

Leadership Dimensions Questionnaire

Sam Example

23 April 2021



Victor Dulewicz & Associates

Introduction to your leadership profile

Context

This report provides information based on your responses to the Leadership Development Questionnaire (LDQ) to help you gain insight to your own leadership profile.

The responses in this report are based on how you evaluated yourself against the statements in the questionnaire. In this report, your results are compared to a reference (norm) group of senior leaders and their distribution of results to determine objectively your leadership profile and what this could mean for you. It will help you to identify which components of leadership you want to reinforce, or develop, in order to enhance your overall performance in the context of your business strategy and your current role.

This report is designed to help gain insight into your leadership strengths and help you to identify your development areas. As you read the report, think through whether it reflects you based on your self awareness and knowledge about yourself. You should also consider what your role is, your style of leadership and what external feedback you have gathered from those you work with on a regular basis.

The questions you answered come from a psychometric tool known as the LDQ which provides insight into 15 critical determinants of effective leadership which can be clustered into four broad categories:

- **Personal Enablers:** describes your self-awareness and how you behave at work
- **Inter-Personal Enablers:** describes how you work with others and how you impact them
- **Drivers:** describes the accelerators of your performance and how you're motivated in the short and long term
- **Constrainer:** describes understanding your approach to being reliable, consistent and delivering on your commitments.

The report also contains development ideas and suggestions that you might like to try and pull together into a personal development plan bespoke to your leadership profile, your future career aspirations and the challenges you are likely to face in your role.

Report structure

- **Section 1: Results of the 15 leadership dimensions**

This section explains the 15 leadership dimensions which are demonstrated in experienced leaders. Each dimension has a short description, followed by the outcome of your self-assessment. The number represents your leadership dimension out of a possible 10 and will help you see whether the dimension is a signature strength, strength or area of development.

- **Section 2: My leadership profile**

This section shows all 15 dimensions in a summary and gives you the context against the norm group. The norm group is based on a comparison of assessments from a large and highly able managerial population. The “sten” indicates your approximate position with respect to the population in the norm group. The individual sten scores are defined by reference to a standard normal distribution.

- **Section 3: My development insights**

This section highlights possible areas on which to focus your development. This can range from taking your strengths and further developing them, or being aware that this could be a strength you over-play. It will also help you with areas you could consider developing which are important for your role.

- **Section 4: Ideas and Suggestions for my development plan**

This section provides some suggestions of what you may consider doing to further develop any one of the 15 leadership dimensions. They have been developed with a wide range of interventions which will help you to practice and develop these areas.

Next Steps

Take time to digest the information in this report and remember this is just the start of gaining more insight into your own leadership strength and areas of development. This tool is designed to help you to think about your skills and how you use them and to be conscious of where you have strengths and where you can develop. Think through what this means for you in your role today, and also in any role you'd think about progressing into. Take note of your insights in the development plan section and think about the development activities you could participate in to strengthen your leadership profile even further.

Confidentiality

The profile generated in this report is the outcome of the self-evaluated questions you answered in the Leadership Dimensions Questionnaire. The report is designed to give you insights into your leadership profile such that you understand your signature strengths as a leader, your strengths and your areas to consider further developing. You may disagree with parts of it despite the authors' best efforts. The descriptions of leadership dimensions it contains are not absolute truths but are based upon the research and experience of the authors to ensure that the statements contained in the report are an accurate reflection of your responses to the questionnaire. Any further sharing with your line manager will be at your discretion.

Section 1: Results of the 15 leadership dimensions

Personal Enablers

A Critical Analysis & Judgement

Gathers relevant information from a wide range of sources in order to identify and then solve problems. Has a critical faculty which probes the facts, identifies advantages and disadvantages, and discerns the shortcomings of ideas and proposals. Makes sound judgements and decisions based on reasonable assumptions and factual information, and is aware of the impact of any assumptions made.

On this dimension your self-assessment indicates this is a strength.

5

B Vision & Imagination

Imaginative and innovative in all aspects of work. The capability to establish sound priorities for future work. To have a clear vision of the future direction of the organisation to meet business imperatives. Also, to foresee the impact of external and internal changes on any vision which reflects implementation issues and business realities.

On this dimension your self-assessment indicates this is a signature strength.

7

C Strategic Perspective

Rises above the immediate situation and sees the wider issues and broader implications. Explores a wide range of relationships between factors, and balances short and long-term considerations. Is aware of and sensitive to the impact of actions and decisions across the organisation. Identifies opportunities and threats from both within and outside. Is aware of and sensitive to Stakeholders' needs, external developments, and the implications of external factors on their decisions and actions.

On this dimension your self-assessment indicates this is a signature strength.

7

D Managing Resources

Plans ahead, organises all resources and co-ordinates them efficiently and effectively. Establishes clear objectives. Converts long term goals into action plans. Monitors and evaluates the team's work regularly and effectively, and gives them sensitive and honest feedback.

On this dimension your self-assessment indicates this is a strength.

6

E Self-awareness

Awareness of your own feelings and the capability to recognise and manage these feelings in a way which can be controlled. This factor includes a degree of self-belief in your capability to manage emotions and to control their impact in a work environment.

On this dimension your self-assessment indicates this is a signature strength.

