

# Work of Leaders Profile

**David Kennard**

Thursday, May 27, 2021

This report is provided by:  
Lee Kricher



WILEY

# Introduction

## WELCOME TO WORK OF LEADERS®

*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.



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



Leaders build alignment by communicating with clarity, engaging in dialogue, and providing inspiration, so everyone is moving in the same direction.



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.

# Your DiSC® Overview

## YOUR DOT

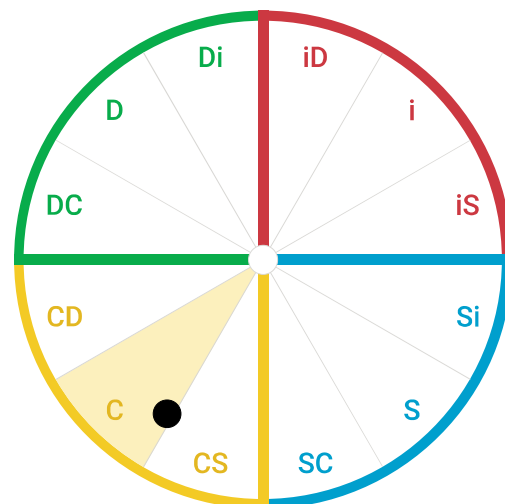
**This report is personalized to you, David.** In order to get the most out of your Everything DiSC Work of Leaders® Profile, you'll need to understand your personal map.

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: C

Your dot location shows your DiSC style. **Because your dot is located in the middle of the C region, you have a C 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 C style.**

## WHAT'S NEXT?

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 C Style

## YOUR DOT TELLS A STORY:

**Because your style is C,** you have a natural desire to be seen as a reliable, well-organized leader. You probably have a commitment to accuracy and careful analysis, and you make sure to get to the bottom of problems before you propose solutions.

Most likely, you'll go to great lengths to ensure high quality and accurate outcomes. In fact, this might be the **first thing people notice about you**. You don't just assume that things will work out. Rather, you demand preparation that requires everyone to do the necessary homework. To you, being over-prepared is much better than risking failure, so you promote disciplined analysis in the organization and substantiate your ideas with data and facts. This not only builds your credibility, but it's also likely to help you produce solid outcomes.

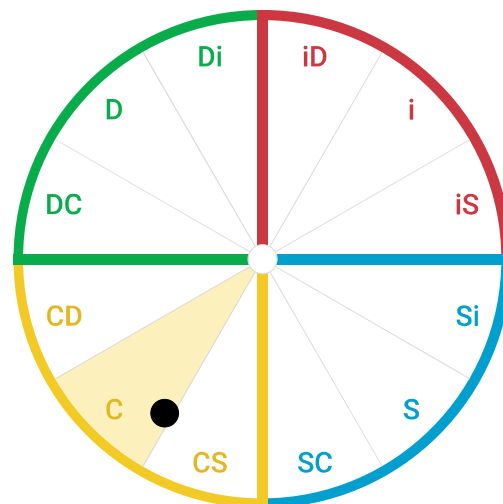
**Like other leaders with the C style,** your desire for accuracy compels you to take a cautious approach. You want to have a high level of certainty before making decisions, so you probably shy away from risky ideas. You gravitate toward stable environments that allow time to gather information and make well-informed decisions. Keeping the group confined to safe, well-known parameters assists you in your effort to control all the variables, thereby reducing the chance of errors or flaws.

Personal competence matters to you, and you value being seen as an expert. Therefore, if you're going to be associated with a plan or a solution, you want to make sure it's of the highest quality. In fact, our research shows that leaders with your C style are rated highly on their willingness to question processes that don't seem logical. As a result, you bring a good deal of skepticism to the table when others present their ideas.

In surveys, leaders with the C style also get high marks for being knowledgeable and analytical. You have a desire for objectivity and strive to identify the most logical course of action. Most likely, you find it gratifying to solve problems, especially when they are particularly challenging or ambiguous. You enjoy sorting through the chaos to establish an elegant order, or working through a process to find the right answer. To you, coming up with the best solution is its own reward.

Leaders with the C style form and deliver clear messages. You speak with measured precision, focusing on specifics and choosing your words carefully, so there's probably little confusion over what you're trying to say. At the same time, your detached approach can leave people wondering whether you disapprove of them or their work. This lack of expressiveness can also be costly when it's time to get people aligned. The most common change that followers, peers, and managers of leaders with the C style request is to be more active about rallying people around goals.

