imentor™

PERSONAL LEADERSHIP PROFILE

For

Your Name

Name: Your Name   **E-mail Id:** yourname@domain.com

Dear **Name,**

Congratulations on completing your iMentor Leadership Profile. Mentor's constant endeavour is to provide individuals with insightful information to plan their development effectively. Here is your Personal leadership Profile Report based on your responses to the iMentor Personal Leadership Profile response form on **YOUR NAME**

What does this Leadership Profile attempt to do?

Being an effective leader requires you to understand the components of leadership behaviour, evaluate your personal orientation to these components and appropriately modify your behaviour based on what scientific research suggests are the paths to Success.

What is Leadership?

Leadership, as a process, is the catalyst that empowers team members to fulfill their designated roles and responsibilities. *Leadership is the reciprocal relationship between leaders and followers*, in the words of Henry Kouzes & Barry Posner, the legendary researchers on leadership, *where each influences the other in a dynamic exchange to achieve outcomes.*

It involves setting a direction, inspiring others, and making decisions to achieve desired outcomes. While effective leadership is characterized by qualities such as vision, communication, adaptability, and the ability to inspire and motivate others to excel and reach their full potential, Intensive and time-tested research into Leadership Behaviours of Managers reveals that there are **Three Key dimensions** that tend to drive your Leadership Behaviour.

The Personal Leadership Profile is a powerful tool for understanding and assessing one's leadership capabilities and tendencies. It is a comprehensive representation of an individual's leadership style and approach. It integrates three critical components:

1. **Your Leadership Paradigms:** These are the fundamental beliefs and values that shape how a person views leadership. Paradigms define the underlying principles that guide their leadership style. **Why do you lead? Your belief systems that guide your leadership behaviour.**
2. **Your Leadership Motivation:** These are the motivations and incentives that influence an individual's leadership behavior. They help explain why a leader behaves in a particular way in different situations. **What gives you the motivation to lead? Your purpose for leading.**
3. **Your Leadership Styles in Situations:** This component considers how a leader adapts their style based on the specific context or situation. **How do you approach situations as a leader?**

By combining these elements, the Personal Leadership Profile provides a holistic understanding of how you as a leader perceive their role, what motivates your actions, and how you adapt to different scenarios. This profile is a valuable tool for self-awareness, personal development, and enhancing leadership effectiveness.

The Personal Leadership Profile attempts to give you detailed Quantitative feedback on your tendencies in all the three dimensions. You can review the data, the guidelines for interpretation provided and reflect on how you can modify your behaviours to become an effective leader. You can also identify the actions you must take, habits you must develop and start your learning journey!

Personal Leadership Profile Report – Contains confidential information for **Your Name**

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## SECTION-1: YOUR LEADERSHIP PARADIGMS THAT GUIDE YOUR BEHAVIOUR AS A LEADER

Your leadership behaviour is primarily influenced by your leadership paradigm, the inner beliefs that guide you as to why you must lead or your innate understanding of what a leader is supposed to be or do. There are six distinct such paradigms that have been identified. Each has their strengths, challenges and contexts where they work well. Read their details below carefully so that you can interpret your scores on the next page meaningfully.

Paradigm	Key characteristics	Strengths	Challenges	Contexts where it is likely to be effective.
Authoritarian leadership	Strong centralized control, limited team input, clear instructions, rapid decision-making, and a preference for hierarchical structures.	Effective in crisis management, decisive, maintains discipline.	Stifles creativity, reduces morale, hinders teamwork	Military, law enforcement, crisis situations.
Bureaucratic leadership	Centralized control, strict adherence to rules and procedures, clearly defined hierarchy, and fixed responsibilities.	Ensures consistency, accountability, and precision in processes. Well-suited for highly regulated environments where compliance is critical.	May stifle creativity, hinder innovation, and reduce adaptability. Employee engagement and morale can suffer in such a rigid structure	Effective in industries and organizations where strict adherence to rules and regulations is essential, such as government agencies, financial institutions, manufacturing, and highly regulated sectors like healthcare and aviation.
Democratic leadership	Encourages team participation, values diverse input, fosters creativity, and seeks consensus in decision-making processes.	Boosts morale, creativity, and engagement while building a collaborative culture.	Can be time-consuming and lead to indecision in diverse teams. It may lead to deviation from effectiveness	Effective in creative, collaborative, and inclusive work environments.
Empowering leadership.	Delegation, autonomy, motivation, and employee development to foster independence and engagement in decision-making and work ownership.	Increases productivity, engagement, and autonomy, promoting employee growth.	May not suit all employees and requires clear expectations. Risk of failure & demotivation	Effective with experienced, self-motivated teams.
Servant leadership	Focus on serving the organization, nurturing, and fostering a people-first mindset with a strong emphasis on trust, development, and collaboration.	Builds trust, loyalty, and enhances decision-making while promoting employee growth.	May overlook details, and it's not ideal for short-term goals.	Effective in high-trust cultures and for long-term strategy and leadership development.
Visionary leadership	Focus on inspiring change, long-term vision, innovation, and motivating teams towards achieving a compelling future vision.	Drives progress, inspires innovation, and creates a long-term vision.	May overlook details and struggle in risk-averse environments.	Effective during transformations, growth, and change initiatives.

