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Insights® Discovery

Transformational Leadership

Joe Bloggs

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Introduction

This Insights Discovery Transformational Leadership Profile explores how Joe's leadership capabilities are impacted by his psychological preferences. It will enable Joe 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

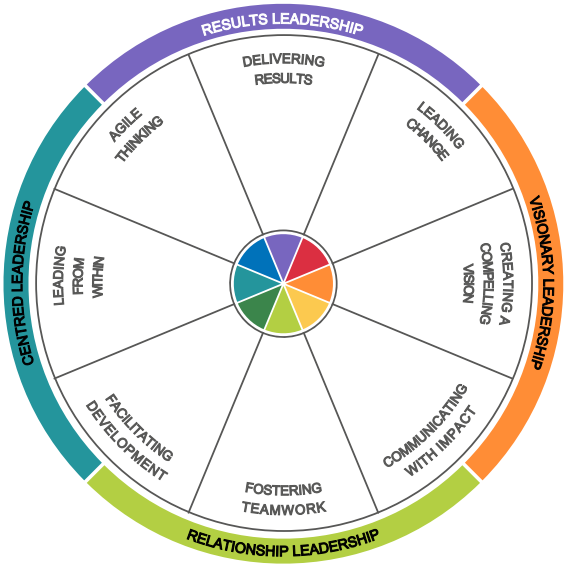
Leading Change - Initiating and directing transformation

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 Joe's strengths and challenges linked to each of the eight dimensions, the profile offers some recommendations, and poses questions for Joe to explore further in this area. This is a powerful resource to help Joe understand how he can enhance his leadership capabilities and be more effective.



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Overview

These statements provide a broad understanding of Joe'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

Joe typically adopts a highly ethical stance, based on his morals and values. He wears his heart on his sleeve and is open and honest about his leadership challenges. He will happily become an advocate for a cause he believes in. He is keen to champion ideas and causes that sit with his values.

Joe is seen as highly trustworthy and will make significant efforts towards meeting an agreed deadline. He is dependable and can be counted on to do what he has committed to. He almost always makes an effort to be pleasant and polite, even when it is a BIG effort. He will not hesitate to ask for advice and guidance from others. He will personally perform at his best when those around him are contented and fulfilled in their roles.

Joe has an array of talents, which he rarely takes credit for he prefers to be humble about his skills and expertise. Joe knows what is important to him but can end up compromising his priorities to support someone else. He can feel a strong compulsion to take action without fully understanding why. He rarely lets anyone down, even at the expense of his own comfort. He can be overly modest and play down his contribution, resulting in others not appreciating his immense value.

Team Leadership Style

Joe is likeable and quick to establish good working relationships within his team. He is typically unselfish in the team environment and will make it a priority to look out for others. His genuine caring and personal commitment allow others to feel comfortable and supported under his leadership. He will gladly stand back and allow others to take credit as he has no need to take centre stage.

Joe will demonstrate respect for others' viewpoints, ideas and suggestions. He seeks to generate a trusting and mutually supportive atmosphere within the team. He will consult with others before making tough decisions in order to ensure everyone is on board in dealing with the ensuing consequences. He is loyal to the team and will sacrifice himself for the good of others. He makes an effort not to form instant judgements and will aim to see the best in people.

Joe can sometimes pussyfoot around a difficult team issue, being reluctant to tackle it head on. Joe tends to operate largely on instinct and can find it difficult to articulate his objective motives to the team. He can feel intensely disappointed by poor results from the team but will find it difficult to express and confront this directly. He prefers to keep team members' work load at a comfortable level, sometimes at the expense of giving them stretching targets. He will stand up for the team on organisational issues, only if he is sure he has its full support behind him.

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Organisational Leadership Style

Joe aims to build an environment where staff can be open and honest and are respected for being themselves. He seeks to handle resistance by fully understanding others' perspectives and providing them with the assurance that their concerns will be addressed. By meeting his promises, Joe sets an expectation that he will honour his commitments and expects others to do the same. He is willing to take calculated risks and structure change efforts, especially where the change has a people focus.

Joe is seen as a role model of natural warmth, caring and sincerity, causing others to feel comfortable and supported under his leadership. He will become fully absorbed in supporting delivery of a project and cares deeply about his personal contribution. He takes every opportunity to emphasise the organisation's values that serve to unite staff at all levels. He looks at structures and processes from the inside out and can assess their value from the perspective of those operating within them. He flourishes in roles where he may be of constant service.

