



Discovery[®]

Transformational Leadership

John Smith

9 November 2006

Introduction

This Insights Discovery Transformational Leadership Profile explores how John's leadership capabilities are impacted by his psychological preferences. It will enable John to research how his unique Insights Discovery colour energy mix creates both strengths and challenges in his approach to leadership.

The Insights Transformational leadership model comprises eight dimensions of leadership. Each of these dimensions is underpinned by five leadership facets.

Agile Thinking - Engaging different thinking modes

Leading from Within - Being yourself and taking a lead in your own life

Facilitating Development - Nurturing the growth of self and others

Fostering Teamwork - Collaborating to build effective relationships

Communicating with Impact - Inspiring and influencing with emotional awareness

Creating a Compelling Vision - Determining a winning direction

Leading Change - Initiating and directing transitions

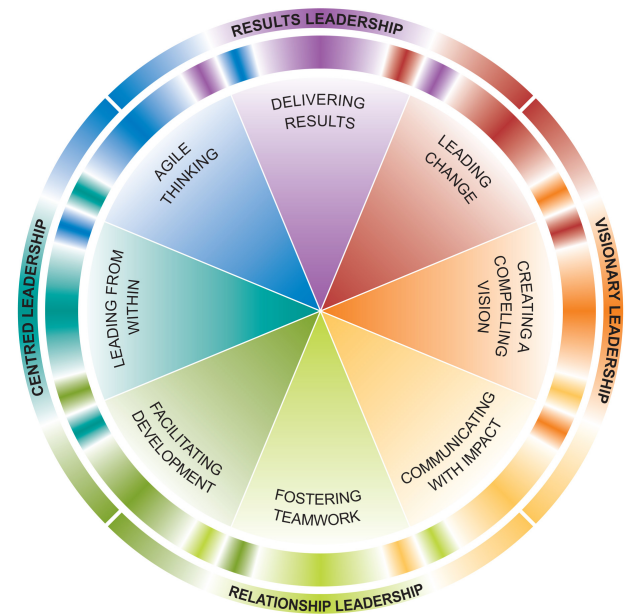
Delivering Results - Planning and executing for success

Each dimension requires all four Insights Discovery colour energies to be used effectively and may pull most strongly on one or, in some cases, two particular colour energies.

For example, although 'Fostering Teamwork – collaborating to build effective relationships' draws particularly on Sunshine Yellow and Earth Green energy, if it is to be done to a high standard, it will be supported through a blend of all four of the colour energies. Fostering Teamwork, therefore, can be mastered by anyone, no matter what their colour energy preference, as can any of the other dimensions of leadership.

After detailing John's strengths and challenges linked to each of the eight dimensions, the profile offers some recommendations, and poses questions for John to explore further in this area. This is a powerful resource to help John understand

how he can enhance his leadership capabilities and be more effective.



Overview

These statements provide a broad understanding of John's leadership style. Use this section to gain a better understanding of how you lead self, as well as how you lead teams and organisations.

Self Leadership Style

Is often highly articulate and skilled in creatively using language to encourage self-motivation and self-appreciation. Is able to maintain a positive and adaptable outlook in difficult situations and does not get easily ruffled or flustered. Despite sometimes appearing disorganised, can be relied on to pull out all the stops to meet a commitment. Works tirelessly towards goals that have far reaching consequences.

Believes in the unlimited potential of life and will eagerly set off in directions that stretch his boundaries. Has high personal standards that are linked to not wanting to let others down. Leads through promoting good will and teamwork. Tends to operate best when he is connected with others and involved in group tasks. Is keen and usually able to become involved in a number of different activities.

Wears his heart on his sleeve and is open and honest about what he stands for. Is a jovial whirlwind of excitement and activity bringing a breath of fresh air into any environment. Is highly optimistic and can often greatly underestimate the amount of time and resources it will take to deliver on his commitment. Will work quickly and diligently providing both inspiration and perspiration! Puts as much energy into sharing the creation of a vision with his team as he does to achieving the end result.

Team Leadership Style

Will bring a new perspective to the team and be keen to engage others by communicating it with inspirational appeal. Is readily responsive to the needs of the individual, or the group. Takes his responsibility very seriously and will cover for others in order to maintain a high level of performance both personally and within the team. Helps others to gather and co-ordinate information and come to a team consensus.

