

# *Play Book*

## User's Guide



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# The Leader Portrait

## PERSONAL PLAY BOOK

Name \_\_\_\_\_

Leader Tag \_\_\_\_\_ [On Cover Page of LP Report]

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You have responded to the instrument and have your report. Now what? What does this information mean? What do you do with it? These are good questions that deserve answers. This booklet is designed to do just that. We call it the Play Book because a good leader knows where they fit in the leadership process and how to make the right moves and choices to win.

The process of leadership is a complex blend of complementary qualities. Knowing your unique blend is fundamental to understanding your fit in the leadership process.

The definition of leadership that will be used in this playbook is - ***your ability to influence others*** from your place in the leadership process. All measurements are solely directed in assessing the components you utilize while influencing others to follow. This is **the measure of a leader**.

*Context, Capacity, and Clarity*, are three components defining where you will discover your greatest impact in the leadership process. Within that framework you will learn about specific steps you can take to positively impact your leadership effectiveness.

### CONTEXT

The setting and style in which you uniquely influence others to follow you is termed ***Contextual Leadership***. Some contexts place you in front of the crowd as a visible leader. Other contexts suggest that you will function best alongside or in the background as a less visible, but equally strong, influencer.

## CAPACITY

The strength of your capacity to function within your context is determined by a unique configuration of 7 L Factors. A common first impression is to strive to get all 7 L Factors to the *Exceptional* level - color orange. However, a combination of varying levels is desirable for the best leadership score. This is referred to as the *teeter / totter* principle. Some L Factors are *limited* to free others to perform at the *strong* and *exceptional* levels.

Limited scores tell us several important things about where you are in the leadership process. Do not yield to your first thought – that a *limited* score is bad implying a weakness, but rather realize that it is the *configuration* of all 7 L Factors that defines your leadership strength. The key factor in a good leader is their ability to know themselves and how to maximize their effectiveness.

In the next section of this Play Book you will be coached on ways to effectively orchestrate your L Factors to selectively increase or minimize each, as you fine-tune your place in the leadership process.

## CLARITY

The common thread that produces a high level of leadership is *clarity*. Strong leaders are clear on where they best fit in the leadership process. Your ability to consistently describe yourself as you responded to the survey choices reflects your perceived level of clarity.

Good leaders exude a confidence in themselves and how they lead. This core assurance is directly tied to their clarity in self-understanding and the skill in applying this understanding to influence followers.

So where do you fit in the leadership process?

How do you play-out your role with maximum effectiveness?

Start with your **Leader Tag** and the narrative descriptor on page 4 in your report. Consider how it describes you and make application to where these traits are operating. The two paragraphs that follow will define your unique context out of 64 possibilities. Celebrate your qualities and carefully consider areas that may be giving you a challenge.

The Leader Tag is created by a combination of an adjective and a noun taken from a table of 16 terms found on page 12 in your report. Based on the definitions above the table, the terms are sorted in a *leader* or *follower* category. Do not be misled. Followers are significant leaders in their own unique way. All leaders need to follow and followers need to lead – knowing when to do each is key to success.

## L Matrix

Leader Adjectives	Follower Adjectives
<b>Forceful</b> <span style="background-color: yellow; padding: 2px;"><b>Motivating</b></span> <b>Resourceful</b> <b>Persuasive</b>	<b>Genuine</b> <b>Precise</b> <b>Responsive</b> <b>Accurate</b>
Leader Nouns	Follower Nouns
<span style="background-color: yellow; padding: 2px;"><b>Organizer</b></span> <b>Exponent</b> <b>Originator</b> <b>Convincer</b>	<b>Protector</b> <b>Ally</b> <b>Pilot</b> <b>Troubleshooter</b>

### 7 L Factors

Your level of leadership ability, referred to as *capacity*, is measured by 7 L Factors. Each of these Factors uniquely contributes to the process. A colored torpedo graphically depicts the strength of each L Factor. The color of the torpedo and the number, ranging from 0 to 100, located in the tail, identifies your level of utilization in that leadership area. The color is coordinated with one of four Zones reflecting the broad level of capacity in that specific L Factor.

## L Factor Levels:

ZONE	DEFINITION
EXCEPTIONAL	Highest Level — outstanding performance predicted
STRONG	Very Competent — will perform well with success
MODERATE	Adequate Level — determine use of application
LIMITED	Consideration should be given to further development

In a leadership context whether you are out in front or behind the scenes in a support/advisory role, you will want to address ways to increase your leadership influence. To effectively accomplish this we suggest you consider making adjustments in your individual L-Factors.

