

WSABI[®] Leadership Profile

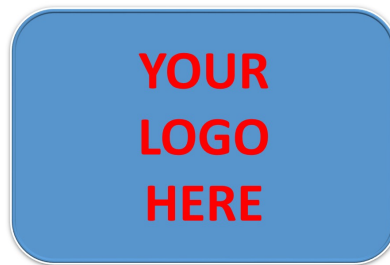
For

Miss Ann Example

**Informally, and throughout much of this report, Miss Example prefers to be referred to as
This Example**

**This is an example of a leadership report based on our research into
how effective leaders tend to answer the WSABI[®] questionnaire.**

Compiled For: Superior Account Name, Your Company



Introduction

The WSABI® Leadership assessment system was developed, and is continually being refined, from extensive and ongoing research into identifying the key traits commonly expressed by effective business leaders. WSABI® is specifically a work-related profiling system that has been researched and developed, for over 10 years, to produce the most accurate guide to identifying those aspects which particularly affect performance and culture-fit. The outputs were verified by obtaining comprehensive feedback from over two thousand test subjects, a large number of whom were senior executives or would move on to become managers and/or leaders during the period they were observed. WSABI® focuses explicitly on the work environment and the combinations of nature and nurture that lead to different people operating in different manners. We have identified various clusters of related attributes which indicate key strengths as well as fundamental requirements for any individual to function effectively. Certain combinations of the various attributes were commonly expressed amongst those people demonstrating effective leadership capabilities. This WSABI® Leadership Profile is designed to assess the level to which the respondent expresses particular attributes needed to be successful in a leadership position. Development needs to improve performance are also suggested. This profile should be used in conjunction with the respondent's WSABI® report which is designed to enhance the interview and selection process for use in recruitment or internal assessment processes.

The WSABI® Leadership profiling tool is most appropriate for the assessment of the capabilities of people who occupy, or are being considered for, a role in which there is responsibility for leading a group of people. This responsibility does not always involve line management of the group. For instance, important in driving innovation in organisations, the role of Network Leader <http://www.transforming-capability.co.uk/tools/enabler-toolset/network-leadership> is to build and orchestrate communities, spread new ideas, and achieve effective co-operative action. The main content of this report is based on analysis of the respondent's work style preferences and her own perception of her strengths and weaknesses. Where this report has been compiled by an accredited and licensed WSABI® Master Practitioner, further independent observations, based on behavioural interviewing, may be included. For a more comprehensive picture of the respondent's leadership abilities an additional 360° assessment should be conducted.

Key Notes on Leadership versus Management

There are many published academic studies that have created highly credible leadership theories and models. An excellent overview can be found at <http://www.businessballs.com/leadership-theories.htm>. Our own research observations, since 2004, of effective leaders and the key traits they exhibit, align closely with many of those findings and/or models and this report combines aspects of a number of the theories. A main point that must be reiterated here is that there is a fundamental difference between Leadership and Management; the former always involves responsibility for leading people (though not necessarily with direct line management responsibility) whereas management need only be concerned with responsibility for monitoring and affecting performance. A manager can be involved in organising people but a leader causes them to follow him/her. Nevertheless good leadership also includes responsibility for managing. Essentially, in addition to developing the strategies and establishing stretching goals for the team, a leader must be able to effectively communicate the vision and achieve commitment and buy-in to the plans and objectives. The "Peter Principle" whereby there is a tendency for managers to be "promoted to the level of their incompetence", is a real danger for organisations. In the course of our research we observed a number of people who had risen to senior positions but who were primarily enforcing and/or controlling rather than leading. We also identified a number of behaviours exhibited by poor leaders that serve to alienate, demotivate and adversely affect the performance of their colleagues and reports. Potential warning signs are presented in this report together with recommendations on how to improve capability and develop leadership skills.

