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Leader/Manager Styles™ Personal Insight Tool

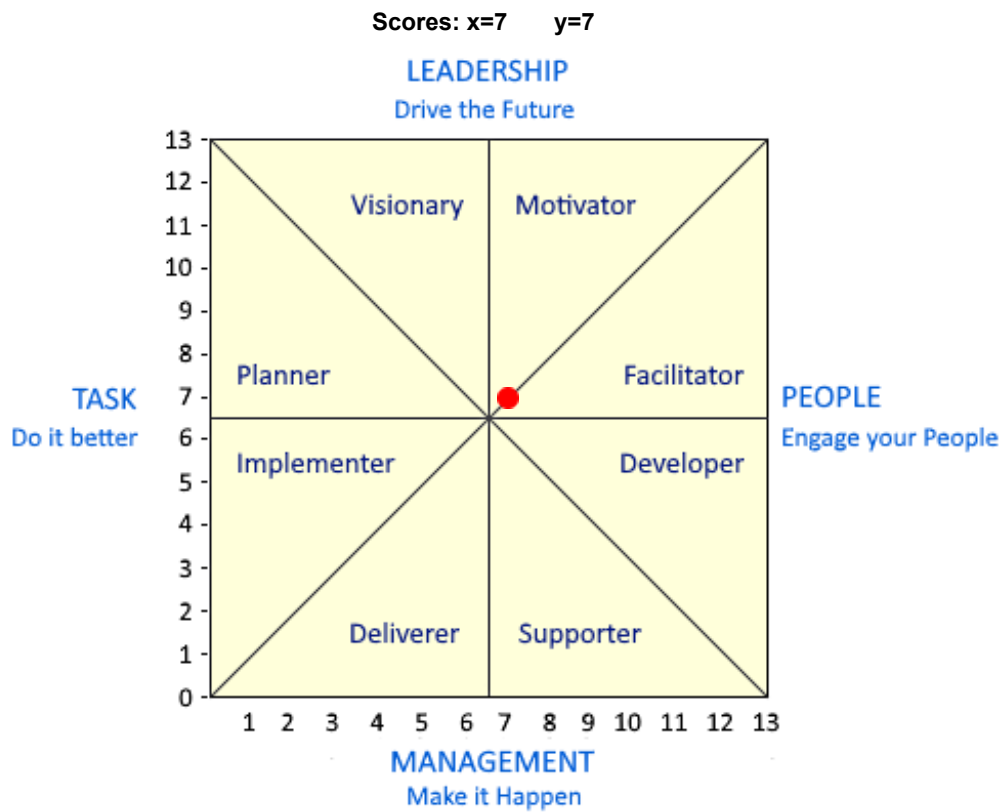
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Your Preferred Leader/Manager Styles

Your Leader/Manager Style is an indicator of your preferred way of working in your current role. There are no rights or wrongs – each style is as important as the others in being an effective leader/manager. Your preferred style can change over time as you gain experience in different situations and develop your career. You can even choose your style according to the requirements of your role right now and where you most need to put your attention.



See next page for a description of your preferred Leader/Manager Styles.



Your Preferred Leader/Manager Styles

Motivator

This style is about connecting with others to inspire them to act purposefully. It requires imagination and a good use of words to communicate ideas and emotions – both in writing and presenting in public. The Motivator is driven by an idea of what the organisation should be like and how its people should be treated.

A key aspect of this style is understanding what makes people 'tick', which may be supported by a knowledge of psychology or the social sciences.

The Motivator style can sometimes be quite intense, but this, combined with skills in creativity, communication and presentation can inspire others.

Detailed processes and procedures are often of less relevance to the Motivator style, and can be overlooked, but are the main focus for the Deliverer style (diagonally opposite).

Facilitator

Working with groups to help clarify their values and processes is core to the Facilitator style. Staff are regarded not only as employees but as individuals. This requires a special concern and empathy for people, along with a degree of diplomacy.

The Facilitator ensures that all opinions are heard, real problems are confronted, and a genuine consensus is sought and achieved. This style acts as an 'honest broker' to bring together conflicting points of view and reduce unproductive conflict within teams, leading to trust.

This style is much less about organising and setting up processes than the Implementer style (opposite), but these will still need to be addressed. Also, the focus on facilitation can make maintaining discipline more challenging.

'Close to Centre' Scores

Your 'close to centre' score could reflect a broad theoretical knowledge of leading and managing that leads you to believe in a strongly 'situational' approach to these questions.



The Leader/Manager Styles Framework

In any situation where people are trying to bring about change (and if you aren't doing this, just what are you doing?), there appear to be two main factors determining how it is most likely to be attempted:

1. There is the nature of the **change-agent** him/herself and the extent to which s/he is prepared to change.
2. There is the nature of the **situation** as s/he sees it. Does it require a complete change, or perhaps a more gradual modification of how things are done?

