

LEADING EDGE

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LEADERSHIP

This section describes the application of Facet5 in Leadership. It includes:

- *Transformational Leadership elements*
- *Transactional Leadership elements*
- *The Leading Edge guides*

Organisations can change rapidly. Technology opens and closes doors. Governments change the rules of engagement. Market dynamics produce threats and opportunities in equal numbers. To retain an organisation's position requires skilled management - to improve a position takes true leadership. Leadership not only from the top but devolved through the organisation. Leadership that can create and communicate an inspiring vision of the future, a future where people are enthused committed and feel valued. This is transformational leadership. It is based on strong personal relationships not knowledge, position or experience. Transformational leaders are inspiring and often charismatic. However, inspiring and motivating people is not enough. To deliver a vision requires effective goal setting, monitoring and review of performance and continuous skill development. This is transactional leadership.

This report describes how a person's manager needs to respond in order to motivate, inspire and manage. The report uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership.

There are 17 Leading Edge guides, one for each Facet5 Family. Using a Leading Edge guide for a new or existing employee will enable a manager to modify his/her approach in a way that is appropriate to each individual employee.

Transformational leadership

Transformational leadership is required to inspire people to go above and beyond expectations. Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision

Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm.

Intellectual Stimulation

Such people who do well are able to provide a positive and challenging environment for other. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Individual consideration

This means creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leadership

Transactional leadership is about delivering the agreed results. Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership.

Goal Setting

Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Performance Monitoring

There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Feedback

Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions: • What are we expecting? • How are we doing? And for feedback to be effective it must be: • Understood • Believed • Accepted

Developing Careers

The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist. Introducing Facet5 raises the power of an interview considerably. Although many organisations now use personality questionnaires as part of the selection process, it is most powerful when it is used early. Therefore it is important to explain to candidates why they are being asked to fill in a questionnaire and the place it will take in the whole process.

Producing a Leading Edge Report

Leading Edge reports can be produced for any profile. Simply select "Leading Edge" from the links on the right as shown below:

The screenshot displays the Facet5 Profile of Jennifer Strider: Overview page. The page includes a navigation bar with 'Home', 'Profiles', and 'Facet Live'. The profile details are as follows:

- Reference Family: [Producer](#)
- Group: JLL
- Staff Number: Business Manager
- Norm: AusManager
- Completed: 30/10/2001

The central radar chart shows the following scores:

- Will: 7.7
- Control: 9.2
- Emotionality: 4
- Affection: 4.3
- Energy: 2.4

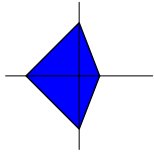
The Profile Menu on the right includes the following options:

- < Profile Overview
- Select another profile
- Factors
 - Will
 - Energy
 - Affection
 - Control
 - Emotionality
- Reports
 - Family
 - Close Relatives
 - Statistics
- Hard Copy
 - Download PDF of Jennifer's report

A purple oval highlights the 'Leading Edge' link in the Reports section, and an arrow points from the text above to this link.

This will produce a report on screen. It can also be downloaded as a .pdf file. The content of each report for each Family is shown on the following pages. Note that Facet5 personalises the content using the person's first name in the text.

Advocate



Leadership Guide for - Advocate

Transformational

Creating a Vision

Match Michelle's enthusiasm with your own

Be punchy, spontaneous and informal in your presentation

Appeal to Michelle's enjoyment of debating ideas and thinking up new possibilities

Encourage and inspire Michelle to take up the cause

Sell the advantages in terms of how people and the organisation will benefit

Speak of how Michelle's flexibility, creativity and ability to inspire and motivate others will be crucial to success

Stimulating the Environment

Provide plenty of opportunity for Michelle to make a positive impact on other people and their work

Offer an informal working environment where intuition and spontaneity is valued and a sense of humour is welcomed

Michelle is happiest when promoting an idea with passion and enthusiasm

Keep Michelle involved and informed

Tap into broad interests and harness Michelle's creative skills

Treating People as Individuals

Respond to Michelle's genuine interest in people and need to interact and work closely with others

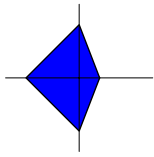
Keep things relatively friendly, light hearted and informal

Expect Michelle to be quite liberal tendencies and to opt for radical solutions especially where people issues are concerned

Recognise Michelle's need to 'have a say', debate issues and talk through ideas

Temper a tendency to be impulsive and stubborn - Michelle hates to feel ignored

Advocate



Leadership Guide for - Advocate

Transactional

Goal Setting

Suggest and agree end goals but allow Michelle flexibility and scope to choose how these will look and be met

Resist the temptation to become too detailed and trust Michelle's monitoring abilities and ultimate goal orientation

Keep time scales realistic but quite short - this helps Michelle's planning and focus

Avoid asking Michelle to be directly responsible for routine tasks by ensuring that this and matters requiring attention to detail are delegated

Monitoring Performance

Michelle prefers to work without too much interference and will respond to a manager who helps get things done

Gently monitor progress and insist on regular, but informal meetings

Be prepared for Michelle to have changed or modified plans in response to new information or events

Seek clarification and reassurance on time-scales

Help Michelle to keep focused on the goals but without stifling a talent for innovation and intuition

Providing Feedback

Michelle prefers to work without too much interference and will respond to a manager who helps get things done

Gently monitor progress and insist on regular, but informal meetings

Be prepared for Michelle to have changed or modified plans in response to new information or events

Seek clarification and reassurance on time-scales

Help Michelle to keep focused on the goals but without stifling a talent for innovation and intuition

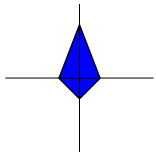
Developing Careers

Encourage Michelle to be a passionate advocate of ethical and worthwhile causes

Offer Michelle positions that give sufficient status and power to introduce new ideas and to win peoples hearts and minds through persuasion and enthusiasm

Create opportunities for Michelle to improve skills as a 'devil's advocate', and to perfect powers of persuasion even when met with strong opposition from people who hold a more traditional and conservative view of life

Architect



Leadership Guide for - Architect

Transformational

Creating a Vision

Pre-sell new ideas - 'sow the seeds' and 'let them germinate'

