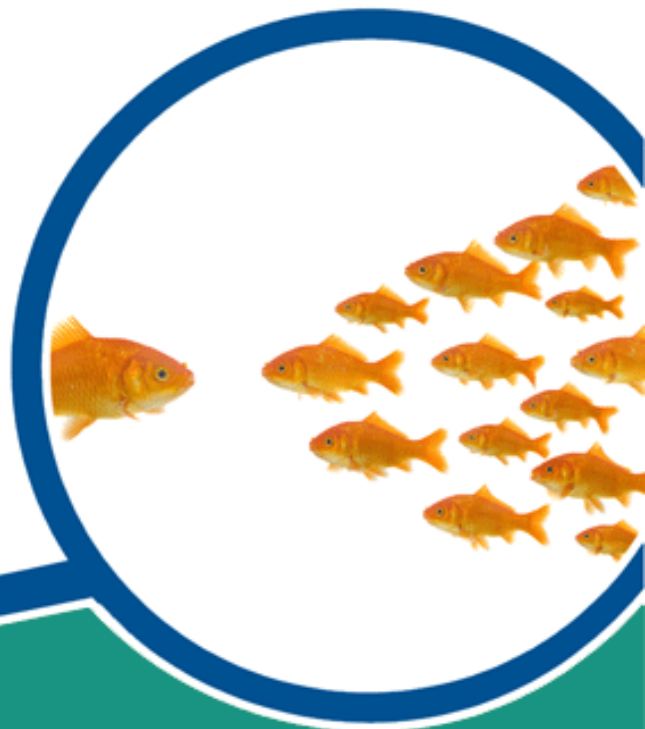


The Leadership Impact Report

SAMPLE

CONFIDENTIAL



Understanding the impact of your leadership style: keeping pressure positive

How it feels to work in a particular organisation or workgroup very often comes down to leadership. Leaders play a major role in determining whether the work environment feels motivating, challenging, comfortable or aimless. To create the right environment for high performance, leaders need to provide both challenge and support [1], and the way they do this varies according to their leadership style.

We refer to the environment created by your style as your "leadership space". By comparing your profile with our leadership database, this report identifies the type of leadership space that you are likely to create for your workgroup. The best leaders understand and actively manage the leadership space that they create, balancing challenge and support in order to keep pressure positive for their employees and, in turn, play their part in optimising the performance of the whole organisation.

As shown below, there are four different components of Leadership Space.

<p>Challenge Led Pace-Driven (C.PACE)</p> <p>Fast-moving activity; flexible responding; change; ideas; enthusiasm; creativity.</p> <p>Risks</p> <p>Change for change's sake; lack of structure; lack of follow-through; inefficiency; implications not thought through; burn-out</p>	<p>Support Led Cooperative (S.CO-OP)</p> <p>Co-operation and teamwork; collaborative work groups; shared goals.</p> <p>Risks</p> <p>Avoidance of "difficult conversations"; suppression of debate; lack of challenge or innovation; rust-out</p>
<p>Challenge Led Results-Focused (C.RES)</p> <p>Focus on results and goals; high standards; follow-through to completion and delivery.</p> <p>Risks</p> <p>Results at any cost; unrealistic goals; lack of flexibility or creativity; burn-out</p>	<p>Support Led Confident (S.CON)</p> <p>People have confidence in their own capability and that of the group and its leaders.</p> <p>Risks</p> <p>Over-confidence; under-estimating problems and difficulties; lack of emphasis on need to develop and improve; rust-out</p>

