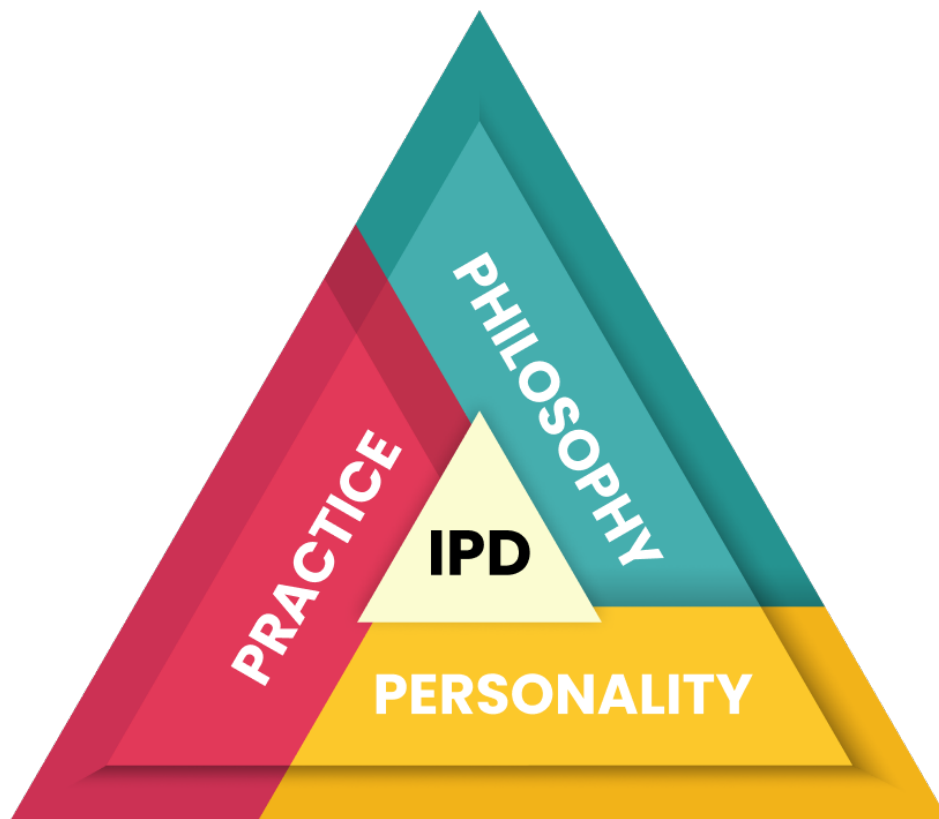# EXECUSPECT

LEADERSHIP DEVELOPMENT
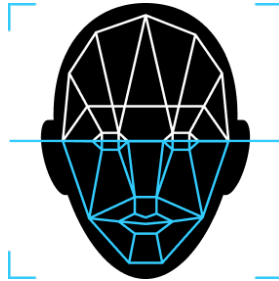
To develop a personal pathway to professional success, we start with three questions:

1. What do you believe is sustainable leadership? (Philosophy- SKAN)
2. What are your innate behaviors that drive your leadership? (Personality- SKAN)
3. Why do you believe what you believe about leadership? (Practice- Interview)

SKAN
REPORT

A Skills Analysis

for Leadership Development

A report prepared for

Hall, Todd M

SKAN

In this report you will find graphs, definitions, analysis, and recommendations built from the results of your having received and taken ExecuSpect's SKAN assessment for leadership development. The assessment measures tendencies toward the seven most common leadership styles in business as defined in this analysis. They are:

Transformational, Servant, Permissive, Structured, Transactional, Compelling, and Dominant.

Of those seven, two are proven to be most effective in leadership contexts: Transformational and Servant. These two leadership styles are further defined by seven vital competencies:

Servant: Empathy, Spiritual, Assuring

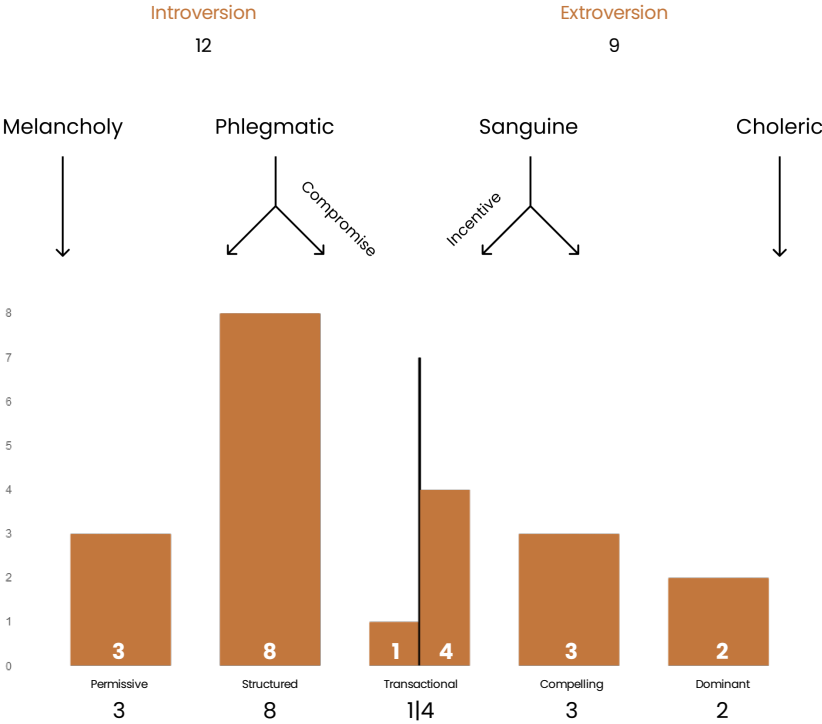Transformational: Decisive, Collaborative, Empowering, Visionary

Transformational	Servant
Visionary	Assuring
Empowering	Spiritual
Creative	Empathetic
Decisive	

Graphic 1 reveals the personality leadership styles you responded to according to the scenarios presented in SKAN. It is important to note that there are times when those leadership styles can prove effective. You will notice that the personality graph shows a numeric value under "Introversion" and "Extroversion". These numbers suggest which personality type you lean toward in a professional context. Personality assessments can, and often do, fluctuate with mood, experiences, or preferences causing personality to be driven by either nature (who you really are) or nurture (what has calibrated you to think and behave the way you currently do). Generally, however, those five styles are considered ineffective as consistent practices. You will also notice that you have behaviors in both introvert and extrovert. This is natural; it shows you have a natural sense of situational awareness, as do most people.

Graphic 2 reveals your scores according to the vital competencies necessary for leadership influence as they define Transformational and Servant leadership. It is important to note that the personality graphic works against the competency graphic. The more one leads with personality the less he or she is leading with soft skills (competencies). The goal is to maximize transformational and servant leadership and minimize personality leadership. A leader's success will be built on mastering these seven competencies.

Graphic 3 is a culmination of the previous two graphics. A check mark is given if you responded with the choice directly related to that competency. Otherwise, the response you chose will appear as a personality behavior. Consistent patterns of behavior within a single competency will help the leader know where and how to adjust for greater influence and sustainable success.

SKAN ASSESSMENT

PERSONALITY GRAPH

Introversion
12

Extroversion
9

Melancholy   Phlegmatic   Sanguine   Choleric

Compromise

Incentive

3	**8**	**1**	**4**	**3**	**2**

Permissive   Structured   Transactional   Compelling   Dominant

3   8   1|4   3   2

Skan Assessment
Competency graph

Red Line (0-2): Attention Required

Yellow Line (2-4): Needs Improvement

Blue Line (4-5): Average

Green Line (5-8): Strong

Preferred Reveal: Balanced in both leadership styles on or above level 5.

The goal is to move all competencies into the green shaded area. Research shows that organizations with leaders possessing strong transformational and servant leadership skills outperform their competition by better than 80%.

| Servant | Transformational | Overall |

Transformational Leadership

Visionary	Empowering	Creative	Decisive
1 ✓	2 Compelling	3 ✓	4 ✓
8 Dominant	9 Structured	10 Structured	11 Structured
15 Permissive	16 ✓	17 ✓	18 ✓
22 Structured	23 ✓	24 ✓	25 Dominant
29 Compelling	30 ✓	31 ✓	32 ✓
36 ✓	37 ✓	38 Structured	39 Transactional Incentive
43 Structured	44 Transactional Incentive	45 ✓	46 ✓
Total: 2	**Total: 4**	**Total: 5**	**Total: 4**

Transformational leadership strength: **3.75**

Servant Leadership

Assuring	Spiritual	Empathetic
5 Structured	6 ✓	7 ✓
12 Compelling	13 ✓	14 Transactional Compromise
19 Permissive	20 ✓	21 Transactional Incentive
26 ✓	27 ✓	28 ✓
33 ✓	34 ✓	35 ✓
40 Structured	41 ✓	42 ✓
47 Permissive	48 Transactional Incentive	49 ✓
Total: 2	50 ✓	**Total: 5**
	Total: 7	

Servant leadership strength: **4.67**

Overall leadership strength: 4.14

Transformational Leadership

Visionary	Empowering	Creative	Decisive
1 ✓	2 Compelling	3 ✓	4 ✓
8 Dominant	9 Structured	10 Structured	11 Structured
15 Permissive	16 ✓	17 ✓	18 ✓
22 Structured	23 ✓	24 ✓	25 Dominant
29 Compelling	30 ✓	31 ✓	32 ✓
36 ✓	37 ✓	38 Structured	39 Transactional Incentive
43 Structured	44 Transactional Incentive	45 ✓	46 ✓
Total: 2	**Total: 4**	**Total: 5**	**Total: 4**

LEADERSHIP STYLES
Definitions

Transformational Leadership- A leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in followers with the end goal of transforming followers into leaders. The leader's primary responsibility is to continually transform the organization in an ever-changing society. However, the organization cannot change unless the leader transforms the workers into better versions of themselves.