Based on your inputs to the response form here are your intensity levels in each of the paradigms. Review the graph below and examine how this aligns with your perceptions.

Authoritarian	Bureaucratic	Democratic	Empowering	Servant	Visionary
0%	10%	50%	85%	75%	75%
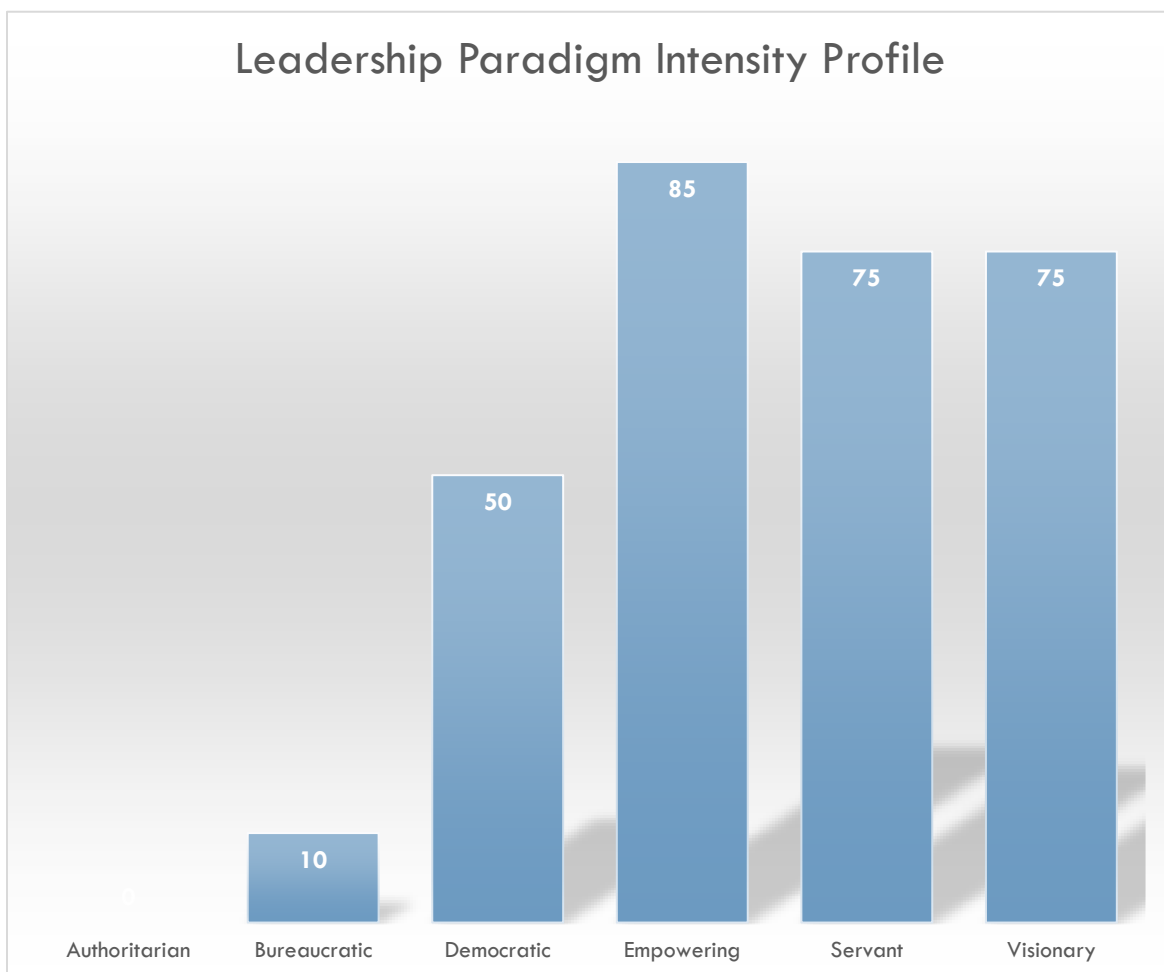
Leadership Paradigm Intensity Profile

Here are some triggers for reflection about your Leadership Paradigms...

