

WORK OF LEADERS PROFILE



ASSESSMENT TO ACTION.

Pierre Dupont

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by Inscape Publishing



Everything DiSC Work of Leaders® provides a simple, compelling process that helps leaders get real results. The program improves self-awareness in key areas that will help you get better outcomes as a leader.

Where did Work of Leaders come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers 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, as opposed to 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** toward desired outcomes.
- ▶ The concepts in this report are relevant for **leaders at all levels**.
- ▶ Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity.
- ▶ All four DiSC styles **contribute to leadership success**, and most likely your strengths reflect **your own DiSC style**.
- ▶ Your report focuses on developing **preferred behaviors** that are based on **best practices**.
- ▶ The best practices are **context specific**, so the preferred behaviors will change depending 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 how you approach the most fundamental work of leaders: 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 by communicating with clarity, engaging in dialogue, and providing inspiration, so everyone is moving in the same direction.



EXECUTION

Finally, leaders need to champion execution through momentum, structure, and feedback, to enable the group to capitalize on its talents while making the vision a reality.

How is this report personalized to you, Pierre?

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

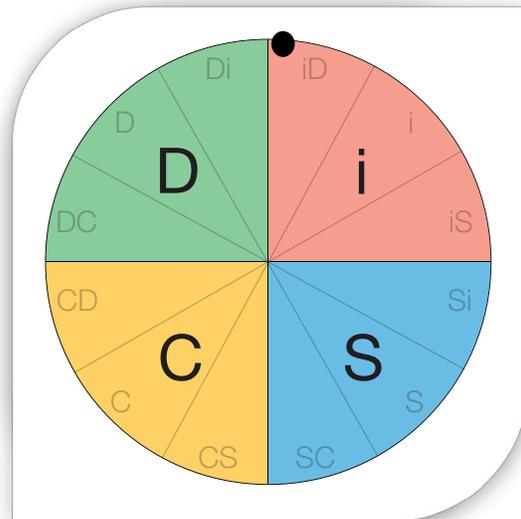
Your Dot

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.



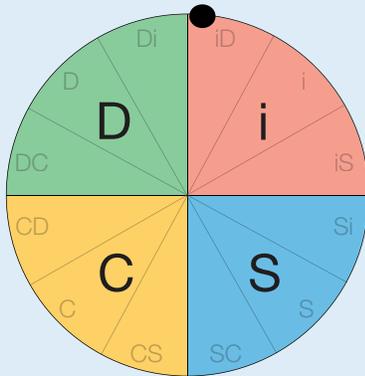
Close to the Edge or Close to the Center?

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 near the edge of the circle, so you are **strongly inclined** and probably relate 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. Similarly, 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 push hard to make sure your ambitions are met. 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 shut down other people. In fact, almost half of the 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.

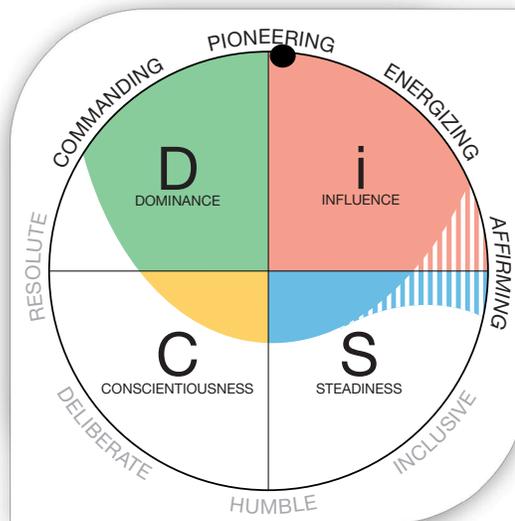
Pierre, your **most valuable contributions as a leader** may be your tendency to drive the group toward results, share your passion and energy, initiate innovative change, and keep things moving at a rapid pace. In fact, these are probably some of the qualities that others admire most about you.

Your Shading Expands the Story

Pierre, 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 stretches to include Affirming, which isn't characteristic of the iD style.



What Priorities Shape Your Leadership Experience?

