

# Leader of the New Era

Your potential and leadership behaviours for the current times

The report is prepared based on the answers to the Extended DISC Individual Analysis questionnaire. This report should not be the only criterion for making decisions concerning the respondent. Its purpose is to provide information that facilitates a person's development.

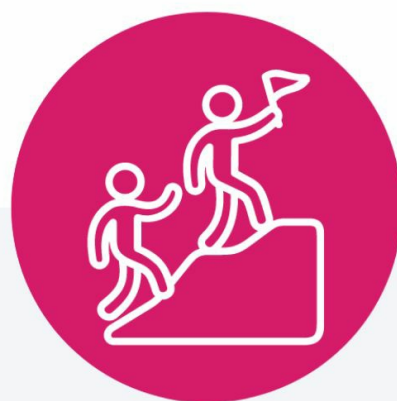
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Organization:

**XYZ Sp. z o.o.**

Date:

**03.03.2022**



#SiłaBiznesuToLudzie

## Siła nowoczesnego przywództwa

## INTRODUCTION

This report was designed in order to help you discover and better understand your potential and natural acting style in the context of leadership behaviours and competences that are particularly significant in today's world.

"The events of the recent years, radical changes of work models, new expectations towards people entering the job market have caused new behaviors and competences to rise in importance. In our understanding, they are notably:

Ensure a psychological safety  
Inspire and create a sense of purpose  
Foster a co-creation atmosphere  
Build a culture of responsibility  
Drive change and innovation

This list does not exhaust the topic of leadership behaviours, but in our opinion, such behaviours currently have the largest impact on building employee engagement while being insufficiently developed or requiring reinforcement in many organizations.

The above set is Extended Tools team's own and subjective proposal, based on our many years of experience and conclusions from conversations, research and development projects at our Clients. We compared our proposal with many publications on trends from the most reputable universities, research institutes and consulting companies. We did not translate directly any of the models or sets of competencies presented by these institutions, rather we have critically analyzed what these publications confirm from the findings from our practice.

The report contains a description of your natural predispositions and talents on which you can base when developing your leader potential and gaining new skills. We hope that the information contained in this report will help you create an optimum plan to develop your skills.

The report contains the following elements:

1. Visualization of the 10 classic leadership styles against the Extended DISC Model
2. Your analysis result: Extended DISC Diamond
3. Your result against the currently desirable leadership behaviours
4. Self-reflection sheet
5. Additional information to support your development

We wish you pleasant reading!

*The contents presented constitute the product of answers to questions contained in the Extended DISC behavioural analysis questionnaire. Results of the Extended DISC analysis should not be the only criterion when making personal decisions. They should be treated as a supplementary source of information useful to improve your personal and professional efficiency.*

*The Extended DISC Analysis does not describe full personality of a person and should not be used for this purpose. The report does not describe the intelligence, professional skills, knowledge or experience gained.*

*We recommend that the information contained in the report should be supported by the participation in a workshop or an individual interview with a Certified Extended DISC Consultant.*

## Leadership styles and culture, and the Extended DISC model

There is no such thing as the “best” leadership style. The best leaders use various acting styles depending on the needs, the organization's culture or development stage, or the team they manage.

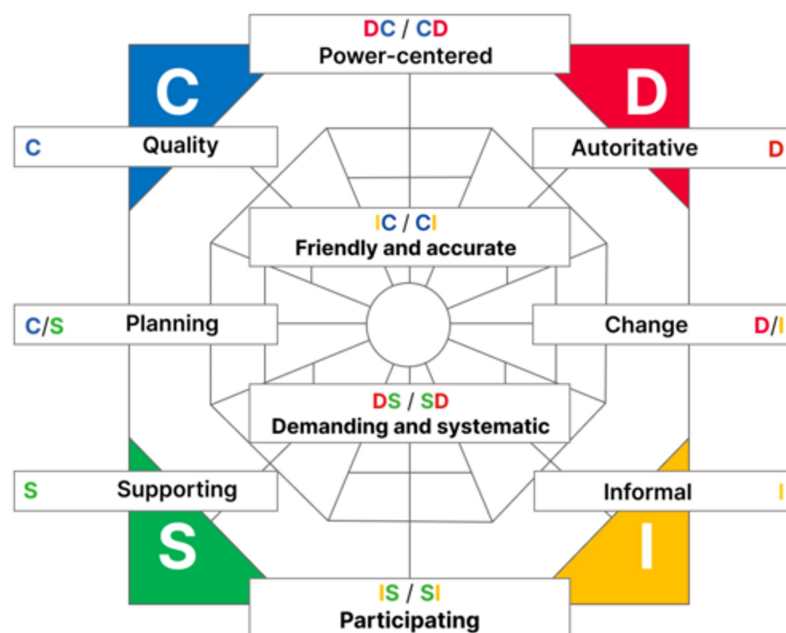
At the same time, it's worth being aware of certain natural determinants or predispositions that cause you to unconsciously choose one of the leadership styles presented below. It mostly happens when you act under strong pressure or stress.

