



# Leader Focus

Viewing Leadership Through the Right Lens

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**Report for:** Candidate Sample

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# Introduction

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**Who you are determines how you lead.** As a leader, you will influence others in their jobs – your actions will impact the morale, well-being, and productivity of your team. You need to encourage followership, persuade people to work toward common goals, and motivate them to work hard. All leaders have a distinct set of qualities that define how they relate to others, process information, perform tasks, set priorities, and lead teams. These qualities influence your ability to get along with others and have a successful career as a leader.

**Leadership is complex.** This report concerns six behavior patterns that influence leadership effectiveness. They affect what you focus on, how you are seen by others, and how you manage yourself, your career, and your relationships. This report provides information about your reputation and personal brand, and can provide powerful self-insight.

**Your leadership context.** Regardless of your current or aspirational role, you are constantly making leadership impressions on those around you. This report is designed for individuals in traditional people leadership roles, but is also applicable to those who want to understand the ways in which they influence others or work in a broad range of leadership contexts – leading a product, project, process, initiative, technical team or just informally leading in everyday life. Regardless of the specific leadership context, the six dimensions described in your report concern universal leadership dimensions that will help you better understand your natural leadership style, sharpen your influence strategies, and improve your overall effectiveness.

**Understanding your results.** There are a few important things to keep in mind when reading your report:

- Resist the temptation to evaluate high scores as "good" and low scores as "bad". High scores do not necessarily indicate greater leadership competence, nor do low scores necessarily indicate leadership deficiency. Interpretation is context-specific; it is critical to consider your unique leadership context and role demands when interpreting your scores.
- All profiles will indicate some specific areas of strength as well as some potential development needs. It is important to examine your profile holistically and consider how your individual scores interact with each other and the context. You can use this report to help you understand how to best leverage your strengths as well as how you may need to adapt your approach to meet situational demands.
- Higher scores indicate greater focus on that style dimension, whereas lower scores indicate less focus on that style dimension. For example, a person may score high on "Results Leader" but low on the "People Leader" dimension, indicating a relentless focus on winning, while possibly competing with or overwhelming others on their team. There are contexts in which this focus may contribute to success and others in which it could detract from success. Becoming more aware of your areas of focus can help you identify situations or contexts in which you may need to flex your style to achieve greater results.





# Reading Your Report

This report is organized in terms of six broad patterns of leadership behavior.

**Main Score.** You will receive feedback on a score for these six leadership themes. Higher scores indicate greater relevance, whereas lower scores indicate less focus in that area. Your highest and lowest scores indicate which aspects of your leadership style tend to be most salient, impactful, and readily noticed by others.

## Example



**Sub-Dimensions.** Each focus dimension contains two components: (1) A behavioral attribute and (2) a personal value. The yellow bar indicates the likelihood that you will exhibit that behavioral attribute. The blue bar indicates the degree to which you value that behavior. For example, people may act like extraverts, and seem talkative, gregarious, and socially active. However, they may value their quiet time and create a leadership culture that emphasizes independence and self-sufficiency.

## Example

### Ambition



### Power



**Development Tips.** These are developmental considerations that apply, whether your scores are high or low on each focus dimension. These tips should be useful in guiding your personal development efforts.

**Personal Biases.** Leaders' values powerfully influence their behavior and the kind of culture they are likely to create within their teams and work groups. This section concerns raising awareness of a person's unconscious biases as a leader.





# Executive Summary

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## Results Leader



**Focus on:**  
Cooperation, collaboration

**Focus on:**  
Competition, goal attainment

## People Leader



**Focus on:**  
Transparency, task completion

**Focus on:**  
Relationships, morale

## Process Leader



**Focus on:**  
Flexibility, autonomy

**Focus on:**  
Planning, risk-management

## Thought Leader



**Focus on:**  
Pragmatics, idea implementation

**Focus on:**  
Innovation, idea generation

## Social Leader



**Focus on:**  
Autonomy, efficiency

**Focus on:**  
Communication, networking

## Data Leader



**Focus on:**  
Experience, intuition

**Focus on:**  
Facts, research



# Results Leader



LOW

HIGH

You are likely seen as a person who drives results in your organization. Although others will appreciate your goal focus and willingness to take charge, you may also intimidate some people. Your tendency to emphasize the importance of team effort over individual achievement may cause you to seem more focused on cooperation than competition. When working toward important goals, you will likely bounce back easily from setbacks and seem confident in your ability to succeed, but may not demonstrate a strong sense of urgency.