► Being Pioneering

Pierre, leaders with your iD style are adventurous and tend to be open to exciting opportunities that could lead to immediate progress. You like to hit the ground running 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 pushy. Your outgoing nature may also help you build and maintain professional networks.

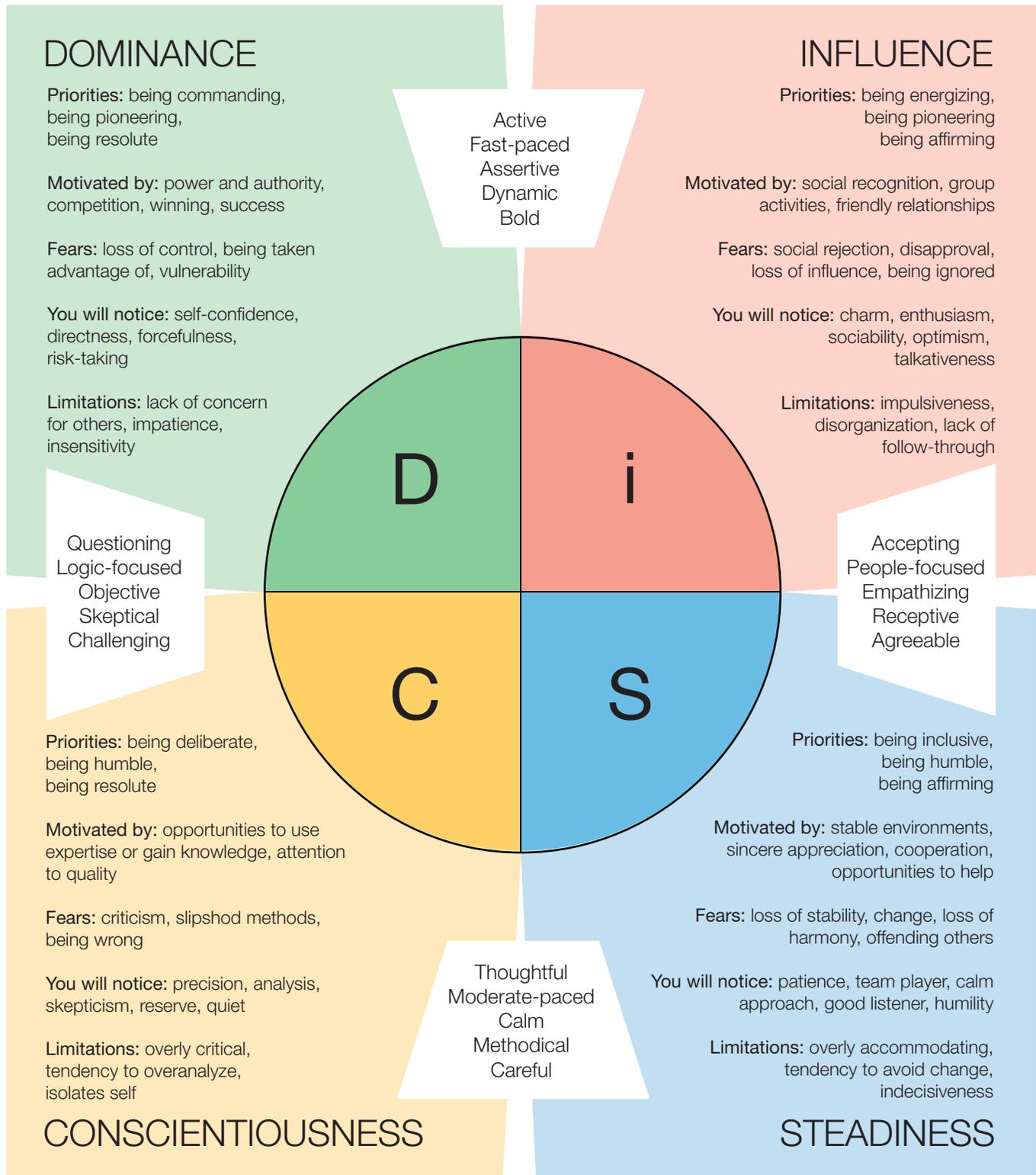
► Being Commanding

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 push themselves without coming across as too bossy or controlling.