Analyse the pictures below and think which of the styles describes you best.

How often do you use it?

Have you ever been in a situation where it wasn't the optimal choice?

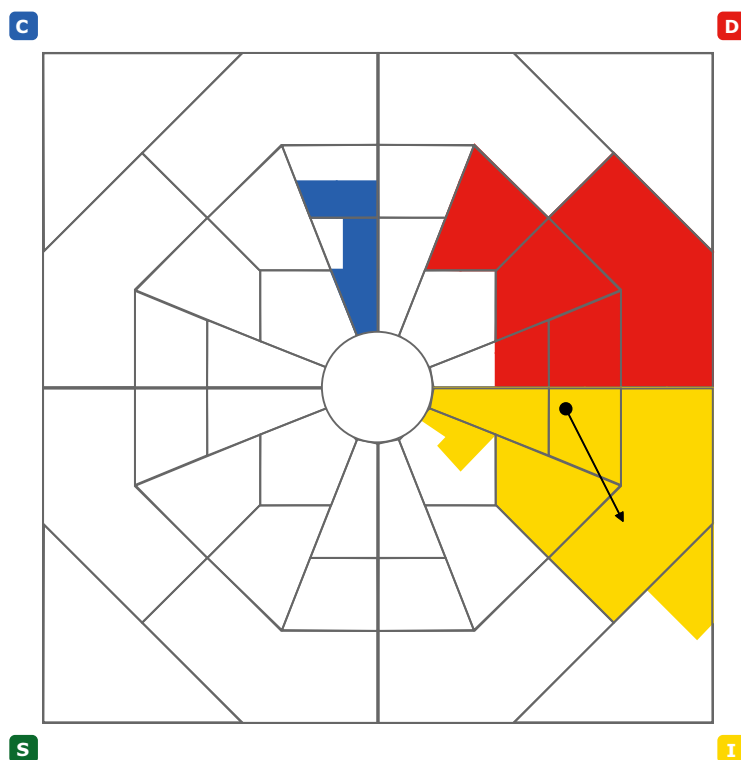
Do you find an acting style below that you should use more often than before?



## Extended DISC Analysis - Your Result

### Extended DISC Diamond - Yours Flexibility Zones

The following model shows which behaviours are the most comfortable ones for you and which require more energy and additional concentration. Shaded areas mean behaviours which are the most natural and comfortable ones for you. White fields show in which areas of activity more effort, increased concentration and energy are required. Behaviours characteristic for fields which are not shaded will require most energy from you.



Your DISC style is: IDC (I - 55%, D - 30%, C - 15%)

The arrow on the diamond shows the difference between your most comfortable behaviour (beginning of the arrow), and your need for adaptation (tip of the arrow). How much energy it will take to adapt to the needs of the environment depends on the direction and length of the arrow. Behaviours characteristic for shaded areas require less effort. If the arrow points to the style which the diamond is composed of just white fields, adapting may require more effort.

No arrow on your diamond may mean that expectations you feel in your current professional situation are not vastly different from your natural potential.