He will feel extremely uncomfortable if he is required to contravene a personal value to meet a higher-level need. He is often more than happy for others to take control, which, at times, can undermine his position. He has a tendency to keep quiet on issues that he knows will cause argument and conflict. Joe prefers the people side of the business and will find any lengthy exposure to purely business related areas to be unfulfilling. He can be too compliant and too easily influenced by others.

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Agile Thinking

Engaging different thinking modes

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

Strengths

- When problem solving, is concerned with the impact of both the problem and the solution on people.
- Enjoys generating and sharing new ideas or thoughts that are aligned with strongly held personal and organisational values.
- Is astute at ascertaining priorities and, faced with obstacles, will generally focus first on the cause rather than the symptoms.
- Is careful to ensure that all organisational processes have been considered from the standpoint of those working with them.

Challenges

- Can place too high an emphasis on the interpersonal to the detriment of objective financial considerations.
- Tends to focus exclusively on the personal aspect of business and may neglect the more practical and commercial considerations.

Recommendations

- Rather than ruminate carefully over each idea, engage in fast paced brainstorming activities to stimulate the generation of a multitude of ideas.
- Use logical frameworks that take account of personal feelings in identifying problems and seeking resolution.

Probe Strengths

- When you are fully aware of which information is the most relevant, how do you ensure it is central to the analytical process?
- Consider a time when you trusted your own evaluations and experiences in order to make a difficult decision. What did you have to overcome to do this?

Probe Challenges

- Consider an occasion when you had to shift resources or personnel to meet a changing business opportunity. How did you manage the process?
- Consider a time when the financial implications of a new process were very different from what you anticipated. What did you do?

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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

- Quickly generates trusting relationships that enable others to divulge and discover their inner essence.
- Is extremely adept at regulating his behaviour in order to be seen as calm, steady and positive.
- Will expend most of his energy and resources in carrying out work that connects with his values and visions.
- Is keen to enhance his own self-awareness and capabilities so he can be of even greater assistance to others.

Challenges

- Is likely to change his behaviour and communication style in order to be accepted by his immediate company.
- Can be too willing to sacrifice his own needs to meet the needs of another.

Recommendations

- Be conscious of how often he strays off his own purpose to fit in with others.
- Encourage the more task-focused leaders to pinpoint the pragmatic benefits of enhancing their authenticity and self-awareness to themselves and their work .

Probe Strengths

- How do you ensure your team's goals directly reflect the values of your organisation?
- What has been your 'finest hour' on a project? What was it about you and the work that really gelled?

Probe Challenges

- Consider an occasion when you felt under excessive stress to meet your commitments. What did you do about it?
- Has there been a time when you felt pressured to operate outside your own ideals and beliefs? How did you resolve this?

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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

- Is always keen to help others to achieve their goals, seeing others' success as important as his own.
- Enjoys the opportunity to talk over his desires and dreams with others.
- When coaching, encourages others to define objectives that take heed of both personal fulfilment and pragmatic results.
- Looks for opportunities for his team members to bring out and further enhance their strengths.

Challenges

- When coaching, may place too high an emphasis on what "feels right" at the expense of more pragmatic considerations.
- Can become too personally involved as a coach or mentor and see others' performance as a reflection of his own competence.

Recommendations

- Be prepared to hold back and take small steps with those unfamiliar with self-discovery.
- Be aware when his own developmental needs come first and acknowledge the positive impact this will have on himself and others.

Probe Strengths

- Where do you think your team could benefit from some collective development? What will you do to follow this up?
- Who do you see as your mentor today? What do you particularly admire in that person?

Probe Challenges

- What is the most challenging situation you have had in coaching?
- On reflection, where you could have been more direct in your communication when giving constructive feedback?

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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 always seek the solution that works best for team members on a personal level.
- Is adept at building harmonious environments and creating the opportunities to collaborate and work with others.
- Gives careful consideration to task allocation so that everyone in the team is comfortable in their appointed role.
- Demonstrates concern for others through seeking to understand their perspective and valuing differences.

Challenges

- May find it difficult to respond assertively to others' domineering behaviour.
- Can feel intimidated by others who have a more direct and forceful demeanour and finds it difficult to confront them.

