Quintax®

LEADERSHIP STYLE REPORT

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ABOUT THIS REPORT

This report gives information about your leadership style at work. Specifically, the report identifies which leadership styles will come more easily to you on the basis of your fundamental personality preferences, and which will require more effort. We all tend to use most the styles that are compatible with our personality preferences, and so the report indicates how your leadership style is likely to be seen by others.

This report does not measure your skill in leadership, although there is clear evidence that some styles are more effective than others in leading modern organisations. As with any other area of competency, it is possible to develop and extend your range of leadership styles and skills through self-conscious development and practice. As well as providing feedback on your styles this report provides you with guidance on how to develop your leadership approach. You can make best use of this report by reflecting on the feedback, considering its relevance to your current situation and demands, and setting personal development objectives to practice new behaviours in one or more of the leadership dimensions.

PUBLISHER'S NOTE

This computer-generated report is obtained from the results of the Quintax Personality Questionnaire completed by the respondent and reflects the answers given by them. As with all self-report personality questionnaires the results rely on the respondent's accuracy, honesty and frankness. Until the results and their implications have been validated through feedback this report must be treated as a speculative report on the individual's preferences and work styles.

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THE QUINTAX LEADERSHIP STYLE MODEL

EFFECTIVE LEADERSHIP

There are many theories and models of leadership, but few have been subject to proper scientific validation. The most thoroughly researched model identifies two broad dimensions of effective leadership:

- Transformational Leadership - to change and develop organisations and people

- Transactional Leadership - to monitor and reward performance and ensure delivery

The Quintax model of leadership draws on this model to identify the five imperatives of effective leadership:

Active Leadership Components	
Transformational Leadership	**COMMUNICATE THE VISION**: Set the direction for your team, describe the future The leader develops and paints a clear picture of how the future will be, motivating and enthusing people through identifying and encouraging innovation and new ways of thinking about work
	INSPIRE THE TEAM: Build confidence and enthusiasm for what can be achieved The leader uses personal credibility and confidence to inspire people to be enthusiastic and energetic in pursuing challenging goals, empowering them to achieve more than they thought possible
	CONSIDER INDIVIDUALS: Show consideration for people's different needs, make everyone feel valued The leader demonstrates respect for others through recognising individual needs and treating each person as an individual, identifying how each can best contribute to achieving the goals of the organisation
Transactional Leadership	**MONITOR PERFORMANCE**: Keep on top of people's performance - intervene early if needed The leader actively monitors people's work at an appropriate level so that they can intervene early to avoid potential mistakes or problems
	GIVE FEEDBACK & REWARD: Provide regular feedback - reward appropriately The leader provides regular feedback to people about their performance. Desirable actions and outcomes are picked out for reward, while undesirable ones are identified and discouraged

Personal and organisational performance depends on the skilled application of both transformational and transactional leadership behaviours. Research has shown that the extent to which leaders demonstrate these behaviours is, in part, related to fundamental differences in personality style.

PASSIVE LEADERSHIP

Leadership researchers have identified a third dimension which essentially represents **non-leadership**, that is, not engaging in the transformational and transactional behaviours identified above.

This is termed passive leadership and can take either or both of two forms as described below:

| Passive Leadership Components	
Passive Leadership	**REACTIVE MONITORING**: The extent to which the leader only intervenes when others' actions result in problems or mistakes that come to the leader's attention
	NON-INTERVENTIONIST: The extent to which the leader allows others to work unguided and unmonitored, perhaps relying on the professionalism and integrity of others to ensure that the job gets done

In practice these two forms of passive leadership are closely related and so are combined together in this report. The probability of adopting a more passive approach is also related to personality style and is quantified in this report.

SUMMARY OF YOUR LEADERSHIP STYLE

Every leader has their own style of leadership, often based on the relative balance between transformational, transactional and passive styles. This section summarises the fit between your fundamental personality preferences and the 3 major dimensions of Leadership Style. The chart below indicates the likely strength of your preference for each of the Leadership Style dimensions relative to the Quintax 2015 norm, a group of over 8000 people (many of them managers or applicants to managerial positions).

- You will tend to prefer and practice most those styles that fit best with your personality (**natural** styles - score 8-10). You should find it relatively easy to develop competence in these areas.

- You will tend to avoid those styles that fit least well with your personality (**non-preferred** styles - score 1-3). It will require focus and effort to develop competence in these areas.

