



Discovery[®]

Transformational Leadership

John Doe

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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

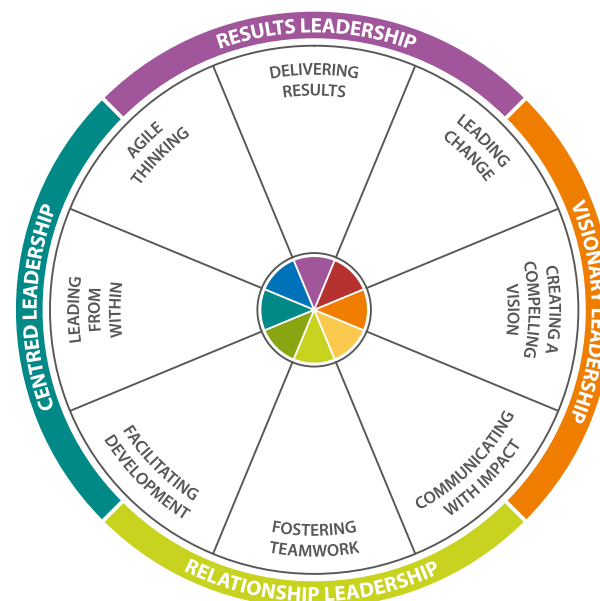
Delivering Results - Honouring commitments and exceeding expectations

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 usually has the confidence and ability to do whatever it takes to get a job done. He is direct and resolute in getting to the core issues and overcoming obstacles. He finds it hard to allow himself to slow down and give himself time for rest and reflection. He is constantly seeking improvement and can appear never to be satisfied with his current level of achievement.

He is, so often, completely absorbed in a frenzy of activity that he can forget to stop and look at the bigger picture. He will do his utmost to remain focused and on track in delivering all his leadership commitments. He has a strong sense of his own self-worth and displays self-confidence. He can be impulsive, occasionally causing problems that could have been avoided with a bit of forethought. He excels in focusing on the key concerns and filtering out any distractions.

He does not shy away from making high-risk decisions and dealing with the unknown. He believes that 'where there is a will, there is a way' and he will find it. John is, typically, courageous as a leader and will tackle problems head on. John can hold a position of high authority with confidence and tends to carry himself with a demeanour of self-assurance. He likes to make practical use of every moment so will rarely be seen in quiet repose!

Team Leadership Style

John seeks to build strong, trusting relationships with others who are aligned to and committed to the team's purpose. He instils a strong sense of urgency in the team. He can be versatile and bring to the team any one of a significant range of skills to fill in for what is required. He enjoys opportunities to collaborate with other hard working and committed people to create a proactive and effective working environment.

He will be disappointed if his team does not demonstrate the same level of enthusiasm and commitment as he does. Sometimes, his team members may feel that they are never quite good enough; as soon as they meet his expectations, he raises the bar. He sometimes fails to recognise the difficulties or complexities involved in a team task and often underestimates the time it will take. John enjoys stretching himself and his team in breaking new ground.

He uses his natural assertiveness effectively to steer the team in getting things done.

He needs to recognise that the team benefits from taking a break from time to time. He leads the team to achieve more than it might have done without his high expectations and driving initiative. John is a direct and forthright leader who will speak out clearly to his team. He will be both challenging and proactive in bringing important issues to the team's notice and finding a workable solution. He takes responsibility in getting things done and expects others to be prepared to follow through on all their commitments.

Organisational Leadership Style

John enjoys being at the helm, deliberating the pros and cons of various options and making his recommendations as to the best way forward. His development plans will have a strong focus on efficiency, effectiveness and results. He tends to be fully engaged and involved in the early stages of organisational projects and initiatives but can lose interest as they progress to implementation and completion. He readily spots gaps, challenges and opportunities in the current environment that the organisation could profit from.

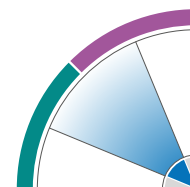
He proactively provides the initiative and instigates change as soon as the market and/or environment dictates. He needs to recognise that, at times the organisation benefits from having a consolidatory period, where no new plans or ambitions are brought to the table. He is intent on creating growth in the business and dedicates a substantial part of his focus to enhancing the bottom line. Having respect for his position and his level of responsibility, John will accept that he bares the brunt of any organisational distress. He works exceptionally well with others who demonstrate similar levels of commitment and delivery.

He endeavours to create innovative solutions that will help the organisation gain a competitive advantage. He can be seen as a maverick, not afraid to stand up against others and fight his corner. With his cavalier attitude, John makes bold and daring decisions that may cause others anxiety. He enjoys dealing with and managing complex issues in a results-oriented setting. He endeavours to ensure that there is a high degree of consistency of output across teams and departments.