**David, your most valuable contributions as a leader** may be your tendency to separate emotions from facts, question ideas that seem illogical, provide evidence for your arguments, and work tirelessly to get things done right. In fact, these are probably some of the qualities that others admire most about you.



# Shading & Priorities

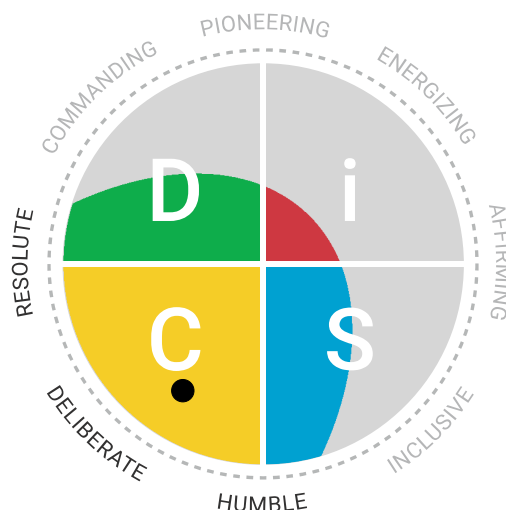
## YOUR SHADING EXPANDS THE STORY

David, 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 C style have shading that touches Deliberate, Humble, and Resolute. Your shading is characteristic of the C style.



## WHAT PRIORITIES SHAPE YOUR LEADERSHIP EXPERIENCE?

### Being Deliberate

David, leaders with your C style tend to create stable environments where people have the time to make careful decisions based on facts and logic. Quality outcomes are important to you, so you weigh your options critically before acting. Because you expect excellence, you probably promote a culture where disciplined analysis is valued and rash decisions are frowned upon.

### Being Humble

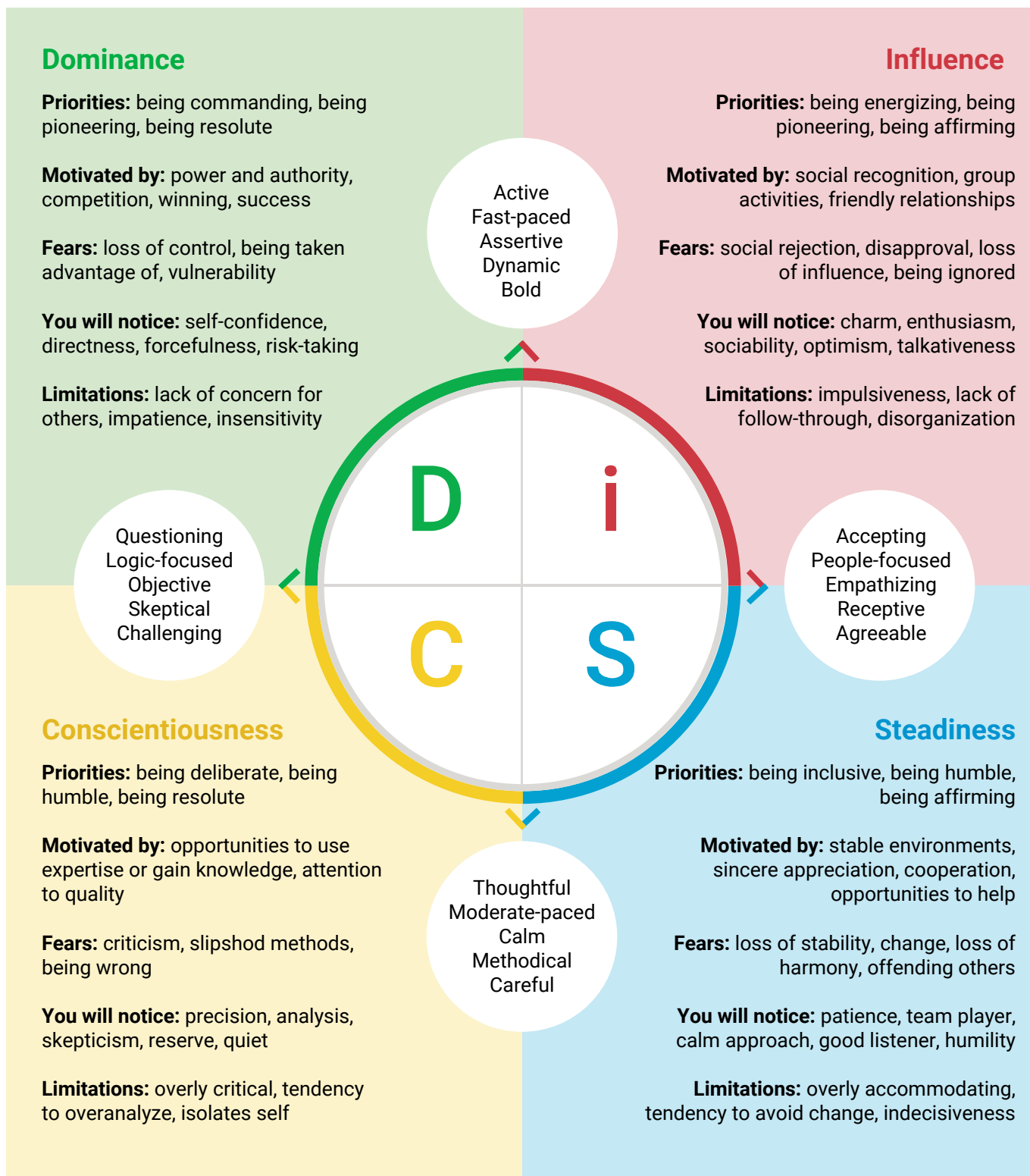
As a leader who values rational decision making, you focus on logic and make choices without letting your ego get in the way. You probably come across as modest, and people are likely to see your decisions as unbiased. Furthermore, because you maintain your composure and don't get carried away with personal grudges, others probably trust that you're acting in their best interests.