- Some styles fall into a category of **adoptable** (score 4-7). You may not assume them naturally, but you should be able to learn to become more competent in them.

The extent to which your natural personality preferences 'pull' you towards each leadership style is shown below:
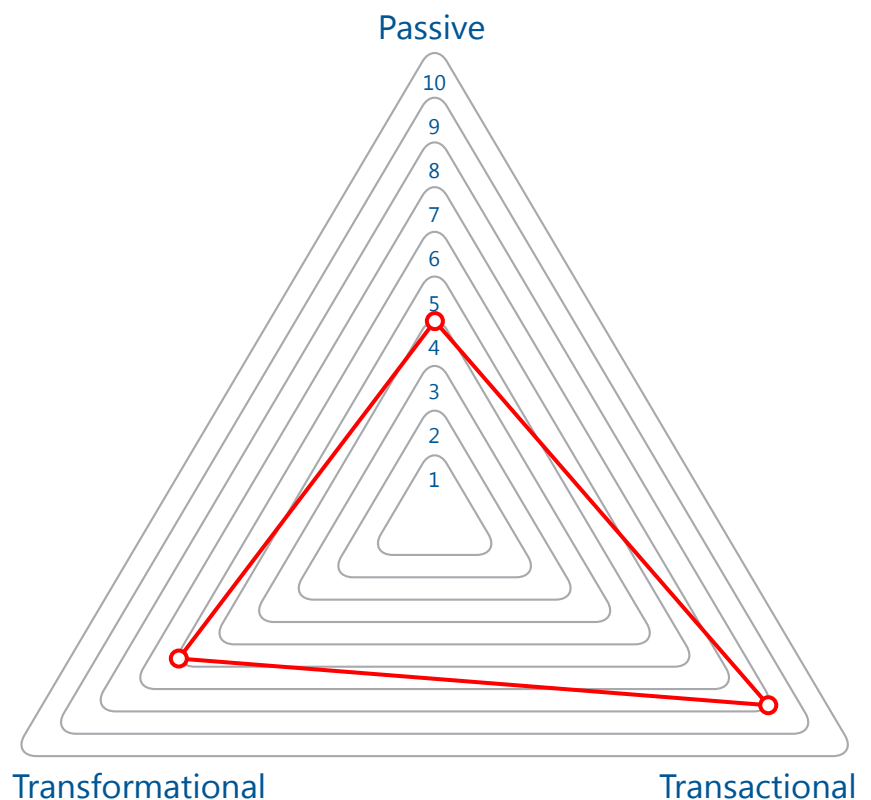
| Leadership Style	Score	Interpretation
Transformational	6	This is an adoptable style for you. While some aspects of this style may not come to you naturally you should find it possible to develop competence in this style.
Transactional	8	This is a natural style for you. Most aspects of this style should come to you naturally you should find it relatively easy to use this style and develop further competence in it.
Passive	4	This is a style which your natural preferences may lead you to adopt from time to time. However, you should find it possible to practise and develop further competence in your more active styles.

Interpretation

Taking all of the information together it appears that you have a natural personality fit to the transactional leadership style, while the transformational approach is something that you may adopt as the situation demands.

Among the two active leadership styles your preferred approach is a little more likely to be transactional rather than transformational. This means that others will tend to see you more as a leader who sets clear expectations, monitors and manages performance, provides prompt feedback on performance and gives rewards according to results. You are a little less likely to be seen as a transformational manager who sets and communicates their vision, endeavours to motivate and inspire the team and treats individuals with consideration.

Similarly to many people, you are likely to vary in the extent to which you adopt a more passive style of leadership, at times you will be more 'hands off', while at others you are likely to be more proactive.

