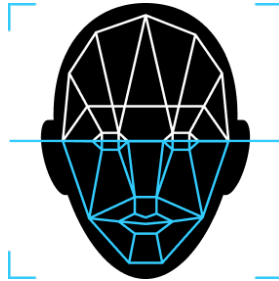# EXECUSPECT

## LEADERSHIP DEVELOPMENT

**To develop a personal pathway to professional success, we start with three questions:**

1. What do you believe is sustainable leadership? (Philosophy- SKAN)
2. What are your innate behaviors that drive your leadership? (Personality- SKAN)
3. Why do you believe what you believe about leadership? (Practice- Interview)

# ŞKAN
## REPORT

A Skills Analysis

for Leadership Development

A report prepared for

**Peter Madziar**

# SKAN

In this report you will find graphs, definitions, analysis, and recommendations built from the results of your having received and taken ExecuSpect's SKAN assessment for leadership development. The assessment measures tendencies toward the seven most common leadership styles in business as defined in this analysis. They are:

Transformational, Servant, Permissive, Structured, Transactional, Compelling, and Dominant.

Of those seven, two are proven to be most effective in leadership contexts: Transformational and Servant. These two leadership styles are further defined by seven vital competencies:

Servant: Empathy, Spiritual, Assuring

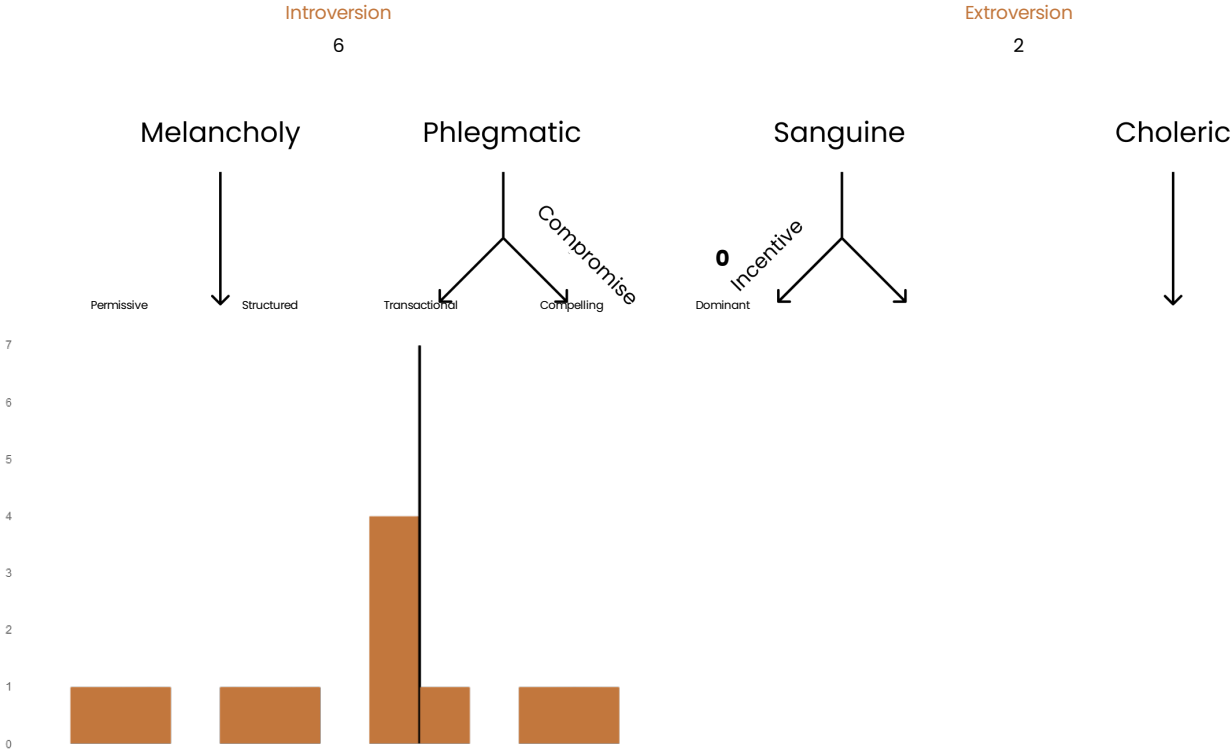Transformational: Decisive, Collaborative, Empowering, Visionary

| Transformational | Servant |
|---|---|
| Visionary | Assuring |
| Empowering | Spiritual |
| Creative | Empathetic |
| Decisive | |

