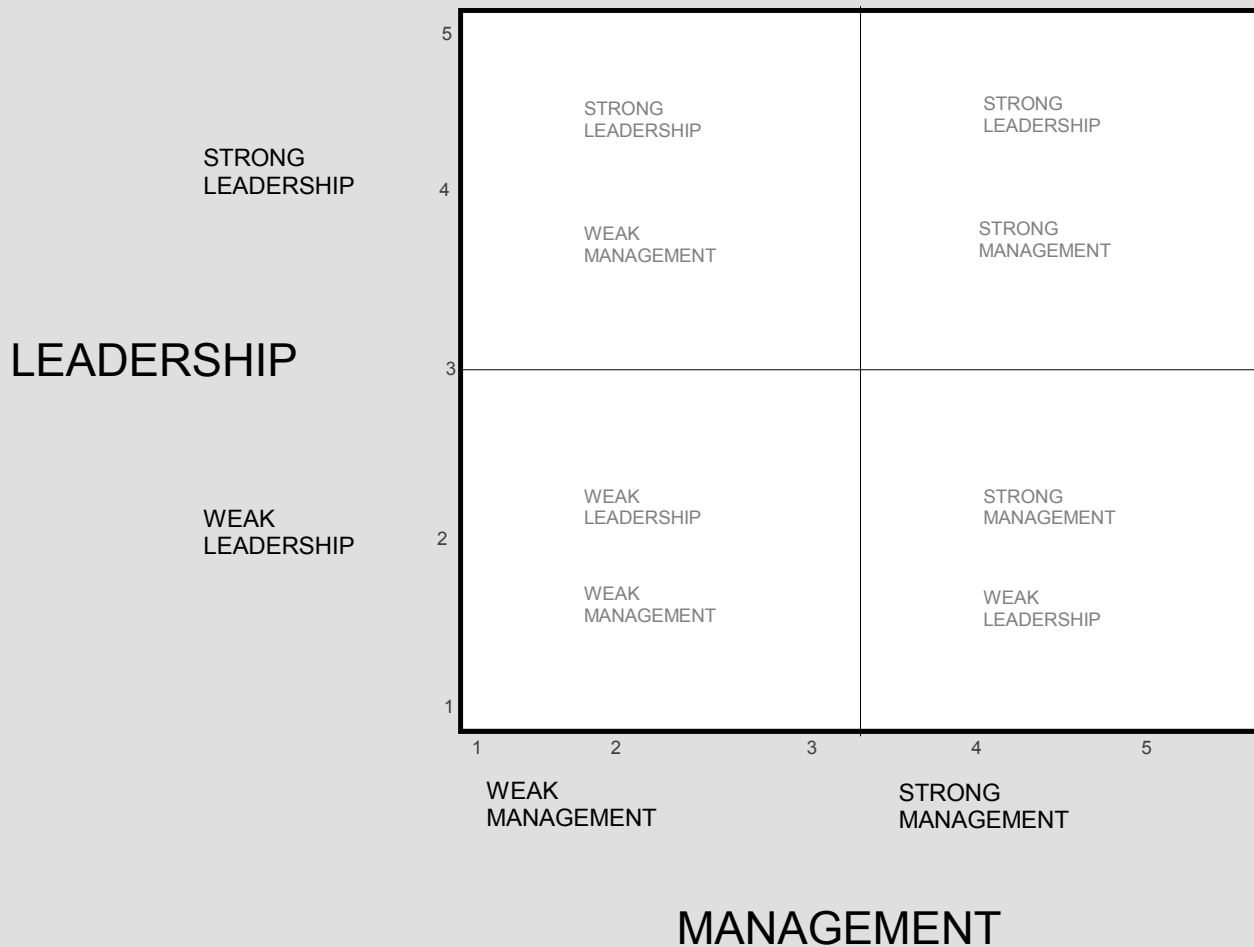


THE 'LEADER-MANAGER' WORKSHEET

This worksheet is designed to accompany the workshop on Leading and Managing. Participants will have learned about their preferences and behaviour patterns through questionnaire-based feedback. This worksheet is meant to help begin the process of applying the learning.

Instructions

- Ideal:** Using the grid below, plot what is needed in your job with an (x).
- Actual:** Using your test results, plot where your current overall pattern of behaviour lies with a (y).
- Gap:** Draw an arrow from the 'actual' pointing towards the 'ideal' which should indicate the direction of change in your behaviour that you might consider.