8

F Emotional Resilience

The capability to perform consistently in a range of situations under pressure and to adapt behaviour appropriately. The capability to balance the needs of the situation and task with the needs and concerns of the individuals involved. The capability to retain focus on a course of action or need for results in the face of personal challenge or criticism.

On this dimension your self-assessment indicates this is a signature strength.

7

G Intuitiveness

The capability to arrive at clear decisions and drive their implementation when presented with incomplete or ambiguous information using both rational and 'emotional' or intuitive perceptions of key issues and implications.

5

On this dimension your self-assessment indicates this is a strength.

Inter-Personal Enablers

H Interpersonal Sensitivity

The capability to be aware of, and take account of, the needs and perceptions of others in arriving at decisions and proposing solutions to problems and challenges. The capability to build from this awareness and achieve the commitment of others to decisions and action ideas. The willingness to keep open their thoughts on possible solutions to problems and to actively listen to, and reflect on, the reactions and inputs from others.

6

On this dimension your self-assessment indicates this is a strength.

J Influencing

The capability to persuade others to change their viewpoint based on the understanding of their position and the recognition of the need to listen to this perspective and provide a rationale for change.

9

On this dimension your self-assessment indicates this is a signature strength.

K Engaging Communication

A lively and enthusiastic communicator who engages others and wins their support. Clearly communicates their instructions and vision to the team. Communications are tailored and focused to the audience's interests. Their approach inspires the team and their audiences. Adopts a style of communication which conveys approachability and accessibility.

6

On this dimension your self-assessment indicates this is a strength.

L Empowering

Knows their Direct Reports' strengths and weaknesses. Gives them autonomy and encourages them to take on personally challenging and demanding tasks. Encourages them to solve problems, produce innovative and practical ideas and proposals, and develops their vision for their area of accountability as well as contributing to the formulation of a broader vision for the business. Encourages Direct Reports to employ a critical faculty and a broad perspective in all aspects of their work and to challenge existing practices, assumptions and policies.

5

On this dimension your self-assessment indicates this is a strength.

M Developing

Believes that others have the potential to take on ever more-demanding tasks, roles and accountabilities, and encourages them to do so. Ensures that Direct Reports have adequate support. Makes every effort to develop their competencies, and invests time and effort in coaching them, so that they can contribute effectively and develop themselves. Works with others and identifies new tasks and roles which will develop them. Believes that critical feedback and challenges are important.

6

On this dimension your self-assessment indicates this is a strength.

Drivers

N Motivation

9

The drive and energy to achieve clear results and make an impact and, also, to balance short and long-term goals with a capability to pursue demanding goals in the face of rejection or questioning.

On this dimension your self-assessment indicates this is a signature strength.

P Achieving

7

Willing to make decisions involving significant risk to gain a business or other advantage. Decisions are based on core business or organisational issues and their likely impact on success. Selects and exploits activities which result in the greatest benefits to their part of the organisation and which will increase its performance. Shows an unwavering determination to achieve objectives and implement decisions.

On this dimension your self-assessment indicates this is a signature strength.

Constrainer

Q Conscientiousness

9

The capability to display clear commitment to a course of action in the face of challenge and to match 'words and deeds' in encouraging others to support the chosen direction. The personal commitment to pursuing an ethical solution to a difficult business issue or problem.

On this dimension your self-assessment indicates this is a signature strength.

To provide an overview of your results, a profile chart which plots your scores on the 15 Dimensions appears on the next page.

Section 2: My leadership profile

Sten	1	2	3	4	5	6	7	8	9	10	Dimensions
A	5	Critical Analysis & Judgement
B	7	.	.	.	Vision & Imagination
C	7	.	.	.	Strategic Perspective
D	6	Managing Resources
E	8	.	.	Self-awareness
F	7	.	.	.	Emotional Resilience
G	5	Intuitiveness
H	6	Interpersonal Sensitivity
J	9	.	Influencing
K	6	Engaging Communication
L	5	Empowering
M	6	Developing
N	9	.	Motivation
P	7	.	.	.	Achieving
Q	9	.	Conscientiousness
Sten%	2	5	8	15	20	20	15	8	5	2	

Norm used: Total Norm Group (n = 2055)

Key:

■ Development Area
 ■ Strength
 ■ Signature Strength

Name Sam Example

Page 6

www.getfeedback.net

Section 3: My development insights

Having reviewed the results of your leadership profile, the following overview of your scores on each of the 15 dimensions may be helpful in formulating a development plan.

Personal Enablers

A Critical Analysis & Judgement

Your responses to the form suggest that some aspects of Critical Analysis and Judgement are strengths. In some situations, you appear to identify and solve problems, have a critical faculty and/or make sound judgements and decisions based on reasonable assumptions. If you decide that this dimension is important to your required leadership style, you might wish to consider how you could further exploit your strengths and work on any development needs.

B Vision & Imagination

Your responses indicate that Vision and Imagination are at a high level. Generally, you appear to be imaginative and innovative, to establish sound priorities for future work, to have a clear vision of the future direction of the organisation, and to foresee the impact of external and internal changes on your vision which reflect business realities. If you decide that this dimension is important to your required leadership style, you might like to consider how you might consolidate and further exploit your strengths.

C Strategic Perspective

Your responses suggest that your Strategic Perspective is at a high level. Generally, you appear to see the wider issues, to balance short and long-term considerations, to be sensitive to the impact of your actions, to identify opportunities and threats, and to be sensitive to Stakeholders' needs and external developments. If you decide that this dimension is important to your required leadership style, you might like to consider how you might consolidate and further exploit your strengths.