**Graphic 1** reveals the personality leadership styles you responded to according to the scenarios presented in SKAN. It is important to note that there are times when those leadership styles can prove effective. You will notice that the personality graph shows a numeric value under "Introversion" and "Extroversion". These numbers suggest which personality type you lean toward in a professional context. Personality assessments can, and often do, fluctuate with mood, experiences, or preferences causing personality to be driven by either nature (who you really are) or nurture (what has calibrated you to think and behave the way you currently do). Generally, however, those five styles are considered ineffective as consistent practices. You will also notice that you have behaviors in both introvert and extrovert. This is natural; it shows you have a natural sense of situational awareness, as do most people.

**Graphic 2** reveals your scores according to the vital competencies necessary for leadership influence as they define Transformational and Servant leadership. It is important to note that the personality graphic works against the competency graphic. The more one leads with personality the less he or she is leading with soft skills (competencies). The goal is to maximize transformational and servant leadership and minimize personality leadership. A leader's success will be built on mastering these seven competencies.

**Graphic 3** is a culmination of the previous two graphics. A check mark is given if you responded with the choice directly related to that competency. Otherwise, the response you chose will appear as a personality behavior. Consistent patterns of behavior within a single competency will help the leader know where and how to adjust for greater influence and sustainable success.

## SKAN ASSESSMENT
# PERSONALITY GRAPH

Introversion
6

Extroversion
2

Melancholy         Phlegmatic         Sanguine         Choleric

Compromise

Incentive

0

Permissive    Structured    Transactional    Compelling    Dominant

7
6
5
4
3
2
1
0

## SKAN ASSESSMENT
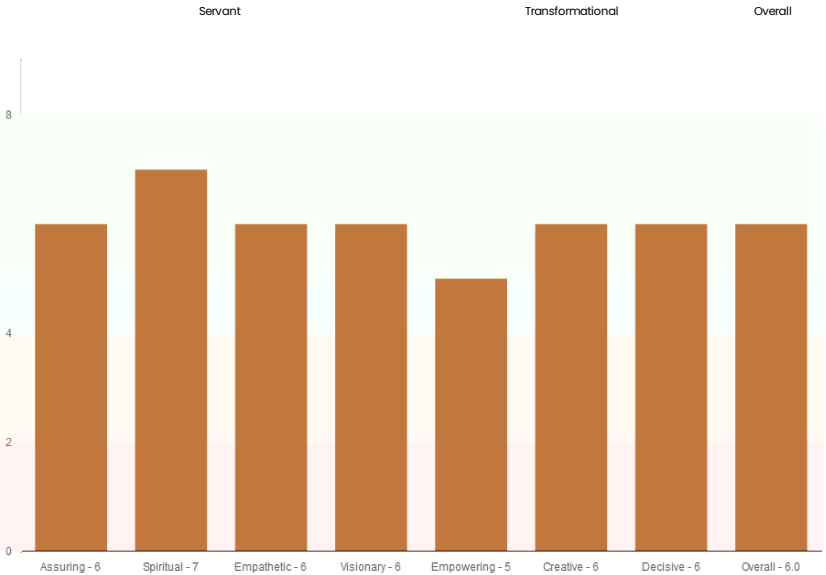# COMPETENCY GRAPH

Red Line (0-2): Attention Required

Yellow Line (2-4): Needs Improvement

Blue Line (4-5): Average

Green Line (5-8): Strong

**Preferred Reveal: Balanced in both leadership styles on or above level 5.**

The goal is to move all competencies into the green shaded area. Research shows that organizations with leaders possessing strong transformational and servant leadership skills outperform their competition by better than 80%.



