

The Leadership Styles Profile

Draft Profile Report for: Andrew Everyman

Exco Limited

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June 2016

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Introduction to Leadership Styles

This profile report describes your unique mix of preferences in terms of seven easily recognisable **Leadership Styles**, which are part of a wider developmental approach to profiling leaders.

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

In making sense of this approach and your profile, it is important to remember that (i) each individual is unique and that a profile such as this can only ever be a way of informing your understanding of yourself, (ii) that this is set within the wider context of your life, your growth and development as a person and (iii) also within the specific context of your role, career, profession or work within organisations. So, for example, the same profile may be interpreted quite differently depending upon a leader's life goals, as well as upon the challenges they face in their current organisation and role.

Leadership development is a complex topic, so we recommend you engage a coach to help you to make sense of this profile and build your leadership development plan within the context of your long term goals. Psychosynthesis Coaches can help you self-reflect in relationship to wider questions; e.g. How happy and satisfied am I in my life? Who am I becoming, what is emerging? How can I fulfil my potential? To what extent am I experiencing and expressing free will? What change am I going through, what am I learning? What are my long term goals? etc.

A coach can help you relate this profile to other profiles such as Belbin Team Roles and Jungian Personality Types or Insights, as well as draw upon other tools such as 360 Feedback. There are layers of meaning and understanding to be gained from an exercise such as this and it is important that you find quality time to work on it.

The report presents the tip of the iceberg of the subject of the psychology of human development. If you want to explore this more deeply, we have included links to download more information. The next two pages provide an overview of the seven Leadership Styles, described from different perspectives. You might want to become familiar with these before viewing your profile on the following page.

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)

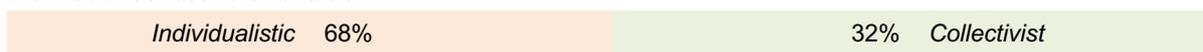
Leadership Style and corresponding leadership paradigm (Laloux, 2014) and Gravesian code (BO-HT)	Orientation and identification	Culture * Structure – Motivation +	Organisational paradigm breakthroughs...
Benevolent Magic <i>Animistic (BO)</i>	<i>Collective</i> – tribe, family or group safety	* Family - <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 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



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

Expert reflections and interpretation of this profile

Profile summary

Individualised comments

Developmental narrative

Individualised comments

Individualistic orientation

Individualised comments

Belbin Team Roles Profile

You will receive a separate report of your Belbin profile, which includes feedback from your nominated Observers. The Key behaviours in your Profile and the narrative above already draws upon this feedback. The Belbin profile report focuses on the way you work with others and the roles you prefer to take up in teams. If you like, you can view Belbin as a more in-depth horizontal portrait of your behavioural preferences, which intersects with the vertical developmental map of your leadership styles profile. We recommend working with a coach to make more sense of how these two profiles help build a more three dimensional picture of your developmental challenges.

Individualised comments

Conclusion

Individualised comments

Further reflection on your profile

This Leadership Styles Profile does not describe types *of* people, but rather types of thinking (perspectives, paradigms, worldviews, value systems etc.) *within* people, which may be more or less activated and are *expressed* in their leadership style, depending upon personal, historical and situational factors. At the same time this Profile gives you a snapshot of how you engage with the world at this point in time and suggests a developmental narrative 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.

For more background on Leadership Styles and information on how to interpret your profile, please go to: <http://www.psychosynthesiscoaching.co.uk/resources-coaches/>

Sentence completion responses

	Question	Response	Content	Complex	Context
	<i>About organisations</i>				
1	<i>My idea of good leadership is...</i>				
2	<i>Great teams, in my experience...</i>				
3	<i>Creating a healthy culture...</i>				
4	<i>Improving performance...</i>				
5	<i>Personal development...</i>				
6	<i>Giving and receiving feedback...</i>				
7	<i>Organisational change..</i>				
8	<i>The key to innovation and creativity is...</i>				
9	<i>Adapting and evolving as an organisation means...</i>				
10	<i>Engaging people...</i>				
	<i>About yourself</i>				
1	<i>What I'm good at...</i>				
2	<i>Some of my personal edges (issues, drivers, derailers) are...</i>				
3	<i>What I'm learning most is...</i>				
4	<i>What gets me into trouble is...</i>				
5	<i>I make a difference by...</i>				
6	<i>My natural personality is...</i>				
7	<i>I tend to adapt my behaviour...</i>				

