

Leadership Potential

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Effective Leadership Starts with Self-Awareness

Self-awareness is often cited as one of the key factors towards becoming a great leader. Successful leaders understand themselves and those around them, allowing them to manage relationships, influence behaviours, manage conflict, lead change and make better decisions.

The Work Personality Index® Leadership Potential report describes 21 key traits of your personal style that will influence your performance in your role as a leader. Understanding these qualities will help you understand the strengths that you can harness and where you may need further development or support.

What You Will See



Your Score



Comparative Leadership Range

The darker area highlights where scores of other leaders typically fall.



Strengths to Harness

Areas where you are closest to other leaders. Learn more about how you can harness these traits in a leadership position.



Key Development Areas

Areas where you are most different from other leaders. Learn more about how you can develop these traits further.



Your Strengths

Strengths that you can harness as a leader.



Potential Derailers

Potential challenges where you can seek support or development.



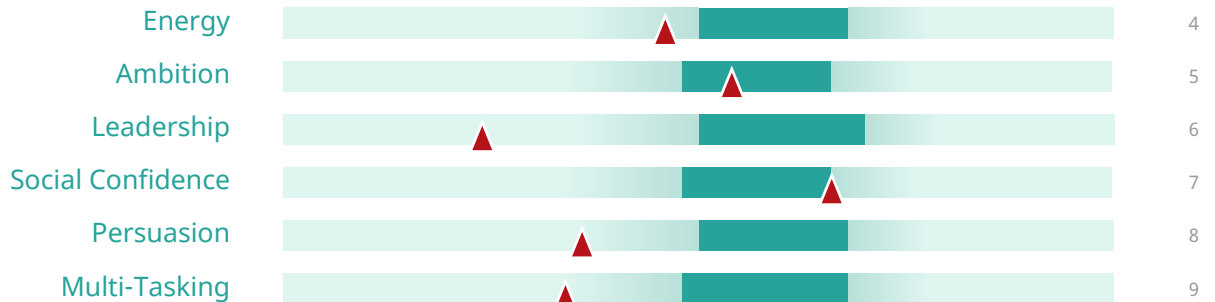
Enhancing Your Leadership

Advice for how you can continue to develop your skills in this area.

John Sample

Energy and Drive

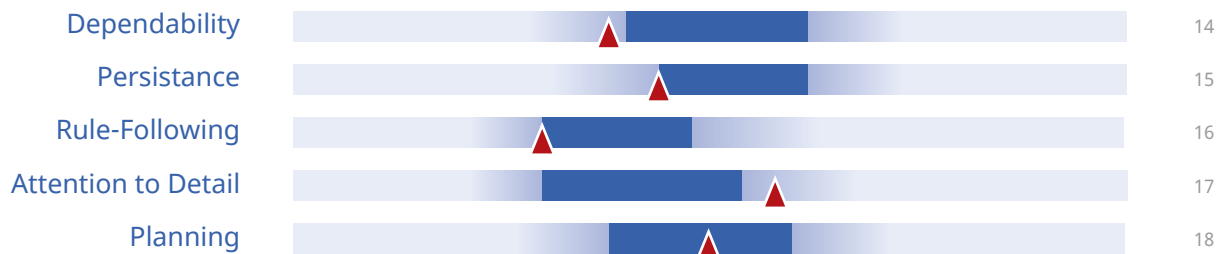
PAGE



Working With Others



Work Style



Problem Solving Style



Dealing With Pressure and Stress



Identifying and Managing Change



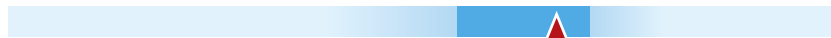
Strengths to Harness

Planning



You thrive in environments where you can plan for important goals, but are able to adapt the plan as needed.

Initiative



You enjoy identifying and acting on opportunities.

Ambition



You are comfortable balancing competition and collaboration.



▶ See [PAGE 18](#) for the implications of this result, as well as ways to harness these strengths.

▶ See [PAGE 23](#) for the implications of this result, as well as ways to harness these strengths.

▶ See [PAGE 5](#) for the implications of this result, as well as ways to harness these strengths.

Key Development Areas

Leadership



You may need to provide greater guidance and direction to your team.

Analytical Thinking



Don't let your analytical nature prevent you from moving forward in a timely fashion.

Teamwork



You may be focusing too much on working autonomously.

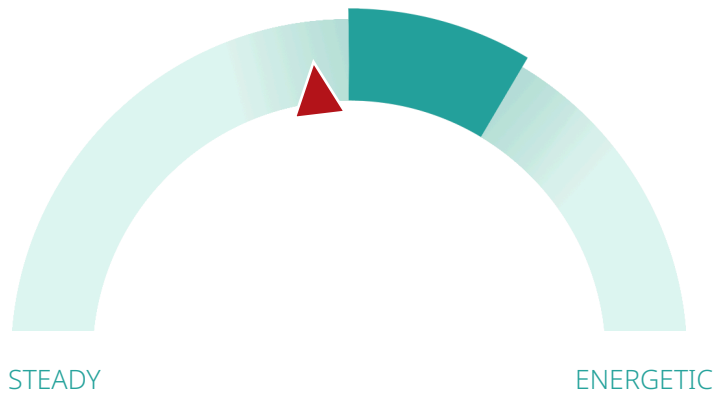


▶ See [PAGE 6](#) for the implications of this result, as well as developmental strategies.