► Being Affirming

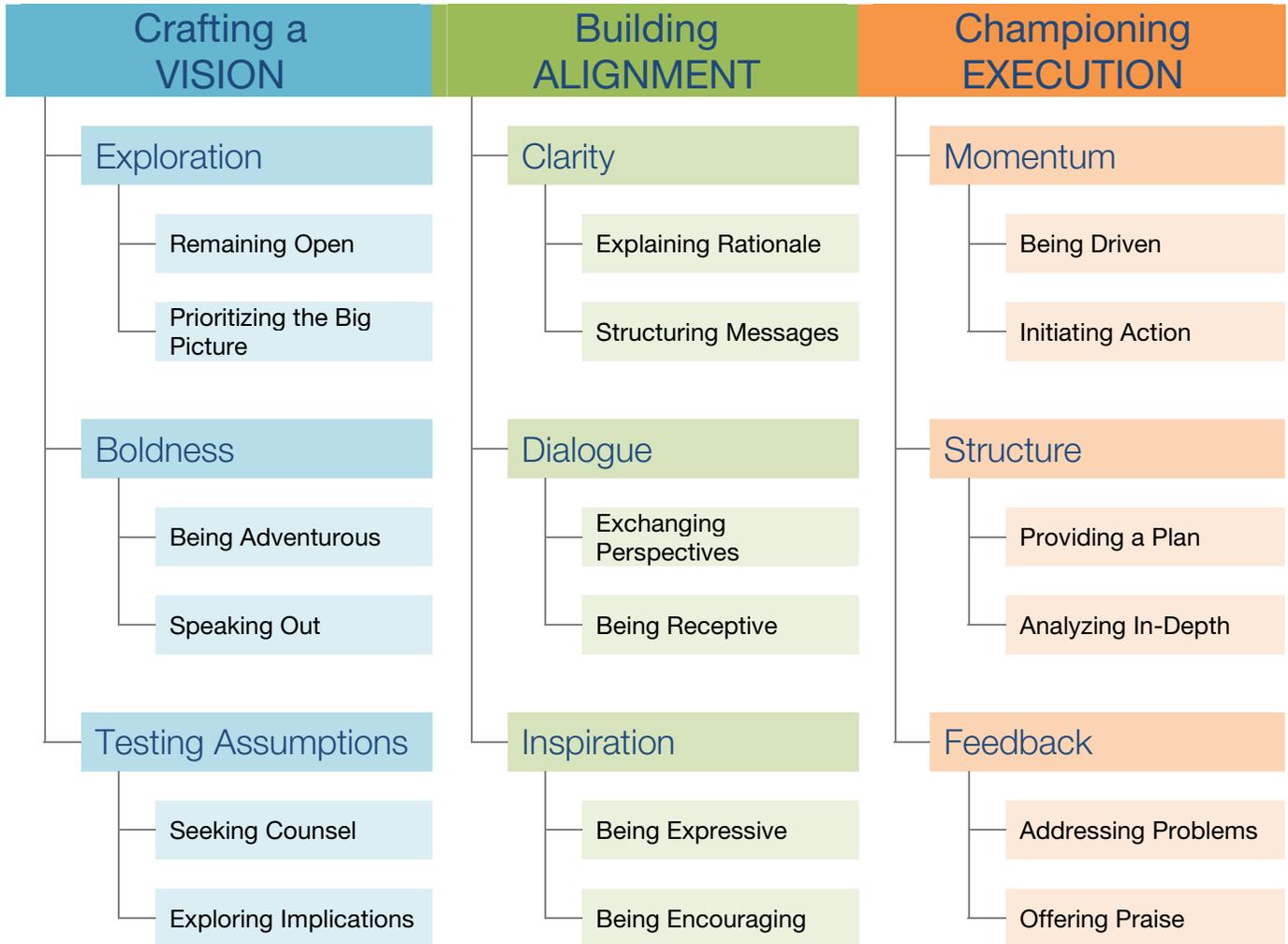
At the same time, you often focus on affirming others, which is not typical of your style. Your efforts to acknowledge and accommodate other people's ideas probably help create a warm environment where people feel safe to speak up and contribute. This friendly, collaborative approach to leadership may greatly increase the sense of team spirit.

