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Management & Leadership Styles Report



CANDIDATE: JAYNE BRIGHT

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SENSITIVITY: HIGH

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Introduction

Jayne Bright completed the Personality Questionnaire on **22/06/2021**. To get the most from this report, it should be used in conjunction with her Personality Personal Premium Report.

The questionnaire asked Jayne to describe her behaviour, preferences and approach in relation to different aspects of her life. In this report, Jayne's responses have been summarised against well established management and leadership models and compared with the responses of other managers and leaders who have completed the Personality Questionnaire.

When considering this report's description of Jayne's preferred management and leadership styles, it is important to recognise that this report is based only on the responses she gave in the Personality Questionnaire. It does not reflect her ability as a manager/leader or how others might see her management and leadership style. Nevertheless, this report should give some important insight into different aspects of Jayne's management and leadership behaviour.

This report sets out Jayne's preferences in relation to two main areas: **Execution Focus** (i.e. how an individual is likely to prioritise their focus on different aspects of performance execution) and her preferred **Management** (Transactional) and **Leadership** (Transformational) Styles.

In the Management and Leadership Style profiles, a preference of 8, 9 or 10 indicates that Jayne sees this as a strongly preferred aspect of her management or leadership style; 4, 5, 6 or 7 reflects responses that are essentially typical of other managers and leaders; whilst a preference of 1, 2 or 3 indicates that she sees this as less of a feature of her preferred management or leadership style. It is important to realise that higher and lower preferences **do not** correspond to good or bad styles, and that there can be advantages and disadvantages associated with all of the described styles.

It is worth noting that psychological assessments are always approximations, and not precise indicators. Because of this, you should use your own judgement as you review the results in this report. This report should give some useful pointers about Jayne's preferences, but the results must be viewed in the context of what is already known about Jayne.

The contents of this report are likely to be a reasonable description of Jayne's behaviour and preferences for about 18 to 24 months, depending upon her work role and personal circumstances.

As part of Jayne's ongoing management and leadership development, we strongly recommend she complete the Personality questionnaire again in about 18 months time.

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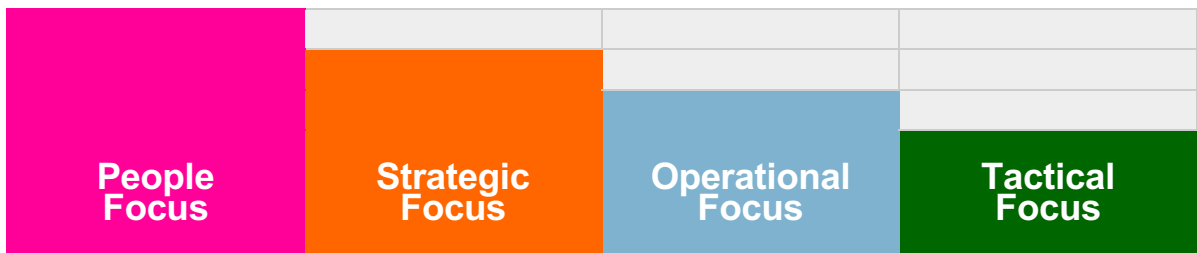
Execution Focus

Execution Focus is based on four core principles – People, Strategic, Operational and Tactical Focus - that are essential in creating effective performance execution.

This section of the Management and Leadership Styles report has been designed to highlight where an individual is likely to prioritise their performance focus, based on their personal preferences. These preferences are likely to influence how they prioritise different information and factors within their decision making and how they allocate time, resources and energy within their performance environment.

Increasing a leader’s awareness of their different preferences can help an individual explore the potential strengths and gaps in their approach to performance execution. Given all four aspects are critical to effective performance, there are no right or wrong preferences. Instead, preferences should be considered in relation to the individual’s current role, the wider performance context and as part of any future career planning discussions.

Jayne's Preferred Execution Focus



N.B. The above diagram shows **relative** preferences rather than an absolute measure of each.

People Focus

Someone with a strong people focus will be keen to understand and inspire their people, believing the key to success is to win their hearts and minds. They are keen to understand how people think and feel, making time to understand what drives and motivates them. They see themselves as very approachable and enjoy the company of others. They prefer to look for the positive and opportunities in situations and trust their people to deliver.

Strategic Focus

Someone with a strong preference in this area will be interested in developing the future vision and focus for the business. They are more interested in delivering long-term results for the business, emphasising future opportunities rather than day-to-day matters. They will be keen to share their vision and trust other people’s capability to translate this into tangible results. They enjoy identifying and pulling together wider, complex trends and generating new ideas and strategies. They are likely to feel comfortable working within ambiguity and change.



Execution Focus (continued)

Operational Focus

An operational preference is likely to result in a focus on translating strategic objectives into a series of operational plans (normally at a departmental/functional level) to ensure that the business' goals and targets are delivered. They prefer thinking about tangible, short to medium term issues. Their tendency is to be highly organised and comfortable following predefined processes. They are likely to be comfortable at making decisions to ensure goals are achieved. Whilst they enjoy working with complex information and data, their emphasis is on providing clarity and focus within the business.

Tactical Focus

Someone whose preference is tactical is likely to focus on day-to-day performance and executing tangible objectives. They are comfortable instructing others, ensuring quality is maintained and deadlines are met. They are likely to prefer operating with clearly defined goals and processes and ensuring others comply with such requirements. Their tendency is to look for potential problems and pitfalls rather than simply assuming things will go well.



