



LeaderShaper

Pro Report

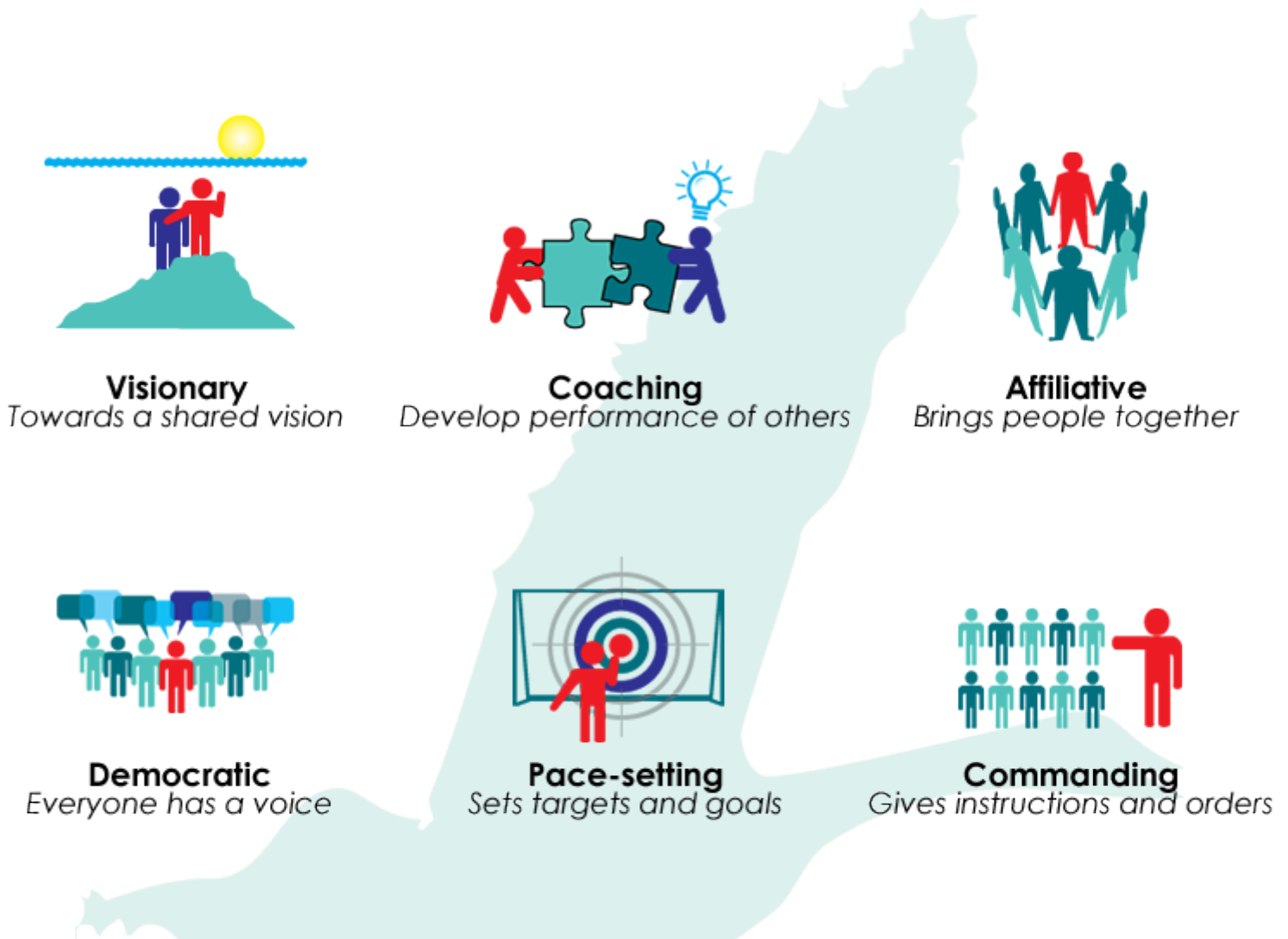
DANIELLE GRANT

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Introduction

The most successful leaders learn to behave differently at different times, in different organisations and in different environmental situations. They are skilled in a repertoire of 6 Leadership Styles and they recognise which to use or avoid for any given situation.