Take some time to reflect on your data. Try to respond to these questions and understand how your paradigms are influencing the way you behave as a leader.

1. **Which are your Primary Leadership Paradigms? How do they influence your behaviour as a leader?**

2. **What are the strengths & challenges that you perceive about your leadership paradigms?**

3. **Are your leadership paradigms suitable to the environment you operate in? How can you adapt your paradigm based on the needs of your environment?**

4. **What actions can you take to improve your effectiveness as a leader?**

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SECTION-2: YOUR LEADERSHIP MOTIVATION PROFILE

Leadership Motivation: Many people choose to be leaders because that is the only way for growth even though they inherently don't want to lead others. This dimension is an indication of your level of motivation to be a leader.

Drivers of Motivation: The Three Drivers of Leadership Motivation are fundamental elements that underpin a leader's approach to guiding and influencing their team. These drivers encompass the core motivations that shape a leader's style, behaviors, and decision-making processes. The Three Drivers of Leadership Motivation are three core elements that influence a leader's approach and behavior:

- Delivering Results: This driver prioritizes achieving measurable outcomes and focuses on goal-oriented leadership, emphasizing accountability.
- Engaging People: This driver emphasizes building strong team relationships, fostering morale, and creating a collaborative and inclusive work environment.
- Quest for Excellence: This driver is characterized by a commitment to continuous improvement, innovation, and maintaining high standards, encouraging excellence, quality, and innovation.

Understanding these drivers is essential for leaders, as they help shape leadership styles and guide decision-making in various contexts and offer insights into what drives leaders to achieve goals, engage with their team, and pursue excellence in their work. Recognizing and harnessing these drivers can significantly impact a leader's effectiveness and their ability to inspire, motivate, and lead their team toward success.

Driver	Description	Typical Tendencies	Strengths	Challenges
Delivering Results Leaders with this driver are driven to produce tangible results and hold themselves and their teams accountable for achieving objectives.	This driver prioritizes achieving measurable outcomes and focuses on goal-oriented leadership.	Setting clear and measurable goals, emphasizing accountability, and focusing on achieving specific outcomes.	Driven, goal-oriented leadership, inspires accountability and efficiency.	May prioritize short-term results over long-term strategy, risk overlooking team well-being.
Engaging People Leaders with this driver prioritize team motivation and effective communication.	This driver emphasizes building strong team relationships, fostering morale, and promoting a collaborative and inclusive work environment.	Prioritizing team morale, fostering positive relationships, and creating a collaborative and inclusive work environment.	Builds strong team morale, fosters creativity, and enhances teamwork.	Risk of becoming too people-focused, potential to avoid tough decisions.
Quest for Excellence Leaders with this driver encourage excellence, quality, and innovation in their teams.	This driver is characterized by a commitment to continuous improvement, innovation, and maintaining high standards.	Striving for continuous improvement, innovating, and maintaining high-quality standards.	Encourages innovation, promotes quality, and instills a culture of excellence.	May set unrealistic standards, potentially leading to perfectionism and employee burnout.

Based on your inputs to the response form here is a Summary of your Leadership Motivators, their intensities.

Motivation Driver	Intensity %
Drive for Results	64.44
Engaging People	44.44
Quest for Excellence	60.00
Overall Leadership Motivation	56.30

