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How to use your results

Research has shown that effective leaders work in ALL of the four dimensions of leadership – 'creating the future'; 'enthusing, growing and appreciating others'; 'clarifying values' and 'ideas to action'.

However, we also know that people are naturally stronger in some dimensions than in others. Leaders build on their strengths and leverage these to enable them to work in ways that come less naturally to them.

Thus, for example, people who are strongest in 'creating the future' - and less strong in 'ideas to action' - may be driven to make things happen because they find the possibilities for the future so compelling. Similarly people who are strong in 'clarifying values', and less strong in 'enthusing, growing and appreciating others' will invest in people because they believe it is the right thing to do.

About the Inspirational Leadership: Insight to Action tool

During 2004 the DTI, partnering with the Chartered Management Institute, conducted one of the largest ever studies of workers in the UK to ask them what inspired them to follow leaders. The Inspirational Leadership: Insight to Action tool is based on these research findings and its purpose is to enable leaders to be clearer about their most natural leadership styles and strengths so that they can shape their roles and those of their team accordingly. The emphasis is to raise awareness of strengths in leadership.

Caret and PSL are partnering with the DTI to build this tool.

Your Results

Dimensions

The 18 attributes of this leadership index are organised into four dimensions, and your attribute scores are combined to give your dimension scores. (You can see which attributes contribute to each dimension on the Attribute Definitions page later in this document.)

Rank	Dimension	Relative Score
1	Ideas to Action	100
2	Enthusing, growing and appreciating others	77
3	Clarifying values	67
4	Creating the future	67

Attributes

A full description of each attribute can be found on the Attribute Definitions page.

Rank	Attribute	Relative Score
1	Enthusiastic Learner	100
2	Reflective	100
3	Proactive	90
4	Opportunity Awareness	86
5	Knowing What Works!	81
6	Self Reliance	81
7	Visionary	81
8	People Champion	76
9	Enthusier	76
10	Team Builder	71
11	Customer Champion	71
12	Social Adaptability	71
13	Enabler	67
14	Self Belief	62
15	Single-mindedness	57
16	Values Champion	52
17	Consistent	43
18	Legacy Builder	19

Where you have equal scores for attributes, their ranking in your results is randomly generated.

Your Top Six Attributes

Recognise the power of using your strongest attributes to make your leadership more inspiring. We cannot over-emphasize the importance of shaping your leadership more and more around who you naturally are – without being complacent about areas of lower natural strength. As you read through the suggestions below, note ideas you can implement to maximise your strengths.

Enthusiastic Learner

Indicates a natural curiosity and love of learning about new things. Those with this ability have a natural attraction to new ideas, and they enjoy bouncing these off others and thinking laterally. They will also enjoy initiating new projects.

To make good use of this strength, consider the following:

- Take opportunities for new learning relevant to your work.
- You are likely to find short-to-medium-term project work, where there are 'new beginnings', energising.
- Do find other 'ideas people' to work with and share ideas with. They will give you energy.
- Help others to think laterally about problems and seek opportunities to provide creative solutions to move things forward.

Reflective

Leaders make time to see the big picture and make sense of what is happening. They are 'balcony thinkers' who can see how all the parts (including the external environment) work together. They can describe their balcony view with others, so that they too can make sense of what is happening and can see their role in the grand scheme of things. These leaders are good at taking complicated ideas and putting them into language that others can make sense of.

To maximise the impact of this strength consider the following suggestions:

- Make time to think: put this time in your diary and guard it. You are likely to feel drained when you do not get this time.
- Time spent with a coach or mentor will help to clarify your thinking and to bring perspective.
- Share your perspective with others. Help them to see the bigger picture so that they can make more sense of complexity.
- Some of your best thinking time will be travelling time. If you reflect by talking try to travel with the right colleagues. If you like time to think alone, take opportunities to travel alone.

Proactive

People who are proactive like to move to action. They enjoy what they do, find it energising (rather than draining), and their determination and urgency motivates others and keeps them pressing forward. These people are frustrated by blockages and are quick-thinking and adept at finding ways around these.

The following suggestions may help you to make better use of this strength:

- You are likely to move others to action and could be a really effective partner to people who have good ideas, yet who are reluctant to move these to action.

- In meetings be sure to clarify the actions that will be taken as a result of the meeting. Talk without action may be very irritating for you.
- Position yourself where you can initiate new projects, and where you can help others to overcome "blockages".
- Look for situations where there needs to be rapid response; you will be better than most at responding to the unexpected.

Opportunity Awareness

Those with this ability think 'out' as well as forward. They are well aware of current issues and trends that are relevant to their business. They understand the impact these can have and are quick to seize opportunities ahead of the rest of the field.

To capitalise on this strength:

- Make time to read and network so that you can 'be in the know' about your sector.
- Position yourself so that you can help others in the organisation to recognise and seize the opportunities that are opening up.
- Take opportunities to help others understand the wider context within which you work, and engage them in discussion on how this might impact their work.
- Consider joining a 'leader network' so that you have scheduled opportunities to meet with others who enjoy being on the cutting edge of your business world

Knowing What Works!