Each leadership style relates closely to a blend of different Emotional Intelligence (EI) Capabilities.

See an explanation of the 6 leadership styles and related EI Capabilities in Appendix 1 - page 6.

You rated your EI Capabilities in the **LeaderShaper® App** Self-Assessment you have just completed on your Smartphone device.

See Appendix 2 – page 9 - for a list and brief explanation of all the EI Capabilities.

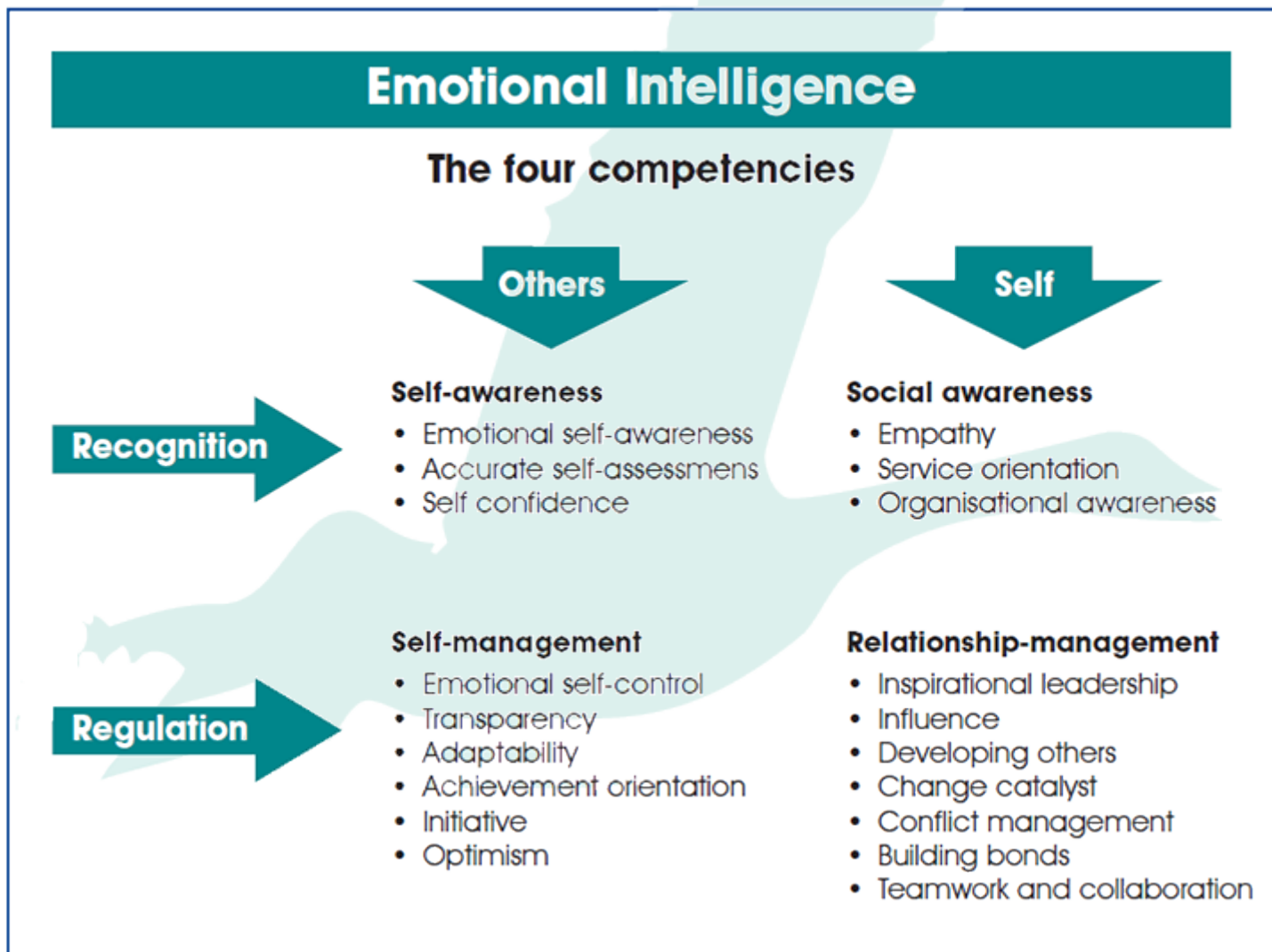


What is Emotional Intelligence?

