



Leadership Insights Assessment

All Leaders bring their personality, experiences, aspirations, and personal and professional objectives with them as they drive to the office. The combination of these perspectives will influence and determine their *Leadership Style* as they walk through the front door and begin their day as the person responsible for the direction, development, and outcomes of the teams they lead.

It's both easy, and hard, to put a label on a Leader. In practice, most leaders will draw from a variety of influences that may look like a particular style in one situation, and another style in another situation or on another day. A Leader might have a dominant go-to style, but also lean on other approaches when circumstances require a different style.

Use this survey to explore and identify which combination of styles that an individual Leader naturally leans on in their leadership role. There is no right or wrong answer, and each style can be effective and appropriate at different times and in different environments. Each of us likely falls into more than just one style category, but we generally have a dominant or preferred style for most situations. This tool will help the Leader be more self-aware of their leadership style. This tool also includes three basic questions and a section to score 15 different leadership traits.

The first objective of this process will be to collectively identify how a Leader's team "**perceives** the Leader" in action, i.e. which style or styles the Leader's team *sees* first hand in the work environment. The second objective will be to have the Leader identify how they would "**ideally** like to lead", in other words, the leadership style(s) the Leader would aspire to lean on when they are at their best. We aren't looking for the Leader to tell us which leadership style "they think they use" ... the team survey responses will do that with truly objective clarity.

The final step will be to discuss and possibly address the distance, or gap, between the two views. In a perfect world the two views would be identical. If there is a gap, that's not necessarily a problem, but rather an opportunity for the Leader to become more self-aware and to provide insights on how to bring together their desired way of leading and the way they lead in reality.

An independent company representative should print and distribute pages 2 - 5 to each member of the Leader's team (along with an empty return envelope). Once the team members have completed page 2, they should return it anonymously to the company representative.

After all responses have been returned and the Leader completes page 2 themselves, Water Stone Leadership will prepare a summary of results and debrief with the Leader. Information provided by the team members will be shared with the Leader on an anonymous basis only.

Note: The information found on pages 3 - 5 was taken directly from Indeed.com and provides descriptive insights into all 9 referenced leadership styles.

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LEADER'S NAME	
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In the table below, please provide ballpark percentages next to the leadership style(s) that you feel best describe how the Leader interacts with their team. If you feel the Leader exhibits a single style most of the time, then put 100% next to that style. Otherwise, provide relative weightings next to the 2 or 3 styles you feel best describe the Leader. Typical weightings might be 60/20/20, 60/30/10, 80/20, or 50/50 as examples.

%	Leadership Style	Short Commentary
	Servant	Humble and empathetic
	Visionary	Inspirational and future focused
	Transactional	Performance focused
	Laissez-faire	Delegatory and hands-off
	Democratic	Inclusive and collaborative
	Pacesetter	Goal Setter and cheerleader
	Bureaucratic	Hierarchical and duty focused
	Autocratic	Authoritarian and result focused
	Coaching	Guiding and motivational
100%	TOTAL	

Three Easy Questions:

<i>1. Describe one thing the Leader could do more of that would help you do your job better:</i>
<i>2. Describe one thing the Leader could do less of that would help you do your job better:</i>
<i>3. Describe the one thing you most appreciate that the Leader brings to the team:</i>

Score each of the Leader's leadership traits on a scale of 1 to 10, with 10 being highest:

Accountability		Delegation		Humility	
Communication		Emotional Stability		Integrity	
Confidence		Empathy		Learning Agility	
Courage		Enthusiasm		Team Building	
Decisiveness		Fosters Creativity		Vision & Purpose	

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Appendix Leadership Style Definitions

Servant leadership style

Servant leaders live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to produce great work regularly. Because of their emphasis on employee satisfaction and collaboration, they tend to achieve higher levels of respect.

A servant leader is an excellent leadership style for organizations of any industry and size but is especially prevalent within nonprofits. These types of leaders are exceptionally skilled in building employee morale and helping people re-engage with their work.

Benefits: Servant leaders have the capacity to boost employee loyalty and productivity, improve employee development and decision-making, cultivate trust and create future leaders.

Challenges: Servant leaders can become burnt-out as they may put the needs of their team above their own, they may have a hard time being authoritative when they need to be and the organization's goals may be at risk if the servant leader is only focused on the needs of their immediate team.

Visionary leadership style

Visionary leaders have a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas. A visionary leader is also able to establish a strong organizational bond. They strive to foster confidence among direct reports and colleagues alike.

This type of leadership is especially helpful for small, fast-growing organizations, or larger organizations experiencing transformations or corporate restructuring.

Benefits: Visionary leadership can help companies grow, unite teams and the overall company and improve outdated technologies or practices.

Challenges: Visionary leaders may miss important details or other opportunities because they're so focused on the big picture. They also may sacrifice the resolution of present-day issues because they are so future-oriented, which could leave their team feeling unheard.

Transactional leadership style

A transactional leader is someone who is laser-focused on performance, similar to a pacesetter. Under this leadership style, the manager establishes predetermined incentives—usually in the form of monetary reward for success and disciplinary action for failure. Unlike the pacesetter leadership style, though, transactional leaders are also focused on mentorship, instruction and training to achieve goals and enjoy the rewards.

While this type of leader is great for organizations or teams tasked with hitting specific goals, such as sales and revenue, it's not the best leadership style for driving creativity.

Benefits: Transactional leaders facilitate the achievement of goals, through short-term goals and a clearly defined structure.