Ann Example - Leadership Profile

A Note of Caution

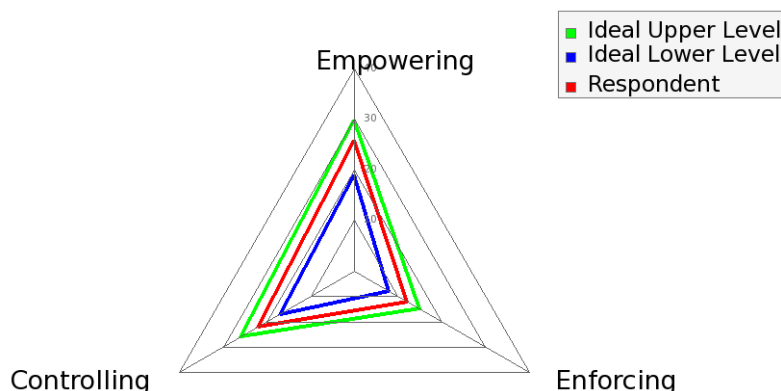
This report provides only a snapshot in time based on the respondent's current work related focus. If that focus is either very narrow or very broad, due to the current constraints and demands of the job or lack of experience, their full potential may not be identified here. There are also particular characteristics such as charisma, gravitas, egotism, arrogance, neuroticism, narcissism etc. that cannot be ascertained through the analysis of questionnaires alone. This report should always be used in conjunction with other information garnered through face to face interviews, together with a thorough evaluation of past performance. The following sections need to be considered in the context of the respondent's current (or recent) role and accountabilities. It is therefore essential to first ascertain whether she is, or has recently been, occupying a leadership function. If yes, this report indicates the current level of application of leadership skills. If not, then the following analysis relates to her potential to demonstrate leadership abilities.

Disclaimer

This report has been generated automatically based on algorithms used to analyse the respondent's completed questionnaire and import text based on our research involving test subjects who provided similar answers. Neither the programmers, text authors, researchers nor owners of this website have had any direct contact with the respondent. Whilst we have endeavoured to produce a system that generates highly accurate outputs we cannot guarantee that all the wording presented is entirely representative in all cases (i.e. there may be the odd nuance or the occasional interpretation that the respondent does not wholly agree with). In accordance with our published best practice, terms and policies (see wsabi.co.uk/privacy-terms-and-policies/ for links), where the reports are being used as a tool to aid recruitment and/or assessment processes, the respondent should always be allowed to comment on them and their interpretation and to correct any misconstrued comments.

How Does Miss Ann Example Compare?

Leadership vs Management Triumvirate Scores



Miss Example's leadership style falls within the 'ideal range' where empowerment, control and enforcement are balanced to enable the most effective use of authority whilst giving the right amount of freedom to her direct reports. Whether she currently operates in a more autocratic or democratic way will be determined by the dominant attributes described later in this section. A key aspect of successful leadership is flexibility. As This Example's scores are within the ideal range, this indicates that she is able to adapt and adopt the style most appropriate to the situation and respond to changing circumstances. Some situations, such as an emergency, require quick decision making in an autocratic style. On the other hand, there are times when a more consultative or democratic approach may be better suited, e.g. when reviewing quality initiatives.

Miss Ann Example's Dominant Style

Currently This Example demonstrates a predominantly empowering leadership style. As the score for this style is within the ideal range, she will delegate appropriately and encourage active participation in decision making, allowing her more time to focus on high-level strategies. She tends to be fairly trusting of others to show good judgement and to effectively carry out assigned tasks without too much supervision. A key trait shared by empowering leaders is the ability to explain the purpose and importance of what is required yet listen and be responsive to concerns and alternative suggestions. Whilst This Example will actively encourage team members to step outside their comfort zones, she will keep an eye on performance, provide regular constructive feedback and act in time to prevent confidence-draining failures. Nevertheless, she will allow for some errors to be made on the basis that such mistakes present learning opportunities.

Contributions From Non-Dominant Styles

Whilst not This Example's dominant style, her enforcing score is within the

Explanatory Notes

Our research into the capabilities of test subjects, who were operating in a managerial or leadership role, showed that there was a common triumvirate of forces or styles which dictated how they tended to lead or manage their teams.

In this respect:

EMPOWERING is the extent to which the leader or manager enables the individuals in the team to work to their strengths and operate in a manner and with a degree of freedom that best suits them.

CONTROLLING is the degree to which the leader or manager imposes his/her will on the team to ensure that tasks are carried out to his/her satisfaction

ENFORCING relates to the level to which rules and regulations are imposed and policed.