Emotional Intelligence is a type of social intelligence that helps you monitor your own emotions, to discriminate between them, and to use the information to guide one's thinking and actions. In short, it helps you manage your personality more effectively – without changing it!

Research has shown that success at work is 80% dependent on Emotional Intelligence (EI) compared to 20% on Cognitive Intelligence (IQ). Taken to its ultimate, the best leaders build an emotionally intelligent culture within their organisations.

Emotional Intelligence divides into four separate Competencies, of which each has between 3 and 7 Capabilities (see diagram below):





How to improve your performance

Through identifying and developing your EI Capabilities that need improving you can positively influence your competence in different leadership styles. LeaderShaper© provides a way to assess your Emotional Intelligence by identifying specific habitual behaviours which you should work on to improve your performance.

Most people have one or perhaps two leadership styles in which they are likely to be most competent. This **LeaderShaper© Pro Report** provides you with a snapshot of the Leadership style(s) you are likely to use most and least competently, helps you to identify the EI capabilities you may wish to develop and provides some suggestions how to do that.

How this Report has been compiled

Your answers to the questions in the **LeaderShaper© App** have been analysed to provide a profile of your Emotional Intelligence Capabilities which we relate to the 6 leadership styles described.

For example, to be good at the Visionary Style of leadership you need to have good levels of Self Confidence, Inspirational Leadership, Change Catalyst and Transparency. For each of these Capabilities you rated 4 statements during the assessment.

You can see which capabilities are being assessed for which leadership style in Appendix 1.

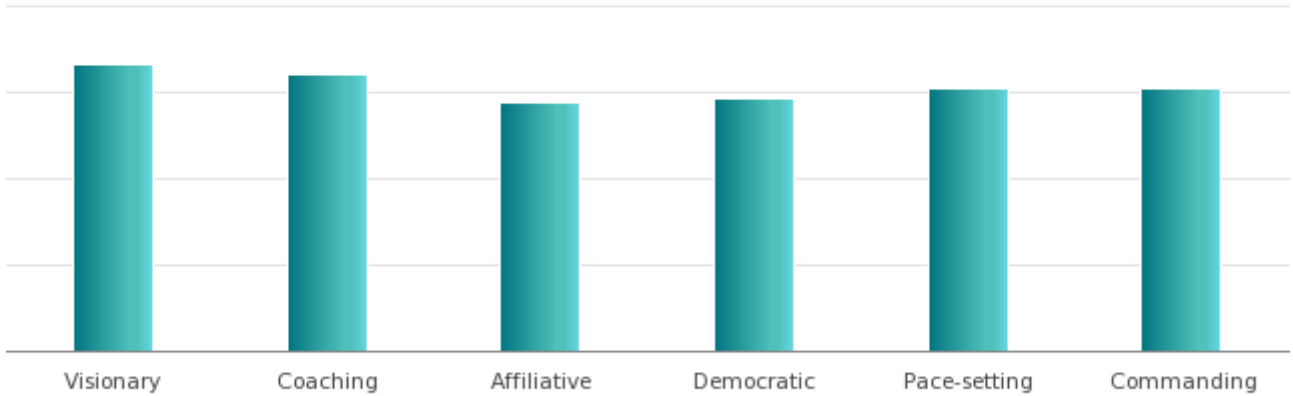
Your responses have then been assessed on a scale that rates you for each leadership style and EI Capability as one of the following:

-  A Natural
-  Good
-  Needs Development
-  Needs Significant Development

If you are interested in learning more about Emotional Intelligence and how to develop yourself as a Leader, you can download a report on Tomorrow's Leadership, "The Invisible Elephant & The Pyramid Treasure", free of charge at: www.leadershape.biz/ielaunch, or purchase the highly endorsed "Leadership Assessment for Talent Development" at: www.leadershape.biz/book-reviews

Your Personal Profile Details

Leadership style competency range



Leadership Style	Your Profile
Affiliative	Good
Democratic	Good
Commanding	A Natural
Pacesetting	A Natural
Coaching	A Natural
Visionary	A Natural

Development Area 1		
Leadership Style Affiliative	Related Capabilities Empathy Conflict Management Building Bonds	Your Profile A Natural Good Good

Development Area 2		
Leadership Style Democratic	Related Capabilities Teamwork & Collaboration Conflict Management Influence Accurate Self-Assessment	Your Profile Good Good Good Good



Detailed Report

This section of the report gives you detailed feedback only on those Leadership Styles most requiring your current attention.

Your profile shows that you could benefit most from developing the following styles:



Affiliative



Democratic

You are likely to achieve the most significant improvement in the **Affiliative style** by working on your **Building Bonds**.

Your self assessment scoring indicates you could do this by . Reach out to people at conferences - don't wait for people to approach you. Find an easy question to approach them with that relates to the conference or its proceedings such a 'what was the reason you were interested in coming along?' Often the first approach is most daunting.

You are likely to achieve the most significant improvement in the **Democratic style** by working on your **Conflict Management**.

Your self assessment scoring indicates you could do this by . When in a heated discussion, focus on the issues at hand and leave personal matters aside. Ask yourself, Is what I am saying or doing productive in trying to resolve this situation? Avoid bringing up unrelated incidents to bolster your sense of being right.

Discuss your ideas with others and see who agrees and disagrees.

When you have completed your improvement activities we recommend you take the LeaderShaper assessment again and see which other EI Capabilities you could develop further.






Appendix 1: Explanation of Leadership Styles

LeaderShaper® appraises the following six leadership styles:

VISIONARY – Has the most Strongly Positive Impact in organisations.




Prime EI Capabilities:

-  Self-Confidence
-  Inspirational Leadership
-  Change Catalyst
-  Transparency

Moves people towards a shared vision and goals. It is particularly appropriate when change is required or when a clear direction is needed.

COACHING – Has a Strongly Positive Impact in organisations.




Prime EI Capabilities:

-  Emotional Self-Awareness
-  Empathy
-  Developing Others

Interconnects what each person wants with the organisation's goals. It helps an employee improve performance and develop in order to maximize their potential by building long term capabilities.

AFFILIATIVE – Has a Positive Impact in organisations.

Prime EI Capabilities:

-  Empathy
-  Conflict Management
-  Building Bonds





Creates harmony by involving people with each other. Good for team building, to heal rifts in a team, to motivate during stressful times and to strengthen connections between people.



LeaderShaper® appraises the following six leadership styles:

DEMOCRATIC – Has a Positive Impact in organisations.



Prime EI Capabilities:

-  Teamwork & Collaboration
-  Conflict Management
-  Influence
-  Accurate Self- Assessment





Values people's inputs and gets commitment through participation. It builds buy-in and consensus and gets valuable inputs from employees. It is not about taking a 'majority vote' but informing the leader especially when others have important experience or information to aid the decision making process.

PACESETTING – Can be highly negative in an organisation.

Prime EI Capabilities:

-  Achievement
-  Initiative

Weakness in the following EI Capabilities can have a detrimental effect:

-  Emotional Self-Awareness
-  Emotional Self Control
-  Empathy
-  Teamwork & collaboration

Sets high objectives and specific milestones to meet challenging and exciting goals. Can get high quality results from a motivated and competent team. Can equally burn-out and disengagement if not used at the right time and with a well-prepared team. The most common style used (and often overused) in organisations.




LeaderShaper® appraises the following six leadership styles:

COMMANDING – Usually Highly Negative in an organisation.