Is trusting and quick to see the good in everyone. Is both charming and popular, inspiring others through his ready articulation and convincing delivery. Is likeable and is quick to establish good working

relationships within his team. Encourages team members to share in the group processes and express themselves openly. Is always encouraging to others and adopts a "can do" attitude.

Will step in to ease a difficult situation that may be obstructing progress and is particularly effective where this involves people rather than systems. Makes group members feel appreciated and part of the team. Puts a high priority on the needs of his team and will go to great lengths to support and encourage them. Will ensure that every team member has opportunity to speak out and be heard. Makes a conscious effort to honour and respect the needs of others.

Organisational Leadership Style

Is aware and appreciative of the ways in which cultural differences affect the way people behave and make decisions. Collates a variety of relevant information and feedback from different sources when considering any change initiative. Will ensure that everyone has been fully informed and consulted before making a potentially controversial decision. Enjoys bringing together a diverse range of people and skills and uniting them in a shared purpose.

Adds warmth and richness to every environment in which he is a part of and is often the natural focus of others' attention. Respects others who get things done with full consideration of and co-operation with their team. Focuses much of his energy on contributing to improving the personal effectiveness of everyone in the organisation. Is dedicated to creating and implementing organisational processes that enhance the quality of the experience within the working environment. Gets the work accomplished after first taking time to build solid working relationships.

Looks at problems contextually and weighs the different options from a "big picture" viewpoint. Looks at structures and processes from the inside out and can assess their value from the perspective of those operating within them. Makes an effort to share information throughout the organisation to help build awareness of what each team is doing. Facilitates actions and activities between any diverse mix of people even if not directly leading and will happily take the lead if called to. Encourages others to express themselves openly and will do his best to ensure that the environment is safe for people to be open.

Agile Thinking

Engaging different thinking modes

Transformational leaders can adapt and apply a variety of cognitive and intuitive processes to solve problems.



Strengths

- Is happy to collect information from a variety of sources especially if he can enjoy a number of social interactions in the process!
- Always assesses risk from a "big picture" perspective and with the team's best interest at heart.
- Trusts his own evaluations and experiences and will not be blinded by science.
- Makes every effort to co-create solutions that meet both the individual customer's needs and the company's business objectives.

Personal Notes

Challenges

- Due to his desire to keep everyone happy may make decisions on personal appeal and not always be loyal to the organisational priorities.
- Can make a successful appeal to stakeholders for expenditure on a new initiative and then lack drive and impetus to implement it, thus delaying a potential profitable return.

Recommendations

- Tighten up his resourcefulness by being more economical about obtaining and assessing everyone's opinions.
- Make a brief analysis of both personal and impersonal factors before making an evaluation and a resultant decision.

Probe Strengths

- Explore a time when you evaluated a commercial opportunity and initiated the necessary action to utilise it.
- Take a look at a time when you encouraged others to define objectives that balanced both personal fulfilment and pragmatic results.

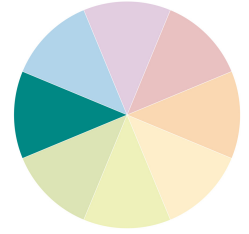
Probe Challenges

- Examine a situation where you found it difficult to be objective when working through a transitional process.
- Recall a time when you found it difficult to structure a commercial opportunity into a workable system.

Leading From Within

Being yourself and taking a lead in your own life

Transformational Leaders are authentic - they inspire others through their strong beliefs, values, attitude, authenticity, courage and sense of purpose.



Strengths

- Quickly generates trusting relationships that enable others to divulge and discover their inner essence.
- Prides himself on getting to know the personal side of his team and accepts it as being part of his business.
- Is open and expressive about how he is feeling and can speak honestly in “safe” company.
- Is committed to doing whatever he can to improve his ability to enhance the quality of life for himself and others.

Probe Challenges

- Consider how you reassure yourself that you have done a good job.
- Explore times when you needed to work effectively on your own.

Personal Notes

Challenges

- Due to his compliant nature, may find himself being manipulated by others.
- Can irritate others with his insistence on deeper self-discovery when they have no need or desire for further probing.

Recommendations

- Be aware that because he is generous with his time and resources he runs the risk of over-extending himself and may benefit from being more protective of his own personal resources.
- Structure his time a little more rigidly and be firm about the need to focus on an important task when another is trying to engage his personal support.

