

## Self-report Leadership Styles Profile

Style Categories	Leadership Styles	Very unlikely	Unlikely	Flexible	Likely	Very likely				
Process Drivers	<p><b>Systems Drivers have an operational emphasis.</b> They lead through processes and procedures, tending to be organised and logical. <i>Systems Drivers</i> expect others to fall in line, so can be effective at creating order from chaos. Depending on the efficiency of their process designs, the work of a <i>Systems Driver's</i> team can range from highly value-adding to a business to bureaucratic and obstructive.</p>	<b>Systems Driver</b>								
		5	4	3	2	1	1	2	3	4
Process Drivers	<p><b>Micro-Managers love detail.</b> They tend to drive quality standards in a team, applying checks and balances to ensure that output is correct. Their departments can be good training grounds for young staff eager to learn, though risk stifling more mature or autonomous professionals. <i>Micro-Managers</i> may find it difficult to step back from the detail, or to delegate fully and allow others to use their initiative.</p>	<b>Micro-Manager</b>								
		5	4	3	2	1	1	2	3	4
People Drivers	<p><b>Visionaries inspire others to follow.</b> They are clear about where they want to go and may be quite vocal about it, tending to have a proactive influence on the direction of a business. <i>Visionaries</i> are also open-minded and ideas-oriented, so can be effective change leaders. With their positive outlook, planning and high ambition, <i>Visionaries</i> may be inspiring for staff who are eager to achieve.</p>	<b>Visionary</b>								
		5	4	3	2	1	1	2	3	4
People Drivers	<p><b>Dictators leverage the authority of their position.</b> Even without formal status they may be forceful and uncompromising. Fearless about taking charge, <i>Dictators</i> may generate action and stress in equal measure. They can be competitive, authoritarian or intimidating, with little empathy or sensitivity. A <i>Dictator</i> may be perceived as a bully. They work most easily with resilient, compliant staff.</p>	<b>Dictator</b>								
		5	4	3	2	1	1	2	3	4
People Drivers	<p><b>Benevolent Dictators drive, encourage and support staff.</b> They are friendly and at least somewhat interested in others' wellbeing, yet still feel comfortable to push others to get things done. <i>Benevolent Dictators</i> can be firm yet have a relatively forgiving and supportive relationship style, as if the matriarch or patriarch of their team. This is perhaps the most broadly effective style for teams of staff with varying personalities.</p>	<b>Benevolent Dictator</b>								
		5	4	3	2	1	1	2	3	4
Friends & Peers	<p><b>Cultivators like to grow their staff.</b> They tend to care about others on a personal and professional level and may be appreciated for their helpful, open-door approach. <i>Cultivators</i> may also lead by example, being eager to learn and to develop their own expertise. They may contribute significantly to change leadership by virtue of their critical-minded outlook and enthusiasm for making improvements.</p>	<b>Cultivator</b>								
		5	4	3	2	1	1	2	3	4
Friends & Peers	<p><b>Egalitarians prefer to relate with staff as peers.</b> They tend to be friendly, non-egotistical and non-competitive. They are therefore most comfortable in cultures with little formal hierarchy, in which staff are treated more or less as equals. <i>Egalitarians</i> tend to be perceived as approachable and participative, and as more hands-on and proactive than <i>Laisais Faire</i> leaders.</p>	<b>Egalitarian</b>								
		5	4	3	2	1	1	2	3	4
Reluctant Leaders	<p><b>Laisais Faire leaders are hands-off.</b> They are most comfortable remaining in the background, allowing others to drive the action. They are unlikely to impose their expectations strongly, or to provide vision, direction or other active leadership to staff. Managing performance issues may present a particular challenge for a <i>Laisais Faire</i> leader. As such, they work best with teams of self-managing self-starters.</p>	<b>Laisais Faire</b>								
		5	4	3	2	1	1	2	3	4

This profile shows self-reported behavioural style in a work situation. It does not necessarily indicate aptitude.