D Managing Resources

Your responses indicate that some aspects of Managing Resources are strengths. In some situations, you appear to plan ahead, to co-ordinate and organise all resources efficiently, to establish clear objectives, to evaluate your team's work effectively, and give them sensitive and honest feedback. If you decide that this dimension is important to your required leadership style, you might wish to consider how you could further exploit your strengths and work on any development needs.

E Self-awareness

Your score on this scale indicates that you are likely to be highly aware of your own feelings in a range of work-related situations, and can remain in control of these emotions and feelings. Those who score highly on this scale, like yourself, may find it helpful to reflect on your ability to manage your feelings in diverse situations and become even more conscious of the way in which this is translated into practical behaviours. This process of thinking about and reinforcing awareness may help you apply the behaviours in a productive and consistent manner.

F Emotional Resilience

Those who have a high level of Emotional Resilience, like yourself, are likely to be able to adapt to a range of situations and to tolerate both criticism and challenge. High scorers on this element are also likely to be able to maintain consistent performance in a wide range of situations and when under pressure. It may be helpful for you to reflect on the behaviours shown in such diverse situations, understand how these help you, and make sure that they are applied in all circumstances and situations.

G Intuitiveness

You and others who score within the average range on this element may find that, while you can balance fact and intuition in decisions, there are some situations in which you are uncomfortable in making decisions unless you have full and unambiguous data available. There may be situations in which you either lack the confidence to use your own experience to close any gaps in information, or believe such intuitive behaviour would lead to an incorrect or bad decision. On reflecting on past business decisions you have made, you may find it useful to identify the differences in the type of decision in which you felt it essential to have the full data, and then reflect on the extent to which the additional data changed your 'intuitive' decision. Your own experience may have led to intuitive decisions which were close to the final ones and the insight from these reflections could be applied to your future decisions.

Inter-Personal Enablers

H Interpersonal Sensitivity

A score in this range could indicate that, while you sometimes take account of the views and feelings of others, there are situations in which you may have a tendency to impose solutions on work colleagues. You may on occasion feel frustrated that you cannot consistently achieve the support you would like and sometimes encounter difficulties in dealing with other people. You might therefore find it helpful to reflect on the situations in which you have been successful and identify the behaviours you have adopted, and then try to apply these behaviours more generally in working with others.

J Influencing

Those scoring highly on this element, like yourself, can be extremely effective in persuading others to adopt their interpretation of a situation, or the need for action. They are likely to be effective in persuading others to change their viewpoint or opinion on important work issues. You may benefit from reflecting on and analysing positive results, and then develop strategies to incorporate these into all your dealings with other people in situations where influence is important.

K Engaging Communication

Your responses suggest that some aspects of Engaging Communication are strengths. In some situations, you appear to communicate in a lively, engaging and enthusiastic way, to communicate your instructions and vision to the team clearly, to tailor your communications to your audience, to inspire the team and audiences, and to adopt a style which conveys approachability and accessibility. If you decide that this dimension is important to your required leadership style, you might wish to consider how you could further exploit your strengths and work on any development needs.

L Empowering

Your responses indicate that some aspects of Empowering are strengths. In some situations, you appear to know your direct reports' strengths and weaknesses, to give them autonomy and to encourage them to take on challenging tasks, solve problems, produce innovative ideas, develop their vision, employ a critical faculty and a broad perspective. If you decide that this dimension is important to your required leadership style, you might wish to consider how you could further exploit your strengths and work on any development needs.

M Developing

Your responses suggest that some aspects of the Developing trait are strengths. In some situations you appear to encourage your team to take on ever more-demanding tasks, to ensure that they have adequate support, to make every effort to develop their competencies, to spend time coaching them and to identify new tasks which will develop them. If you decide that this dimension is important to your required leadership style, you might wish to consider how you could further exploit your strengths and work on any development needs.

Drivers

N Motivation

Individuals who score highly on this element, like yourself, are likely to have a high level of motivation and so be very focused on results or outcomes. You tend to show high levels of commitment to, and focus on, long-term goals and results, and are likely to pursue these in the face of obstacles which you strive to overcome. You may benefit from developing a deeper understanding of the reasons for your personal motivation and, as a result, extend these across an even wider range of situations.

P Achieving

Your responses indicate that Achieving is at a high level. Generally, you appear to be willing to make decisions involving significant risk to gain an advantage, to base decisions on core business issues relating to success, to select and exploit those activities which result in the greatest benefits, and to show an unwavering determination to achieve objectives and implement decisions. If you decide that this dimension is important to your required leadership style, you might like to consider how you might consolidate and further exploit your strengths.

Constrainer

Q Conscientiousness

A high level of Conscientiousness indicates that your words and actions are likely to be consistent. It is also likely that you demonstrate a high degree of personal commitment to goals, behaviours and high ethical standards, and achieve high levels of performance without resorting to pragmatic behaviour. You may find it helpful to recognise the impact of such behaviours on others and ensure that they are applied to a wide range of challenges and situations.

Section 4: Ideas and Suggestions for my development plan

Critical Analysis and Judgement

Description:

A critical faculty relating to the ability to understand and interpret information accurately and make sense of what it means. This is about probing the facts, identifying advantages and disadvantages and discerning the shortcomings of ideas and proposals. It is also about making sound judgments and decisions based on reasonable assumptions and factual information, and being aware of the impact of any assumptions made.

