Leadership Profiling Service including the Leadership Styles Profile

Psychosynthesis Coaching Limited
Aubyn Howard, June 2016

Introduction

This is an overview to our Leadership Profiling Service and the *Leadership Styles Profile*. We offer a flexible approach that brings together different tools within a practical framework for supporting leaders and teams in their development and provides a diagnostic starting point for leadership coaching. The service can also be used to support the selection process for executive positions involving internal or external candidates.

What is Leadership Profiling?

There are many different approaches to leadership profiling, involving psychometrics and other assessment tools. Each tool can only offer a limited perspective on what is a very complex matter – the way that human beings behave. We therefore use a range of tools, and combine the insights from these to form a more balanced view of an individual and how they fit within a team or an organisation.

There are three broad approaches to profiling leaders, examples of which you may be familiar with:
Personality types – e.g. Jungian Types, MBTI, Insights, DISC
Behavioural preferences – e.g. Belbin Team Roles, StrengthsFinder, Learning Styles
Developmental stages – e.g. Leadership Styles, Spiral Dynamics, Leadership Development Framework

These approaches are complementary and will tell you different things about yourself, about the differences between people and about how to develop yourself as a leader. We encourage leaders to familiarise themselves with all three as ways of informing their long term leadership development.

Leadership Styles Profile

The Leadership Styles profile aligns with specific developmental approaches including Gravesian worldviews, Spiral Dynamics value systems and Frederic Laloux's organisational paradigms. We developed it because there is a need for cost-effective, easy to administer and reliable *vertical development* profiling tools.

Developmental approaches have some specific benefits in comparison to personality and behavioural approaches. Specifically, they:
1. show the connection between *inner* subjective perspectives (described as paradigms, worldviews or value systems) and *outer* behavioural and relational preferences expressed through recognisable Leadership Styles
2. provide a dynamic view of how individuals develop *over time* and identity common patterns in terms of stages and transitions
3. offer a framework for moving between the dimension of *individual* leadership styles and *collective* organisational cultures
4. address the *situational* context of leadership style and shows how it relates to different types of organisation, stages of organisational development and different situational challenges

Alongside **Leadership Styles,** we use **Belbin Team Roles**, as our primary tool for understanding how people work and also how they relate to others in a team; and a simple version of **Jungian Personality Type** Profiling to provide insights into the core personality. For organisations that already use a different personality type tool as part of their leadership development, these can be substituted (e.g. Insights Discovery or DISC).

Profiling should include a 360 feedback element, ideally from 5-6 people who work with an individual. Belbin and The Leadership Styles Profile both have simple 360 feedback elements.

What does leadership profiling tell you?

We draw together outputs from the three tools to provide a personalised leadership development profile report:

Leadership Development Profile

Summary of the three profiles
- Personality type: what kind of person you are
- Work style; how you work within a team
- Leadership style: which leadership paradigms and styles are activated within you
- Your overall fit with role, team or organisation

Leadership Development Challenges

Synthesis of the leader's developmental challenges in terms of:

- **Horizontal** development: developing specific behaviours, competencies or skills needed to excel in your role or respond to organisational change
- **Vertical** development: optimising your mix of leadership styles in the context of organisational culture; awareness of which leadership stage transitions are current or immanent for you
- **Inner** development: developing awareness and will; connecting with identity, purpose, meaning and values; navigating inner and outer leadership crisis

Introduction to inner leadership development dimensions:
- Self-awareness and self-reflection
- Awareness of difference and your impact on others
- Systems awareness and systemic thinking
- Activating your will to make things happen
- Openness to help or support from others

How does the profiling work?

Leadership Profiling elements	Self-completion on-line	Peer completion on-line
Leadership Styles Profile	4 part questionnaire including 20 sentence completion questions	Peer* feedback questionnaire – rating scales and tick list questions (x 5-6)
Jungian Personality Type (or Insights Discovery profile option)	32 part questionnaire (points allocation between two options)	
Belbin Team Roles	8 part questionnaire (points allocation between multiple options)	Peer* observer assessment questionnaire - tick list (x 5-6)

