



Insights®



Discovery[®]

Transformational Leadership

John Smith

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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 - Raising self-awareness and living your values

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 transformation

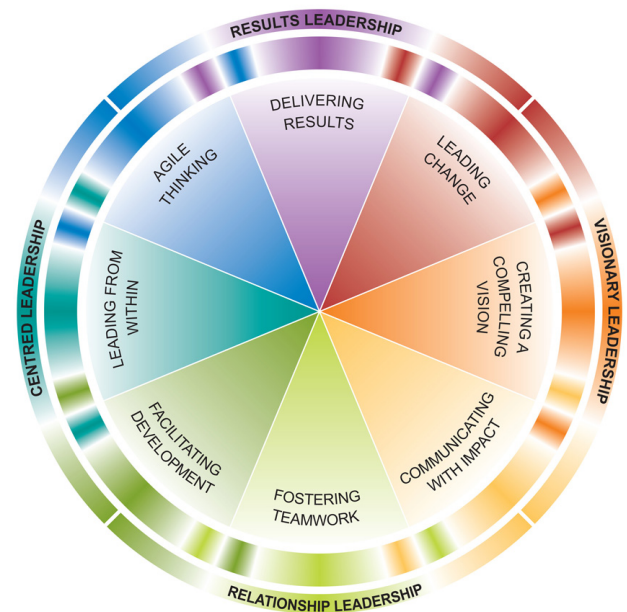
Delivering Results - Honouring commitments and exceeding expectations

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

John is diligent, dependable and conscientious about the quality of his work. He is more likely to 'put his neck on the line' to speak out for someone else than he would for his own issues. He can be relied on to work with dedication towards the common good. He will rarely call attention to himself or his work, preferring to get on with things quietly and industriously.

John tends to get personally involved in all his work and can find it hard to take a detached stance. John will always seek to work for the common good rather than to 'feather his own nest'. John tends to do a lot more for others than he will do for himself. He will only focus on taking a lead in his own life when there are no demands from others. Despite being relaxed and laid back most of the time, John can stick to his guns when his strongly held convictions are threatened.

John will look to himself if his team are under performing and make considerable personal sacrifices in order to remedy the situation. John is always diplomatic and will largely determine his actions and decisions based on what will best suit others. He rarely insists on doing things a certain way but will speak out if he feels he or others are being treated unfairly. John always knows what needs to be done and will make every effort to ensure all commitments are met. He will seek feedback from others on his leadership performance to compare with his own evaluation.

Team Leadership Style

John likes to offer assistance to team members without them feeling he is trying to be overly influential. He demonstrates genuine, personal care for his colleagues. He plays a key role in generating a sense of trust and cohesion within the team. He leads the team by encouraging co-operation and joint responsibility in taking risks.

He would rather be popular than be right, so may fashion his comments and opinions to gain the team's approval. He facilitates actions and activities between people to create a shared purpose and a greater understanding within teams. He is almost always patient and understanding in handling the team's

issues. He is typically unselfish in the team environment and will make it a priority to look out for others. He often feels personally responsible for the well-being of his team and can overburden himself taking on all its problems.

He will gladly stand back and allow others to take credit as he has no need to take centre stage. He prefers conformity and may, unknowingly, stifle others' creativity and inventiveness. Having no need to be put on a pedestal, John can play down his role as leader. John endeavours to be scrupulously fair in dealing with conflict. John is astute at recognising underlying issues and conflicts and will seek to address them in a sensitive manner.

Organisational Leadership Style

John promotes a positive and supportive climate and enjoys engaging in personal dialogue whilst working towards this end. He does not like to be centre of attention and is likely to avoid taking a high profile position in the organisation. He will give positive and helpful support to his colleagues, thus encouraging them to expand their options. John shows loyalty and devotion to the team and to the organisation.

He works hard to fulfil the requirements of any leadership situation and readily contributes to the overall effort. John tends to be more influenced by subjective rather than objective criteria and can feel frustrated in a purely business driven environment. John enables others to feel a sense of trust and open-ness in his presence, which encourages them to be comfortable in expressing themselves. He may blame 'the system' for problems instead of taking them on as his personal responsibility. John likes to see the organisation as one big family, occasionally forgetting that family squabbles are an inevitability!

He looks to ensure there is consistency between organisational goals, values and actions. He demonstrates a sincere respect for different viewpoints and recognises their collective value. John looks to see how all the organisational systems could ideally fit together to form an integrated whole. He readily spots where organisational systems are having a negative effect on morale and collaborates with others to rectify the issue. Despite being tolerant and adaptable, John can remain steadfast on a point of principle when his values are being compromised.