Recommendations

- Develop strategies to deal effectively and assertively with confrontation, without compromising so much that he feels resentful.
- Encourage an even higher level of performance in the team by increasing his expectations and being openly assertive about what he believes the team is capable of.

Probe Strengths

- In facilitating a recent collaborative solution, what worked particularly well?
- Describe a situation in which your team members explained a collective need to you and you endeavoured to meet this need.

Probe Challenges

- Consider a situation where you felt your contribution to a team was less than productive. Why was this?
- Have you ever experienced feeling uneasy about delegating tasks to your team? If so, do you know why?

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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

- Is careful to regulate his behaviour to ensure he comes across as open, friendly and sensitive to others.
- Will ensure that everyone is clear about what is required so that each person can deliver on his commitments and no one lets the side down.
- Is both creative and resourceful in dealing sensitively with interpersonal issues.
- Is patient and sensitive during negotiations, ensuring he has got a thorough grasp of others' perspectives before putting forward his own agenda.

Challenges

- Often feels unsettled when faced with raw and challenging emotions in others and can indulge in "rescuing" behaviour.
- May go for safe and somewhat uninspiring targets rather than aiming high and risking being disappointed.

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 wider network across the organisation instead of just a few colleagues.

Probe Strengths

- What do you do to ensure that your message has been received and understood?
- When have you been able to recognise an underlying issue behind a customer concern and how did you deal with it?

Probe Challenges

- Recall a time when your team was unclear of the specifics in order to obtain a goal. How did you help to give clarity?
- Do you ever find it difficult to translate your intuitive feelings into words? If so, who or what could help you in doing this more effectively?

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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

- Can create a vision with the team that will inspire them to venture into uncharted territory for the sake of others.
- Works to generate cohesion in the visioning team.
- Ensures that others are ‘on board’, concurring with the need for a new vision.
- Seeks to understand the need for a new direction.

Challenges

- Prefers others in the team to share his purpose and, faced with different opinions, may try to convince them that his purpose is “right”.
- Can get stuck at the first fence, trying to align the personal, team and organisational values.

Recommendations

- Before presenting a vision to the organisation, collaborate with a colleague who has high levels of objectivity, to ensure that essential pragmatics have been considered.
- Take time to focus on the immediate as well as the long-term, future implications; successful strategic change most often calls for a balance of “quick fix” remedies to smooth over the humps and bumps inevitable in long-term implementations.

Probe Strengths

- What do you focus on in communicating a vision, in order to bring understanding and commitment to it?
- How would you go about uniting opinion behind an organisational vision?

Probe Challenges

- Have you experienced a situation where you had to cover or suppress your own disappointment so as not to impact negatively upon a team? Why did you feel this was necessary?
- Have you ever neglected to consider the practical implications of your idea before presenting it to the organisation?

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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 sensitive and considerate in assessing the consequences of decisions on others.
- Ensures that everyone is comfortable with the practicalities of implementing change.
- Expertly handles resistance by fully understanding others' perspectives and instinctively knowing how to provide them with reassurance.
- Is careful to invite comment from all relevant parties before making a decision that will affect them.

Challenges

- Prefers to operate around the organisation's politics than address a potential challenge head-on.
- Wants the organisation to move together as a unified whole and may find it difficult to co-ordinate different sections moving at different paces, each with their own agendas.

Recommendations

- Deliberately seek out opportunities to challenge himself positively thus becoming more comfortable with some constructive conflict.
- Cultivate the willingness to stretch himself and try something new from time to time.

Probe Strengths

- What recent decision have you made on behalf of the team? What was their reaction?
- Describe how you helped employees, stakeholders or customers understand what change means to them.

Probe Challenges

- Consider a time when you found it difficult to lead through a change with your team. Why was this? What got in the way?
- What do you think is your most courageous business decision?

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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

- 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.
- Will be keen to keep an up to date assessment of progress, as he likes to please and deliver what has been requested.
- Resources and prioritises plans, focusing on the impact on others, and takes care to communicate before delegating additional tasks.
- Organises his schedule to make sure he has time for important personal commitments.

Challenges

- Having enthusiastically shared the purpose of the team's goals, may neglect to share the practical details with the same emphasis.
- Can feel the weight of responsibility heavy on his shoulders and prefers to share the burden wherever possible.