All of those subjects who were regarded as effective leaders maintained a good balance of this triumvirate of styles and operated within the range delineated by the 'ideal' upper and lower levels as shown in the chart in the left hand panel. 'Empowering' was the predominant style exhibited by inclusive leaders. Those people whose profile showed that 'Empowering' was significantly subservient to 'Controlling' and/or 'Enforcing' were shown to be operating more managerially than leading. In certain circumstances this might be a primary requirement of the role, so scores outside the ideal range do not mean that the respondent cannot act as a leader when/if those circumstances change. For instance in an emergency or when dealing with a crisis, a directive, autocratic style can be far more effective than a participative, democratic style.

ideal range. She will therefore like to choose which rules, regulations and procedures to follow. This flexibility will provide the team with the authority to challenge the status quo, when required for the good of the business, without adversely affecting quality standards. She will also question policies and modify processes if this will improve organisational performance. Nevertheless she also likes to maintain a reasonable amount of order and structure and to get the team to adopt and share best practice.

The 'Controlling' aspect, being within the ideal range, will have a relatively strong modifying effect on how This Example leads or manages the team. Whilst open to some input from the team, she will nevertheless expect her decisions to be respected and followed without too much question. She demonstrates good personal drive and will keep in mind clear and specific goals based on her experience of what can be achieved. This Example appears to adopt a realistic, yet relatively ambitious, outlook for the team's objectives, whilst being aware of the context in which the organisation operates. She will also be capable of determining the amount of risk that can reasonably be taken in order to achieve the goals. In some cases, therefore, she may have largely decided which direction to take before involving others in the decision making process.

Expression Of The Primary Leadership Attributes

The main work-style attributes exhibited by This Example include those traits commonly seen in effective leaders, as outlined in the explanatory notes. This Example's work style is dictated by the desire to build and lead an effective team. How well she succeeds in this endeavour depends on what her other strengths include and which other attributes she predominantly displays. These aspects, together with any limitations, will be dealt with at a later stage in this report.

In this case This Example's responses to the WSABI[®] questionnaire produced a relatively high score for the primary leadership attributes. This indicates a fairly strong focus on strategic matters with a willingness to engage with others in the decision making process. Whether this translates to a truly empowering leadership style depends on the relative expression of the secondary leadership traits described in the next section of this report.

This Example's well developed strategic awareness endows her with a natural ability to create and develop a meaningful vision with achievable goals and objectives. Being good at dealing with complexity, coupled with the ability to take a global perspective, means she can envisage many different options. This Example will also be good at producing an overview of situations and quickly gaining a broad understanding of the business landscape. Although a 'systems thinker', she also attends to her instinct and intuition thereby enabling her to feel/see how things fit together and predict outcomes of different approaches.

In essence, the definition of a leader is a person who causes others to follow his/her lead. This Example shows good political awareness, is naturally persuasive and will be capable of actively and effectively canvassing support for her views and objectives. One of her key strengths is the ability to rise above interpersonal differences and get groups to agree on a course of action. Her choices when answering the WSABI[®] questionnaire indicate a relatively high level of self-confidence and belief. This high level of conviction will convey a sense of authenticity and trust in the direction she sets. This Example will openly encourage people to express their views but will probably influence the discussion to create a consensus centred on her own judgement.

This Example will be quick to spot individual talents and use them effectively in pursuit of business and/or group objectives. She demonstrates an inclusive style and a natural talent for organising others. This will enable her to get people, with different capabilities, to work well as a team. She shows the ability to spot strengths in others as well as the ability to recognise and exploit their skills and knowledge. This Example will delegate readily. Sometimes though, she can be too trusting and may not recognise the capability limits of those she expects to carry out the tasks entrusted to them. When dealing with problems, she will expect others to present an overview of the issues together with their ideas for solutions. In such cases, she will weigh up high-level pros and cons to

Explanatory Notes

The WSABI[®] programme analyses how different sets of related traits combine to give an accurate picture of the respondent's overall capabilities. All the effective leaders we studied had the same dominant attribute cluster in common. In essence this conferred the ability to cause others to follow their lead. Most often, the practical application of the related traits involved understanding the business landscape, the creation and development of a meaningful vision with achievable goals & objectives, political awareness and the ability to recognise and exploit other peoples' capabilities. The level to which these are expressed depends upon the relative level of focus on other aspects of the respondent's job and his/her combined work-style preferences.

The level of expression of the secondary leadership attributes determine how well the vision is communicated and translated into strategies and action. These factors will influence how others judge the respondent in terms of functional effectiveness.

In a few circumstances these factors may combine to create a negative impact. If this is the case it will be identified at the end of this section.

devise workable options.

