



Discovery[®]

Transformational Leadership

Jane Smith

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Introduction

This Insights Discovery Transformational Leadership Profile explores how Jane's leadership capabilities are impacted by her psychological preferences. It will enable Jane to research how her unique Insights Discovery colour energy mix creates both strengths and challenges in her approach to leadership.

The Insights Transformational leadership model comprises eight dimensions of leadership. Each of these dimensions is underpinned by five leadership facets.

Agile Thinking - Engaging different thinking modes

Leading from Within - Raising self-awareness and living your values

Facilitating Development - Nurturing the growth of self and others

Fostering Teamwork - Collaborating to build effective relationships

Communicating with Impact - Inspiring and influencing with emotional awareness

Creating a Compelling Vision - Determining a winning direction

Leading Change - Initiating and directing transformation

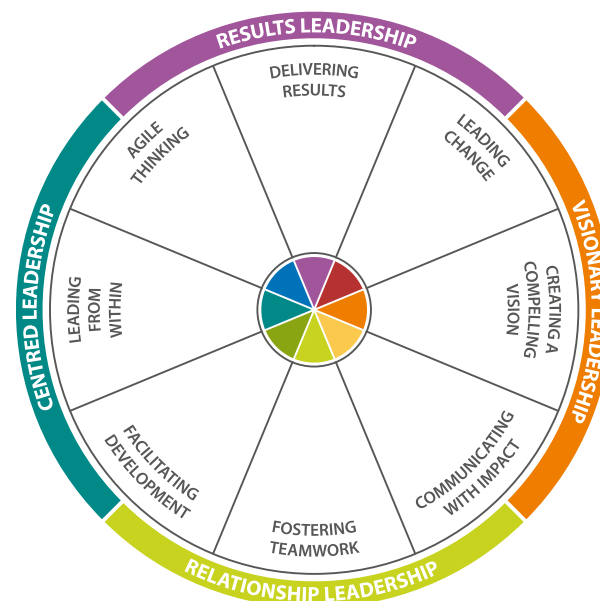
Delivering Results - Honouring commitments and exceeding expectations

Each dimension requires all four Insights Discovery colour energies to be used effectively and may pull most strongly on one or, in some cases, two particular colour energies.

For example, although 'Fostering Teamwork – collaborating to build effective relationships' draws particularly on Sunshine Yellow and Earth Green energy, if it is to be done to a high standard, it will be supported through a blend of all four of the colour energies. Fostering Teamwork, therefore, can be mastered by anyone, no matter what their colour energy preference, as can any of the other dimensions of leadership.

After detailing Jane's strengths and challenges linked to each of the eight dimensions, the profile offers some recommendations, and poses questions for Jane to explore further in this area. This is a powerful resource

to help Jane understand how she can enhance her leadership capabilities and be more effective.



Overview

These statements provide a broad understanding of Jane's leadership style. Use this section to gain a better understanding of how you lead self, as well as how you lead teams and organisations.

Self Leadership Style

Jane endeavours to be fair and reasonable in all her deliberations and she can always explain her rationale. She will state her views with quiet self-assurance and will do her utmost to adhere to her principles in every aspect of her leadership. She has got the belief and stamina to work through difficult patches in her work. She trusts her structured and well-organised approach in managing her commitments.

She is orderly, structured and particular, ensuring routine processes are followed. She operates in a steady and persistent manner with a high level of patience. She is steady and disciplined in getting things done, tending to keep on top of every aspect of her responsibilities. With a strong sense of 'right' and 'wrong', Jane prefers to operate according to her conscience than to others' requirements. She will do her utmost to ensure that any job is done with care and attention.

In leading herself, Jane will always identify her needs and wants in relation to the context rather than in relation to some imagined ideal. She uses her analytical skills to organise tasks efficiently. She applies a consistent approach to all her work requirements, leading to a high level of reliability. She is highly conscientious and will demonstrate commitment and self-discipline. Jane likes to have a system in place to ensure that nothing is overlooked in managing her commitments.

Team Leadership Style

She will be precise and clear when communicating what needs to be done and backs this up with expressions of encouragement. Rather than feeling the need to deal with problems on the spot, she will ask for time to think things through before coming back to the team with her recommendations. She considers team challenges long and hard and will only put forward suggestions that have been well thought through. She can retain a clear focus on the team's objectives without getting side-tracked by distractions.

