



Insights®



Discovery[®]

Transformational Leadership

Simon Sample

30 September 2018

Introduction

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

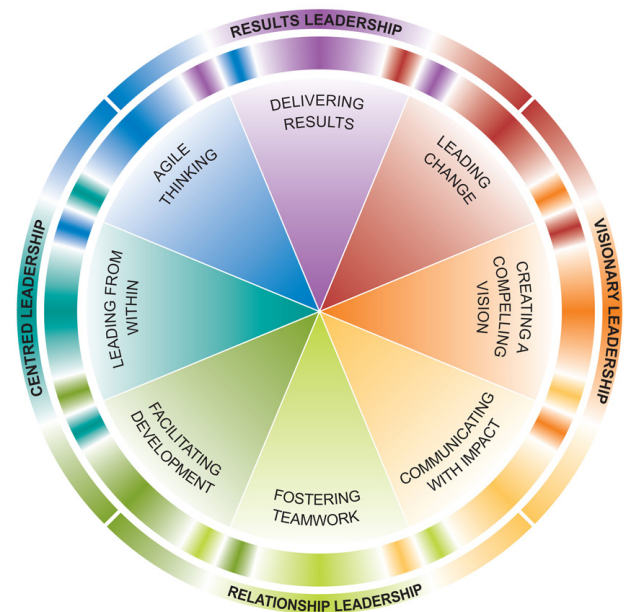
Delivering Results - Honouring commitments and exceeding expectations

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 Simon's strengths and challenges linked to each of the eight dimensions, the profile offers some recommendations, and poses questions for Simon to

explore further in this area. This is a powerful resource to help Simon understand how he can enhance his leadership capabilities and be more effective.



Overview

These statements provide a broad understanding of Simon'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

Simon will take a decisive and proactive approach to challenging situations and the ensuing issues. He tends to be self-sufficient and rarely looks to others to help resolve any leadership issues. Simon will make ambitious plans for himself, rarely considering failure. He tends to have his focus in the here and now, usually preferring to take action to meet an immediate request than to progress a longer term project.

With a strong desire for achievement, Simon can drive a little too hard for success. Desiring recognition for his accomplishments, he can appear to 'blow his own trumpet', which some interpret as a need to boost his ego! He has a constant inner drive, leading him emphatically towards his targets. He has a strong drive to enhance his capability and increase his effectiveness. He displays self-assurance, resolve, commitment to meeting his responsibilities.

Simon rises to any challenge and is, typically, confident and optimistic about the outcome. Simon is a robust leader who will tend to bounce back from most setbacks. He will keep one eye on his long-term missions whilst focusing on immediately identifiable objectives and milestones. Simon delights in mental challenges and enjoys solving complex problems. He is always keen to be moving forward, making progress and will act expediently to overcome difficulties.

Team Leadership Style

Simon urges the team to make high demands of themselves in realising big goals and aspirations. Simon 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. Preferring to be in the driving stage at early stages of a team project, Simon can then lose interest and commitment at later stages.

He uses his natural assertiveness effectively to steer the team in getting things done. He revels in the challenge of leading his team into uncharted territory with enthusiasm and a strong sense of purpose. He will be both challenging and proactive in bringing important issues to the team's notice and finding a workable

solution. He tends to assume that it is his sole responsibility to 'rally the troops'; if he doesn't do it, nobody will. He will confront team issues head-on, often instigating tough conversations.

Simon likes to be fully involved in what is going on and will readily get stuck into team challenges. Simon has a tendency to slip into taking an authoritarian approach with the team. 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. Simon is most often at ease being in charge of a team, readily tackling confusion and uncertainties during challenging periods.

Organisational Leadership Style

Simon will emphatically express the urgency of delivering commitments and work to engage enthusiastic participation in others. He seeks to develop an environment where everyone is committed to enhance the performance of the organisation. His development plans will have a strong focus on efficiency, effectiveness and results. He wastes no time in addressing important issues raised by clients or customers and is quick to take action as the direct result of a complaint or suggestion.

Simon likes to keep 'raising the bar' and will seek out opportunities that inspire challenge and development. He tends to create broad brush plans that do not consider the finer nuances. Preferring to set stretching targets for the organisation, Simon may become excessively vocal against any 'excuses' for lowering the bar. His drive for organisational success can cause him to be overly pushy on certain issues. He revels in setting his sights high and launching his visionary plans into action within the organisation.

Simon is passionate about the organisation's performance and is prepared to put himself 'on the line' and make tough decisions in pursuit of growth. 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. Simon typically thrives on solving problems and opts for visible, impactful payoffs. He readily spots gaps, challenges and opportunities in the current environment that the organisation could profit from.