Agile Thinking

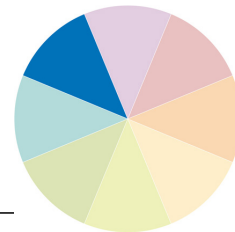
Engaging different thinking modes

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

Strengths

- Will assess and analyse the impact of all work on the team and on the wider environment.
- Will recognise a judgment or decision that has been based solely on logical analysis and will want to redress the balance by evaluating it from a personal perspective.
- Enjoys generating and sharing new ideas or thoughts that are aligned with strongly held personal and organisational values.
- Is careful to ensure that all organisational processes have been considered from the standpoint of those working with them.

Personal Notes



Challenges

- May allow others to articulate and claim credit for his original thoughts.
- Can be slow to formulate thoughts and may lack confidence in putting them forward for consideration.

Recommendations

- Keep an eye on the big picture and put emotional and interpersonal issues in perspective.
- Become more comfortable and accepting of what he considers 'hard-nosed' business decisions knowing that, at times, it is both necessary and beneficial to let the head rule the heart and put the achievement of concrete objectives first.

Probe Strengths

- When have you been able to recognise and communicate subtle changes to trends and patterns so they could be planned for?
- Consider a risk you recognised by looking at the surrounding evidence. What did you do to mitigate that risk?

Probe Challenges

- Can you share an example of when you applied rational and logical thinking to resolve a problem?
- Typically, what do you do in response to your 'gut instincts' or intuition regarding business decisions?

Leading From Within

Raising self-awareness and living your values

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

Strengths

- Supports others in seeking out and understanding their beliefs and values so that they can further develop their self-awareness.
- Endeavours to make choices that are aligned with his identity and purpose.
- Responds consciously, choosing actions that are aligned with his values and beliefs.
- Respects others who consciously aim to set their goals in alignment with their values.

Challenges

- Despite his acute self-awareness, can often doubt his inner gifts and talents.
- Does not always have the necessary conviction to carry out a task to completion if he feels uncomfortable in the process.

Recommendations

- Accept that others may feel the need to challenge accepted norms and appreciate their courage and conviction.
- Be prepared to challenge team members when he thinks they may not be expressing themselves authentically.

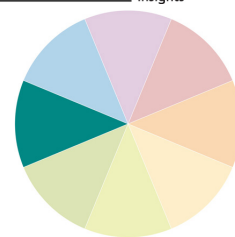
Probe Strengths

- Gather feedback from others about a crisis to which you responded calmly.
- Please share what you believe to be your finest hour - a time when your skills were put to best use in a project.

Probe Challenges

- How has your belief in yourself helped you deal with difficult situations?
- How, typically, do you view the value of your contribution to the team?

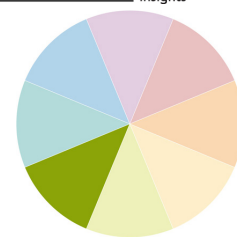
Personal Notes



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

- With his combination of earth green and sunshine yellow energies, is amiable, approachable and understanding when coaching others.
- Provides positive and supportive feedback to others in all his coaching interactions thus encouraging them to set further goals.
- Uses empathy and questioning skills to understand concerns and amends actions to remedy the situation.
- Can guide a sensitive exploration into others' personal issues and guide them towards deeper understanding.

Probe Challenges

- What do you do to follow up on the progress of someone you are coaching?
- When did you give your protégé specific, direct instructions on how to improve? How did they respond to this suggestion?

Personal Notes

Challenges

- Is likely to be overly lenient with poor performance and say little if the coachee's performance falls well short of the intended target.
- When coaching, may place too high an emphasis on what "feels right" at the expense of more pragmatic considerations.

Recommendations

- Allow others to take responsibility for their own efforts in development and, if faced with a poor performer, look to his methods, amend if necessary and reassure himself he is fulfilling his side of the relationship.
- Be more objective in his dealings with people and discern what is useful feedback.

Probe Strengths

- Describe a situation when you used coaching and mentoring as a way to encourage achievements and support others' growth.
- Can you describe a time when you were able to listen to and provide guidance to someone seeking assistance in their development?

Fostering Teamwork

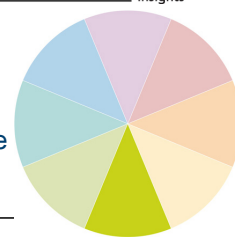
Collaborating to build effective relationships

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

Strengths

- Nurtures his business relationships, tending to form strong bonds.
- Respects others' needs and will be tolerant and understanding of a temporary drop in performance of any team member that is due to personal difficulties.
- Manages crises calmly, paying careful attention to the effect on the people involved.
- Is dedicated to the success of the team and has no need to claim all the glory.

Personal Notes



Challenges

- Can become upset by people who are disrespectful to others though finds it difficult to verbalise this directly to those concerned.
- Can feel intimidated by more assertive and dominant colleagues and may avoid direct contact with them if possible.

