

The Leadership Styles Profile

Notes on Scoring and Interpretation

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Contents

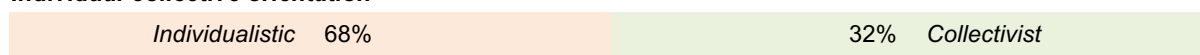
| | |
|--|-------------------------------------|
| Leadership Styles Profile summary | Error! Bookmark not defined. |
| Leadership Styles Profile Analysis | 5 |
| Why The Leadership Styles Profile (LSP)? | 5 |
| Explanation of the Leadership Styles Profile scoring | 5 |
| Making sense of your profile | 6 |
| Personal development, transition and crisis | 8 |

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% |

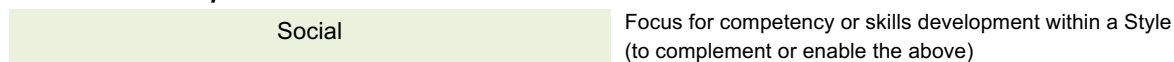
Individual-collective orientation



Vertical transition focus



Horizontal development focus



Inner resolution focus



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 <i>Animistic (BO)</i> | <i>they lead as the guardian of a community. They tell stories, maintain traditions, and seek to preserve the wisdom of the past.</i> | Traditional communities. Times of crisis and loss. Traditions and rituals. | Change and survival Leaving the family Crisis of Will 1: Expression |
| Autocratic Impulsive <i>Egocentric (CP)</i> | <i>they lead decisively and from the front, they are in charge. They control power and reward loyalty. Their way is the right way.</i> | 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 <i>Absolutist (DQ)</i> | <i>they lead by passing judgement according to a system of well-defined roles and responsibilities. They follow the established right way to do things.</i> | 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 <i>Multiplistic (ER)</i> | <i>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.</i> | 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 <i>Relativistic (FS)</i> | <i>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.</i> | 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 <i>Systemic (GT)</i> | <i>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.</i> | 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 <i>Holistic (HU)</i> | <i>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.</i> | 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 <i>Animistic (BO)</i> | <i>Collective</i> – tribe, family or group safety | * Family - <i>Group</i> + Belonging / Continuity | <ul style="list-style-type: none"> • Basic group formation |
| Autocratic Impulsive <i>Egocentric (CP)</i> | <i>Individual</i> – own needs and wants | * Power - <i>Autocracy</i> + Rewards / Respect | <ul style="list-style-type: none"> • Division of labour • Command authority |
| Hierarchical Conformist <i>Absolutist (DQ)</i> | <i>Collective</i> – roles and rules within structures | * Role - <i>Hierarchy</i> + Responsibility / Duty | <ul style="list-style-type: none"> • Formal roles (stable and scalable hierarchies) • Processes (longer term perspectives) |
| Enterprising Achievement <i>Multiplistic (ER)</i> | <i>Individual</i> – personal and team performance | * Achievement - <i>Adapted hierarchy</i> + Success / Winning | <ul style="list-style-type: none"> • Innovation • Accountability • Meritocracy |
| Social Pluralistic <i>Relativistic (FS)</i> | <i>Collective</i> – team and organisational culture | * Relationship - <i>Flatter hierarchy</i> + Participation / Connection | <ul style="list-style-type: none"> • Empowerment • Values driven culture • Stakeholder model |
| Integrative Evolutionary <i>Systemic (GT)</i> | <i>Individual</i> – personal and professional networks | * Evolutionary - <i>Self-management</i> + Learning / Freedom | <ul style="list-style-type: none"> • Self-management • Wholeness |
| Holistic Evolutionary <i>Holistic (HU)</i> | <i>Collective</i> – global communities and energies | * Evolutionary - <i>Self-management</i> + Transformation / Purpose | <ul style="list-style-type: none"> • Evolutionary purpose |

Leadership Styles Profile Analysis

There are three broad approaches to profiling leaders, example 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, LDF

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.

What are the benefits of developmental approaches such as **Leadership Styles**, 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 identify 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

Explanation of the Leadership Styles Profile scoring

The Leadership Styles Profile is scored in three ways.

1. The **Conscious** score comes from your deliberate allocation of points between the seven statements which describe motivations, preferred leadership styles and cultural orientations. The seven leadership paradigms are presented in descending emergent order and many people will recognise the pattern when looking at these options. There is an inference that the options further down the list are more advanced and this may set up a tension for the responder between being honest and wanting to look good. Other tensions may also emerge, as the responder weights up their relative identifications with the different statements. This exercise can help surface and increase awareness of different parts of ourselves (e.g. Boss, Achiever, Facilitator, Learner) and the interplay between them.