Agile Thinking

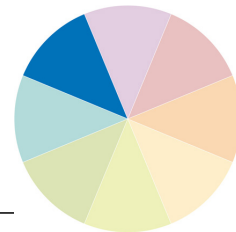
Engaging different thinking modes

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

Strengths

- Sees things from a high level perspective and assesses the greater implications beyond what has been obviously stated.
- Gets satisfaction from deliberating the pros and cons of various options and quickly assessing the best way forward.
- Is willing to put bold and unconventional possibilities on the table.
- Looks for other situations and experiences similar to the current problem to help resolve a problem and will quickly draw in the necessary resources.

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.
- Is irritated by inefficiency, errors and extraneous information yet rarely takes the time to siphon out the useful information.

Recommendations

- Stay open to all ideas, taking care not to dismiss those which are not immediately appealing.
- Pay closer attention to comprehensive details as part of the “big picture” in order to balance short-term goals.

Probe Strengths

- Summarise how you might analyse procedures to identify overlaps and possible conflicting practice.
- What is your finest example of using quick thinking and ingenuity to respond promptly and effectively to a request?

Probe Challenges

- Have you ever consciously cut short your analysis of the potential risk involved in a situation? If so, what were the consequences?
- How do you ensure that you have considered all the relevant detail in the projects you lead?

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

- Knows what he stands for and is confident in stating this to others.
- Functions well in an environment that may appear chaotic; being well organised beneath the fervent activity.
- Has the capacity to keep several balls in the air simultaneously without feeling over-burdened.
- Believes in his capabilities and allows himself to see beyond any current limitations.

Challenges

- Is so intensely task focused that he rarely takes time out to address personal needs.
- Can be more concerned about another leader's proven track record than their personal attributes.

Recommendations

- Recognise the impact of his strongly extraverted nature and take time out to balance this by being more reflective and contemplative.
- Take the opportunity to focus on his personal needs and his emotional equilibrium.

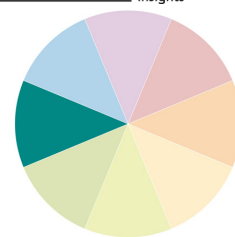
Probe Strengths

- Which project or goal has given you the greatest satisfaction or where you best maximised your skills and talents?
- Consider what techniques you personally use to deal with change in your life.

Probe Challenges

- Has there been a time your own standards for high performance have caused challenges in your life?
- When have you had to 'let go' of something you had little control of? How did it feel? What was the impact?

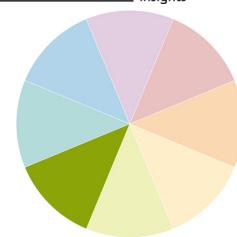
Personal Notes



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

- Seeks to develop an environment where everyone is committed to enhance the performance of the organisation.
- Finds actively and openly discussing difficult issues exciting and necessary for his own development.
- Will do all he can to encourage his team to draw on their gifts and improve their performance both individually and collectively.
- Urges others to make efforts towards improving their skills and performance so that they, the team and the organisation can benefit.

Probe Challenges

- What was the last personal development seminar you attended and why?
- Have you ever felt irritated and frustrated with someone you mentored? IF so, how did you handle this?

Personal Notes

Challenges

- Wants to be self-determining in every aspect of his life and may be reluctant to accept coaching suggestions from others.
- May have too narrow an agenda when coaching and expect others to conform to his own standards and expectations.

Recommendations

- Begin to notice when he is inadvertently controlling others' development and take steps to reduce this by asking them to express their own developmental needs and values.
- When working through uncertainties with the team, avoid the desire to identify all the answers before any questions are asked.

Probe Strengths

- Describe a personal development programme you have initiated for you team. What was their response?
- How have you given practical and constructive assistance to someone you believed in?

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

- Knows how to apply his knowledge and experience of team dynamics to create and maintain a team that consistently delivers and improves.
- In his plans to generate the best possible results for the organisation, will look to cultivate a diverse range of staff, ensuring necessary areas of expertise are covered.
- Compels others to grow by affording them greater and greater responsibility over time, as they prove themselves.
- Proactively seeks out those who can help to expand the business.

Challenges

- Can be too quick to confront the team with disapproval when a delivery is compromised, which may damage morale and productivity.
- Can come across as being superior, inflexible and unapproachable.

Recommendations

- Foster much improved working relationships by constantly acknowledging and rewarding the contributions of others.
- Make a concerted effort to notice things that people are doing right, before pointing out their mistakes and compliment these accomplishments sincerely.

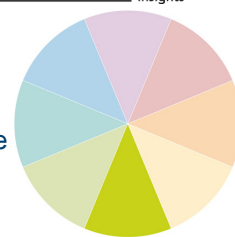
Probe Strengths

- How do you encourage your team to share their achievements with each other?
- Where have you applied your knowledge and experience of team dynamics to enable your team to consistently deliver?