Servant Leadership- Servant leadership is a set of practices whereby the leader exhibits behaviors that translate into caring, supportive, and relational connections with the workers. Servant leadership creates loyal, committed, and productive teams who create profitable and sustainable organizations.

Permissive leadership- Permissive leaders are characterized by their hands-off approach and express a measure of apathy to a given situation or conversation. The problem with this style is leaders tend to fail to monitor performance or effectively communicate expectations to prevent work standards from slipping. Permissive leadership often appears to be similar to empowering, but it is not. Permissive leadership may not fully understand the worker's strengths and weaknesses before assigning a task, which could be setting the worker up for failure.

Structured leadership- Structured leadership models are most often implemented in highly regulated or administrative environments, where adherence to the rules and a defined hierarchy are important. These leaders ensure people follow the rules and carry out tasks "by the book". Naturally, this works well in certain roles -such as health and safety- but can stifle innovation and creativity in more agile, fast-paced companies.

Transactional leadership- Transactional leadership is focused on group organization, establishing a clear chain of command and implementing a "carrot-and-stick" approach to management activities. It is considered transactional because leaders offer an exchange; they reward good performances, while punishing bad practice. While this can be an effective way of completing short-term tasks, employees are unlikely to reach their full creative potential in such conditions. Transactional leadership also involves the willingness to compromise on important issues. While seemingly a good idea, is not always the right action to problem solving. In short, Transactional leadership fails to create great leaders while sustaining followership.

Compelling leadership- The method of encouraging particular behaviors in others by way of eloquent communication, persuasion and force of personality. Compelling leadership is usually considered less favorable, largely because the success of projects and initiatives is closely linked to the presence of the leader. While Compelling leaders may enjoy a measure of teamwork and productivity, studies show that the absence of such a leader creates a void in teamwork and productivity due to the leader creating a dependency on him or her.

Dominant leadership- Dominant leaders have significant control over staff and rarely consider worker's suggestions or share power. "Ruling with an iron fist" is rarely appreciated by staff, which can lead to high turnover and absenteeism. There can also be a lack of creativity due to strategic direction coming from a single individual- the leader.

LEADERSHIP STYLES
Definitions

TRANSFORMATIONAL

Visionary - Visionary leadership is closely related to creative leadership. A visionary leader creates a plan and a direction for the organization by implementing his or her critical thinking and problem-solving skills. True and effective visionary leadership should not include the steps between the problem and the goal; that is reserved for collaborative leadership.

Empowering - An empowering leader trusts the team members to execute a task and acknowledges their expertise and personal skills. An empowering leader knows his or her team members well enough to recruit the right person for the job that best aligns with the strengths the worker has demonstrated. They are not threatened by strong followers who have potential for advancement. An organization that empowers workers is a successful organization.

Collaborative - In collaboration, we measure your willingness to utilize the creative ideas of those around you. Collaborative leadership seeks to identify how open you are to ideas that are not your own and are "out of the box" thinking for solutions to problems or opportunities. This competency is a vital part of visionary leadership (see above).

Decisive - Decisive leadership is a double-edged sword. In many situations the leader must be diligent with decisions, weighing all options and evaluating the risk. However, a leader also understands that some decisions do not afford time to research and investigate. Therefore, the leader must make some decisions in a timely manner without all the evidence to support that decision. Additionally, a leader must be able to make unpopular decisions if he or she feels strong conviction about a plan and not be influenced by fear and other emotions.

LEADERSHIP STYLES
Definitions

SERVANT

Assuring - An assuring leader is an encourager. The leader works very hard to bolster the esteem of struggling workers by utilizing "factual inspiration", a method that causes the worker to see the value he or she has brought to the organization despite the recent failures on his or her part. The antithesis of factual inspiration is forward encouragement; promising a better tomorrow if the worker just wrestles through the current struggle.

Spiritual - In this context, Spiritual leadership is identified as such due to its four characteristics: Emotional Intelligence, Integrity, Accountability, and Responsibility. These characteristics require the leader to look within himself or herself and qualify each of these as a standard for living and leading.