### Being Resolute

Leaders with your C style often insist on finding the most effective methods to get the job done. In your quest for efficient solutions, you're likely to analyze ideas thoroughly, determined to understand all angles of a given situation. Your questioning nature and high expectations for quality often help you uncover potential problems upfront and ensure that all questions are answered before moving ahead.

# Overview of DiSC®

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



# Vision, Alignment, & Execution

## 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)



# What is “Vision”?



**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**.



# Vision > Exploration

## 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.

Seek Closure



Remain Open

David, 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.

Prioritize  
Details



Prioritize Big  
Picture

You have a tendency to be practical and to focus on the details—“what *is*” versus “what *might be*.” You like to base your opinions on objective facts and past experience. Because the process of exploration involves a high level of big-picture thinking, it may seem impractical to you. Effective exploration requires entertaining theories about how the pieces *might* fit together or about patterns and trends that *might* affect your plans for the future. If you only focus on what is real and practical, you may lack the perspective to recognize when outdated assumptions or practices are hindering your team or organization.

Since you see yourself as seeking closure and prioritizing details, you'll need to challenge yourself to remain open and to spend more time on the big picture as you explore new ideas to create a vision.

# Vision > Boldness

## 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.

Cautious ● ● ● ● ● Adventurous

David, you tend to create a stable, secure environment for the people you lead. Because you want to avoid any major errors, you probably avoid adventurous visions that pose too many risks, preferring to have as much information as possible before making decisions. The downside to this caution is that you may limit the growth potential of your team. If you're not taking chances, it may be difficult for your group to remain competitive.

Hold Back ● ● ● ● ● Speak Out

You tend to hold back rather than speak out. You don't have the need to seek the spotlight or speak your mind no matter the consequences. There are obvious benefits to this approach, but in the context of creating a vision, it's important to speak up with bold ideas. Because you don't want to put your credibility on the line, you may be unlikely to propose unconventional ideas, even if they hold great appeal to you. As a leader, you need to be willing to draw attention to yourself in the quest for a bold vision.

Since you see yourself as cautious and inclined to hold back, you may need to be more adventurous and voice your daring ideas in order to create a bold vision.

# Vision > Testing Assumptions

## 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.



David, you recognize that other people bring fresh perspectives, so you tend to seek counsel before making decisions. In your mind, it makes sense to take advantage of the experience and knowledge of other people as you develop a vision. By gathering advice from people whose opinions you respect, you increase the likelihood of creating a vision that will work for your group. Consulting with others helps you define your ideas more clearly, and it also goes a long way when it comes to gaining buy-in.



You are inclined to explore the implications of a vision carefully and to do the evaluation necessary to test your assumptions. Leaders like you recognize that even when you are eager to move quickly, it's important to do your homework to make sure that everything adds up. By taking the time to examine your ideas, you ensure that the vision aligns with your organization's mission and that your assumptions about what might be possible are in line with reality.

Since you see yourself as having a tendency to seek counsel and explore implications, you may already be doing a good job of testing your assumptions as you create a vision.