Recommendations

- When developing team building, create pragmatic exercises that validate the practical results of having improved team morale.
- Encourage others to make their own assessments and decisions rather than being tempted to 'help'.

Probe Strengths

- Describe a time when you were most effective on a team? In what ways did you excel?
- With your current team, how have you matched each team member's strengths with their designated roles and responsibilities?

Probe Challenges

- What have you done to address any contentious underlying issues that were compromising the team's performance?
- What have you done in the past to confront challenging interpersonal behaviour in colleagues?

Communicating With Impact

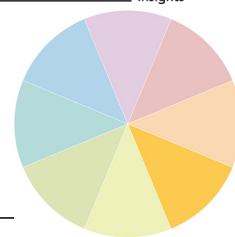
Inspiring and influencing with emotional awareness

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

Strengths

- Communicates in a relaxed and calm manner, fully considering his words before speaking.
- Takes a great deal of care to ensure he has fully understood others' wants and needs and makes every attempt to meet these during negotiations.
- When called to, leads others in a considerate and encouraging way.
- Sees it as his primary role to support others and will be sincere in expressing this to his customers.

Personal Notes



Challenges

- His discreet and reserved manner may not engender initiative and enthusiasm in others.
- If his primary earth green energy dominates, may over rely on 'persuasion through relationship' as his preferred method to rally people rather than convincing them with real facts.

Recommendations

- Develop the assertiveness to confront the team when necessary and, rather than always smoothing it over, allow others to accept the consequences of poor performance.
- Develop a varied palette of spoken and body language to enable him to connect in a number of ways.

Probe Strengths

- During a recent project, what did you do to keep your team and/or the clients informed throughout?
- Typically, how do you demonstrate a sincere interest in a customer's concern?

Probe Challenges

- If you begin to feel inwardly frustrated during negotiations, how do you deal with this?
- When have you needed to convey a particularly challenging message to someone on your team? How did you feel about doing this and how did they respond?

Creating a Compelling Vision

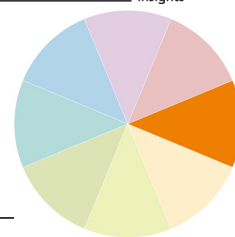
Determining a winning direction

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

Strengths

- Is subtle, indirect, gentle and inclusive in persuading others to work towards a vision.
- Sets out to involve and inspire others in assisting with the creation of an organisational vision.
- Acknowledges the unseen potential in all the people and things around him.
- Looks to share his ideas with others to create innovative solutions that have a positive effect on all those involved.

Personal Notes



Challenges

- When he has novel or innovative ideas, can be reticent to share them due to a lack of personal drive.
- In his attempt to keep everyone's ideas on board, may struggle to align too many differing opinions.

Recommendations

- Make a determined effort to express fervently the extent of his passion and commitment behind a vision.
- Develop his trust in the team, which will allow him to lead it confidently into uncharted territory.

Probe Strengths

- What do you focus on in communicating a vision, in order to bring understanding and commitment to it?
- Describe a vision you shared with the team and how you persuaded them to work collaboratively towards it.

Probe Challenges

- Reflect on a recent vision you set for yourself. What have you done recently in working towards it?
- Have you ever had to face a great deal of resistance to a vision? If so, how did you handle it?

Leading Change

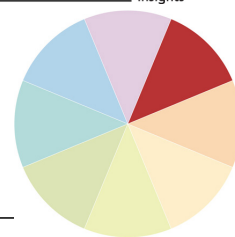
Initiating and directing transformation

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

- Is careful to invite comment from all relevant parties before making a decision that will affect them.
- Recognises the personal impact of proposals and highlights both the risk and opportunities these can present.
- Can be relied on to follow through when the going gets tough and will seek help as necessary.
- Assesses the risk of change from the human perspective, seeing all the implications to the team.

Personal Notes



Challenges

- Seeks to ensure that all changes are acceptable to others and may dismiss options that are less popular but more functionally effective.
- Is likely to set a slow pace and approach change with a conservative attitude.

Recommendations

- Create development plans with as much focus on achieving the end result as on keeping an emotional balance.
- Having understood the essence of others' resistance, be prepared to make the necessary amendments then implement his proposals in a resolute and determined manner.

Probe Strengths

- Consider a time when you felt it was necessary to take a risk in order to get something done. How did you handle the process?
- When a solution to a problem has affected all levels of the organisation, what did you do to assist the staff to deal with this?

Probe Challenges

- When have you been hesitant in making a decision regarding a change initiative? Why?
- What do you think is your most courageous business decision?

Delivering Results

Honouring commitments and exceeding expectations

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

Strengths

- Likes to keep his commitments to himself and get the “feel-good factor” of knowing he has reached his targets without making a song and dance about it.
- Sees the wider implications of a customer’s request and will help them determine the longer-term effectiveness of different solutions.
- Will do whatever he can to help meet a deadline.
- Is very persistent in working toward his goals and will work equally well towards short and long-term targets.