Show you value Barry's opinion and help

Paint a broad picture and outline some alternatives for Barry to think about and come back to you on

Distinguish between fact and opinion

Make sure Barry listens and doesn't express an opinion too quickly

Stimulating the Environment

Appeal to Barry's desire to lead and need for power and recognition

Involve Barry in creating solutions to challenging and difficult situations

Motivate by asking Barry to create something new and different which reflects Barry's own ideas

Allow Barry scope to take important decisions and to contribute to moving things forward

Treating People as Individuals

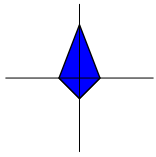
Create opportunities that give Barry responsibility, recognition and status

Appeal to Barry's down to earth and business like approach to things - but tactfully point out the importance of consultation and of not imposing a view on others

Avoid putting Barry on the defensive - being stubborn Barry can find it difficult to retract

Remember Barry's tendency to make quick decisions and encourage alternative views

Architect



Leadership Guide for - Architect

Transactional

Goal Setting

Agree challenging goals that allow Barry to exercise authority and control over the performance of others

Clearly state how Barry's goals directly relate to strategy and overall success of the business

Allow freedom and autonomy in deciding how the goals are met

Give Barry scope to identify own targets and specific objectives

Monitoring Performance

Providing Feedback

Praise Barry's successes personally and directly, pointing out how standing within the organisation has been enhanced

Comment on sound judgement, decisiveness and Barry's drive and determination

When you have cause to criticise be sure of your facts; be tactful but firm and direct

Allow Barry a face saver if it can be done

Developing Careers

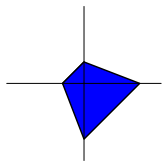
Respond to Barry's need to advance and visualise future career success

Address any of Barry's development needs by linking these directly to how they can effect prestige and potential to progress

Be direct, do not accept excuses or allow Barry to blame others for any shortfalls in performance

Barry hates to admit ignorance or failure - make it easier by finding common ground and widening it

Coach



Leadership Guide for - Coach

Transformational

Creating a Vision

Be clear and well prepared when presenting your own vision

Adopt a friendly but business like manner

Emphasise the benefits for improving efficiency and allowing people to reach their full potential

Paint a picture where values, ethics and standards play a key role

Demonstrate that you have thought about where Fiona fits into that picture and how reliability tenacity and leadership will be valued

Stimulating the Environment

Appeal to Fiona's sense of duty, commitment and a genuine desire to help out

Recognise Fiona's ability as a leader and mentor, with a strong interest in developing people

Give Fiona roles that carry status and responsibility, but do not place in the lime light

Utilise Fiona's skills in researching and evaluating ideas

Remember that Fiona gets demoralised if values and principle are ignored or violated

Treating People as Individuals

Recognise that Fiona's reserve can mask a very sympathetic nature. Fiona can seem removed and take a time to get to know

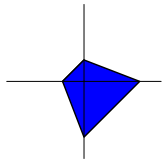
Fiona is best when communicating on a 1:1 basis

Invite Fiona to contribute - they are reserved and tend not to put Fionaselves or Fiona's ideas forward

They are cautious - give Fiona time to think things through and adjust to change

Always bear in mind that they tend not to show Fiona's feelings

Coach



Leadership Guide for - Coach

Transactional

Goal Setting

Propose very clear and specific goals - Fiona needs to know exactly what it is you want

Seek agreement by inviting Fiona to contribute ideas and giving permission and space to suggest alternatives

Build in tasks that allow Fiona to coach, support and develop others and to ensure that quality standard are complied with

Avoid placing Fiona in situations where there is a high degree of resistance and conflict.

Monitoring Performance

Being committed and conscientious Fiona will require only the minimum of supervision

Be aware of a need to know that you feel Fiona is doing a good job

Recognise that Fiona will not readily ask for help or assistance

Remember that Fiona can become very focused and lose sight of the bigger picture

Keep Fiona well informed and if priorities change give plenty of notice and provide a well reasoned explanation

Providing Feedback

Thank Fiona for consistent efforts and ability to get things done with the minimum of fuss and argument

Reward Fiona's effort to get the best out of people and to see opportunities when others were prepared to be dismissive

Fiona tends to be quite self critical and negative feedback should rarely be required. If you do have an issue make sure that Fiona knows you have a problem with the action and not with the person

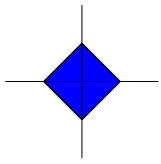
Developing Careers

Encourage Fiona to think about careers and ask about any aspirations. People like Fiona do not always look after their own interests

Once you are sure that Fiona is ready, create opportunities achieve aspirations. Be prepared to serve as Fiona's advocate within the organisation

Capitalise on Fiona's people development and coaching/mentoring strengths. Find opportunities to address any development areas that could be holding Fiona back

Chameleon



Leadership Guide for - Chameleon

Transformational

Creating a Vision

Appeal to Nadine's accommodating and co-operative nature

The style of your presentation is less important than the content

Present a detailed picture - Nadine enjoys complexity

Give Nadine sufficient background and demonstrate how yours is a balanced viewpoint of what needs to be achieved

Expect to be heard and for your proposals to be given consideration, but do not expect immediate feedback or much sign of open enthusiasm

Stimulating the Environment

Respond to Nadine's willingness to 'fit in' and to do what is required for the good of the business

Create a working environment that is relatively relaxed and easy going and trusts people to deliver without much fuss or argument

Avoid putting Nadine in high profile roles or in situations that require then to take a strong stand or lead

Create opportunity for Nadine to work as part of a team with sufficient responsibility to allow Nadine to feel valued

Treating People as Individuals

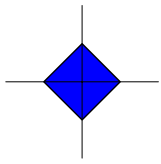
Relate in a friendly and supportive manner but accept that Nadine is not easy to 'read'

Do not mistake any reserve or distance as indicating lack of interest or ability

Engage in discussion and debate and encourage Nadine to voice an opinion - even if it is to simply agree with others

Avoid surprises or putting Nadine in high risk situations that require quick decision making and action

Chameleon



Leadership Guide for - Chameleon

Transactional

Goal Setting

Propose and seek agreement on specific goals and objectives

Explain how these fit with the wider business objectives

Provide an operational framework and, when necessary assist Nadine with decisions about how best to prioritise work

Avoid ambiguity or placing Nadine in situations where there are multiple or conflicting demands

Monitoring Performance

Anticipate a steady rate of progress against targets

Demonstrate ongoing interest in how things are going as well as offering Nadine a more formal means of reviewing performance

Recognise Nadine's tendency to 'hold back', invite an opinion and encourage discussion of issues or problems that might be causing Nadine concern

Adopt a supportive/coaching style when assistance is required

Expect support if any change of plan is required but do give Nadine the reasons why

Providing Feedback

Praise Nadine's flexibility and adaptability

Give Nadine clear recognition for efforts and acknowledge successes

Offer negative feedback when required, but keep it very constructive and to the minimum

Recognise Nadine's dislike of conflict and a tendency not to defend strongly

Assist Nadine with finding suitable ways to avoid a repetition

Developing Careers

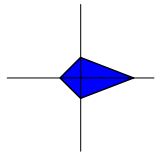
Remember that it is relatively easy to overlook Nadine's talents

Encourage Nadine to identify potential career development opportunities that might interest and appeal

Act as an advocate - Nadine's reserve and modesty will come through when speaking about own work

Create opportunities for Nadine to work on weaker points in an enabling and unpressurised environment

Controller



Leadership Guide for - Controller

Transformational

Creating a Vision

Be professional and serious in your presentation and prepared to provide a very clear picture

David will respond positively to a logical and constructive proposal

Capitalise on a desire for self-improvement and outline the potential opportunities

Emphasise how it will require a measured and careful approach and how it will improve efficiency and quality

Appeal to David's strong sense of duty and remember David needs to work to high ethical, moral and professional standard

Stimulating the Environment

David enjoys the status and respect that comes with a position of obvious responsibility

Appeal to a conventional outlook and need to feel that things are being done properly and thoroughly

Let David know that you rely on a practical viewpoint and persistence even when things get tedious and difficult

Offer plenty of scope for David to adopt a careful and measured approach, and to feel valued

Treating People as Individuals

Recognise David's tendency to be quite formal and contained in the way they interact with others

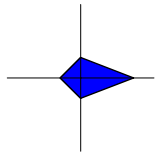
Plan meetings ahead and define the agenda - David hates surprises

Encourage and welcome David's input and be prepared to answer questions and give clarification

Allow David time to think things through before committing to something

Expect a very detailed and structured response and reward the effort that will inevitably put in by giving David's input serious consideration

Controller



Leadership Guide for - Controller

Transactional

Goal Setting

Respect David's need to know what's expected

Set goals and objectives that are specific and easily measured - David needs to know

Create opportunities that carry a high level of responsibility and kudos and require a systematic and structured approach

David will respond well to working on projects that search for improvements and have an element of 'troubleshooting'

Monitoring Performance

David is reliable, conscientious and a perfectionist and requires no more than routine supervision

Monitor progress by asking for specific updates, but remember that David will be very reluctant to ask for help as this is tantamount to admitting failure

Changes to plans and unforeseen events will upset and annoy. Be patient and tactful - give detailed explanations and time to readjust

Acknowledge David's willingness to work hard and ability to deliver objectives against all odds

Providing Feedback

Congratulate David for specific achievements and a sophisticated and constructive outlook

Pass on other's views and emphasise the professionalism and thoroughness of David's work

If criticism is required, make it constructive and aimed at self-improvement. Be sure of your facts and make it clear that you are criticising the action and not the person

Avoid emotion - express some disappointment but also confidence in David's ability to learn from it

Developing Careers

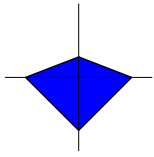
David feels a strong sense of duty to other people and to society at large

People like David like to feel in control of their own careers and that they are moving steadily and logically towards success

Create opportunities for David to supervise others and the delivery of work that requires precision and care

If necessary, help David recognise the need to be more flexible and relaxed in own outlook and less formal in his interactions with others

Developer



Leadership Guide for - Developer

Transformational

Creating a Vision

Respond to an open and accommodating manner

Present a clear logical case for the vision based on reliable information and data

Reinforce the potential it holds for stimulating peoples growth and development

Emphasise how it fits with the corporate values and identity

Describe how it will help to improve team spirit and promote cohesion

Invite comments and suggest specific aspects that you would like Chris to go away and think about

Stimulating the Environment

Offer Chris positions of responsibility where an ability to guide and develop others is of primary importance

Capitalise on Chris's genuine interest in team work and collaborative projects

Recognise Chris's preference not to make decision until they have all the information and can consider all the alternatives

Respond to Chris's desire to work in a supportive environment where people are respected for 'who' as well as 'what' they are

Treating People as Individuals

Appeal to Chris's desire to help and co-operate

Do not underestimate the strength of Chris's convictions and values

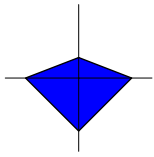
Recognise Chris's cautious, risk averse nature

Be prepared to provide plenty of information and allow Chris time to think things through before committing

Give Chris space to give an opinion without being challenged

Appreciate that Chris's prime loyalty lies with Chris's group or team

Developer



Leadership Guide for - Developer

Transactional

Goal Setting

Suggest and agree clear goals and objectives

Link as many as possible to team morale and performance

Allow Chris space to contribute ideas and suggestions

Take account of Chris's tendency to over commit and to fail to leave room to manoeuvre

Create objectives that help develop Chris's skills as a peacemaker and arbiter

Monitoring Performance

Provide opportunities for Chris to report progress - Chris will require very little direct supervision

Allow Chris to get on with the job with the reassurance of your support and approval

Offer advice and assistance when required and be alert for signs of over-load

Offer Chris help in prioritising if this will help

Allow Chris time to adjust to any unforeseen change to plans and be sure to explain the rationale

Providing Feedback

Praise Chris for loyalty, effort, commitment and team work

Let Chris know that you respect and value what is being done by the team and the organisation

On the very rare occasions that criticism is required, be sure to criticise the action and not the person

Negative feedback will usually centre on Chris's tendency to be too conciliatory and to get too involved in personal issues

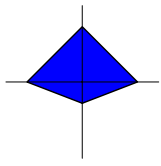
Developing Careers

Create opportunities for Chris to manage and develop a team

Chris's interest in the development of others suggests success as a trainers, coach or mentor

Help Chris to recognise any personal gaps in development, and find a suitable mentor or manager who would serve as a guide and coach in those areas

Entrepreneur



Leadership Guide for - Entrepreneur

Transformational

Creating a Vision

Convey your message with enthusiasm

Get straight to the point, leaving plenty of scope for Andy to interrupt, challenge, and comment

Use practical examples and appeal to Andy's logic

Stress the challenge and risk involved and how Andy's contribution is vital for ensuring success

Show how new ideas fit with Andy's own

Sell the benefits for Andy personally and tap into the sense of direction and urgency

Stimulating the Environment

Recognise Andy's need for status and positions of responsibility with full accountability for results

Provide opportunities for Andy to assert control and to create and lead a team of deliverers

Capitalise on Andy's talent for creating practical solutions and producing tangible results

Create opportunities for Andy to work with people who are positive and share the energy, drive and need to win

Keep involved and well informed - Andy needs to feel at the centre of things

Treating People as Individuals

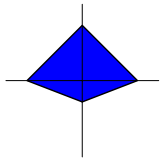
Respect Andy's pride, confidence and 'can do' attitude

Relate to Andy in a friendly but business-like manner

Respond to a need to talk and consult by listening to what Andy has to say, but remember Andy's tendency to allow self-interest to obscure judgement

Recognise that Andy tends to view things in a very 'black and white' way and can be slow to compromise or see alternative course of action

Entrepreneur



Leadership Guide for - Entrepreneur

Transactional

Goal Setting

Agree tough and challenging end goals and measurable outcomes but leave the detail to Andy

Take account of Andy's ability to push things forward by providing focus and a sense of purpose

Recognise Andy's respect for quality and talent for ensuring high standards are imposed and met

When necessary, counteract Andy's tendency to be insensitive and intolerant of less driven individuals by setting some specific people focused goals and objectives. Be prepared to explain why and to meet some resistance to them

Monitoring Performance

Andy expects and respects a tough and pragmatic manager, but will strongly resent and resist tight management controls

Use a 'hands off' style but be accessible and available for discussion and consultation

Andy can be relied upon to push for the best possible results and to deliver, but will at times need firm guidance about how to do this without upsetting or antagonising other people

Providing Feedback

Praise Andy for personal achievements

Show how Andy's success contributes to future prospects and links with material rewards

Avoid direct criticism and be sure of your facts and the details when giving negative feedback

Expect Andy to defend and justify actions using very logical and rationale arguments - prepare to defend your own in the same way

Do not expect to 'win' - seek common ground and work on finding a mutually 'face saving' solution

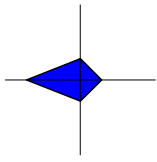
Developing Careers

Andy will look for opportunities to make a mark as an individual, achieve recognition and status and have efforts well rewarded in the material sense

Offer Andy the challenge of tackling new situations and developing knowledge and experience

Andy learns best by 'doing' and will want evidence and practical examples of how theories and ideas work in practice before committing

Explorer



Leadership Guide for - Explorer

Transformational

Creating a Vision

Be friendly and welcoming. Communicate with enthusiasm and emotion

Speak of change, opportunities and prestige Appeal to James's company and team spirit

Show that you value James's support, adaptability and versatility

Outline any social, group or personal benefits

Stimulating the Environment

James enjoys social status, visible high profile roles and the opportunity to persuade and convince others

Respond to a need for activities which are team based and participative

Capitalise on James's enjoyment of competition and excitement

Find opportunities for James to work on new ideas and different ways of doing things

Put James in a central situation, keep informed and talk to involved

Treating People as Individuals

Acknowledge James's need for a friendly, responsive and sociable manager who shares a sense of fun and enthusiasm

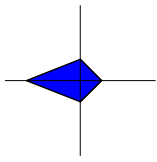
Keep things as informal and relaxed as possible but ensure James listens when you have something to say

Do not offer more detail than necessary - James will lose interest

Be available for James to talk things through

Listen to ideas and show encouragement

Explorer



Leadership Guide for - Explorer

Transactional

Goal Setting

Be very clear about your expectations but flexible about methods and procedures

Be aware of James's tendency to 'take off' with half an idea and to invent the rest as they go along. Be quite firm and definite about what you want when necessary

Offer James a variety of challenges in the form of short projects with plenty of opportunity for involvement and working with others

Monitoring Performance

Organise regular meetings to ensure that priorities remain set and timetables are met - James is easily distracted and can let things slip

Do not allow James to talk or joke a 'way out' of things. Be serious and firm in calling a halt to activities when they stray too far from the main objectives

Help James to focus on routine tasks or attend to details by providing a facility to shut out distractions

Providing Feedback

Praise openly and directly. Be positive, enthusiastic and talk about James's standing and reputation with others

Reward James's adaptability, energy, and innovation

Be open and direct with any criticism you may have using a serious but friendly manner

Give criticism immediately - otherwise James will dismiss the event as long gone and irrelevant

Make sure James is aware of any potential damage to reputation as a result of actions taken and ask for ideas to make amends

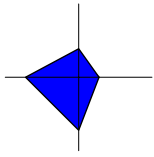
Developing Careers

Avoid any suggestion that James should follow a fixed long term career path - this will not appeal

Respond to James's need for change and the opportunity to learn new skills and gain experience

Look for opportunities that meet James's desire to lead and roles that reward entrepreneurial, team and persuasive skills

Facilitator



Leadership Guide for - Facilitator

Transformational

Creating a Vision

Tap into Jeremy's interest in progress, change and innovation

Emphasise the human and social benefits inherent in the vision

Appeal to Jeremy's sense of team spirit by emphasising the importance of 'pooling resources' and 'pulling together'

Recognise Jeremy's strengths as an advocate of change and the ability to communicate and engender trust and commitment

Stimulating the Environment

Respond to Jeremy's desire to help others and to feel engaged in work that is of genuine value and benefit to others

Create opportunities that allow Jeremy to research, represent and defend the interests of others

Ensure that Jeremy has ample opportunity to work closely with others and to feel that in the thick of things

Involve Jeremy in discussions and analysis of new ideas and concepts

Treating People as Individuals

Jeremy needs to feel accepted and trusted to do a good job

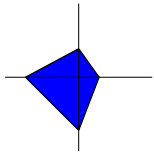
Recognise Jeremy's strong sense of justice and tendency to feel passionate about issues

Protect Jeremy against a tendency to take on too much and put others' interests ahead of Jeremy's own

Interact with Jeremy in an informal, friendly and supportive manner

Do not mistake Jeremy's relaxed and casual attitude as being unprofessional or suggesting a lack of urgency

Facilitator



Leadership Guide for - Facilitator

Transactional

Goal Setting

Agree specific goals and time-scales and make sure that Jeremy has a clear notion of what you expect

Allow Jeremy scope to decide how to meet defined objectives. Jeremy will respond to suggestions if offered in a helpful way

Recognise Jeremy's capacity to take on too much in an effort to be responsive and helpful

Assist Jeremy with prioritising

Remember that Jeremy sees things in a very complex way and needs to be sure of the implications of actions

Monitoring Performance

Allow Jeremy to get on with Jeremy's job with a minimum of initial interference

Recognise the need to discuss things. Be available to talk through ideas

Remember Jeremy's tendency to be easily distracted and to lose focus

Monitor progress at a distance and intervene as necessary - this will be acceptable to Jeremy if done in a non-judgemental and supportive way

Assist Jeremy by building in options that allow Jeremy to avoid distractions

Providing Feedback

Jeremy responds to direct personal praise/needs to know a good job is being done

Show approval. Recognise need to feel an accepted and valued member of the team

Direct criticism should be avoided as Jeremy will always have tried to do things right. Jeremy should have responded well to early indications of disapproval and taken suggestions on board

Errors are most likely to occur as a result of getting side-tracked or relate to complex situations where someone was likely to suffer regardless

Developing Careers

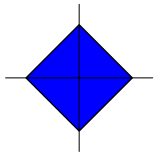
Encourage Jeremy to pursue a career path that builds on social skills and strengths as a facilitator

Direct and guide Jeremy to capitalise on adaptability - Jeremy is unlikely to have a specific path in mind but would tend to 'go with the flow'

Jeremy will be more interested in what a role has to offer in terms of variety and scope to be innovative than in status or standing

Encourage Jeremy to develop practical ways of dealing with idealistic tendencies

Generalist



Leadership Guide for - Generalist

Transformational

Creating a Vision

Appeal to Alison's sense of adventure and interest in new ventures and projects

Outline the broad vision with enthusiasm and verve

Emphasise the opportunities for people to contribute and to make Alison's mark

Ask for direct support in helping you to sell the vision on to others

Openly acknowledge Alison's capacity to 'turn a hand' to most things that interest and to make a success of them

Stimulating the Environment

Respond to Alison's need for involvement, achievement and leadership

Channel energies into projects that interest and meet Alison's current personal goals and objectives

Offer an informal, friendly working environment that is tolerant of lively individuals and is relatively free from bureaucracy and red tape

Create opportunities for Alison to gain a wide variety of experience and knowledge

Treating People as Individuals

Respond to Alison's warmth and openness

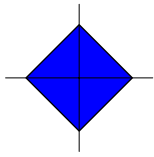
Respect Alison's need to feel fully informed and involved and to have opinions listened to

Encourage Alison's positive outlook and 'can do' attitude - but be alert to a tendency not to listen to opposing views and to underplay potential pitfalls

Tolerate Alison's informal style but help to recognise when and where this could be a disadvantage

Help Alison to keep things in perspective and avoid over-complicating situations and events

Generalist



Leadership Guide for - Generalist

Transformational

Goal Setting

Agree challenging, short term goals

Trust Alison to establish an operating framework which will usually be flexible, leaving room for adjustment and modification

Be aware of Alison's tendency to overestimate what can be done, to over commit and spread too thinly

Build in objectives to help Alison delegate and and to allow others some of the freedom to operate that Alison personally requires and enjoys

Monitoring Performance

Resist asserting too much control and avoid any obvious interference in Alison's work

Show a genuine ongoing interest and concern and operate a friendly but efficient system for monitoring progress

Support, facilitate and assist, rather than use position or power to influence Alison's decisions

Look for signs of frustration, overload, boredom and a shift in interests - this could be a signal for your help and direction

Providing Feedback

Openly praise and acknowledge Alison's successes and achievements

Provide a clear account of what you feel they have done well and not so well

Avoid giving or implying direct criticism - it will hurt, making Alison defensive and stubborn - insisting that decisions are right and actions are justified

Negative feedback will usually centre on Alison's tendency to take on too much or the adverse impact on less outgoing or forthright people

Developing Careers

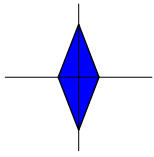
Respond to Alison's capacity to conform to what is required

Watch for signs of discontent once interest is lost, other issues arise or a decided to move on or to direction is changed

Help to find variety at work and to believe that Alison is playing a significant role at the centre of things

Developmental issues will usually concern Alison's need to moderate an exuberant and larger than life style

Idealist



Leadership Guide for - Idealist

Transformational

Creating a Vision

Engage T's interest at an early stage by explaining background theories and concepts

Encourage T's to look at how things could be in the future

Focus on the benefits your vision holds for people and their well-being

Emphasise what is new and different about your plans

Appeal to T's enthusiasm for radical change

Stimulating the Environment

Status is not important but T is best when working in teams, acting as a spokesperson, leader or representative

Offer T a working environment that allows freedom to think and to change things for the better

Recognise T's need to establish a culture where the welfare of others is a primary driving force

Respond to T's need for variety and to be able work without too much interference or restrictions

Treating People as Individuals

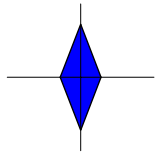
Respect T's independence and find ways of working which take account of the fact that they can prove difficult to 'read' or 'fathom'

Remember that T's genuine interest in people can often be masked by a sober and serious communication style

Recognise the strength of beliefs and principles and that T may can act independently regardless of approval

Involve and draw T into debates

Idealist



Leadership Guide for - Idealist

Transactional

Goal Setting

Agree long term goals and expectations, but give T the freedom and autonomy to make decisions about specifics and method

Set challenging goals that will appeal to T's sense of purpose and offer opportunities to break new ground

Be firm about the delivery of routine tasks and mundane administrative targets, but understand that these will frustrate T and so are best delegated

Recognise T's preference for team working

Monitoring Performance

Provide some structure for reviewing progress and discussing ideas and issues that may be pre-occupying T at the time

Be prepared for T to have changed or amended short term plans to accommodate new information or demands

Avoid direct interference but make T aware if actions are likely to be viewed unfavourably - this may not make any difference to T's decisions but it will help raise the importance of communicating with other people

Providing Feedback

Praise the achievements of T's department or team

Recognise that T will want to hear that approach and philosophy is valued just as much as the more tangible results

Direct criticism will evoke a defensive response and is more likely to produce silent resistance than co-operation

Appeal to the intellectual side of T's nature, use tact and engage in constructive debate and discussion

Developing Careers

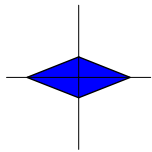
Remember that status and hierarchy motivates T less than the opportunity to flex T's innovative and intellectual muscle

Create opportunities for T to make a real difference and to produce the unexpected

Listen to T's own perception of development issues

Reinforce T's need to better communicate thoughts and the rationale behind decisions

Presenter



Leadership Guide for - Presenter

Transformational

Creating a Vision

Appeal to Stacey's optimism and eagerness to get involved

Be 'punchy' and deliver a positive, high key message

Emphasise the high profile nature of the vision and related projects

Sell the potential for Stacey to gain personal reward and recognition

Demonstrate that you value Stacey's powers of communication and ability to persuade others to buy into the vision

Stimulating the Environment

Respond to Stacey's need for status, recognition and the chance to sustain a high profile professional image

Offer a fast-moving, but well structured working environment where responsibility for results is shared

Create opportunities for Stacey to team up with people who have a sense of humour and the ability to work and play hard

Involve Stacey in a variety of projects that require a practical approach to problem solving and decision making

Treating People as Individuals

Treat Stacey as an equal and keep relations on a friendly but professional footing

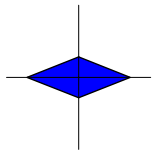
Use logic and respect Stacey's preference for keeping things simple and straightforward

Appeal to Stacey's liking for data and facts and the ability to quickly identify the key points

Respond to Stacey's need for action but curb the tendency not to think things through

Capitalise on Stacey's willingness to listen to others ideas and to add a very honest, realistic and practical viewpoint

Presenter



Leadership Guide for - Presenter

Transactional

Goal Setting

Propose and agree clear goals and objectives with specific time-scales and deliverables

Leave Stacey room to impose own operating systems

Point out the relationship between specific goals and the corporate vision, and how Stacey's objectives impact on the overall performance of the organisation

Specify how performance will be rewarded stressing the opportunities for personal advancement

Monitoring Performance

People like Stacey take a pride in a professional and competent image and will resent too much interference

Allow Stacey sufficient freedom to get on with work but monitor progress against targets regularly

Stacey's intentions will be honourable and good, but be aware of Stacey's tendency to get easily distracted by people and interesting events around Stacey

Avoid lengthy debates, gently but firmly help Stacey get 'back on track' when focus is lost

Providing Feedback

Praise Stacey's achievements directly and openly

Offer tangible rewards - either material or in terms of company awards and public recognition

Provide negative feedback in private, be firm, sure of your facts and constructive

Expect Stacey to be defensive or to try to talk Stacey's way out of trouble

Allow Stacey to save face - a concern for image and reputation should prevent a re-occurrence

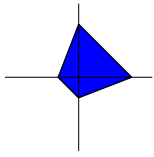
Developing Careers

Recognise Stacey's need for status and positions that provide plenty of opportunity to be recognised

Make use of Stacey's search for variety, flexibility and the ability to adapt to different situations and people

Help Stacey to recognise and address personal development issues

Producer



Leadership Guide for - Producer

Transformational

Creating a Vision

Appeal to Philippa's willingness to take on a challenge

Sell the potential for improving efficiency

Involve Philippa in the development and give plenty of scope for Philippa to input own ideas

Present logical business sense arguments and refer to 'expert' opinion and future trends

Emphasise the personal benefits and career advantages involved in the successful realisation of the vision

Be clear about where you feel Philippa fits into the bigger picture and that success depends upon Philippa's contribution

Stimulating the Environment

Respond to Philippa's need for status, authority and responsibility

Provide Philippa with plenty of scope for shaping and managing an area of the business

Motivate Philippa by talk of challenging targets and measurable results

Involve Philippa in discussions where opinions and ideas are exchanged and challenged

Keep very involved and reinforce the importance of Philippa's own results to the overall success of the business

Treating People as Individuals

Keep relationships on a very business like basis

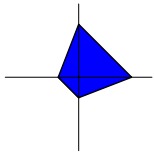
Respect privacy and the fact that people like Philippa take themselves and their work very seriously

Bear in mind Philippa can be blunt and direct and respects others with the same qualities

Allow Philippa to contribute a viewpoint - there will always be one - and tactfully ensure that yours is listened to as well

Ensure discussion centres on matters that concern Philippa directly as people like Philippa are always busy and resent unnecessary interruptions

Producer



Leadership Guide for - Producer

Transactional

Goal Setting

Provide specific goals in terms of the end results required but allow Philippa freedom to make decisions about how they are achieved

Be aware of Philippa's tendency to be autocratic and demanding of others - build in some specific and measurable targets to counteract this if necessary

Link goals directly to overall business needs and emphasise the connection with efficient use of resources and self-improvement or career prospects

Monitoring Performance

Resist any temptation to manage closely. People like Philippa see themselves as very capable and expect to be trusted

Recognise Philippa's need for a manager who is tactful and respectful of ideas and contributions

Arrange meetings to discuss progress but keep them brief and to the point

Assert your authority if necessary using logical and rationale arguments

Consult with Philippa early if a change of plan is likely - people like Philippa can be inflexible

Providing Feedback

Keep it brief, and have a clear idea of what you want to say

Praise Philippa directly for a personal contribution, a sense of urgency and ability to progress independently with minimal back-up

Use tact and be sure of your facts when giving negative feedback

Be prepared for Philippa to defend if criticised and to resist admitting mistakes

Stick to your guns and give as good as you get, but allow Philippa to save face

Developing Careers

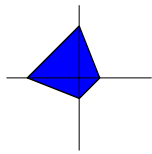
Philippa's own career prospects will always be high on the personal agenda

Encourage Philippa's determination and assist in finding suitable outlets for ambition

Philippa's main development areas are likely to centre on the adverse impact that they can have on others

Help Philippa to recognise any limitations and suggest ways in which improvement might be made. Raise Philippa's prospects through self-awareness, training and development

Promoter



Leadership Guide for - Promoter

Transformational

Creating a Vision

Appeal to Adam's sense of purpose, adventure and challenge

Paint a positive and broad picture

Ask Adam to explain ideas

Adam's level of enthusiasm may be linked to self-interest - emphasise the match between what is on offer and Adam's own view of what constitutes success and progress

Sell Adam the personal benefits and emphasise the importance of continued input and support

Stimulating the Environment

Adam enjoys high profile positions of authority and responsibility

Adam likes to think 'big' and to have power and influence over people and decisions

Let Adam know that you rely on the ability to promote a strategy or policy, energise like-minded others into action and generate support and commitment

Keep Adam well occupied and offer plenty of variety - can become easily bored by routine and detail

Treating People as Individuals

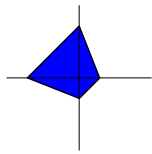
Adam requires a great deal of autonomy and freedom to act.

Adam needs to talk and be kept up to date with information - both official and 'the grapevine'

Offer Adam a forum to meet informally with colleagues to share ideas, problems and results

Adam will respond to a lively, informal and friendly working environment and enjoy the banter and camaraderie of group membership

Promoter



Leadership Guide for - Promoter

Transactional

Goal Setting

Respect Adam's need for freedom and autonomy but be aware of a tendency to be impulsive

Work together to set goals but leave Adam to decide upon how best to achieve them

Adam can be relied upon to be blunt and direct and to focus on results that are noticed and count as important

If what you want is different, ensure Adam has a clear notion of what you want and, if necessary, indicate how failure to respond could damage Adam's prospects or standing

Monitoring Performance

Once objectives and timetables have been agreed allow Adam to get on with it - formal close monitoring will be resented

Keep an 'arms length' watch and be aware of Adam's capacity to be insensitive, to pre-judge and push others too hard

Adam's intentions are good but you need to make your support for activities clear

Give Adam firm but friendly advice by outlining the problem and let Adam produce a solution

Providing Feedback

Congratulate Adam directly and publicly for results and achievements

Praise Adam's enthusiasm and willingness to contribute

Recognise Adam's resilience and ability to change tack and shift priorities

If you need to check Adam or remonstrate, do so immediately. Be sure of your facts, be clear and firm and prepare for an argument.

Allow Adam to save face but not to avoid or pass on blame

Developing Careers

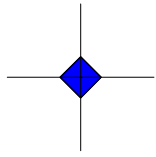
Feed Adam's drive and ambition with realistic options for the future within the organisation

Recognise Adam's tendency to get restless, read the signs and create opportunities to expand on knowledge and experience gained

Status and hierarchy are important but Adam also enjoys the challenge of developing new ideas and opportunities

Help Adam to recognise shortfalls and create incentives to develop broad people management skills

Specialist



Leadership Guide for - Specialist

Transformational

Creating a Vision

Present a clear, well reasoned case for your vision

Be sure of your facts and give supporting evidence in the form of research or case histories

Appeal to Elizabeth's knowledge of the topic and seek input

Emphasise any potential benefit it holds either for Elizabeth or Elizabeth's area of special interest

Prepare yourself for a polite hearing but do not be surprised to find Elizabeth expressing little commitment or interest if it does not directly relate to Elizabeth's area of interest

Stimulating the Environment

Respect Elizabeth's strong need for autonomy and independence

Status is far less important than intellectual or technical challenge

Create opportunities for Elizabeth to use Elizabeth's expertise and develop Elizabeth's specific interests

Offer a working environment that tolerates 'loners' and trusts people to give of their best without too much interference and red tape

A culture where expertise is valued and where there is no pressure to develop widely if you don't want to

Treating People as Individuals

Respect Elizabeth's privacy and independence

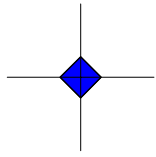
Accept that Elizabeth can be difficult to get to know or to 'draw out'- take time

Relate in a professional manner and on a 1:1 basis, where Elizabeth's ability to discuss and debate will come more to the fore

Do not mistake Elizabeth's reserve as indicating a lack of confidence or personal goals

Recognise Elizabeth's preference to limit contribution to specific clearly defined areas

Specialist



Leadership Guide for - Specialist

Transactional

Goal Setting

Agree specific end goals and time-scales

Allow Elizabeth freedom to fill in the details of method and procedure

Recognise that Elizabeth will resist objectives that are of not obviously of direct relevance to own job or role

Objectives to do with 'people' issues rather than 'tasks' may require some careful explanation and negotiation

Appeal to Elizabeth's relatively passive natures but do not underestimate the need for independence

Monitoring Performance

Direct and close management will frustrate and annoy Elizabeth

Trust the commitment and sense of purpose that Elizabeth will inevitably have for a project that is intrinsically interesting

Monitor progress by displaying a genuine interest in Elizabeth's activities - allow time for explanation

Offer support and assistance with difficulties they may encounter - use your position and influence to smooth Elizabeth's path through the 'politics' of the organisation

Providing Feedback

Quietly acknowledge Elizabeth's professional contribution, expert knowledge and ability to put this to good practical effect

Recognise Elizabeth's dislike of confrontation and conflict and avoid aggressive or direct criticism

When rarely required, negative feedback should be factual - state your case, invite Elizabeth's comments and listen to the response

Issues that may require attention will usually concern Elizabeth's fiercely independent streak, and a reluctance to readily compromise

Developing Careers

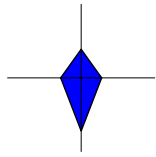
Listen to Elizabeth's own views of how a career might develop

Respect Elizabeth's reluctance to enter into roles outside of specific areas of expertise

Assist Elizabeth in efforts to progress by helping to understand the politics and rules that exist within the organisation

Encourage Elizabeth in efforts to address personal shortfalls- accepting that this may not prove to be a primary goal on Elizabeth's own personal agenda

Supporter



Leadership Guide for - Supporter

Transformational

Creating a Vision

Appeal to Ian's imagination and appreciation of the wider picture

Ian will respond to a logical argument but will primarily focus on the potential it holds for other people to develop

Capitalise on Ian's desire to help and ability to look for alternatives that emphasise social issues and human benefits

Focus on positives and harness Ian's tendency to take up a cause and pursue it vigorously.

