

WORK OF LEADERS PROFILE



ASSESSMENT TO ACTION.

Craig Campbell

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INTRODUCTION

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

Where did Work of Leaders come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? Work of Leaders approaches leadership as a one-to-many relationship, as opposed to the one-to-one relationship of management.

How does leadership connect to DiSC®? Your DiSC style influences how you approach each of the steps of the process. DiSC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DiSC profiles? Unlike other DiSC reports, which emphasize understanding the differences between people, Work of Leaders focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

Cornerstone Principles

- Work of Leaders focuses on tangible steps directed at **leading a group or organization** toward desired outcomes.
- The concepts in this report are relevant for **leaders at all levels**.
- Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity.
- All four DiSC styles **contribute to leadership success**, and most likely your strengths reflect **your own DiSC style**.
- Your report focuses on developing **preferred behaviors** that are based on **best practices**.
- The best practices are **context specific**, so the preferred behaviors will change depending on the needs of the situation.

Work of Leaders: Vision, Alignment, and Execution

Work of Leaders provides a simple, three-step process to help you reflect on how you approach the most fundamental work of leaders: Creating a Vision, building Alignment around that vision, and championing Execution of the vision.



VISION

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

ALIGNMENT

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

EXECUTION

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

How is this report personalized to you, Craig?

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

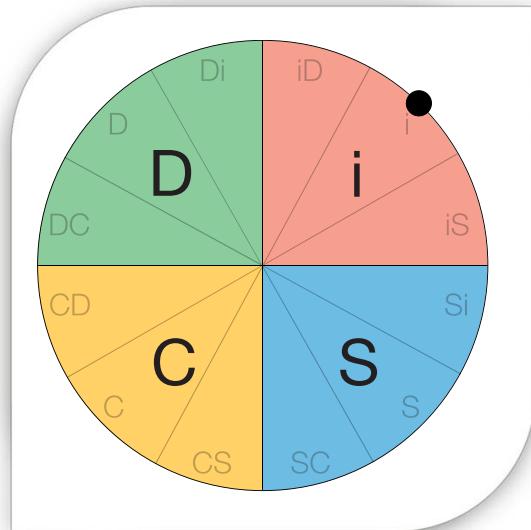
Your Dot

The Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: i

Your dot location shows your DiSC style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.



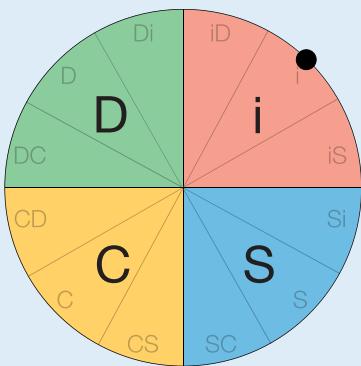
Close to the Edge or Close to the Center?

A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the i style.

Now that you know more about the personalization of your Everything DiSC Map, you'll read more about what your dot location says about you. Then you'll learn about your personal map shading and priorities and discover how this affects your leadership style.

Your Dot Tells a Story

Your DiSC® Style is: i



Because your style is i, you are naturally upbeat, and your contagious sense of optimism is probably very engaging to others. Your spirited drive and outgoing nature can help build a large network of personal and professional connections, which is an invaluable asset.

Most likely, you have an easy time generating enthusiasm. In fact, this might be the **first thing people notice about you**. It's probably difficult for you to hide your excitement because you have a high need to express yourself. You tend to share your thoughts and opinions freely, often as a relaxed stream of consciousness. Your open communication style and outward passion can help you connect with many people, and research shows that

the most pronounced strength of leaders with the i style is a friendly disposition that invites casual conversation. Overall, you may believe enthusiasm encourages others to reach their goals.

Like other leaders with the i style, you probably strive to humanize and bring an emotional connection to your work. Because you thoroughly enjoy bringing people together to work on mutual goals, you place a strong emphasis on teamwork and collaboration. You tend to be invigorated by social settings, and you're probably skilled at creating opportunities to recognize people and show them that their work matters.

