

WORK OF LEADERS PROFILE



ASSESSMENT TO ACTION.

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Welcome to Work of Leaders

Everything DiSC® Work of Leaders™

Everything DiSC® Work of Leaders™ provides a simple, compelling process that helps leaders get real results. The program improves self-awareness in key areas that will help you get better outcomes in your role as a leader.

Introduction to Work of Leaders

Where did *Work of Leaders* come from? This program is based on a four-year development effort that began by analyzing and distilling the work of leadership researchers from the last three decades. With the help of 300 subject matter experts from more than 150 organizations, we identified a specific set of leadership best practices.

How do we define leadership? *Work of Leaders* approaches leadership as a one-to-many relationship, as opposed to the one-to-one relationship of management.

How does leadership connect to DiSC®? Your DiSC style influences how you approach each of the steps of the process. DiSC doesn't imply that you can or can't do any of the steps. It simply tells you how much energy will be required to do the different aspects of each step.

How is this different from other DiSC profiles? Unlike other DiSC reports, which emphasize understanding the differences between people, *Work of Leaders* focuses on understanding how your tendencies influence your effectiveness in specific leadership situations.

Cornerstone Principles of Work of Leaders

- ▶ *Work of Leaders* focuses on tangible steps directed at **leading a group or organization** toward desired outcomes
- ▶ The concepts in this report are relevant for **leaders at all levels**
- ▶ Your leadership is influenced by a **variety of factors** such as character, life experiences, cognitive abilities, and maturity
- ▶ All four DiSC styles **contribute to leadership success**, and most likely your strengths reflect **your own DiSC style**
- ▶ Your report focuses on developing **preferred behaviors** that are based on **best practices**
- ▶ The best practices are **context specific**, so the preferred behaviors will change depending on the needs of the situation

Work of Leaders: Vision, Alignment, and Execution

Work of Leaders provides a simple, three-step **process** to help you reflect on how you approach the most fundamental work of leaders: Creating a **Vision**, building **Alignment** around that vision, and championing **Execution** of the vision.



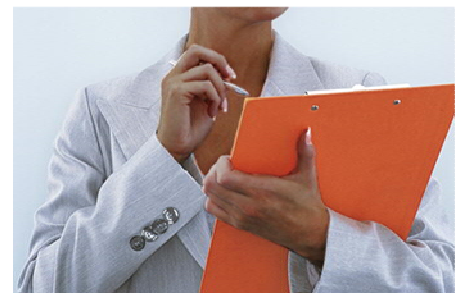
VISION

The work of leaders includes crafting a vision of new possibilities for the future through **exploration, boldness, and testing assumptions.**



ALIGNMENT

Leaders build alignment by communicating with **clarity**, engaging in **dialogue**, and providing **inspiration**, so everyone is moving in the same direction.



EXECUTION

Finally, leaders need to champion execution through **momentum, structure, and feedback**, to enable the group to capitalize on its talents while making the vision a reality.

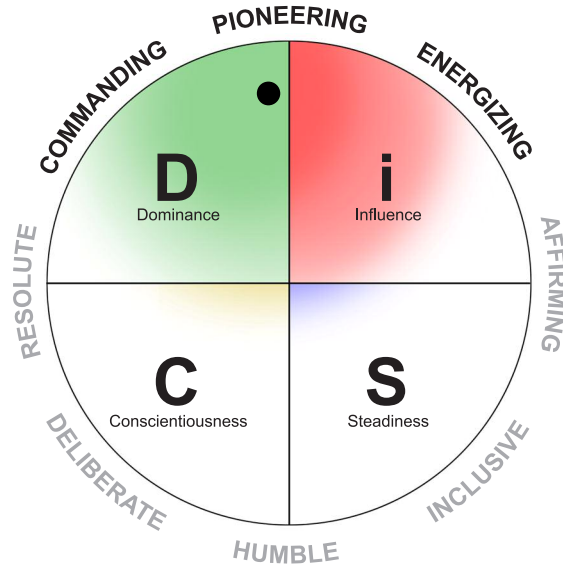
Your Leadership Priorities

Everything DiSC® Work of Leaders™

Your DiSC® style can say a great deal about what aspects of the job you see as most important, and it can influence how you interact with your colleagues.