Some ideas to develop your skills:

- Learn and apply new tools consistently – e.g. Problem Solving Techniques / Root-Cause Analysis / 5 way Thinking who-what-where-when-why-how / Fishbone Diagrams / Process or Flowchart mapping / Business modelling techniques / SWOT analysis.
- Research the topic and find all relevant materials before taking decisions by widening perspectives.
- Improve perspectives and judgment through rigorous stakeholder mapping (primary, secondary etc) and force field analysis.
- Evaluate options by enlisting partners to act as “Devil’s Advocates” before taking decisions.
- Applying a technique called the “pre-mortem exercise”. After planning for successful implementation – ask yourself what could make the project or task fail. Then judge what changes need to be made in the plans.
- Improve reasoning skills through various techniques including puzzles / sudokus / mathematical training.
- Study the issue, talk with others, and look for parallels with other issues.
- Don't leap to an answer or response straight away. If you find yourself offering up reasons why an idea won't work; first challenge yourself to see the reasons why it could work. Talk these through with others before giving the reasons why you think an idea won't work.
- Be open to trying new ideas, and accept that they may fail. As the inventor of the lightbulb, Thomas Edison, said "I have not failed. I have just found 10,000 ways that won't work."
- Value the detail: becoming immersed in the detail is necessary for the development of new ideas and solutions.

Vision and Imagination

Description:

Imaginative and innovative in all aspects of one's work. Establishes sound priorities for future work. Has a clear vision of the future direction of the organisation to meet business imperatives. Foresees the impact of external and internal changes on one's vision that reflect implementation issues and business realities.

Some ideas to develop your skills:

- Be curious. Make time to research what new advances and developments are happening in your business area. This can help fuel your idea creation. Read widely and deeply, attend webinars and conferences, network with thought leaders and pioneers in your industry. Make time on a regular basis to research your field and to think.
- Apply lateral thinking techniques to unlock significant opportunities and stop current patterns holding you back and imagine the art of the possible. Look at youtube videos on lateral thinking e.g. 10 ways to use lateral thinking for idea generation and problem solving.
- Make use of mental exercises and techniques designed to increase ideas generation e.g. gap analysis, running what if scenarios, brainstorming, asking 'what's missing', visualising the problem by creating a diagram or mind map it out onto paper etc
- Practice mental agility using crosswords, Sudoku, taking a course in a creative discipline that is new to you, learning to play chess etc
- Create your vision: what is your goal in the context of the "art of the possible" – how do you create a vision which is aspirational which others will want to follow... clear and simple to articulate as a destination.
- Take the time to discuss and invest with your team the creation of a shared vision – how are you shaping the future and considering how you leave a legacy.
- Be inspired and make sure you're really clear on why you're asking your teams to follow your vision. For inspiration you can watch on youtube Simon Sinek's "Start with why."
- Consistently encourage and recognise new ideas. Welcome innovation in your team and be open to new ideas. Organise off sites or forums, put aside specific time to to share knowledge and views and enable team members to openly share their insights. Brainstorm ideas, support your team to select and fine tune their ideas and start to implement them.
- Use the PEST structure (Political, Economic, Social, Technical) to develop questions to really understand a situation.
- Challenge yourself to think if there is any other possibility. We often use ideas that have worked for us in the past. Double check the information that has lead you to an idea or potential solution. Have you really taken everything into account?
- Don't leap to an answer or response straight away. If you find yourself offering up reasons why an idea won't work; first challenge yourself to see the reasons why it could work. Talk these through with others before giving the reasons why you think an idea won't work.
- Be open to trying new ideas, and accept that they may fail. As the inventor of the lightbulb, Thomas Edison, said "I have not failed. I have just found 10,000 ways that won't work"
- Study the issue, talk with others, and look for parallels with other issues. If your response is 'I don't have time' then this may be a major contributor to lacking fresh ideas.
- Think out-loud. Use others as a sounding board to discuss your ideas; you may be surprised how much you know. Ask others to question your preconceptions and ideas – they can help you uncover the key principles that underpin your approach.
- Pick out anomalies or facts that don't fit, and rather than brushing them aside actively ask what these facts imply, thinking in terms of opposites. What if the opposite were true? What would this tell you?

Strategic Perspective

Description:

Sees the wider issues and broader implications. Explores a wide range of relationships, balances short- and long-term considerations. Sensitive to the impact of one's actions and decisions across the organisation. Identifies opportunities and threats. Sensitive to stakeholders' needs, external developments and the implications of external factors on one's decisions and actions.