This describes the capacity to make shrewd judgements when faced with a range of alternative ways forward. Those with strength in this area almost intuitively know the right path to take, recognise quickly what will and what will not work, and are known for their common sense and pragmatism. They can hold a number of sets of information in their head at once and use these to make decisions. Their decisions are fact-based, alternatives-driven and focussed on tangible outcomes.

To make a greater impact with this strength, consider the following:

- When others are faced with a decision that they cannot make offer them one or two alternatives. This way they benefit from your shrewd judgement and have some ownership of the decisions.
- You are likely to contribute well to organisation development planning - anticipating what may happen and what will work well.
- Partnering with someone who is creative may work well with your pragmatic approach. By bringing common sense and facts to creativity, you can birth very effective ways forward.
- Be vocal about what you feel will work and back up your views with facts. What might appear really obvious to you will not be as obvious to others.

Self Reliance

Describes those who recognise that they are self-confident and more comfortable than most to take calculated risks. They enable others to draw reassurance and confidence from their confidence, and thus, when they lead, others are able to step into areas they would otherwise have been reluctant to try. Those with Self Reliance are self-aware and recognise those situations and where they may let themselves or others down. They have learned how to avoid these situations and, where they arise, they manage themselves well, position themselves to have maximum positive impact and thus retain the

respect of others.

To maximise the impact of this strength consider the following suggestions:

- Recognise that other less confident people are likely to find your confidence reassuring and be there to reassure them in situations where they are anxious about their ability to achieve.
- Your own manager will not know you as well as you know yourself. As you position yourself away from areas where you will not do well, be careful to explain why you want to do this and do be clear about areas where you are able and keen to make a contribution to the organisation.
- You are likely to enjoy working on new ventures where there is a requirement to take some risks.
- In situations where you do not have the impact you would like to have had, take time to reflect on what you have learned and how you can position and manage yourself even more effectively.

Your Four Lowest Scoring Attributes

No-one is good at everything and yet leaders have to demonstrate effectiveness in all aspects of leadership. You can 'cover off' areas of lower natural strength in a number of ways:

- By partnering with people with complementary strengths.
- By using your stronger attributes to 'manage around' areas of lower natural strength
- By taking 'corrective' action to get to a level of competence - recognising that this will never be an area for you to 'major in'.

As you read through the following ideas do focus, on things you can do to 'raise your game' and bring you closer to a level of competence - recognising that your greatest opportunities to be successful and make a difference will come through building your role as much as you can around your strengths.

Legacy Builder

This describes a capacity to be constantly thinking forward, to be planning in time zones beyond their own tenure in the role. Those with this capacity want to build sustainability, to leave a legacy that will outlast them.

Consider the following to 'raise your game':

- When did you last talk to someone about what you want the organisation to look like in 5 years time?
- Do you know who the future 'stars', or key players in your organisation are? How could you develop them and secure their future in the organisation?
- Identify the three or four key things that need to be attended to, to sustain your organisation for the next five to ten years. How can these priorities be addressed? What responsibility should you take here and who else needs to be involved?

Consistent

Leaders who have strength in this area are quick to spot inconsistencies between behaviours and values. These people intuitively model the values that they want to shape the culture of the organisation. No matter where you meet these people, they will behave consistently in terms of their values and treatment of others. They will build alignment between values, vision, structures, processes, procedures and day-to-day interactions with others.

Reflect on the questions and suggestions below:

- How would the two people you work with most closely begin to know what your values are? How could you make this clearer to them?
- How much influence have your values had on the processes and structures you have helped to shape?
- Identify three ways in which you show others that you 'walk the talk'.

Values Champion

This describes leaders who are clear about their core values at work and in life, and who can articulate and then demonstrate these. Honesty and integrity will be particularly key parts of their values set. They believe that a key part of their role is to guard core values and they will be quick to stand up when values are challenge or infringed.

Reflect on the following and then plan what you can do to 'raise your game':

- When did you last challenge someone on a matter of principle? What was the principle you were defending?
- What are the three or four values that really matter to you in life and at work? How can you best naturally share these with others?
- Are you clear about the principles that you value in relationships with colleagues? When you have clarified these, share them with a trusted colleague.

Single-mindedness

Describes the capacity to focus on the purpose (or mission) of the organisation, to stay on course, and to keep bringing others back to the purpose. They are not distracted by the latest bandwagon, they know how many initiatives the organisation can take on and do not overstep this. Nonetheless, they are quick to spot the things that are key to future success. Those with this ability are energised by the goal they are working towards, prioritise, cut out the trivia, and line the organisation up to concentrate on those things that will move it to the goal.

Do consider the following:

- When did you last clarify priorities for someone who works with you, helping them to know what to do and what not to do?
- When did you last summarise the three or four strategies that are key to the organisation's future?
- Who could work with you to produce a route map for priorities in your part of the business for the next 6 -12 months? How could you most easily have dialogues with other people about this?