Empathetic - Empathy begins with listening...real listening. Listening and genuinely identifying with the pain of a worker reveals subtle clues as to why a worker is not performing well. Teams follow leaders who prove to truly care for their employees. Motivation, loyalty, and productivity all begin with caring. Caution: empathy becomes enabling when the subject refuses to change.

PERSONALITY LEADERSHIP

In the following sections, you will discover what it means to lead from your natural personality type, temperament and behavior.

Personality leadership suggests that the leader acts and reacts to situations, problems, and people in a manner that is comfortable and natural to the leader.

While these behaviors can and will limit your overall effectiveness as a leader, there are moments when your personality behaviors should be exhibited. In fact, the most effective leaders among us are those who have mastered what is known as Ambiversion- the ability to know when to use each of the behaviors associated with BOTH the introvert and extrovert personality types. That said, the ability to profoundly influence a follower in a sustainable fashion is only developed though the mastery of the counterintuitive competencies and NOT the initial development of the personality behaviors.
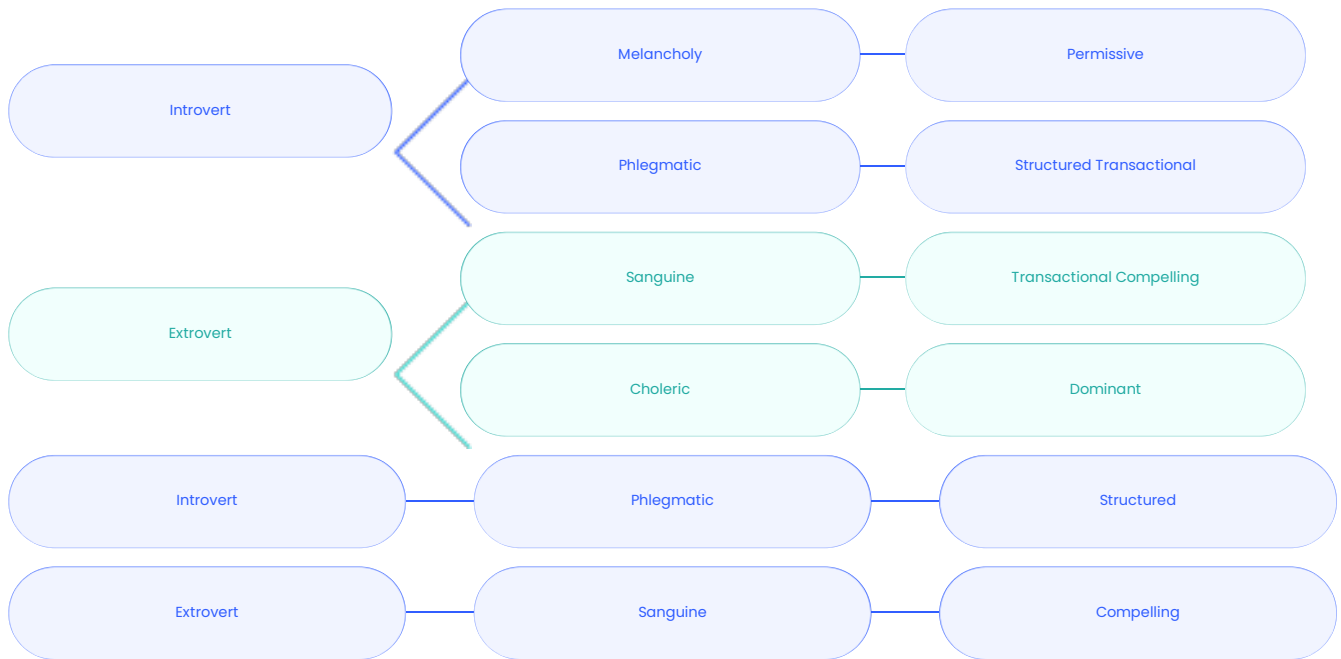
WHY? Because the understanding and development of the personality behaviors will only cause you to behave in those mannerisms when the time feels right to YOU.
The development of the seven competencies will help you to better know how and when to deploy the personality behaviors when the time is right for THEM. Great leaders allow followers to dictate how they need led. This can only be accomplished through the development of meaningful relationships established through counterintuitive leadership.

It is not only natural but common to show results in both personality behaviors in every category. We identify primary behaviors and secondary behaviors to help you better understand your approach to leadership and how you are interpreted by your followers.

PERSONALITY ASSESSMENT

The importance of identifying personality behaviors is primarily to assess how those behaviors interfere with vital competencies. The charts below identify temperaments, and behaviors flowing from the personality types of Introvert and Extrovert. Here you will find a template of all behaviors (Permissive, Structured, Transactional, Compelling, Dominant) and the flow charts uniquely yours. This flow chart will identify at least two.