Management & Leadership Styles

Introduction

The concept of transactional and transformational leadership was first positioned and developed in the late 1970s and 1980s by leadership experts such as James McGregor Burns and Bernard Bass. A wealth of research and literature has followed, expanding and revising the definitions of both concepts. However in simple terms, transactional leaders focus on management and **Doing it right**, whilst transformational leaders are more concerned with leadership and **Doing the right thing**.

Both styles can bring different strengths and attributes to an individual's approach to managing and leading, and as such one should not be considered as better than the other style. Instead, they can be explored in terms of the potential strengths and gaps in an individual's approach.

Management (Transactional) Style

The concept of transactional leadership is based on the principle of reciprocity, namely that the relationship between a leader and their followers develops from the exchange of some reward. For this approach to work effectively, there needs to be a fair and equitable transaction between the organisation and individual (i.e. "I will reward you for delivering against your goals, and similarly there is a consequence for failing to deliver").

A transactional preference is likely to result in a focus on managing more immediate performance issues, ensuring clear goals and priorities are in place and rewarding delivery against these goals. Transactional leaders prefer dealing with **what** needs to be done and by **when**, i.e. the task at hand and managing processes and systems to ensure success.

A transactional approach is most likely to add value in an environment where there is a high degree of control and a need for adherence to define structures and processes, a need for problem solving and delivering within the existing status quo. When done well, a transactional preference will help stretch an organisation's performance capability by delivering increased organisational efficiency.

Leadership (Transformational) Style

Transformational leadership is built on the principle of engaging and inspiring people (hearts and minds), so that they will commit to and deliver beyond the agreed transactional relationship. Transformational leadership is about creating a compelling vision of the future that connects with their people's personal values and aspirations.

A transformational preference is likely to result in a focus on engaging people in a long-term vision, building confidence and belief that this vision can be achieved and empowering others to take ownership of and deliver that vision. Transformational leaders will tend to focus on building relationships, focusing on the **why** (i.e. alignment to the organisation's vision) and **how** (i.e. enabling others to execute effectively) aspects of performance to drive belief and confidence.

A transformational approach is most likely to add value in environments where change is required or is already the norm, and where operating within uncertainty and a high degree of risk is needed if goals are to be achieved. When done well, a transformational preference will help increase an organisation's performance by fundamentally changing aspects of how it operates and potentially even what it does, i.e. delivering increased organisational effectiveness.

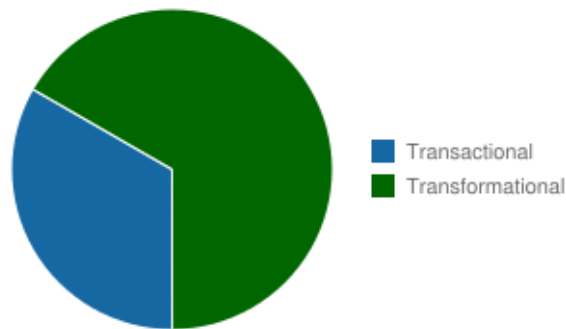


Management & Leadership Styles Overview

The diagram below provides an overview of Jayne's preferred balance between a management (transactional) and leadership (transformational) style, based on her preferences in relation to different management and leadership competencies.

It provides an overall indicator of where the individual's preference lies. The larger a segment, then the stronger the individual's preference is towards that style. If the diagram is more equally split, the more balanced their preferences are between the two styles.

Management/Leadership Split



Management & Leadership Styles Profiles

The following sections of this report provide a more detailed insight into an individual's preferred management and leadership style, based on great{with}talent's management and leadership competency framework (i.e. behaviours and attributes that lead to effective management and leadership). The framework consists of 11 competencies grouped into three core areas. The competencies have been allocated as either elements of a management (transactional) or a leadership (transformational) style, and used to create two style profiles.

Competency Core Areas

Managing Self

Competencies relating to how an individual drives their own performance, takes accountability for their behaviour, handles pressure and has a thirst for development.

Managing Relations with Others

Competencies focusing on how an individual interacts with, builds relationships with and leads others.

Managing the Business

Competencies focused on decision making and execution, understanding the wider business context and leading in change.



Management Style Profile

Management Style - Transactional Focus		<< Less Preference					More Preference >>					
		1	2	3	4	5	6	7	8	9	10	
MANAGING SELF	Thriving in a Performance Environment Consistently sets high standards and drives performance. Monitors progress, proactively overcomes barriers to success and quickly addresses underperformance.	■	○	■	■	■		■	■	■	■	■
	Being Dependable and Taking Accountability Takes personal accountability for achieving goals, and seeing things through to completion. Delivers what they commit to and can be trusted to maintain standards and quality.	■	■	○	■	■		■	■	■	■	■
MANAGING RELATIONS	Relating to Others Adapts style to interact effectively with a diverse range of people. Treats people fairly, showing interest in and respect for their ideas and opinions. Demonstrates concern for the needs of others. Makes a positive first impression.	■	■	■	■	■		○	■	■	■	
MANAGING THE BUSINESS	Making Sound Business Judgements Makes sound decisions and commits to action based on the evaluation of complex information and consideration of alternative scenarios. Quickly cuts through detail to identify the real issues. Develops contingencies to deal with anticipated issues as they arise.	■	■	○	■	■		■	■	■	■	
	Effectively Executing the Task Translates strategic goals into clear objectives and plans. Focuses on key priorities and ensures these are clear to others. Delivers high quality outcomes on time and budget, by regularly reviewing progress and ensuring appropriate risk controls are in place.	■	○	■	■	■		■	■	■	■	■



Leadership Style Profile