## Qualities

### Ambition



### Power



## Development Tips

- Your drive to succeed may intimidate new or more junior staff members. Please remember that not everyone shares your drive for results; some may prefer lower profile roles.
- You have the energy and confidence needed to make things happen. However, be sure realistically to evaluate what your team can get done and avoid overcommitting your own and your team's resources.
- You tend to have high expectations for yourself and others; be sure to clearly communicate these expectations so your staff will understand their gaps, and can chart a clear path to success.

## Unconscious Biases

- You seem to value getting along with others more than getting ahead. However, effective leadership requires creating accountability within your team. Be sure to establish clear expectations and guidelines for your direct reports.
- You tend to foster a sense of cooperation within your team. Balance that with a healthy sense of competition to challenge and motivate your staff. You tend to focus on organizational objectives; be aware that you may downplay the importance of individual goals.
- Be sure to set clear standards for your staff so they know what is expected of them, and give them regular progress updates. Some of your direct reports will need more direction and feedback than others.





# People Leader



LOW

HIGH

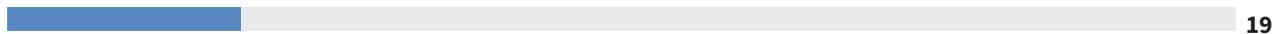
You are likely seen as having strong people skills. Although others will appreciate your warm communication style, you may struggle to hold people accountable and deliver tough messages. Your tendency to focus on objective business outcomes more than people issues may cause others to perceive that you prioritize productivity over team harmony and morale. When dealing with sensitive people problems, you tend not to overreact and typically seem mature and emotionally in control. However, you may also tend to dismiss critical feedback from others.

## Qualities

### Interpersonal Sensitivity



### Altruistic



## Development Tips

- You seem willing to gather input from others before making decisions, but remember that management by consensus is not always appropriate. Learn when to consult your team and when to take independent action.
- You may find it difficult to give your staff negative feedback, but providing timely feedback will produce better results, while withholding feedback may cause inefficiencies and can create perceptions of favoritism.
- Although conflict is uncomfortable, avoiding confrontations may undermine your effectiveness as a leader. You can maintain friendly relations with your staff, but also be prepared to confront the difficult issues.

## Unconscious Biases

- Your success as a leader depends on being able to build relationships and develop your staff. Be alert for signs that they need additional training, resources, or personal developmental and take action accordingly.
- You may become frustrated with direct reports who do not try to solve their problems before coming to you. Remember that this is not necessarily a weakness, and that some people will need more help than others.
- Be sure to evaluate your staff based on their potential, not just their current performance. Look for opportunities to match individual staff members' abilities to corresponding assignments so as to showcase their natural strengths.





# Process Leader



LOW

HIGH

Others likely perceive you as organized, compliant, and disciplined about process. Although people will appreciate your operational skills, you may also seem inflexible and overly focused on details. You seem to have a strong preference for structure, order, and predictability. Consequently, you may feel uncomfortable with risk, ambiguity, rapid change, and low-structure environments. When working on important tasks or projects, you should seem calm under pressure and maintain a positive attitude when problems arise, but may minimize your mistakes.

## Qualities

### Prudence



### Security



## Development Tips

- Your strengths include being thorough and attentive to detail. These important strengths can become a problem, however, if you micromanage your staff. Be sure you empower them to do their jobs.
- Plans almost always change, and change is part of organizational life. As a leader, you must be ready to manage change. Identify someone in your organization who seems comfortable with change and learn from him/her.
- You will rarely have enough information to make the best possible decision. Effective management is about making the best decisions with the information you have. Make a list of what you need to know and then act.

## Unconscious Biases

- You likely appreciate structure and will try to create it for your staff. Remember that not everyone appreciates structure as much as you do, and some of your some of your direct reports will prefer a more flexible approach to work.
- You tend to avoid risks and dislike ambiguity. Nonetheless, as a leader, you must take some calculated risks and inevitably will make some mistakes. Feel free to challenge the utility of standard rules and procedures.
- Because you like structure and security, others may think you dislike innovation. Be sure to solicit your team members' ideas and consider different approaches to completing tasks.