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



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)



Vision is 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. However, in the context of this report, we will focus our discussion around the term “vision.”

VISION is important because:

- It **expands assumptions** about what can be done.
- It **provides purpose** for organizations, teams, and individuals (including the leader).
- It **drives** the development of specific, vision-supporting **goals**.
- It **unifies people**.



LEADERS AT ALL LEVELS help craft the VISION

While we think of vision as coming from the top down, crafting a vision is ideally a **shared process** that combines contributions from leaders at all levels. While visions may seem to spring full-blown from one person’s head, they are generally the result of ongoing efforts over a period of time by a larger group.

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

For example, the CEO’s vision for the organization may be, “We will grow from domestic leader in the industry to international leader in the industry within five years.”

A customer service manager within the same organization might have the following supportive vision: “Our customer service will grow to offer 24-hour support in six major languages in the next three years.”

Now that you have a better idea of what we mean by vision, let’s look at each of the **three drivers** of vision: **Exploration, Boldness, and Testing Assumptions**.



How Exploration Drives Vision

Although a great vision often sounds simple and elegant, a good deal of effort and insight has usually gone into developing it. There is a discipline to exploring new ideas that involves thinking at a big-picture level. It also involves 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.



Pierre, in general, you would rather have solid plans than leave things up in the air. When the goal is to explore new directions for your team and create a vision, your desire for closure may hold you back from the best ideas. You may be tempted to immediately reject those ideas that seem impractical or implausible. If you can’t quickly discern how an idea could be put into action, you may dismiss it. Furthermore, you may be tempted to quickly lock in on a feasible idea and start planning. As a leader, you owe it to the group to think as openly and creatively about the future as possible.



You fall on the middle of the scale between prioritizing the details and focusing on the big picture, so you are probably comfortable balancing both. The process of exploration, however, involves a high level of conceptual big-picture thinking. It requires entertaining theories about how the pieces *might* fit together or about patterns and trends that *might* affect your plans for the future. You may have to fight the temptation to get caught up in the concrete details of what is real and practical, because this can keep you from recognizing when outdated assumptions or practices are hindering your team or organization.

Since you see yourself as seeking closure and only moderately inclined to prioritize the big picture, you’ll need to avoid rushing toward the finish line and be a bit more intentional about looking beyond the details as you create a vision.



How Boldness Drives Vision

Creating a bold vision doesn't necessarily mean doing something on a big scale. But it does mean that the leader has a willingness to go out on a limb to champion bold new directions. Great leaders stretch the boundaries of what seems possible and challenge people to rise to the occasion.

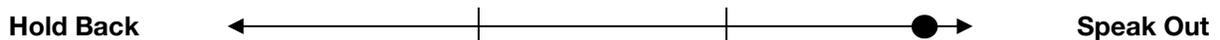
- Leaders don't make a big impact without being a little adventurous.
- People look to leaders for a compelling vision that excites them.
- Every great accomplishment begins with a bold idea.

Being Adventurous & 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.



Pierre, 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 fall short, 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.



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 put your credibility on the line, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to go out on a limb probably helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

Since you see yourself as adventurous and willing to speak out, you may already be doing a good job of creating a bold vision.



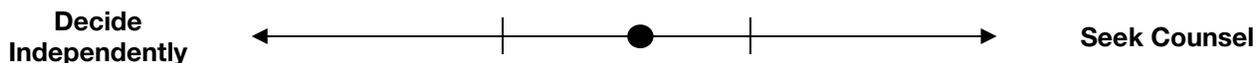
How Testing Assumptions Drives Vision

Creating a vision requires exploring ideas and being bold, but it's also crucial that the vision be grounded. Leaders can test their assumptions through several means, including seeking others' advice and doing more formal research. This is not about looking for support, but instead is about soliciting objective input and surfacing potential problems.

- 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.