▶ See [PAGE 20](#) for the implications of this result, as well as developmental strategies.

▶ See [PAGE 11](#) for the implications of this result, as well as developmental strategies.

Energy



- ▶ Posses as much energy as most people, but get tired when tasks require a long and concentrated expense of effort
- ▶ Enjoy work that involves some mental and physical challenges
- ▶ Prefer a balance between challenging and straightforward activities



Your Strengths

- Maintaining your stamina and energy over time
- Remaining physically and mentally active for some time
- Comfortable working in demanding situations periodically



Potential Derailers

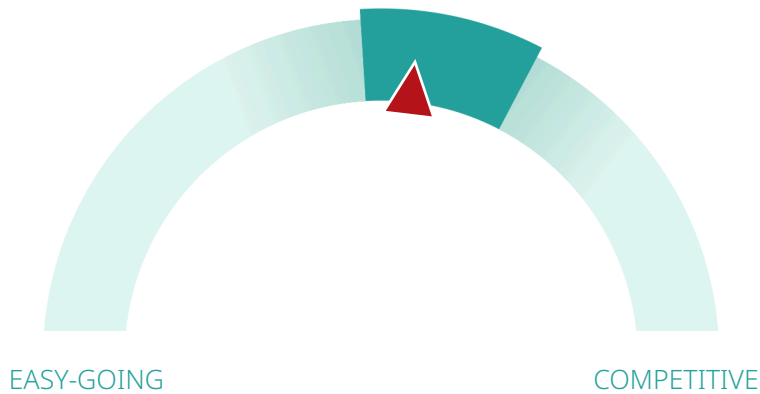
- Difficulty working in slower paced environments for longer periods of time
- Burning out from engaging in higher energy activities too often



Enhancing Your Leadership

- Are you able to show the same level of energy for all of your tasks, or are you spreading yourself too thin? Learn to recognize when you are overcommitting yourself, and engage in rejuvenating activities.
- Develop a list of tasks that are challenging, and one that contains straightforward tasks. Rather than adjusting your energy level for the task at hand, try taking on a task that matches your current energy level.

Ambition



- ▶ Set achievable goals and work hard to get ahead
- ▶ Seek out opportunities to advance, but appreciate having some stability in your day-to-day responsibilities
- ▶ Value applying your expertise in your current role



Your Strengths

- Balancing competition with collaboration
- Pushing yourself and others while maintaining effective work-life balance
- Setting some tough goals



Potential Derailers

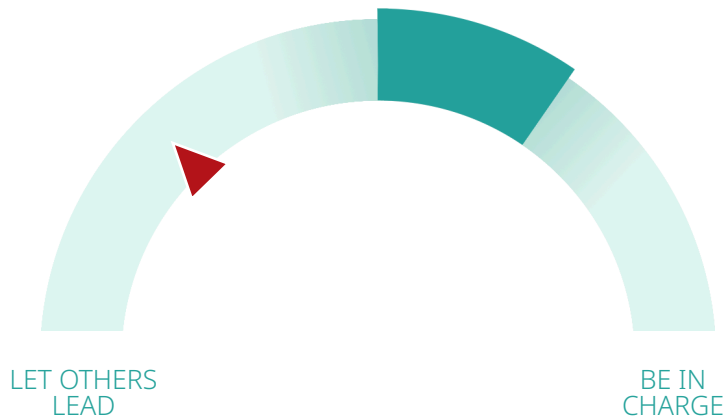
- Working in overly competitive or overly collaborative environments
- Limiting yourself to moderate goals
- Not pushing yourself to your full potential



Enhancing Your Leadership

- In some situations, a competitive approach may not be appropriate. When working with others, ensure that your drive is matching that of the team.
- Is your level of ambition and competitiveness influencing the balance between your career and personal responsibilities? Consider whether or not your work-life balance is impacted by your level of drive.

Leadership



- ▶ Dislike exerting direct control or power over others
- ▶ Willing to let others set the agenda and decide on the path forward
- ▶ Adopt a consultative and collaborative leadership style



Your Strengths

- Working in organizations where team members have equally important contributions to make
- Willingness to give up control when someone is better suited to take the lead
- Inclusiveness and support for following other's ideas



Potential Derailers

- Not being assertive enough when your experience and skillset is most appropriate
- Adopting a non-directive approach that leads to restricted influence and delayed action
- Not delegating tasks



Enhancing Your Leadership

- Consider situations where your hands-off approach to leadership may be ineffective. Are there times where taking control of tasks or teams will allow you to deliver a better result?
- You can make a significant contribution by sharing your skills and experience with the team directly. Consider ways to comfortably give direction and guidance to people working under you.