As long as team members are adhering to the basic underlying principles and ethics, Jane will allow them to work in their individual ways without interference. Jane tends not to interfere in interpersonal conflict in the team and is happy to give others the autonomy to sort

out their own issues. Jane is a caring and considerate leader who always makes time for others. Jane brings a stabilising influence to the team and helps to ensure consistency of output. She can take a sensitive yet pragmatic approach to task allocation within a team, giving credence to personal requests without being unduly swayed by them.

She feels a strong sense of personal responsibility for those she leads. She will create meeting agendas with team members that are practical and relevant whilst making allowances for personal needs. She uses her combination of cool blue and sunshine yellow energies to ensure that the team's effort is well co-ordinated and cohesive. Typically, Jane brings reliability and stability to the team environment. She will seek to adapt her leadership approach to best suit the team, whilst ensuring that her personal output remains steady and structured.

Organisational Leadership Style

She aims to design highly economical resource plans that focus on maximum output with minimal expenditure. Jane is keen to identify and share 'best practice' across the organisation to ensure consistency of quality. She creates workable plans that are rooted in common sense and pragmatism. She aims to ensure a consistency of standard within the organisation, delivering a highly professional service that is technically proficient and personally engaging.

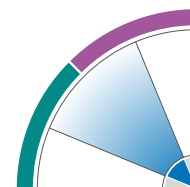
She gains others' respect as she stays committed to her quest without trying to influence others to blindly follow her. She will be prepared to support a delivery by taking on routine tasks that others don't enjoy. Jane is a reliable, stable leader who co-ordinates tasks, staff and the organisation. She pays attention to producing a high quality and reliable product or service. She is readily able to spot discrepancies or inconsistencies in procedure and will point these out in order to deliver a consistently high standard of service.

She can be both cool headed and tough-minded in inspiring others to bring new projects and ideas into reality. She allows staff to take the time they need to evaluate their options and make their decisions. She is able to see beyond the short-term ups and downs and maintain a steady focus on longer-term aims. In striving for equality and co-operation, Jane adopts an unbiased stance and evaluates all views before acting. Jane has a strong sense of duty and will do her utmost to ensure all requests have been satisfactorily fulfilled.

Agile Thinking

Engaging different thinking modes

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



Strengths

- Enjoys extensive study and will collect a plethora of information from both technical and personal sources.
- Avoids ambiguity and manages her commitments by focusing on concrete facts, problems and solutions.
- Can generate new insights and create inventive solutions based on deep and intense inspection.
- Monitors performance and makes decisions based on a straightforward assessment of observable evidence .

Probe Challenges

- When have you made a decision despite a desire for more information?
- Having identified a business opportunity for the company, how would you then put forward a recommendation and create a business plan?

Personal Notes

Challenges

- While she excels at measurement and practical applications, she tends to shun abstractions or 'hunches' as unreliable and questionable.
- May try to "fit" others' ideas into recognised concepts and theories rather than allow free-flowing expression and interpretation.

Recommendations

- When making a decision, assess any issues highlighted in discussion alongside other relevant data before reaching a final conclusion.
- Listen to the subjective opinions of others and allow them equal weight in her analyses and assessments.

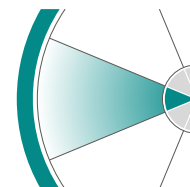
Probe Strengths

- How do you assess the nuances of a major economic or industry shift and how might you translate this knowledge into an opportunity for your organisation?
- When have you most effectively used your past knowledge or experience to contribute to resolving a current issue or problem?

Leading From Within

Raising self-awareness and living your values

Transformational Leaders are authentic - they inspire others through their strong beliefs, values, attitude, authenticity, courage and sense of purpose.



Strengths

- Respects and follows systems, procedures and lines of authority.
- With a balance of pragmatism and creativity, believes in her ability to work through most of life's challenges.
- Can take an analytical perspective when helping others define their values and is encouraging and engaging in the process.
- Lives by her principles and, during discussions with others, is unlikely to shift radically from her position.

Personal Notes

Challenges

- Has a tendency to doubt her ability and underestimate her value.
- Her calm and gentle exterior may conceal an inner world of anxiety and uncertainty.

Recommendations

- Discipline herself to make sure she has some time off, free from cerebral concerns.
- Look for concrete evidence to question or refute any disempowering beliefs.