Servant        Transformational       Overall

| Assuring - 6 | Spiritual - 7 | Empathetic - 6 | Visionary - 6 | Empowering - 5 | Creative - 6 | Decisive - 6 | Overall - 6.0 |

## Transformational Leadership

| Visionary | Empowering | Creative | Decisive |
|---|---|---|---|
| 1 ✓ | 2 Transactional Compromise | 3 ✓ | 4 ✓ |
| 8 ✓ | 9 ✓ | 10 ✓ | 11 Compelling |
| 15 ✓ | 16 ✓ | 17 ✓ | 18 ✓ |
| 22 Permissive | 23 Transactional Compromise | 24 ✓ | 25 ✓ |
| 29 ✓ | 30 ✓ | 31 ✓ | 32 ✓ |
| 36 ✓ | 37 ✓ | 38 ✓ | 39 ✓ |
| 43 ✓ | 44 ✓ | 45 Structured | 46 ✓ |
| Total: 6 | Total: 5 | Total: 6 | Total: 6 |

Transformational leadership strength: **5.75**

## Servant Leadership

| Assuring | Spiritual | Empathetic |
|---|---|---|
| 5 ✓ | ✓ | ✓ |
| 12 ✓ | ✓ | ✓ |
| 19 ✓ | ✓ | ✓ |
| 26 ✓ | ✓ | ✓ |
| 33 ✓ | ✓ | ✓ |
| 40 Transactional Compromise | ✓ | ✓ |
| 47 ✓ | ✓ | Transactional Incentive |
| Total: 6 | Transactional Compromise | Total: 6 |
| | Total: 7 | |

Servant leadership strength: **6.33**

Overall leadership strength: 6.00

# LEADERSHIP STYLES
Definitions

Underline/Italics denote the negative effects of the leadership style.

**Transformational Leadership**- A leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in followers with the end goal of transforming followers into leaders. The leader's primary responsibility is to continually transform the organization in an ever-changing society. However, the organization cannot change unless the leader transforms the workers into better versions of themselves.

**Servant Leadership**- Servant leadership is a set of practices whereby the leader exhibits behaviors that translate into caring, supportive, and relational connections with the workers. Servant leadership creates loyal, committed, and productive teams who create profitable and sustainable organizations.

**Permissive leadership**- Permissive leaders are characterized by their hands-off approach and express a measure of apathy to a given situation or conversation. The problem with this style is leaders tend to fail to monitor performance or effectively communicate expectations to prevent work standards from slipping. Permissive leadership often appears to be similar to empowering, but it is not. Permissive leadership may not fully understand the worker's strengths and weaknesses before assigning a task, which could be setting the worker up for failure.

**Structured leadership**- Structured leadership models are most often implemented in highly regulated or administrative environments, where adherence to the rules and a defined hierarchy are important. These leaders ensure people follow the rules and carry out tasks "by the book". Naturally, this works well in certain roles -such as health and safety- but can stifle innovation and creativity in more agile, fast-paced companies.

**Transactional leadership**- Transactional leadership is focused on group organization, establishing a clear chain of command and implementing a "carrot-and-stick" approach to management activities. It is considered transactional because leaders offer an exchange; they reward good performances, while punishing bad practice. While this can be an effective way of completing short-term tasks, employees are unlikely to reach their full creative potential in such conditions. Transactional leadership also involves the willingness to compromise on important issues. While seemingly a good idea, is not always the right action to problem solving. In short, Transactional leadership fails to create great leaders while sustaining followership.

**Compelling leadership**- The method of encouraging particular behaviors in others by way of eloquent communication, persuasion and force of personality. Compelling leadership is usually considered less favorable, largely because the success of projects and initiatives is closely linked to the presence of the leader. While Compelling leaders may enjoy a measure of teamwork and productivity, studies show that the absence of such a leader creates a void in teamwork and productivity due to the leader creating a dependency on him or her.

**Dominant leadership**- Dominant leaders have significant control over staff and rarely consider worker's suggestions or share power. "Ruling with an iron fist" is rarely appreciated by staff, which can lead to high turnover and absenteeism. There can also be a lack of creativity due to strategic direction coming from a single individual- the leader.

# Leadership styles

Definitions

## TRANSFORMATIONAL

**Visionary –** Visionary leadership is closely related to creative leadership. A visionary leader creates a plan and a direction for the organization by implementing his or her critical thinking and problem-solving skills. True and effective visionary leadership should not include the steps between the problem and the goal; that is reserved for collaborative leadership.

**Empowering –** An empowering leader trusts the team members to execute a task and acknowledges their expertise and personal skills. An empowering leader knows his or her team members well enough to recruit the right person for the job that best aligns with the strengths the worker has demonstrated. They are not threatened by strong followers who have potential for advancement. An organization that empowers workers is a successful organization.

**Collaborative –** In collaboration, we measure your willingness to utilize the creative ideas of those around you. Collaborative leadership seeks to identify how open you are to ideas that are not your own and are "out of the box" thinking for solutions to problems or opportunities. This competency is a vital part of visionary leadership (see above).