2. The **Subconscious** score comes from an interpretation of your sentence completion responses to the 10 organisational statements and 10 statements about yourself. The interpretation looks at (i) **content** in terms of use of language, i.e. appearance of specific words and recognisable mindsets or ideas (ii) **complexity** of thinking and sentence construction (iii) the **context** or perspective that might be implied or inferred by the response. In any of these ways, the response can resonate with one or more of the seven leadership paradigms. A response can resonate with more than one of the paradigms at the same time. All answers are equally valid, we are not judging the correctness or otherwise of the response as such, and do not have a pre-conceived idea of what kind of answers are expected. Rather we are looking for indications or resonances of ways of thinking (orientations, perspectives, paradigms, worldviews, value systems) that are active within you either consciously or unconsciously at this time in your life, and for the prevailing pattern within these. The sentence completion section is the most important part of the profiling tool, because it does not constrain the

respondent. In the previous section, it is conceivable that you may not actually identify with any of the leadership/motivation/culture statements, although we have asked you to allocate points nevertheless. In this section your real or authentic views can be expressed.

In addition, we can look at your responses as a whole and identify any overall patterns or expressions of personality, style or perspective. This can be at many different levels and may provoke clarifying, challenging, curiosity or awareness raising questions from the profiler. Some people might provide very full and well-considered responses, whilst others might express impatience or frustration with the questionnaire. We cannot get away from the apparently hierarchical nature of the system of leadership paradigms and styles and the different impacts this may have on people. Some people may resist any attempt to be categorised and will want to assert their individuality in reaction to profiling questionnaires, and this is also a valid response. However it may also be useful to self-reflect on the way you have responded to the questionnaire and the profiling process.

Finally, at the level of content, your responses say something about your thoughts on organisation and leadership and as such can provide an interesting input at the start of any leadership coaching engagement.

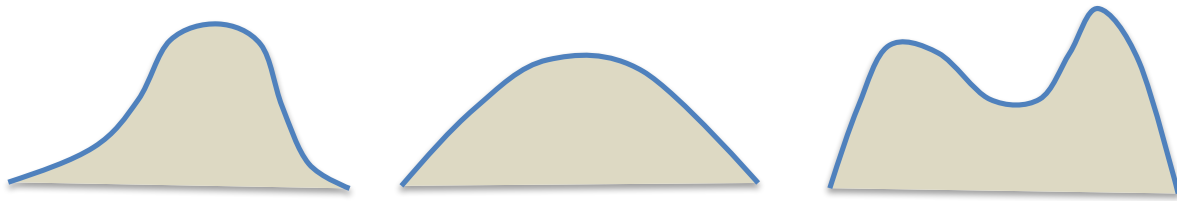
3. The **Feedback** score comes from the 360 Feedback element of the profiling. This will include the output from the Belbin Observer Assessments, if these have been carried out, or just from the Leadership Styles Profile 360 Feedback Questionnaire, e.g. from 5-6 people who you have asked to provide feedback. The Belbin lists (A and B) of *qualities, characteristics and behaviours* are included in the LSP 360 questionnaire for when a Belbin assessment has not taken place, so we will always be eliciting feedback on these lists of words, which are then cross-referenced with the seven Leadership Styles to provide an additional input to the LSP profile. Importantly we have also asked you to assess yourself against the same list of *qualities, characteristics and behaviours* so we can more directly compare your self-perception with that of people providing feedback. The Belbin Team Roles profile itself does not do this, as their Self-Perception profiling tool works in a different way and isn't always directly comparable. We have also asked some additional structured questions in the LSP 360 to cross-reference feedback on your leadership style in different ways. This is all combined into the LSP Feedback profile.

We have given equal weighting to the **Conscious, Subconscious** and **Feedback** elements to create the **Overall** profile. However, you should also look at the three sub-profiles and reflect upon any significant differences between them.

Making sense of your profile

As has been said elsewhere, the Leadership Styles Profile does not describe types *of* people, or even levels of development of people, but rather types of thinking (perspectives, paradigms, worldviews, value systems etc.) *within* people, which may be more or less activated and expressed depending upon personal, historical and situational factors. At the same time the Leadership Styles Profile gives you a snapshot of how you look at the world at a point in time and suggests a developmental scenario or story. This whole approach is intended to help reveal the deeper structures behind our thinking and the underlying assumptions, beliefs and values that tend to determine our outlook and drive our behaviour. Of course this is a very complex topic and your developmental profile can only ever be indicative of what really goes on and as such should always be held lightly in support of your self-reflective learning process.