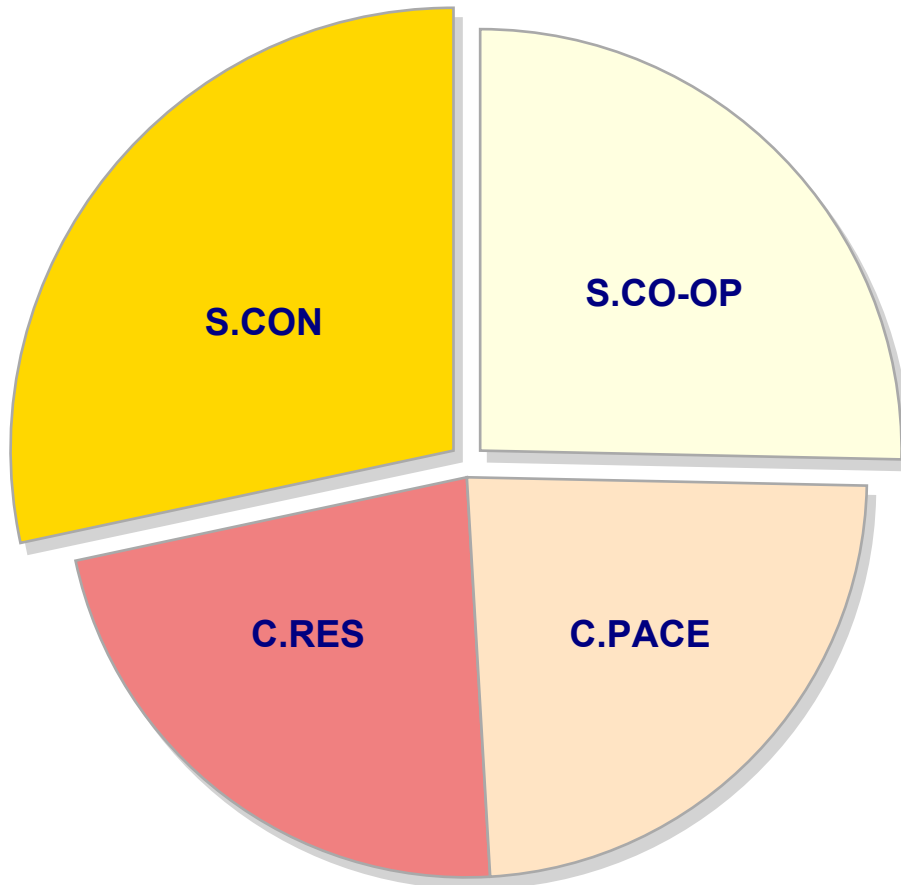
However, few leaders give equal emphasis to each component. More typically, each leader will vary in his/her degree of preference for each one.

This report discusses the characteristics of the space you naturally tend to create and explains the likely impact of this on those around you, helping you to consider how you can manage your impact more effectively.

¹ 'Challenge' refers to the leader's role in sustaining momentum and providing clear challenging and realistic goals. 'Support' refers to the ability to lead by involving others, delegating with appropriate support and promoting collaboration.

Summary Profile for SAMPLE

This diagram is based on your responses to the Leadership Impact questionnaire. The circle represents your leadership space and is divided into four segments. The bigger the segment the more emphasis you are likely to place on that component of leadership space. These results are driven by personality characteristics that map onto each component of leadership space.



Your **primary impact** raises levels of confidence, creating:

S.CON = Support Led (Confident Space)

Key factors are:

- calm approach to dealing with potentially frustrating or annoying situations
- willingness to trust others' intentions
- ability to remain positive when events take a negative turn

These characteristics suggest that you will promote confidence among those who report to you, both by demonstrating self-confidence yourself and by supporting others in a way that increases their confidence in their own effectiveness and that of the workgroup.

Your **secondary impact** promotes co-operation and a collaborative style of working, creating:

S.CO-OP = Support Led (Co-operative Space)

Key factors are:

- even-tempered style
- generally positive view of human nature

By also looking at the leader's secondary impact we can see whether there is likely to be a good balance between Support and Challenge when primary and secondary impact are combined. If both primary and secondary impact are Challenge-led, the leader may push others too hard, resulting in burn-out. If both primary and secondary impact are Support-led, the leader may not provide sufficient drive or goal-focus, resulting in rust-out.

If both Support and Challenge are reflected in the leader's primary and secondary impact, there is a lower overall risk of burn-out and rust-out.