### Instructions for Orchestrating My L Factors

*How do I bring my L Factors into a stronger combination, strengthening my leadership effectiveness?*

Selective adjustment of key L Factors will orchestrate a stronger leadership development. Remember, only key areas need to be strengthened; while others should remain at a lower level or even modified downward. For example, a strong leader with an exceptional *Enterpriser* L Factor score often has a contrastingly low *Paragon*. However, both are very significant leadership entities when in the right combination with other L Factors.

Begin on page 9 in your report by carefully studying your seven individual L Factors. You will notice the asterisk (\*) near the top of the color filler on each torpedo. This symbol visually indicates where you scored, based on your responses to the survey. Compare your L Factor configuration on this page with the suggested ideal configuration on page 10, which is offered as a benchmark guide for adjustments you may consider in fine tuning your leadership influence.

Initially focus on the L Factors that are limited and consider if they should be higher in the *strong* or *exceptional* range. Then you may need to consider toning down L Factors where a higher range tends to detract from the effectiveness of your Factors needing to be stronger.

## **L FACTOR PLAYS**

The following L Factor Plays will guide you in specific ways to make these strategic adjustments.

**ENTERPRISER** -- creates something from nothing and follows it to completion

The *enterpriser* is a creator who starts from scratch. Thriving on risk and ignited by competition, they deeply believe in what they are creating and execute a well-developed plan. Understanding the power of people, this leader uses passion to build momentum. Each person's value is totally based on what they can do to win. Stimulated by competition and with nerves of steel, they are ignited to go forward by their well-developed plan. Failures are simply viewed as another form of opportunity to move forward in a new direction. Living on the edge, they thrive on risk approaching their challenges with openness and flexibility. Success is always anticipated, and they remain immovable until their goal is accomplished.

### INCREASE:

- Step outside your comfort zone and take a risk. Don't wait until you have all the answers
- Have alternatives ready if the first plan fails. Create options
- Put a positive response to whatever happens. What is first viewed as a failure is in reality a new opportunity
- Stay focused on winning. Use passion to build momentum

### DECREASE:

- Tend not to overpromise risking the reality of under-delivering
- Give consideration to reality and take objections seriously
- Recognize others more for who they are not just for what they do
- Delegate added responsibility, developing those around you

**INITIATOR** -- trigger person who puts ideas into actions

The *initiator* pushes the start button and the program gets underway. Lengthy conversations and other delays are not tolerated. Let the action begin – implementation is the focus as materials, people, and cost effective measures are applied toward achieving the goal. Policies and procedures can be ignored to expedite the process. Focus, persistence, and forward movement are the important ingredients. Distractions are not tolerated or permitted to slow down the work. Essentially, this leader is a clever motivator always urging people to surge ahead. Thriving on competition, they strive to get a head start while leading the way. Patience runs thin when the pace slows down and distractions interfere.

**INCREASE:**

- Take action. Focus on implementation
- Be direct, brief and to the point
- Assign people to a specific task
- Be confident in your goal and do not let opposition distract you

**DECREASE:**

- Ask questions and acknowledge other's opinions
- Slow down. Get involvement from others in your plan
- Focus on the process, responding with comments of affirmation
- Respect policies and procedures in providing quality

## **MAGNET** -- draws and motivates followers

The *magnet* draws people to them in a compelling manner. They exude an influence that followers cannot resist. Whatever they say or do produces an attraction that elicits others to want more from them. Their confidence, enthusiasm and clarity cannot be resisted. This leader understands how people are different and each needs a unique approach to become motivated. The *magnet* is strategic in reading others and knowing how to fully engage them. Recognition and appreciation are skillfully applied to bring out the best in each person. The *magnet* draws people to themselves with an influence that spawns from their attraction as a leader. The spotlight of attraction is not on the leader but rather the follower. Simply speaking, the follower likes what he or she becomes by being around the *magnet* leader. Willingly they are moved and ready to respond to whatever is asked of them.