DETAILED REPORT OF YOUR LEADERSHIP STYLES

TRANSFORMATIONAL LEADERSHIP

Elements of Transformational Leadership

|	
Communicate the Vision	8
Inspire the Team	6
Consider Individuals	6

1 2 3 4 5 6 7 8 9 10
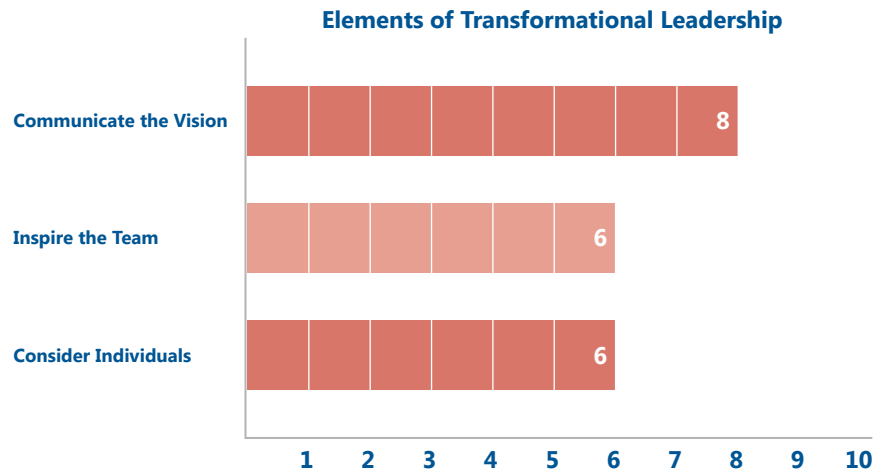
Communicating the Vision is a natural style for you. You are more likely than most to establish and communicate a clear personal vision as part of your leadership style. You will often endeavour to generate motivation among colleagues by describing exciting, innovative possibilities for different ways of working.

Inspiring the Team is a natural style for you. You are more likely than many to adopt an overtly inspirational style, and are likely to regularly seek opportunities to engage people through enthusiasm and passion for achieving your goals.

Considering Individuals is an adoptable style for you. You are about as likely as others to demonstrate consideration for individuals in your leadership style. From time to time, you will seek to give people your time and attention, and take into account their individual needs, motivations and interests, although you may not do so consistently.

TRANSACTIONAL LEADERSHIP

Elements of Transactional Leadership

Monitor Performance		8
Giving Feedback & Reward		8

1 2 3 4 5 6 7 8 9 10
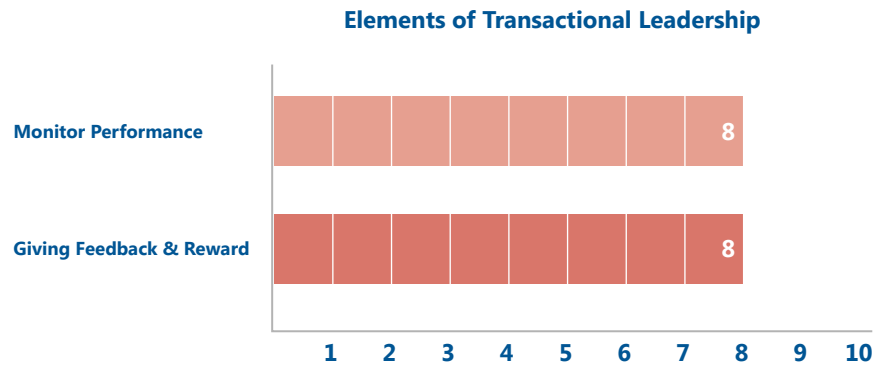
Monitoring Performance proactively is a natural style for you. You are likely to feel more comfortable than most in setting clear expectations and actively monitoring the work of others. You will seek to make an early intervention when you detect the possibility of error or potential difficulty.

Giving Feedback & Reward is a natural style for you. You are more likely than others to use feedback and reward as a means of maximising people's performance. You are naturally inclined to provide direct and timely feedback on performance, and to use either praise or corrective inputs to maintain and improve people's performance.

PASSIVE LEADERSHIP

Elements of Passive Leadership
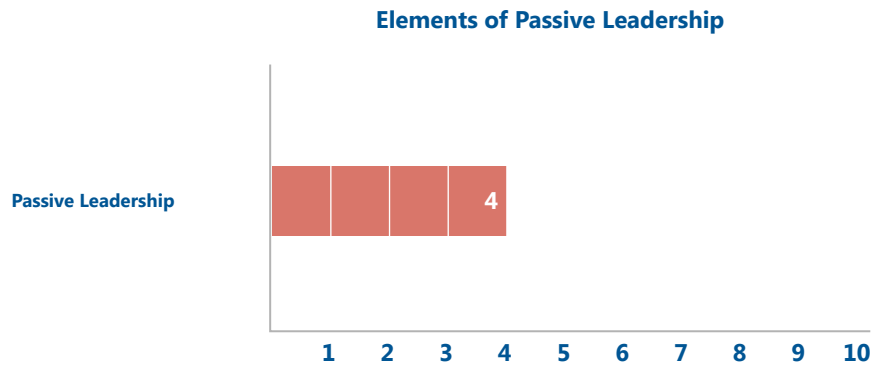
This suggests that while you may demonstrate a proactive approach to leadership at least some of the time, you may also find yourself adopting a more passive style at other times.