LEADERSHIP MOTIVATION
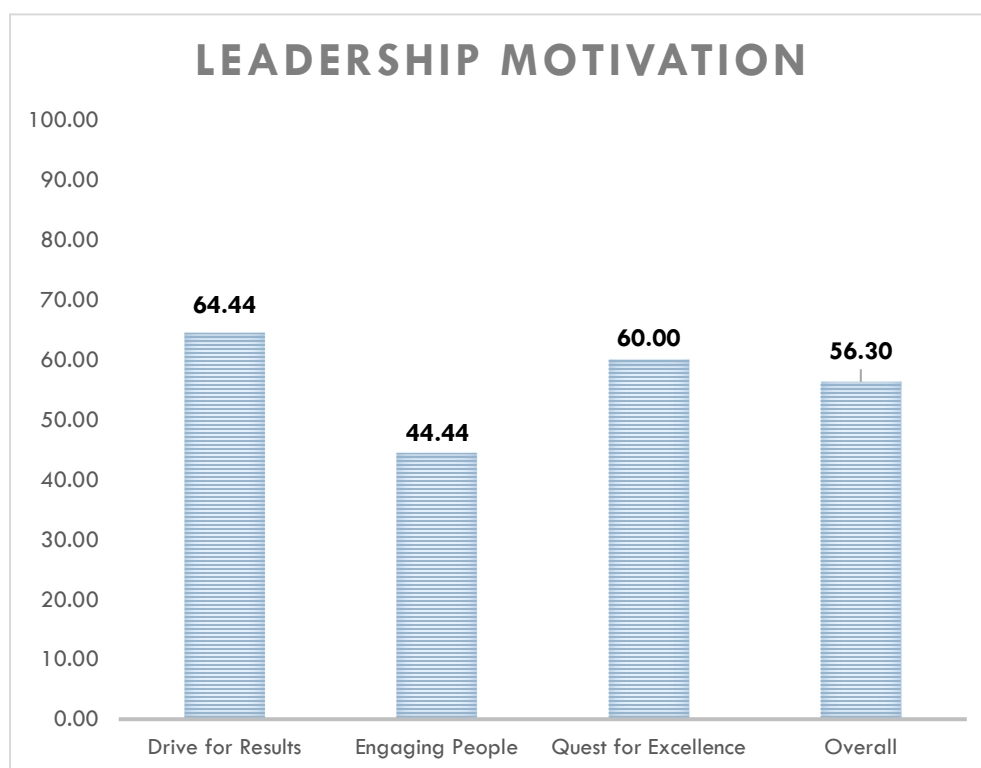
Interpreting your motivation – Some Guidelines

- **Generally for each driver <25% is considered LOW, 25%-60% is Moderate & >60% is High**
- **All the drivers contribute to your motivation as a leader. Hence the higher your score, the better.**
- **>70% Overall Leadership Motivation is considered a good score for a leader to experience joy & effortlessness while delivering leadership.**

Here are some triggers for reflection about your Leadership Motivation…

Take some time to reflect on your data. Try to respond to these questions and understand how your paradigms are influencing the way you behave as a leader.

1. **What is your Primary Motivation to Lead? How does it influence your behaviour as a leader?**

2. **What are the strengths & challenges that you perceive about your leadership motivation?**

3. **Are you adequately motivated to lead? Are your motivations suitable to the environment you operate in?**

4. **How can you adapt or align your motivation based on the needs of your environment?**

5. **What actions can you take to improve your effectiveness as a leader?**

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SECTION 3: YOUR SITUATIONAL LEADERSHIP STYLE PROFILE

Hersey & Blanchard bring about a very relevant understanding of how leaders make their choices in every situation. This model is called Situational Leadership. While your Leadership Paradigms & Leadership Motivation inherently guide your behaviour as a leader, your eventual behaviour depends on the choices you make in the situation. The pattern in which you make these choices is called your leadership style.

Your leadership style comprises of two elements – the extent to which you **direct** the effort of others and the extent to which you **support** their efforts. There are four predominant styles that we use while offering leadership. The four possible combinations lead to four distinct styles that we bring to any situation. They are…

- S1-Directing or Telling: The Leader offers a lot of direction, controls decision-making & closely supervises performance. This is typically used when the follower is willing to do the task but may not have the ability to do it effectively.
- S2- Coaching or Enabling: The leader offers a lot of direction as well as support, makes decisions but involves the follower that ensures intense engagement & learning. This is typically used when the follower is willing to do the task but is partially able to do it effectively.
- S3-Supporting or Selling: The leader offers a lot of support, involves the follower in making the decision, supervises less and removes dilemmas. This is typically used when the follower has the ability to do the task but may have hesitations or discomfort in doing it effectively.
- S4-Delegating or Empowering: The leader offers limited or no support or direction, sets the mandate, allows the follower to make decisions & evolve the approach independently. This is typically used when the follower is willing to do the task as well as able to do it effectively.

Making a leadership style choice is a combination of attitude & skill and is an important ability that drives situational leadership behaviour. Since effective leadership style choices are dependent on follower maturity or development and the criticality/importance of the situations, leaders have to become conscious of how they make their leadership choices as a pattern. There are three aspects that will help here.