# What is “Alignment”?



**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.**

# Alignment > Clarity

## 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.

Offer Intuition



Explain Rationale

David, 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 tend to structure your messages, and this probably helps you communicate a vision with clarity. You're intentional about how much detail to include, and you tend to keep distractions from your main message to a minimum. Leaders with your structured communication style usually take the time to fully develop and organize their thoughts before conveying them. Because you only include the key points and deliver them as clearly as possible, people are more likely to understand you, and this is an important step toward gaining buy-in.

Since you see yourself as inclined to explain your rationale and structure your messages, you may already be doing a good job of providing the clarity that others need.

# Alignment > Dialogue

## 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.

Present  
Information



Exchange  
Perspectives

David, when conversing, you often encourage people to comment or ask clarifying questions. Rather than presenting information in a way that suggests no room for discussion, you gain people's alignment by going out of your way to solicit their opinions and feedback. Since most of your decisions as a leader affect everyone in your group, a two-way exchange of perspectives is likely to make people feel included and engaged.

Challenging



Receptive

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 to know that their words will be met with an open mind when they decide to speak up.

Since you see yourself as inclined to exchange perspectives but only moderately receptive to ideas, you may need to be a bit less challenging when people give input in order to provide the dialogue that others need.

# Alignment > Inspiration

## HOW INSPIRATION DRIVES ALIGNMENT

How do leaders get people truly excited to start a new project or initiative? They inspire others by painting an exciting picture of the future, sharing their own passion, and showing confidence in the team's ability to succeed. Leaders who are able to inspire others in this way are much 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 get on board with the vision.

Reserved ●—————|—————●—————|—————|—————● Expressive

David, you may not see yourself as highly expressive, but you probably show your enthusiasm when it seems appropriate. You may not feel the need to constantly share your emotions, and this is perfectly acceptable most of the time. When it comes to gaining alignment around a vision, however, you may want to dial up your expressiveness. Perhaps you don't feel entirely confident speaking with passion, but if it's not clear to others that you're excited about the vision, it will be more difficult to get them on board.

Matter-of-Fact ●—————|—————●—————|—————|—————● Encouraging

You probably provide encouragement to others when you spot a specific need for it. For example, you may concentrate more on encouraging those who are down rather than making a point to provide steady encouragement. Because you don't tend to place a heavy focus on this kind of support, you may miss out on opportunities to inspire others to try new things or help people find their inner strength when things get difficult. When it comes to gaining alignment around a vision, you may find it more effective to show more support by maintaining a consistently positive tone.

Since you see yourself as only moderately expressive and encouraging, you may need to be a bit more intentional about providing the inspiration that others need.

# What is “Execution”?



**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.**



# Execution > Momentum

## 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.

Low-Key ●—————|—————|—————● Driven

David, 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 if 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.

Reactive ●—————|—————|—————● Initiating

You're halfway between reactive and initiating, so while you probably pursue irresistible opportunities, you may not be particularly entrepreneurial. You may get caught up with current demands and not see an urgent need for seeking out new initiatives. Leaders who make a point to initiate action tend to see it as an exciting challenge rather than a burden. To create a culture where being proactive is valued, you may want to place more emphasis on initiating change and focusing on growth when executing the vision.

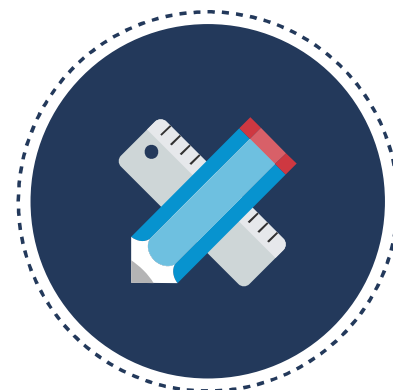
Since you see yourself as driven but only moderately initiating, you may need to originate more action to provide a sense of momentum.

# Execution > Structure

## 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.

Improvise ● ————— ●● Plan

David, 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.

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

You tend to take time to dig deep and analyze the complex issues surrounding systems and policies. By thinking through all of the implications and contingencies associated with a decision, you get a better handle on all of the moving parts. You can anticipate problems, and you aren't afraid to do the messy, oftentimes consuming work of analyzing root causes. When necessary, you're probably willing to stop progress to make sure that a problem is really understood before moving on.

Since you see yourself as having a tendency to plan and analyze in-depth, you may already be doing a good job of providing the structure that others need.

# Execution > Feedback

## 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.

Maintain  
Harmony



Address  
Problems

David, 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.