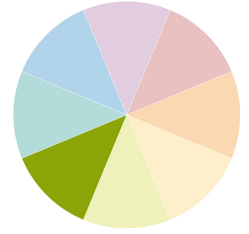
Probe Strengths

- Share with someone a project you organised, where you ensured the delivery deadline was met and the organisations values were maintained.
- Summarise how you maintain a balance between work and your personal life.

Facilitating Development

Nurturing the growth of self and others

Transformational Leaders are effective coaches and mentors - empowering their people and understanding that exceptional results occur when people take responsibility for making things happen.



Strengths

- Makes time to listen to and support others then engages commitment in defining and realising inspiring targets.
- Is intent in being the best he can be, most often for the sake of others.
- Coaches others in an enthusiastic, optimistic style and attempts to demonstrate the potential of where coaching could lead.
- Monitors his own development in relation to the quality of his interactions with both colleagues and clients and will readily adapt his approach to achieve the desired relationship.

Probe Challenges

- Can you think of a time you found it difficult to ask for coaching support?
- Consider an occasion when you received feedback and chose to reflect on it rather than to react immediately to defend yourself.

Personal Notes

Challenges

- May be overly protective of those who appear to need support.
- Can become too personally involved as a coach or mentor and see others' performance as a reflection of his own competence.

Recommendations

- In discussion with others, determine what personal information is relevant to the job in hand and maintain respect for the privacy of unrelated matters.
- Maintain a balance of focus on personal and pragmatic issues when coaching and keep an eye on the initial intentions throughout the process.

Probe Strengths

- Explore a situation when you provided and encouraged feedback in order to improve personal development.
- Most companies give in-house seminars or presentations to help further the knowledge of employees. Reflect upon the last in-house seminar you attended.

Fostering Teamwork

Collaborating to build effective relationships

Transformational Leaders create high-performing teams - teams that take collective decisions, value diversity, honour each member and are led from within.



Strengths

- Will ensure that all his team members are comfortable with the tasks they have been set and are operating effectively.
- Is aware of the effect he has on others and will seek to adapt his approach to make a relationship effective.
- Encourages others to take ownership of their part of a project or organisation.
- Acknowledges and respects the contributions that people bring to an organisation and is aware of their individual needs.

Probe Challenges

- Reflect upon a time when you felt resentful after a confrontation with a team member and consider what strategies you have developed since to deal more effectively with others.
- Consider a situation where you attended to personal relationships with co-workers at the expense of dealing with practical issues.

Personal Notes

Challenges

- May be overly optimistic about people's ability and assume a commitment can be made without any relevant discussion.
- Can feel intimidated by others who have a more direct and forceful demeanour and finds it difficult to confront them.

Recommendations

- Make sure that he is fully aware of people's capabilities before delegating.
- In the event of an interpersonal difficulty, try to stand back and consider whether it is imperative to seek a resolution immediately or whether his other professional commitments are more urgent.

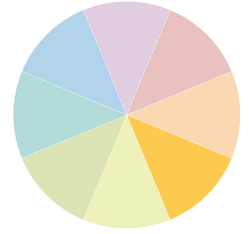
Probe Strengths

- Explore a time when you adapted your style to fit in with the predominant style of the group.
- Research times where you designated tasks to make full use of the core strengths of each team member.

Communicating With Impact

Inspiring and influencing with emotional awareness

Transformational Leaders engage their peoples' hearts and minds - through understanding and appreciating their needs, wants and expectations.



Strengths

- Carefully considers how all decisions will impact emotionally on individuals and on the team and consciously attempts to alleviate any negative impact.
- Endeavours to motivate others with heartfelt words of encouragement.
- Is brightly optimistic in communicating future challenges and suggesting additional possibilities to existing situations.
- Is very comfortable in conversation with his customers and demonstrates a sincere interest in their concerns.

Probe Challenges

- Recall a time when you found it difficult to translate your intuitive feelings into a structured and comprehensible dialogue.
- Recall a time when your team was unclear of the specifics in order to obtain a goal. How did you help to give clarity?

Personal Notes

Challenges

- May continually try to rephrase any "negative" thoughts in a positive way rather than admit the truth of what he is thinking or how he is feeling.
- Can be somewhat vague in giving clear direction to the team as he focuses more on communicating why the goal is important than what the specifics are.