## Leadership styles and the Extended DISC model

### Authoritative Leadership (D style) and Change Leadership (D/I style)



#### Authoritative D Lider in charge

- Often based on power and distance
- Highly directed - leader tells the followers
- Exerts pressure and sets demanding goals
- Emphasis on speed and achievement

#### Change D/I Leader as Pioneer

- Persuasive, charismatic and friendly
- Future orientated - envisioning
- Active and energetic - leading by example
- Positive and optimistic, creating a positive atmosphere

### Informal Leadership (I style) and Participating Leadership (I/S style)

#### Informal I Leader as a Firend

- Relaxed atmosphere
- Creativity, positive energy valued more than accuracy or rules
- Personal relationships emphasised
- Competitiveness encouraged through inspiration, not pressure

#### Participating I/S Leader as a Facilitator

- Team ethos
- Open, friendly & accepting environment
- Leader works with their team - no hierarchy
- Shared goals & responsibilities



## Planning Leadership (S/C style) and Supporting Leadership (S style)

### Planning S/C Leader as Planner

- Thoughtful, cautious, structured
- Generally operates in known area
- Calm but determined to do things right
- Clear communication of expectations and objectives

### Supporting S Leader as Helper

- Guides, teaches and develops followers
- Emphasis on trust, loyalty and sincerity
- Help is mutual - given and expected
- No strong goal focus - gradual evolution



## Quality Leadership (C style) and Power-centered Leadership (C/D style)

### Quality C Leader ensures Compliance

- Emphasis on rules & compliance - not inspiration
- Leader is remote - no emotional connection
- Systematic approach
- Ensures everyone knows what is expected



### Power-centered C/D Leader has Authority

- High individualism, leader is remote
- Formal, hierarchical environment
- High standards, conformity is expected - zero tolerance
- Rigid structures, inflexible and slow to react

**Friendly and Accurate Leadership (I/C style) and Demanding and Systematic Leadership (D/S style)**

**Friendly and Accurate I/C**

Leader as Explainer

- Helpful
- Focuses on explaining the importance of rules and standards
- Focuses on people and training as a way of leading
- Enjoys role when team member seeks advice as they can provide an explanation to help

**Demanding and Systematic D/S**

Leader with Experience

- Prefers to base their authority on their experience
- Solves issues by adopting a convincing approach
- Convinces others that their experience makes them right
- Prefers a participative approach but can become demanding

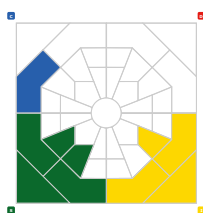


## Your potential against the currently desirable leadership behaviours

### Ensure a psychological safety

**Why it is important now:** Regardless of whether you describe today's world as VUCA or BANI, the complexity and changeability of the current challenges require good cooperation within teams and lots of creativity. In order to ensure them, you need to build the atmosphere and space where people feel at ease, can be themselves and don't waste time and energy to pretend to be someone else. A psychological safety is built by such behaviours as: taking diversity into account and individualization of approach, regular conversations with coworkers that don't only concern matters at hand, building trust within the team, openness to questions, ideas and criticism, permission to make mistakes if they are conducive to learning, as well as caring for the well-being and mental health of your coworkers.

Below, you will find areas that correspond to behaviours related to ensuring a psychological safety.



#### Most comfortable tasks/behaviors

Building openness and excitement: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being involved in varied people contacts: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Being participative and talkative: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Developing positive atmosphere within the team: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Taking care of the company atmosphere: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

#### Least comfortable tasks/behaviors

Considerate and careful communication: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Maintaining trust with passive support: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Communicating thoughtfully and carefully: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Helping others by providing the support they need: -5 -4 -3 **-2** -1 0 1 2 3 4 5

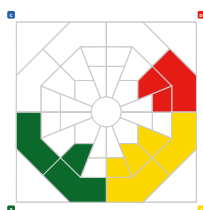
Seeking multiple perspectives and inputs from others in decision making: -5 -4 -3 **-2** -1 0 1 2 3 4 5

## Your potential against the currently desirable leadership behaviours

### Inspire and create a sense of purpose

**Why it is important now:** Generational changes in the job market and our intense experience of such crises as the pandemic or war caused the sense of purpose to emerge as one of the key factors motivating people to act. Currently, it is extremely important to stir authentic engagement in coworkers by identifying a greater purpose and answering the question: how do our products or services influence the world we live in? People expect their leaders to inspire them, present and promote a positive attitude, opportunity to reach ambitious but real goals together. It's also important to constructively confront their ideas, to provide feedback regularly and often, and in particular to appreciate and praise.