You may find it helpful to consider when a more positive transformational or transactional input might further energise and improve the performance of your team.

DEVELOPING YOUR LEADERSHIP STYLE

Before starting on any development activity you should note that this report consists of feedback on the fit of your personality preferences to the key elements of effective leadership. It is not an assessment of your current leadership skills - which will in part be a result of your experience and efforts to improve how you carry out your role as a leader. Nonetheless our personality preferences operate to a greater or lesser extent as a springboard to leadership competence.

As with any feedback you should consider its meaning for you and decide what to do with it. In any case you should combine this information with other feedback you have had about your leadership style and approach, for example, from appraisals, 360 feedback or other sources.

The following pages examine each of the five aspects of effective leadership in detail and suggest ways in which you could develop each of these aspects further. The pages at the back of this report provide space for you to record your strengths and weaknesses in leadership.

Note that it isn't always best to focus on your apparently weakest area and develop that. An alternative is to start by further developing the aspect of leadership that best fits your personality style. Another option is to consider which of the 5 aspects of active leadership is most important for you in delivering current organisational objectives and focus on that.

Once you have decided on an area of leadership for development you should use the Action Plan at the end of this report to produce an explicit plan for how you are going to develop. In our view, the best plans focus on how you can change your everyday behaviour at work to develop your skills. Set yourself an explicit objective and consider what you need to do differently to achieve it. Then try to make the change and monitor how effective it is. Be prepared to experiment to find the best approach for you in achieving your goal. Expect to find that some of the things you try make matters worse!. Find what seems to work for you and then practice it until it becomes part of your normal repertoire.

COMMUNICATE THE VISION

Leadership is about making a difference. Leaders develop and communicate a vivid picture of how the future will be. They breathe life into their vision of how things can be different for their team and the organisation. Leaders get people on board with their enthusiasm for doing things differently to get different outcomes. Leaders communicate their vision at every possible opportunity and maintain commitment to it despite setbacks and difficulties.
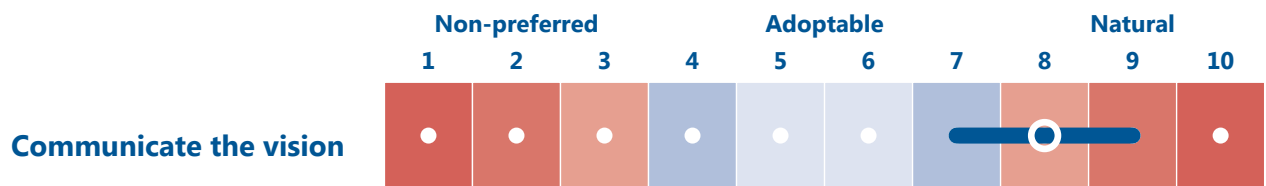
	Non-preferred			Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10

Communicate the vision

This is a natural style for you. Most aspects of this style should come to you naturally you should find it relatively easy to use this style and develop further competence in it.
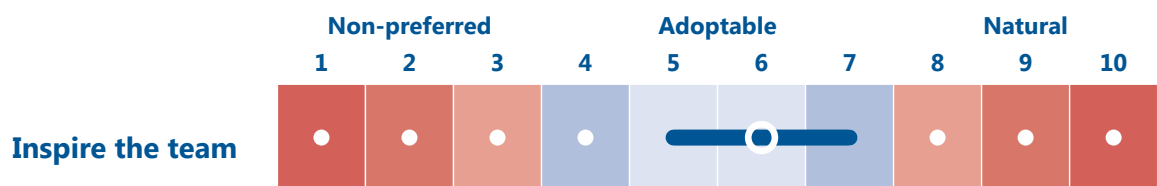
DEVELOPING YOUR VISIONING STYLE

Whatever your natural preference for this style it is important to consider both how to use it to maximum effect and how to develop it further. Below is a table of things you could do to develop and deploy your visioning style. Pick out the ones that appeal to you and try them.