Recommendations

- Be clear in communicating the specifics of a goal to the team so there is absolute clarity on what needs to be done.
- Ask the team if they are clear on the specifics of what is required of them.

Probe Strengths

- Reflect upon a time when you kept the team well-informed of their roles and objectives in order to complete a project.
- Consider a situation when you negotiated a plan with the other party's agenda in mind.

Creating a Compelling Vision

Determining a winning direction

Transformational Leaders predict the future through creating it. Their vision and purpose motivates and inspires others to follow.



Strengths

- Is compelled to dedicate his efforts towards enhancing the environment for people to flourish.
- Believes implicitly in the strength of the team and can clearly envision the accomplishment of challenging dreams.
- Is sensitive to popular opinion and can lead the organisation to generate creative solutions that will appeal to the majority.
- Is highly skilled at capturing others' contributions relating to an organisational vision and takes care in communicating these ideas to others.

Challenges

- Can easily become discouraged when faced with unrelenting resistance to a vision.
- May avoid adopting a new approach or going for a particular goal if there is any risk that it may adversely affect his popularity or his connection with others.

Recommendations

- Stay focused on his own personal vision even if others dismiss it.
- Make an effort to stay positive about his creative ideas even when others dismiss them.

Probe Strengths

- Share with someone a time when you had to communicate the underlying intention of a vision to the team and how they responded.
- Recall a time you worked to unite opinion behind a global vision.

Probe Challenges

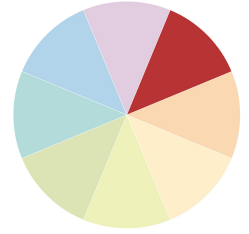
- During the envisioning process, we can sometimes lose sight of the practicality of a vision. Consider a time when you had to ensure your vision remained focused on a viable business application and how you accomplished that.
- Have you ever found it hard to determine which aspect of your vision to follow first?

Personal Notes

Leading Change

Initiating and directing transitions

Transformational Leaders recognise the need for change and possess the drive and inner-strength to manage the ambiguities and uncertainties brought about by change.



Strengths

- Ensures there is full and open discussion with others at each step of a transition process and ensures that everyone has the chance to contribute.
- Uses his engaging and sociable approach to manage transitions with an emphasis on involving and participating with the team throughout the process.
- Has a natural ability to read popular opinion and can enthusiastically persuade the organisation to adopt a new approach that meets changing demand.
- Focuses his analysis on other people's reactions and makes decisions based on what will work best for most of the people involved.

Probe Challenges

- Explore an occasion when you found it difficult to say "no" even when, with hindsight, it may have compromised the project?
- Investigate a time when you found it difficult to lead through a change with your team and why.

Personal Notes

Challenges

- Is so intent on being friends with the team that he may not be assertive enough to lead and make tough decisions.
- Can be over optimistic in setting the timescales for a change initiative, often resulting in frustration and/or disappointment.

Recommendations

- Develop the persistence and resilience to keep focused on his intentions even when faced with a barrage of criticism.
- Having prepared the team for change on an emotional level, ensure that he provides the necessary back up of pragmatic, identifiable instructions to take the necessary actions.

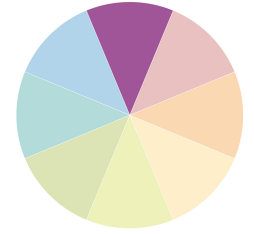
Probe Strengths

- Check out with others if and when you made a decision based on the viewpoints and opinions of others.
- Share with someone a time when you made a decision on behalf of the team and the result was positive.

Delivering Results

Planning and executing for success

Transformational Leaders take responsibility for performance and results - investing time and resource wisely - focussing on effectiveness over efficiency.



Strengths

- Flourishes in a role where he can be of constant service and will be happy to 'go the extra mile' if he thinks it will be of benefit.
- Is highly motivated in the pursuit of new results that have a beneficial impact on others.
- Promotes and instigates action with the agreement of others.
- Flourishes when faced with problems and challenges; masterfully handles crises by engaging the skills and companionship of others.

Challenges

- Prefers others to set and monitor the timelines and deadlines.
- May promise the world, with every intention of delivering, only to disappoint due to over-committing himself and his resources.

Recommendations

- Make sure that he remains as much realistic as optimistic in commitment to delivery schedules.
- Learn to maintain focus and keep moving forward when faced with a difficult interpersonal challenge rather than be tempted to drop everything to mend the relationship.