Social Confidence



- ▶ Moderately confident and self-assured
- ▶ Comfortable in social situations
- ▶ Feel at ease initiating connections with strangers



Your Strengths

- Meeting new people and interacting with others in both formal and casual settings
- Presenting yourself in a poised manner
- Being sure of yourself and presenting your thoughts with conviction



Potential Derailers

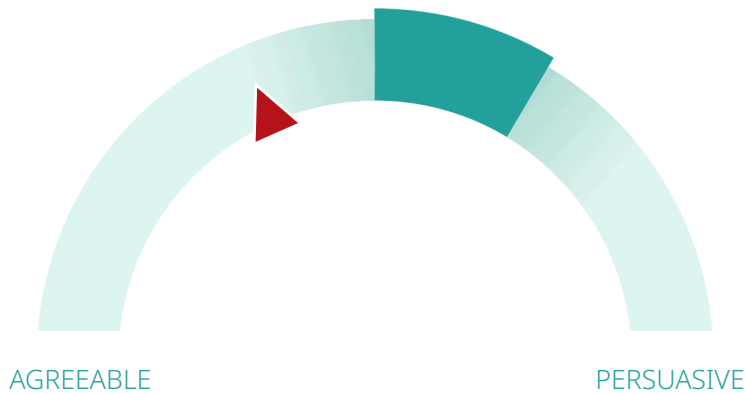
- Dominating group conversations
- Overlooking people who are more timid or shy
- Not giving others the space or time that they need



Enhancing Your Leadership

- Your self-confidence can be intimidating to others, and may push them to the sidelines. This is especially true of those who are more reserved. Find ways to involve these individuals in the conversation. They may have great ideas, but are not comfortable interjecting or sharing without solicitation.
- Make a conscious effort to focus the spotlight and attention on others, especially members of your team.

Persuasion



- ▶ Easy-going and agreeable
- ▶ Value letting people make most decisions on their own, without pressure or argument
- ▶ Quickly support and go along with group decisions



Your Strengths

- Considering and incorporating most ideas from others
- Willingness to adjust your opinions based on feedback from others
- Cooperative nature, offering more support than criticism
- Facilitating rather than persuading



Potential Derailers

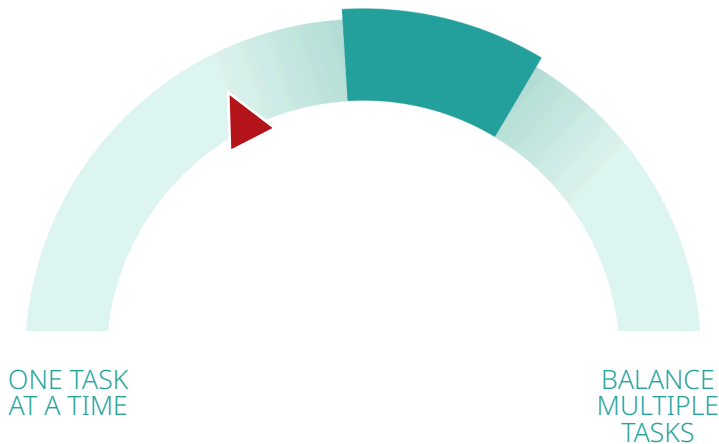
- Failing to argue and make the case for your ideas, especially in contentious situations
- Not often challenging the faulty beliefs of others
- Not consistently providing critical feedback to others when they need it



Enhancing Your Leadership

- Remember that you have areas of expertise that others should hear and recognize. Is there a way that you can push through the discomfort of challenging others and let your opinions be heard?
- Presenting an unpopular opinion can be difficult, but is sometimes necessary. Learn to challenge others' beliefs when they seem faulty or incomplete. Before presenting this type of information, identify key points that you want to make and mentally rehearse the discussion.

Multi-Tasking



- ▶ Focus on a few tasks at a time
- ▶ Prefer to mostly complete a project before moving onto a new one
- ▶ Do your best work when you can focus your attention on a limited number of issues
- ▶ Find the need to work on multiple projects at the same time as inefficient



Your Strengths

- Avoiding distractions and concentrating on the task at hand
- Recognizing when an organization's focus is split in too many directions
- Taking on a realistic and manageable number of projects



Potential Derailers

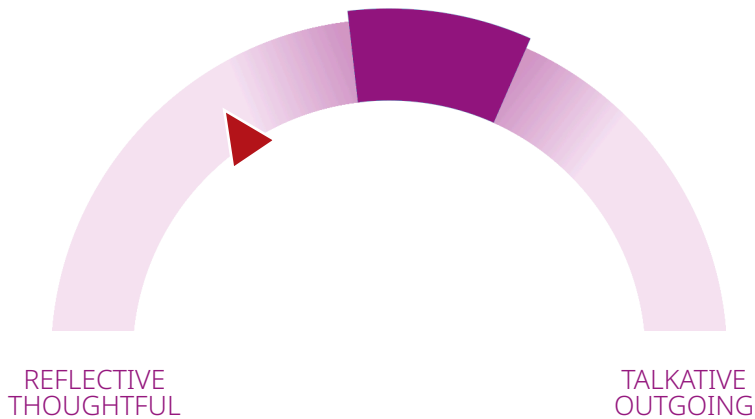
- Find it difficult to switch to a new task if the previous one has not been finished
- Getting worn down when required to cope with multiple demands or juggle a busy schedule
- Pushing off urgent and important tasks because you are concerned about being overloaded



Enhancing Your Leadership

- Leadership often requires juggling multiple demands. Don't let your desire for focus prevent you from addressing the competing issues that present themselves.
- When facing multiple demands that you do not think you can complete, consider which of them can be delegated to others. This can save you time while also giving someone else an opportunity to show their talents.