Introvert	Melancholy	Permissive
	Phlegmatic	Structured Transactional

Extrovert	Sanguine	Transactional Compelling
	Choleric	Dominant

Introvert	Phlegmatic	Structured

Extrovert	Sanguine	Compelling

Definitions of Personality Leadership

INTROVERT

A personality characterized by preferences of subdued or solitary experiences. Introverts are quiet by nature but not necessarily shy. You will find introverts willing to participate in group activities although mainly small groups, where they are most comfortable.

There are two temperaments related to introverts: Melancholy and Phlegmatic.

We assign three behaviors to these two temperaments: Permissive, Structured, and Transactional (Compromise)

Phlegmatic

Slow-paced possibly stubborn. Peacemaker. Task oriented with a great capacity for work that requires precision and accuracy and expends a minimal amount of energy. Often seeks to solve problems through compromise.

> *Structured*: Rules and policy oriented. Highly focused on the administrative needs the organization has. These individuals are very comfortable with staying within the boundaries of established rules, policy, and procedure. As such, are very trustworthy. They are task oriented with a great capacity for work that requires precision and accuracy, often seeking to solve problems through compromise.

EXTROVERT

Extroverts are often described as the life of the party. Their outgoing, vibrant nature draws people to them, and they have a hard time turning away the attention. They thrive off the interaction.

The three temperaments assigned to the Extrovert are Transactional (Incentive), Sanguine, and Choleric.

Sanguine

Finds social interactions with people, both familiar and unfamiliar, invigorating. This is how they recharge, and time alone - while sometimes desirable - can bore them quickly. While relationships tend to be somewhat superficial, they possess more compassion than the choleric. Tends to offer reward to struggling followers in order to achieve an end (transactional). Sanguine individuals are known as "people-pleasers".

> *Compelling*: Essentially a very skilled communicator who is verbally eloquent, but also able to communicate to followers on a deep, emotional level. These individuals are able to articulate a compelling or captivating vision and are able to arouse strong emotions in followers. Often very charismatic.

Potential Problems Associated with STRUCTURED Leadership

Overly analytical:

- Could lead to procrastination.
- Diminished decisiveness due to over-thinking.
- Often develops intolerance to ignorance and arrogance since the contemplative nature allows them to see right through others.

Lack of assertive:

- May fail to follow through with an idea due to having been previously shut down.
- May develop low self-esteem if not already present.
- Personal stress will increase due to unresolved work issues (procrastination).
- Can be resistant to leadership.

Stifles creativity:

- When leadership emphasizes rules to get tasks accomplished it stifles not only the worker's ability to find new and better solutions, but it stifles the leader's ability as well. Why? Both leader and worker are working within a static structure more out of fear of reprimand for breaking the rules.
- Creativity is often found in introverts over extroverts. However, Structured leadership will diminish creativity every time.

Potential Problems Associated with COMPELLING Leadership

Superficial Motivation:

- This could lead to temporary fixes rather than getting to the heart of issues. Compelling leaders inspire people to effectiveness rather than transform their weaknesses. They can be seen as weak-willed.
- These leaders are people pleasers, rather than problem solvers; they are known to go along to get along.
- Compelling leaders generally live in the moment, which makes it a struggle to become a visionary leader for tomorrow.

Lack of Clarity:

- The Extrovert/Sanguine/Compelling is interested in control but not as much as the dominant leader.
- The need to cast a vision for the team will get lost in the leaders need to be loved and respected
- Potential arrogance will cloud reality for problem solving.
- Inspiring a troubled worker with "cheerleading" tactics fails to identify the real problem.

S.W.O.T.
Strengths. Weaknesses. Opportunities. Threats.