Some ideas to develop your skills:

- 5W's and one H – Why, What, When, Who, Where & How – Ask these questions repeatedly. What are we doing? What is the objective? Who are the stakeholders? Why? How to go about it and how to review?
- Mind Map of all Cause and Effect. Group into themes and view all details. Take a step back and remove yourself from the situation to review all actions.
- What are we doing? What is the objective? Who are the stakeholders? Why? How to go about it and how to review?
- Strategic oriented games – Chess, Risk, Monopoly, Connect Four, Battleship, etc.
- Increase utilisation of various tools and activities – SWOT Analysis, 5X5, etc.
- Consider all inputs (360 view) to every situation and where possible review multiple sources of information in order to have a informed opinion on strategy and direction.
- Recommended reading:
 - Competitive strategies, Michael Porter.
 - Learning to Think Strategically, Julia Sloan (3rd ed. 2017) Routledge. The mind of the strategist, Kenichi Ohmae.
 - Being a strategic thinker is about asking the right questions (Jan 2017) Lisa Lai, Harvard Business Review
 - Thinking Fast and Slow, Daniel Kahneman (2013), Penguin Our Iceberg is Melting, John Kotter (2006), MacMillan
- Do extensive data and insight collection on your customers to ensure they are core to your strategy.
- Conduct focus groups with stakeholders and/or customers to understand what they see as the organisation's strengths and weaknesses.
- Arrange a team forum to share knowledge and views and enable team members to openly share their insights.
- Develop/use customer satisfaction surveys to assess how well their needs are being met and identify new opportunities to grow the relationship/ account value.
- Develop a process to track trends in customer feedback.
- Use the PEST structure (Political, Economic, Social, Technical) to develop questions to really understand a situation.

Managing Resources

Description:

Plans ahead, organises all resources and coordinates them efficiently and effectively. Establishes clear objectives. Converts long-term goals into action plans. Monitors and evaluates staff's work regularly and effectively, and gives them sensitive and honest feedback.

Some ideas to develop your skills:

- Use project management tools and techniques and plan your resources based on future projects.
- Capacity and demand management: Optimize resource utilisation by prioritizing high value work with available resource capacity.
- Have realistic expectations and aim to help your team to overcome time pressures and challenges. Listen and act to help them overcome challenges.
- Set expectations: Initiate clear objectives, conduct regular reviews, give constructive feedback to get best out of people in a genuine way.
- Utilise existing tools to help you plan your resources: data points, KPIs, workload planning tools.
- Match resources to the size of the prize: allocate your resources on the best opportunities / higher value opportunities you have.
- Give feedback using the BOOST model (balanced, observed, objective, specific, timely).
- Engage resources: Keep resources productive and happy through consistent reward, recognition and development. Think widely across the organisation to consider secondment opportunities/ switch assignments.
- Evaluate and take actions where there are gaps between productivity metrics vs best in class e.g. compare teams to understand span of control and manage the resources accordingly.
- To read:
 - Smarter, Better, Faster: The Secrets of Being Productive, Charles Duhigg (2017), Random House Books
 - Measure What Matters: How Bono, The Gates Foundation, and Google Rock the World with OKRs, John Doerr and Kris Duggan (2017) Portfolio

Self Awareness

Description:

Awareness of your own feelings and the capability to recognise and manage these in a way that you feel that you can control. A degree of self-belief in your capability to manage your emotions and to control your impact in a work environment.

Some ideas to develop your skills:

- Ask for feedback on how your colleagues / peers / boss / life partner / children view your strengths and development areas from their perspectives.
- Ask for feedback on your own performance and behaviour after any significant event you have been involved in.
- Formal 360 degree feedback or sprint 360 feedback.
- Ask someone to film you in a meeting so you can see yourself as others see you. Your body language, tone, expression and general demeanour will be helpful for you to build self-awareness.
- Take further personality profiling using appropriate psychological instruments – please take advice from qualified professionals before employing this.
- Get to understand yourself more through 16 personality combinations by looking at www.16personalities.com. This will help you to gain more insight to why you are who you are and the type of personality you have. It's a free on line resource which can help you build insight.
- Think through and consider how you build trust with other people, keep in mind the trust. Helpful websites include trustedadvisor.com
- Make quality time for deep introspection. Use techniques like body scanning / meditation.
- Keep a private record of significant interactions (positive or negative) and think about how it made you feel / what physical impact it had on you / why it had that effect / what you might want to do differently if faced with the same situation again. Analyse regularly to identify patterns and then take appropriate action.

Emotional Resilience

Description:

Performs consistently in a range of situations under pressure and adapts behaviour appropriately. Balances the needs of the situation and task with the needs and concerns of the individuals involved. Retains focus on a course of action or need for results in the face of personal challenge or criticism.

Some ideas to develop your skills:

- Make personal time for stress-management e.g. ringfence planning time in your diary, make sure you take time to exercise and move around and take regular breaks to refresh.
- Practice being aware of your visual cues which show you are stressed and be conscious about them, what can you notice and what would you change. e.g. tension in the body, facial expressions, tone of voice?
- Ask for feedback from those around for when they see you've experienced tension, stress or frustration in the workplace. How do you react – do you know how you come across in difficult situations?
- Emotional distraction: take yourself away from the situation which is causing you stress, focus your attention on something positive. Break the cycle of frustration and / or stress and do something you are good at / enjoy / get energy from and then come back and revisit. By doing this, your brain will be more receptive to solving the challenges you face.
- Understand what the trigger for stress is in the first place – by really evaluating what's causing the stress you can start to understand why and plan around it.
- Meditation and mindfulness can help you to take yourself out of the situation. There are lots of apps which can help with this e.g. Headspace.
- Practice visualising the end goal – the experience you currently feel is usually a temporary situation which will be overcome with time. Remind yourself that there will be a change, and the important thing at this point is to understand what you can do to make that change happen sooner.
- Proactively manage your stress by doing regular exercise, or making time for yourself, or music etc. Make it a habit and commit to doing the activity regularly.
- Take inspiration from TED talks on youtube e.g. "How to stay calm when you know you'll get stressed" or "How to make stress your friend."
- Have a growth mindset to how you try new things. What am I learning from what I am doing? Watch this TED talk by Carol Dwek https://youtu.be/_X0mgOOSpLU The Power of Believing that you can improve or read her book Mindset: The New Psychology of Success

Intuitiveness

Description:

Arrives at clear decisions and drives their implementation when presented with incomplete or ambiguous information using both rational and “emotional” or intuitive perceptions of key issues and implications.