Prime EI Capabilities:


 Achievement


 Initiative

 Influence

Weakness in the following EI Capabilities can have a detrimental effect:

 Emotional Self-Awareness

 Emotional Self Control

 Empathy

Tell people what to do and overrides individual responsibility. Soothes fears by giving direction in an emergency. Is appropriate in a crisis, to kick-start a turn-around or with problem employees where no other style has worked. Without first developing a good relationship of trust, people will simply not commit to carrying out the actions required.

Each leadership style requires certain EI capabilities. Leaders should learn to use different styles for different circumstances. The really effective leader will have all the leadership styles in his/her portfolio to be used according to the circumstances and situation.

Ref: Primal Leadership (The New Leaders): Goleman, Boyatzis and McKee, 2002



Appendix 2: Emotional Intelligence – Competencies & Capabilities

PERSONAL COMPETENCIES :

These capabilities determine how we manage ourselves.

SELF-AWARENESS : first section in the LeaderShaper© App.

📌 **Emotional Self-awareness** : Reading one's own emotions and recognising their impact; using "gut sense" to guide decisions. *(Question 1-4 in section 1 of the LeaderShaper App)*

📌 **Accurate Self-assessment** : Knowing one's strengths and limitations *(Question 5-8 in section 1 of the LeaderShaper App)*

📌 **Self Confidence** : A sound sense of one's self-worth and capabilities. *(Question 9-12 in section 1 of the LeaderShaper App)*

SELF-MANAGEMENT : second section in the LeaderShaper© App.

📌 **Achievement** : The drive to improve performance to meet inner standards of excellence. *(Question 1-4 in section 2 of the LeaderShaper App)*

📌 **Optimism** : Seeing the upside in events. *(Question 5-8 in section 2 of the LeaderShaper App)*

📌 **Emotional Self-Control** : Keeping disruptive emotions and impulses under control. *(Question 9-12 in section 2 of the LeaderShaper App)*

📌 **Transparency** : Displaying honesty and integrity; trustworthiness. *(Question 13-16 in section 2 of the LeaderShaper App)*

📌 **Optimism** : Flexibility in adaptability to changing situations or overcoming. *(Question 17-20 in section 2 of the LeaderShaper App)*

📌 **Initiative** : Readiness to act and seize opportunities. *(Question 21-24 in section 2 of the LeaderShaper App)*



SOCIAL COMPETENCIES :

These capabilities determine how we manage ourselves.

SOCIAL AWARENESS : third section in the LeaderShaper© App.

🚩 **Empathy** : Sensing other's emotions, understanding their perspective, and taking active interest in their concerns. *(Question 1-4 in section 3 of the LeaderShaper App)*

🚩 **Organisational Awareness** : Reading the currents, decision networks, and politics at the organisational level *(Question 5-8 in section 3 of the LeaderShaper App)*

🚩 **Service** : Recognising and meeting follower, client and customer needs. *(Question 9-12 in section 3 of the LeaderShaper App)*

RELATIONSHIP MANAGEMENT : fourth section in the LeaderShaper© App.

🚩 **Developing Others** : Bolstering others' abilities through feedback and guidance. *(Question 1-4 in section 4 of the LeaderShaper App)*

🚩 **Inspirational Leadership** : Guiding and motivating with a compelling vision. *(Question 5-8 in section 4 of the LeaderShaper App)*

🚩 **Influence** : Utilising a range of tactics for persuasion. *(Question 9-12 in section 4 of the LeaderShaper App)*

🚩 **Change Catalyst** : Initiating, managing and leading in a new direction. *(Question 13-16 in section 4 of the LeaderShaper App)*

🚩 **Conflict Management** : Resolving disagreements. *(Question 17-20 in section 2 of the LeaderShaper App)*

🚩 **Building Bonds** : Cultivating and maintaining a web of relationships. *(Question 21-24 in section 2 of the LeaderShaper App)*

🚩 **Teamwork & Collaboration** : Co-operation and team-building. *(Question 25-28 in section 2 of the LeaderShaper App)*

Ref: Primal Leadership (The New Leaders): Goleman, Boyatzis and McKee, 2002