

How I See It

3 Leader Profiles - Which One Are You?

I have had incredible experiences with some of the best and worst leadership styles possible. I've worked in healthcare, manufacturing, professional services, retail, government, private, and nonprofit sectors. Style and personalities vary. They're based on each leader's upbringing and experience, and are linked to the firm's culture, lifecycle stage, industry, and community. Here my three typical profiles:

Caretaker - This is the 'hired gun.' You have been entrusted as a steward to work with other people's resources and create more value for them. Your title is CEO, President, CFO, COO, Vice President, Executive Director, General Manager, and the like. You have a great deal of responsibility and some authority; however, you are always mindful that your boss, be it an owner, chairman, or board, can always terminate your services. As such, you walk the line between being in charge and being another entry on the payroll ledger. You are the visible representative of the organization's values to others. You are slow to accept advice, but do so knowing a good idea can come from anywhere and should something succeed or fail, the outcome can be shared. Your friends are colleagues of equal status.

Idea Maker - This is the 'maverick' - the idea guy. You have an incredible ability to come up with ideas and embrace the passion to make anything you believe - a reality. You keep your own counsel and rarely ask or follow advice from others, unless it's attached to money you may sorely need. Your confidence is seen as arrogance by some. You are intimidating to many, and you are admired - with a bit of jealousy - by many who see you as 'lucky.' Your biggest strength is often your greatest weakness - making quick decisions. You are very intent on how you want things and have little patience for being challenged by others. Your success comes from daring to do what you think is right, against all odds, and with dogged determinism. You have few true friends. Vacations happen sporadically and whether out of insecurity or suspicion, you're always 'in touch' with the office,

Administrator - This is the 'quiet competitor' - sometimes struggling, but always working on ways to make more money or gain more power. You know the key to success is surrounding yourself with the best people, a quality product, and proven practices. You're willing to risk, but only after much thought and calculation. You believe in creating something that works without your daily involvement. You find yourself constantly looking for another challenge. Despite the ups and downs, you feel as though you can succeed at any product or service you choose. You seek stability over challenge. Asking for help is difficult but always rewarding.

Which is best? Neither. All. The more you realize who you are - with its pros and cons - the easier it will be to understand your leadership persona and the kinds of people you need to surround yourself with. I have had the pleasure to work with or for all three and they have all been *frustratingly rewarding* (how's that for diplomacy?) The reality is who you are and how you lead, *is* what it is. While you may be a combination of two or more, chances are one is your more dominant side and will manifest itself when under pressure. The challenge is to ensure you continue to be in the right situations to maximize the gifts of *your persona*.

At least that's how I see it.

Top Leadership Qualities

Motivating others - 80%

Retaining talent - 75%

Building winning partnerships - 57%

Leading change - 53%

Valuing differences - 43%

Resolving conflict - 40%

Building an environment of trust - 80%

Leading high-performance teams - 68%

Delegating for results - 55%

Achieving your leadership potential - 49%

Setting performance expectations - 41%

394 HR leaders in 43 global firms rated these as their top 10 out of 22 possible choices

Source: HR Exec mag 4/2006

Thoughts from Here & There

Big jobs usually go to the men who prove their ability to outgrow small ones. Ralph Waldo Emerson

Lead according to your own standards, by what you have found successful, not by what others tell you. Vince Crew

Innovation distinguishes between a leader and a follower. Steve Jobs

If your actions inspire others to dream more, learn more, do more and become more, you are a leader. John Quincy Adams

Respect those who labor among you and are over you... be at peace among yourselves... admonish the idle, encourage the fainthearted, help the weak, be patient with them all. Do not put out the Spirit's fire, do not despise prophesying, but test everything; hold fast what is good, abstain from every form of evil.

1 Thessalonians 5: 12-16, 19-23

Perseverance must finish its work so that you may be mature and complete, not lacking anything. James 1:4

Where there is no guidance, a people falls; but in an abundance of counselors there is safety. Proverbs 11:14

Vinnie's Commercial

Plan Early for Next Year's Conference or Leadership Retreat?

"No enterprise can sustain profitability without first cultivating principled leaders, attracting and retaining talented workers, and operating with integrity and accountability." Vince Crew

If your organization is focused on growth, profitability, and strength, you need to be looking at strategic initiatives in • **Leadership** • **Staffing** • **and Ethics**.

We are currently putting dates 'on hold' and confirming dates for our 2007 conference, retreat, and in-house leadership development programs.

For popular topics, go to "What We Do" on our website. Email us for specific inquiries.

ALWAYS, ALWAYS... Continue to REACH!

These perspectives are not a substitute for tailored counsel or programs designed for your particular situation.

Contact us to discuss your specific needs.

"Encouraging others to reach up, in and out to achieve"

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