Overall, your top leadership priorities are being **Pioneering, Commanding, and Energizing**. This means that you're probably a bold leader who looks for exciting new opportunities. Others might describe you as passionate, enterprising, and driven. Most likely, you push yourself to achieve ambitious goals, and you're usually able to rally others to get on board.

Your DiSC® Leadership Style



What Priorities Shape Your Leadership Experience?

► Being Pioneering

Casey, leaders with your Di style are attracted to bold ideas that stretch the boundaries of what's possible. In fact, you tend to be much more adventurous and daring than most people, and you probably like to jump on opportunities to explore new avenues for growth. As a result, you don't spend too much time analyzing options and reviewing details. You make decisions quickly, and you may overlook important considerations in your drive to move forward. Because you're eager to advance your ideas, you may become impatient with red tape or cautious people.

► Being Commanding

As a leader who values achievement, you set ambitious goals that will yield the biggest payoff for your effort. In fact, you may be so impatient for immediate results that you can come across as demanding at times. And because you have a strong internal drive, taking charge and maintaining control are probably important to you. While your intensity and confidence may sometimes be intimidating for those who are more reserved, you're probably also quick to share your victories with others.

► Being Energizing

Leaders with your Di style have a dynamic and enthusiastic approach to their work. Even in the face of obstacles, you're unlikely to let your momentum lag. Because you tend to be passionate and self-assured, you're probably quite persuasive and enjoy rallying others to achieve group goals. Your dynamic and positive approach lets people know that you are confident that they can contribute to the team effort. Furthermore, your outgoing nature probably means you have a knack for connecting the group to resources and opportunities through networking.

Vision > Boldness

Everything DiSC® Work of Leaders™

Work of Leaders: Vision



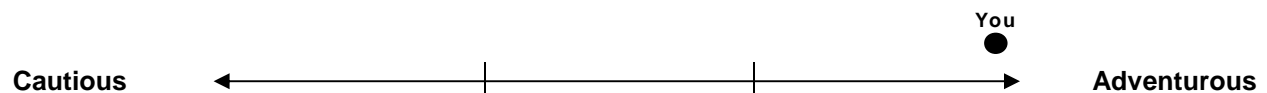
How Boldness Drives Vision

Creating a bold vision doesn't necessarily mean doing something on a big scale. But it does mean that the leader has a willingness to go out on a limb to champion bold new directions. Great leaders stretch the boundaries of what seems possible and challenge people to rise to the occasion.

- Leaders don't make a big impact without being a little adventurous.
- People look to leaders for a compelling vision that excites them.
- Every great accomplishment begins with a bold idea.

Vision > Boldness > Being Adventurous and Speaking Out

When we talk about driving a vision with boldness, we can look at two important **behavioral continua**, as illustrated by the graphics below. First, some leaders have a tendency to be adventurous, and others are more cautious. Also, some leaders aren't afraid to speak out with their bold ideas, while others tend to hold back. **In the context of boldness**, the behaviors on the right-hand side of these scales are leadership best practices. Any movement toward being adventurous and speaking out will help when creating a bold vision.



Casey, you tend to focus more on the potential benefits of taking a chance than on the possibility of failure. Most likely, your confidence in your team allows you to act, even when it's not clear how you will reach a successful outcome. Even if you occasionally fall short, creating a bold vision positions your group to grow and stay competitive. Others probably appreciate your sense of adventure and your confidence that your group will be able to overcome obstacles along the way.



You're usually ready to speak out, particularly when you feel that you have something important to say. Because you're willing to take chances socially and put your credibility on the line, you're likely to speak up about your ideas, even if some people may not agree with you. Your willingness to go out on a limb probably helps create a culture where others feel comfortable suggesting unconventional ideas as well. When crafting a vision, this quality no doubt helps you push toward new directions.

Since you see yourself as adventurous and willing to speak out, you may already be doing a good job of creating a bold vision.