Visionary	
Strengths	**Weaknesses**
Visionary leadership is defined as critical thinking and problem solving and are not solely tied to the problems associated with productivity. It also has to do with how the leader approaches people relations, which is vital to organization effectiveness. The foundation to any relationship is Spiritual leadership, a competency that defines Servant Leadership (graph 2). This is supported by four characteristics: Emotional Intelligence, Integrity, Accountability, and Responsibility. Without these no leader can move an organization into the future. Your score was high in this. The reason spiritual leadership is vital to visionary leadership is due to the fact that critical thinking and problem solving should be collaborative efforts whereby the leader leans very little on the "buy-in". Sure, a leader can have a high measure of personal problem solving but if problems are not solved with the inclusion of every level of the organization, then workers feel like pawns and don't feel valued. You have a great personality and can get people on board with you.	Your two strongest temperaments were Sanguine and Phlegmatic. While common among most people, this can cause a conflict when needing to implement new solutions to existing problems. Visionary leadership has to do with the acknowledgment that we are not where we should be and a goal of where we need to be. The phlegmatic leader could struggle with getting there since he or she is more comfortable with maintaining "vehicles" that got your here. Your second temperament is Sanguine. While this is a great quality when it comes to inspiring and motivating, when coupled with a stronger phlegmatic it could find the leader passionately convincing workers that the old way is the best way. Let's discuss your responses below.
Opportunities	**Threats**
8. If a leader presents a well- thought out plan for the future of the organization, it... 15. A mission statement... 22. Of the following three, which is the most important role of the leader? 29. An important element of leadership is to transform followers into leaders. 43. When I consider my organization, I feel...	8. Should be followed whether team members agree or not since the leader creates vison. 15. ...has some value but is not necessary as long as workers know their roles. 22. Foster organizational success by celebrating the effectiveness of well developed procedures. 29. Sometimes. The leader's personality may or may not connect with everyone. 43. Anxious because there needs to be more structure and policy to meet our goals. See 'Tips to Improve' below!

Counterintuitive Opportunities

8. A visionary leader understands that having a vision and implementing the vision do not necessarily walk hand in hand. As the leader guides the organization though many changes and obstacles the vision is gathered through insights and ambitions of the organizations people including followers. Even then change will be difficult for some, if not many. Therefore, the leader must take time to cast the vision both patiently and enthusiastically.

15. A mission statement is the compass for a company's decision-making, direction, and purpose. The trivial details of the operation often disguise the bigger picture of the organization. A mission statement provides purpose, clarity, and direction for all organizational family including shareholders. It should be more than a cleverly worded chant but a statement that paints a picture of how the world is a better place because of this organization. It should also be simply enough to be recited on demand.

22. Owner-leaders are the most dangerous kind of leader for any organization. They do not involve opinions or ideas from anyone outside themselves. In fact, many owner-leaders will alienate those whom he or she deems a threat to their position within the company. Organizations that employ such leaders are on a fast-track to ineffectiveness. Conversely, great leaders tap into the rich resource of their people and build success with the inclusion of their input.

29. Leadership is defined as the effective skill of deciphering the culture of a particular organization then executing the necessary leadership practices to obtain both current and future success based on that organization's new goals. Leadership characteristics can be learned while personality traits are much more innate and difficult to change. Leadership is the positive influence of a person or group through the execution of learned leadership characteristics regardless of one's personality.

43. It is natural to answer to any one of the three responses. Having the vision for the company to see what isn't already there is an art-form and is not necessarily common among leaders. Vision comes from conversation, experience, collaboration, and oftentimes being a thief of ideas. A leader's success is rarely built on infinite knowledge of the future but an embrace of today and how the organization got here: Tradition, Reason, and Experience.

Tips to Improve Visionary Leadership

Visionary: Visionary leadership, in this context, is defined by one's personal ability to think critically and problem-solve. While there is a competency of "creative" leadership (openness to others' creative thinking) visionary leadership describes one's personal ability to think creatively.

1. **Gather perspectives:** Have conversations with employees and guests. Listen to their thoughts and create a path for the organization that aligns with the organization's mission but meets people's needs. Always seek input from workers before presenting your own ideas.

2. **Be Bold:** When you get that vision, own it. You should be so passionate about it that people think you're crazy. Share it often. The more you speak about a vision the clearer it becomes to both you and others. Be results driven, focus on your surroundings both in and out of the organization, and communicate often. Communication also fosters further ideas.

3. **Ignore the voices:** Of course, you need to submit to authority so don't ever go rogue. However, there will be "nay-sayers." Don't let opposition discourage you; some of the greatest accomplishments were realized after someone was told "It can't be done!" A major element of visionary execution will involve the ability and willingness to collaborate. But, be open to the possibility that you might be wrong.

S.W.O.T.

Strengths. Weaknesses. Opportunities. Threats.

Assuring	
Strengths	**Weaknesses**
There are a couple of facts about your results that need to be addressed as key to your success in relationship building in your company. First, your spiritual leadership strength is key to any relationship and must be present if any other competency is going to be effective. Second, your empathy was two points low but only because you responded with two transactional replies. We give credit to empathy based on transactional responses since transaction is a form of empathy, although it is not a sustainable form of empathy.	Assuring leadership is the intentionality of the leader to impart value back into a struggling worker. Your responses under the assuring aggregate we driven by a pattern of behavior that shows strong introverted reactions that suggest a hesitation to get too involved in the personal issues of a worker but focus on the needs of the organization. This is natural since most leaders carry the burden of success on their shoulders. Assuring leadership requires intimate conversation that reveals the "why" of a failure and can be difficult for introverted people.
Opportunities	**Threats**
5. When a worker is struggling with quality performance, the first approach is to... 12. When a team member has begun to fail in their productivity, the best reaction is to... 19. When a new worker shows signs of motivation and drive to advance in the company, the leader might... 40. After a couple attempts to help improve poor performance, the next step might be... 47. If an employee seems to work in isolation as a habit, the leader should...	5. Re-visit the operational procedure for quality assurance. 12. Step in, fix the problem, then pull the team together for an inspirational talk on turning failure into victory. 19. Remain "hands-off" as not to show favoritism. 40. Follow company procedure and let the worker go. 47. Leave the worker alone as long as work is getting done. See 'Tips to Improve' below!