Pierre, you may occasionally check in with people whose opinions you respect when you're faced with a major decision. You also may look to others for guidance when you're feeling particularly indecisive or are facing an issue on which you have little expertise. However, you may not make a regular practice of seeking counsel before making decisions. As a consequence, you may sometimes pass up opportunities to understand different perspectives as you check your assumptions.



You have a tendency to jump right into a project, and you may not always take the time to explore the implications by carefully examining your ideas. Leadership is often about pushing 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.

Since you see yourself as having a tendency to push forward and only moderately inclined to seek counsel, you may need to reach out to others a bit more and focus on exploring implications as you create a vision.

ALIGNMENT is 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 that you have a better idea of what we mean by alignment, let's look at each of the **three drivers** of alignment: **Clarity, Dialogue, and Inspiration.**



How Clarity Drives Alignment

When communicating with others, it's important to deliver a rational, structured message. Some leaders have trouble translating their great ideas into words. Others struggle to stay on topic or fail to relay the most important points. When people don't understand your vision, how can you expect them to get on board?

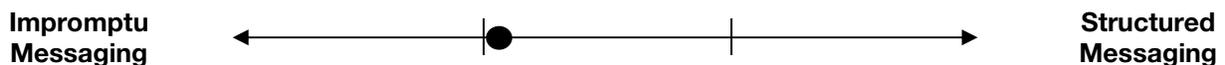
- Clear communicators explain the reasoning behind their ideas.
- When people understand a message, they can more easily buy in.
- Consider thinking the message through all the way to the end.

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.



Pierre, you probably draw a bit from both intuition and reasoning when communicating. There are some definite advantages to this approach. However, when it's time to get people aligned, it's most important to explain the rationale for the vision. If you rely too much on your personal experience and insight, you may not always communicate your ideas with clarity. As a leader, you need to give people the data and background necessary to understand why the vision is in the best interest of the group and your organization.



You fall on the middle of the scale between delivering impromptu messages and delivering structured messages. To communicate clearly, leaders need to take time to prepare a message that includes all the necessary details while also sticking to the main point. You're probably capable of this, but you may also feel comfortable improvising on the fly. To communicate most effectively during alignment, take the time to fully develop and organize your thoughts before conveying your message. Remind yourself that people need to clearly understand the vision before they can buy into it.

Since you see yourself as only moderately inclined to explain your rationale and deliver structured messages, you may need to be a bit more intentional about providing the clarity that others need.



How Dialogue Drives Alignment

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue about the “who,” “what,” “why,” “where,” “when,” and “how” questions. When leaders involve others in two-way conversations like this, 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.



Pierre, because you tend to be more directive when communicating, you probably don't focus on soliciting others' opinions and input. This can be a positive thing when you need to deliver a straightforward message, but when it comes to gaining alignment around a vision, a participatory approach is often more effective. When you communicate the vision without inviting people to respond, they may think their perspectives or concerns don't matter. And if they don't feel like they're part of the process, engagement and morale can suffer.



You tend to strike a balance between being challenging and receptive. People probably feel they can bring certain questions and concerns to you without fear of having their ideas criticized or ignored. However, because you aren't consistently receptive, people may hesitate to bring up sensitive concerns, even if they are asked. When it's time to gain buy-in for the vision, showing receptivity to people's ideas and opinions can go a long way. People want know that their words will be met with an open mind when they decide to speak up.

Since you see yourself as inclined to present information and only moderately receptive to ideas, you may need to focus on exchanging perspectives and being a little less challenging to provide the dialogue that others need.

Execution is 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 in the trenches, 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 that you have a better idea of what we mean by execution, let's look at each of the **three drivers** of execution: **Momentum**, **Structure**, and **Feedback**.



How Momentum Drives Execution

Leaders often set the pace for the group, so when they tend to be too low-key, people may not feel the sense of momentum that's needed to realize the vision. By being driven and proactive—and also by acknowledging others who take initiative—leaders send the message that getting things done at a brisk pace is important.