Profiles distributions can look very different – some are clearly peaked, some are more spread out and some have more than one peak – each patterns will be indicative of different personality types and personal stories to some extent.



The most common pattern is close to a normal distribution, with a peak in either the *Hierarchical*, *Enterprising* or *Social* leadership styles. We have been profiling managers and leaders for more than 15 years using different methods and the typical (population norm) profile distribution for leadership styles varies considerably between country cultures, types of organisation and levels of management. Norms provided by both Spiral Dynamics and The Leadership Development Framework can only be considered as indicative and are possibly out of date. For example, in Rooke and Torbert's 'Seven Transformations of Leadership' in April 2005 HBR, they profile 50% of leaders centred at Hierarchical (Diplomat and Expert), with only 30% at Enterprising (Achiever), 10% at Social (Individualist) and 4% at Integrative (Strategist).

From our experience of profiling leaders, below is a rough guideline to what we might expect from different populations in terms of typical profiles (NB which is not the same as where people peak):

| Leadership style + Leadership paradigm + Graves thinking mode | Senior leaders | Middle managers | Team leaders | OD consultants & coaches | Northern Europe/ Scandinavia | USA | Far East |
|---|-------------------|--------------------|-----------------|--------------------------------|------------------------------------|-----|----------|
| Benevolent Magic <i>Animistic</i> | 5% | 5% | 5% | 5% | 5% | 5% | 10% |
| Autocratic Impulsive <i>Egocentric</i> | 5% | 10% | 15% | 5% | 5% | 15% | 5% |
| Hierarchical Conformist <i>Absolutist</i> | 15% | 20% | 25% | 10% | 15% | 10% | 35% |
| Enterprising Achievement <i>Multiplistic</i> | 35% | 35% | 30% | 25% | 30% | 40% | 30% |
| Social Pluralistic <i>Relativistic</i> | 20% | 15% | 15% | 25% | 25% | 20% | 10% |
| Integrative Evolutionary <i>Systemic</i> | 15% | 10% | 5% | 20% | 15% | 5% | 5% |
| Holistic Evolutionary <i>Holistic</i> | 5% | 5% | 5% | 10% | 5% | 5% | 5% |

This developmental approach is both about understanding yourself better as well as learning to understand others better, and thinking about how to vary or adapt your style of leadership for different people and different groups within different environments. Incidentally, the capacity to adapt your style according to the needs of the people you are working with, is in itself a core *Integrative-Systemic* skill. By understanding the nature of the different worldviews or paradigms, how people are motivated and what kind of leadership and culture they prefer, you are taking an Integrative approach to leadership. The seeming paradox of the developmental approach is that on one hand there are no right or wrong paradigms or styles, only situationally appropriate ways of responding to leadership needs, and on the other hand, most modern organisations facing today's mounting challenges of change, complexity, uncertainty and sustainability are in need of more *Integrative-Systemic*

leadership style to help the organisation to adapt and synergistically align the energies of the other value systems that are present within the organisation. The same is true at the individual level; a healthy level of the Integrative (or Holistic) value system will help you synergise and harmonise the other elements within your make-up. Therefore, in personal and leadership development programmes we will tend to focus on how an individual might discover, build or develop a strong capacity for the Integrative paradigm within themselves. If strong and healthy Integrative or Holistic is already present, we tend to focus on how to work effectively with the other paradigms and value systems within organisations from these perspectives.

Another important element to consider within your profile, is the balance between **individualistic** and **collectivist** paradigms or value systems. In the model originated by Clare Graves, the emergence of value systems alternates between the push towards expressing individuality and the pull towards our collective nature. The collective systems are: *Benevolent-Magic*, *Hierarchical-Conformist*, *Social-Pluralistic* and *Holistic-Evolutionary*, the individualistic ones are *Autocratic-Egotistic*, *Enterprising-Achievement* and *Integrative-Evolutionary*. It is useful to add together the percentage scores of the individualistic and collectivist paradigms in your profile, to get a sense of the extent to which your overall orientation is biased towards one of the other, or even balanced. In general terms, western societies are more individualistic than eastern or oriental societies which are more collectivist, but wide variations can even be seen between people within the same group. In the table above, the balance for the USA is 60% individualistic versus 40% collectivist, whereas for the Far East it is 40% individualistic versus 60% collectivist, and in some individual cases the bias both ways will be much more pronounced, e.g. 80%-20%.

