



Insights®  
**Discovery**  
Transformational Leadership

Jack Russell

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## Introduction

This Insights Discovery Transformational Leadership Profile explores how Jack's leadership capabilities are impacted by his psychological preferences. It will enable Jack to research how his unique Insights Discovery colour energy mix creates both strengths and challenges in his approach to leadership.

The Insights Transformational leadership model comprises eight dimensions of leadership. Each of these dimensions is underpinned by five leadership facets.

Agile Thinking - Engaging different thinking modes

Leading from Within - Raising self-awareness and living your values

Facilitating Development - Nurturing the growth of self and others

Fostering Teamwork - Collaborating to build effective relationships

Communicating with Impact - Inspiring and influencing with emotional awareness

Creating a Compelling Vision - Determining a winning direction

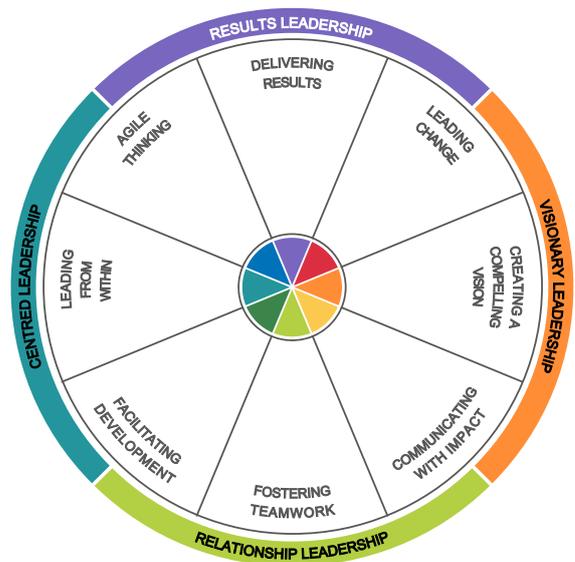
Leading Change - Initiating and directing transformation

Delivering Results - Honouring commitments and exceeding expectations

Each dimension requires all four Insights Discovery colour energies to be used effectively and may pull most strongly on one or, in some cases, two particular colour energies.

For example, although 'Fostering Teamwork – collaborating to build effective relationships' draws particularly on Sunshine Yellow and Earth Green energy, if it is to be done to a high standard, it will be supported through a blend of all four of the colour energies. Fostering Teamwork, therefore, can be mastered by anyone, no matter what their colour energy preference, as can any of the other dimensions of leadership.

After detailing Jack's strengths and challenges linked to each of the eight dimensions, the profile offers some recommendations, and poses questions for Jack to explore further in this area. This is a powerful resource to help Jack understand how he can enhance his leadership capabilities and be more effective.



## Overview

These statements provide a broad understanding of Jack's leadership style. Use this section to gain a better understanding of how you lead self, as well as how you lead teams and organisations.

### Self Leadership Style

Jack works quickly and diligently providing both inspiration and perspiration! His high standards are linked to not wanting to let others down. Jack generally enjoys the face-to-face interaction and is at ease developing new relationships. He will look for ways to complete his tasks collaboratively rather than be stuck in solitary roles.

He is comfortable with change and will waste no time in switching approaches if the current one is proving problematic. Jack likes to explore his potential and will eagerly move in directions that stretch his boundaries. He looks for the upside in every situation and tends to remain positive in challenging situations. He believes in his capabilities and allows himself to see beyond any current limitations. Being highly adaptable, Jack will be willing to amend his leadership approach and, in fact, will actively seek out change if stability begins to set in.

His adaptability can, at times, be a disadvantage; there are times when he would benefit from holding a firmer line. Jack starts many more things than he finishes, often leaving others to take a project to completion. He may gloss over difficult issues, downplaying their importance so that they are easier to ignore. He has a tendency to get restless, so will seek out new stimulation rather than stick with what is already on the table.

### Team Leadership Style

Jack is both articulate and persuasive, effortlessly engaging the team in his ideas. He is highly effective in transforming a disparate group into a cohesive team. His infectious enthusiasm helps in creating a fulfilling and inspiring team environment. He is quick to seek out opportunities where members of his team can shine.

He will step in to ease a difficult situation that may be obstructing progress and is particularly effective where this involves people rather than systems. He does his best to ensure that each team member is working in the role that most interests and inspires them. He brings an element of light-heartedness and humour into the team environment. He works to ensure that he and the team are all contributing cohesively to the overall effort. Jack is outspoken and enthusiastic in all his interactions with the team.