Outgoing



- ▶ Somewhat introverted, quiet and reflective
- ▶ Take time to consider ideas and think things through before sharing your thoughts
- ▶ Prefer close involvement with smaller groups of people
- ▶ Do your best thinking when you are alone



Your Strengths

- Comfortable working on your own for extended periods of time
- Thinking before speaking
- Sharing well-thought-through ideas



Potential Derailers

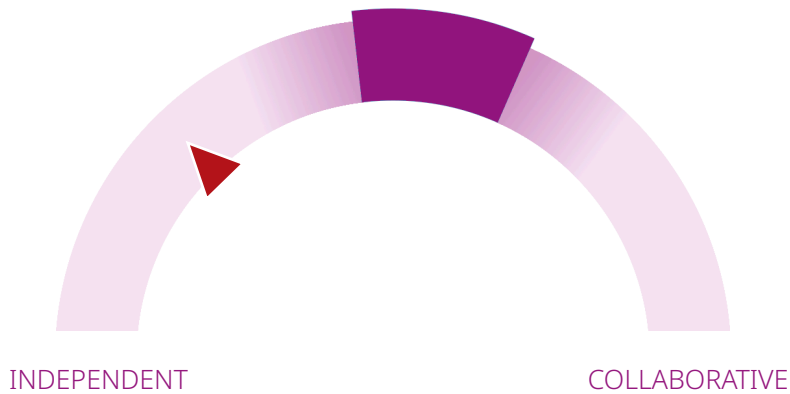
- Not proactively connecting with others
- Thinking about something for too long and missing the opportunity to share your ideas
- Not building relationships with others as quickly as you should



Enhancing Your Leadership

- Widen your network. As a leader it is important to establish connections within your area and across the organization.
- Are your ideas losing traction because you aren't presenting them soon enough? Identify situations where it is favourable to speak up for what you want sooner, rather than spending time considering the idea before proposing it. Sometimes, others can add to your idea and opinions can change during the discussion that your idea sparks.

Teamwork



- ▶ **Enjoy working on your own, or in smaller groups**
- ▶ **Find that most tasks are best completed by working independently**
- ▶ **In team environments, you prefer to work on your part of the project by yourself and then bring the results to the group for integration**



Your Strengths

- Self-reliance
- Comfortable completing tasks with little assistance from others



Potential Derailers

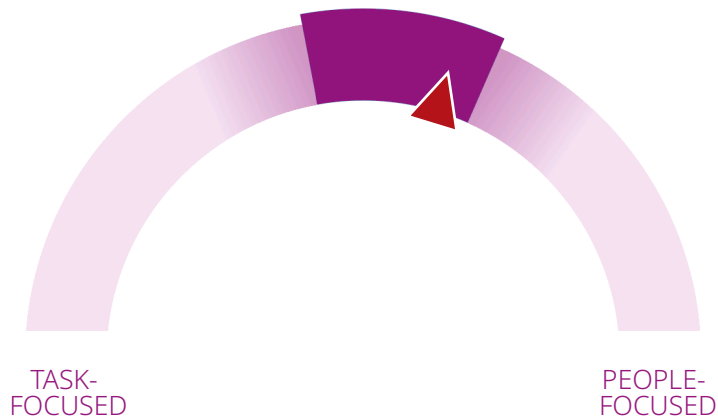
- Not valuing brainstorming, collaboration or team efforts
- Failing to share your ideas and thought process with others
- Independent approach producing sub-optimal results



Enhancing Your Leadership

- Your high level of independence may come across as a lack of cooperation and an unwillingness to contribute to team goals. As a leader, encouraging and enabling teamwork is critical for organizational success.
- Take time to inform and involve others in your work. Make the effort to solicit ideas from different people before committing yourself to a plan of action.
- Ask team members if and how you can help them with their projects.

Concern for Others



- ▶ Emotionally perceptive, understanding, and tactful
- ▶ Open to assisting others in need
- ▶ Show empathy and compassion when supporting others
- ▶ Consider the impact of decisions on people



Your Strengths

- Building and maintaining supportive work relationships
- Identifying the impact decisions will have on people
- Interpersonal sensitivity and acceptance of others



Potential Derailers

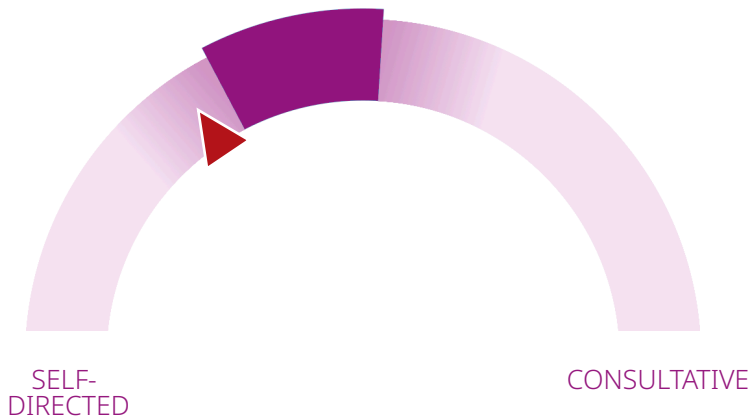
- Not dealing with conflict
- Having to make difficult people decisions where you cannot minimize the negative impact
- Maintaining an impartial and objective approach to people-related challenges



Enhancing Your Leadership

- When making a decision, you may give too much weight to the feelings of others. Is it worthwhile to approach the decision from a more objective standpoint, or involve someone who is detached from the issue?
- Share tough feedback and provide critiques to others - they need this to grow. By softening your responses to spare their feelings, you may be withholding valuable advice and learning opportunities.