LEADERSHIP

CHALLENGE THE SYSTEM *disruptive, divergent, risky ...*

INSPIRE A SHARED VISION *long term, inductive, inspiring ...*

ALIGN KEY STAKEHOLDERS *informal, horizontal, pull people together, lots of talk ...*

ENABLE OTHERS *provide skills, knowledge, resources, creativity, empower ...*

ENCOURAGE THE HEART *expands energy, tries to make good things happen ...*

**CHANGE, RISK &
UNCERTAINTY**

MANAGEMENT

PRESERVE THE SYSTEM *defends status quo, eliminate risk, perfect ...*

PLAN, BUDGET AND SCHEDULE *short term, order, prioritize, logical, convergent..*

ORGANIZE AND STAFF *specialized focus, formal structure, hierarchical ...*

DIRECT AND SUPERVISE *one-on-one, what, how, where, when etc. ...*

CONTROL AND PROBLEM SOLVE *constrain energy, prevent bad things ...*

ORDER, PREDICTABILITY &
STABILITY

<i>Management Items</i>		<i>Leadership Items</i>	
<p>M1: PRESERVE THE SYSTEM</p> <p>1. I work hard to preserve, defend and maintain the way we do things around here against those who would disrupt or ignore them.</p> <p>11. I analyse situations carefully to minimize or eliminate the risk of failure.</p> <p>21. I make sound, objective decisions based on the facts.</p>	<p>Self</p> <p>Average of others</p>	<p>L1: CHALLENGE THE SYSTEM</p> <p>6. I openly challenge old and outdated ways of doing things at work.</p> <p>16. I like to have many options from which to choose before I make a decision.</p> <p>26. I enjoy experimenting and taking risks even when we may fail.</p>	<p>Self</p> <p>Average of others</p>
<p>M2: PLAN, BUDGET, SCHEDULE</p> <p>2. I plan, budget and schedule our work well in advance</p> <p>12. I focus on short term priorities. (weekly, monthly and quarterly).</p> <p>22. I set clear, specific, measurable goals and help others do the same.</p>	<p>Self</p> <p>Average of others</p>	<p>L2: INSPIRE SHARED VISION</p> <p>7. I make my values, beliefs and leadership philosophy clear to all.</p> <p>17. I have a clear and compelling vision for my part of the organization for the next several years.</p> <p>27. I get excited about my vision for the future and show it.</p>	<p>Self</p> <p>Average of others</p>
<p>M3: ORGANIZE AND STAFF</p> <p>3. I ensure that each job in my area clearly fits with our overall goals.</p> <p>13. I organize tasks and people into specialized jobs in order to get the work done efficiently.</p> <p>23. I support and follow the formal organizational structure and am careful to work through the proper channels.</p>	<p>Self</p> <p>Average of others</p>	<p>L3: ALIGN KEY STAKEHOLDERS</p> <p>8. I meet with people outside of our area and enlist their input into new directions that could affect them and their work.</p> <p>18. I make use of informal relationships and go around the formal hierarchy in order to get some things done.</p> <p>28. I encourage others to find ways to meet their personal goals within our organizational vision.</p>	<p>Self</p> <p>Average of others</p>
<p>M4: DIRECT AND SUPERVISE</p> <p>4. I provide clear directions to staff on what to do and how to do it.</p> <p>14. I ensure that each staff person knows our performance standards and how their performance will be measured.</p> <p>24. I supervise staff closely to ensure individuals learn and follow established operating procedures</p>	<p>Self</p> <p>Average of others</p>	<p>L4: ENABLE OTHERS</p> <p>9. I make sure that staff have the knowledge, skills, tools and resources they need to reach our long term goals.</p> <p>19. I give people as much freedom as they are prepared to take.</p> <p>29. I model the behaviour that I want others to adopt.</p>	<p>Self</p> <p>Average of others</p>
<p>M5: CONTROL AND PROBLEM-SOLVE</p> <p>5. I monitor performance closely and provide regular feedback to keep everyone on track.</p> <p>15. I ensure that we focus on our top priorities and avoid wasting energy on activities outside of our plan.</p> <p>25. I work hard to prevent mistakes. If they do occur, I make sure we quickly get back on track. I work hard to prevent mistakes. If they do occur, I make sure we quickly get back on track.</p>	<p>Self</p> <p>Average of others</p>	<p>L5: ENCOURAGE THE HEART</p> <p>10. I trust others to do what is needed to reach our overall goals.</p> <p>20. I go out of my way to acknowledge and celebrate the achievements of others.</p> <p>30. I encourage staff to try out their new ideas in the hopes that some will help move us closer to our long term goals.</p>	<p>Self</p> <p>Average of others</p>

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