Attribute Definitions by Dimension

Dimension: Creating the future

Visionary

These people can tell compelling stories of the future they want to create and they do this so effectively that others are challenged to work with them to create it. They speak with passion about the impact they want their people to have on the lives of others, paint vivid pictures in their minds, and instil a strong desire in their hearts to be part of something bigger than them.

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Opportunity Awareness

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Dimension: Enthusing, growing and appreciating others

Team Builder

This describes the ability to enjoy, encourage, and facilitate working with others who bring the different attributes required to achieve a common goal. They enjoy being part of the team as well as being team leader. They are quick to ask for and give help, and model and encourage collaborative working.

Enthusier

Describes the capacity to make work fun, to be positive, generous and 'up beat', to energise others and to bring a contagious enthusiasm to the workplace. They are quick to give credit to others and openly celebrate success.

Enabler

Leaders who demonstrate this attribute enjoy involving others, giving them opportunities to grow and develop. They trust others with responsibility and set them up to succeed. They hold themselves accountable for the success of their people. They are genuine and constructive in the appreciation they show to others.

Social Adaptability

Describes the ability to easily converse with, and relate to, people from a variety of backgrounds in a range of settings. Those with this attribute are quick to read and respond to differences between individuals, initiate conversation easily, listen well, and appear approachable and accessible.

Self Belief

This describes the capacity to be comfortable with who you are; to be vulnerable, genuine and open about strengths and weaknesses. Others would describe these people as humble because they naturally comment on the achievements of others rather than promoting their own. They make others feel that they have been taken seriously, they are straight talking and say what they mean without using jargon or 'blinding people with science'.

Dimension: Clarifying Values

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People Champion

Describes the leader's focus on other people (rather than on self). They have a natural capacity to treat others with dignity and respect and need to have a positive impact on the lives of others. They recognize that their leadership role exists to help others to do a better job for those the organisation serves. They are humane and compassionate, yet will not compromise on high standards and are not 'a soft touch'! They build structures and processes that support people and will adjust these in the interests of people, if that is what is required.

Customer Champion

Leaders who are Customer Champions are clear about who their customers and potential customers are. They are quick to see things from the customer's point of view and will be advocates on behalf of the customer. These leaders meet with, and hear from, customers and workers who are in touch with customers. Thus they are sufficiently in tune with customers to be able to anticipate their needs. They are so enthusiastic about their customers that their people become customer champions too!

Dimension: Ideas to action

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see their role in the grand scheme of things. These leaders are good at taking complicated ideas and putting them into language that others can make sense of.

Quotations

"One's philosophy is not best expressed in words; it's expressed in the choices we make. In the long run, we shape our lives and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our responsibility. "

Eleanor Roosevelt

"It has been said we have two ears and one mouth because we need to listen twice as much as we talk. That may be, but I also believe it's because it's twice as hard to listen! "

Mark Twain

"It's not the mountain we conquer, but ourselves."

Edmond Hilary

"I dream for a living. "

Steven Spielberg

"See possibilities- they're always there, although sometimes they're hiding. "

Unknown

"A candle loses nothing by lighting another candle. "

Unknown

"When you're through changing, you're through. "

Bruce Barton

"A man who does not smile should not open a shop. "

Chinese proverb

"To every man there comes a time in his life time, that special moment when he is figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to him and fitted to his talents. What a tragedy if that moment finds him unprepared or unqualified for the work that could be his finest hour. "

Winston Churchill.

"The more I learn the more I realise I don't know. "

Albert Einstein

"Over three hundred years ago Blaise Pascal apologised for writing an article that he deemed too long and said "I didn't have time to make it shorter!""

"My commitment to my people, to the millions of South Africans I would never know or meet, was at the expense of the people I knew best and loved most. To be a father of a nation is a great honour and joy, but to be the father of a family is a greater joy. It was a joy I had far too little of. "

Nelson Mandela

"Give the world the best you have, and it may never be good enough: Give the world the best you've got anyway. "

Mother Teresa

"It is better to search in the maze than remain in a cheeseless situation. "

Dr. Spencer Johnson "Who moved my cheese?"

"Do not worry about whether that glass is half full or half empty. If it is half anything it's time to get in the next round. "

Darrel Bristow-Bovey "I Moved Your Cheese"

"Success? I don't believe it has had any effect on me. For one thing I always expected it. "

Somerset Maugham

"If you're in control you aren't going fast enough. "

Mario Andretti

"I am still learning. "

Michelangelo

"One day Alice came to a fork in the road and saw the Cheshire cat in a tree. "Which road do I take?" she asked. His response was a question: "Where do you want to go?". "I don't know", Alice answered. "Then", said the cat, "does it matter?" "

Lewis Carol

"You've heard of "will power", but what about "won't power?" "

Unknown

"Better keep yourself clean and bright; you are the window through which you see the whole world. "
George Bernard Shaw.

"All I have to declare is my genius. "

Oscar Wilde coming through customs