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.

Since you see yourself as offering plenty of praise but only moderately inclined to address problems, you may need to spend a bit more time providing constructive criticism to ensure that things run smoothly.

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

## ● Execution > Structure > **PROVIDING A PLAN**

**Improvise** ●—————●● **Plan**

Your ability to plan ahead probably goes a long way toward providing structure for your group. You foresee potential problems and ensure that people have what they need to succeed. By creating a framework for execution, you provide people with the security they need to realize the vision, and they probably appreciate that you:

- Set clear processes, policies, and expectations
- Provide a framework and a sense of order
- Think ahead and set concrete deadlines

## ● Alignment > Clarity > **STRUCTURING MESSAGES**

**Impromptu Messaging** ●—————●● **Structured Messaging**

You deliver information in a structured manner. You probably spend time developing your message ahead of time, so you're able to focus in on key ideas. Your organized, succinct communication style increases the likelihood that others will grasp your message, and this can serve you well when you're working toward alignment. Your colleagues probably appreciate that you:

- Organize your thoughts so they are easy to follow
- Keep to the main points of your message
- Deliver messages that don't prompt questions or confusion

## ● Vision > Testing Assumptions > **EXPLORING IMPLICATIONS**

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

You are inclined to analyze things carefully and explore the implications when developing a vision. You probably employ a variety of methods to test your assumptions, and this gives you a better understanding of whether your ideas will pan out. By doing formal research, you increase your chances of producing a successful vision, and others probably appreciate that you:

- Analyze your ideas fully
- Prevent potential roadblocks by doing your homework
- Are likely to craft a vision that can become reality

# Your Leadership Challenges

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: **Remaining Open, Prioritizing the Big Picture, Being Adventurous.**

● 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 pay-off. 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.

# Your Leadership Challenges

● Vision > Exploration > **PRIORITIZING THE BIG PICTURE**

Prioritize Details



Prioritize Big Picture

Since you see yourself as detail focused, you may need to spend more time on the big picture as you explore new ideas to create a vision.

## TIPS FOR IMPROVEMENT

- Create a list of potential problems and concerns, and then set it aside. By putting the details in a “parking lot,” you’ll have more freedom to explore the big picture and the security of knowing you’ll have a chance to fix the particulars later.
- Write down the broad purpose of your work and physically post it in a place that’s easy to reference. That way, you can keep the big picture in mind when you’re generating new ideas.
- Don’t be too narrow or specific in your thinking. Step back and consider all the different ways an objective could be accomplished.

## CASE IN POINT

### Evelyn’s Example:

*Evelyn kept getting bogged down in logistics, and this prevented her from fully exploring the big picture. When she became too caught up in the details, she started jotting them down and then physically setting them aside. This kept her focused on the more theoretical and abstract world of ideas.*

### Michael’s Example:

*Michael often got so immersed in the day-to-day functions of his own team that he forgot to keep a pulse on what his company really needed and where the industry was headed. To remind himself to think in broader strokes, he posted a note with his company’s vision above his desk. By keeping this reminder front and center, he was inspired to think big when exploring new directions for his group.*

## 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.

# Your Leadership Challenges

● Vision > Boldness > **BEING ADVENTUROUS**

Cautious ●————●————|————|————● Adventurous

Since you see yourself as cautious, you may need to focus more on being adventurous to create a bold vision.

## TIPS FOR IMPROVEMENT

- Make a list that compares the risks with the potential benefits of a bold idea. Weighing the pros and cons might ease any trepidation you have about daring ideas.
- Push yourself to imagine bold concepts. While you might be tentative about implementing an adventurous idea, there is nothing dangerous about merely entertaining the thought.
- Identify your biggest fear or avoidance, and then challenge yourself to confront it. Imagine what might be possible if you could shed your caution and take an adventurous leap.

## CASE IN POINT

### Evelyn's Example:

*Evelyn tried to imagine the worst case scenario of implementing her bold idea. If it were to fail, she would have to start over, but she would still have the previous system to fall back on. Then she considered the best case scenario, which would mean increasing efficiency without sacrificing quality. After identifying the pros and cons, she saw that the potential benefits were worth the risk.*

### Michael's Example:

*Michael had a fear of failing to meet deadlines, and this instinct often prevented him from making bold moves. To move past his fear, Michael pulled together some key team members to help him create challenging but feasible timelines. Not only did this give him more confidence in his ability to champion adventurous directions, but it got everyone excited about tackling the challenge.*

## 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.