Recommendations

- When monitoring progress and allocating resources, ensure that he considers a balance of technical, pragmatic and personal data.
- Accept when it is necessary to put delivery first and trust his innate sensitivity to support himself and others through a challenging period.

Probe Strengths

- Summarise how you balance attending to the needs of your team with the need to get a task completed.
- Recall a time when the organisation relied on you to put in maximum effort to deliver an important piece of work. How did you feel and how did you respond?

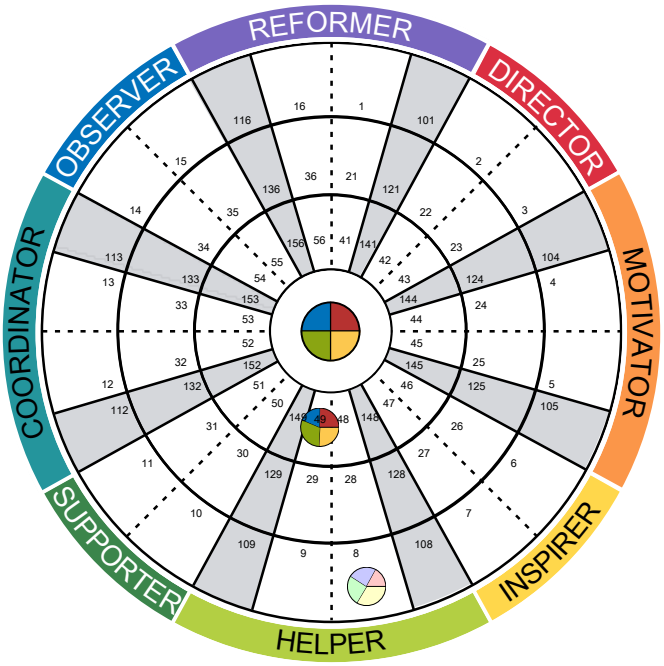
Probe Challenges

- What system is in place for the team to monitor their expenditure of time and resources?
- Has an important delivery ever been compromised because your team was uncomfortable about a particular aspect of the job? What did you do to address and resolve this issue?

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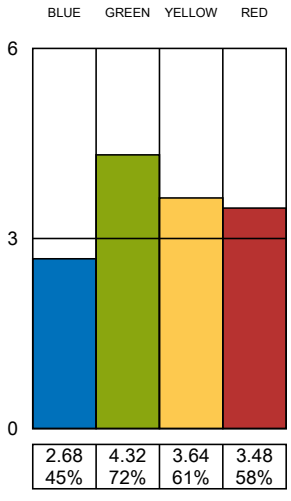
The Insights Discovery® 72 Type Wheel



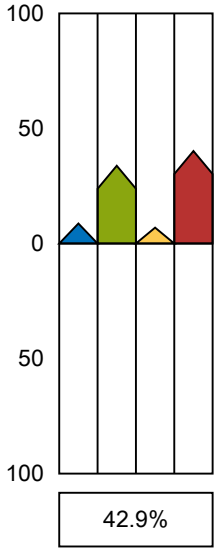
Conscious Wheel Position
49: Supporting Helper (Accommodating)
Less Conscious Wheel Position
8: Inspiring Helper (Focused)

The Insights Discovery® Colour Dynamics

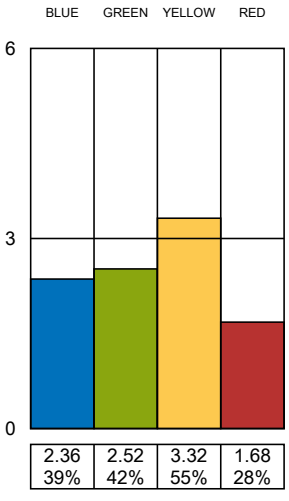
Persona (Conscious)

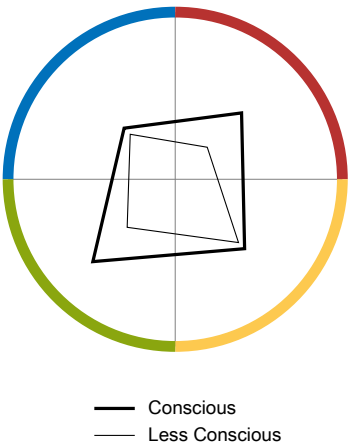


Preference Flow



Persona (Less Conscious)





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