Preferred Leadership Style: Leaders often feel comfortable with one or two leadership styles and they are their most preferred leadership styles. This can be understood, and this is probably the style that they deploy in most situations, even though that situation may not need it. It will help if you recognize your most preferred or often used style. This will enable you to reduce overuse or inappropriate use of the style.

Leadership Style Flexibility: Given the need to adapt to situations based on their merit, leaders need to display adequate flexibility in choosing the leadership style based on the situation. This dimension indicates how flexible you are. This is an attitude and is a necessary condition for being an effective leader. However, flexibility alone is not enough for a leader to be effective.

Leadership Style Effectiveness: Irrespective of the flexibility in choosing styles, the leader needs to be accurate in making the right style choice. One has to assess the criticality of the task, development level or maturity of the follower involved and make an optimal leadership style choice based on what is the situational & follower need… and NOT the leader's comfort. This dimension indicates the level of accuracy or appropriateness in making leadership style choices.

In this section, you will be able to review & reflect on your data on all these three factors, interpret them and make action plans.

a. Your Preferred Leadership Style

Based on your responses to the 20 different situations here is the analysis of your choices.

Leadership Style	S1 Directing	S2 Coaching	S3 Supporting	S4 Delegating
Number of Choices	2	13	5	0
% Choices in each style	10	65	25	0
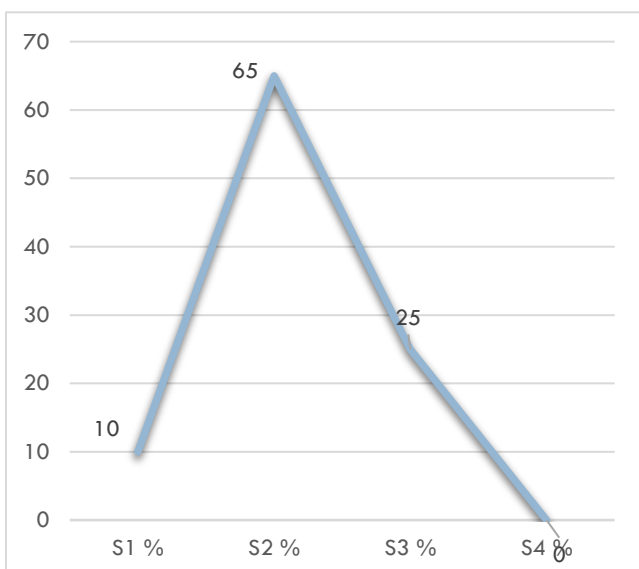
Interpretation Guidelines:

This Graph shows your intensity of style choices. The highest plot is your most preferred style. It is likely that in most situations you may be making this style choice. Each style works well in some situations and doesn't work in many. You need to understand the implications of your preferred style on your results and the team at large

Interpretation Guidelines:

Identify the higher peaks in the graphs and the lower points.

Reflect on your often used and the least used approaches and examine why.

There are no one best styles to use. All the styles are relevant in different situations.

This graph helps you identify your conditioning or preferred styles that you use habitually.

b. Your Leadership Style Flexibility

Here is an analysis of your choices that indicate how flexible you are in making leadership style choices.

Leadership Style	S1 Directing	S2 Coaching	S3 Supporting	S4 Delegating
Number of Choices	2	13	5	0
Ideal number of Choices in each style	5	5	5	5
Deviation from ideal	3	8	0	5
Your Leadership Style Flexibility Score is	**47%**			

Interpretation Guidelines:

If your score is >80% - You have a high level of flexibility in choosing styles. However this is only a necessary condition not a sufficient one. Having higher flexibility need not mean effectiveness. You may want to examine if you are making appropriate choices.

If your score is 50 - 80% - You can improve on your flexibility. You may be fixated on any two styles being chosen alternatively. Get comfortable with all styles. It requires conscious evaluation of the situation, diagnosis and making careful choices instead of just giving in to your impulse.

If your score is <50% - You are inflexible and may be fixated or comfortable with using only one style. This will affect your effectiveness as a leader. It is important for you to get comfortable with all styles.

c. Your Leadership Style Effectiveness

Every situation demands a certain style based on how mature the follower is for the task and how critical the task is from the leader's point of view. In the 20 situations you responded to each of the responses offered to you were graded on their appropriateness. Here is an analysis of your choices that indicate how accurate & effective you are in making leadership style choices.