Probe Challenges

- When have you had to adapt to work more effectively with others who had a different approach? What did you have to do differently?
- Describe a situation in which you had difficulty getting cooperation from your team members. How did you resolve this?

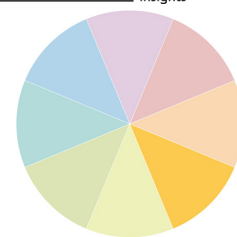
Personal Notes



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

- Using his combination of fiery red and sunshine yellow energy, demonstrates great dynamism, energy and enthusiasm.
- Is powerful and upfront in all his communication, looking to persuade others through the strength of his convictions.
- Keeps himself strongly motivated by words of drive and determination.
- Is alert to the input and suggestions of others and can quickly identify key issues that need to be built into the agenda.

Challenges

- Can get extremely irritated when any restrictions are imposed and, rather than being resourceful, may react with anger or frustration.
- May become short tempered if others do not display his same level of commitment or attentiveness towards the task at hand.

Recommendations

- Begin to see negotiations as a tremendous opportunity to get insight into others' worlds, knowing it will enhance his ability to deliver a successful result.
- Ask if everyone needs further clarification before assuming he has the necessary knowledge to act.

Probe Strengths

- What steps do you take to ensure you maintain positive relationships with other leaders in the organisation?
- How do you use partnerships with external parties to develop business strategies and enhance results?.

Probe Challenges

- Consider the last project you were involved in, where information sharing was not effective. What could you do to ensure that information flows more effectively?
- Have you ever felt so passionate about a project that you were overly emphatic and directive in how you wanted it done? How did others respond?

Personal Notes

Creating a Compelling Vision

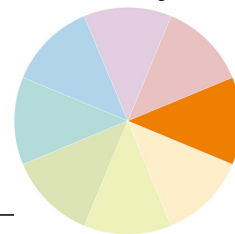
Determining a winning direction

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

Strengths

- Is adept at generating momentum in others, driving towards a compelling vision with tenacity, conviction and commitment.
- Is keen to build on existing ideas and education as well as exploring new options.
- Focuses on accomplishing an ambitious vision and establishing what it will take to get there.
- Is not limited by seeing the team's current skill level as a predetermined parameter, within which he has to create the vision.

Personal Notes



Challenges

- Can be outwardly frustrated at brainstorming sessions where there is no clear focus or agenda and this may obstruct his creativity.
- Can become frustrated with protracted discussions about underlying values, preferring to focus on practical issues.

Recommendations

- Take time to review the past experiences of the organisation to ensure he brings the lessons forward to inform the current vision.
- When creating his own vision, make sure it is something personally meaningful to him and not just a desire to prove his capability.

Probe Strengths

- When you believe in the potential of your team to achieve a vision, goal or target, how do you communicate that to the team?
- Which new product or service that you have initiated has enhanced the company's competitive advantage?

Probe Challenges

- Reflect upon a time you got frustrated when your team did not support your vision.
- Investigate a time when you found it difficult to accept the team's input during the creative process of a change initiative.

Leading Change

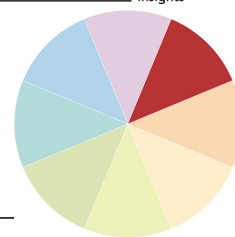
Initiating and directing transformation

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

- Can promote and inspire a strong drive in others to make immediate changes that affect both their results and their experience of personal fulfilment.
- Ensures he has all the relevant details on market conditions before making any rash decisions.
- Puts a tremendous amount of energy and drive into pursuing new challenges.
- In most transitional situations, will take charge of a situation or team quickly and decisively.

Personal Notes



Challenges

- May be overly direct and can over-control the process if he is not careful.
- May try to work around company policy and may challenge authority if he feels it is impeding progress.

Recommendations

- Work to identify and understand the nature of any resistance before moving into action to resolve the objections.
- Retain his high level of performance even when things don't go as planned, by keeping a cool head and thinking things through before reacting.

Probe Strengths

- Could you describe a time when you persistently pursued a difficult goal? What kept you going?
- How do you create a strong drive within your team to meet the high standards you expect?

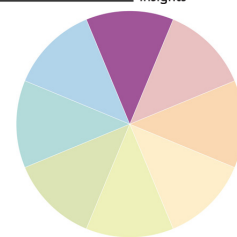
Probe Challenges

- In leading through a change in market conditions, have you ever been tempted to take action before all the relevant analysis has been completed? What, if any, were the repercussions?
- Summarise your procedure when implementing a complex change initiative.