Democratic



- ▶ Self-directed and favour independence
- ▶ Infrequently seek input when making decisions
- ▶ Not very concerned about others' ideas or opinions



Your Strengths

- Making decisions without the need to consult others
- Going against popular opinion
- Making independent decisions



Potential Derailers

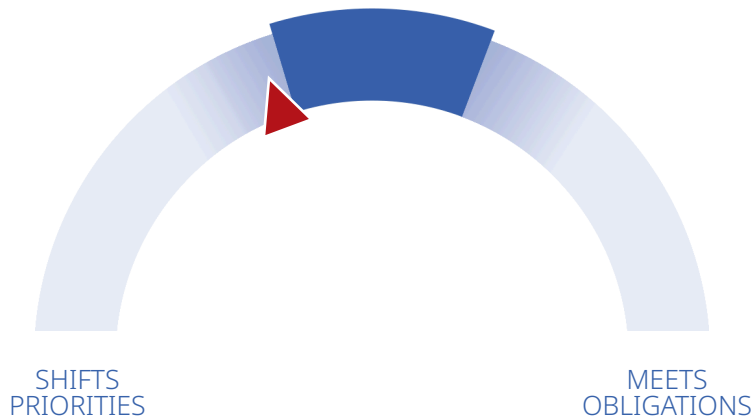
- Operating too independently
- Ignoring feedback, guidance and outside perspectives
- Getting stuck in a rut of your own way of seeing things



Enhancing Your Leadership

- Be wary of ignoring relevant information or advice too frequently. While independent decision making can help solve problems more quickly, diversity in perspectives can result in better solutions.
- Consult with others and incorporate their perspectives before making important choices.

Dependability



- ▶ Somewhat relaxed attitude toward your work
- ▶ Willing to shift priorities as needed
- ▶ Comfortable changing some deadlines, even if these tasks are not completed



Your Strengths

- Adjusting your work schedule
- Reprioritizing tasks as needed



Potential Derailers

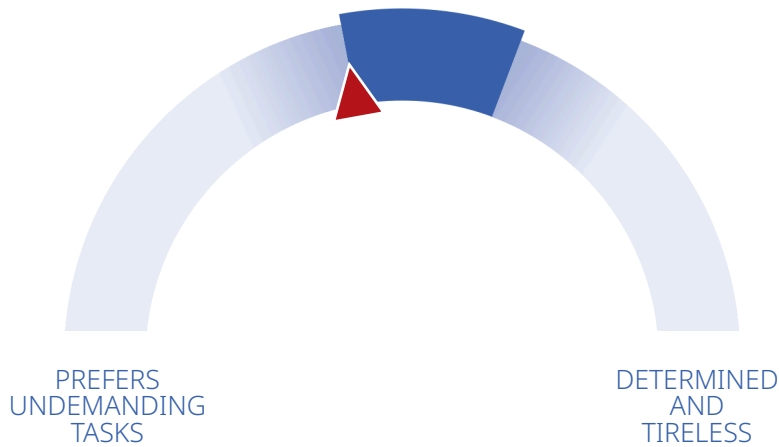
- Not meeting critical obligations
- Not keeping track of all tasks and commitments
- Appearing uninterested in tasks



Enhancing Your Leadership

- Are you letting too many obligations slip in order to accommodate arising demands? Newer tasks are not always the higher priority. Ensure that you're not letting older but more urgent tasks fall to the wayside.
- While your flexible approach can be an advantage during times of change, be wary that others may see this approach as inconsistent or unreliable.

Persistence



- ▶ **Motivated to complete your work and like to finish tasks that you start**
- ▶ **Compare the resources and effort needed to accomplish a task against the rewards**
- ▶ **May be uninterested in pursuing routine or extremely difficult tasks**



Your Strengths

- Knowing when effort will exceed the returns
- Following-through and getting the job done for most tasks
- Maintaining your focus and ignoring many distractions



Potential Derailers

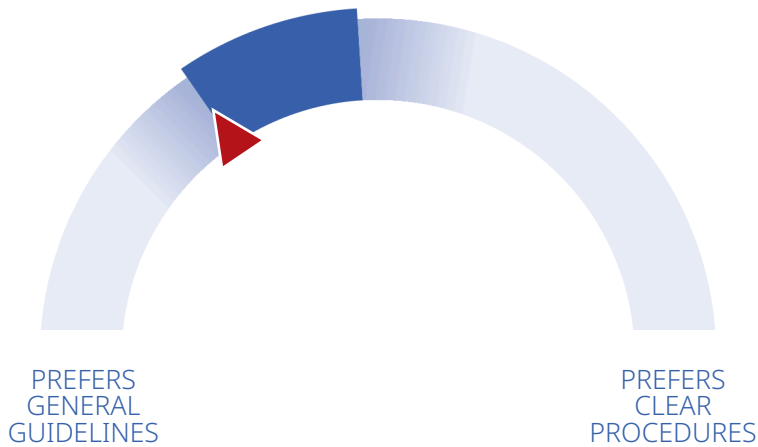
- Failing to recognize when a task you are highly invested in is no longer worth the effort
- Not following through on tasks that are less interesting
- Disengaging from challenging tasks too quickly



Enhancing Your Leadership

- Are you shying away from tasks simply because they aren't interesting, even if they can be rewarding? Sometimes you can find great long-term rewards from these projects, even though they'll be less engaging in the short-term.
- Ensure that you are balancing demanding tasks with those that require less effort, in order to recharge and rejuvenate between challenging tasks.