Probe Strengths

- Think back to when you were involved in a number of different projects at once and how you prioritised.
- Recall a situation when you led a team to achieve a collective goal that was meaningful and fulfilling on both a personal and a professional level.

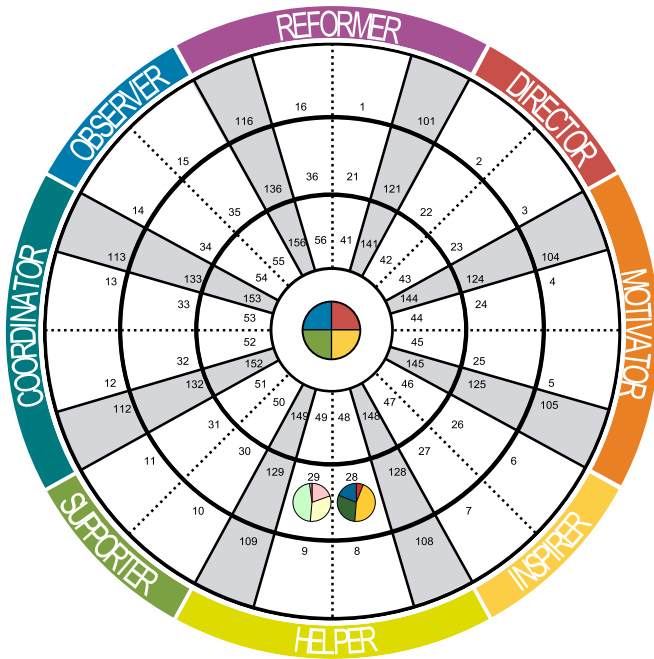
Probe Challenges

- Can you recall a time when you felt personally responsible when a customer complaint could not be resolved?
- Can you bring to mind a time when you relied on the assessment of personal feedback from the 'shop floor' as a system for monitoring progress?

Personal Notes

The Insights Discovery® 72 Type Wheel

Personal Notes



Conscious Wheel Position

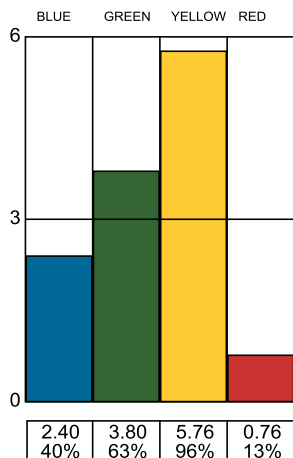
28: Inspiring Helper (Classic)

Less Conscious Wheel Position

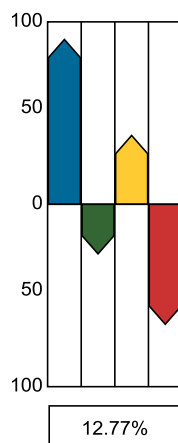
29: Supporting Helper (Classic)

The Insights Discovery® Colour Dynamics

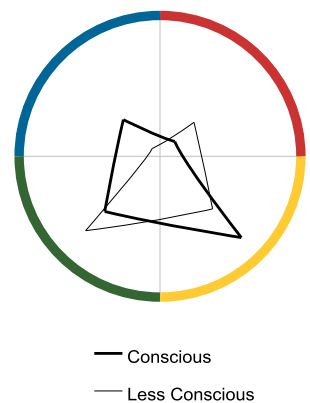
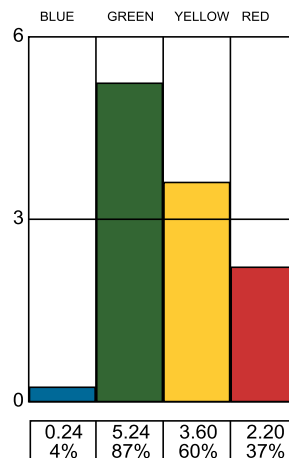
Persona (Conscious)



Preference Flow



Persona (Less Conscious)





GLOBAL HEADQUARTERS

Insights Learning & Development

Jack Martin Way, Claverhouse Business Park, Dundee, DD4 9FF

TEL: +44(0)1382 908050 FAX: +44(0)1382 908051 EMAIL: insights@insights.com WEB: www.insights.com