Probe Strengths

- Think back to a time of crisis in which you were accountable to respond to all or part of the crisis and reflect on how you coped?
- Reflect on your ability to think clearly under pressure .

Probe Challenges

- Summarise how you share your own opinions or feelings so others can understand you better.
- What aspects of yourself, personally, would you be comfortable sharing with your team?

Facilitating Development

Nurturing the growth of self and others

Transformational Leaders are effective coaches and mentors - empowering their people and understanding that exceptional results occur when people take responsibility for making things happen.



Strengths

- Creates development plans with others that are accurate, thorough and pragmatic.
- Is particular and thorough in unearthing any blind spots but will ensure an upbeat conclusion by encouraging a positive resolution.
- Will probe sensitively into the client's circumstances so she can gain a greater understanding of their needs.
- When coaching others, communicates personal experiences only when necessary to make points, otherwise will withhold her own issues or opinions.

Probe Challenges

- Summarise a new method you recently learned and applied to your work situation.
- What change have you most recently chosen to make for yourself to improve your life?

Personal Notes

Challenges

- May be cautious when coaching or mentoring and will allow her clients to determine the rate of progress, rather than taking positive action to move them forward.
- When coaching, if her cool blue energy is overly dominant, can place too great an emphasis on practical considerations to the detriment of the important personal considerations.

Recommendations

- Ask more open ended questions to allow for some exploration and creativity in designing solutions for clients.
- Share her areas of expertise with others rather than hiding her light under a bushel.

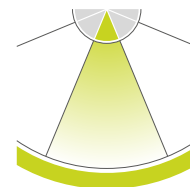
Probe Strengths

- Consider a time recently you coached another person. What did you learn about them?
- Consider a recent decision you made to make a personal change. What did you do to put that decision into action?

Fostering Teamwork

Collaborating to build effective relationships

Transformational Leaders create high-performing teams - teams that take collective decisions, value diversity, honour each member and are led from within.



Strengths

- Communicates with sincerity and respect with other well-established leaders in her network.
- Will carefully assess capabilities before assigning roles and ensure that any allocation of duties works well for the team as a whole.
- Acknowledges the importance of diversity within the organisation, respecting and appreciating the knowledge and experience of people at all levels.
- Appreciates and takes account of diversity and different skill sets to decide on the best and most effective resources available.

Probe Challenges

- When have you taken your own concerns to your team to gather their input and experience? How were they able to help?
- Consider a time you got frustrated when dealing with a difficult customer. On reflection, what could have enabled this interaction to go more smoothly?

Personal Notes

Challenges

- May not appear fully integrated into the team due to her apparent need for privacy and self-containment.
- Is acutely aware of when her team is not working co-operatively and can find it difficult to maintain her productivity in the resulting fragmented environment.

Recommendations

- Work towards accepting and verbally appreciating the value of those who work with less structured methods.
- Confer with her team on difficult issues rather than feeling she has to take it all on herself.

Probe Strengths

- What have you done recently to invest in developing your network of business relationships?
- Typically, how do you express appreciation for the work your team does?

Communicating With Impact

Inspiring and influencing with emotional awareness

Transformational Leaders engage their peoples' hearts and minds - through understanding and appreciating their needs, wants and expectations.



Strengths

- Persuades others through clear thinking, logic, suggestions and debate, expressed in an engaging and inclusive manner.
- Uses an ideal combination of pragmatism and sensitivity in managing customer concerns.
- Networks and benchmarks with competitors to store good practice and get new ideas.
- Generally begins communicating by stating areas of accord and continues in a calm and clear manner.

Probe Challenges

- Reflect on the last time you partnered with other professionals in your company, industry or customer base. What was the outcome?
- Describe your finest hour in speaking and acting confidently when representing your team or a project.

Personal Notes

Challenges

- Prefers to talk about others' personal issues in a detached manner and may shy away from open, honest and emotionally expressive dialogue.
- With a high preference for the introverted colour energies, can find it taxing to have to interact regularly with others.

Recommendations

- Boost her self-motivation by using more energetic and enthusiastic body language in addition to her self-talk to generate a little more oomph!
- Experiment with using more emphatic words and phrases and notice how this affects her level of self-motivation.