Some ideas to develop your skills:

- Develop yourself by doing risk analysis activities e.g identifying, analysing and responding to risk factors throughout the life of a project and in the best interests of its objectives.
- Internal reflect: self-reflect on prior successful decisions made and what was the basis (intuition, experience, etc).
- Visualization: Reflect on experience and past successes.
- Conative (intuition): Discover your intuitive wiring and how you are conditioned to respond to certain situations using the Kolbe A Index by looking at www.kolbe.com.
- Validation process: PDC (Plan, Do, Check) – before actioning, double check/pressure test decision based on experience/colleagues/mentors/etc.
- Awareness of missing information: Given that we have to increasingly making decisions without knowing all the facts, be comfortable with the 80/20 principle where you have as much information as you can get, but be confident that you trust your experience to take action. Be conscious of and be aware that you don't know what you don't know.

Interpersonal Sensitivity

Description:

Is aware of, and takes account of, the needs and perceptions of others in arriving at decisions and proposing solutions to problems and challenges. Builds from this awareness and achieves the commitment of others to decisions and action. A willingness to keep open one's thoughts on possible solutions to problems and to actively listen to, and reflect on, the reactions and inputs from others.

Some ideas to develop your skills:

- Mindful Listening: count to 10 before interjecting and listen to hear and not listen to respond. Take the time when engaging with others and listen, wait till finished and repeat back before commenting.
- Ask validation questions and open-ended questions: Make efforts to include other perspectives and ideas into decisions. Create buy in.
- Read people's body language and nonverbal cues of communication: Go people watching and understand your unconscious biases.
- Understand and adapt to others communication styles. Be aware of the environment and consider other people's issues, motivations and objectives.
- Consider diverse points of view to read your audience: Put yourself in other people's shoes and understand their point of view.
- In meetings, ask other team members' views, particularly quiet members and then acknowledge their contributions by summarising or linking their views to others' in the group.
- If you usually voice your views quickly, don't offer your opinion until many others have offered theirs.
- If you disagree with someone in a team meeting, first acknowledge that person's point of view before offering your opinion.
- When you are working on projects or tasks, organise workshops, meetings or focus groups to involve other people in your team or from across the organisation who might be able to provide a different perspective.
- When there is conflict or disagreement in a group, facilitate by pointing out the similarities between viewpoints first and then help find ways to overcome the differences by exploring the differing views, bringing others in to the discussion.
- Observe colleagues to seek out role models who are effective facilitators; watch how they help the flow of discussion in group situations or team meetings. How do they interrupt and get their point across; how do they summarise what's been discussed so far?

Influencing

Description:

Persuades others to change views based on an understanding of their position and a recognition of the need to listen to this perspective and provide a rationale for change.

Some ideas to develop your skills:

- Be observant. Get in the habit of asking yourself what the other person in a conversation is thinking. Noticing the details will help you to understand others and influence them in the right way.
- Create rapport with the person you are trying to influence. If they respect and trust you, there is a greater possibility that you will be able to persuade them.
- Ask the right questions: Use questioning techniques to lead people towards the answers you want.
- Keep cool: displaying emotional reactions may lead others to think that you are uncomfortable when influencing. Identify/ ask others what emotional reactions they see you demonstrate when attempting to influence others e.g. impatience, interrupting, fidgeting, etc.
- Treat people as individuals; each is different and can be reached by different influencing tactics. Take the time to observe them. If you can predict what they like/dislike then you can adjust your influencing tactics to suit the person, the issue and the situation.
- Are there groups or individuals that you struggle to influence? Is it because you dislike them? Do you struggle to identify with their views/agenda? Ask yourself why they adopt their position, and what they are trying to achieve.
- Prepare before you go into an influencing situation. What are the features / benefits of your idea, plan, product or service. Which of those features are relevant to the individual you want to gain buy-in.
- Be flexible: always have an influencing plan but be prepared to flex it according to what you experience. Work out alternative routes and tactics to achieve your goals, including gaining support from other key stakeholders.
- When negotiating, be clear in your own mind about the things that you will and will not give up. Have parameters.
- Draw your own stakeholder plan. Be clear about the inter-dependencies between the different groups and individuals. Note down the relevant facts about each of the individuals. What are they trying to achieve? What are their likes and dislikes? Who do they have good relationships with? Plan how you will build your own credibility with them.
- Work to find a win:win approach to gaining support for your ideas and plans. What benefit is there to your stakeholders, customers, team etc. to follow your strategy, plans or ideas. If you can establish what their needs, issues or objectives are, you can influence them.

Engaging Communication

Description:

A lively and enthusiastic communicator, engages others and wins support. Clearly communicates instructions and vision to staff. Communications are tailored to the audience's interests and are focused. Approach inspires staff and audiences. Communication style conveys approachability and accessibility.