Agile Thinking

Engaging different thinking modes

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



Strengths

- Asks if there are other ways to seek solutions and will ask questions of others to help sort out his own thoughts and assessments.
- When assessing risk, will apply logic first, then will look at the bigger picture before fully considering all the facts and details.
- Strives to gain the variety of experiences needed to be able to conduct global business successfully.
- Can foresee implications of each possible solution and can assess the likely impact on both people and productivity.

Probe Challenges

- Have you ever been so focused on a particular outcome that you lost your ability to listen to reason?
- How do you ensure that you have considered all the relevant detail in the projects you lead?

Personal Notes

Challenges

- Does not always take time to consider the fuller implications of his actions before he starts out, preferring to think as he goes.
- May spend an unreasonable amount of time focusing on what is personally important to him at the expense of what is important to the organisation as a whole.

Recommendations

- Begin to base more of his decisions and actions on feelings rather than facts.
- Beware of acting spontaneously based solely on his own immediate judgment, which can jeopardise team spirit.

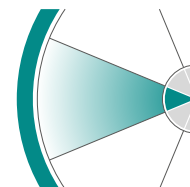
Probe Strengths

- Consider a time when you were asked to solve a difficult problem. What skills did you bring into play?
- Consider a time when you had to assess the risk of a new process or product for your organisation. What steps did you go through in your assessment?

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

- Has the capacity to take on many tasks and projects simultaneously, often considering this more stimulating than stressful.
- Has the courage of his convictions and will speak out with strong self-assurance.
- Is capable of dealing with multiple factors and complex situations.
- Encourages team members to say what they mean and mean what they say.

Probe Challenges

- When have you had to 'let go' of something you had little control of? How did it feel? What was the impact?
- Has there been a time when you pushed too hard and recognised a reduction in your personal performance? What could you have done differently?

Personal Notes

Challenges

- May lose the support of his team members by insisting on following a purpose that they have not had chance to contribute to.
- May drive himself too hard with his excessively high standards and expectations.

Recommendations

- Allow others to support him and begin to feel comfortable admitting that he would benefit from asking for help from time to time.
- Value himself as much for his personal attributes as for his achievements.

Probe Strengths

- What do you do to monitor your progress to ensure you stay on track?
- What contributions have you made and who have you positively influenced in the last six months?

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 adept at spotting strengths and flaws in other people's methods and will be comfortable about discussing these pros and cons directly with his staff.
- Seeks to develop an environment where everyone is committed to enhance the performance of the organisation.
- Seeks to become more and more competent in his work and is confident that he still has a store of untapped potential waiting to be drawn upon.
- Has a strong intention to assist everyone to perform at their best and will utilise the most practical coaching models to this end.

Probe Challenges

- On reflection, when might you have inadvertently over-controlled others' development? How you could mitigate this in the future?
- On reflection, has there been a time when you may have been too critical when providing feedback?

Personal Notes

Challenges

- With his predominant focus on achieving goals, may dismiss comments or concerns of others that are more personal and emotive in their content.
- May get impatient with others if, having spent time on their self-development, they show little or no change.

Recommendations

- Let the people being coached set their own agenda in a coaching interaction and try not to be dismissive if he does not agree with the target level of achievement.
- Ask open-ended questions to give the client the opportunity to explore their requirements further.

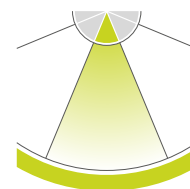
Probe Strengths

- What do you do to encourage others towards improving their skills and performance?
- Which questions do you most often ask in team meetings?

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

- Has a 'no nonsense' approach in getting to the core of team conflict.
- Initiates the uptake and utilisation of any one of his considerable array of practical skills to support the team effort.
- Is unlikely to 'sit on' conflict, preferring to address issues as they arise.
- Knows how to apply his knowledge and experience of team dynamics to create and maintain a team that consistently delivers and improves.

Probe Challenges

- When have you found it difficult to manage a conflict within the team? What happened and why was it so difficult to resolve?
- Reflect on a situation where team members did not perform their tasks to your specific instructions. How did you confront this?

Personal Notes

Challenges

- Can be very outspoken during conflicts and tends to deal directly and sometimes aggressively with them even when it may be uncomfortable for those involved.
- Can become outwardly irritated by team members who are impractical and who lack focus.

Recommendations

- Adopt a more considerate approach by giving praise and appreciation more readily.
- Share the leadership of a project more with others so he comes across as less dogmatic.

Probe Strengths

- Can you summarise a recent dialogue with a customer, in which you aimed to uncover a collaborative solution?
- Describe a situation in which your team was able to move a project forward very effectively in your absence.