Style Choice Quality	Most Inappropriate	Inappropriate	Appropriate	Most Appropriate
Number of Choices	0	5	4	11
Score Multiplier	-1	0	3	4
Total Score	0	0	12	44
Your Style effectiveness Score is			70%	

Interpretation Guidelines:

If your score is >80% - Your accuracy in diagnosis is excellent. You may be instictively or deliberately making accurate leadership choices. Develop & nurture this skill. You are likely to be very effective as a leader in most situations.

If your score is 60 - 80% - You can improve on your diagnosis. You need to understand situations & follower maturity better. Take time to reflect on the basis of your style choices. Develop this skill consciously.

If your score is <60% - Your accuracy in diagnosis is inadequate to be effective in all situations. You may be tending to make only one style choice for all situations. This will affect your effectiveness as a leader. It is important **for you to try & understand the needs of the situation as well as follower Maturity**

Here are some triggers for reflection about your Leadership Style Choices...

Take some time to reflect on your data. Try to respond to these questions and understand how your paradigms are influencing the way you behave as a leader.

1. **What is your Primary Leadership Style? How does it influence your behaviour as a leader & impact your performance?**

2. **What are the strengths & challenges that you perceive about your leadership style?**

3. **Are you adequately flexible as a leader? Are your choices effective enough? Why?**

4. **How can you adapt or align your leadership style choices based on the needs of your environment?**

5. **What actions can you take to improve your effectiveness as a leader?**

ACTION PLANNING (GUIDANCE FOR PLANNING YOUR IMPROVEMENT)

Proof of the pudding lies in eating it!

Here you can plan the actions you want to take to improve your effectiveness – both personal and professional – by using the following Action Planning Template, to identify and articulate the specific & measurable action items based on your insights from the respective section of this report. You can then implement them using the defect marking technique described here to improve your effectiveness,

Report Section	Insights	Action
Section-1		What can I START? What can I STOP? What can I CONTINUE?
Section-2:		What can I START? What can I STOP? What can I CONTINUE?
Section-3:		What can I START? What can I STOP? What can I CONTINUE?

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IMPLEMENTATION TRACKING

What gets measured, gets managed!

Improving quality is offten attempted by avoiding what is poor quality or defects. A journey towards Zero Defects is naturally best suited for human nature. To get the best out of your enhanced awareness about yourself, attempt to convert your action items into trackable defect parameters that can be monitored and tracked. Consider the following while converting the action items identified earlier into measurable defects for your self-improvement:

- Is the action visible? What are the consequences of this action?
- How can you count or track it in numbers?
- How can this be defined as a defect parameter?

For example, if you realize that imrpoving your listening skills is critical to enhancing your effectiveness, then you may choose to monitor the following defect parameters:

- *Number of times I interrupt others during discussions*
- *The number of times I answer my own questions without allowing others to respond*

You may track the identified defect parameters on a daily/weekly, basis using the following Template by counting and recording the number of defects each day.

Defect parameters	Week 1						
	Day-1	Day-2	Day-3	Day-4	Day-5	Day-6	Day-7
Total Defects							

By virute of religiaously measurning specific defects, you are likely to trigger yourself to take positive action, eventually leading to higher personal effectiveness.Continue measuring tracking and counting your defect parameters untill the occurrence of the defects is reaches the desired levels.

We wish you the best in your journey of effectiveness, success and happiness

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Mentor Learning aims to deliver cost-effective & measurable Learning & Organization Development solutions to solve People Capability & Behaviour related business challenges in the following areas...

- **iMentor Behaviour Academy** - Flipped Classrooms that effectively deliver behavioural capability for employees to fix their skill gaps and perform.
- **iMentor Skill Gymnasium** - Helps organizations & individuals diagnose specific performance gaps, democratize learning, and ensure learning happens at individual pace and ownership.
- **iMentor Behaviour Mirrors** - Psychological Assessments with lucid reports, video & live support for navigation & action planning. Individual coaching for further growth.
- **ULead Leadership Dojo** - Leadership Development journeys at every level that enable immersive learning experiences & habit formation. Develops Leadership Intelligence & Talent Pipeline.
- **myDhroNa** - Leadership Coaching for Senior Executives & Entrepreneurs. A unique blend of behavior frameworks, psychological assessments and one on one coaching.
- **OrgMentor** - Organization Development interventions in the areas of Culture, Talent Alignment, Team Bonding, and Recruitment.

Mentor uses a variety of measurements & processes to bring a strongly quantitative approach to all interventions that help diagnose & treat the underlying problem effectively. Results are measurable!

Training is not a Prayer, Learning can be Engineered! Give us your People, we'll transform your business.

For any queries or learning needs, you may Contact us
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