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

- Keeps himself on track with constant self-monitoring and always knows where he is in relation to an identifiable target.
- Seeks challenge and excitement and revels in setting new targets to aim for.
- Can convincingly assure the customer that their requests and/or concerns will be dealt with promptly and effectively.
- 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.

Probe Challenges

- What weaknesses have you identified in working practices and what action have you taken to change them?
- When have you seen it at others' responsibility that a task was not completed on time?

Personal Notes

Challenges

- Can become so absorbed in his tasks that he may ignore the warning signs that there is disharmony in the wider environment, which could ultimately affect progress.
- Is frustrated by anything that wastes time or resources and does not, in his eyes, contribute to the goal.

Recommendations

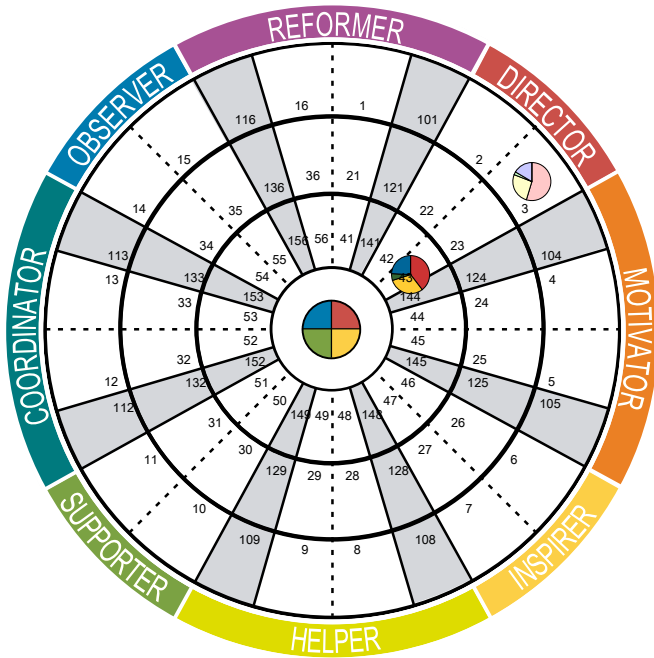
- Accept that everyone is not as quick as he is but that does not necessarily mean they cannot produce timely results just as effectively.
- Focus on the difference between getting the job done and getting the job done right - draw more upon his cool blue energy and pay greater attention to detail to enhance the quality of the result.

Probe Strengths

- Describe how you have been able to overcome several obstacles in order to reach a desired outcome.
- What do you do to measure results of your performance to see where improvements can be made?

The Insights Discovery® 72 Type Wheel

Personal Notes



Conscious Wheel Position

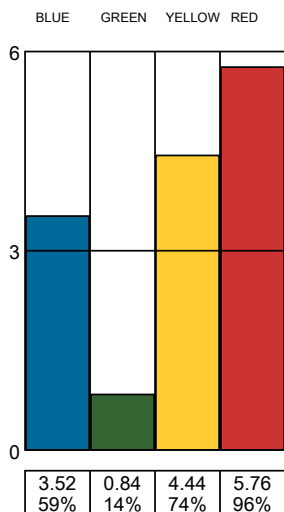
43: Motivating Director (Accommodating)

Less Conscious Wheel Position

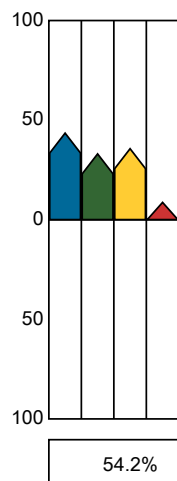
3: Motivating Director (Focused)

The Insights Discovery® Colour Dynamics

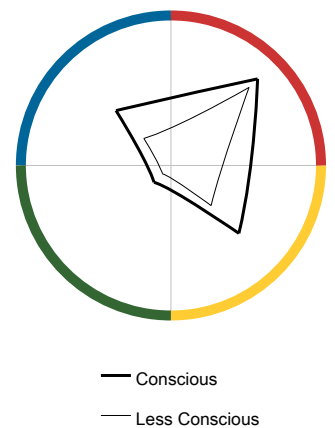
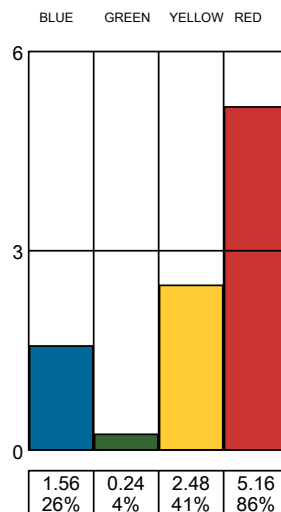
Persona (Conscious)



Preference Flow



Persona (Less Conscious)





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