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

- Tends to contribute vocally with open and forthright communication and is not afraid to call a spade a spade.
- Evokes a sense of urgency and importance.
- Does not hesitate to lay all the thoughts and conflicts on the table and uses both personal and rational criteria to influence others.
- Motivates and inspires others with his driving passion and belief.

Probe Challenges

- Consider a time when you lost your patience and expressed your frustration. What was the impact?
- Have you ever tried to convince a customer to take a different view rather than respond to their current position? How effective was this approach?

Personal Notes

Challenges

- Is direct and to the point, becoming impatient and irritable when having what he perceives as unnecessary dialogue.
- Tends to be overly intolerant of inefficiency, which may lead to inappropriate outbursts.

Recommendations

- Primarily consider others' needs during all his presentations so he will inspire and influence rather than tell.
- Take a more tolerant standpoint and recognise that, for some, an argument does not necessarily act as a stimulant.

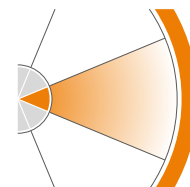
Probe Strengths

- What key questions did you ask to ensure all pertinent issues were addressed during a recent negotiation?
- Describe how you have consciously modified your behaviour in order to achieve best results in a negotiation.

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

- Conceives innovative ideas, holding great clarity and commitment about the final outcome.
- Is courageous and eager to develop visions that break new ground.
- Focuses on accomplishing an ambitious vision and establishing what it will take to get there.
- Is committed to his vision for the organisation and will put in intense effort to support its implementation.

Probe Challenges

- Think of a situation when you found it difficult to accept other people's innovative ideas.
- When has it been necessary to explore other possibilities for a project, in order to inject some enthusiasm and raise the level of interest within the team? What did you come up with?

Personal Notes

Challenges

- Quickly gets impatient with anyone or anything that puts a spanner in the works of his plan for the vision.
- Has a clear idea of where he wants to be and can get frustrated if he doesn't make identifiable progress quickly enough.

Recommendations

- Share his personal vision with significant others to ensure it is compatible with his social environment.
- Ask more open-ended "what if?" questions that encourage thinking outside the box in order to create new possibilities.

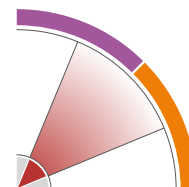
Probe Strengths

- Describe how your efforts towards realising a vision have demonstrated the intensity of your commitment and energy.
- How do you go about evaluating the inherent risks in implementing a new product or process?

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

- Provides the initiative and instigates change as soon as the market and/or environment dictates.
- Willingly engages in debate around both commercial and political considerations relating to customer and stakeholder need.
- Creates new development plans with a strong focus on efficiency, effectiveness and results.
- Is able to make a quick decision on the course of action and communicates it clearly to the team.

Personal Notes

Challenges

- May get into 'hot water' with over-dependence on last minute improvisations and the adrenaline rush of emergencies.
- May try to work around company policy and may challenge authority if he feels it is impeding progress.

Recommendations

- Take time to explain fully the implications of making change and act directly in response to any resistance rather than just pushing through it.
- Ensure he knows of the individual's and team's reactions to a proposal and consider these equally against business concerns.

Probe Strengths

- How do you encourage and reward innovative risk-taking within the team?
- What do you consider are your greatest strengths in change management?

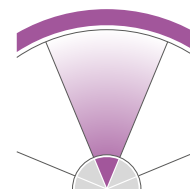
Probe Challenges

- What do you do to consider your team when assessing the implications of a decision?
- Could you describe the most satisfying change initiative you have completed?

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

- Wastes no time in addressing important issues raised by customers and is quick to take action as the direct result of a complaint or suggestion.
- Has a strong innate drive to be at his best and will expect others to do the same.
- Likes to set himself stretching targets that can make a noticeable impact on the bottom line.
- Is prepared to go to great lengths and expend a significant amount of energy in contributing to the team's goal.

Probe Challenges

- When have you seen it at others' responsibility that a task was not completed on time?
- Can you bring to mind a time when you neglected to notify others of postponed or cancelled meetings? How can you ensure this will not recur?

Personal Notes

Challenges

- Can drive others against delivery schedules in such a way that they 'tick the boxes' and lose clarity on the original objectives.
- Is sometimes unwilling to listen to others' objections, preferring them to keep their heads down and get on with the task in hand.

