



# Leader Focus

Viewing Leadership Through the Right Lens

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# Introduction

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**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



87

### Power



81

**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

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## 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 will likely bounce back easily from setbacks and seem confident in your ability to succeed, but may not demonstrate a strong sense of urgency.

## Qualities

### Ambition



87

### Power



81

## 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 may see you as a "diplomat". Although you are willing to provide critical feedback and difficult messages, you are also considerate of others' feelings. Your strong interest in helping others, giving back, and supporting your team may result in a tendency to prioritize team harmony and cohesion over personal responsibility for results. When dealing with sensitive people problems, you tend not to overreact and typically seem mature and emotionally in control. However, you may also tend to dismiss critical feedback from others.

## Qualities

### Interpersonal Sensitivity



60

### Altruistic



94

## Development Tips

- Remember that managing your staff is different from being friendly with them. Maintaining a proper balance is key to successful management.
- You seem able to communicate difficult messages in a tactful but accurate manner. As a leader, this balance in communication style. Make changes if your messages begin to come across as too "soft" or too hard.
- Take steps to show your staff that you are attentive to their individual needs and the overall team morale. Your responsiveness to key indicators will increase your team members' trust in you.

## Unconscious Biases

- You seem to care about the welfare of your staff and probably find opportunities to develop your team. Remember that you may need to draw lines with direct reports who do not respond to coaching or development.
- One of your strengths as a leader is your concern for staff growth and well-being. Try to seek out development activities that will allow your direct reports to grow, but also be ready to hold them accountable for their performance.
- Keep in mind that others may try to take advantage of your considerate management style. Realize when it is time to take corrective action with team members who consistently fail to meet expectations.





# Process Leader



LOW

HIGH

Others likely perceive you as organized, compliant, and disciplined about process. Although people will appreciate your operational skills, you may also seem inflexible and overly focused on details. You seem to enjoy taking risks and testing certain limits. You also seem unconcerned about job security and comfortable with rapid change even when others find it stressful. When working on important tasks or projects, you should seem calm under pressure and maintain a positive attitude when problems arise, but may minimize your mistakes.

## Qualities

### Prudence



### Security



## Development Tips

- Your strengths include being thorough and attentive to detail. These important strengths can become a problem, however, if you micromanage your staff. Be sure you empower them to do their jobs.
- Plans almost always change, and change is part of organizational life. As a leader, you must be ready to manage change. Identify someone in your organization who seems comfortable with change and learn from him/her.
- You will rarely have enough information to make the best possible decision. Effective management is about making the best decisions with the information you have. Make a list of what you need to know and then act.

## Unconscious Biases

- You seem unafraid of risks and willing to take on challenging projects. Even though you have a high tolerance for uncertainty, it is important to be sure your staff is on board with important decisions before moving forward.
- As a leader, you will tend to create a flexible work environment that encourages trying new methods and questioning old procedures. Make sure you implement changes gradually, rather than trying to change several things at once.
- You may tend to resist organizational rules that impede your effectiveness. Because you are an example for your staff, carefully determine which rules are important and which can be safely bent.





# Thought Leader



LOW

HIGH

People in your organization likely view you as a pragmatist. Although others will appreciate your originality, you may seem to become easily bored with the details of implementation. 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 evaluating new ideas, you typically assume that things will go well, and tend to minimize the risks and the possibilities of failure.

## Qualities

### Inquisitive



91

### Aesthetics



37

## Development Tips

- Innovation is an essential component of successful leadership. However, not every task needs a novel solution. When solving problems, try to determine whether an acceptable solution already exists.
- You seem to enjoy thinking more about strategic, long-range issues and find tactical problems a bit boring. Make considering the short term effects of decisions a consistent part of your problem-solving process.
- Make sure you have a sound rationale for your ideas and present it carefully. You need to sell your ideas to others to ensure their commitment and support. Ask colleagues for feedback on how well you are communicating your vision with others.

## 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 an active and vigorous communicator. Although your proactive communication style will serve you well, you may sometimes seem to confuse activity with productivity, and you may not always listen well. 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 networks, you will seem appropriately self-confident, but perhaps too trusting about others' intentions.

## Qualities

### Sociability



### Affiliation



## Development Tips

- You seem to enjoy interacting and working with others. Be sure to practice active listening and to set aside time for your own work. Effective leaders move back and forth easily.
- Be aware that your high energy and strong social presence may overwhelm peers and subordinates. Be sure to give others a chance to speak, solicit their opinions, and practice active listening skills by remaining quiet while you wait for others to contribute.
- You probably communicate with many people across your organization, and this is a hallmark of successful leaders. Be sure to leverage your many relationships to help your team get things done.

## 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

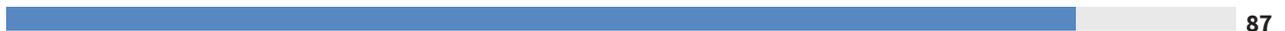
Others will observe that you enjoy learning thoroughly, stay up-to-date on industry trends, and have well-informed opinions. People will likely see you as bright and well-informed, but possibly pedantic at times. When evaluating past experiences, you seem to prefer to make decisions using rational, analytical, data-based methods. Although this is likely to result in high-quality decisions, others may become impatient with your careful analytical style. You seem to be a person who makes confident decisions, who tends not to worry about past mistakes, and may miss opportunities to learn from them.

## Qualities

### Learning Approach



### Science



## Development Tips

- Your interest in staying informed and up-to-date with business trends will enhance your effectiveness. However, avoid seeming to have all of the answers, and allow your staff to solve problems on their own when appropriate.
- As a leader, you seem likely to build a rich learning environment for your team. Try to add variety in the learning opportunities you offer. For example, hold information sessions, after action reviews following important projects, or regular discussions of an important topic in your business unit.
- You seem likely to encourage frequent staff development opportunities, remember that people learn differently. Try to allow for hands-on training opportunities in addition to more traditional, classroom-style learning activities.

## Unconscious Biases

- Because you are curious and analytical, you may have trouble making rapid decisions by insisting that you need more data or better analytical methods. Learn to appreciate when you have enough information to make a decision.
- Although you may enjoy problem solving analyses, not all people enjoy data analysis. Try to appreciate other methods of problem-solving and remember that people with differing styles can contribute as well.
- You will be most satisfied working in organizations that value using the latest thinking, technology, and analytical strategies to do their work. Understand that intuitive and experience based approaches offer real value at times.