### INCREASE:

- With enthusiasm and passion share a compelling message
- Individually connect with others, focusing on their unique qualities
- Publically recognize and affirm others for who they are and what they are doing
- Make it abundantly possible for others to succeed

### DECREASE:

- Focus more on the task and the current reality
- Moderate your broad enthusiasm and consider the challenges
- Develop more of an ability to offer constructive change
- Acknowledge more who you are and what you offer as a leader



**NAVIGATOR** -- strategically sees relevant patterns

The *navigator* knows the way and the best route to get there. With a global view yet respecting data and details, options are presented. Plans are carefully laid out and once all choices have been reviewed, they proceed with confidence. This leader not only knows the best way, but they can accurately predict the various directions others will take. Implementation comes as second nature, because followers have a sense of confidence. With a broad overview and their ability to see the future possibilities of what may occur, they provide critical strategy and direction. One of the major contributions of this leader is their ability to fit the right person into the right position for maximum success. They just seem to know.

**INCREASE:**

- Design a thorough plan founded on solid data
- Know and understand your people for strategic placement
- Study the impact of past events on your current situation and provide direction in going forward
- After careful data review, choose the right person for the job

**DECREASE**

- Listen and give more credibility to other individual's input
- Allow the decision of others to play a key role in the outcome
- Give opportunity for more consensus and team process
- Acknowledge others may have better answers – play yourself down

**PARAGON** -- standard-bearer who builds integrity, loyalty, and trust

The *paragon* emulates integrity as a shining leader, strongly embracing their values and beliefs. Compromise is not an option. They are steadfast in holding to their convictions, despite public opinion or other outside influences. Their deep beliefs feed these core values that they guard on behalf of the organization. Followers respond not so much to the person's individual traits, but rather to the beliefs that govern how they live. Typically quiet, this leader is slow to speak; yet when he or she does, people listen because they have something of great substance to contribute.

INCREASE:

- Hold to your own convictions; unwavering when they are contrary to public opinion
- With self-confidence hold others accountable to policies that exist
- Be quick to listen and slow to speak, protecting the values of your organization
- Be ready to express yourself on key issues that matter

DECREASE:

- Be willing to compromise
- More openly share your values with others
- Allow others to carry more responsibility for upholding ideals
- Do something for yourself; take a break from owning all the responsibility

## **RACONTEUR** – communicates par excellence

The *raconteur* is the communicator par excellence. With great skill they know *when, where, and how* to deliver their message. This leader speaks with passion and oration, compelling the listener to follow. Everything, including the total response to follow, is packaged in the leader's skillful ability to deliver a compelling message of hope. Often the *raconteur* seduces others to follow, simply because they like what they hear. Clever optimism entices the follower to buy-in with little hesitation. This conviction is enhanced by the confident presentation of the message. The teaming appeal guarantees a place for everyone in the program. The bottom line is – they lead and others follow just by listening to what they have to say.

### INCREASE:

- Deliver your message with passion, speaking low, slow, and in control
- With charisma be positive, focusing on opportunity
- Cast a compelling vision showing how everyone wins
- Attract your audience with stories, metaphors, and analogies

### DECREASE:

- Ask more questions allowing others to express their thoughts
- Communicate in ways other than words
- Utilize the power of silence, listen twice as much as you speak
- Show your vulnerability – play yourself down

**TRAIL BLAZER** -- resilient and ready to lead into new territory

The *trailblazer* takes charge and leads, often offering new paths. Self-assured this leader accurately moves ahead reading everything that is going on around them. With a convincing argument followers are intrigued by the leader's confident point of view. They are open to new and better ways as long as the movement is going forward. Self-confidence causes this leader to take disappointments not as discouragements, but rather as opportunities to strengthen their determination. Convinced that everyone has intrinsic value, followers tend to stay involved even when adverse circumstances prevail. Tremendous optimism causes the *trailblazer* to believe there is value in everything with a lesson to be learned. Their mantra is to just keep moving forward, never giving up.

**INCREASE:**

- Actions speak louder than words – just do it
- Confident and self-assured finding another way when obstacles block
- Be open to alternate ways as long as you keep moving forward
- Keep everyone involved by focusing on the winning goal

**DECREASE:**

- Slow down and consider the risk of continuing
- Listen and take time to hear differing opinions
- Stay the original course not allowing other paths to distract you
- Acknowledge your mistakes and jointly involve others in developing a plan

Now you have your plays. With your increased knowledge and skill you will experience fresh leadership strength as you influence followers within your context of leadership.

Go out there and win!

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