Rule-Following



- ▶ See operating procedures as general guidelines rather than specific instructions
- ▶ Willing to bend or adjust rules in order to make progress
- ▶ Dislike bureaucracy, especially when it restricts you from working efficiently



Your Strengths

- Working in unstructured, free-flowing environments
- Managing uncertainty and ambiguity
- Challenging current guidelines and structures



Potential Derailers

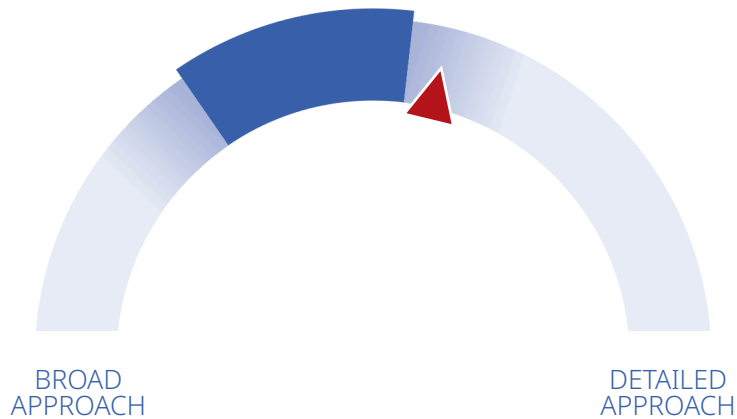
- Operating outside of standard procedures
- Resisting established processes
- Cutting corners, being overly expedient and bypassing important steps



Enhancing Your Leadership

- When challenging the current way of doing things, carefully question your motivation for doing so. Are these changes actually more effective? Keep in mind that some guidelines and structures may be in place for legitimate reasons.
- Consider who on your team could benefit from clearer guidance and more structure than you naturally provide. How can you help these individuals perform at their best?

Attention to Detail



- ▶ **Able to focus on details when it's needed**
- ▶ **Aim to balance the short- and long-term needs of the team and organization**
- ▶ **Seek to align day-to-day operations with the strategic vision**



Your Strengths

- Aligning your team and the organization with the strategy and vision
- Taking action even when there are fewer details available
- Organizing both short- and long-term plans



Potential Derailers

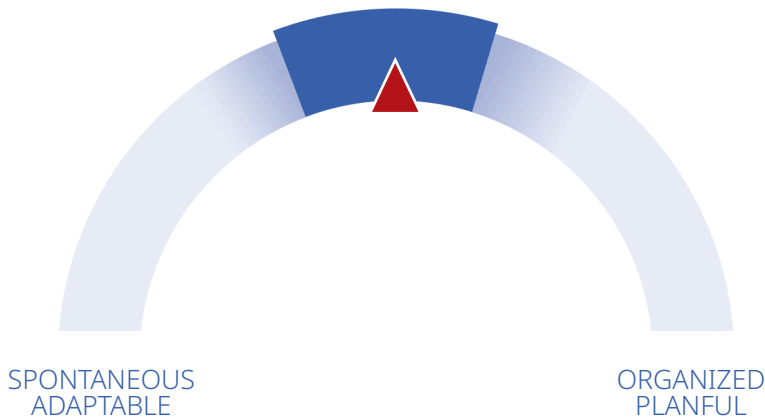
- Getting caught up in either day-to-day tasks, or long-range planning, and failing to consider the appropriate balance between the two
- Ensuring a consistently high standard for quality is maintained



Enhancing Your Leadership

- Maintaining a balance between the day-to-day operations and the long-term strategic plan will always be a challenge, especially when they take you in two different directions. Ensure that you aren't being pulled in too many different directions, otherwise you won't be able to address the important issues.
- Do you find yourself getting bogged down in details? Take a step back to consider the big picture. Are you investing your time and effort into something that will make a difference in the long-run? If not, limit your commitment accordingly.

Planning



- ▶ Enjoy thinking about the future, but stay open to making changes when new information comes into view
- ▶ Like to incorporate some strategic planning and emergent adaptation in your work
- ▶ Plan for important goals, but not other tasks



Your Strengths

- Balancing long-term, strategic plans with the need to respond to emerging issues promptly
- Setting broad goals and objectives to guide day-to-day activities
- Providing open and flexible plans to others