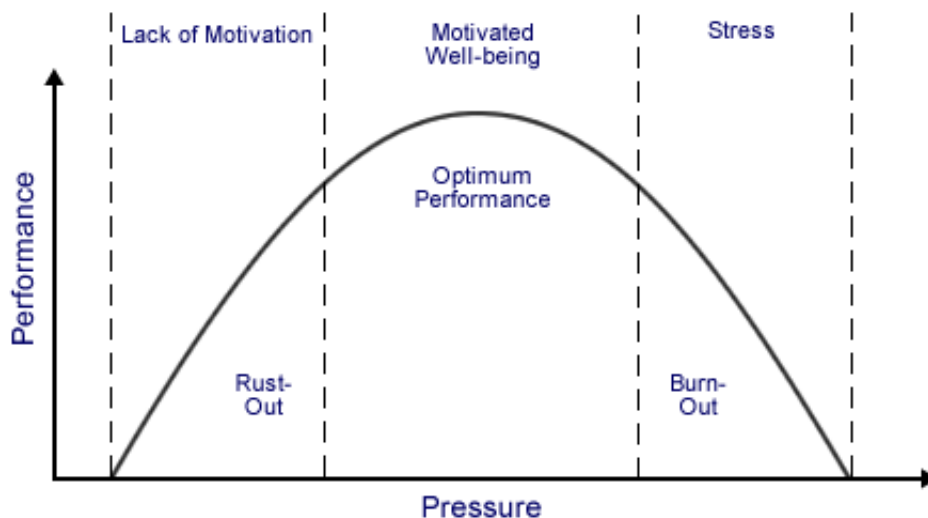
Because both your primary impact and your secondary impact are Support Led, you probably need to manage the risk of creating an element of Rust-Out in your leadership space. That is, the unintended impact of over-using your leadership strengths may be to put your workgroup under too little pressure. Actively managing this risk will help you to maintain a high level of performance for the workgroup. See Part 1 for a discussion of what the risks might be for you.

Leadership Impact and Motivated Well-Being

Motivation and well-being are key drivers of productivity and performance. Both are affected by the way that pressure is managed by leaders and their workgroups. When pressure at work is positive and goals are challenging but achievable, motivation and productivity are likely to be high. Negative pressure with a lack of support generates stress rather than motivation, compromising well-being and making it difficult to sustain high levels of productivity.

This means that pressure and performance are directly related, and pressure can be positive as well as negative. The Pressure/Performance Curve below illustrates this relationship. The diagram shows that support combined with insufficient pressure or challenge can lead to a lack of motivation and a state known as 'Rust-Out', whereas, pressure without support can lead to stress or 'Burn-Out'. The ideal state where levels of challenge and support are balanced is known as 'Motivated Well-Being'. In this state individuals are energised, engaged and are performing at their best – and the goal for leaders is to keep both themselves and their workgroups in this space.

The relationship between pressure and performance: the pressure/performance curve



Leaders define reality in organisations - effective leaders understand and control the impact they have. When leaders are aware of their impact they can start to learn how to manage and flex it in a way that increases the organisation's chances of meeting its objectives.

The Leadership Impact approach helps leaders to understand the conditions that create Motivated Well-Being; but more than that, it also explains the extent to which your natural style is likely to facilitate or block each of these requirements.

Your Feedback

The remainder of this report is designed to unpack your results so that you fully understand them and can use them to improve your leadership impact.

Part one relates your results to the key requirements of Motivated Well-Being so that you can learn to manage your Leadership Impact more effectively. The feedback explores the positive aspects of your strengths, but also how strengths can become risks if they are overused.

Part two looks at your strengths and development needs in terms of your natural responses to pressure. This section is designed to encourage you to flex your style to keep pressure positive for yourself and to meet the different challenges of the diverse situations you are likely to face. The more resilient you are, the more resilient your workgroup is likely to be.

Part 1

Your leadership impact profile in depth: keeping pressure positive for your workgroup

There are many ways in which your natural leadership style is likely to both help and hinder you in keeping pressure positive within your leadership space. The creation of Motivated Well-Being space involves a complex interaction between the leader and the context within which the workgroup is working. Understanding how this interaction is likely to play out for you involves understanding:

- the individual (personality) characteristics that underpin your natural leadership style
- the situational factors that can affect Motivated Well-Being space
- the extent to which you have learned to flex your natural leadership style to increase the range and effectiveness of your responses

The following section sets out in more detail how your natural leadership style is likely to interact with the situational factors that affect Motivated Well-Being. As you read it, you should consider to what extent you have already learned to flex your style to extend the range of your responses.