Development Opportunities

- Seek out information about what organisations like yours will be like in the future. What are the forces for change? How will these impact your organisation? How will your organisation need to change? What does this mean for the direction this organisation should be travelling in now?

- Look at the mission and values statements for your organisation. Which of these are most important or motivating for you? What could you do differently or more of to achieve these?

- Look for opportunities to change the status quo that will improve what the organisation delivers for its customers. Be prepared to convince yourself and other people that the risk is worth taking

- Describe how work will be different for you and your team in 18 months time. What will you be delivering? How will you be working differently to deliver it? How will your customers and stakeholders benefit? How will you and your team feel?

- Write down what you would personally wish to accomplish in your current job. Imagine yourself in a job interview in five years time - how would you describe your achievement?

- Turn your aspirations for the future into a short statement or speech. Read it out to a trusted friend or colleague and ask them to feed back to you the extent to which the speech conveyed imagination, spoke of something out of the ordinary, evoked a clear visual image and demonstrated your personal commitment, passion and enthusiasm

- Make sure that your team and any relevant colleagues and customers/stakeholders know what your vision is - by telling them! Repeat it regularly in formal and informal meetings

- Consider how often you seek innovations from your team. How could you do this more often? Identify an area of the team's work that could be done better, let them come up with a different approach and help them implement it (even if you are not convinced it is the best approach)

INSPIRE THE TEAM

Leaders inspire people to be enthusiastic and energetic in pursuing challenging goals. Leaders generate this inspiration through personal credibility and building confidence among people that their goals can be achieved. Leaders provide people with challenges and meaning for engaging in shared goals and undertakings. Leaders make strong appeals for what needs to be done and stimulate the team to move forward. Leaders demonstrate integrity, consistency of purpose and selflessness in pursuit of their objectives. Leaders create a climate of anticipated achievement among the whole team that enables people to give of their best.

	Non-preferred				Adoptable				Natural	
	1	2	3	4	5	6	7	8	9	10
Inspire the team	○	○	○	○	●	●	●	○	○	○

This is an adoptable style for you. While some aspects of this style may not come to you naturally you should find it possible to develop competence in this style.
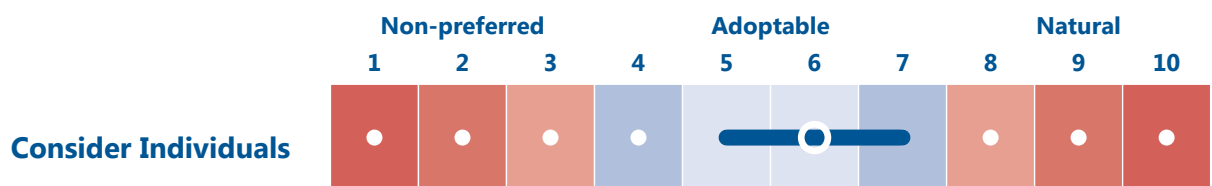
DEVELOPING YOUR INSPIRATIONAL STYLE

Whatever your natural preference for this style it is important to consider both how to use it to maximum effect and how to develop it further. Below is a list of things you could do to develop and deploy your inspirational style. Pick out the ones that appeal to you and try them.

Development Opportunities

- Identify and communicate the need for action. Provide people with a reason and incentive to engage with and progress your goals and plans

- Prepare and practice a brief statement or presentation for the team that creates a compelling argument for your goals and plans. Use a question and answer session to allow the team to explore your proposals, raise objections and make suggestions to build their ownership

- Seek to build a sense of collective identity among your team. Endeavour to make their work meaningful so that they have a higher sense of purpose that is aligned with your own goals

- Be clear about your own values and ideals. Identify what is important to you and use your passion and commitment to motivate others. People will only get on board with an initiative, change or plan if they see that you are fully behind it

- Demonstrate integrity through openness, honesty and consistency in your dealings with people. Lead by example - be consistent in demonstrating through your own behaviour how you expect things to be done. Say what you will do and do what you say

- Demonstrate your passion and commitment to a goal to your team through both words and actions. Show how you are putting the team's and the organisation's interests first. Be prepared to join in with the team's work and help out. Build the team's commitment by appealing to shared values and interests

- Regularly state and demonstrate your confidence in the team's ability to deliver. Build their confidence and pride in themselves as an effective and successful team

- Maintain and communicate a positive attitude towards achieving the desired outcomes. Encourage people by identifying and celebrating the accomplishment of both small steps and significant milestones towards achievement of the goal

CONSIDER INDIVIDUALS

Leaders recognise that each person has their own unique set of skills, needs and interests. Leaders value this diversity and work with individuals to maximise what they can uniquely offer the organisation through coaching and mentoring. Leaders find opportunities for people's growth through appropriate delegation and support to develop their skills and confidence. Leaders make sure that people feel valued for their contribution. Leaders spend time with their staff, listen to their concerns and give them their undivided attention.