Counterintuitive Opportunities

5. When dealing with a worker, begin with yourself. Have you made your expectations clear? If so, then approach the worker with an assumption that something personal is going on in his or her life, especially if the worker has been a good worker. Take every opportunity to demonstrate to the worker that you want to help him or her succeed. Immediate reprimand is always counterproductive.

12. Generally speaking, when a worker fails they are aware of the failure but may not be aware of why their effort did not work. The charismatic leader will use inspiration to help the individual get past the guilt and the autocratic leader is likely to focus on discipline. What the worker needs is help understanding the failure which then provides a pathway to better performance in the future.

19. Businesses should build legacies rather than empires. Empires are built around leaders; legacies are built around leaders who develop people. Develop your people so that they can leave your company but treat them so that they don't want to. Rewarding innovation, hard work, and results is what successful organizations do, not time served.

40. Replacing employees is extremely expensive. While the time inevitably comes for such a move, the leader might consider that the employee was deemed "the right one" when hired. Lateral moves within a company are, on many occasions, productive moves, if that strategy is available.

47. The assuring leader understands that the worker may need assistance in realizing the negative impact he or she is causing the company. It is always advisable to find creative ways to get the worker, whom the leader initially believed in, to regain productivity. This process may eventually mean facing reality and demanding commitment to the team or ultimately replacing the worker if he or she refuses to change. Autocratic leadership should not be the first reaction.

Tips to Improve Assuring Leadership

Assuring: The ability to provide hope and confidence to those in the midst of challenging circumstances.

1. **Offer Value and respect:** It is important to consistently tell people that they have done a great job on a project, if in fact, they have. Be careful of empty praise. When trying to assign a job to someone, assure them that you believe they will be great but only if you truly believe that. Take time to take an interest in people.

2. **Avoid feeling and exhibiting threat:** Guard your heart when it comes to rising stars around you. Owner-leaders are leaders who alienate those around them that threaten their glory, power, or position. Great leaders are comfortable in their positions and are confident that their value and expertise can land them another job if need be. Maintain a positive outlook on everything.

3. **Encourage new ideas:** Change is difficult but absolutely necessary. The world around us is constantly changing which forces the workplace to invent new ideas. This mandate is directly tied to creativity but in this case, YOU are encouraging creativity in OTHERS. Fan the flame of creativity in the work of your staff and they will know you are a leader who cares about their success.

S.W.O.T.
Strengths. Weaknesses. Opportunities. Threats.

Empowering	
Strengths	**Weaknesses**
Your have a solid Sanguine temperament which is typically found in charismatic sales people. Combining your transactional (incentive) with your compelling scores we get a total of 7 in the sanguine temperament. This can be very beneficial to a leader who needs to convince a worker that he or she is right for a position. While most workers are ready for advancement, the effective leader can discern who is and is not right. sometimes the right person needs a little "nudge" to get them to step up. Your ability to inspire and convince will help in this area.	We must be keep in mind that for every good, there is a bad. So, the sanguine leader may have great abilities to inspire but he should be aware of how this temperament can go wrong. The sanguine/compelling leader could believe he or she is empowering others by inspiration and encouragement but studies show that charismatic leaders can subconsciously fail to truly empower workers to their best ability because the inspiration effectively keeps the workers right where they are and never truly becoming leaders in their own right.
Opportunities	**Threats**
2. The working relationship between leader and team members should be described as... 9. A good team... 44. When a worker does great work he/she should...	2. The leader's best chance of team success is to inspire workers with enthusiasm and excitement. 9. Is successful because they have followed proper guidelines and protocol. 44. Be guaranteed future reward or compensation if similar accomplishments are repeated. See 'Tips to Improve' below!

Counterintuitive Opportunities

2. Empowerment is personal and interactive and inspiration is a leadership method that is incomplete. A leader who inspires workers to greater performance will not create better workers in the long run since they will depend on said inspiration. A leader must empower greater performance through the intimate knowledge of each workers skills. Believe it or not, there are workers in every organization that possess skills not complementary to their daily job description.