Jack is extremely aware of the relationships within the team and can become noticeably uncomfortable and upset in an atmosphere of conflict. He can over-do collaboration and delay taking action, intent on getting more and more comment from others. Jack will measure the success of his leadership on what others think of him rather than on the results his team produces. Jack can be overly informal within the team environment, sometimes resulting in others not taking him seriously when it matters.

## Organisational Leadership Style

Jack spends the majority of his time and effort building and developing key relationships in the organisation. He conveys a sense of collective possibility in the organisation, which engenders the belief that all targets will be met. He aims to ensure the organisation is versatile, continuing to expand and upgrade its service or product offering. He is willing to take calculated risks and structure change efforts, especially where the change has a people focus.

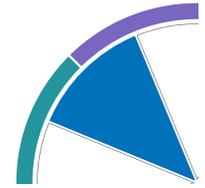
He looks at problems contextually and weighs the different options from a 'big picture' viewpoint. He is adept at seeing options and alternatives where the current approach is not working. He likes to feel that individuals are able to fulfil their ambitions within the organisation and will do what he can to support their journey. He is adept in negotiating around any resistance and compels others to gel together to achieve a common aim. Jack can be highly intuitive in 'reading' the environment and is adept at making quick evaluations.

Jack places a high value on morale within the organisation so can be tempted to conceal or at least soften any bad news. Jack leads the organisation in a friendly and informal manner and feels less comfortable if required to adopt a more serious business-like approach. He tends to wear his heart on his sleeve and can find it extremely difficult to keep his emotions in check during highly charged meetings. Jack likes to focus on the 'big picture', designing concepts, aims and intentions then leaves the detailed pragmatics to others.

## ● Agile Thinking

Engaging different thinking modes

Transformational leaders can adapt and apply a variety of cognitive and intuitive processes to solve problems.



### Strengths

- Is interested in how the information at hand will affect the future and how it will expand or limit the scope of options.
- Will not hesitate to share his reservations when he believes a project is not cost effective.
- Engages others to source information, and can facilitate a productive debate based on the facts.
- Does not get consumed by the technical aspects of work and spends time building and developing the relationships necessary for effective functioning of the essential systems.

### Challenges

- May lack structured thinking, resulting in a tendency to miss some important details.
- Dislikes factual tasks and work demanding accuracy.

### Recommendations

- Capture all his creative output and endeavour to communicate it with clarity.
- Pay attention to the finer details and avoid invariably becoming lost in the “big picture potential”.

### Probe Strengths

- Summarise one of your most challenging opportunities that required you to balance the need of the customer with the best interests of your organisation.
- Describe a situation when you used an intuitive approach to assess a situation, anticipate a problem or determine a solution.

### Probe Challenges

- When have you experienced frustration trying to shift the thinking of your board or executive management team? How were the issues resolved?
- Typically, what methods do you use to gather and communicate information?

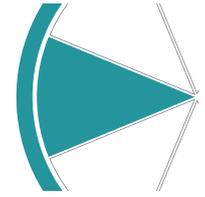
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### Personal Notes

## ● Leading From Within

Raising self-awareness and living your values

Transformational Leaders are authentic - they inspire others through their strong beliefs, values, attitude, authenticity, courage and sense of purpose.



### Strengths

- Can be flexible and 'go with the flow', adapting to the course of events.
- Will create an environment where people are encouraged to be open and stand up for what they believe in.
- Is energised by his inner convictions and expresses them with enthusiasm and commitments.
- Enthusiastically enrolls others into speaking their mind and confronting challenging situations.

### Challenges

- Wants other leaders to be authentic yet may also give the impression that it is acceptable, even desirable, to say what others want to hear to keep up the team morale.
- Tends to be more interested in whether he can have a great working relationship with other leaders rather than whether they are self-aware or personally developed.

### Recommendations

- Avoid over committing himself as he may be taken advantage of due to his desire to please all the time.
- Be clear about where he stands on an issue and not be influenced to change his mind to fit in with others.

### Probe Strengths

- Which projects have you worked on that brought out the best of your talents and energies?
- What is your purpose as a leader? What is most important to you in fulfilling this purpose?

### Probe Challenges

- What do you see as the pros and cons of adopting an organisational identity or culture?
- In which circumstances might you not speak 'the whole truth'? Why?