You're probably most attracted to fast-paced, high-energy settings, and your on-the-go approach keeps you on the lookout for fun and adventure. As a result, you tend to be open to big changes that others might consider reckless. In fact, you're probably eager to dig in and get started on new opportunities right away, and your drive for forward momentum and variety prevents the group from becoming stagnant. However, in our surveys, leaders with the i style receive some of their lowest marks for getting carried away with their personal passions and pet projects. And because you prefer constant stimulation, you may start things you don't get around to finishing.

Maintaining friendly relationships is important to you, and you tend to have a low tolerance for negative emotions and experiences. Therefore, you do your best to avoid conflict and tension. Furthermore, because you crave approval from others, you may have trouble calling out problems or making unpopular decisions. You're probably particularly sensitive to criticism, and your expressive nature may cause emotional outbursts if things get heated.

Leaders with the i style have a positive outlook and a faith that things will work out for the best. Most likely, you focus on the possibilities of people's ideas rather than any potentially negative consequences. Overall, you probably believe that a healthy dose of optimism motivates everyone to work harder, and research actually confirms that leaders' positive emotional expressions can help followers feel more optimistic about their work. This "mood-contagion" effect is one aspect of leadership that probably comes very naturally to you.

Craig, your **most valuable contributions as a leader** may be your tendency to rally people around group goals, encourage innovative change, take time to celebrate accomplishments, and show appreciation for other people's input. In fact, these are probably some of the qualities that others admire most about you.

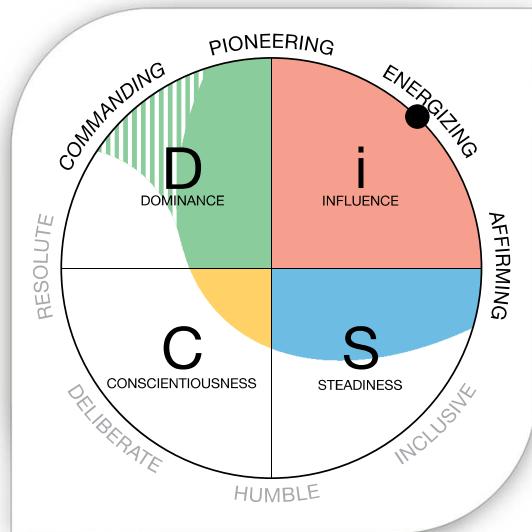
Your Shading Expands the Story

Craig, 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 i style have shading that touches Energizing, Pioneering, and Affirming. Your shading stretches to include Commanding, which isn't characteristic of the i style.



What Priorities Shape Your Leadership Experience?

► Being Energizing

Craig, leaders with your i style are upbeat connectors who can often rally a group of people to achieve their goals. Even during tough situations, you tend to maintain your optimism and enthusiasm. But because it's more your nature to inspire and encourage, you may sometimes fail to confront potential problems or lackluster performances.

► Being Pioneering

As a leader who values adventure and excitement, you like to make progress toward innovative and groundbreaking solutions. Therefore, you may pass over traditional or safe ideas in favor of bold opportunities that ignite your energy. You don't mind stretching the boundaries, and when you've picked a direction that appeals to you, you may become so eager to act that you overlook key details.