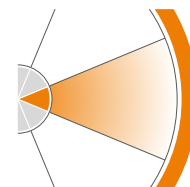
Probe Strengths

- Describe a presentation you made to a team or clients in order to bring clarity and information.
- Can you describe how you have consciously amended your behaviour or approach to improve a relationship?

Creating a Compelling Vision

Determining a winning direction

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



Strengths

- Spends a significant amount of time in quiet contemplation, considering her aspirations for the future.
- Can think through her visions with clarity and sensitivity and can define which one is most effective for her to pursue.
- Will create innovative solutions that have the backing of a great deal of insightful forethought.
- Looks to logic before defining a vision that is pragmatic and worth pursuing.

Probe Challenges

- Reflect upon the last brainstorming meeting you attended. How did that go and how did you contribute?
- When have you personally brainstormed or simply created a list of possibilities without censoring yourself? What was the output?

Personal Notes

Challenges

- Has a strong vision for the team, but finds it difficult to communicate any desire or urgency in making it happen.
- Focuses her efforts on gaining others' commitment to a vision by 'selling' the process of implementation as much as the content.

Recommendations

- Listen to the collective input from others and help to identify a vision that includes both personal and practical value.
- Involve herself in mental exercises that stretch her intuitive faculties so she can become more inventive in determining ways forward for her clients.

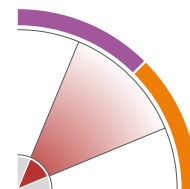
Probe Strengths

- Reflect upon a time when you recognised another person's innovative thinking. What did you do to put their thinking into practice?
- Typically, how do you go about structuring a creative process?

Leading Change

Initiating and directing transformation

Transformational Leaders recognise the need for change and possess the drive and inner-strength to manage the ambiguities and uncertainties brought about by change.



Strengths

- Can manage transitions on a practical level by ensuring a steady, step-by-step approach, evaluating the effect of each stage as it happens.
- Understands end to end processes and associated challenges in the market place, and will use subjective and objective reasoning before taking a course of action.
- Looks to implement change that will be beneficial to the overall harmony and effectiveness of people and their environment.
- Even when she has to make difficult decisions, will remain optimistic as she usually has both concrete data and the support of the team to back her up.

Probe Challenges

- What do you see as the boldest proposal or decision you have made in the past year?
- Consider the last change initiative you undertook. What did you do to engage the team members in the initiative?

Personal Notes

Challenges

- Tends to overstate any potential risks and prefers to play safe.
- Will look to others to provide evidence for why change is needed.

Recommendations

- Learn to accept an element of risk and make decisions trusting that she has the necessary skills to handle whatever happens.
- Take a more adventurous approach to risk and trust that her cool blue intellect will enable her to identify any possible drawbacks and mitigate their impact.

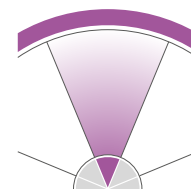
Probe Strengths

- When has your persistence and energy proved helpful in a project?
- What is the most challenging change initiative you have dealt with in the past year and what did you do to address the challenge?

Delivering Results

Honouring commitments and exceeding expectations

Transformational Leaders take responsibility for performance and results - investing time and resource wisely - focussing on effectiveness over efficiency.



Strengths

- Will continually monitor progress and make reports to inform others of this.
- In designing customer service procedures, will ensure she creates efficiently organised processes that seek to fulfil the customer's perspective.
- Clearly identifies both what she and others in the organisation are doing and how they are doing it, to ensure a consistency of approaches and processes to achieve the best results.
- Ensures she communicates objectives clearly, focusing on well defined targets and results.

Probe Challenges

- Allocating resources to achieve success may be like trying to hit a moving target. Summarise how you have dealt with changing priorities or kinks in your delivery plan.
- When have you hesitated taking action because you did not know all the risks involved? What did you need to know before you could get moving?

Personal Notes

Challenges

- May not be disciplined in finishing projects on time as she is often tempted to keep considering alternative courses of action.
- May become overwhelmed with customer requirements due to her tendency to take on more while still thoroughly engrossed in her current responsibilities.