Below, you will find areas that correspond to behaviours related to inspiring and creating a sense of purpose



#### Most comfortable tasks/behaviors

Bringing up new ideas to inspire people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Goal-oriented motivation: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Turning negative into positive in people's minds: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Inspiring the team to achieve challenging goals: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Constant, positive encouragement of people: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

#### Least comfortable tasks/behaviors

Patiently developing others' professional skills: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Motivating the team by providing consistent support: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Providing constructive feedback: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Showing positiveness: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

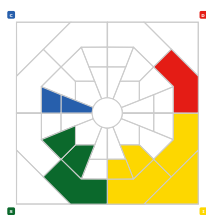
Delegating and allowing people to perform: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

## Your potential against the currently desirable leadership behaviours

### Foster a co-creation atmosphere

**Why it is important now:** In the global knowledge-based economy, the rules of the game are changing. Yesterday's competitor might become your ally or co-creator of a common know-how tomorrow. That is why it has become vitally important to foster the atmosphere where you can reach your goals as a team, communicate openly, listen to one another, encourage sharing knowledge and ideas, build positive relationships and actively seek agreement and cooperation also beyond your team, department or organization. Avoid unnecessary secrets, eliminate communication silos, cooperate with previous competitors if needed so as to reach higher or further-reaching goals.

Below, you will find areas that correspond to behaviours related to fostering a co-creation atmosphere



#### Most comfortable tasks/behaviors

Approaching new people quickly and naturally:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building openness and excitement:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively connecting people with each other:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being willing to both share and accept ideas in solving problems:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Actively listening and directing the member:	-5	-4	-3	-2	-1	0	1	2	3	4	5

#### Least comfortable tasks/behaviors

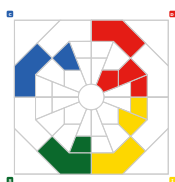
Building a relationship based on trust and communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communication; Listening and patient:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being prepared to listen to new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Allowing others to talk while expressing that he/she is listening:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Maintaining trust by listening to people:	-5	-4	-3	-2	-1	0	1	2	3	4	5

## Your potential against the currently desirable leadership behaviours

### Build a culture of responsibility

**Why it is important now:** Management by giving orders and holding people accountable for the assigned tasks in knowledge-based business has proven to be ineffective, inefficient and detrimental to creativity and initiative. An alternative is building a culture where autonomy is promoted while every team member takes responsibility for the results and the working environment instead of passively waiting for guidelines and orders. Decisions are made without undue delay at the lowest seniority possible, by people who are best informed and closest to the situation. What is promoted instead is concentration on improvement rather than avoidance of mistakes, showing initiative and entrepreneurship, encouraging teams to quickly react to changes, problems and challenges. An important element of this responsibility is a system for monitoring effects and mutual accountability for results and reached goals.

Below, you will find areas that correspond to behaviors related to building a culture of responsibility



#### Most comfortable tasks/behaviors

Motivating people to do quality work: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Providing constructive reinforcement and developmental feedback: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Monitoring the execution of action plans and taking immediate action when needed: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Encouraging independent thinking: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

Communicating to the team how it contributes to organizational strategy and success: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

#### Least comfortable tasks/behaviors

Holding team members accountable to shared goals: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Delegating the responsibility of quality control to the organization: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Assuring and checking the quality of activities: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Influencing team performance by quality control: -5 -4 -3 **-2** -1 0 1 2 3 4 5

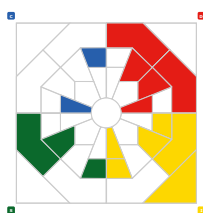
Influencing team performance by participating and supporting: -5 -4 -3 **-2** -1 0 1 2 3 4 5

## Your potential against the currently desirable leadership behaviours

### Drive change and innovation

**Why it is important now:** Efficient implementation of changes in an organization has always been important but underestimated. Today's pace of change and radical innovation resulting, among others, from the digital revolution and including new technologies, new business models or the development of artificial intelligence forces leaders to focus even more on driving change and innovation.