► Being Affirming

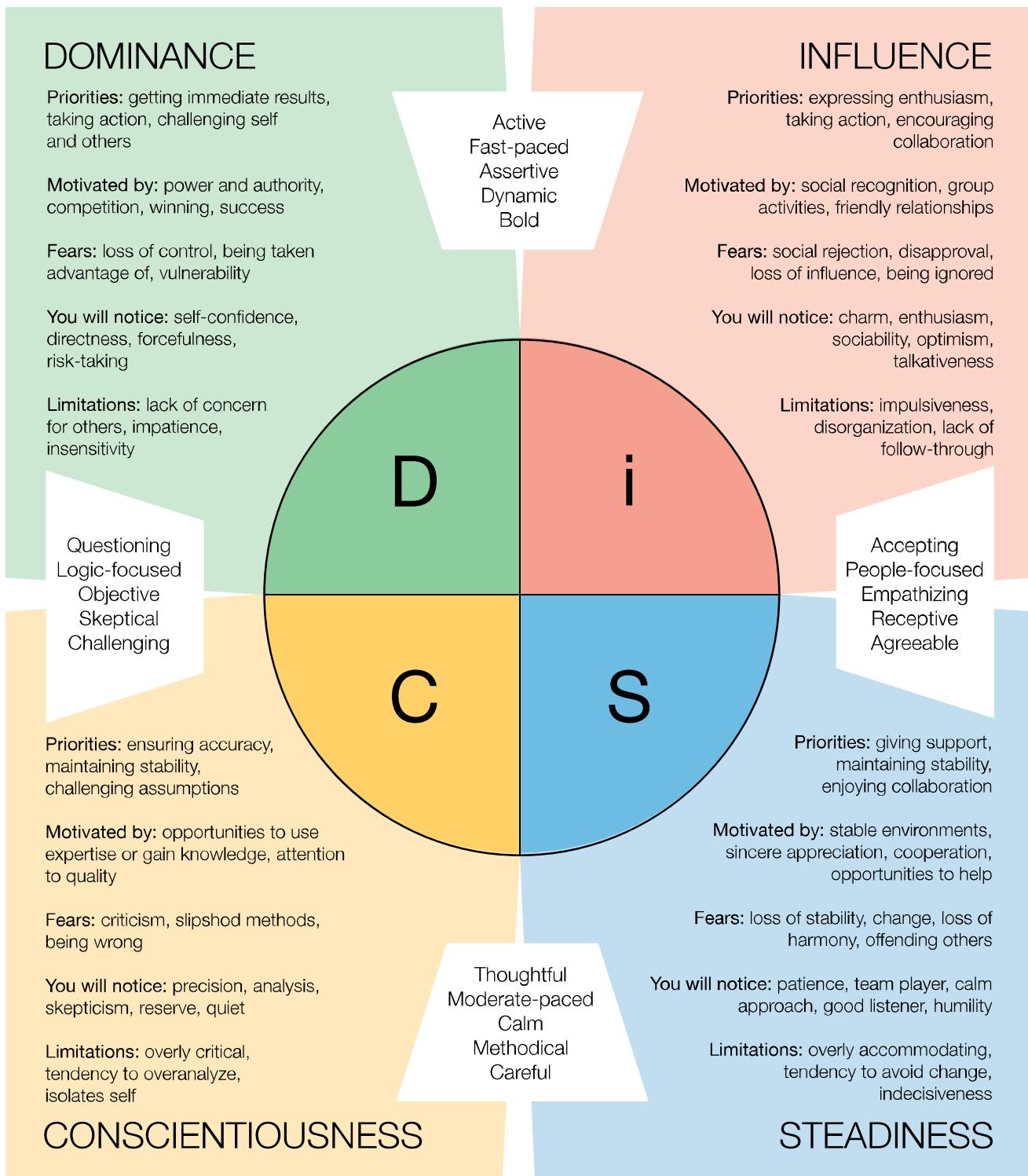
Leaders with your i style like to say "yes" whenever possible. Most likely, others see you as friendly, and they're probably comfortable approaching you with concerns. Because you want to create a positive environment where people can relax and do their best work, you strive to acknowledge everyone's contributions. Overall, your passion and positive attitude may greatly increase the sense of team spirit.

► Being Commanding

Furthermore, you also prioritize being commanding, which is not typical of your style. You probably feel a strong sense of responsibility to get results, and you might expect others to share this focus on achievement. When people are floundering, you probably don't hesitate to step in and take charge. Ultimately, you make it clear that you're determined to succeed.

