

Finding Potential

Making the Most of My Leadership & Management Styles



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www.greatwithtalent.com ▫ info@greatwithtalent.com ▫ +44 (0) 870 760 6598

Introduction

The old adage “People may forget what you said, people may forget what you did, but people never forget how you made them feel” sums up the importance of leadership and management style to our overall effectiveness as a leader. Whilst leaders and managers are responsible for delivering their organisation’s strategy and KPIs, how they do this reflects both the organisation’s culture and their own personal preferences. As such, the more a leader or manager is aware of his/her preferred style the more likely they are to have a positive impact on how their people feel and, as a result, be more successful in delivering performance.

This workbook has been created to help you gain a clearer understanding of, and thus be more effective in using, your preferred leadership and management styles. It has been designed to help you think about the impact you want to have as a leader (**N.B** Leader is used from here on to encapsulate both leadership and management roles and behaviours), and how your personality preferences are likely to both help and hinder this impact at times.

As a result of this reflection, you will be in a position to commit to one or two key actions that will enable you to lead your organisation more effectively. However in reviewing and acting on your Leadership and Management Styles Report, it is important to remember that the report is about **preferences** not **ability** and that this is how you see yourself **not** how others might see you.

This document should be used once you have read through your Leadership and Management Styles Report and, ideally, after reading your Personality Report and completing the associated workbook, ‘Making the Most of Your Personality Profile’ which is available at www.findingpotential.com/workbooks.

Current Focus

1. How would you summarise what your current role requires you to focus on and deliver?

(TIP: You want to think in terms of *Run the Business* (i.e. deliver day-to-day aspects of performance) and *Change the Business* (i.e. bring change to how the business operates).

2. To what extent does your preferred Execution Focus match these requirements?

(TIP: It is also worth looking at your Management/Leadership split on page 6 of your report).

3. How is your focus helping you execute effectively?

4. How might your preferences restrict your effectiveness at times?

Future Focus - Leadership Footprint

Imagine it is 5 years from now, and someone is making a speech about you and the impact you have had on the business as a leader. How would you want them to be talking about you in relation to the following questions:

1. What do you want to have achieved?

(TIP: What are your career aspirations for the next 5 years?)

2. What 3 things would you want your boss, people and customers/clients (internal and external) to be saying about you?

My Boss

My People

My Customers/Clients

3. How do you want to have made people feel? What would you hope they would say when asked to describe your personal values?

Taking Action

Based on these reflections, what action will you take that will enhance your leadership capabilities and help you achieve your longer terms aspirations?

Current

TIP: Focus on actions that will have an immediate, tangible impact.

What action will you take to leverage a preference to even greater effect?

The benefit of committing to this action will be...

Future

Thinking longer term, in terms of your Leadership Footprint and your career aspirations, what one thing will you stop, start and continue in relation to your preferences that will support you achieving these visions? What benefit will each of these bring you?

TIP: Focus on actions that you will develop over time.

Stop

TIP: This might include avoiding overplaying a strength, e.g. a preference for day-to-day business may result in you micro-managing your people

The benefit of committing to this action will be...

Start

TIP: This might include strategies to develop areas that are less of a preference, e.g. you may have less of a preference in relation to inspiring and engaging your people, but aspire to a senior role leading major change in the business.

The benefit of committing to this action will be...

Continue

TIP: Which aspects of your preferences will be potential strengths in your future success, and what will you become even more skilled in using these preferences?

The benefit of committing to this action will be...

