sure that all conditions are in place so that everyone can do the work necessary to fulfill the vision.

Often people think of execution as something that happens at lower levels, while the leader sits in an office thinking up the big ideas. But the truth is that successful execution of a vision can't happen without the deep commitment and support of the leader.

EXECUTION is important because:

- It propels the development of concrete strategies.
- It makes the vision actionable.
- It gives people a sense of achievement.
- It fulfills the promise of the vision.

EXECUTION is for LEADERS AT ALL LEVELS

The role of the leader at every level is to make sure the strategies and people are in place for the vision to become a reality. However, certain aspects of this role may look different depending on where you are in the organization.

Your Role in Executing the Vision

Your position in the organization can affect how you participate in ensuring execution. Consider which of the following best describe your role in the process.

- More hands-on or less hands-on
- Advocating for resources or providing resources
- Creating strategy or following strategy
- Establishing culture or supporting the culture

Now let's look at each of the **three drivers** of execution: **Momentum, Structure,** and **Feedback.**

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Leaders often set the pace, so when they are too low-key, the group may lack the momentum needed to realize the vision. By being driven and proactive, leaders send the message that a brisk pace is important.

- Leaders often set an example when it comes to momentum.
- People tend to perform to the level of momentum that's expected.
- Without a sense of momentum, projects can stall out and fail.

Being Driven & Initiating Action

When we talk about driving execution with momentum, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be driven, and others are more low-key. Also, some leaders tend to initiate action, while others tend to be more reactive. **In the context of momentum,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being driven and initiating action will help create the momentum your group needs.

Low-Key ←————————————●————————→ Driven
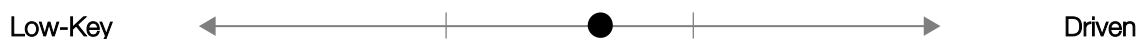
Christiaan, you are a somewhat driven leader who probably appreciates forward momentum. For the most part, you tend to have reasonable expectations of people, and they may sense that you're unlikely to force them to work too far beyond what they're comfortable with. However, more energetic pressure for results is often needed to get the best from your team. To take things to the next level, you may need to instill a stronger sense of momentum that inspires people not only to make rapid progress but to produce the best outcomes.

Reactive ←————————————————————●→ Initiating

As a leader who tends to initiate action, you identify fresh opportunities, call attention to areas for improvement, and introduce new projects. Your entrepreneurial spirit probably helps create a culture where being proactive is valued. In this kind of climate, people don't just wait for their next responsibility—they are constantly on the lookout for new ways to contribute. When a leader shows initiative, the group is more likely to grow and extend its reach rather than simply maintain the status quo.

Without appropriate processes, policies, and expectations in place, teams operate inefficiently and are less likely to execute on a vision effectively. To create structure, leaders need to make well thought out plans and analyze complex problems.

- To work productively, people need to know what is expected.
- Effective leaders respond to the structure needs of their teams.
- Structure helps produce predictable, reliable outcomes.

Providing a Plan & Analyzing In-Depth

When we talk about driving execution by providing structure, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to plan, and others like to improvise. Also, some leaders tend to analyze in-depth, while others tend to follow their first impressions. **In the context of structure,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward planning and analyzing in-depth will help when it's time to create the structure needed to execute well.

Improvise ●————————————————► Plan

Christiaan, you have a tendency to improvise and figure things out along the way. This can be beneficial in situations where preparation isn't possible, such as in emergencies or social situations. However, even if a lack of planning doesn't bother you, many people get very anxious when they don't have a well-defined structure to depend on. Without clear processes, your group can suffer considerable inefficiencies, redundancies, and frustrations that can threaten the successful execution of the vision.

Follow First Impressions ◄————————●————————► Analyze In-Depth

You fall on the middle of the scale between following your first impressions and doing in-depth analysis. Therefore, you probably have an appreciation for thinking through the implications of a decision and tend to be fairly comfortable with complex problems. However, because you're not highly analytical, you may not always scrutinize quite enough to uncover the causes of inefficiencies. You may be tempted to go with good-enough solutions to problems rather than explore the complex underlying issues.

To ensure that the vision is executed, leaders must provide both critical and positive feedback. When inefficiencies are evident, leaders need to speak up. And it's equally important to provide appropriate praise and recognition to keep people engaged.

- Feedback from leaders helps people know how they're performing.
- Leaders need to be willing to address problems head-on.
- Recognizing contributions encourages ownership and engagement.

Addressing Problems & Offering Praise

When we talk about driving execution by providing feedback, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to address problems, and others like to maintain harmony. Also, some leaders tend to offer more praise, while others tend to offer less praise. **In the context of feedback,** the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward addressing problems and offering more praise will help you be more effective with feedback.

Maintain Harmony ◄————————●————————► Address Problems

Christiaan, while you probably don't dread conflict, you may avoid it when possible. If the need to speak up about problems or give constructive criticism is obvious, you probably do so, but if it's a little less clear, you may prefer to let the issue work itself out. When you do decide to give difficult feedback, you probably express it in diplomatic terms to avoid unnecessary tension. As a leader, you might improve your effectiveness by discussing issues more actively. It's important to show others that problems will not go unaddressed.

Offer Less Praise ◄————————————————●——► Offer More Praise

You look for opportunities to compliment people and acknowledge their contributions. Because you're open with praise and recognition, people can tell when you appreciate their hard work, creativity, and loyalty. There are many benefits to this leadership quality. Overall, you probably create a motivating environment where people feel confident they will be rewarded if they execute the vision successfully. Furthermore, they may see you as a leader who really cares about their progress and well-being.

