



**GOOD
DAY AT
WORK**

POWERED BY
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Leadership Impact

Individual Report

Sample User

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Guide to this report

This report focuses on how your personal leadership style impacts on your team's wellbeing. It is split into three sections, each explained in more depth below.

Section 1: Balancing challenge with support

Based on your unique leadership style, the report outlines the impact that you may have on your team across each of the 6 Essentials.

Section 2: Your personal impact on the 6 Essentials

Outlining the natural balance you strike between challenge-led and support-led leadership behaviours, and how your leadership style drives this.

Section 3: Assessing your current impact and development priorities

This section provides an opportunity to reflect on whether – and how – you are already 'flexing' your natural leadership style to maximise your strengths and compensate for potential risks.

This report is based on your responses to the Robertson Cooper personality questionnaire. Typically, personality doesn't change significantly over time, but you might have developed some strategies for managing areas that are mentioned in the report. The report gives you an opportunity to reflect on areas where you might want to adapt your leadership approach further, as well as identify what you are doing that is working well for you and your team.

Finally, it's important to remember that while your personality as a leader contributes to how your team will experience the 6 Essentials, there are lots of other factors which are also important. This report focuses on the potential impact of your personality on your team's experience of the 6 Essentials and is based on how you completed the questionnaire. Given this, it's helpful to keep in mind that the report, on its own, doesn't provide a comprehensive view of your personal impact or a definitive statement of your team's wellbeing.

Section 1: Balancing challenge with support

Balancing challenge with support

The Leadership Impact tool identifies four natural leadership styles that fall into two primary motivations of challenge and support. Simply, everyone needs a healthy mix of challenge and support from their managers to perform at their best.

Challenge Led

Challenge led leaders naturally strive for progress and change, often driving work that needs great mental or physical effort.



Results-driven

The results-driven leader is someone who focuses on objective results and goals, usually with high standards. They tend to follow projects through to completion and deliver on their goals.



Pace-driven

The pace-driven leader is someone who thrives in a fast-moving environment. They tend to be flexible in responding, flourish in change and are commonly generating new ideas and solutions.

Support Led

Support led leaders naturally strive for a motivated, collaborative, and open work environment for their teams.



Co-operative

The co-operative-driven leader naturally focuses on getting their team working together, ensuring there is collaboration, and the team all have a voice.



Confident

The confident-driven leader naturally has a strong belief in the capabilities of their team. They focus on strengths and encourage ongoing development.

Balancing challenge with support

The 'sweet spot' is where our team have enough work to be challenged and motivated, but not too much and not too little.

The pressure/performance curve shown below, demonstrates how performance dips in equal amounts when people have too many demands or too few demands.

Different styles of leadership have different vulnerabilities as to where they push their teams on the pressure/ performance curve:

- The risk for Challenge-led leaders is they push their teams into being 'on the edge', where they are more likely to suffer from burnout
- The risk for Support-led leaders is they push their teams into being 'on a go slow', where they are disengaged and de-motivated.



Adapted from Yerkes and Dodson, 1903

The challenge for managers is to deliver a good mix of 'challenge' and 'support' to keep the team in the sweet spot for wellbeing and performance.

By understanding our natural preferences for either 'challenge' or 'support' through this report, we can take steps to mindfully flex our style and have an opportunity to keep our team in the sweet spot as much as possible.

Your results

Your leadership style is:

Results
Challenge



Confidence
Support

For you personally, the strongest drivers of your primary impact are:

- discipline in following through to ensure effective delivery

These characteristics suggest that you will demonstrate a personal drive for results (leading by example), and that you will take responsibility for setting direction and for monitoring plans and activities to ensure the desired outcome.

The strongest drivers of your secondary impact are:

- willingness to support others
- ability to remain at ease in awkward situations
- optimistic response to new developments and opportunities

These characteristics suggest that you will promote confidence among those who report to you, both by demonstrating self-confidence yourself and by supporting others in a way that increases their confidence in their own effectiveness and that of the workgroup.

Get to know the 6 Essentials - the sources of pressure

The 6 Essentials is a validated model developed by Robertson Cooper to measure the level and source of demand in the workplace. Knowing the sources of pressure gives you, as a manager, the opportunity to influence them in a positive way.



Resources and Communication

Resources cover everything from specialist training, to IT equipment, right through to a new stapler! Communication is having adequate information about what is going on in the organisation and your local team, knowing what is expected of you.



Balanced Workload

To feel like we've achieved something as part of a Good Day at Work, we need a healthy workload. It's a classic case of the Goldilocks principle: not too much, not too little, but a happy medium where we can get the tasks done and the tasks feel like they were challenging enough to be worthwhile. What's important is managing to find that sweet spot for your team.



Control

Control provides a sense of autonomy, and the chance to influence what, and how, work is done. People need to have a feeling of control if that's how they prefer to work - but remember, you can't force it on everyone as, contrary to popular belief, some people want it more than others.



Work Relationships

Work relationships are at their best when the interaction between colleagues is collaborative, but also stimulating and challenging - for example in the form of constructive debate and/or healthy competition within the team.



Job Security and Change

Some people embrace change, others recoil from it, but when our sense of job security is threatened it will be difficult for nearly all of us. While the situation can't always be avoided, you can always ensure that you deal with it effectively.



Job Conditions

Job conditions are the things that add up to a sense of job satisfaction, as well as covering pay and benefits and bullying.