Challenges

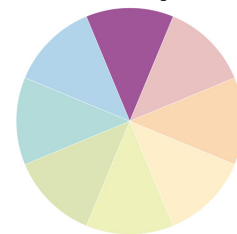
- Can have difficulty addressing challenging issues with others in the organisation and deliveries may be compromised as a result.
- His easy-going attitude towards delivery can provide the environment for some to under-perform.

Recommendations

- Focus more on action instead of reflection and contemplation and use his earth green energy to ensure the activity is executed in a steady and enjoyable manner.
- Work to cut down on unnecessary social chatter and get to the point more quickly.

Probe Strengths

- Describe a time you achieved a particularly challenging goal. How did you feel in the process of working towards it?
- What would you say has been your most effective plan for your team, both in the creation and the implementation?



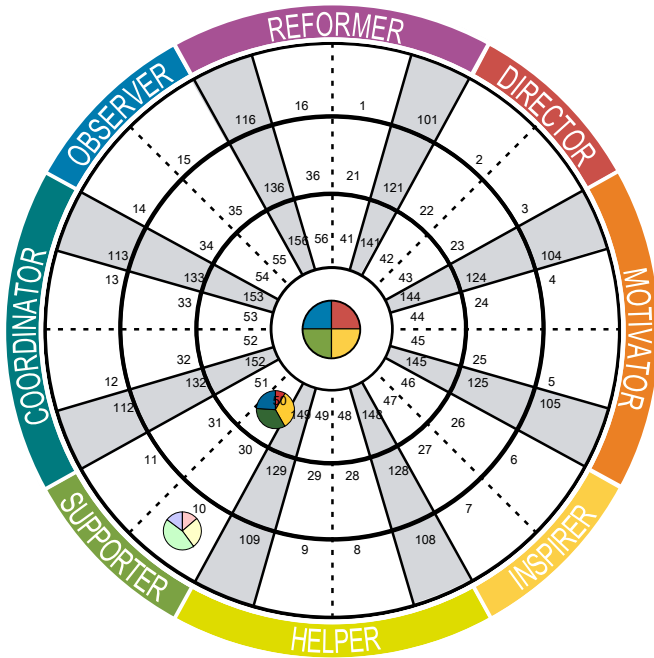
Probe Challenges

- Have you ever planned the allocation of resources based on subjective and emotive criteria rather than objective requirements? If so, what was the outcome?
- How does your preference for maintaining good relationships affect your choices in taking action to produce a result?

Personal Notes

The Insights Discovery® 72 Type Wheel

Personal Notes



Conscious Wheel Position

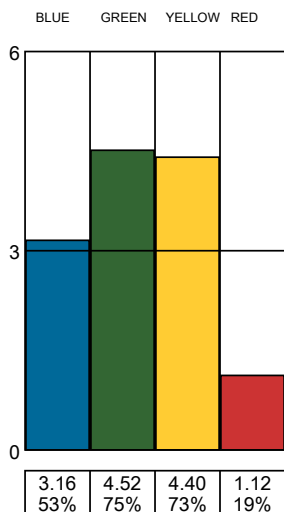
50: Helping Supporter (Accommodating)

Less Conscious Wheel Position

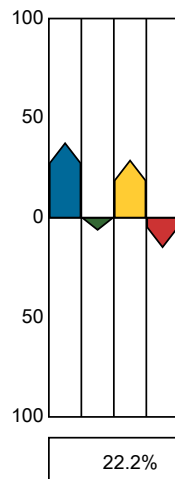
10: Helping Supporter (Focused)

The Insights Discovery® Colour Dynamics

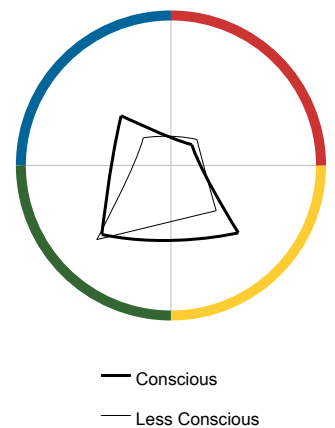
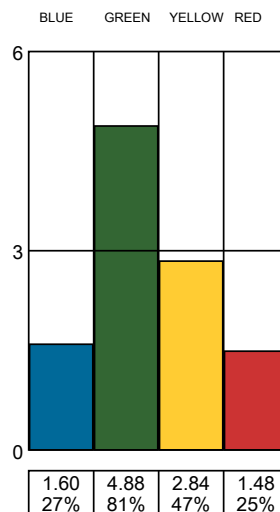
Persona (Conscious)



Preference Flow



Persona (Less Conscious)





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