On the 'map', moving horizontally, the behaviour goes from a 'task/thinking' approach (Do it Better) to a 'people/feeling' approach (Engage your People). The three specific areas explored are:

- The extent to which you prefer to *maintain control* or *share power*. Your results (based on questions 1, 7, 13, 19) are:



- Your tendency to make decisions based upon *thoughts and knowledge* or *feelings and values*. Your results (based on questions 3, 9, 15, 21) are:



- Your level of focus on *things* or *people*. Your results (based on questions 5, 11, 17, 23) are:



On the 'map', moving vertically, the behaviour goes from a transactional 'get the job done' approach (Make it Happen) to a transformational 'let's change things' approach (Drive the Future). The three specific areas explored are:

- The extent to which you are likely to consider approaches that *already exist* rather than *new and untried* approaches. Your results (based on questions 2, 8, 14, 20) are:



- Your preference for *incremental change* compared to *radical change*. Your results (based on questions 4, 10, 16, 22) are:



- Your tendency to use approaches that *fit in with the prevailing culture* or those that are *unorthodox*. Your results (based on questions 6, 12, 18, 24) are:



The combination of the two axes/dimensions, 'left/right' and 'up/down', gives you an indication of your preferred style. Almost all roles require flexibility and a range of styles. It is therefore helpful to be aware of the styles where you probably feel more comfortable (these are usually 'strengths'), and also consider the areas where you could usefully develop or seek assistance from others with different perspectives.

The Eight Style Descriptions

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Developer

The purpose of the Developer style is to help people learn and grow their abilities. It involves assisting others to set a clear direction for themselves and work to achieve their objectives.

The Developer style uses information, advice and support to ensure that people have the knowledge, skills and confidence they need to get the job done. A key part of this style is delegating to others to help build their own leadership abilities.

Being able to understand others' problems and respond in a tactful and sympathetic way is also an important aspect of this style.

The Developer is opposite to the Planner, so this style tends not to emphasise investigating, analysing, planning or making decisions.

Supporter

The Supporter style is concerned with ensuring that others have the support they need to do their jobs. This style involves listening and giving practical advice and assistance and promoting good team relationships.

With a strong desire to help those experiencing significant change at work, Supporters come into their own at times of major organisational change or upheaval. An important aspect of this style is ensuring that the lessons of the past are not lost in the relentless demand for change.

Opposite in style to the Visionary, the Supporter may reject new and innovative ways of doing things to the detriment of organisational needs.



Deliverer

The Deliverer style is all about getting things done – even when there are competing priorities that might distract. The focus of this style is to provide a high-quality service that can be relied upon for its precision and punctuality.

Fixing problems to get the job done is a key aspect of this style, as is maintaining clear and accurate records. It requires being practical and having a pragmatic, 'firm but fair' style with others.

This style also involves coaching others and being persuasive, which, combined with a 'can do' attitude, can generate considerable loyalty in staff.

Opposite to the Motivator, this style may be somewhat intolerant of theory and less happy dealing with groups of people than with individuals in face-to-face situations.

Implementer

This style takes systems, procedures, processes and policies and puts them into practice. Direct, efficient and structured, the Implementer can be relied upon to set about the achievement of tasks in the most rational and cost-effective way. Applying this style requires being efficient, organised, systematic and practical.

Organising, implementing and administering systems, and determining roles and objectives form the basis of this style. The Implementer must also ensure that people first obtain the necessary knowledge and skills to do the work, and then use them correctly.

Being the opposite of the Facilitator, this style may at times come across as being somewhat impersonal, and unconcerned with the needs and feelings of staff.

Planner

This is the 'thinker' style, concerned with more strategic issues. The Planner focuses on investigating, analysing and forecasting, deciding what to do, planning how to do it, and anticipating any obstacles along the way.

The Planner style has a certain level of toughness and scepticism as well as being knowledgeable and logical. This style involves having a good idea of where the organisation should be headed and the best ways to get it there. It also makes use of behind-the-scenes influence to bring about the necessary changes.

A person using the Planner style may have a tendency to want to do everything him/herself (opposite to the Developer), which may at times appear rather remote or 'unfeeling' to staff.

Visionary

Looking beyond current constraints, developing a vision of what is needed and being highly innovative in bringing it about are all part of the Visionary style. This calls for thinking that is systems-minded, global, up to date and creative in identifying paths to new and better ways.

The Visionary style also involves being firm in standing up for what is right and often points out faults in current practices. This can mean being outspoken in challenging the status quo and questioning the need for older or outdated systems and approaches. This can be uncomfortable for others and seen as lacking understanding.

The Visionary style's focus on new approaches can come at the cost of the 'voice of experience' (e.g. that of the Supporter, opposite) with the risk of losing valuable lessons from the past.



Your Insights and Actions

Now that you have reflected on your preferred style(s) as a leader/manager, take some time to explore what this means for you and the people you work with, and how you could use these insights to your advantage. What could you or others do differently to be more effective in your roles at work?

1. What are the styles you use in your own work context? What do you enjoy the most?

2. What other styles could you usefully develop? How would this benefit you and/or others?

3. What are the possible styles of the people you work with? Are their preferences similar or different to yours? Do you complement each other or sometimes conflict? How could you better support them?

4. Are there any Leader/Manager Styles missing in your work context? How could you work with others to ensure that you cover the full range styles in your team?

5. **Actions:** Three things I will start doing or do differently in relation to the Leader/Manager Styles, by [date]:

