



ID - Leadership

LEADERSHIP STYLES

CUSTOMIZED EVALUATION REPORT

Name:

John Participant

Date:

December 12, 2020

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Name: John Participant

Evaluation Date: 2020-12-12

The Leadership

If you ask people to identify a leader in a group, they can probably point out without much difficulty the one, who stands out for his/her leadership qualities. They will recognize his/her ability to influence others and get them to do things that sometimes exceed initial expectations. We recognize leaders for their achievements and their ability to lead, motivate, and inspire others.

But how do they do that exactly? The results are tangible, but the qualities, attributes, and approaches used by leaders can vary considerably. Some will be bold, while others will adopt a more cautious attitude. Some will be driven by the need to achieve, while others will aim instead to create a harmonious work environment that is conducive to the achievement of organizational goals.

In truth, there are several styles of leadership. In recent decades, hundreds of studies have examined the concept and many theories have been put forward to explain how it works. Without knowing all the details, we are now able to better understand the aspects that contribute to leadership.

Few people can claim to have all the key characteristics required for effective leadership. However, most people with an influential role have many assets that allow them to take on leadership roles, formally or informally. A good understanding of these assets is the essential starting point to choose one's actions and improve one's efficiency. It is the same with the knowledge of one's limits and possible areas for improvement.

How Can the ID - Leadership Help You

The ID - Leadership is a tool that helps you learn about what leadership styles you tend to employ. Built on latest professional and scientific knowledge, it can tell you how each of these styles allows you to perform your leadership responsibilities effectively. It also tells you how each style can be a challenge for you while identifying possible avenues for development. Essentially, the report will provide feedback on six (6) major areas, namely:



Your Overall Style: How you promote the "**Transactional**" approach (based on classical management that focuses on rewards) or the "**Transformational**" approach (based on commitment and empowerment of employees).



Your Environment: In what type of environment your leadership style is most effective or presents the greatest number of challenges for you.



Your Motivation: What are the factors, either **internal** or **external**, that motivate you to exercise leadership.



Your Development Path: The actions and development paths that would allow you to expand your leadership style and to improve its effectiveness.



Your Focus: How important it is for you to exercise leadership inside/outside of your organization and to use an approach that emphasizes control/flexibility.



Your Questions: Questions you might want to ask a manager who has a leadership style that you like, or a professional coach who could accompany you.

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Global Results

Your STYLE

You are above all a transformational leader. You believe that your vision and your example allow your collaborators to improve and to assume their full responsibilities. When required, you use a more conventional approach with regard to discipline or hierarchy.



Your MOTIVATION

Intrinsic Motivation



Extrinsic Motivation



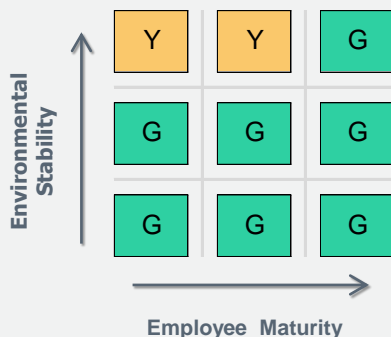
Your motivation to become a leader is primarily related to external factors. For you, leadership is a way to achieve interesting advantages as well as the goals you have set for yourself, all while meeting the expectations of those around you. Furthermore, it corresponds with your self-image.

Your FOCUS

Your priorities are oriented towards the internal, and towards other people above all else. You put an emphasis on creating harmonious teams (facilitator), you get directly involved with employees in order to foster their development (mentor), and you value innovation and change (innovator).



Your ENVIRONMENT



Your style is a good match for environments that value change and that are composed of employees who are both experienced and committed. Your tendency to favour accountability and creativity is well suited to this type of environment. Employees will easily adopt your approach to situations and to problem-solving.

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Your Style

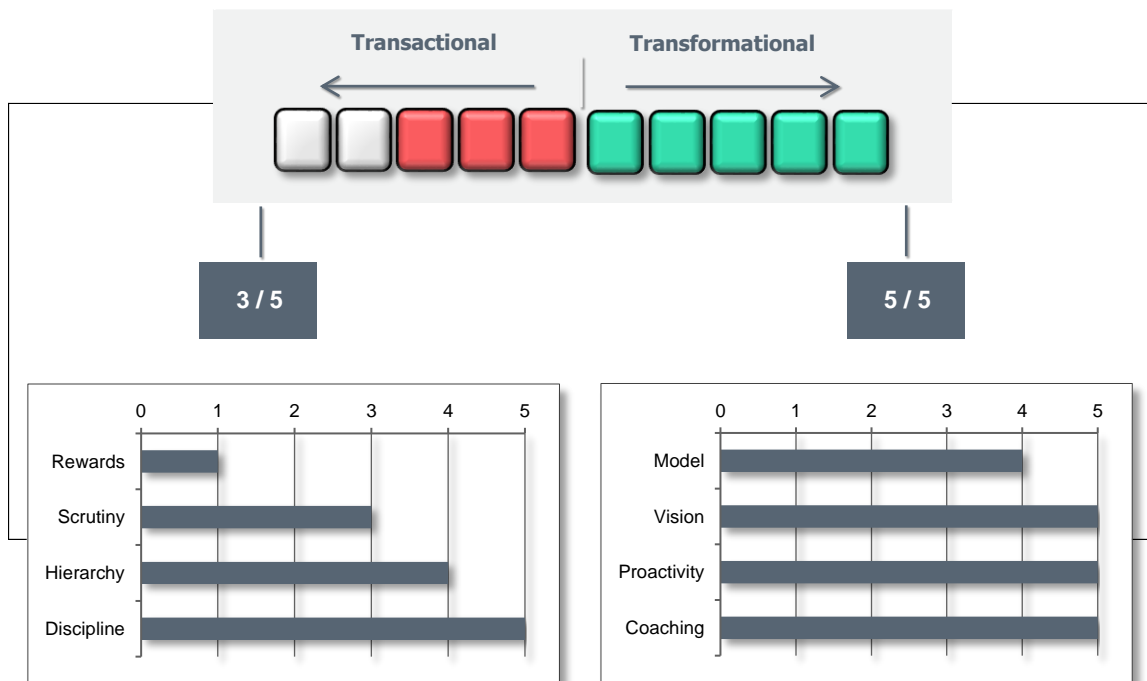
Recent leadership studies indicate that leaders can generally fall into two groups:

1

Transactional Leadership: Leaders who favour the “transactional” style are using a more conventional approach to management that focuses on supervision, organization and performance management. Good employees are rewarded (get reinforcement), while those who do not meet expectations are reprimanded or punished. Therefore, this is a “transaction” between employees, who provide the work required, and their superior, who acknowledges and reinforces the desired behaviours. Control systems (audit) are implemented and it is ensured that relationships between actors (hierarchy) are clear. The leader provides guidance that will enable employees to perform their work based on well-defined expectations (discipline).

2

Transformational Leadership: Leaders who favour the “transformational” style exercise their influence by promoting employee engagement to organizational goals. They are primarily interested in empowering their employees. These leaders share their power with their employees, who come to respect and trust them. Transformational leaders (1) act as role models for their employees, (2) motivate their employees by providing an inspiring vision of the future, (3) act as a driver of change by challenging preconceptions, and (4) act as a coach for each employee.



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Your Style - Your Results

Advantages of the Preferred Style	Challenges of the Preferred Style
<p>You ensure that your employees understand that their work is important and significant. The vision that you project inspires the people around you to surpass themselves and to meet fixed objectives.</p>	<p>Long-term visions inspire employees but can sometimes be discouraging for those who need to see short-term results. Be sure to maintain employee motivation by also setting targets over shorter periods.</p>
<p>You do not hesitate to propose new solutions or to approach situations from a different angle. You encourage your employees to question their way of doing things in order to continuously improve processes.</p>	<p>Make sure you balance change and stability, as each one of these facets contributes to the success of organizations. Be mindful of your peers' and partners' preferred approach, so that the changes that you are proposing can have a chance to succeed.</p>
<p>You wish to propose company projects to your employees. Your actions and your decisions gravitate towards a clear vision for the future that you share with them.</p>	<p>Make sure that your vision is accompanied by a clear and realistic action plan. Even if certain employees share completely in your vision, others will be more motivated by completing projects with clear and concrete steps. You will need both types of people in order to succeed in your ambitions.</p>
<p>You ensure that employees have discipline and that they respect the established rules and procedures in order to guarantee an efficient process.</p>	<p>Be careful not to create a work environment which inhibits the empowerment of employees or their capacity to innovate and improve their ways of doing things.</p>

Your Motivation

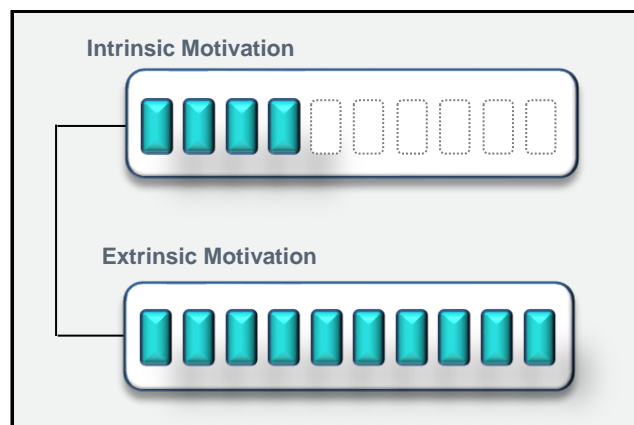
Several factors can cause people to exercise leadership. In some cases, these factors result from internal motivation or the need to take a central role and influence others. In other cases, the motivation stems from factors that are external. When both types of factors are present in a situation, it is most likely to see the expected (e.g. "leadership") behaviour. Generally, these factors are defined as follows:

1

Intrinsic Factors: Intrinsic motivators are the internal forces that drive us to act independently of the influence our environment can have on our behaviour. These factors include both the image of oneself (e.g., "I see myself as a leader") and the idea we have of what needs to be done (e.g., "I think the right thing to do in these circumstances is for me to take charge of the situation, for the good of everyone"). These factors are stable and are often crucial in how we approach situations.

2

Extrinsic Factors: Extrinsic motivators are external forces that drive us to act a certain way. These forces depend on circumstances and may affect us more or less, depending on the situation. These factors include both the expectations of others (e.g., "I think people around me expect me to act like a leader") and the material incentives associated with our behaviour (e.g., "if I exercise my leadership, I will get that reward"). These factors have a more transient nature and have a variable effect, depending on their strength or circumstances.



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Your Motivation - Your Results

Advantages of the Preferred Style	Challenges of the Preferred Style
<p>For you, being a leader causes your working conditions to be more advantageous, both in terms of the remuneration and the flexibility that come with this type of function.</p>	<p>It is important that you maintain your motivation level, even if working conditions or remuneration are not optimal. This is particularly the case when some of your subordinates have a superior level of remuneration to yours, given their expertise or specific working conditions.</p>
<p>For you, leadership is a preferred tool that allows you to reach the goals you have set for. Your leadership role provides you with the necessary leverage to this achievement.</p>	<p>Be careful so as not to neglect situations in which your leadership role is not directly linked to the achievement of objectives. For example, the establishment of conditions conducive to a good working environment does not necessarily have a direct impact on the achievement of results, but can still be critical for the employees involved.</p>
<p>The expectations expressed by the people around you make you want to take on a leadership role. The fact that people believe in your potential as a leader is enough to motivate you to assume this role.</p>	<p>As a leader, you will frequently have to make or implement decisions that are less popular among those around you. In those cases, it is possible that these people will support you. Therefore, you will have to maintain your motivation levels, despite these circumstances.</p>
<p>Generally, you are not very sensitive to internal motivators that could lead you to assume a leadership role. Material benefits and better working conditions associated with this function are elements that drive you naturally towards leadership. The fact that this function allows you to meet the expectations of those around you also contributes to your motivation.</p>	<p>You might have trouble motivating yourself if you do not perceive that your actions will help you obtain the benefits you covet. In this case, the internal reasons or forces, which might push you to take action, may not be enough to have an impact on your level of motivation and you may hesitate to exercise your leadership.</p>

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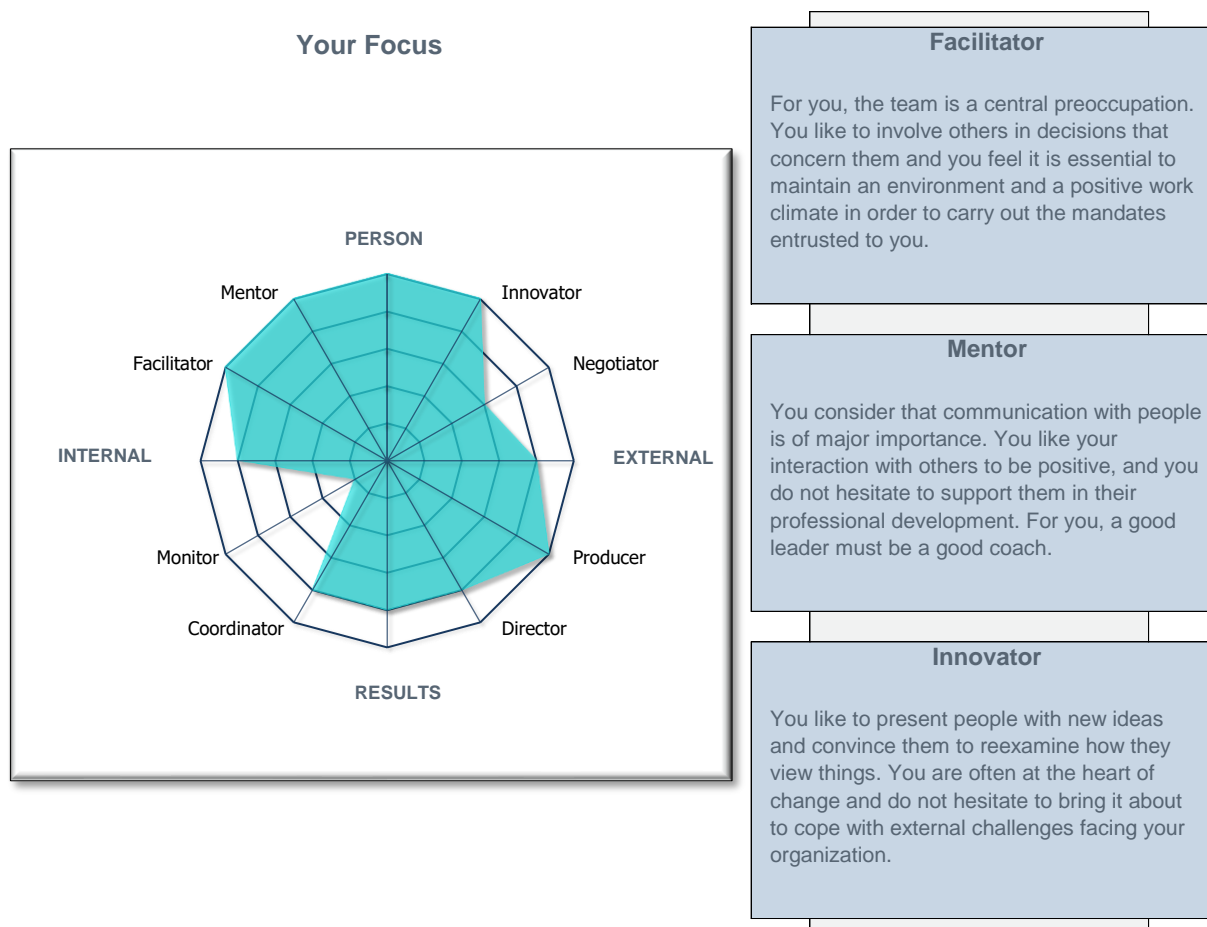
LEADERSHIP STYLES

Your Focus

Good leaders are able to inspire people to perform tasks and achieve goals. However, concerns or “focus” may be different from one person to another. Some leaders will place more emphasis on the external aspects of the organization. For them, the important thing is to have a significant impact on stakeholders and the external environment in order to enable the organization to achieve its goals. For others, it is the internal aspects of the organization that will take priority. These leaders will try to influence people to create a work environment conducive to the achievement of organizational goals.

Meanwhile, some leaders will mainly focus on the people involved. Their primary concern is to establish a harmonious environment in which employees can perform their duties effectively. For others, the achievement of results and objectives will represent the fundamental motivator. In this case, results will take precedence over many other aspects, pushing to ensure that employees go above and beyond to meet the expectations.

The combination of these two axes (internal/external orientation and people/results) helps to identify a number of specific styles that reflect the leader’s concerns or focus. The Lead-R results allow us to better understand these concerns and where you stand in relation to these two axes. In your particular case, we note that your prevalent styles are:

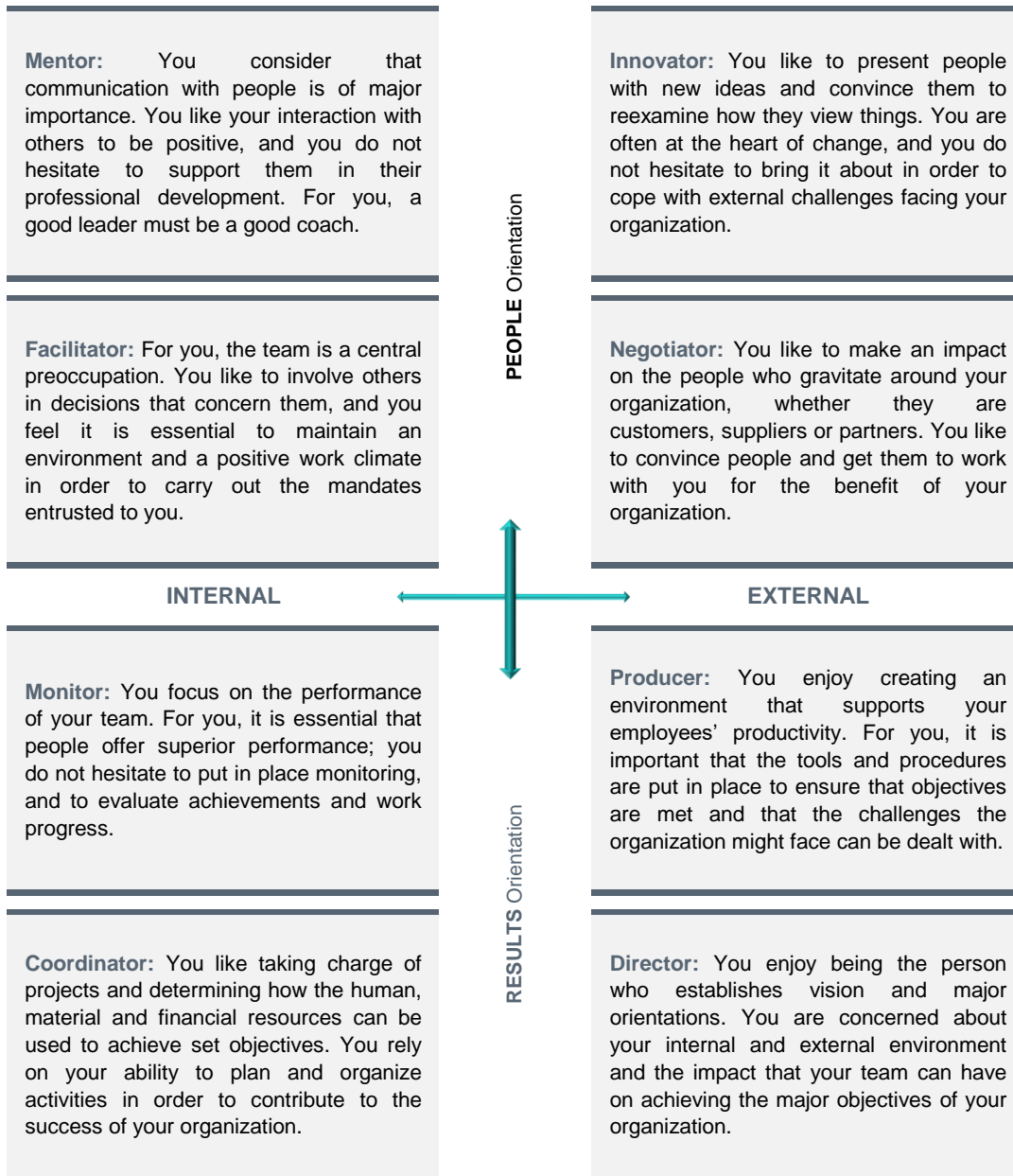


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Your Focus

Your results show that you might be oriented towards other leadership styles as well. As a reference, we are presenting below each one of the styles.



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Your Focus - Your Results

Advantages of the Preferred Style	Challenges of the Preferred Style
<p>You think it is essential to pay special attention to your team's internal processes and the particularities of your employees. You believe a harmonious environment will help create high-performing teams.</p>	<p>The importance you attach to processes and employees contributes to the progress of activities. However, it is essential that you also pay similar sustained attention to outcomes and factors in the external environment.</p>
<p>You put a lot of emphasis on people and the efficiency of internal processes. You prefer communicating and developing your resources to facilitate the achievement of this objective.</p>	<p>Your willingness to communicate with your resources facilitates the exchange of information and the clarification of objectives. However, you must ensure not to spend too much time on these activities and to also pay attention to result achievement and to the potential influence of the external environment on your team or organization.</p>
<p>Your creativity and willingness to change will ensure that your organization will be able to adapt more easily to changes and constraints of their environment.</p>	<p>Your need for change and innovation could put stress on the organization's resources which might have difficulty keeping up.</p>

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Your Environment

All styles of leadership are not equally suited to all environments. Although we know that some styles are more effective regardless of the context, we realize that certain conditions are more favourable for the expression of different approaches. For example, leaders who focus on creativity and accountability of employees will feel more comfortable in an environment that promotes change and dynamism. Conversely, a leader who places a strong emphasis on achieving results and the implementation of tighter controls will prefer to work in a more structured environment.

In general, two environmental factors affect the expression of leadership behaviours: employee maturity and environmental stability.

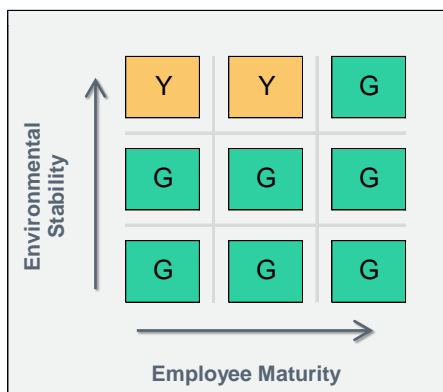
1

Employee Maturity: The maturity of employees is expressed in two ways. Mature employees are those who possess both the skills required to accomplish the tasks assigned to them and the will to accomplish these tasks. Therefore, a fully mature employee will possess both the experience and the skills required for employment, and will also demonstrate a willingness to engage fully. Conversely, an immature employee will not possess the required experience and skills and, in addition, will demonstrate resistance to the tasks assigned. Intermediate combinations of these two factors produce varying degrees of maturity. Note that the maturity level of an employee can vary with time or circumstances. For example, an employee may be fully mature for the execution of a particular type of task, but may have difficulty in relation to another type of task or in relation to a planned change. Therefore, it is important to analyze the environment in order to better understand the employees' degree of maturity.

2

Environmental Stability: The stability of the environment is also reflected in two ways. On the one hand, it refers to the degree of structure. Stable environments face few changes, internal or external, and their modes of operation vary only slightly depending on circumstances. On the other hand, stability refers to the level of harmony between employees and different organizational components. A stable environment will be both harmonious and relatively invariant, while an unstable environment will be the site of conflict and will be constantly changing.

Your Environment



Type of environment that is well suited to your leadership style.



Type of environment that could present some challenges for you, either in relation to the degree of environmental stability, or in relation to the level of employee maturity.



Type of environment that might be a lot more challenging for you, based on your preferred leadership style.

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Your Environment - Your Results

G

Your style is a good match for environments that value change and that are composed of employees who are both experienced and committed. Your tendency to favour accountability and creativity is well suited to this type of environment. Employees will easily adopt your approach to situations and to problem-solving.

Y

Your style is quite well suited to environments that are rather stable and that are composed of employees who have less experience. Your approach is structured enough to provide guidance and close supervision to the resources that do not have all the necessary capabilities to work independently. Depending on circumstances, you will have to adapt your approach in order to provide the level of support required for the team to operate smoothly.

R

Your style allows you to work in all types of environments. Your approach is such that you do not have to deal with situations that present too difficult of a challenge or you do not have to manage resources that would have too much difficulty adjusting to your approach.

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Your Questions

As a leader, it can be helpful to take a step back and question our way of doing things. Too often, our environmental constraints cause us to act without having the time to position ourselves more generally. The following questions, which are based on your results, will help you reflect on some aspects of your leadership. This exercise can be done individually. However, it becomes richer when you are accompanied by a superior whom you trust or a professional coach who can guide you effectively based on his/her experience and knowledge.

Points for Reflection

For each of the following sections, answer the questions by using the following avenues:

Find specific examples of where this aspect occurred and identify the positive elements that have contributed to the success of your intervention.

Conversely, find examples where you have struggled to cope with a situation.

What environmental elements play a more important role in your leadership?

How do you feel when you need to demonstrate leadership? Which are the emotional factors involved?

How do people react to your leadership interventions? What kinds of responses seem positive to you? What kinds of responses seem negative?

Who are the actors to whom you grant more importance in your interventions? Who are those to whom you give less importance?

Your Preferred Style

Questions

How do I see my leadership style? What are the strengths and weaknesses that I can identify in relation to this approach? If I had to change some things, what would they be? How can I use my existing strengths to develop the areas that need improvement? Will there be circumstances in which a different approach, than the one you prefer, would be more effective?

Your Answers :

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Your Questions

Your Motivation

Questions

What motivates you the most when you exercise your leadership style? What motivates you the least? What factors/circumstances affect your level of motivation as a leader? Beyond the internal motivation factors, what external factors could help to maintain your level of commitment (resources, recognition, benefits, etc.)? How can you maximize these factors?

Your Answers :

Your Focus

Questions

What kinds of challenges do you gravitate towards? Which ones are you trying to avoid? Do these challenges involve factors from the external or internal environment? What strategy do you use when you face challenges that interest you less? How do you approach the goals that you have been given? How do you feel when you are unable to achieve the expected results?

Your Answers :

Your Environment

Questions

If you had a choice, in what kind of environment would you prefer to work? What kind of environment generates the most frustration for you? What kinds of employees do you deal with most often? What kinds of employees do you prefer to avoid? Why? What distinguishes the two groups?

Your Answers :