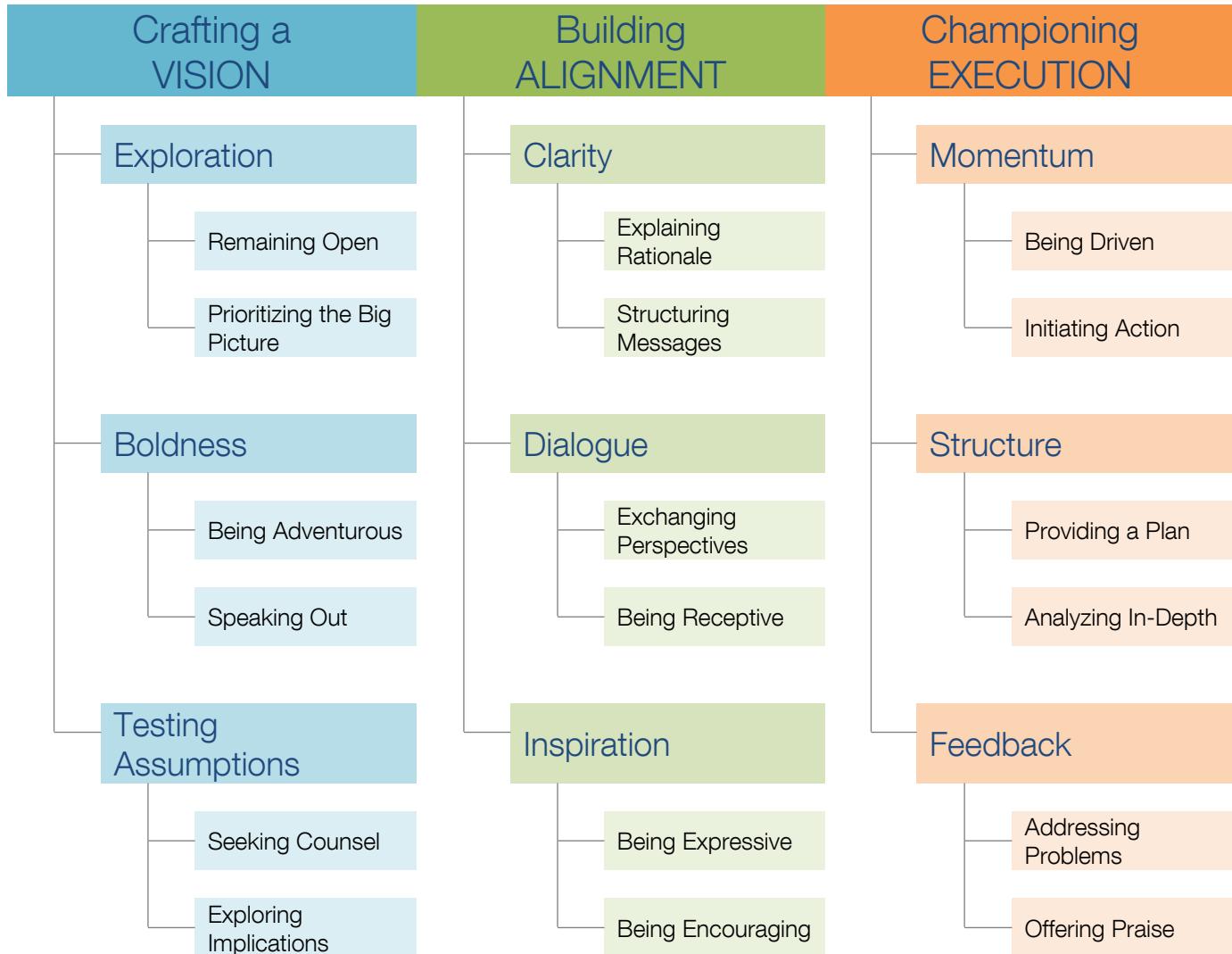
OVERVIEW OF THE DiSC® STYLES

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



How the Process Works

- Three steps: Vision, Alignment, and Execution
 - Three drivers for each step (e.g., Exploration, Boldness, Testing Assumptions)
 - Two behavioral continua for each driver (e.g., Remaining Open, Prioritizing the Big Picture)



VISION is an IMAGINED FUTURE CONDITION for the organization or team

At any level of leadership, a vision is a **condition that is imagined—a future state** in which the organization or team creates something of unquestionable value, serves customers in unparalleled fashion, or reinvents the way it does business.

A well-crafted vision is broader in scope than a typical goal. For example, a goal might be: “Sell 20 million widgets this year.”

Whereas, a vision is: “Be the world leader in widgets while maintaining the highest safety standards in the industry.”

The terms “vision,” “mission,” “goals,” and “values” are sometimes used interchangeably. However, in the context of this report, we will focus our discussion around the term “vision.”