Potential Derailers

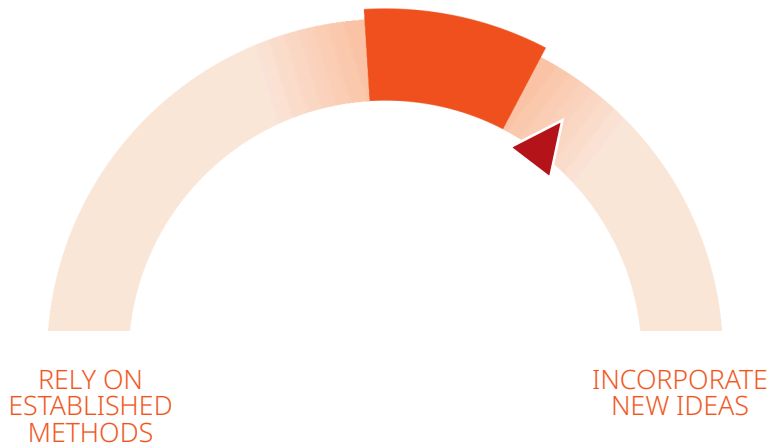
- Not recognizing when plans need to be adjusted
- Getting stuck in-between immediate opportunities and long-term prospects



Enhancing Your Leadership

- Which common situations require more planning in your organization? Which situations require you to wait for the most up-to-date information? Striking a balance between these two approaches can be difficult, so it will be more manageable if you have some defined examples to guide your decision making.
- Your team may find it difficult to navigate shifting priorities and changing demands. How can you provide support to these individuals? Can you provide more structure and insights into your long-range plans to them?

Innovation



- ▶ Somewhat drawn to what is new and different
- ▶ Enjoy generating and considering innovative ideas
- ▶ Like to find new ways to complete most tasks
- ▶ Willing to consider most ideas, even if they are somewhat unrealistic



Your Strengths

- Openness to leading innovation and change
- Considering new ways to do things
- Incorporating ideas from a wide range of disciplines



Potential Derailers

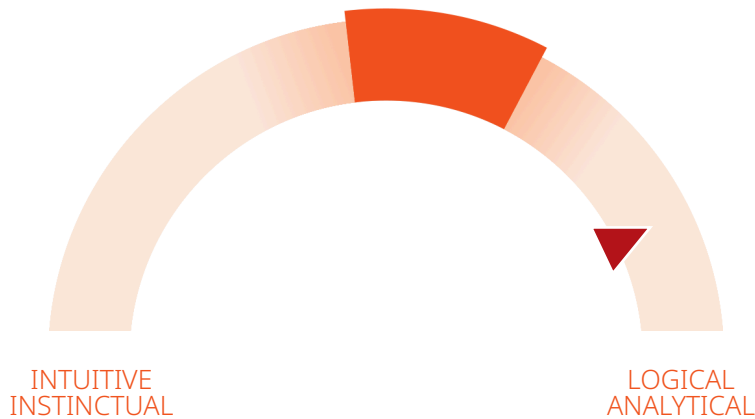
- Implementing overly complex solutions when something easier and more practical will do
- Resisting standard processes and procedures - even when they are working well
- Failing to consider the practical steps necessary to implement new ideas



Enhancing Your Leadership

- Before committing to a new idea or approach, ask yourself if it is overly idealistic or impractical? Does it offer the best solution, or are you simply drawn to it because it is new?
- Others may find your ideas vague, complex, or both. How could you state things more simply? This will help increase buy-in and make your solution easier to implement.

Analytical Thinking



- ▶ **Logical and conceptual**
- ▶ **Critically analyze information before making decisions**
- ▶ **Enjoy complex tasks and intellectually challenging work**



Your Strengths

- Critical thinking and impartial evaluation
- Synthesizing information from many sources before moving forward with plans or decisions
- Taking a methodical, deliberate and objective approach to problem solving



Potential Derailers

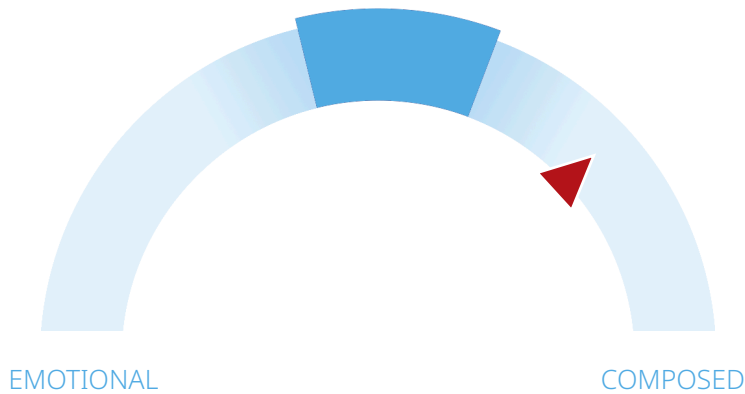
- Overanalyzing situations
- Struggling to make timely decisions when information is limited



Enhancing Your Leadership

- Are you over thinking issues and challenges? Even important decisions need to be made in a timely manner, otherwise you may miss out on good opportunities. Set a timeline for when the decision needs to be made and adhere to the schedule, despite the temptation to continue to analyze more information.
- Consider how your highly analytical approach may come across to others. It may not be your intention, but your team may see you as overly critical of their ideas when the finer details of their decisions are being reviewed.