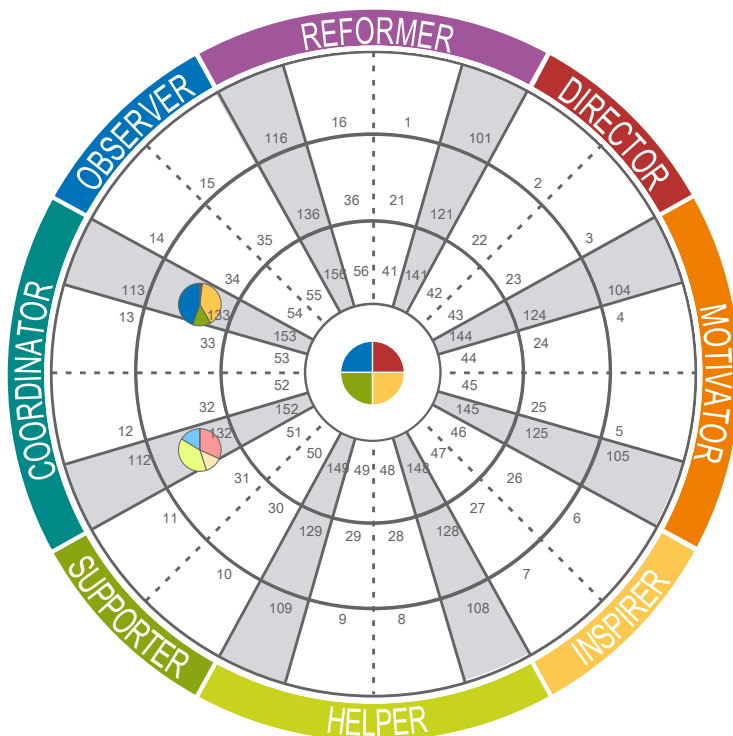
Recommendations

- Challenge herself to put workable solutions into action more quickly, even when they may not appear to be 100 percent perfect.
- Accept that the most highly resourceful plans have been designed with some flexibility and bring this into her equation before defining the final draft.

Probe Strengths

- Describe a time when you advocated or lobbied to remove barriers or to obtain additional resources for your team, which enabled them to achieve better results.
- Typically, how do you organise your work to ensure you are effective and that you get the task done on time?

The Insights Discovery® 72 Type Wheel



Conscious Wheel Position

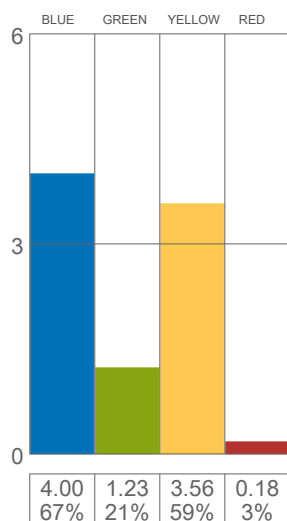
133: Creative Observing Coordinator (Classic)

Less Conscious Wheel Position

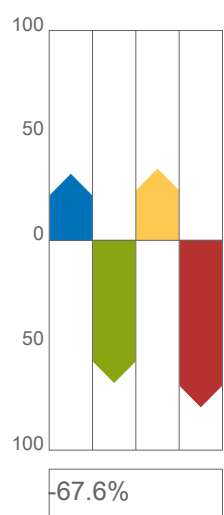
132: Creative Supporting Coordinator (Classic)

The Insights Discovery® Colour Dynamics

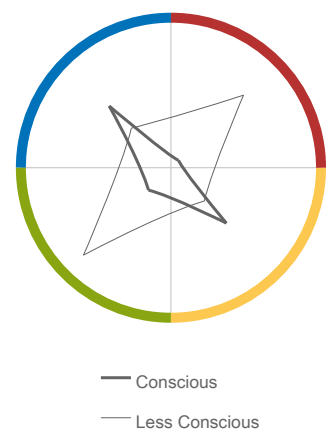
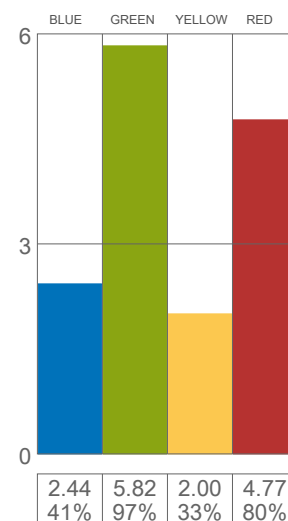
Persona (Conscious)



Preference Flow



Persona (Less Conscious)





GLOBAL HEADQUARTERS

PROFILE: DTL_PR_RETENTION

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