VISION is important because:

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



LEADERS AT ALL LEVELS help craft the VISION

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

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

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

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

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



How Exploration Drives Vision

Although a great vision often sounds simple and elegant, a good deal of effort and insight has usually gone into developing it. There is a discipline to exploring new ideas that involves thinking at a big-picture level. It also involves resisting the temptation to choose the “right” idea too quickly.

- Leaders need to be intentional about exploring new directions.
- It may help to suspend judgment and consider a variety of ideas.
- Exploration involves giving oneself the time to weigh options.

Remaining Open & Prioritizing the Big Picture

When we talk about driving a vision by exploring, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to remain open, and others seek closure. Also, some leaders prioritize the big picture, while others prioritize the details. **In the context of exploration**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward remaining open and prioritizing the big picture will help when exploring a vision.



Craig, you fall in the middle of the continuum between pushing for closure and remaining open. Most likely, you’re willing to consider a broad range of ideas initially, but once you see a seemingly feasible solution, you may prefer to lock in and start planning. Oftentimes, organizational culture drives people to focus on forward momentum, but this can be at the expense of developing truly effective visions. When working on a vision, you may need to push yourself to think more openly and creatively.



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

Since you see yourself as only moderately inclined to remain open and to prioritize the big picture, you may need to be a bit more intentional about exploring new ideas to create a vision.



How Boldness Drives Vision

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

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

Being Adventurous & Speaking Out

When we talk about driving a vision with boldness, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be adventurous, and others are more cautious. Also, some leaders aren't afraid to speak out with their bold ideas, while others tend to hold back. **In the context of boldness**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being adventurous and speaking out will help when creating a bold vision.

Cautious  Adventurous

Craig, you tend to focus more on the potential benefits of taking a chance than on the possibility of failure. Most likely, your confidence in your team allows you to act, even when it's not clear how you will reach a successful outcome. Even if you occasionally fall short, creating a bold vision positions your group to grow and stay competitive. Others probably appreciate your sense of adventure and your confidence that your group will be able to overcome obstacles along the way.

Hold Back  Speak Out

You're usually ready to speak out, particularly when you feel that you have something important to say. Because you're willing to take chances socially and put your credibility on the line, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to go out on a limb probably helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

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



How Testing Assumptions Drives Vision

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

- Leaders need to look beyond their own thinking to test assumptions.
- It's important to recognize obstacles when developing a vision.
- Consider a variety of methods in checking your hypotheses.

Seeking Counsel & Exploring Implications

When we talk about driving a vision by testing assumptions, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to seek counsel, and others like to decide independently. Also, some leaders focus on exploring implications, while others prefer to push forward. **In the context of testing assumptions**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward seeking counsel and exploring implications will help when it's time to evaluate the vision.

Decide Independently ← | → Seek Counsel

Craig, 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.

Push Forward ← | → Explore Implications

You probably take the time to evaluate ideas that you aren't entirely sure about, but you may also be eager to keep pushing forward. When facts aren't pivotal to the success of the vision, you may be less inclined to do your homework. You like to keep things moving in the interest of making faster progress. However, as a leader, it's important to check your assumptions carefully before pursuing a vision. By examining your ideas and exploring the implications, you increase your chances of a successful outcome.

Since you see yourself as having a tendency to seek counsel but only moderately inclined toward exploring implications, you may need to spend a bit more time testing your assumptions as you create a vision.

ALIGNMENT is GAINING BUY-IN from the organization and your team

Alignment refers to the act of getting buy-in for the vision from everyone who will have a role in making it a reality. Alignment ensures that people are on the same page, both from a task and an emotional perspective.

Alignment requires ongoing one-way and two-way communication. In fact, the failure of a vision, no matter when it happens, can often have more to do with a lack of alignment than with the strength of the vision or the efficiency of execution.

Too often, leaders treat alignment as something to check off a to-do list. In reality, alignment is a dynamic, ongoing process that requires the leader to continually monitor and realign as conditions and needs change.

ALIGNMENT is important because:

- It **sets the stage** by proposing a plan for effective implementation.
- It **provides a forum** for questions and concerns.
- It **brings people together** behind the vision.
- It **generates excitement** for the vision.