* ideally 1 manager, 2-3 colleagues, 2-3 direct reports

Following an optional personal debrief, the leadership development profile report can include an overview of an individual's leadership development challenges. This acts as the starting point for Leadership Coaching, which can involve reflecting upon additional inputs and preparing a personal development plan, with suggested pathways in terms of horizontal, vertical and inner development. This process can be tailored to suit your organisation or team and can be dovetailed with existing tools or practices.
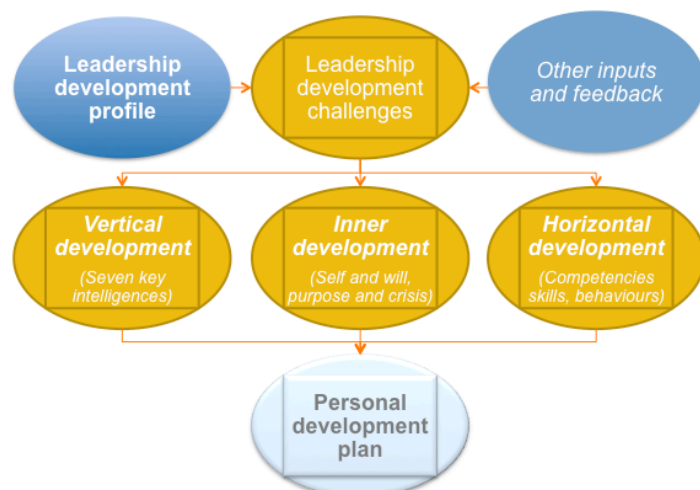
Options for tailored approaches

Follow-on options for leadership development planning	Self	Peers
Insights Discovery (or Deeper Discovery) Profile	On-line self-completion questionnaire involving 25 screens with 4 statements to prioritise	
On-line Leadership 360 Feedback	On-line self-completion	Open-ended Peer* Feedback Questionnaire (x 5-6)
Full Leadership 360 feedback	60 minute Personal Development Interview and 60 minute debrief	30 minute Peer* Feedback Interviews (x 5-6)
Leadership Competency 360 Feedback	Tailored Leadership Competency Framework – on-line self-scoring	Tailored Leadership Competency – peer feedback on-line scoring (x 5-6)

* ideally 1 manager, 2-3 colleagues, 2-3 direct reports

Costs

Leadership Development Profile (self-completion plus 5-6 peer feedback) Including: Leadership Styles Profile, Jungian Personality Type, Belbin Team Roles	**£200 + VAT per profile**

Example costs for additional options	
Insights Discovery Classic Profile or Deeper Discovery Profile: On-line questionnaire and report, with a one hour Skype/phone consultation with Beyond Team Transformation	£220+ VAT (£80 + VAT profile only)
On-line Leadership 360: includes Open-ended Peer* Feedback Questionnaires (x 5-6)	£200 + VAT per leader
Full Leadership 360: includes 30 minute Peer* Feedback Interviews (x 5-6)	Approx.* £600-800 + costs + VAT per leader

* Costs will vary as these options involve face to face time and travel costs which will scale according to how many leaders are involved in the same exercise
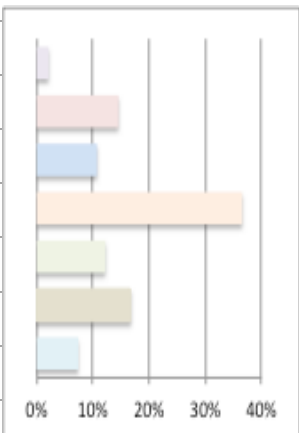
Please get in touch with me by at: aubyn@aubynhoward.eu if you would like to order profiles or find out more about the service
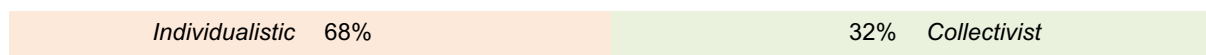*Aubyn Howard*

Leadership Styles Profile for Andrew Everyman

Summary profile

Leadership Style	Overall		Conscious	Subconscious	Feedback
Benevolent	**2%**		*0%*	*0%*	*6%*
Autocratic	**15%**		*20%*	*8%*	*15%*
Hierarchical	**11%**		*13%*	*3%*	*16%*
Enterprising	**36%**		*50%*	*36%*	*24%*
Social	**12%**		*0%*	*25%*	*12%*
Integrative	**17%**		*12%*	*20%*	*18%*
Holistic	**7%**		*5%*	*8%*	*9%*
	100%		100%	100%	100%

Individual-collective orientation

Individualistic 68%	32% *Collectivist*

Vertical transition focus

Enterprising → Integrative	Focus for shifting your Leadership Style over time (in order to increase your options and effectiveness)

Horizontal development focus

Social	Focus for competency or skills development within a Style (to complement or enable the above)

Inner resolution focus

Autocratic	Focus for resolving out of date mindsets or changing behaviours which may be limiting you