Some ideas to develop your skills:

- If you've got a meeting or presentation coming up then the key to success is preparation:
 - Who will your audience be? What's their level of knowledge?
 - What are the key messages you need them to take away?
 - How much time will you have? If using PowerPoint, plan on one slide every 3 minutes. Use graphics and keep bullet points short.
 - What's the best way to reinforce your messages i.e. would a PowerPoint help; flip charts; would real-life examples or metaphors help the audience to understand?
 - What questions might they ask? Practice your response to each one so that you will come across confidently and naturally.
- Try wherever possible to speak with minimal notes. It can be helpful to write a script to start with; use this to practice and then try to summarise down to the key points you want to emphasise.
- Make your messages real and exhibit authenticity. To make your messages really stick, it's helpful to communicate them in 'real-life' terms. Real also means relevant, so using real-life, current ideas and events can make it more meaningful.
- Keep it simple and transparent by using simple, consistent, transparent and precise messages to engage employees and explain why.
- Challenge status quo to inspire people to the next level. Challenge to show teams the feeling of fulfilment when they overcome one. Stretching the audience means getting the level of information you're giving them just right: not too much, not too little, but just enough to get them thinking and engaging with your message. Make them want to know more.
- Storytelling is a powerful tool for communication and is effectively used across many cultures. They bring messages to life because they conjure up meaningful imagery, characters, histories, values and beliefs. Communicating through stories helps us to share in a common knowledge and make our messages relatable – that's what hooks your audience and keeps them reading.
- Engage with employees on a human level and beyond work in an informal environment so as to let your authentic self be more likely to make a place in their journey, than trying to be someone you're not.
- For every exceptional Achievement, publish your Heroes to a bigger group of people highlighting what and how they achieved, and the impact it had.
- Use multiple communication channels to spread your key messages. Match the channel to the audience. Email is often a poor way to communicate as your message can get lost in others email mountains. Use NUDGE (regular reminder) tactics to remind people about your message.

Empowering

Description:

Knows one's direct report's strengths and weaknesses. Gives them autonomy, encourages them to take on personally challenging and demanding tasks. Encourages them to solve problems, produce innovative ideas and proposals and develop their vision for their area and a broader vision for the business. Encourages a critical faculty and a broad perspective, and encourages the challenging of existing practices, assumptions and policies.

Some ideas to develop your skills:

- Find ways to get to know your employees' strengths and development areas. Ask yourself if you genuinely trust each team member's capability and find ways to build trust.
- Set clear expectations with your team. Check understanding. Agree success criteria. Agree monitoring frequency and process.
- Encourage discussion on what your employees might see as hurdles or roadblocks to build confidence.
- Break down large tasks into smaller ones and get at least one small piece accomplished each day.
- If you tend to focus on the downside of taking action, write down all the things that could potentially go wrong. Then for each of these write down what the upside is if they go right. Virtually any action has a downside as well as an upside – take a balanced view.
- Prioritise time and effort where it counts. Many people take action but in the wrong areas. Leaders typically prioritise their time and effort on 2-3 key things. Identify your key priorities and put away trivia that can divert your attention from those things that will produce results.
- Performing well under pressure is a great strength to have, but if it is overplayed, and you get into the habit of leaving things until the pressure starts to mount then inevitably some deadlines will be missed and other opportunities may pass you by. You may be late taking action in the first place.
- If you are something of a perfectionist you may need to find a more realistic balance between thinking it through and striving for the perfect solution and taking action. This will probably take practice and will require you to reflect on the past; critically evaluate decisions you've made in the past, could you have got to the decision any quicker?
- An unwillingness to let go and let others take over as no one can do it as well as me is a huge barrier to delegation and the effective working of a team. Be conscious if you are doing this and find ways to delegate which make you feel in control e.g. delegate with clear expectations on follow up.

Developing

Description:

Believes others have potential to take on ever more-demanding tasks and roles, and encourages them to do so. Ensures direct reports have adequate support. Develops their competencies, and invests time and effort in coaching them so they can contribute effectively and develop themselves. Identifies new tasks and roles that will develop others. Believes that critical feedback and challenge are important.

Some ideas to develop your skills:

- Remember the 70/20/10 principles of learning (70% comes from experience/ 20% social /10% formal learning) and guide both yours and your team's development around this.
- Give feedback in the moment, don't leave any interaction with any lingering frustration. Take the time to give the feedback and resolve the issue there and then. Understand that critical feedback and challenge are important parts of leadership. This means handling feedback respectfully and with empathy – attack the issue, not the individual. Use the BOOST principle when giving or receiving feedback (Balanced, Observed, Objective, Specific, Timely) for maximum effectiveness.
- Understand your team's current mindset on the art of the possible – what's holding them back and how can you help them open new doors to new possibilities.
- Practice coaching conversations as part of your everyday leadership. Align your aspirational goals with the team and help them through the reality of where they are today, the options they can consider and the commitment to action.
- Understand the aspirations of your team members, what are they passionate about and how can you facilitate their passion by giving them opportunities to do more of what they love.
- Regularly review and identify challenges that you'll be facing over the next 12-18 months; how will you achieve them and what will you need to do differently to be effective? Do the same for your team members.
- Anticipate the capabilities you will need in your team in the coming 2-5 years and start to plan for them. Where can you train and develop people who will help you as the business grows?
- Find ways to identify and grow internal talent – this will help you with both developing them with the capabilities you will need in addition to boosting engagement of the team.
- Consider how you can identify cross-development opportunities to enhance future capability and anticipate future organisation design needs.
- Help your team understand where their strengths are and if you had one thing you'd like to see more of, what would it be?
- Develop personal development plans that are relevant and achievable. Development plans should include activities that the individual will find stretching and challenging.
- Ruthlessly follow up on agreed personal development actions on a regular basis to ensure forward momentum is maintained and not lost in delivering the 'day to day' work.
- Set up a 'buddy' system within the team so that individuals can give direct constructive feedback to their buddy as and when required.
- Ask for access to 360 degree feedback tools to judge progress against specific behavioural development goals.
- Identify challenges that you'll be facing over the next 12-18 months; how will you achieve them; what will you need to do differently to be effective. Do the same for your team members.
- Identify a coach or mentor within the business and sell the idea of coaching or mentoring you to them. Think about what might be in it for them.
- Organise work and opportunities between yourself and the team to ensure that they have a variety of different challenges to address.