Below, you will find areas that correspond to behaviours related to driving change and innovation



#### Most comfortable tasks/behaviors

Eagerly promoting new ideas: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being open to new experiences, ideas, and cultures: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Being able to visualize long-term consequences: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Communicating and motivating the need for change to the organization: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Showing a positive example in dealing with change: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

#### Least comfortable tasks/behaviors

Thoroughly preparing for change: -5 **-4** -3 -2 -1 0 1 2 3 4 5

Taking into account everyone's needs before deciding on how to change: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Dividing team tasks to enable successful experiences after each task: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Searching continuously for change: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Being able to anticipate the long-term consequences: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

## Self-reflection Sheet

Which of the described behavioral areas **is currently your biggest strength?**

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Which specific behaviors supporting this area are particularly important to you and are, at the same time, your strength?  
**Use them often!**

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Which specific behaviors supporting this area are particularly important to you but aren't your strength?  
**Consider whether you would like to develop them or rather delegate more tasks that require them.**

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Which of the described competences **ISN'T currently your strength?**

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Which behaviours supporting this competence are particularly important to you?  
**Consider whether you would like to develop them or rather delegate more tasks that require them.**

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## Additional information to support your development

### How You Help Your Employees Achieve Their Goals

The following results are shown on the scale from - 5 to 5, from the least to the most comfortable behaviour. Uncomfortable behaviour – requires more energy – more on the left hand side of the diagram. Comfortable behaviour – requires less energy – more on the right of the diagram.

Creating a process that minimizes the need for support: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Helping and guiding others: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Helping others by listening and discussing in a positive way: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Helping others by providing the support they need: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Inspiring others to have the motivation to help themselves: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Inspiring others to overcome their fears and become excited: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Maintaining a positive atmosphere when supporting others: -5 -4 -3 -2 -1 0 1 **2** 3 4 5

Modest and participating guide of others: -5 -4 -3 -2 **-1** 0 1 2 3 4 5

Providing very detailed instructions on how to follow the existing processes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Providing constructive reinforcement and developmental feedback: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Reassuring people in a positive manner: -5 -4 -3 -2 -1 0 **1** 2 3 4 5

Trying to find new approaches to solving technical problems: -5 -4 -3 -2 -1 0 1 2 **3** 4 5

## Additional information to support your development

### How You Achieve Your Goals

The following results are shown on the scale from - 5 to 5, from the least to the most comfortable behaviour. Uncomfortable behaviour – requires more energy – more on the left hand side of the diagram. Comfortable behaviour – requires less energy – more on the right of the diagram.

Authoritative use of power:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a demanding, fast-moving creator of resources:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building a team spirit to support each other in achieving the goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Communicating the goal in a way so others can identify with it:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Demanding communication and leading from a distance:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Strongly emphasizing the awareness of goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Following a step-by-step plan to achieve the goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Goal-focused and direct communication:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Helping people to understand the emotions involved:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Knowing when to analyze and when to act:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Management that requires a fast, analytical approach:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Managing things and systems in a demanding way:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Pushing ideas through:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Setting up goals that aim to motivate people:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Showing excitement toward new goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Supporting everyone to achieve the goals:	-5	-4	-3	-2	-1	0	1	2	3	4	5
Taking strong, corrective action when observing poor performance:	-5	-4	-3	-2	-1	0	1	2	3	4	5

## Additional information to support your development

### Your Decision Making Style

There is no best style for making decisions. However, we all have our own most comfortable way of decision making. Successful people are aware of their preferred style and make conscious adjustments based on the requirements of each unique situation. Listed in the bar graphs below are a few of the most commonly recognised decision making traits.

#### Most comfortable tasks/behaviors

Making sudden and emotional decisions when under pressure: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Making spontaneous decisions based on intuition: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Finding a decision that best meets the goals and can be promoted to people: -5 -4 -3 -2 -1 0 1 2 3 4 **5**

Thinking "outside the box": -5 -4 -3 -2 -1 0 1 2 3 **4** 5

Explaining the emotions and facts behind the decision: -5 -4 -3 -2 -1 0 1 2 3 **4** 5

#### Least comfortable tasks/behaviors

Collecting all the facts to reach the only possible solution instead of a decision: -5 -4 **-3** -2 -1 0 1 2 3 4 5

Making well thought out decisions based on security: -5 -4 **-3** -2 -1 0 1 2 3 4 5