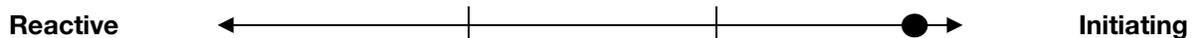
- Leaders often set an example when it comes to momentum.
- People tend to perform to the level of momentum that's expected.
- Without a sense of momentum, projects can stall out and fail.

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.



Pierre, creating a sense of momentum is probably second nature to you. Because you like to make rapid progress, you may grow restless when energy seems to lag. As a leader, you tend to create a culture with a substantial focus on results. This keeps people on their toes and provides a sense of drive and a competitive spirit. You tend to root out complacency and inaction, and you expect people to strive to succeed, even it means going beyond their comfort zones. By creating a sense of momentum for others, you encourage them to push themselves to do their best.



As a leader who tends to initiate, you identify fresh opportunities, call attention to areas for improvement, and kick off 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.

Since you see yourself as driven and initiating, you may already be doing a good job of providing a sense of momentum.



How Structure Drives Execution

To execute on a vision effectively, leaders need to ensure that people have enough structure to follow. Without appropriate processes, policies, and expectations in place, teams operate inefficiently and are less likely to create high-quality outcomes. To create structure, leaders need to make well thought-out plans and analyze complex problems.

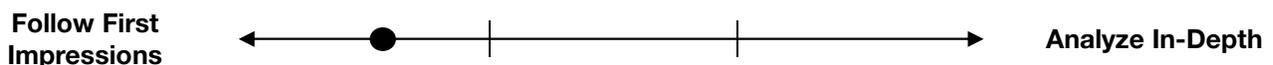
- To work productively, people need to know what is expected.
- Effective leaders respond to the structure needs of their teams.
- Structure helps to produce predictable, reliable outcomes.

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.

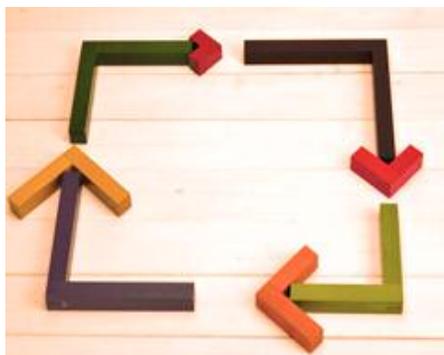


Pierre, not only do you like to have a plan in place, but you often think ahead several steps from where you currently are. You lay out a path for how things should be done, and you set clear expectations and concrete deadlines for others. Because you value being organized, you tend to provide a level of order and planning that gives others a sense of stability. In fact, you probably feel that it's your responsibility as a leader to create processes and policies that others can follow to ensure execution of the vision.



While you like to have a plan in place, you tend to develop processes by following your first impressions rather than analyzing deeper trends and patterns. You might not push yourself to truly understand the root causes of problems or investigate all the implications of a decision. You may prefer to make a quick decision and move ahead rather than explore the complex underlying issues. This certainly can save time when you're trying to move rapidly, but it might prevent you from creating the kind of robust structure that leads to long-term efficiency.

Since you see yourself as having a tendency to plan but also to follow your first impressions, you may need to spend more time analyzing in-depth to provide the structure that others need.



How Feedback Drives Execution

In order to ensure that the vision is executed, leaders must provide both critical and positive feedback. When inefficiencies and complications are evident, leaders need to be willing to speak up. And, when people are performing well, it's equally important to provide the appropriate praise and recognition to keep everyone 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.



Pierre, 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 couch it in diplomatic terms to avoid unnecessary tension. As a leader, you might improve your effectiveness by putting issues on the table more actively. It's important to show others that problems will not go unaddressed.



While you probably give praise for exceptional work, you may not go out of your way to look for opportunities to recognize others. Chances are that you don't object philosophically to giving recognition, but perhaps it's just not at the top of your mind. At times, you may miss out on opportunities to boost morale in your group when smaller achievements go unrecognized. Keep in mind that positive reinforcement can go a long way toward keeping people motivated while executing on the vision.

Since you see yourself as only moderately inclined to address problems and offer praise, you may need to be a bit more intentional about providing the feedback that others need.

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. Take a moment to read and reflect on how to maximize your use of these strengths in your current role.