9. Providing training that gives employees the opportunity to exercise their skills and ideas is more likely to develop positive, effective, and long-lasting teams of workers. Even more effective is communication but not just formal communication; the kind of communication that involves trust, respect, and reciprocal influence.

44. Implementing a system that demonstrates to the entire team that great work is appreciated and rewarded is a great way to empower workers. Our human nature has a need to know that we are doing a great job. When rewarded, the worker is encouraged and will likely continue to progress in his or her work. Those witnessing this kind of appreciation will also be inspired. Unfortunately, there will always be those workers who are driven only by the accolade which is why empowerment must be greater than just one dimension.

Tips to Improve Empowering Leadership

Empowering: The ability to equip and enable others to employ their talents and abilities to the fullest. Empowering leadership involves intimate knowledge of a worker's abilities so that the leader can almost gurantee success on a task given.

1. **Invent challenges**: Most people do not last long without being challenged; those are the ones you want to keep. Give responsibility to followers and let them fail if need be. But help them recover to get back on the track to success.

2. **Invest in success:** Often this tip involves sending workers to seminars. You will need to look at company policy for that. However, you can get materials and books in the hands of your workers. Have quality conversations with them about what success looks like to you and for them.

3. **Introduce to influence:** Show your appreciation to rising stars by intentionally introducing them to the CEO or other upper management personnel. It shows that you really think highly of that person. The fact that you felt like the worker(s) needed to meet them speaks volumes to how you see the worker.

S.W.O.T.

Strengths. Weaknesses. Opportunities. Threats.

Decisive	
Strengths	**Weaknesses**
The great news is that virtually everyone has effective decision making skills if given enough time to research, plan and collaborate. With your introverted qualities in a leadership context you will make wise and calculated decisions that are not rushed. When the time comes for you to make an important decision, you will have the support of those around you because of the solid relationships you have with your team. Other than your assuring competency, you have a strong servant leadership style that will cause your team to stand with you if that decision goes wrong.	The bad news is that there are times in the leaders career where he or she does not get the privilege of time when it comes to certain decisions. One of your strengths can also be one of your weaknesses and that is your willingness to make calculated decisions and not be rushed. Phlegmatic individuals are generally good researchers (we find a lot of scientist with this temperament) which is not a good quality when you are in a situation where you MUST MOVE NOW. This will likely prove to be out of your comfort zone and may cause you to miss golden opportunities since you may not feel you have gathered enough information yet. Phlegmatic individuals can be misunderstood as procrastinators. that said, of your three responses, you responded with two extroverted replies. Let's discuss those.
Opportunities	**Threats**
11. If a leader has authority to make decisions and is under tremendous pressure to move on a decision, he or she should... 25. A leader's frequency of missing deadlines and appointments is... 39. A decision, that you approved, has been made by your team but the result is not at all what you were told it would be. Your reaction is...	11. Take time to review company policy and consult with higher management/board of directors regardless of the time constraint of the decision. 25. Ill-advised, but will likely happen due to busyness. 39. Someone failed so you discuss that failure with the team and challenge better research in the future. See 'Tips to Improve' below!

Counterintuitive Opportunities

11. Pressure in leadership can have an effect on the leader. When that pressure comes the leader must be able to make the decision and can make it with confidence. The following is helpful:
-Expect the unexpected...every day. -Meaningful relationships will help in these moments. -Look past the trees to see the forest. -Stay calm -Never abandon integrity

25. Procrastination, as a routine habit, will spill over into decision making moments. If a leader is constantly putting things off until the last minute then he or she will treat crucial decisions in like manner taking the organization further and further behind the competition.

39. Second guessing is an epidemic in leadership decision making. Believe in yourself. You are in this position for a reason. Bad outcomes from a decision do not define you unless you are constantly experiencing poor outcomes (which is unlikely). Learn from past mistakes and move forward according to those experiences.

Tips to Improve Decisive Leadership

Decisive: The ability to discern the need for an immediate decision and have the fortitude to execute it in a manner that temporarily may require an authoritative style.

1. **Small Victories:** Many times, being a decisive person is stifled due to the unwillingness to take risks. Create tasks and projects that you know you can accomplish and will benefit the company. These small victories will boost your confidence and will give you strength to take on bigger challenges later on.

2. **Experiment, not failure:** Leaders need to stop thinking in terms of failure and begin using the word experiment more often. Experiments don't always produce positive results. That's ok; now you know that the plan doesn't work. Move on to the next plan, maybe that's the one.

3. **Appreciate competition:** Don't be threatened by other organizations similar to yours or a counterpart who may appear to be doing better. Human nature tends to see these as threats and often develops negative emotions toward them- which can only hurt you. Appreciate the fact that they are doing well and learn from their successes. Competition drives your success.