# Thought Leader



LOW

HIGH

People in your organization likely view you as a pragmatist. Although others will appreciate your originality, you may seem to become easily bored with the details of implementation. You seem strongly interested in product look-and-feel, brand image, and design issues. As a result, you may value form over function, and possibly ignore functional considerations for work products. When evaluating new ideas, you typically assume that things will go well, and tend to minimize the risks and the possibilities of failure.

## Qualities

### Inquisitive



### Aesthetics



## Development Tips

- Innovation is an essential component of successful leadership. However, not every task needs a novel solution. When solving problems, try to determine whether an acceptable solution already exists.
- You seem to enjoy thinking more about strategic, long-range issues and find tactical problems a bit boring. Make considering the short term effects of decisions a consistent part of your problem-solving process.
- Make sure you have a sound rationale for your ideas and present it carefully. You need to sell your ideas to others to ensure their commitment and support. Ask colleagues for feedback on how well you are communicating your vision with others.

## Unconscious Biases

- Concerning work products, you tend to focus more on how things look than on how they function. Although this artistic approach to work is important, remember that others may not see the value in worrying about the aesthetic appeal of products.
- As a leader, you are likely to encourage innovative approaches to assignments. However, your enthusiasm for new and original methods may cause you to ignore the traditional approaches that may also be valuable.
- You tend to be concerned with the appearance and quality of work products, but don't forget about how well they work. Find an accountability partner who is concerned about functionality and can help you with work product reviews.





# Social Leader



LOW

HIGH

Others probably see you as an active and vigorous communicator. Although your proactive communication style will serve you well, you may sometimes seem to confuse activity with productivity, and you may not always listen well. You probably appreciate the value of networking and building relationships. Others will see you as a collaborative team-player, but only to the extent it serves clear business goals. When building new networks, you will seem appropriately self-confident, but perhaps too trusting about others' intentions.

## Qualities

### Sociability



### Affiliation



## Development Tips

- You seem to enjoy interacting and working with others. Be sure to practice active listening and to set aside time for your own work. Effective leaders move back and forth easily.
- Be aware that your high energy and strong social presence may overwhelm peers and subordinates. Be sure to give others a chance to speak, solicit their opinions, and practice active listening skills by remaining quiet while you wait for others to contribute.
- You probably communicate with many people across your organization, and this is a hallmark of successful leaders. Be sure to leverage your many relationships to help your team get things done.

## Unconscious Biases

- You seem to make yourself available to your team without being overly involved in their work. Be sure to stay up-to-speed on your direct reports' work. Even if they don't ask for help, they may benefit from your involvement.
- You enjoy staying in touch with others and building your professional network, but sometimes you'll get busy. Be sure you continue to invest in and expand your networks over the long term.
- Although you seem naturally collaborative, try to find new ways to foster cooperation within and between teams. This will tend to create new efficiencies and avoid duplication of efforts.





# Data Leader



LOW

HIGH

Others will observe that you enjoy learning thoroughly, stay up-to-date on industry trends, and have well-informed opinions. People will likely see you as bright and well-informed, but possibly pedantic at times. When evaluating past experiences, you prefer to make decisions using both data-based and intuitive methods. You may also be able to use data to tell a compelling story to "sell" a given decision. You seem to be a person who makes confident decisions, who tends not to worry about past mistakes, and may miss opportunities to learn from them.

## Qualities

### Learning Approach



### Science



## Development Tips

- Your interest in staying informed and up-to-date with business trends will enhance your effectiveness. However, avoid seeming to have all of the answers, and allow your staff to solve problems on their own when appropriate.
- As a leader, you seem likely to build a rich learning environment for your team. Try to add variety in the learning opportunities you offer. For example, hold information sessions, after action reviews following important projects, or regular discussions of an important topic in your business unit.
- You seem likely to encourage frequent staff development opportunities, remember that people learn differently. Try to allow for hands-on training opportunities in addition to more traditional, classroom-style learning activities.

## Unconscious Biases

- When making decisions, you tend to balance analysis and action. This balance should serve you well when making timely, high-quality decisions that you can defend using rational, data-based information.
- You seem able to balance the need for reflection when making decisions. This is an attractive quality that could be usefully adopted by many others in your organization. You may want to establish a method for evaluating the outcomes of important decisions to determine what decision-making methods are most effective, and whether there are times you need to slow down and collect more data.
- You seem to rely on both data and intuition when solving problems and evaluating alternatives. Combining these perspectives can be very valuable, particularly if you avoid dismissing data points that are inconsistent with your experience with a particular problem.