ALIGNMENT is for LEADERS AT ALL LEVELS

Gaining and maintaining alignment is a critical role for leaders at all levels. Alignment requires attention to upward, downward, and lateral communication. Leaders in certain positions may need to use more time and energy to maintain alignment at all levels.

Alignment in Your Organization

A number of structural and cultural factors can affect how you go about creating and maintaining alignment. Consider how these affect alignment within your organization.

- Formal vs. informal communication
- Face-to-face and virtual environments
- Lateral and hierarchical organizational structures
- Negotiating competing interests

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



How Clarity Drives Alignment

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

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

Explaining Rationale & Structuring Messages

When we talk about driving alignment with clarity, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to explain their rationale, and others offer their intuition. Also, some leaders tend to deliver structured messages, while others tend to deliver impromptu messages. **In the context of clarity**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward explaining your rationale and structuring your message will help when you need to be clear to get people's buy-in.



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



You have a tendency to deliver your ideas without a lot of structure, and this might cause people to get lost in your message. You may be quite good at thinking on your feet, but this communication style doesn't always help when the goal is gaining alignment. Leaders who tend to deliver impromptu messages often provide unnecessary details and go off on tangents. If people have trouble identifying your main point, you may lose their attention. To improve your communication when it's time to get buy-in, take the time to fully organize your thoughts before presenting the vision.

Since you see your communication style as impromptu and somewhat intuitive, you may need to put some extra effort into structuring your messages and explaining your rationale to provide the clarity that others need.



How Dialogue Drives Alignment

One of the simplest ways to get others aligned around the vision is to engage them in a rich dialogue about the “who,” “what,” “why,” “where,” “when,” and “how” questions. When leaders involve others in two-way conversations like this, it not only increases buy-in, but also gives leaders invaluable information.

- True alignment requires openness to others' ideas and concerns.
- People want the chance to ask questions and share their insights.
- Dialogue helps leaders identify potential problems or disconnects.

Exchanging Perspectives & Being Receptive

When we talk about driving alignment with dialogue, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to exchange perspectives, and others present information. Also, some leaders tend to be receptive to input, while others tend to challenge new ideas. **In the context of dialogue**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward exchanging perspectives and being receptive will help when creating an atmosphere of open dialogue.



Craig, you fall on the middle of the scale between presenting information and engaging others in a two-way exchange. While there may be times when people feel comfortable commenting and asking questions, you may not always go out of your way to solicit their opinions and feedback. Exchanging perspectives with others can be challenging because it means giving up some control and opening yourself up to potential criticism. Even though it is sometimes appropriate to simply present information, gaining alignment around a vision calls for a more participatory approach.



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 more intentional about facilitating the dialogue that others need.



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

Craig, you probably don't worry about filtering your emotions, and when you're excited, your passion can be contagious. When people see your confidence about an idea, they're more likely to believe the vision is worthy of their attention. With your expressive approach, you help create a dynamic environment that brings up the group's energy level. Your willingness to share your emotions makes it easier for people to relate to you, and it also makes it clear that you really care about the vision for the group.

Matter-of-Fact  Encouraging

You probably have a natural interest in making people feel good about themselves and the work that they're doing. Most likely, you have an optimistic outlook, and others get the sense that if they work hard toward the vision, positive results will follow. As an encouraging leader, you may give people the courage to try new things and to find their inner strength when things get difficult. You tend to maintain a positive tone, and you make an effort to show support. Ultimately, your encouragement helps people focus on the positive aspects of their work rather than the challenges.

Since you see yourself as both expressive and encouraging, you may already be doing a good job of providing the inspiration that others need.

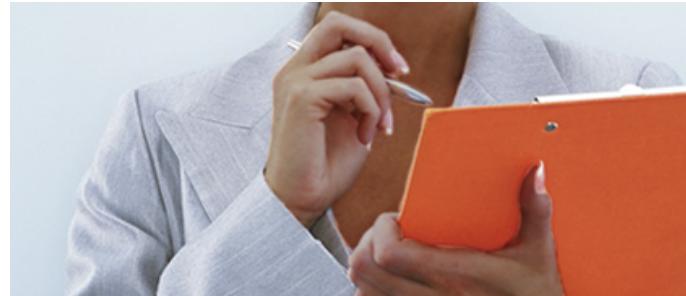
EXECUTION is turning the IMAGINED FUTURE CONDITION into reality

At the most basic level, execution is making the vision a reality. The leader must make sure that all conditions are in place so that everyone can do the work necessary to fulfill the vision.