Challenges: Being overly focused on short-term goals and not having long-term goals can cause a company to struggle with adversity. This style stifles creativity and is unmotivating to employees who are not incentivized by monetary rewards.

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Laissez-faire or hands-off leadership style

This leadership style is the opposite of the autocratic leadership type, focusing mostly on delegating many tasks to team members and providing little to no supervision. Because a laissez-faire leader does not spend their time intensely managing employees, they often have more time to dedicate to other projects.

Managers may adopt this leadership style when all team members are highly experienced, well-trained and require little oversight. However, it can also cause a dip in productivity if employees are confused about their leader's expectations, or if some team members need consistent motivation and boundaries to work well.

Benefits: This style encourages accountability, creativity and a relaxed work environment. Because of this, it can also increase employee retention.

Challenges: This style does not work well for new employees, as they need guidance and hands-on support in their early days. This method can also lead to a lack of structure, leadership confusion and employees feeling a lack of support.

Democratic or participative leadership style

The democratic leadership style (also called the participative style) is a combination of the autocratic and laissez-faire types of leaders. A democratic leader is someone who asks for input and considers feedback from their team before making a decision. Because team members feel their voice is heard and their contributions matter, a democratic leadership style is often credited with fostering higher levels of employee engagement and workplace satisfaction.

Because this type of leadership drives discussion and participation, it's an excellent style for organizations focused on creativity and innovation—such as the technology industry.

Benefits: Under this leadership style employees can feel empowered, valued and unified. It has the power to boost retention and morale. It also requires less managerial oversight, as employees are typically part of decision-making processes and know what they need to do.

Challenges: This leadership style has the potential to be inefficient and costly as it takes a long time to organize big group discussions, obtain ideas and feedback, discuss possible outcomes and communicate a decision. It also can add social pressure to members of the team who don't like sharing ideas in group settings.

Pacesetter leadership style

The pacesetter leadership style is one of the most effective for driving fast results. These leaders are primarily focused on performance. They often set high standards and hold their team members accountable for hitting their goals.

While the pacesetter leadership style is motivational and helpful in fast-paced environments where team members need to be energized, it's not always the best option for team members who need mentorship and feedback.

Benefits: Pacesetter leadership pushes employees to hit goals and accomplish business objectives. It promotes high-energy and dynamic work environments.

Challenges: Pacesetter leadership can also lead to stressed-out employees as they are always pushing towards a goal or deadline. The fast-paced work environment fostered under this style can also create miscommunications or a lack of clear instructions.

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Autocratic leadership style

Also called the authoritarian style of leadership, this type of leader is someone who is focused almost entirely on results and efficiency. They often make decisions alone or with a small, trusted group and expect employees to do exactly what they're asked. It can be helpful to think of these types of leaders as military commanders.

This leadership style can be useful in organizations with strict guidelines or compliance-heavy industries. It can also be beneficial when used with employees who need a great deal of supervision—such as those with little to no experience. However, this leadership style can stifle creativity and make employees feel confined.

Benefits: Autocratic leaders can promote productivity through delegation, provide clear and direct communication, reduce employee stress by making decisions quickly on their own.

Challenges: This style of leadership can cause stress to the leader by bearing all the weight of decision making. The lack of flexibility and rigidity, as well as the lack of interest in hearing the ideas from others, can cause resentment on the team.

Bureaucratic leadership style

Bureaucratic leaders are similar to autocratic leaders in that they expect their team members to follow the rules and procedures precisely as written.

The bureaucratic leadership style focuses on fixed duties within a hierarchy where each employee has a set list of responsibilities, and there is little need for collaboration and creativity. This leadership style is most effective in highly regulated industries or departments, such as finance, healthcare or government.

Benefits: This leadership style can be efficient in organizations that need to follow strict rules and regulations. Each person in the team/company has a clearly defined role which leads to efficiency. These leaders separate work from relationships to avoid clouding the team's ability to hit goals.

Challenges: This style does not promote creativity which can feel restricting to some employees. This leadership style is also slow to change and does not thrive in an environment that needs to be dynamic.

Coaching leadership style

A coaching leader is someone who can quickly recognize their team members' strengths, weaknesses and motivations to help each individual improve. This type of leader often assists team members in setting smart goals and then provides regular feedback with challenging projects to promote growth. They're skilled in setting clear expectations and creating a positive, motivating environment.

The coach leadership style is one of the most advantageous for employers as well as the employees they manage. Unfortunately, it's often also one of the most underutilized styles—largely because it can be more time-intensive than other types of leadership.

Benefits: Coaching leadership is positive in nature. It promotes the development of new skills, free-thinking, empowerment, revisits company objectives and fosters a confident company culture. Leaders who coach are often seen as valuable mentors.

Challenges: While this style has many advantages, it is more time consuming as it requires one-on-one time with employees. This may be difficult to obtain in a fast-paced environment with time-sensitive priorities.

Leadership Insights Summary Analysis

LEADER'S NAME		DATE	
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%	Leadership Style As Your Team Sees You



Leadership Style You Aspire To	%

Answers to three easy questions:

1. Describe one thing the Leader could do more of that would help you do your job better:

2. Describe one thing the Leader could do less of that would help you do your job better:

3. Describe the one thing you most appreciate that the Leader brings to the team:

How the Leader's team views his/her core leadership traits:

Accountability		Delegation		Humility	
Communication		Emotional Stability		Integrity	
Confidence		Empathy		Learning Agility	
Courage		Enthusiasm		Team Building	
Decisiveness		Fosters Creativity		Vision & Purpose	

(Average scores collected from the Leader's team, on a scale of 1 to 10)