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

Vision > Boldness > Speaking Out

Hold Back



Speak Out

You're not afraid to say what you think, and as a result, you are likely to champion a bold vision. You're willing to take chances socially, even if it means sharing ideas that might put your credibility on the line. You may often step forward with thoughts and theories that others would hold back, and this can have a big impact. People probably appreciate that you:

- Set an example for others to be bold
- Show your passion by putting your credibility on the line
- Speak up with possibilities that excite the team

Execution > Momentum > Being Driven

Low-Key



Driven

Because being driven comes naturally to you, you probably create a fast-paced culture where people put pressure on themselves to perform. Leaders like you provide real momentum for the entire group. As a result, the people you work with are likely to respond to your sense of urgency, and they might also appreciate that you:

- Contribute a sense of energy and a competitive spirit
- Provide a focus on timely results
- Keep the group from becoming complacent or stagnant

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. Remaining Open 2. Analyzing In-Depth 3. Exploring Implications

Vision > Exploration > Remaining Open

Seek Closure



Remain Open

Since you see yourself as inclined to seek closure, you may need to avoid rushing toward the finish line as you explore new ideas to create a vision.

Tips for Improvement

- Don't reject an idea because you aren't sure how it will be implemented. Getting caught up in logistics at this point can keep you from exploring a full range of possibilities. Remember that there will be time for planning and problem-solving later in the process.
- Resist the temptation to run with the first acceptable idea you generate. Make a conscious effort to come up with at least five different ways to achieve the same goal.
- Allow yourself an adequate amount of time to brainstorm, and don't expect an immediate payoff. Remind yourself of the value of exploration by seeking out examples of leaders who have succeeded by remaining open to the possibilities.

Case In Point

Evelyn's Example:

During a meeting, Evelyn got so attached to a promising idea that she wanted to move ahead with it. However, the rest of the group continued brainstorming, and eventually, an even better idea emerged. Evelyn realized that her desire for closure almost prevented the best possible outcome from happening, and this made her more aware of the value of keeping an open mind.

Michael's Example:

Michael set aside some time each week for brainstorming. Even if he had what seemed to be a good idea, he would continue to play with the concept for the allotted time to make sure he came up with a range of possibilities and ways to see the situation. Over time, this commitment to exploration helped him develop a successful vision.

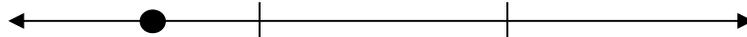
How Can You Adapt Your Behavior to Become a Better Leader?

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.

Execution > Structure > Analyzing In-Depth

Follow First Impressions



Analyze In-Depth

Since you see yourself as inclined to follow your first impressions, you may need to spend more time analyzing in-depth to provide the structure that others need.

Tips for Improvement

- Work to identify potential problems before they arise. If you do hit a snag, make sure you fully understand the problem before you move on.
- Think through all of the implications and contingencies associated with your decisions. Doing an in-depth analysis can give you a better handle on the moving parts in your plans.
- Solicit help from a colleague who thrives on analysis and problem solving. Together you can work to devise a solid system that will lead to efficiency and success.

Case In Point

Evelyn’s Example:

Evelyn was generally comfortable with her first impressions, and she found it tiresome to engage in deep analysis. However, she wanted to make sure her plan had enough structure, so she asked her colleague, Dennis, to help her work through the complexities. Because Dennis was more comfortable with analysis, he helped her dig deep and unearth some complications that she had overlooked.

Michael’s Example:

Even though Michael had spent time analyzing the plan, an unexpected difficulty emerged. He was aware of a quick fix that might be sufficient, but he wanted to make sure the problem was completely resolved before moving on. In order to find the exact cause of the problem, he suspended the process to allow more time for in-depth analysis.

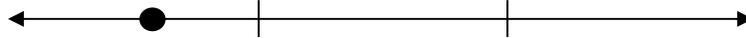
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Vision > Testing Assumptions > Exploring Implications

Push Forward



Explore Implications

Since you see yourself as having a tendency to push forward, 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 surfaced 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 pushing 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 roadblocks that he hadn’t even considered.

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

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