Stimulating the Environment

Recognise Ian's responsive and positive nature

Create opportunities to theorise, question and discuss

Appeal to Ian's imagination and enjoyment of novel and unusual alternatives.

Encourage Ian to be creative

Offer plenty of scope for to see and feel that what Ian does is valued and is of help to others

Ian operates an open policy towards information. Keep informed and capitalise on an ability to communicate and draw people out

Treating People as Individuals

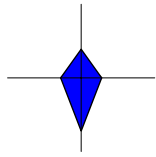
Acknowledge Ian's need for an open, friendly and supportive working environment

It is important that Ian feels accepted and that people work together in a co-operative, non-competitive way

Team values and goals are important. Ian is more interested in doing something for others than in own personal results

Allow scope to try things out in a non-judgemental atmosphere

Supporter



Leadership Guide for - Supporter

Transactional

Goal Setting

Ian sees things in a very complex way and will need to be sure of the implications of what is required

Ian has difficulty saying 'no' and realistic but challenging goals and objectives need to be openly discussed and agreed

Personal, social, and welfare issues will be high on Ian's agenda so emphasise these aspects of the goals and objectives.

Offer Ian a variety of challenges and plenty of opportunity for involvement and working with others

Monitoring Performance

Ian's strong desire to help means that they will not need too much routine supervision.

Arrange to have regular meetings to ensure that priorities remain set and timetables are met - Ian can lose sight of the core issues

Be aware that Ian can have difficulty planning activities and managing time effectively. Be quite firm and definite about what you want when necessary

Offer support and clarify where you are willing to help. Remember that Ian is less good at asking for help than giving it

Providing Feedback

Give praise for Ian's efforts, ability to get the best out of others, ethical approach and sincerity and honesty within a team

Criticism is rarely necessary, as Ian will always try to do the best thing. When required use a supportive, firm but non-judgmental approach

Explain why you feel an action was in error and help Ian to work out an alternative solution

Negative feedback will usually be taken seriously and accepted in the spirit it was meant

Developing Careers

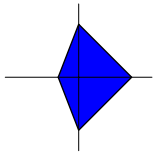
Ian needs to feel that work has an intrinsic value and is of genuine help to others

Look for opportunities that allow Ian to develop others and adopt a coaching and facilitating leadership style

They will perform well in advisory roles and in situations where compromise is sought

Assist Ian in developing ways of dealing with a need to help everyone at once and the tendency to avoid conflict

Traditionalist



Leadership Guide for - Traditionalist

Transformational

Creating a Vision

Prepare well, use logical arguments and present your vision with sincerity and conviction

Emphasise the long term benefits for creating a better, more efficient, morally responsible and caring organisation

Stress how success depends on the support of people like Lisa, who are committed to ensuring that corporate principles and values are recognised and strengthened

Give Lisa a clear indication that you value any recommendations and intend to use available expertise in refining and delivering long term plans

Stimulating the Environment

Recognise Lisa's need to feel in control and to direct operations

Offer a stable environment with a high degree of structure and adherence to well proven methods

Create opportunities for Lisa to work independently on problems that require research, attention to detail and careful planning and monitoring

Acknowledge Lisa's caution and use inherent conservatism to counterbalance the ideas of less risk-averse, more adventurous colleagues

Treating People as Individuals

Respect natural reserve and accept that it will take time to get to know Lisa

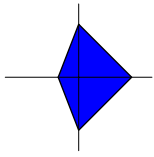
Involve Lisa early in any discussions but allow time to reflect before getting involved in the debate

Don't mistake Lisa's reserve as indicating lack of determination or strong convictions

Tap into Lisa's concern for the welfare of others and the maintenance of standards and values

Avoid surprises, placing Lisa in a position of uncertainty and talk of radical change

Traditionalist



Leadership Guide for - Traditionalist

Transactional

Goal Setting

Propose and seek agreement on exactly what is expected in terms of long term goals and objectives

Demonstrate that you have given these a great deal of thought

Impart a sense of trust in Lisa's capabilities and allow freedom to choose own methods and short term objectives

Set challenging goals but avoid pushing Lisa beyond own comfort level - aim for a mix of familiar and new responsibilities

Monitoring Performance

Resist close management and interference but formally monitor progress - thus meeting Lisa's expectation that 'things should be done properly' to a high standard

Offer guidance and support when Lisa is asked to work in new or unfamiliar areas

Facilitate integration into new groups and deflect any misunderstandings due to Lisa's reserve and insistence on precedent, formality and caution

Watch for signs of overwork, a reluctance to delegate and a tendency to be over-controlling

Providing Feedback

Lisa will know when a good job is done, but responds to sincere formal recognition

Praise Lisa's commitment and loyalty to the team and the high volume and quality of Lisa's own work

Use criticism with extreme caution and never embarrass or 'do Lisa down' in public. Lisa is self-critical and does not make the same mistake twice

You may need to provide some guidance about lack of flexibility and a stubborn insistence on being right and 'holding the high moral ground'

Developing Careers

Recognise Lisa's caution and resistance to take on new challenges before feeling ready

Encourage Lisa to try out new skills in a safe and uncritical environment

Offer Lisa developmental and training opportunities that are low risk and allow people to develop at their own pace

Working alongside less reserved people who will respect a need for privacy and contribution may help Lisa to cope more easily with uncertainty and change