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### Personal Notes

## ● Facilitating Development

Nurturing the growth of self and others

Transformational Leaders are effective coaches and mentors - empowering their people and understanding that exceptional results occur when people take responsibility for making things happen.



### Strengths

- He is a role model of friendly support, coupled with driving enthusiasm.
- Is engaging and fun and enjoys being a role model to others.
- Enjoys engaging in regular feedback sessions and he ensures each interaction is followed up with tangible action.
- Gains constant personal fulfilment through the offering of help to others.

### Challenges

- As a coach, tends to talk a lot more than listen and may try to steer people along lines that he sees as being beneficial or desirable.
- When coaching, prefers to focus on exploring the options and setting the goals and may not pay sufficient attention to the detailed implementation of goals.

### Recommendations

- Try not to view criticism as a personal slight on him but see it as useful feedback for self assessment and growth.
- Encourage more self assessment and take care not to over-influence others in determining what they need to enhance their performance.

### Probe Strengths

- What steps or programmes you have pursued in order to keep growing and improving within the organisation?
- When was the last time you recognised someone else's competence and encouraged them to achieve a goal or project?

### Probe Challenges

- Can you recall an occasion in the team when you were not fully listening to all the details of what others were saying? What were the consequences?
- When coaching, have you ever paid insufficient attention to the detailed implementation of goals? What were the consequences?

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### Personal Notes

## ● Fostering Teamwork

Collaborating to build effective relationships

Transformational Leaders create high-performing teams - teams that take collective decisions, value diversity, honour each member and are led from within.



### Strengths

- Allocates tasks and delegates to others in an encouraging way that excites them to action.
- Assumes an open, outgoing and friendly demeanour with all those he works with.
- Will encourage the customer to play an active role in determining a solution to their particular needs.
- Will ensure he addresses his team's issues as top priority to ensure they stay engaged and motivated.

### Challenges

- Tends to be only aware of and appreciative of the more tangible qualities and achievements in others and may ignore more subtle skills and talents.
- Expects loyalty and support and may become despondent and feel betrayed when they are not offered.

### Recommendations

- When setting goals for his team, learn to take time to support others rather than dictating to or influencing them.
- Be less vocal at group meetings and allow others to have an equal share of a discussion.

### Probe Strengths

- In general, what do you think is essential in forming an effective partnering relationship?
- Describe a situation when you responded immediately to meet the collective needs of the team.

### Probe Challenges

- When have you found it difficult to support others' decisions? Why? How did you manage the conflict?
- How have you shared leadership responsibilities within your team? How has this affected the collaboration within the team?

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### Personal Notes

## ● Communicating With Impact

Inspiring and influencing with emotional awareness

Transformational Leaders engage their peoples' hearts and minds - through understanding and appreciating their needs, wants and expectations.



### Strengths

- Adopts an open, friendly and approachable demeanour in all his interactions.
- Compels and inspires others by the use of praise, encouragement and participation.
- Can motivate himself with an encouraging and driving inner voice.
- In influencing others, readily combines proactive, results-focused behaviour with a sociable expertise.

### Challenges

- If he allows his highly sociable nature to take over, he can be a little too talkative and get carried away with his own ideas.
- Can be a little too effusive and familiar in some business interactions.

### Recommendations

- Try not to make assumptions or jump to conclusions about the customer's needs, but stay engaged and inquisitive until he is sure he has an accurate view of their requirements.
- Ask the team members if they are clear on the specifics of what is required of them.

### Probe Strengths

- How do you keep your team well-informed of their roles, responsibilities and objectives in order to complete a project?
- Describe a project in which you teamed up with an individual from another department, company or industry to create something new or resolve a challenge.

### Probe Challenges

- Summarise how you ensure others are certain about what is to be done, by whom, when, etc.
- Can you describe a situation when you responded erratically to a crisis situation within your organisation?

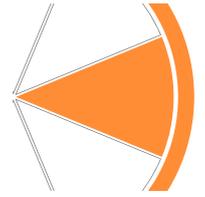
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### Personal Notes

## ● Creating a Compelling Vision

Determining a winning direction

Transformational Leaders predict the future through creating it. Their vision and purpose motivates and inspires others to follow.