Key behaviours and characteristics *(in conjunction with your Belbin Team Roles feedback)*

Style	*Maybe less?*	*Maybe more?*
Benevolent		
Autocratic	Hard-driving, confrontational	
Hierarchical	Inflexible	
Enterprising	Competitive	Enterprising, challenging
Social		Outgoing
Integrative		Inquisitive
Holistic		Broad in outlook

The Seven Leadership Styles (in order of emergent, developmental sequence)

Leadership Style and corresponding leadership paradigm (Laloux, 2014) and Gravesian code (BO-HT)	Description of archetypal leader centred in this style…	Situations suited to this style..	Organisational and personal triggers to crises of transition…
Benevolent Magic *Animistic (BO)*	*they lead as the guardian of a community. They tell stories, maintain traditions, and seek to preserve the wisdom of the past.*	Traditional communities. Times of crisis and loss. Traditions and rituals.	Change and survival Leaving the family Crisis of Will 1: Expression
Autocratic Impulsive *Egocentric (CP)*	*they lead decisively and from the front, they are in charge. They control power and reward loyalty. Their way is the right way.*	Start-ups and entrepreneurship. High risk and power politics. Sales and deal making.	Growth and delegation Letting go of control Crisis of Self 1: Truth
Hierarchical Conformist *Absolutist (DQ)*	*they lead by passing judgement according to a system of well-defined roles and responsibilities. They follow the established right way to do things.*	Stable organisations, large bureaucracies. Traditional trades or craft professions. Finance, operations, record keeping	Creativity and initiative Fulfilment of potential Crisis of Will 2: Actualisation
Enterprising Achievement *Multiplistic (ER)*	*they lead by example and by creating opportunities for the team to succeed. They are driven to achieve goals. They constantly look for better ways to do things.*	Modern business and high performance organisations Change, improvement and competitive environments. Marketing, planning, business management	Complexity and agility Achievement no longer satisfying Crisis of Self 2: Meaning
Social Pluralistic *Relativistic (FS)*	*they lead by building consensus and providing opportunities for people to grow and develop. They know there is no universally right ways to do things.*	People oriented and values driven organisations Collaborative ways of working and engagement cultures HR and people development, customer service	Decisions and effectiveness Making things works Crisis of Will 3: Impact
Integrative Evolutionary *Systemic (GT)*	*they lead by responding to situations in whatever style is needed, seeking to create synergy within the wider system. The right way is the way that works.*	Complex organisational systems, virtual organisations Highly innovative, agile, adaptive environments Strategy, research and development, technology	Purpose and wholeness Greater contribution Crisis of Self 3: Purpose
Holistic Evolutionary *Holistic (HU)*	*they lead by guiding others to be leaders and by creating the context for growth within a healthy system. They are constantly evolving a new way or path.*	Transformational organisations and global networks Beyond day to day leadership, vision, context setting Purpose, mentorship, governance	Global forces Transformation Next crisis: Transcendence?

The Seven Leadership Styles (continued)

Leadership Style and corresponding leadership paradigm (Laloux, 2014) and Gravesian code (BO-HT)	Orientation and identification	Culture * Structure – Motivation +	Organisational paradigm breakthroughs…
Benevolent Magic *Animistic (BO)*	*Collective* – tribe, family or group safety	* Family - *Group* + Belonging / Continuity	• Basic group formation
Autocratic Impulsive *Egocentric (CP)*	*Individual* – own needs and wants	* Power - *Autocracy* + Rewards / Respect	• Division of labour • Command authority
Hierarchical Conformist *Absolutist (DQ)*	*Collective* – roles and rules within structures	* Role - *Hierarchy* + Responsibility / Duty	• Formal roles (stable and scalable hierarchies) • Processes (longer term perspectives)
Enterprising Achievement *Multiplistic (ER)*	*Individual* – personal and team performance	* Achievement - *Adapted hierarchy* + Success / Winning	• Innovation • Accountability • Meritocracy
Social Pluralistic *Relativistic (FS)*	*Collective* – team and organisational culture	* Relationship - *Flatter hierarchy* + Participation / Connection	• Empowerment • Values driven culture • Stakeholder model
Integrative Evolutionary *Systemic (GT)*	*Individual* – personal and professional networks	* Evolutionary - *Self-management* + Learning / Freedom	• Self-management • Wholeness
Holistic Evolutionary *Holistic (HU)*	*Collective* – global communities and energies	* Evolutionary - *Self-management* + Transformation / Purpose	• Evolutionary purpose