The Secondary Leadership Attributes

Communicating The Vision

The selections made when completing the WSABI® questionnaire suggest that communication isn't one of This Example's key strengths, but neither is it a weakness. She shouldn't really have any problems communicating her vision but will probably choose to interact predominantly with small groups or on a one to one basis. She will probably concentrate on sharing the key details rather than try and enthuse the audience with ebullient speeches. Her message may not therefore be as inspiring as it could be, so if a public relations exercise is required she would probably be wise to work with more naturally gifted communicators.

Sense Making / Informing Strategic Decision Making

Although data analysis does not appear to be amongst This Example's core strengths, she will nevertheless be capable at looking at data and management reports to make sense of the business environment and inform her strategic decisions. In this respect, she will use relevant data to support the vision and to identify any patterns that can be exploited in order to create greater awareness of potential obstacles. On the other hand, she will also look for qualitative information to enable her to create alternative scenarios and will allow for more creative input to expand on the vision.

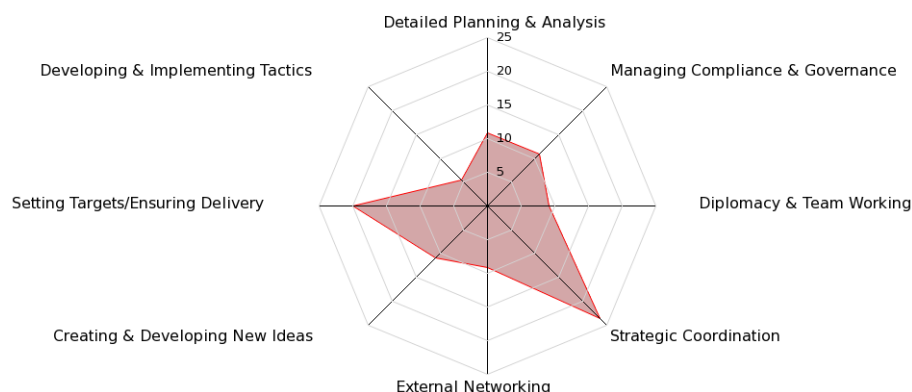
Although capable of attending to detail, This Example will not get bogged down with analysing the minutiae. At times though, she may miss a logical step or deduction. It would therefore be wise for her to consult with people who are more comfortable at dissecting management reports before taking major decisions.

Providing Direction / Translating The Vision Into Action

This Example chose those options that demonstrate a reasonable level of drive and determination to achieve. She likes to take a positive lead and will often face issues head-on. She will tend to look to how and where the vision opens new opportunities and do what she can in pursuit of these. In terms of translating the vision into action, This Example tends to focus on the end result and, at times, if quick gains can be achieved, may act first then ask questions later. When faced with obstacles, however, she will usually consult with others, but prefers them to present solutions not just report the problems.

Current Leadership/Management Activity Focus

% of Work Style Preferences Associated With Each Category



Strategic Coordination

The ability to visualise the big picture and organise resources and activities, in line with the major strategies, is a primary requirement of effective leadership. For This Example these aspects are amongst her key strengths and show where she will have a major input into the business.

With a fairly high score for strategic organisation, one of This Example's key strengths is the ability to overcome political barriers and get groups to agree on a course of action. Her approach helps define the vision, mission and future goals then identifies the suitable strategies to achieve them. By taking an overview of the how individual capabilities combine, she can usually organise them to achieve a more focussed effort to deliver superior performance. If in a position to do so, This Example is well suited to integrate different functional areas and coordinate the efforts of managers at all levels. In such cases, her level of persuasiveness should act to increase their commitment to achieving the agreed objectives, improve coordination of their activities and thus result in a more efficient deployment of resources.

This Example's strategic viewpoint allows her to see most of the organisational picture, together with its surrounding environments, and enables her to make the decisions aimed at generating greater competitive advantage. With regards to the planning process, she shows a good ability for formulating high level, cross-functional objectives and to set the primary goals. This Example's input into strategic planning generally allows the organisation to become more proactive than reactive.

Diplomacy & Team Working

These results indicate that less than 10% of This Example's time and effort involve the 'soft' interpersonal skills and emotional awareness needed to promote and maintain harmony within the team. Whilst she is focussed on what it takes to achieve the objectives, she may be failing to recognise who needs to

Explanatory Notes

This section highlights the relative effort and attention the respondent is **currently** directing to various key aspects of organisational leadership or management (if circumstances change significantly the respondent may adjust her style to cope). Most people tend to focus more on those activities they feel they perform best. Consequently, under normal circumstances, if one excels in particular areas, that person will give less credence to activities which they are less suited to. Activities which receive less than 10% of the respondent's attention need to be bolstered by complementary strengths attributed to other senior team members.