Often people think of execution as something that happens in the trenches, while the leader sits in an office thinking up the big ideas. But the truth is that successful execution of a vision can't happen without the deep commitment and support of the leader.

EXECUTION is important because:

- It propels the development of concrete strategies.
- It makes the vision actionable.
- It gives people a sense of achievement.
- It fulfills the promise of the vision.



EXECUTION is for LEADERS AT ALL LEVELS

The role of the leader at every level is to make sure the strategies and people are in place for the vision to become a reality. However, certain aspects of this role may look different depending on where you are in the organization.

Your Role in Executing the Vision

Your position in the organization can affect how you participate in ensuring execution. Consider which of the following best describe your role in the process.

- More hands-on or less hands-on
- Advocating for resources or providing resources
- Creating strategy or following strategy
- Establishing culture or supporting the culture

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



How Momentum Drives Execution

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

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

Being Driven & Initiating Action

When we talk about driving execution with momentum, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be driven, and others are more low-key. Also, some leaders tend to initiate action, while others tend to be more reactive. **In the context of momentum**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being driven and initiating action will help create the momentum your group needs.

Low-Key ← | → Driven

Craig, 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

As a leader who tends to initiate, you identify fresh opportunities, call attention to areas for improvement, and kick off new projects. Your entrepreneurial spirit probably helps create a culture where being proactive is valued. In this kind of climate, people don't just wait for their next responsibility—they are constantly on the lookout for new ways to contribute. When a leader shows initiative, the group is more likely to grow and extend its reach rather than simply maintain the status quo.

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



How Structure Drives Execution

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

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

Providing a Plan & Analyzing In-Depth

When we talk about driving execution by providing structure, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to plan, and others like to improvise. Also, some leaders tend to analyze in-depth, while others tend to follow their first impressions. **In the context of structure**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward planning and analyzing in-depth will help when it's time to create the structure needed to execute well.

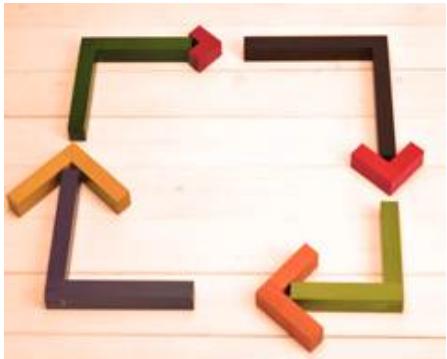


Craig, you have a tendency to improvise and figure things out along the way. This can be beneficial in situations where preparation isn't possible, such as in emergencies or social situations. On the other hand, even if a lack of planning doesn't bother you, many people get very anxious when they don't have a well-defined structure to depend on. Without clear processes, your group can suffer considerable inefficiencies, redundancies, and frustrations that can threaten the successful execution of the vision.



You fall on the middle of the scale between following your first impressions and doing in-depth analysis. Therefore, you probably have an appreciation for thinking through the implications of a decision and tend to be fairly comfortable with complex problems. However, because you're not highly analytical, you may not always dig quite deep enough to get at the root causes of inefficiencies. You may be tempted to go with good-enough solutions to problems rather than explore the complex underlying issues.

Since you see yourself as having a tendency to improvise and only moderately inclined to analyze in-depth, you may need to spend more time planning and be a bit more intentional about analysis to provide the structure that others need.



How Feedback Drives Execution

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

- Feedback from leaders helps people know how they're performing.
- Leaders need to be willing to address problems head-on.
- Recognizing contributions encourages ownership and engagement.

Addressing Problems & Offering Praise

When we talk about driving execution by providing feedback, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to address problems, and others like to maintain harmony. Also, some leaders tend to offer more praise, while others tend to offer less praise. **In the context of feedback**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward addressing problems and offering more praise will help you be more effective with feedback.

