

LEADERS AND THEIR LEADERSHIP

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The BEST leader you've known

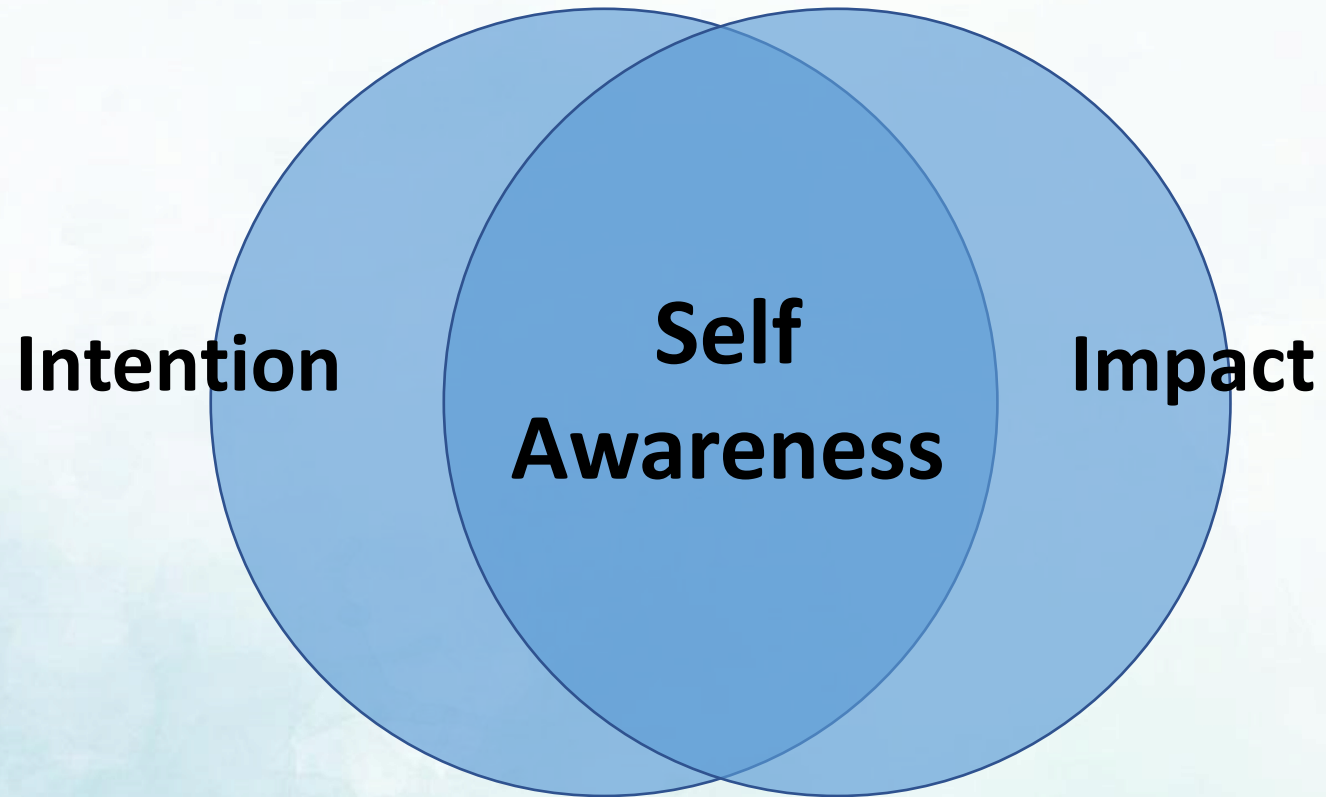
- Empathetic
- Supportive
- Strategic
- Good communication
- Flexible

The WORST leader you've known

- Micromanaging
- Hard to trust
- Poor communication
- Disorganized
- Drunk (!!)

The ability to reflect on and accurately assess one's own behaviours and skills and the impact they have on others.

(Zenger, 2014; Church, 1997)