'Strategic Coordination' is the most important of these activities in terms of leadership. If the score for this undertaking is less than 15%, the respondent is not demonstrating the expected degree of systems-level focus (all acknowledged leaders scored more than 15% during our research). Similarly, the team or organisation being led requires direction. If less than 15% of his/her attention is being directed towards 'Setting Targets & Ensuring Delivery', the respondent is not focussing enough on the goals to guarantee success. Success also relies on the ability to create, connect, analyse, implement, monitor and work well together. If the leader excels in one or more of these aspects he/she adds greater value to the team, but related duties can all be effectively delegated to others who have better abilities in such areas.

be cajoled and gently encouraged to achieve the results. Where tact and empathy are required to deal with staff, customers or other stakeholders, someone more naturally skilled in these approaches than This Example will be needed to handle the situation.

Managing Compliance/Governance

Managing compliance or governance does not appear to be an area that This Example takes the lead in. Whilst directing her attention elsewhere, she is probably ambivalent about managing quality systems and would prefer for other team members to accept responsibility for such activities. In fact, in some circumstances, although accepting of the need to follow set procedures, she may view certain, non-essential, rules and regulations as more constraining than enabling. It may also be wise for This Example to include an efficient project manager within the team.

Detailed Planning & Analysis

This Example's responses to the WSABI[®] questionnaire indicate that she would prefer for someone else to take responsibility for analysing detailed information and inputting the results into the planning process. Whilst she is prepared to spend some time making sense of data she will probably resist getting heavily involved in the minutiae. Her activity focus score suggests that her interest in this aspect is average at best.

Developing & Implementing Tactics

Less than a tenth of This Example's attention is currently being directed towards developing and implementing tactics. She, therefore, appears to have little interest in marshalling resources to perform routine day to day activities. With her focus directed towards other matters, she may easily overlook the more mundane business requirements. This is a common limitation in leaders, but those who are successful generally have talented lieutenants who can translate the strategies into actions and remain task focussed to ensure all the little things that need to be done, get done.

Setting Targets & Ensuring Delivery

This Example demonstrates good drive and tenacity, with a focus on setting targets and ensuring their delivery. She is results-focussed and as such creates and maintains the call to action. This Example probably won't be content with just working towards delivery of the primary directives but will set stretching targets with the intention of beating the goals. Being quite competitive, she will push the team to achieve the results she desires. This Example will also be fairly tenacious in pursuit of new opportunities and the rewards these will generate.

Creating & Developing New Ideas

Occasionally This Example may show a spark of originality, but she is currently only demonstrating a fairly average level of interest in participating in activities aimed at creating and developing new ideas. Her approach is fairly conventional. Although receptive to alternative ways of doing things, she will not be the one who will set out to introduce novel concepts and methods.

External Networking

Based on the choices she made, This Example shows little desire to be involved

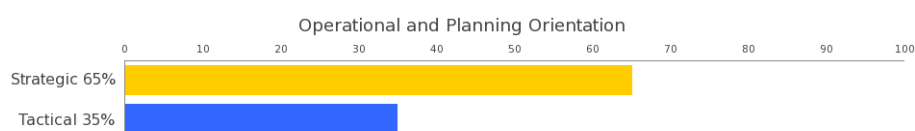
in outward facing activities such as external networking and lobbying. She needs a trusted deputy who can effectively and positively take on the mantle of 'the face of the organisation'. Without such a person, both the team and the business risk becoming introspective and consequently the public image might suffer. This could also lead to slow reactions to changing circumstances and political machinations, with the business losing ground to more responsive competitors. Even when only leading or managing a (small) team within a larger structure, it is still important for the leader to be seen to be leading otherwise her position and authority could be undermined. The aforementioned deputy would also need to ensure that internal communication channels function well so that others in the organisation, who need to know about This Example's (and her team's) actions and plans, are kept informed.

Decision Making Balance

When considering how best to proceed, This Example recognises that the needs of the organisation and the needs of the people are both strong drivers to be harnessed in unison. She maintains a long term view of how judgements affect motivation but won't hold back from making decisions in favour of short term operational efficiency. She will take time to explain her rationale to the people involved in order to get them to understand what is expected of them and to accept choices that may not be popular. In essence, her primary approach is to encourage teamwork whilst focusing on improving output and results. This will allow This Example to gain a strong commitment to contribute towards success.