The Six Requirements of Motivated Well-Being

Through our work on motivation and well-being in more than sixty organisations, six situational requirements for Motivated Well-Being have been established. You, as the leader, have to create a situation to ensure that the people in your leadership space:

- are Informed and Equipped
- are In Control
- have a Balanced Workload
- experience Well-Managed Change
- have Collaborative Relationships
- have a Sense of Purpose

Your workgroup have their own responsibility for addressing these requirements, but here we are concerned with the role that you play as their leader.

Below we break down the potential strengths and risks inherent in your natural leadership style by the six requirements, so that you can consider how best to keep your workgroup in the Motivated Well-Being space.




Unintended impact of over-using leadership strengths: many risks are not weaknesses in your natural leadership style – they are ways in which you are likely to create a negative impact on those in your leadership space by **over-using** certain leadership strengths [2].

As you read the following section, consider to what extent you have learned to make good use of your potential strengths, and in what ways you already manage your risks by flexing your natural style. You can then complete the Workbook section that follows.

² For example, a moderately high level of personal energy is key to generating drive, but leaders with extremely high levels of personal energy often put those reporting to them under unnecessary pressure by confusing energy with commitment and failing to appreciate that others work more effectively at a more measured pace.




Motivated Well-Being Requirement 1 - Informed and Equipped

The workgroup feels they have the information and resources they need to do their work.

Your impact: potential strengths	Your impact: specific risks
<p>Being comfortable around others makes it easier for you to engage people in discussion, in a way that enhances confidence and communication. You are likely to be proactive in putting the case for your requirements, and comfortable with standing your ground in negotiating for what you need. This assertive but constructive approach will help you to manage resources and develop confidence among those who report to you.</p> <p>Your friendly style will encourage those who report to you, and help them to feel involved. As you enjoy talking to others, you are likely to be proactive in sharing information. People are also likely to feel comfortable approaching you for support or information. Your willingness to accommodate others' perspectives and requirements will have a positive impact on collaboration, both within your area and across organisational boundaries - facilitating the exchange of information, expertise and technical support.</p> <p>Your imaginative, quick-thinking response to new developments will help you to ensure that your workgroup is well equipped to meet changing requirements.</p>	<p>Because you are not easily discouraged, you may not always anticipate the impact that a lack of equipment or resources may have on others.</p>
<p><i>Key influences in this area are:</i></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  S.CON </div> <div style="text-align: center;">  S.CO-OP </div> <div style="text-align: center;">  C.PACE </div> </div>	
<p><i>Your own examples / observations</i></p>	

Motivated Well-Being Requirement 2 - In Control

The workgroup feels they have control and influence over how the work is done.

Your impact: potential strengths	Your impact: specific risks
<p>Although you are comfortable with taking the lead, you are also likely to allow others the opportunity to make their contribution - you will not usually create negative pressure by being too forceful or dominant. Because you do not feel superior to other people, you are open to valuing their contribution. This should have a positive effect on your willingness to share responsibility and trust others' judgement.</p> <p>The fact that you are slow to become frustrated is likely to encourage others' involvement, even if they take time to appreciate what is required, or to develop the necessary skills. Workgroup members will feel more confident and in control because you are usually patient with them. Your willingness to trust others suggests that you will not restrict their involvement through scepticism of their intentions. You prefer to lead by gaining buy-in and support – engaging others and giving them a sense of control by taking their views into account.</p>	<p>Your desire to keep things moving at a fast pace may create a situation where others feel you are on top of them all the time, and not allowing them sufficient space to take control of their own work.</p>
<p><i>Key influences in this area are:</i></p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  S.CO-OP </div> <div style="text-align: center;">  S.CON </div> <div style="text-align: center;">  C.PACE </div> </div>	
<p><i>Your own examples / observations</i></p>	

Motivated Well-Being Requirement 3 - Balanced Workload

The workgroup feels their workload is stimulating but manageable.

Your impact: potential strengths	Your impact: specific risks
<p>You are likely to be comfortable with planning and re-prioritising as the situation requires - this will be a positive factor in encouraging others to respond flexibly to the challenge of changing requirements.</p> <p>Your ability to cope with pressure will help you to support others in managing the demands of the job.</p>	<p>A focus on your own objectives or interests could lead to a lack of support for others' efforts to manage their workloads.</p> <p>Your positive attitude in the face of difficult circumstances may lead you to underestimate the impact of heavy workloads on others.</p>
<p><i>Key influences in this area are:</i></p> <p style="text-align: center;"> S.CON C.PACE </p>	
<p><i>Your own examples / observations</i></p>	

Motivated Well-Being Requirement 4 - Well-Managed Change

The workgroup experiences change as positive and well-managed.

