



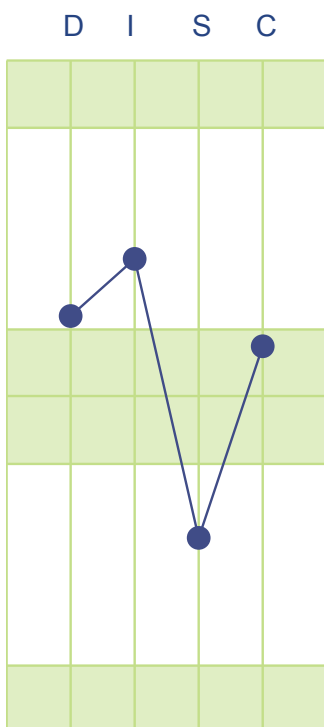
LEADERSHIP SKILLS: Thomas Sample

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Leaders possess a 'vision': a long term view of the shape of an organisation, a brand, product, service or project. This vision shapes other people's actions and decisions. Leaders enthuse and motivate people by the way they communicate this vision. They form great teams, some of whose members know more about specific areas than them. Leaders point their team in the right direction, through their vision; they set the ground rules while enabling a team and its members to achieve their full potential. They allow people to make mistakes - but not too many. They praise as well as correct.

Leaders act quickly to solve problems. They know enough about their business or particular organisational competences to be respected, but they don't get lost in detail. They walk the talk: they act in a way which consistently reflects what they say, creating trust and a reputation for integrity.

PERSONAL LEADERSHIP STYLE



Thomas Sample is likely to have good leadership characteristics for roles which are of a technical, specialist nature where policy and procedure are important. His leadership skills will be enhanced by good knowledge and experience of his field. He will perform best in an organisation whose culture is consultative, direct and logical.

His leadership potential will also depend on aspects of his emotional awareness and level of fluid intelligence.

Likely Leadership Strengths

- Absorbs and communicates factual information

- Achieves results based on facts, figures and logical thinking
- A good technical/specialist problem solver
- Complies with roles, policies and procedures
- Objective in monitoring and evaluating performance
- Enjoys a challenge and seeks variety in his role

Potential Leadership Limitations

- May procrastinate when making difficult decisions
- May not always set and monitor key tasks
- May be critical and a hard taskmaster with regards to quality
- May not set and control demanding objectives
- Could underestimate the complexity of a problem

General Communication

Thomas Sample is likely to be a good communicator who can maintain the interest of others through his enthusiasm. He will tend to express feelings and usually communicates in a non-antagonistic manner. Thomas Sample will generally appear self-assured and will communicate using facts and figures if he feels better results will be achieved.

Presentation Style

Thomas Sample is likely to be an enthusiastic presenter who is likely to interest others about his product or task if he has good knowledge of the area. There may be a tendency for Thomas Sample to present facts at a pace that others who are not as well versed in the subject may not be able to cope with.

Decision Making Style

Under normal circumstances, Thomas Sample is likely to be comfortable making decisions, especially in areas where he has experience and/or he has time to evaluate the situation first. However, Thomas Sample may hesitate to take difficult decisions involving people, particularly if such a decision could make Thomas Sample unpopular with his staff.

Meeting Deadlines and Time Management

Thomas Sample may prefer not to plan thoroughly and may make plans at the last minute. He is likely to be an active person who pursues stimulating situations and challenges. As a result, time management may be of the kind where requirements are met just before the deadline.

He is likely to prefer strategic planning rather than long-term, detailed planning as he may prefer to influence others favourably to 'buy' an idea or concept.

Goal Focus

Thomas Sample is generally motivated by the need to get things right, measurable goals, personal rewards and public recognition. Thus he may have the drive to satisfy and thereby impress others.

Administration

Whilst Thomas Sample will generally attend to detail, he may not necessarily be thorough and could dislike routine. This may result in him not always following a job through to its ultimate completion, especially where there is a heavy administrative workload. Thomas Sample may prefer to move on from one project to another, rather than to be involved long-term on any one aspect of work.

Planning and Problem Solving

Thomas Sample is likely to be a detailed problem solver, who enjoys situations involving change. He is likely to be creative and purposeful in meeting challenges, especially if the problem is of specific interest to him.

Ensuring Quality and Accuracy

Although Thomas Sample may be able to constantly produce work of a high standard and paying attention to detail, it will probably only remain a consistent hallmark of his work if he is given challenging and varied assignments. He may prefer to enlist the co-operation and support of others in ensuring quality and accuracy.

Handling Criticism and Aggression

This outgoing person is likely to rely on his natural assertiveness and persuasive skills in antagonistic situations. He will tend to handle himself confidently yet diplomatically when opposed by others and will usually succeed in maintaining favourable working relationships when handling sensitive and important objections. He is likely to accept warranted criticism positively and will not delay in implementing the required remedial steps. Thomas Sample will, however, counter unjustified criticism using all the relevant supporting data and facts to defend his standpoint. It should be noted that he could be hurt if he believed that others' criticism was aimed at him personally.

TRAINING AND DEVELOPMENT NEEDS

If Thomas Sample is an existing leader within the organisation and the above-mentioned limitations are evident, then we recommend that you consider providing him with the training recommended below, but only if such training has not previously been undertaken.

Decision Making

Competent decision makers have good judgement, particularly if the decision is tough. They are prepared to listen to others' views, discuss important issues, consider all the implications and have the confidence to take timely and shrewd decisions.

Because Thomas Sample has an innate need to both get things done and get things right he may procrastinate at times and as such would benefit from decision making training which covers the following:

- The decision making process - Analysing the situation/problem, checking for understanding, evaluating the alternatives, discussing ideas, formulating decision guidelines, calculating the risk, setting objectives and timescales, and implementing decisions;
- Listening and understanding - Its importance in decision making;
- Risk analysis - Allowing the decision maker to assess the likelihood of success without wasting too much time and effort by gathering facts;
- Innovation and judgement - The importance of ideas in decision making;
- Timing and communication - Bringing others into the process and carrying them along with it;

Listening

Good listeners have sufficient clarity of mind to be able to listen attentively, consider the content and respond positively and constructively.

As part of Thomas Sample's training in listening, it is important for him to understand 'The Listening Process' - it is not just about hearing, and should incorporate the following:

- Comprehending - Checking for understanding, confirming that the other person's views have been heard;
- Observing - Being aware of body language in order to identify the speaker's passion for what is being said and their feelings on the subject;
- Awareness - Of one's own body language, importance of showing interest, being alert to what is being said, indicating agreement or opposition without necessarily interrupting;
- Questioning - Developing the ability to ask questions and seek the opinion of others in an open-manner. Being prepared to listen to the response and realising that others are not always confident and competent communicators.