YOUR LEADERSHIP STRENGTHS

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your three strongest areas in the process of Vision, Alignment, and Execution.

Vision > Exploration > Prioritizing the Big Picture

Prioritize Details ← — — — — — — — ● → Prioritize Big Picture

You have the ability to step back and look at the big picture rather than getting caught up in all the details. You tend to have a broad perspective, which helps you recognize the relationships among different systems and ideas. Not only can you envision what might be possible, but you are also adept at spotting practices that might be outdated or are no longer working. Your colleagues probably appreciate that you:

- Think broadly about how all the pieces fit together
- Visualize how a particular idea might impact the future
- Notice when out-of-date systems are limiting success

Execution > Momentum > Initiating Action

Reactive ← — — — — — — — ● → Initiating

You like to initiate action and get new projects moving. Leaders like you don't sit around waiting for someone else to tell them what to do—they act. Because you're often so proactive, you help create a sense of momentum for others, and your colleagues probably appreciate that you:

- Provide an entrepreneurial spirit
- Encourage others to find new ways to contribute
- Create an environment conducive to initiative and growth

Vision > Boldness > Being Adventurous

Cautious ← — — — — — — — ● → Adventurous

You like adventurous ideas, and as a result, you probably create bold visions that capture people's imaginations. You often pursue opportunities that more cautious leaders would pass up, and this can give your group a competitive advantage. Your boldness might encourage people to take on new challenges that could lead to exciting outcomes, and others probably appreciate that you:

- Take chances in pursuit of success
- Display confidence in the capabilities of your team
- Focus on the potential rewards of adventurous ideas

Now that you have a better idea of your strengths as a leader, let's take a closer look at the three behavioral continua where you have the greatest opportunities for improvement.

1. Providing a Plan   2. Seeking Counsel   3. Exploring Implications

Execution > Structure > Providing a Plan

Improvise ◄——●————|————|————► Plan

Since you see yourself as having an inclination to improvise, you may need to spend more time planning in order to provide the structure that others need.

Tips for Improvement

- Recruit people who are good at planning to help you put together a blueprint for successful execution. Use the resources available to you, including colleagues, to ensure a solid system is in place.
- Work with your team to identify all of the details that need to be addressed. Write them down on slips of paper and place them in a proposed sequence. This will give you an outline for your plan.
- Don't expect the design to suddenly fall into place. Set some time aside each day for planning, and understand that providing a reliable structure for people will increase the likelihood of consistent results.

Case In Point

Evelyn's Example:
Evelyn liked to improvise, but her team wanted more concrete plans. With a new project on the horizon, she sought help from a colleague who was skilled at constructing clear processes. When she introduced the project to her team, people were observably relieved to have a solid plan in place.

Michael's Example:
Michael pulled some colleagues together to discuss his latest plan. After they laid out the necessary steps, he wrote each step on a separate notecard. They worked together to place the cards in a workable sequence, and when they reached consensus, Michael put the plan in writing and introduced it to the rest of the team.

How Can You Adapt Your Behavior to Become a Better Leader?

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Vision > Testing Assumptions > Seeking Counsel

Decide Independently ◄━●━━━━━━━━┿━━━━━━━┿━━━━━━━► Seek Counsel

Since you see yourself as having a tendency to process decisions independently, you may need to reach out more to others as you create a vision.

Tips for Improvement

- Make a list of all the people your decision will affect. Solicit feedback from as many of these people as possible, remembering that they might contribute valuable perspectives.
- Remember that people are usually flattered when asked for an opinion, so your colleagues will probably appreciate it when you seek their advice. Under these circumstances, it's more likely you'll gain helpful insight than harsh criticism.
- Establish a minimum number of people to run decisions by, and be sure to abide by your rule. Keep track of the positive outcomes that result from this guideline.

Case In Point

Evelyn's Example:
Evelyn had a solid idea, but she knew it would significantly affect her colleague, Joe. She worried that he might be critical of her idea, but she asked for his insight anyway. In the end, Joe's perspective helped refine the vision, and he was also the first person supporting her when it came time to seek others' buy-in.

Michael's Example:
Michael preferred making decisions independently, but in order to create a more well-rounded vision, he challenged himself to seek counsel from three colleagues whose judgment he trusted. In the process, the vision evolved into something Michael could never have produced on his own.

How Can You Adapt Your Behavior to Become a Better Leader?

How would your group and/or organization benefit if you were doing more of this behavior?

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Vision > Testing Assumptions > Exploring Implications

Push Forward ◀●————————|————————|————————▶ Explore Implications

Since you see yourself as having a tendency to move forward quickly, you may need to spend more time exploring implications as you create a vision.

Tips for Improvement

- Conduct a pilot study or a beta test. This will help give you a deeper understanding of the implications of the vision.
- View this process as a required step rather than a delay. Exploring the implications is necessary prep work, and it will increase your chances of producing a solid vision.
- Find people in your industry or organization who have pursued similar goals. Use their experience as a resource to deepen your understanding of the implications.

Case In Point

Evelyn's Example:
Evelyn was ready to move forward with a new vision, but a colleague urged her to survey key customers in order to obtain more insight. The results revealed a number of problems that she hadn't realized existed, and Evelyn recognized the value of testing her assumptions more thoroughly.

Michael's Example:
Michael had a great idea, but he knew he needed to test his assumptions before moving forward. He remembered that a similar system had been implemented in another department, and he decided to research their experience. Not only did he discover some valuable tips, but he also surfaced several potential limitations that he hadn't even considered.

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