**Decisive –** Decisive leadership is a double-edged sword. In many situations the leader must be diligent with decisions, weighing all options and evaluating the risk. However, a leader also understands that some decisions do not afford time to research and investigate. Therefore, the leader must make some decisions in a timely manner without all the evidence to support that decision. Additionally, a leader must be able to make unpopular decisions if he or she feels strong conviction about a plan and not be influenced by fear and other emotions.

# LEADERSHIP STYLES

Definitions

Underline/Italics denote the negative effects of the leadership style.

## SERVANT

**Assuring -** An assuring leader is an encourager. The leader works very hard to bolster the esteem of struggling workers by utilizing "factual inspiration", a method that causes the worker to see the value he or she has brought to the organization despite the recent failures on his or her part. The antithesis of factual inspiration is forward encouragement; promising a better tomorrow if the worker just wrestles through the current struggle.

**Spiritual -** In this context, Spiritual leadership is identified as such due to its four characteristics: Emotional Intelligence, Integrity, Accountability, and Responsibility. These characteristics require the leader to look within himself or herself and qualify each of these as a standard for living and leading.

**Empathetic -** Empathy begins with listening...real listening. Listening and genuinely identifying with the pain of a worker reveals subtle clues as to why a worker is not performing well. Teams follow leaders who prove to truly care for their employees. Motivation, loyalty, and productivity all begin with caring. Caution: empathy becomes enabling when the subject refuses to change.

# PERSONALITY LEADERSHIP

In the following sections, you will discover what it means to lead from your natural personality type, temperament and behavior.

Personality leadership suggests that the leader acts and reacts to situations, problems, and people in a manner that is comfortable and natural to the leader.
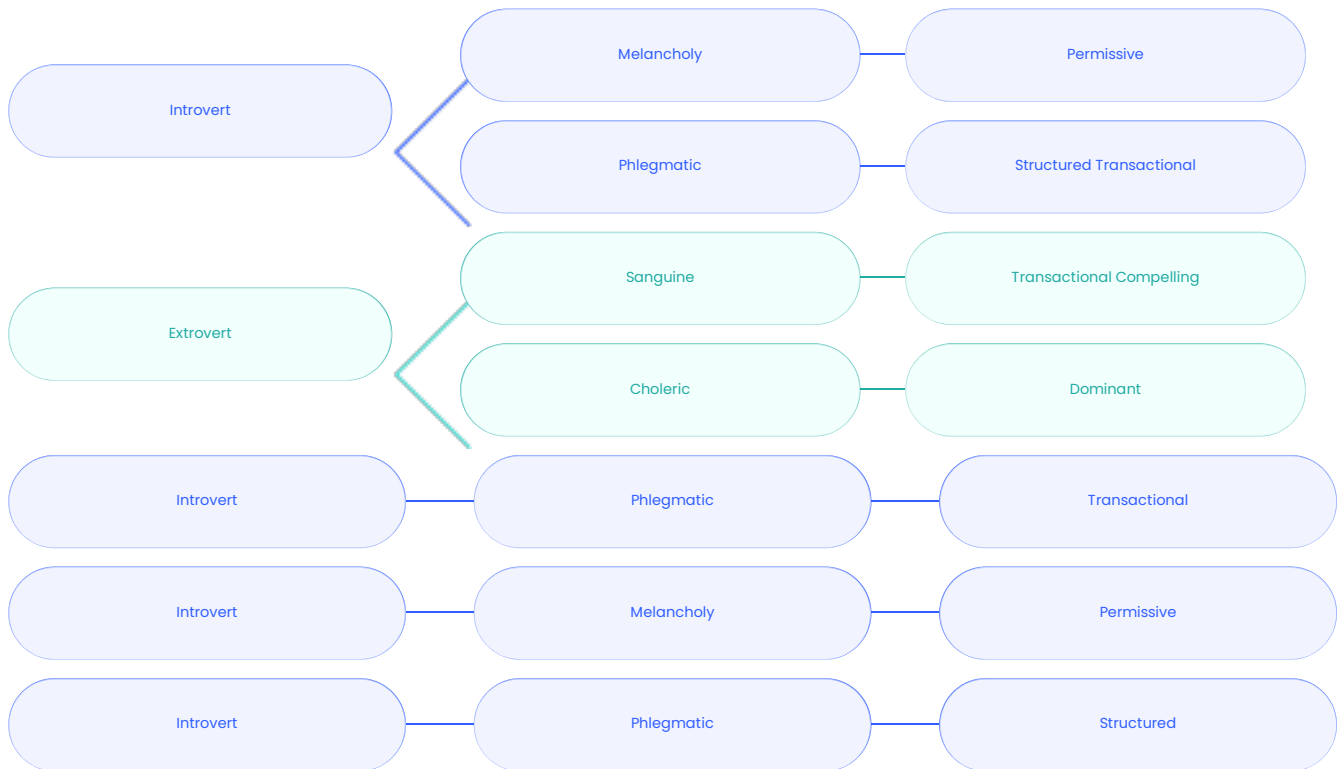
While these behaviors can and will limit your overall effectiveness as a leader, there are moments when your personality behaviors should be exhibited. In fact, the most effective leaders among us are those who have mastered what is known as Ambiversion- the ability to know when to use each of the behaviors associated with BOTH the introvert and extrovert personality types. That said, the ability to profoundly influence a follower in a sustainable fashion is only developed though the mastery of the counterintuitive competencies and NOT the initial development of the personality behaviors.