### Strengths

- Appeals to the hearts of others in the organisation in creating a vision that will make a real difference to the lives of others.
- Is highly skilled at capturing others' contributions relating to an organisational vision and takes care in communicating these ideas to others.
- He is able to seek creative solutions to each client's unique set of circumstances.
- Actively solicits others' points of view and works collectively to find creative and innovative solutions.

### Challenges

- Can become deeply passionate about a vision and find it difficult to accept that others may not see it in the same light.
- May lose faith in his intended outcome if he can't see things progressing as he expected.

### Recommendations

- Stay focused on his own personal vision even if others dismiss it.
- Having done his brainstorming, actively invite feedback from others to assess the pragmatism of his visions.

### Probe Strengths

- Where have you been able to find inspiration in helping to create a new approach to solve a problem?
- What innovative product or service have you designed, based on a customer concern?

### Probe Challenges

- Consider a time your vision did not unfold as expected. What did you do to get back on track?
- Research times when you became frustrated trying to convince others of your vision.

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### Personal Notes

## ● Leading Change

Initiating and directing transformation

Transformational Leaders recognise the need for change and possess the drive and inner-strength to manage the ambiguities and uncertainties brought about by change.



### Strengths

- Assesses and tackles risk with a clear eye on how it will affect the performance and morale of the team.
- Uses his engaging and sociable approach to manage transitions with an emphasis on involving and participating with the team throughout the process.
- Makes sure he collates a variety of relevant information and feedback to assess market conditions before suggesting any potential solutions.
- Can be quick to pick up on changes in public opinion then initiate expedient action within the organisation.

### Challenges

- May have the ideas and impetus to manage change but may fall short when it comes to practical planning and structuring.
- May jump the gun and determine what change is necessary long before he has all the facts.

### Recommendations

- Make sure to address the practical considerations of prioritising and resource planning in designing development plans.
- Develop the focused concentration to stick with one aspect of change at a time and satisfy his need for stimulation and variety by designing some creative flexibility into the process.

### Probe Strengths

- What have you done to change your own approach in order to meet the team's needs.
- What recent decision have you made on behalf of the team? What was their reaction?

### Probe Challenges

- Reflect upon a situation when you did not carry out the necessary risk assessment before beginning a project. What were the consequences?
- Reflect on a time when you were intent on change even though others felt it was not needed. What did you do?

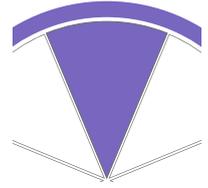
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### Personal Notes

## ● Delivering Results

Honouring commitments and exceeding expectations

Transformational Leaders take responsibility for performance and results - investing time and resource wisely - focussing on effectiveness over efficiency.



### Strengths

- Monitors progress with a strong emphasis on the personal feedback of his team.
- Can convincingly assure the customer that their requests and/or concerns will be dealt with promptly and effectively.
- Keeps a big picture perspective of the organisation's resources and can draw upon his energy to prioritise and plan.
- Will ensure that the team is clear about both its personal and organisational targets.

### Challenges

- Tends to get bored easily, so often won't give his full attention to understanding all the organisation's regulations and procedures.
- Is easily side-tracked and can lose sight of his own commitments by becoming overly involved in other people's.

### Recommendations

- Ensure he adheres to all company policy in his dealings with customers; even if it doesn't meet with his ideal. Be prepared to make suggestions for amendments to policy out with a 'live' situation.
- Choose carefully one particular course of action to which he can stay committed, then stay on course until all is fully implemented.

### Probe Strengths

- Can you recall a situation when you were able to cope with a number of projects and maintain high organisational standards. What strengths and qualities did you draw on in the process?
- Describe a situation where you "went the extra mile" to ensure delivery of a highly personalised service.