Overall, the data suggests that, on occasions, This Example has a tendency to attend to her personal values and/or belief systems before considering all the facts. As a result, her decisions might sometimes appear biased towards such beliefs. When such views are important, yet don't wholly match the facts, she may tend to look for further evidence to support her views. Nevertheless, This Example demonstrates a fairly good, subjective appreciation of potential consequences and will consider these when weighing up alternative courses of action. In this respect, if the logical choice will have a strongly negative impact on the team, or causes that she cares about, she will look for other options, or possibly defer making a decision.

In terms of the reach and impact of This Example's decisions the following chart shows her current outlook in terms of strategic versus tactical focus.



This Example prefers to take a long term, highly strategic view and her decisions are mostly directed towards the attainment of business goals. She is strongly focussed on the big picture and these results indicate an excellent ability to foresee issues and predict outcomes. However, she is not focussed on tactical necessities and is likely to disregard incremental improvements to current activities. In terms of dealing with issues, This Example's judgement is far more aimed at prevention than cure and she may overlook the obvious 'quick fix' or temporary solutions. She will be far more effective at planning ahead than reacting to a crisis.

Explanatory Notes

Effective leaders need to consistently demonstrate good judgement and be able to make effective decisions aimed at generating successful outcomes. Some of the established leadership models provide useful insights in this respect and were widely utilised in the research that resulted in this profiling system. The Blake-Mouton Managerial Grid* was particularly useful in informing how two main considerations combine to influence key decision making. These considerations are the 'concern for people' and 'concern for production'. Allied to these considerations and found to be equally important is the degree to which people attend to their values or belief systems or can disassociate themselves and take an unemotional, objective view to make logical deductions. In terms of the reach of what decisions are made, and how this reflects on the respondent's ability to perform as an effective leader, needs the above considerations to be appraised in the context of the balance between strategic and tactical thinking.

*(Blake, R.; Mouton, J. (1985). The Managerial Grid III: The Key to Leadership Excellence. Houston: Gulf Publishing Co.)

Possible Adverse Reactions

Being an inclusive leader means that This Example delegates readily but, at times, she may be too willing to assume that others are ready, willing and able to carry out her plans. Whilst encouraging others to work outside their comfort zones, she may fail to realise their actual limitations. Although she will listen to their concerns, her persuasive abilities may leave them feeling manipulated and unsupported.

This Example loves developing strategies but this may result in not enough attention being given to implementation and business maintenance activities. The data suggests that she needs to surround herself with people who can carry out her plans. A possible negative effect, of such reliance on others, could be a failure to act effectively if isolated from them.

Suggested Development Interventions

This Example could probably do with improving her communications and networking skills. She is probably relying on other, more gifted, communicators to promote the vision to the team, or externally, the image of the organisation. As a leader, she needs to be able to get her message across to a wide audience, with greater assurance. At the very least, she will benefit from presentation skills training.

This Example sometimes probably errs too much on the side of caution. Greater results could be achieved if she would step outside of her comfort zone. We recommend that she is provided with regular access to a mentor or coach who can help with the understanding of perceived risks in the right context.

Although This Example's style encourages creativity and the exploration of new ideas and concepts, there will be times when she and the team need a reality check in order to adopt a more workable approach. Whilst it would be bad to restrict the flow of ideas, as a leader or manager This Example should be able to prioritise those that will produce tangible results, a good return on investment and a competitive advantage. Training in ideas evaluation and filtering techniques and working with an innovation consultant to apply effective convergent thinking processes is recommended.

All in all, leaders need to be adaptable and responsive to changing circumstances. In this section we have suggested some development interventions based on common needs of people with similar profiles to This Example. As she develops, other ways of improving her performance may also be beneficial. This report provides just a snapshot in time so this exercise should be repeated in the future to identify what further training and coaching she may need. One key characteristic, which all effective leaders demonstrate, is a strong desire to keep improving their skills, knowledge and understanding.

Explanatory Notes

Earlier in this report, certain strengths, if evident from the respondent's profile, will have been highlighted. However, nobody is perfect! In most cases there is a price to be paid for these strengths and these are exhibited as commonly expressed 'Adverse Reactions'. These should be acknowledged and coaching provided to mitigate these effects in a way that doesn't compromise the other benefits.

Finally we suggest other development interventions that can help strengthen the respondent's abilities and overcome any obvious limitations.