WHY? Because the understanding and development of the personality behaviors will only cause you to behave in those mannerisms when the time feels right to YOU.
The development of the seven competencies will help you to better know how and when to deploy the personality behaviors when the time is right for THEM. Great leaders allow followers to dictate how they need led. This can only be accomplished through the development of meaningful relationships established through counterintuitive leadership.

It is not only natural but common to show results in both personality behaviors in every category. We identify primary behaviors and secondary behaviors to help you better understand your approach to leadership and how you are interpreted by your followers.

# PERSONALITY ASSESSMENT

The importance of identifying personality behaviors is primarily to assess how those behaviors interfere with vital competencies. The charts below identify temperaments, and behaviors flowing from the personality types of Introvert and Extrovert. Here you will find a template of all behaviors (Permissive, Structured, Transactional, Compelling, Dominant) and the flow charts uniquely yours. This flow chart will identify at least two.

| Introvert | Melancholy | Permissive |
|---|---|---|
| | Phlegmatic | Structured Transactional |

| Extrovert | Sanguine | Transactional Compelling |
|---|---|---|
| | Choleric | Dominant |

| Introvert | Phlegmatic | Transactional |
|---|---|---|
| Introvert | Melancholy | Permissive |
| Introvert | Phlegmatic | Structured |

# Definitions of Personality Leadership

A personality characterized by preferences of subdued or solitary experiences. Introverts are quiet by nature but not necessarily shy. You will find introverts willing to participate in group activities although mainly small groups, where they are most comfortable.

There are two temperaments related to introverts: Melancholy and Phlegmatic.

We assign three behaviors to these two temperaments: Permissive, Structured, and Transactional (Compromise)

**Phlegmatic**

Slow-paced possibly stubborn. Peacemaker. Task oriented with a great capacity for work that requires precision and accuracy and expends a minimal amount of energy. Often seeks to solve problems through compromise.

| | |
|---|---|
| *Transactional:* | A style of leadership whereby compliance is promoted through some form of compromise (Phlegmatic). |

**Melancholy**

Melancholy individuals tend to be analytical, self-sacrificing and detail oriented. They are deep thinkers and perfectionists and try to avoid being singled out in a crowd.

The melancholy personality tends to be self-reliant individuals who are thoughtful, reserved, often anxious but able to solve complex and important issues. They can strike others as unapproachable as they can appear depressed, even though they may not be.

| | |
|---|---|
| *Permissive:* | Leaders who try to give the least possible guidance to subordinates as they are not micro-managers. They believe that people excel when they are left alone to respond to their responsibilities and obligations in their own ways. Their leadership style takes a "hands-off" approach. |

**Phlegmatic**

Slow-paced possibly stubborn. Peacemaker. Task oriented with a great capacity for work that requires precision and accuracy and expends a minimal amount of energy. Often seeks to solve problems through compromise.

| | |
|---|---|
| *Structured:* | Rules and policy oriented. Highly focused on the administrative needs the organization has. These individuals are very comfortable with staying within the boundaries of established rules, policy, and procedure. As such, are very trustworthy. They are task oriented with a great capacity for work that requires precision and accuracy, often seeking to solve problems through compromise. |