Your impact: potential strengths	Your impact: specific risks
<p>Picking up on how people are feeling in times of change should help you to work out how to keep them motivated and engaged.</p> <p>A good balance between forward planning and flexibility of response should help you to manage change in a way that maintains the commitment and effectiveness of your workgroup.</p> <p>Others are likely to be reassured by recognising that you are open to new approaches, but not inclined to introduce change for its own sake. Thinking about alternative scenarios and possibilities will help you to anticipate new requirements and to develop options for the way forward.</p> <p>Your ability to see the positive side of events will be a help in managing change, even if you experience periods of concern or doubt.</p>	<p>Because you are not a worrier, you may not anticipate the difficulties others experience in managing new technology and procedures.</p>
<p><i>Key influences in this area are:</i></p> <p style="text-align: center;"> <input type="checkbox"/> C.PACE <input type="checkbox"/> S.CON <input type="checkbox"/> S.CO-OP </p>	
<p><i>Your own examples / observations</i></p>	

Motivated Well-Being Requirement 5 - Collaborative Relationships

The workgroup feels encouraged and supported by their work relationships.

Your impact: potential strengths	Your impact: specific risks
<p>The quality of your relationships will be enhanced by the fact that you are not prone to feeling self-conscious or defensive. Although you are generally confident in yourself, you are unlikely to lose others' support by coming across as arrogant.</p> <p>Your friendly style will help you to build rapport quickly with colleagues and other associates, facilitating the development of a network of positive relationships. You are likely to be proactive in seeking alternative solutions that reduce the risk of conflict-related stress for the workgroup.</p> <p>Being resilient to feelings of guilt, unhappiness or stress should free you up to focus on other people - helping you to build positive relationships and create a confident, supportive environment, especially when things are difficult. Your positive, enthusiastic attitude will help you to ensure that employees feel valued and trusted.</p> <p>Leading by example in exercising self-control will help you to establish constructive relationships.</p>	<p>If you are too trusting of certain individuals you may put others at risk – for example by being slow to recognise when someone is manipulating the situation to achieve their own aims. Being too trusting can also lead to others feeling they are unclear about what you expect of them. If individuals sense that you are reluctant to engage with their personal needs and concerns, this will make it more difficult for you to develop collaboration by gaining buy-in and commitment.</p>
<p><i>Key influences in this area are:</i></p> <p style="text-align: center;"> S.CON S.CO-OP </p>	
<p><i>Your own examples / observations</i></p>	

Motivated Well-Being Requirement 6 - Sense of Purpose

The workgroup has a sense of purpose and feels that their goals are clear, challenging and achievable.

Your impact: potential strengths	Your impact: specific risks
<p>Your resilient attitude to difficulties and challenges suggests that you are likely to set challenging goals for others. You are proactive in taking the lead and setting direction.</p> <p>You lead by example in setting a challenging pace for others to follow. Being keen to achieve your goals, you will try to provide others with clear direction and ambitious but achievable objectives.</p> <p>Your imaginative style will help you to create an inspiring vision, encouraging others to take on additional responsibilities in support of this. Your willingness to respond quickly to developments will generate a feeling of pace, decisiveness and action.</p> <p>Your positive response to difficulties and obstacles will encourage others to maintain their efforts under pressure. Your personal enthusiasm will help you to celebrate success and inspire others with a sense of purpose.</p> <p>Being able to understand others' perspectives will help you to set specific, clear job goals that they can identify with.</p>	<p>As detailed here, there are many advantages to fostering confidence and collaboration among those in your leadership space. However, there is also a risk of some people becoming too comfortable and, therefore, less likely to challenge the way things are done and spark innovation.</p>
<p><i>Key influences in this area are:</i></p> <p style="text-align: center;"> C.PACE S.CON C.RES S.CO-OP </p>	
<p><i>Your own examples / observations</i></p>	