How to approach this section

- From the detail of your personality profile, it is possible to suggest certain specific strengths and risks that could help or hinder you in your efforts to keep pressure positive for those who report to you.
- It is important to note that many of the risks below represent positive traits that you may find difficult to exercise in moderation. These traits are potential strengths, but the risk is that they become 'too much of a good thing'. An example would be the leader who has such a strong sense of personal responsibility that he or she finds it difficult to delegate.
- The following section maps the likely impact of your natural style on to the 6 Essentials of workplace well-being, as it is through managing these six aspects of the work environment that leaders are able to keep pressure positive.
- As you read through this section, try to home in on 2-3 themes you would like to take forward – strengths you could make more use of, or risks you still need to manage more effectively.

Your impact and role across the 6 Essentials is explained further in the image below.





Resources and Communication

Your impact: specific potential strengths

Being comfortable around others makes it easier for you to engage people in discussion, in a way that enhances confidence and communication.

Your concern for other people's welfare suggests that you will do what you can to support those who report to you, and to provide them with what they need. However, it is good that you are not inclined to prioritise individuals' interests to the point where this compromises overall effectiveness. Your willingness to accommodate others' perspectives and requirements will have a positive impact on collaboration, both within your area and across organisational boundaries - facilitating the exchange of information, expertise and technical support.

Your interest in new approaches will stimulate the development of improved systems and ways of working.

Your impact: specific risks to be managed

Although your accommodating style has a number of positive implications, there may be a negative impact on your workgroup if you compromise too readily when negotiating for resources, if you delay engaging in potentially difficult conversations, or if you expend too much of your own effort and energy in trying to keep all parties happy.

Your own examples / observations



Balanced Workload

Your impact: specific potential strengths

Your willingness to support others should help to create a situation where people feel they have enough time to do their work effectively.

You are likely to be comfortable with planning and re-prioritising as the situation requires - this will be a positive factor in encouraging others to respond flexibly to the challenge of changing requirements.

Your impact: specific risks to be managed

You may sometimes put your workgroup at risk of overload by committing them to additional work without thinking through the implications.

Your own examples / observations

Blank area for providing examples or observations.



Control

Your impact: specific potential strengths

Because you do not feel superior to other people, you are open to valuing their contribution. This should have a positive effect on your willingness to share responsibility and trust others' judgement.

You prefer to lead by gaining buy-in and support – engaging others and giving them a sense of control by taking their views into account.

Your impact: specific risks to be managed

Your desire to keep things moving at a fast pace may create a situation where others feel you are on top of them all the time, and not allowing them sufficient space to take control of their own work.

A tendency to be rather hasty in making decisions or taking action could lead to others feeling a bit out of control of events or their work.

Your own examples / observations



Job Security

Your impact: specific potential strengths

Your enthusiasm for new activities and approaches can be a positive force for innovation and change, as long as you recognise that some people may be equally committed to their work, but less keen on taking on something new or unfamiliar.

Your ability to see the positive side of events will be a help in managing change, even if you experience periods of concern or doubt.

Your impact: specific risks to be managed

You are inclined to focus on specific, practical issues, and need to be careful to set time aside to think more broadly about future requirements and alternative ways forward.

Your own examples / observations

Blank area for providing examples or observations.



Work Relationships

Your impact: specific potential strengths

The quality of your relationships will be enhanced by the fact that you are not prone to feeling self-conscious or defensive. Although you are generally confident in yourself, you are unlikely to lose others' support by coming across as arrogant.

Those who report to you will appreciate your concern for their welfare. This will encourage their commitment to shared goals, and make it easier for them to accept tough or unpopular decisions. You are likely to be proactive in seeking alternative solutions that reduce the risk of conflict-related stress for the workgroup.

Your positive, enthusiastic attitude will help you to ensure that employees feel valued and trusted.

Leading by example in exercising self-control will help you to establish constructive relationships.

Your impact: specific risks to be managed

Others may be disconcerted or inconvenienced by your tendency to disregard expectations or requirements that you see as unimportant, pointless or unreasonable. This will particularly affect your relationships with people who require your compliance with rules and procedures to meet their objectives. In some contexts, it may also have a broader impact on relationships between your group and other parts of the organisation.

Your own examples / observations



Job Conditions

Your impact: specific potential strengths

You can be quite competitive, which suggests that you will take a firm line in seeking to create the right conditions for success in your workgroup.

Your impact: specific risks to be managed

You may need to be more assertive in addressing issues that are detracting from employees' job satisfaction and morale.

Colleagues who prefer to follow rules and procedures may find that your more casual approach makes them uncomfortable and detracts from their satisfaction with the job.

Your own examples / observations

Section 3: Assessing your current impact and development priorities

In this section, you should consider to what extent, and in what ways, you have already learned to flex your approach to make the best use of your strengths. Alongside this we suggest you reflect on how you can compensate for any potential risks in your natural style.

Develop your leadership impact

- Understand your overall impact style (challenge vs support).
- Develop your ability to flex your style to achieve the best outcome in different situations.

Manage the 6 Essentials of workplace wellbeing

- Identify your specific leadership strengths and risks
- Actively manage your personal impact on the 6 Essentials.
- Assess, manage and monitor other factors in the situation.

Self-Evaluation and Development

Do you recognise yourself and your primary style as outlined in this report? What are some examples of your primary style playing out in how you manage?	
Which potential strengths do you feel you already make good use of? Which do you think you could you make more of?	
Are you clear about the potential risks of your primary style and how this may play out for your team?	
Which of the suggested risks have you already learned to watch out for? What strategies do you use to manage these risks?	

What are the 2-3 developmental themes that you plan to do more work on to make more of your leadership impact strengths and manage your risks?

1.

2.

3.