Intention

Awareness
Gap

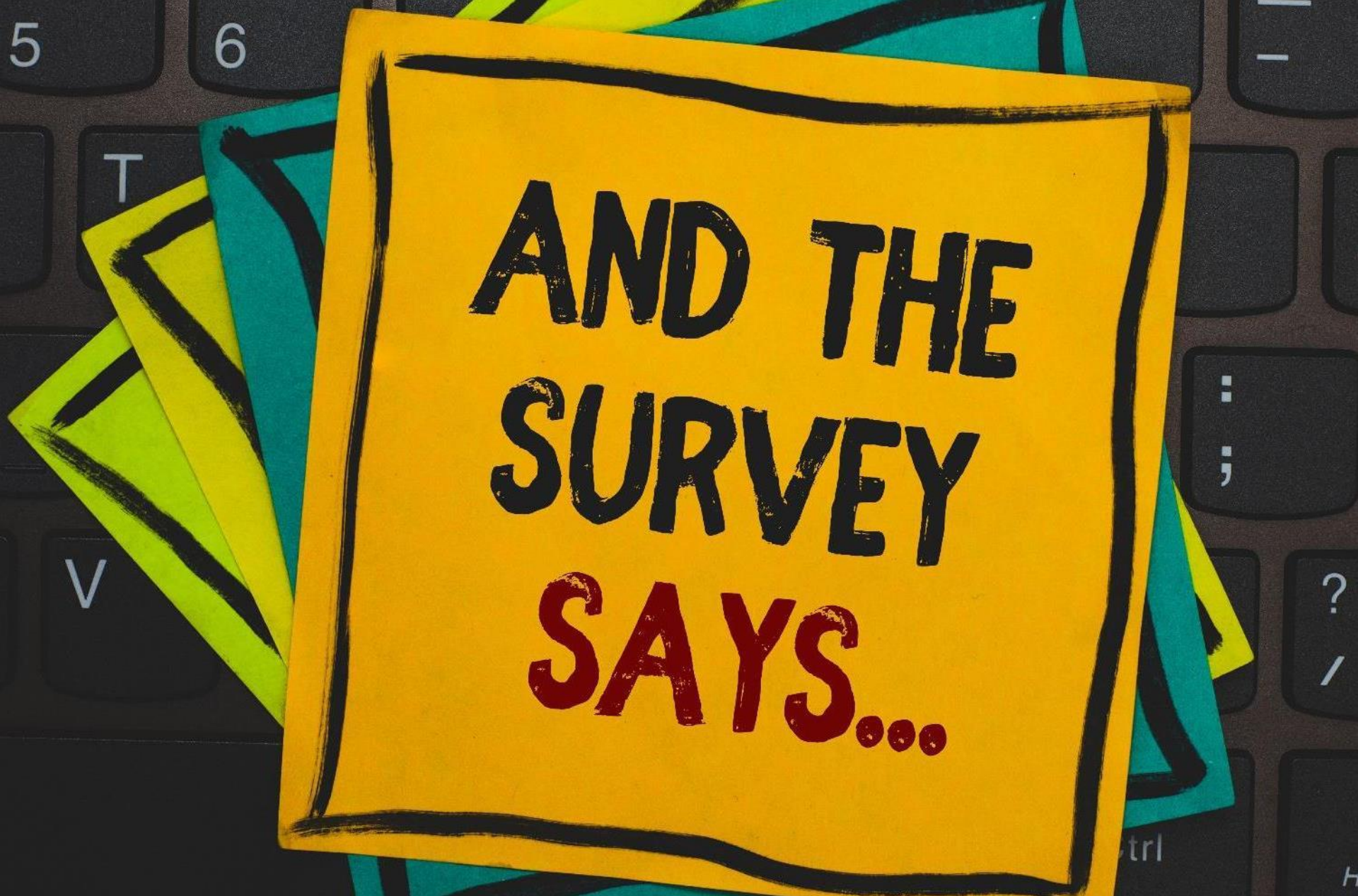
Impact

FEEDBACK

Helpful information or criticism that is given to someone to say what can be done to improve a performance.

“ “

.....



**AND THE
SURVEY
SAYS...**

Plans Work
Activities

Verbal
Communication

Displays
Flexibility

Organizational
Awareness

MOST IMPORTANT COMPETENCY?

 **Psychometrics**

Most Important to Leaders' Bosses

Influences Others

Plans Work Activities

High Quality Standards

Focus on day-to-day
operations

Most Important to Leaders

Influences Others

Plans Work Activities

High Quality Standards

Leaders are picking up on what's
important to those above them

Least Important to Leaders' Bosses

Verbal Communication

Displays Flexibility

Achieves Results Efficiently

Less emphasis on
adaptability

Least Important to Leaders

Verbal Communication

Displays Flexibility

Achieves Results Efficiently

Leaders are also picking up on what's
not important to those above them

Greatest Strengths

Communication

Maintains high standards

Responsibility and integrity

Satisfies customers

Focus on day-to-day operations

Greatest Challenges

Coaches and develops others

Empowers employees

Mobilizes around a clear purpose

Seeks Innovation (Direct Reports)

Displays Flexibility (Direct Reports)

Direct Reports looking for leaders with a focus on innovation and adaptability

Recognized Strengths

Inclusiveness

Responsibility / Integrity

Teamwork

Learning new skills

Unrecognized Strengths

Organizational awareness

Influences others

Providing a clear purpose

Verbal Communication

Direct Reports Say:

- Coach and develop your team
- Seek innovation
- Harness a flexible approach

Leaders' Bosses Say:

- Influence others
- Plan work activities
- Meet high standards

- **Take a long-term, strategic approach**
- **Coach those around you**
- **Embrace change, stay flexible**
- **Be open to innovation**



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