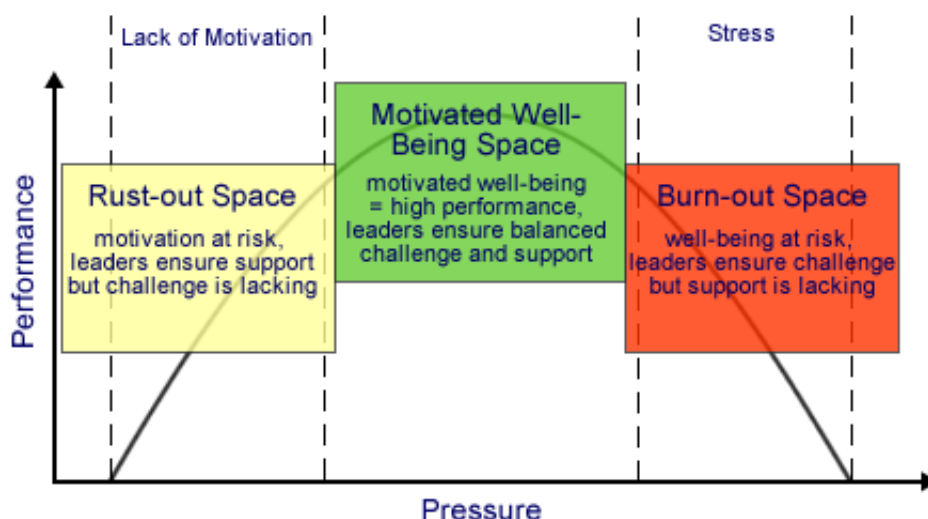
Part 1 Workbook: Leadership Impact

In this section, you should consider to what extent, and in what ways, you have already learned to flex your approach to make the best use of your strengths, and to compensate for potential risks inherent in your natural style.

1: How do you see your current leadership style ?

<ul style="list-style-type: none"> • Which potential strengths do you feel you already make good use of? • Which do you think you could you make more of? • Are there any insights in the "risks" that could help unlock this for you? 	<ul style="list-style-type: none"> • Which of the suggested risks have you already learned to watch out for? • What strategies do you use to manage these risks? • Are there any that just don't apply to you ... are you sure?

2: Where do you think your workgroup is now ?



Part 2

Your personal resilience: keeping pressure positive for yourself

The remainder of this report looks at your own motivation and well-being, including how resilient you are likely to be when faced with the challenges of a leadership role.

- The Likely Strengths section indicates the ways in which your personal characteristics can enhance your own resilience.
- The Possible Areas for Development section highlights personal characteristics that could contribute to taking you from pressure to stress in certain circumstances. It provides guidance on developing good coping strategies to help you overcome these natural tendencies.

To complement this section, a workbook is available which provides some generic input that many people find useful when they are working on raising their personal resilience to the next level. This is divided into:

- Positive Thinking.
- Mastering Time.

Likely strengths

- Feeling self-assured when others' attention is focused on you - this will help you to maintain your poise and credibility in potentially awkward situations. Being proactive and comfortable in taking the lead; taking control and influencing events by expressing your views and proposals readily and with confidence. Avoiding unnecessary conflict by being co-operative and willing to compromise, while standing your ground on issues you feel strongly about. Valuing your own contribution, without being arrogant. Being generally sympathetic without putting yourself under undue pressure by feeling sorry for others. Having confidence in your ability to be rational and resourceful.
- Being slow to become irritable, impatient or frustrated - this characteristic will have a direct positive effect on your well-being, as well as enhancing your relationships with others.
- Being energetic and able to keep up with a fast pace; balancing this by taking time out to relax when you can.
- Being comfortable with change, as long as you can see the purpose of it. Achieving a good balance between flexibility and organisation - helping you to respond comfortably to changing requirements. Being comfortable with responding as things come up, without causing problems by being too hasty.
- Not being inclined to worry unduly but remaining alert to potential threats or problems, and to the need to take pre-emptive action. Being resilient to feelings of sadness and feeling discouraged only occasionally. Being positive but realistic about your ability to cope with potentially stressful situations. Responding with enthusiasm to opportunities, and getting pleasure from everyday successes. Exercising self-control - controlling your responses to avoid undesired consequences.
- Being open to emotional experience - recognising and valuing emotions, without being overly "emotional".

Possible areas for development

- Your profile does not indicate any areas for development of specific relevance to your personal resilience.