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.

Ala Przykładowa

Organization:

XYZ Sp. z o.o.

Date:

09.09.2024

#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 accountability
- 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?
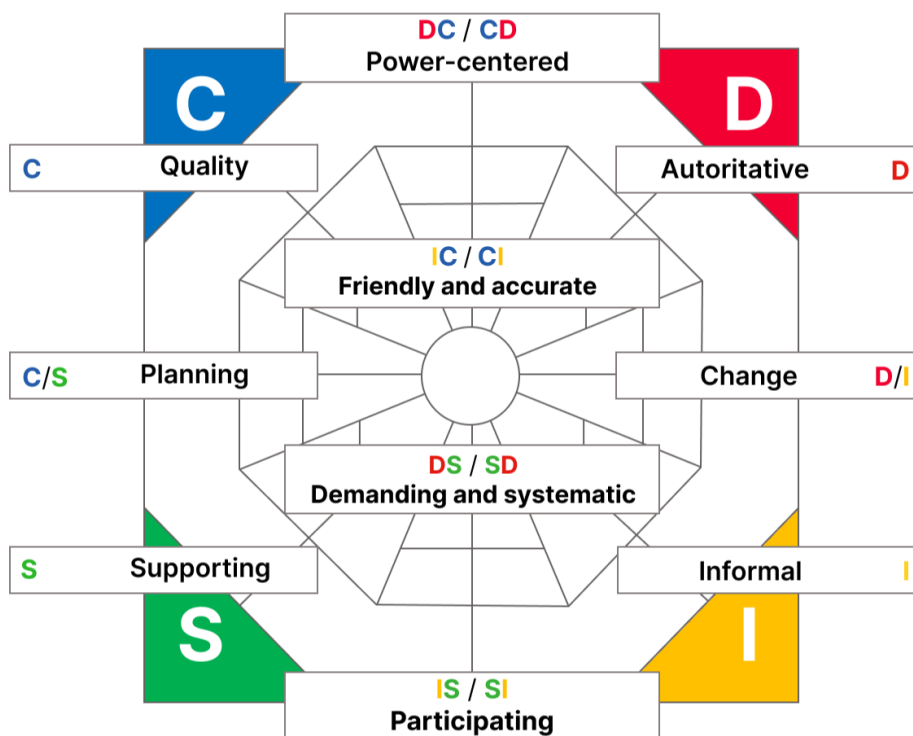
Extended DISC Analysis - Your Result

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.
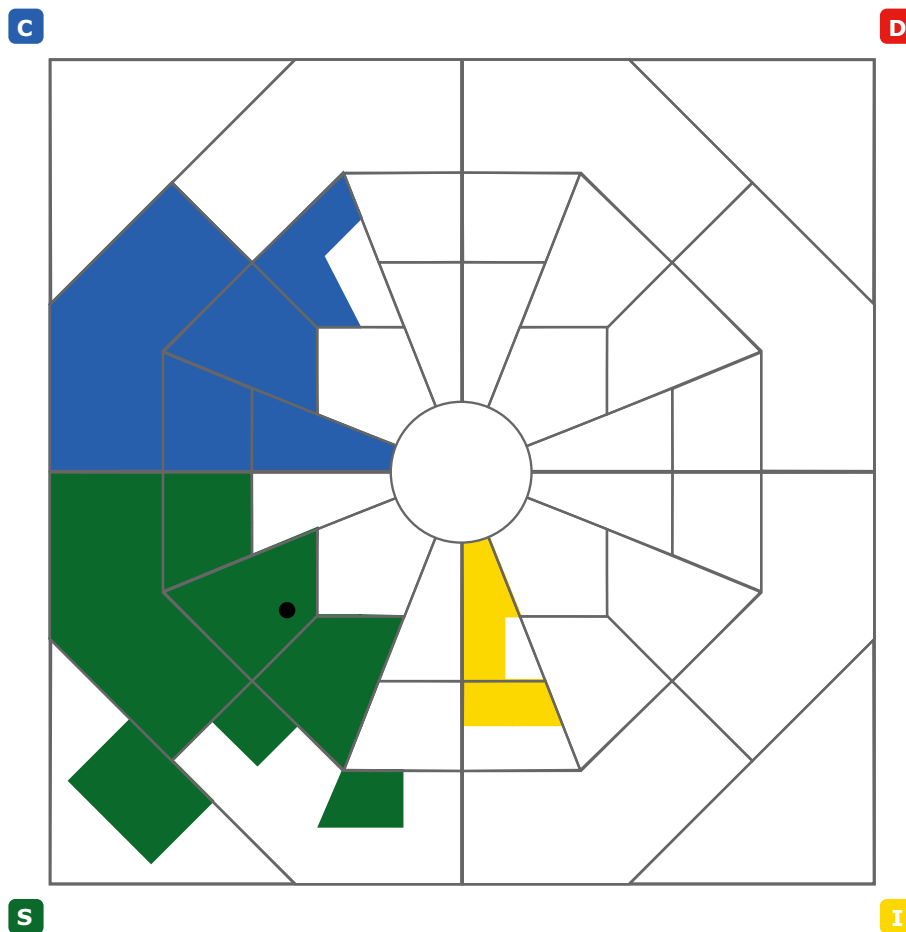
Your DISC style is: SCI (S - 35%, C - 35%, I - 30%)