	Non-preferred				Adoptable				Natural	
	1	2	3	4	5	6	7	8	9	10
Consider Individuals	●	●	●	●		◯		●	●	●

This is an adoptable style for you. While some aspects of this style may not come to you naturally you should find it possible to develop competence in this style.

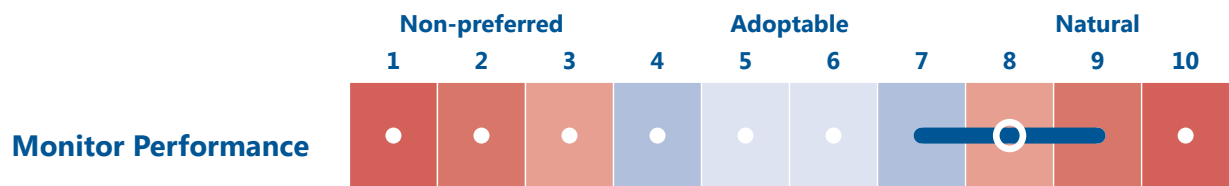## DEVELOPING YOUR INDIVIDUAL CONSIDERATION STYLE

Whatever your natural preference for this style it is important to consider both how to use it to maximum effect and how to develop it further. Below is a list of things you could do to develop and deploy your consideration style. Pick out the ones that appeal to you and try them.

Development Opportunities

- Create opportunities for people in your team to talk to you. Stop by people's desk or workplace, visit the coffee area, join people for lunch

- In 1 to 1s with people spend as much time finding out about their needs, interests, aspirations, expectations, etc. as you do setting goals, reviewing progress, or giving feedback. Try always to combine feedback on performance with discussions about the support or development needed to achieve it

- Give people your undivided attention when you have set aside time to talk with them. Make it clear that you want to listen to what they have to say. Acknowledge and show you understand their point of view, their needs and interests, their aspirations

- When delegating tasks think about who might benefit most from the opportunity to develop from the task. Be prepared to support people who feel less than fully confident in their ability to complete the task. Use this as an opportunity for some personal coaching

- Be sure to thank or praise people for a job well done as soon as possible afterwards. Expect different standards from people and choose when to praise to build people's confidence, sense of progress and value to the organisation

- Expect that every individual will be motivated by different things and will need developing in different ways. Find out what motivates and interests people and provide opportunities for these interests to be fulfilled. Vary your approach to managing and developing people to take this into account

- Make every effort to show that you want to help people develop their skills and competencies. Support training where possible, but more importantly look for opportunities for people to develop through their work. Discuss and provide the support they need

MONITOR PERFORMANCE

Leaders are clear and explicit about their expectations of people. They set clear goals and targets and identify the rewards and outcomes for those who achieve them. Leaders actively monitor the performance of their people, choosing methods and metrics that are appropriate to both the task and the person. Leaders intervene early when performance or behaviour standards are not being met and prevent these from escalating into serious problems.

	Non-preferred				Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10

Monitor Performance

This is a natural style for you. Most aspects of this style should come to you naturally you should find it relatively easy to use this style and develop further competence in it.

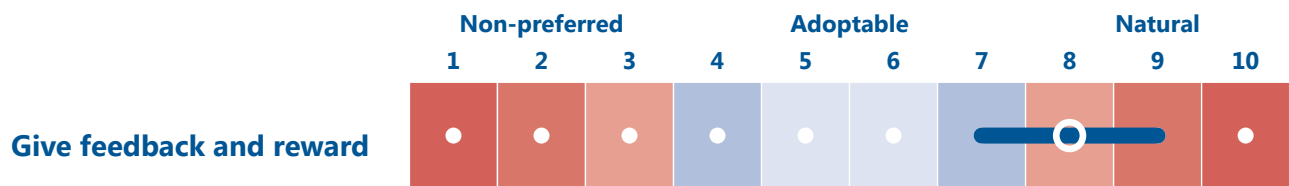## DEVELOPING YOUR PERFORMANCE MONITORING STYLE

Whatever your natural preference for this style it is important to consider both how to use it to maximum effect and how to develop it further. Below is a list of things you could do to develop and deploy your monitoring style. Pick out the ones that appeal to you and try them.