Maintain Harmony ← | → Address Problems

Craig, 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

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

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

Playing to your strengths is an important starting point for improving your leadership effectiveness. Below you will find descriptions of your three strongest areas in the process of Vision, Alignment, and Execution. Take a moment to read and reflect on how to maximize your use of these strengths in your current role.

Execution > Momentum > Initiating Action

Reactive ← → Initiating

You like to initiate action and get new projects moving. Leaders like you don't sit around waiting for someone else to tell them what to do—they act. Because you're often so proactive, you help create a sense of momentum for others, and your colleagues probably appreciate that you:

- Provide an entrepreneurial spirit
- Encourage others to find new ways to contribute
- Create an environment conducive to initiative and growth

Vision > Boldness > Being Adventurous

Cautious ← → Adventurous

You like adventurous ideas, and as a result, you probably create bold visions that capture people's imaginations. You often pursue opportunities that more cautious leaders would pass up, and this can give your group a competitive advantage. Your boldness might encourage people to take on new challenges that could lead to exciting outcomes, and others probably appreciate that you:

- Take chances in pursuit of success
- Display confidence in the capabilities of your team
- Focus on the potential rewards of adventurous ideas

Execution > Momentum > Being Driven

Low-Key ← → Driven

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

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

Now that you have a better idea of your strengths as a leader, let's take a closer look at the three behavioral continua where you have the greatest opportunities for improvement.

1. Structure
2. Providing a Plan
3. Prioritizing the Big Picture

Alignment > Clarity > Structuring Messages

Impromptu Messaging ← → Structured Messaging

Since you see your communication style as impromptu, you may need to focus more on structuring your messages to provide the clarity that others need.

Tips for Improvement

- Make your main point obvious by referring back to it frequently. This will help your listeners understand the focus of your message.
- Avoid talking off the top of your head. If you think through the entire message before you begin speaking, you'll improve your chances of communicating with clarity.
- Before you begin, write down and organize your main talking points. Use these key messages to structure a clear delivery of your message.

Case In Point

Evelyn's Example:

Evelyn knew that she had a tendency to stray off topic when she didn't prepare ahead of time. So when it was time to announce an important new direction to the group, she spent time identifying her three main points. When she delivered her message, she made sure that everything she said directly related to her outline.

Michael's Example:

Michael challenged himself to communicate his ideas in a more structured fashion by including the necessary details without any extra information. Whenever he finished speaking, he would ask the group to recap what they had heard him say. By listening to the group's account, he was able to gauge how well he had structured his message.

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

How would your group and/or organization benefit if you were doing more of this behavior?

Write action steps based on the tips you found most useful.

Execution > Structure > Providing a Plan



Since you see yourself as having an inclination to improvise, you may need to spend more time planning in order to provide the structure that others need.

Tips for Improvement

- Recruit people who are good at planning to help you put together a blueprint for successful execution. Use the resources available to you, including colleagues, to ensure a solid system is in place.
- Work with your team to identify all of the details that need to be addressed. Write them down on slips of paper and place them in a proposed sequence. This will give you an outline for your plan.
- Don't expect the design to suddenly fall into place. Set some time aside each day for planning, and understand that providing a reliable structure for people will increase the likelihood of consistent results.

Case In Point

Evelyn's Example:

Evelyn discovered that her team needed more concrete plans from her, but she had always been more comfortable improvising. With a new project on the horizon, she asked for help from her colleague, Karen, who was brilliant at constructing clear processes. When it came time to introduce the project to her team, people were observably relieved to have such a solid plan in place.

Michael's Example:

Michael pulled a couple of his colleagues together to discuss the details of his latest plan. After they laid out the necessary steps, he wrote each one on a separate notecard. They worked together to place the cards in a workable sequence, reordering them as the discussion progressed. When they reached consensus, Michael put the plan in writing and introduced it to the rest of the team.

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.

Vision > Exploration > Prioritizing the Big Picture

Prioritize Details



Prioritize Big Picture

Since you see yourself as only moderately inclined to focus on the big picture, you may need to step back a bit from the details 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.