Personal development, transition and crisis

There are three distinct modes or planes of development within people; horizontal, vertical and inner development. The distinction and interplay between horizontal and vertical development is an increasingly popular topic within leadership development these days (see Torbert, 2014). In simple terms, **horizontal development** concerns your capabilities, competencies and skills and is usually assessed using competency models or aptitude type tools. Horizontal development is essentially about how good you are at what you do or want to do and getting better at it. Most HR departments will already have their own competency models and approaches, often linked to 360 feedback and appraisal or review practices. Relevant outputs from these should always be combined with Leadership Profiling as part of Personal or Leadership Development Planning. If you are in need of a simple competency model and 360 feedback system which can be tailored to your organisation, we can provide one.

Vertical development concerns your core intelligences (primarily cognitive, but also emotional, social, ethical, spiritual, etc.), your underlying belief system and orienting perspective, your internal way of looking at and making sense of the world, as described in terms of developmental stage models (usually summarised as paradigms, worldviews or value systems), which describe the progression from relatively simple to increasingly complex and sophisticated thought systems. The Leadership Styles Profile is one way of assessing vertical development.

Inner development concerns even deeper psychological dimensions such as the healthy development of our inner self, awareness and will, our core identity or personality, our desire and capacity for growth, self-realisation and self-actualisation. Inner development complements both vertical and horizontal development, but is not usually included explicitly within leadership development approaches. Assessment within this domain is much more personal and subjective,

although some tools have been developed. Leadership coaches require relevant psychological training and development to be able to work with their clients at this level.

All human beings develop and grow in ways that are unique and very individual to them, at the same time there are recognisable patterns. Distinguishing and exploring the modes of horizontal, vertical and inner development helps us to make sense of this highly complex topic. Some people will remain relatively stable within their vertical development for most of their adult lives, whereas others will experience continuing progression throughout their lives, or distinct periods of crisis and transition from one 'centre of gravity' to another. We might therefore distinguish between **vertical developers** and **horizontal developers**. Horizontal developers might become very good at what they do but change little in terms of their outlook on the world. For example, most successful business people are horizontal developers – Richard Branson's *Enterprising-Social*, or Alan Sugar's *Autocratic-Enterprising* styles of leadership don't appear to have changed much over their decades of business success. Obviously some people experience both horizontal and vertical development, or go through periods of both at different times in their lives. Inner development can work in conjunction with both, although an intense or tumultuous period of inner change characterised by some form of internal or external crisis, is often associated with a shift between paradigms or value systems as part of vertical development. An inner crisis of meaning, identity, purpose or will is the most obvious signifier that one is currently going through a shift or transition between paradigms or value systems.

| Leadership style/paradigm + Graves thinking mode | Crisis | Signs | Examples |
|--|---------------------------------|--|---|
| Benevolent-Magic <i>Animistic</i> | | | |
| ↓ | Crisis of Will 1: Expression | Need to break away from the parental hold, find your voice, be yourself. | Terrible two's Adolescent acting out Hero's journey – setting out |
| Autocratic-Impulsive <i>Egocentric</i> | | | |
| ↓ | Crisis of Self 1: Truth | There has to be more to life than this. Neurotic guilt and shame. Search for some higher meaning or truth. | Seeing the light Reforming your ways Commitment to a discipline or path |
| Hierarchical-Conformist <i>Absolutist</i> | | | |
| ↓ | Crisis of Will 2: Actualisation | Disenchantment with authority. Old ways no longer work. Knowing you can do it better, wanting to realise your potential. | Setting up on your own or seeking advancement Leaving your mentor behind Breaking the rules to improve |
| Enterprising-Achievement <i>Multiplistic</i> | | | |
| ↓ | Crisis of Self 2: Meaning | There has to be more to life than this. Existential guilt and shame. Loss of confidence or motivation. Loss of meaning or direction. | Classic mid-life crisis acting out Emotional or cathartic release Starting an inner journey or path of discovery |
| Social-Pluralistic <i>Relativistic</i> | | | |
| ↓ | Crisis of Will 3: Impact | Frustrated by pluralistic mindset. Existential crisis. Experiencing shadow, paradox, synchronicity. Finding new ways that work | Letting go of control and going with the present-centred flow Complex or systemic thinking Release of heightened creativity |
| Integrative-Evolutionary <i>Systemic</i> | | | |
| ↓ | Crisis of Self 3: Purpose | Letting go of old identifications. Experiencing universal love and acceptance. Connection with global or higher energies. | Self-reflective practices Increasing focus on others Building global community and connections |
| Holistic-Evolutionary <i>Holistic</i> | | | |