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 struktures, 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	**Demanding and Systematic D/S** Leader with Experience

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

- 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.
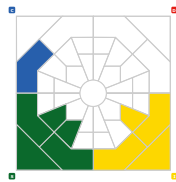
Most comfortable tasks/behaviors

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Respecting other people's ideas and knowledge:											**[5]**
Aligning to the other's emotions even when not articulated:											**[5]**
Building rapport with others:											**[5]**
Being supportive of the other person:											**[5]**
Being willing to share one's mistakes with others:											**[5]**

Least comfortable tasks/behaviors

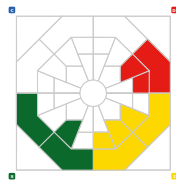|	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building openness and excitement:			**[-3]**								
Being participative and talkative:				**[-2]**							
Being involved in varied people contacts:					**[-1]**						
Maintaining trust by communicating actively:					**[-1]**						
Taking care of the company atmosphere:							**[1]**				

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

Positive encouraging and advising:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Being willing to accept and share personal learning goals:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Providing feedback one-on-one:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
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**

Least comfortable tasks/behaviors

Delegating and allowing people to perform:	-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
Goal-oriented motivation:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Organizing people to better achieve the goals:	-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

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

Behavior	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building rapport with others:											**5**
Being willing to work with others in reaching a solution:											**5**
Focusing on building strong, long-term relationships:											**5**
Listening attentively and asking specifying questions:											**5**
Allowing others to talk while expressing that he/she is listening:											**5**

Least comfortable tasks/behaviors

Behavior	-5	-4	-3	-2	-1	0	1	2	3	4	5
Building openness and excitement:			**-3**								
Actively connecting people with each other:			**-3**								
Approaching new people quickly and naturally:				**-2**							
Actively listening and directing the member:					**-1**						
Building a team spirit to support each other in achieving the goals:							**1**				

Your potential against the currently desirable leadership behaviours

Build a culture of accountability

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 accountability 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 accountability 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 accountability
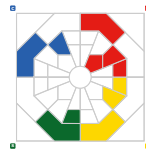
Most comfortable tasks/behaviors

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

Influencing team performance by creating a friendly atmosphere:
| -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 |

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

Asking for the input and ideas of others:
| -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 |

Influencing team performance by focusing on goals:
| -5 | -4 | **-3** | -2 | -1 | 0 | 1 | 2 | 3 | 4 | 5 |

Identifying and monitoring critical business metrics:
| -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 |

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
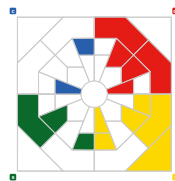
Most comfortable tasks/behaviors

Accepting and implementing new ideas:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Supporting people with their need for understanding 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**
Thoroughly preparing for change:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**
Encouraging people to accept and understand unwanted changes:	-5	-4	-3	-2	-1	0	1	2	3	4	**5**

Least comfortable tasks/behaviors

Being willing to invent and try anything new in the search for improvement:	-5	**-4**	-3	-2	-1	0	1	2	3	4	5
Taking strong action against resistance to change:	-5	**-4**	-3	-2	-1	0	1	2	3	4	5
Stepping 'up a gear' to cope with change:	-5	**-4**	-3	-2	-1	0	1	2	3	4	5
Being a positive change agent and able to create excitement:	-5	-4	**-3**	-2	-1	0	1	2	3	4	5
Creating change and promoting it:	-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**?

_____

_____

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

_____

_____

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.