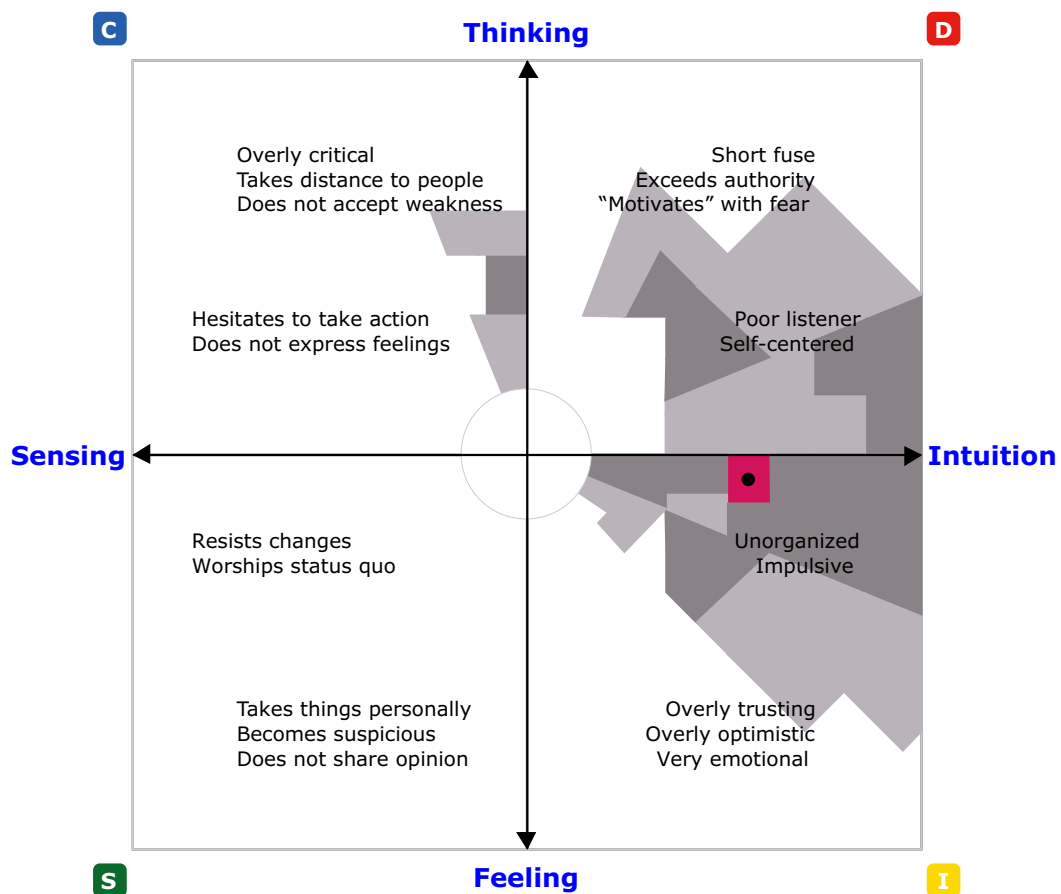
Checking every detail when making decisions under pressure: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Driving decision making processes: -5 -4 -3 **-2** -1 0 1 2 3 4 5

Finding a balance between people and facts when making a decision: -5 -4 -3 **-2** -1 0 1 2 3 4 5

## Additional information to support your development

Sometimes when acting in accordance with your natural behaviour style but under e.g. strong pressure or stress, you might overreact. In the graphic below, you can see which behaviours might appear when you overuse your natural style.



## Personal Action Plan: Your Next Steps

Experience has shown that creating a concise, simple and specific action plan is the best way to improve performance. To do so, create your "Top 3" lists to help you become more successful.

Based on what you have learned, discovered and realised through this report, list three important actions **you will START doing**:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

Based on what you have learned, discovered and realised through this report, list three important actions **you will STOP doing**:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

Based on what you have learned, discovered and realised through this report, list three important actions **you will CONTINUE doing**:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_

**Thank you for reading the “*Leader of the New Era*” report.**

If you would like to learn more about yourself, ask your Extended DISC representative for additional reports, such as My Potential and Talents, Me and Stress, My Management Style, Sales 18: My Potential against 18 Sales Competences.

**Learn more about the Extended DISC® model with the handbook: “How to Communicate with Others?”**

- How to identify others' style?
- How to adapt your communication style to the other person?
- What to do and what not to do when communicating with a person who has a particular style?

You will find answers to these questions in our handbook. Scan the QR code below to access the handbook or go to <https://shorturl.at/uMSW6>