There are therefore two different ways to read your Leadership Styles Profile; (i) as a relatively stable and constant description of your leadership style and value systems make-up, or (ii) as a guide to the tensions and transitions between value systems that are taking place within you. If you experience relative stability, consistency and satisfaction in your life, it may be the former; if you are experiencing some form of inner crisis (e.g. stress, change, uncertainty, loss of confidence, direction or meaning, etc.), it may well be the later (we are designing a questionnaire tool to help people identify and diagnose crises in their lives). This discussion of crisis also links to the topic of derailment within the leadership domain. The table below describes some of the possible elements and aspects of the different stages of transition between value systems, which you may recognise from different periods within your life.

Another way to help make sense of the developmental approach and the process of transition between the stages of development is to look at development in terms of the multiple intelligences (Gardner, 1983) or lines of development (Wilber 2000). We can identify and explore key intelligences which are all important parts of our long term development as human beings, for example: cognitive, emotional, social, spiritual, ethical, creative, strategic, etc. This is a more nuanced approach than the Leadership Paradigms and Styles approach presented here, which tends to focus on cognitive intelligence, although the others are sometimes included. By separating out the different intelligences, you might identify that you are more developed in some lines than in others. If you are looking to transition your overall leadership paradigm or style, you can then identify the key intelligences that will give this greatest leverage. Typically leaders are restricted in their overall development by the need to develop their emotional or social intelligences, but ethical intelligence has recently become a hot topic in the wider organisational world and spiritual intelligence (which is about wholeness and purpose) is critical when considering transition to the evolutionary levels. Developing intelligences is not the same as improving skills, although these can play a part. In the table below we have illustrated how some of these intelligences look at the different levels of leadership style.

| Leadership style and paradigm | Cognitive Intelligence | Emotional Intelligence | Social Intelligence | Ethical Intelligence | Spiritual Intelligence |
|------------------------------------|---|---|---|---|---|
| <i>Frederic Laloux</i> | <i>Spiral Dynamics</i> <i>Ken Wilber</i> | <i>Daniel Goleman</i> | <i>Daniel Goleman</i> <i>David Brookes</i> | <i>Lawrence Kohlberg</i> | <i>James Fowler</i> <i>Danah Zohar</i> |
| Benevolent Magic | Animistic | Including yourself | Self and family Belonging and dependence | Pre-conventional Obedience and punishment orientation | Spirituality as custom and ritual <i>Intuitive-Projective</i> |
| Autocratic Impulsive | Egocentric | Expressing yourself | Self and others Trust and loyalty in relationships | Pre-conventional: Self-interest orientation | Spirituality as superstition or sacrifice <i>Mythic-literal</i> |
| Hierarchical Conformist | Absolutist | Learning to control and harness your emotions | Self and group Responsibility in relationships | Conventional: Interpersonal accord and conformity | Spirituality as conformity to belief system <i>Synthetic-conventional</i> |
| Enterprising Achievement | Multiplistic | Learning to channel and express your emotions | Self and team Mutually rewarding and independent relationships | Conventional: Authority and social-order maintaining orientation | Spirituality as realisation of human potential <i>Individuative-reflective</i> |
| Social Pluralistic | Relativistic | Working with the strong emotions of others | Self and Other Right-Relationships Inter-dependence | Post-conventional: Social contract orientation | Spirituality as exploring inner personal truth <i>Conjunctive</i> |
| Integrative Evolutionary | Systemic | Facilitating collective emotional synergy | Self and system Synergistic relationships | Post-conventional: Universal ethical principles | Spirituality as universal or cosmic consciousness <i>Universalising</i> |
| Holistic Evolutionary | Holistic | Channelling energy of higher emotions | Self and Whole Transformative relationships | Post-conventional: Universal ethical principles | Spirituality as non-duality <i>Transcendent</i> |

We hope these notes will help you make sense of and benefit from your profile. If you have questions of any kind you are welcome to get in touch with me at aubyn@aubynhoward.eu

The LSP is best used as a starting point for a discussion about your development, either as part of Leadership Development Planning or Leadership Coaching. You are advised to find someone to talk it through with, whether your manager, an HR/OD specialist or leadership coach.