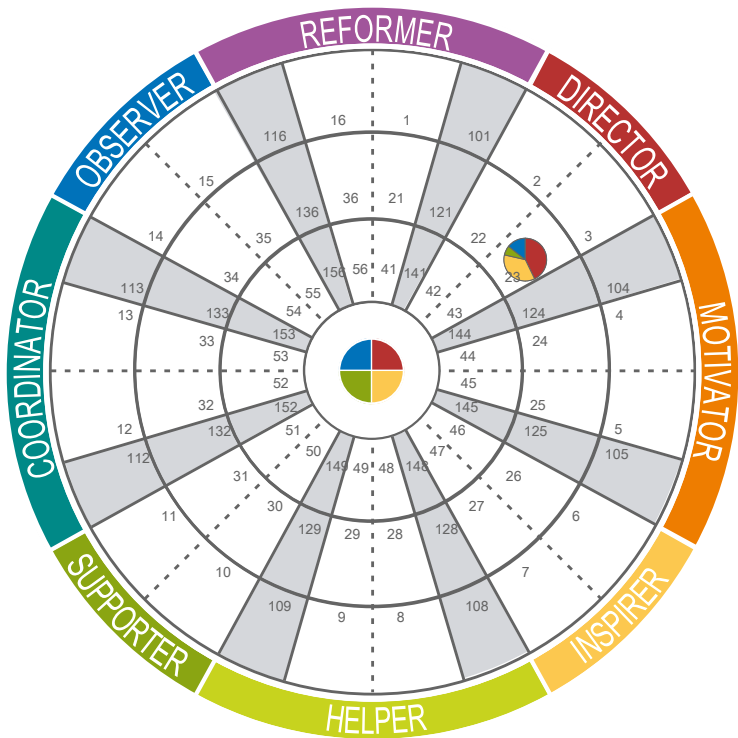
Recommendations

- Take a lot of pressure off himself and others by setting more realistic and pragmatic goals and time frames.
- When everything seems important at the same time, step out of the situation to take a detached view before determining his priorities.

Probe Strengths

- Describe a stretching target you set and what impact it had on the bottom line.
- Describe how you have tackled inefficiencies head on, either at an individual or team level.

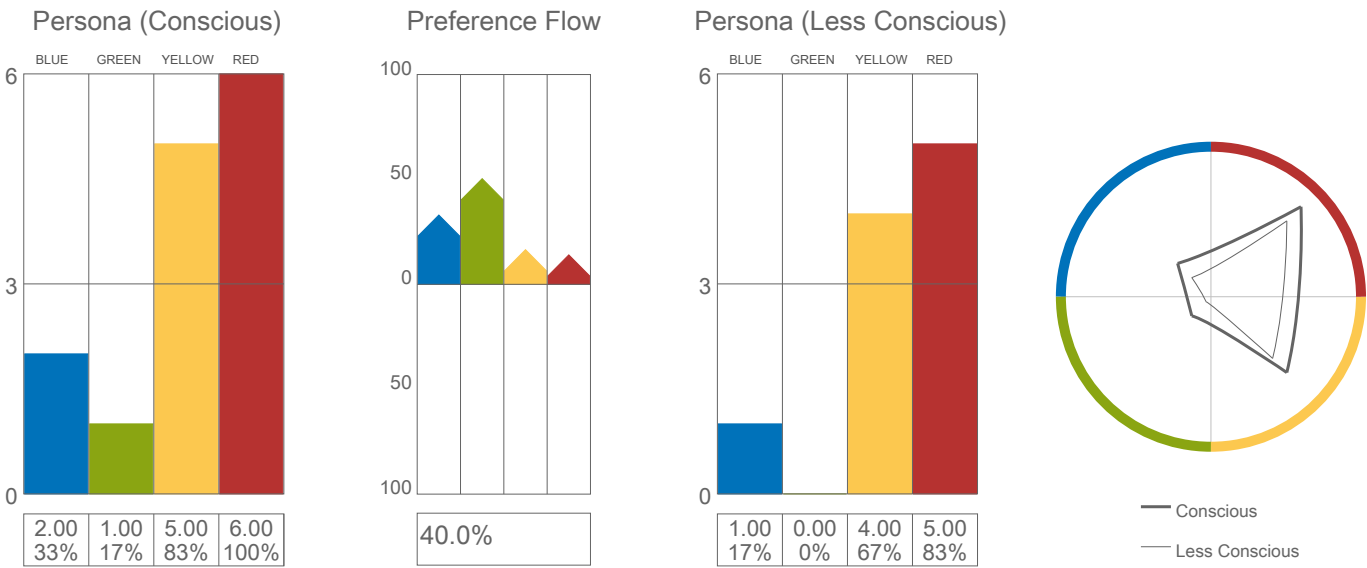
The Insights Discovery® 72 Type Wheel



Conscious Wheel Position
23: Motivating Director (Classic)

Less Conscious Wheel Position
23: Motivating Director (Classic)

The Insights Discovery® Colour Dynamics





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