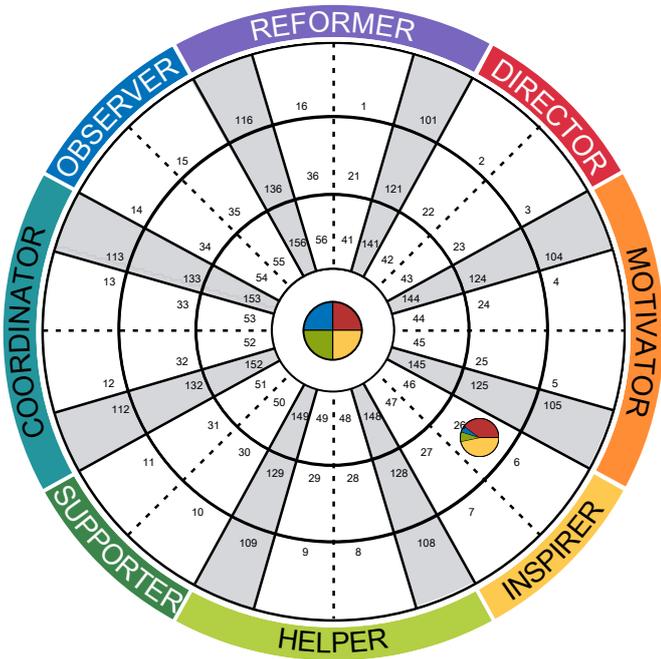
### Probe Challenges

- On reflection, might you have compromised your effectiveness in deciding to focus on resolving a relatively minor issue? What about this issue seemed important at the time?
- What regular checks and follow-ups do you carry out to ensure a consistent output?

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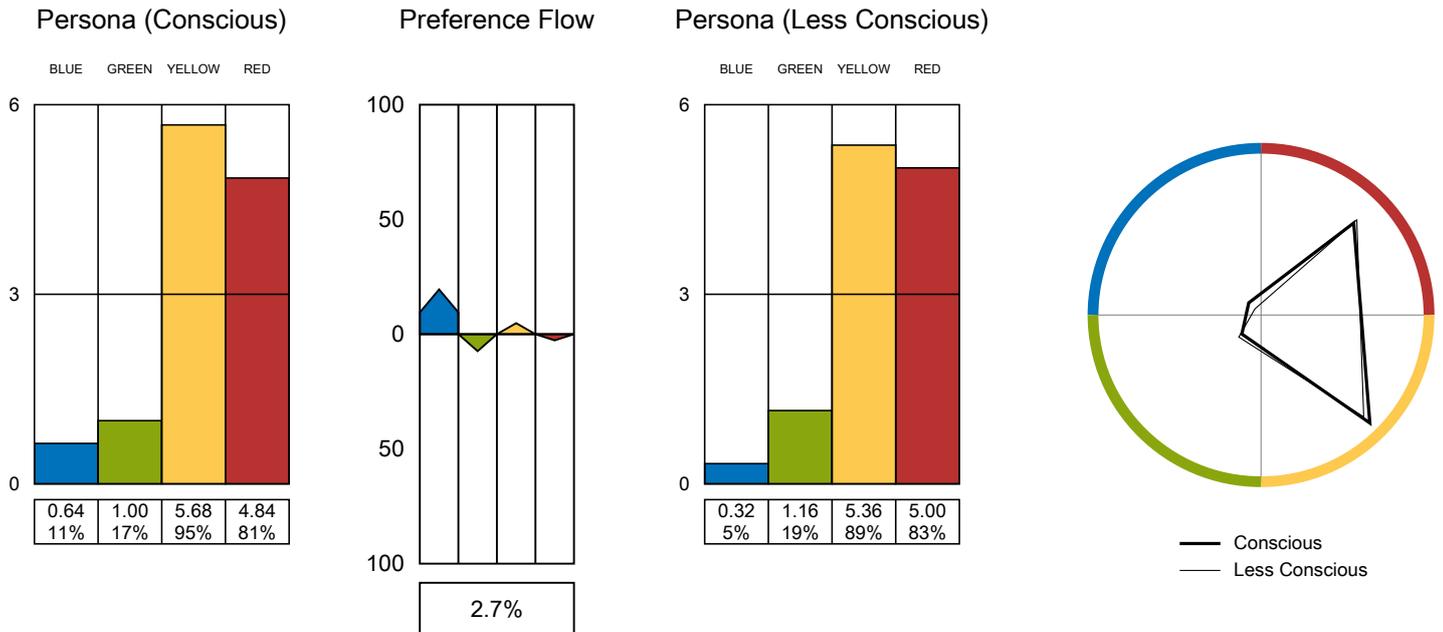
### Personal Notes

## The Insights Discovery® 72 Type Wheel



Conscious Wheel Position  
26: Motivating Inspirer (Classic)  
Less Conscious Wheel Position  
26: Motivating Inspirer (Classic)

## The Insights Discovery® Colour Dynamics





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GLOBAL HEADQUARTERS      PROFILE: DTL\_PR\_RETENTION  
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