_____

_____

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

_____

_____

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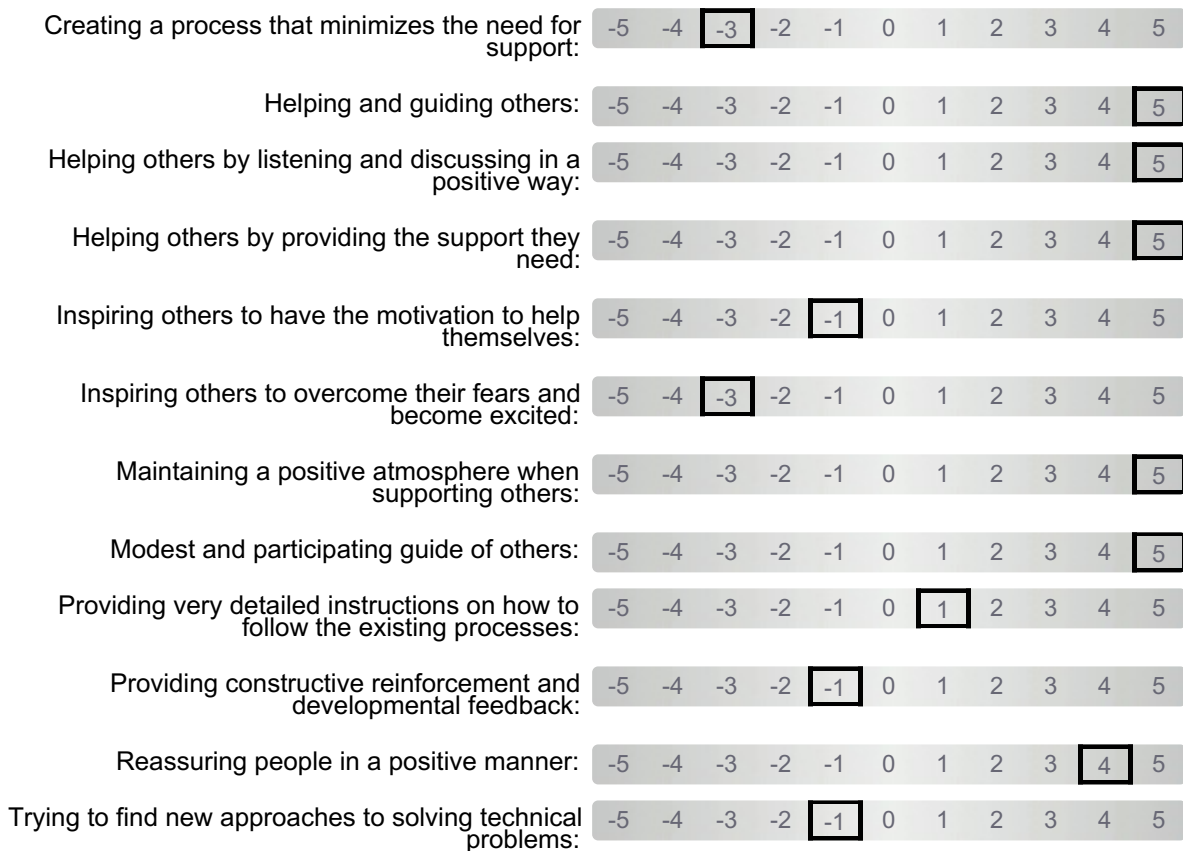**Consider whether you would like to develop them or rather delegate more tasks that require them.**

_____

_____

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.

Statement	Value
Creating a process that minimizes the need for support:	-3
Helping and guiding others:	5
Helping others by listening and discussing in a positive way:	5
Helping others by providing the support they need:	5
Inspiring others to have the motivation to help themselves:	-1
Inspiring others to overcome their fears and become excited:	-3
Maintaining a positive atmosphere when supporting others:	5
Modest and participating guide of others:	5
Providing very detailed instructions on how to follow the existing processes:	1
Providing constructive reinforcement and developmental feedback:	-1
Reassuring people in a positive manner:	4
Trying to find new approaches to solving technical problems:	-1

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.

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

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

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Seeking multiple perspectives and inputs from others in decision making:											**[5]**
Finding a balance between people and facts when making a decision:											**[5]**
Being willing to work with others in reaching a solution:											**[5]**
Listening to people's needs before making a decision:										**[4]**	
Collecting all the facts to reach the only possible solution instead of a decision:										**[4]**	

Least comfortable tasks/behaviors

	-5	-4	-3	-2	-1	0	1	2	3	4	5
Being a risk taker:	**[-5]**										
Developing novel ideas to solve problems:		**[-4]**									
Making a goal-based decision and promoting it to everyone quickly:		**[-4]**									
Making fast decisions based on achieving goals:		**[-4]**									
Solving problems independently:		**[-4]**									

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.

C — **Thinking** — D

Overly critical
Takes distance to people
Does not accept weakness

Short fuse
Exceeds authority
"Motivates" with fear

Hesitates to take action
Does not express feelings

Poor listener
Self-centered

Sensing ← → **Intuition**

Resists changes
Worships status quo

Unorganized
Impulsive

Takes things personally
Becomes suspicious
Does not share opinion

Overly trusting
Overly optimistic
Very emotional

S — **Feeling** — I

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