Self-Control



- ▶ Calm and composed, keep your emotions under control
- ▶ Self-disciplined, even-tempered, not moody
- ▶ Do not speak out when mad or annoyed, opting to keep your feelings to yourself



Your Strengths

- Presenting a moderately calm and diplomatic image
- Showing self-restraint and emotional composure during times of conflict
- Leading through emotional or tense situations



Potential Derailers

- Not always sharing your true thoughts and feelings, even when it would be beneficial to do so
- Seen as somewhat hard to read
- May not express the appropriate level of urgency to others



Enhancing Your Leadership

- Let others know your thoughts and feelings. Showing more authentic reactions can help you develop more effective relationships with others, as well as prevent being seen as cold or uninterested.
- Would your team appreciate seeing your enthusiasm? While you act as a source of calm and stability in difficult circumstances, letting your team see your excitement towards positive situations can encourage and motivate them.

Stress Tolerance



- ▶ Able to cope with many demands and tolerate stress very well
- ▶ Remain relaxed when under extreme pressure or facing difficult challenges
- ▶ Respond constructively to problems and do not take criticism personally



Your Strengths

- Stress tolerance and resiliency
- Remaining calm in tense situations
- Constructive use of criticism



Potential Derailers

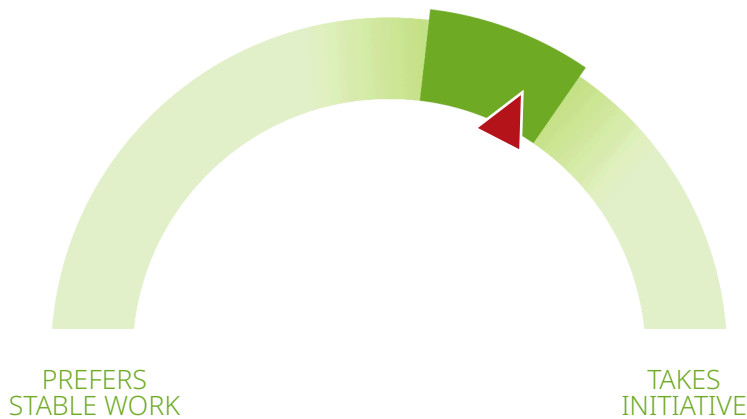
- Getting bored quickly with tasks that pose little challenge
- Not appreciating the anxiety or emotional turmoil that others may be feeling



Enhancing Your Leadership

- What you find exciting and engaging, others may find stressful and difficult. Recognize that others may not be able to deal with stress as effectively as you can. How can you provide support to these individuals, especially when they are in a difficult situation?
- When faced with a task that you find routine and repetitive, could you delegate this work? Could you then take on some of the tasks that your team finds stressful and difficult, but you find engaging?

Initiative



- ▶ **Enjoy identifying and seizing new opportunities**
- ▶ **Act before being asked or forced to by external events**
- ▶ **Handle challenges swiftly and willing to do extra work to achieve goals**



Your Strengths

- Being proactive and going beyond the requirements of your role
- Identifying and acting on business opportunities
- Not feeling limited by your specified job responsibilities or formal level of authority



Potential Derailers

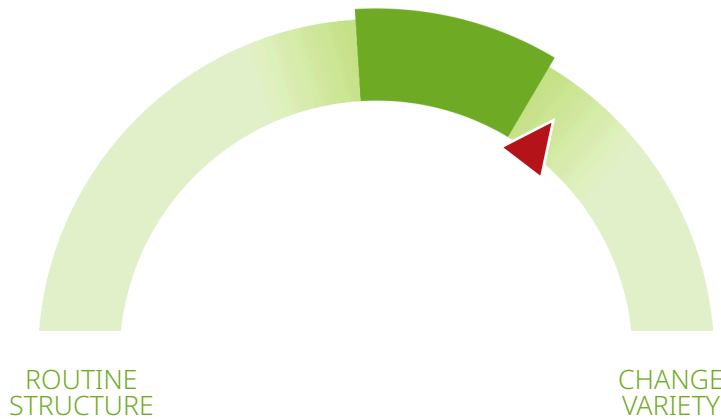
- Not identifying the necessary resources before moving forward
- Moving onto new opportunities too quickly, resulting in an unpredictable environment for your team
- Overstepping boundaries and moving forward without support from others



Enhancing Your Leadership

- Are you taking on new opportunities too frequently? Has your team or your present tasks fallen to a lower priority as a consequence? Make sure that your desire to identify and make the most of new opportunities does not come at the expense of fulfilling your current responsibilities.
- Before taking action on new opportunities, be sure that they align with the broader goals of the organization, and that your team has sufficient resources to assign to the task. Even if the prospect feels urgent, discuss the opportunity with others before moving forward.

Flexibility



- ▶ **Adjust to new circumstances, situations and environments**
- ▶ **Seek out more novelty and variety, and find too many routine activities boring**
- ▶ **Flexible and open to most changes**



Your Strengths

- Adaptability and flexibility
- Ability to make adjustments and react to situations in the moment
- Embracing most change



Potential Derailers

- Giving up on routine tasks before they are completed
- Not always recognizing the value of consistency
- Failing to provide the level of stability that your team may require



Enhancing Your Leadership

- Are you making changes because they are needed, or because you are becoming bored with the standard procedures? Look to make modifications only when there is a significant benefit to doing so, not just because you're looking for variety.
- Make sure that you are providing enough structure and stability for those on your team who need it. There are benefits in having some routine at work, and most people will value this consistency more than you do.