Motivation

Description:

Has the drive and energy to achieve clear results and make an impact and, also, to balance short and long-term goals with a capability to pursue demanding goals in the face of rejection or questioning.

Some ideas to develop your skills:

- Understanding your personal motivation factors through introspection. Root cause analysis of your sources of motivation – e.g. Personal purpose / Recognition / Social interaction / Variety of tasks and responsibilities/ Power / Financial Reward / Family / Social concerns etc.
- Analyse how aligned your personal motivation is with the nature of your work.
- Find opportunities to spend more time in activities that are more aligned with your personal motivation.
- Develop skills and capabilities to deal efficiently and speedily with those tasks and activities that are less aligned with your personal motivation. Eat the frog first! This means that if you have a difficult task to do, do it first and you will feel everything thereafter is easier to do.
- Understand what motivates each member of your team. Find ways to align their tasks accordingly. Use this understanding in engaging and motivating the team.
- Frame all experiences as learning opportunities. Remember we learn much more from failures than from successes.
- Monitor your own personal energy levels and find sources to keep your own energy high. The role of the leader is to be a Chief Energy Officer! Think of those who give energy and how good it makes you feel vs those who take energy away and slow you down. Practice being an energy-giver to others.

Achieving

Description:

Willing to make decisions involving significant risk to gain a business advantage. Decisions are based on core business issues and their likely impact on success. Selects and exploits activities that result in the greatest benefits to the organisation and that will increase its performance. Unwavering determination to achieve objectives and implement decisions.

Some ideas to develop your skills:

- Be demanding and constructive in your own expectations of yourself and of your team. Push for excellence and don't accept compromise or good enough in anything you do from hiring in your team to setting ambitious goals.
- Don't be afraid to take calculated risks, have the courage to be bold in your decision making and set aspirational goals. You'll get further by pushing your team towards something which seems hard to achieve but has been worth the struggle to get there.
- Focus your efforts by quantifying the "size of the prize" and allocate your time, energy and resources around this. Effort and impact matrix can help to quantify the things which are "must-dos."
- Find ways to incorporate the philosophy that great companies always look for - the beauty of the "and" versus the tyranny of the "or" (Jim Collins, Built to Last).
- Find ways to remove "qualifying statements" from your team e.g. "we may", "we hope", "we will try to" – the language should be more solution focussed and definitive.
- Be clear what is expected of you so that you can be clear what you expect of your team.
- Set goals before assigning projects, work and tasks. Check the goals you set fit into the bigger picture; this might allow you to set an over-arching goal with smaller goals that feed in to it.
- Identify the key success criteria and work out how you will evaluate success; how will you know that you're on track to achieve the objective in the time frame you set yourself? What were the agreed outcomes that were identified at the beginning of the work?
- Encourage your team to develop success measures that are meaningful for themselves – involve others in this process so that everyone can see how they are connected and dependent on each other. They are also more likely to set goals at a higher level than you.
- Provide prompt 'process' feedback: give as much as you can as it motivates others. They can then adjust what they are doing as they go along i.e. mid-course corrections, shows them that you are interested in and value what they are doing.
- Celebrate successes to reinforce the behaviours that are important to achieving.

Conscientiousness

Description:

Displays clear commitment to a course of action in the face of challenge and matches “words and deeds” in encouraging others to support the chosen direction. Shows personal commitment to pursuing an ethical solution to a difficult business issue or problem.

Some ideas to develop your skills:

- Speak with one voice – if you have agreed to a course of action as a leadership team, then be the face of this message and follow through instead of privately disagreeing.
- Be known as someone who will honour their commitments and follow through.
- Be clear on the impact of overload and adding in new projects or initiatives whilst some are still open-ended. This can lead to shifts in priorities and not closing down projects effectively. Be clear in your communication on what's expected, the timescale to achieve it and then the feedback when it's complete. Don't let unclosed items of work drift on whilst new items are being added which only leads to priority confusion.
- Ensure that both you and your team are visible and demonstrate that you do the right thing, not the easy thing. Don't be a bystander, have the courage to call out poor behaviour or actions.
- Be open, accessible and available to colleagues by ensuring they always know they can talk to you and you will make the time for them.
- Trust Equation:

$$\text{Trustworthy} = \frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self Orientation}}$$

- Act in ways that are credible/consistent/reliable – Do not make it about yourself.