Development Opportunities

- Be clear about your expectations of people – agree objectives and targets through open discussion and check people's understanding of what has been agreed. Even so, don't assume that people immediately understand your requirements; reinforce the message regularly and above all reflect your expectations in your behaviour with them

- Ensure that you link people's performance priorities to the priorities, mission and values of the organisation - both to ensure that they are relevant and to clarify their significance for the individual

- Identify and use processes and measures for monitoring the work of people that are acceptable to both you and them - expect to vary this from person to person according to your needs and their capabilities and needs. Determine the level and nature of monitoring with which you and the other person will be mutually comfortable

- Look for informal opportunities to monitor performance. Visit people at their workplace, seek out informal feedback from customers and stakeholders

- Be prepared to intervene early when things appear to be going wrong. Don't allow a difficult situation to escalate through concern over the consequences of intervening

- Remember that performance is about behaviour and inputs as well as deliverables and outputs. That is, performance is about how a person sets about a task as well as their success in achieving it. Take care not to discourage desirable behaviours when the other factors may have influenced delivery of the task

GIVE FEEDBACK AND REWARD

Leaders seek opportunities to give people feedback and deliver or withhold rewards dependant on how the person has performed. Leaders recognise situations in which the establishment of a contract about what will be received in exchange for certain behaviours or level of performance are likely to be effective. Leaders reward promptly for desired behaviours and are not afraid to withhold rewards where agreed standards or exchanges have not been met.

	Non-preferred				Adoptable			Natural		
	1	2	3	4	5	6	7	8	9	10

Give feedback and reward

This is a natural style for you. Most aspects of this style should come to you naturally you should find it relatively easy to use this style and develop further competence in it.

DEVELOPING YOUR FEEDBACK AND REWARD STYLE

Whatever your natural preference for this style it is important to consider both how to use it to maximum effect and how to develop it further. Below is a list of things you could do to develop and deploy your feedback and reward style. Pick out the ones that appeal to you and try them.

Development Opportunities

- Seek opportunities to provide frequent feedback to people to keep them informed of how they are performing and to address any issues or problems as soon as they arise (or are at risk of occurring)

- Learn how to feed back potentially difficult messages in a way that maintains the person's motivation and morale. Focus on behaviour that the person can change not broad personal characteristics that they can't. Identify what the person can do differently to achieve what you expect of them

- Discuss, clarify and agree with people what rewards or other consequences depend on their performance. Be consistent in terms of what is good, acceptable or unacceptable. Make sure that you reward good performance consistently

- Be creative in identifying rewards. Not all rewards need to have a significant financial value. People can be motivated by more symbolic rewards, e.g. salesperson of the week, best example of customer care, etc. which can be celebrated by the whole group

- Try to reward desired actions, behaviours and outcomes as soon as possible after they have been performed. This requires you to be perceptive about what is actually happening and imaginative in your stock of rewards. A simple 'thank you' may suffice - perhaps better if backed up in writing. Chocolate, cakes and other treats can also be effective rewards (as much because they are symbols of your appreciation as for the pleasure of eating them)

- Team rewards can sometimes be more efficient than individual rewards. In some situations teams will regulate themselves to achieve outcomes from which the whole team benefits. Similarly, unwanted behaviour by individuals can be extinguished if it results in an undesirable outcome for the whole group

YOUR CONCLUSIONS

Use this section to record the conclusions that you can draw from this analysis.

MY STRENGTHS IN LEADERSHIP ARE:

1.

2.

3.

MY WEAKNESSES IN LEADERSHIP ARE:

1.

2.

3.

THE ASPECT OF LEADERSHIP I CAN MOST USEFULLY DEVELOP FURTHER ARE:

1.

2.

3.

ACTION PLAN

Use the table below to construct an Action Plan for developing your leadership skills.

What do I need to develop?	How do I intend to develop it?	Who do I need to consult / involve?	When will I review my progress?	How will I know if I have achieved it?
1				
2				
3				