



# Discovery<sup>®</sup>

Transformational Leadership



15 November 2021



## Introduction

This Insights Discovery Transformational Leadership Profile explores how [REDACTED] leadership capabilities are impacted by his psychological preferences. It will enable [REDACTED] 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

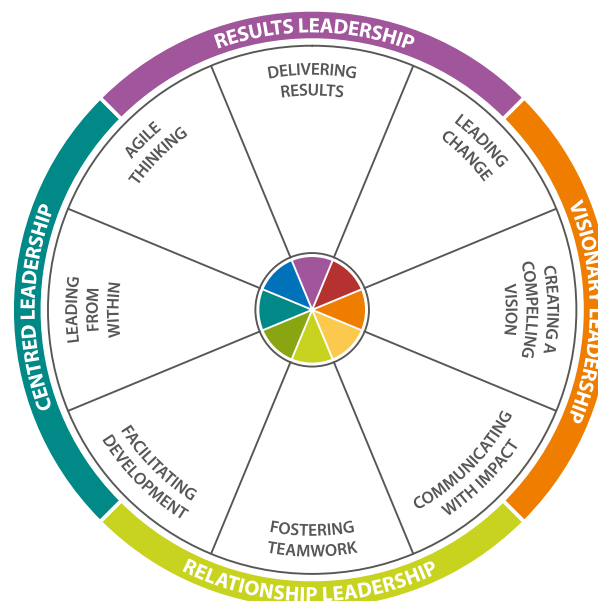
Delivering Results - Honouring commitments and exceeding expectations

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 [REDACTED] strengths and challenges linked to each of the eight dimensions, the profile offers some recommendations, and poses questions for [REDACTED] to explore further in this area. This is a powerful resource to help Matthew understand how he

can enhance his leadership capabilities and be more effective.



## Overview

These statements provide a broad understanding of [REDACTED] 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

[REDACTED] likes to explore his potential and will eagerly move in directions that stretch his boundaries. He likes to get involved in a 'hands on' way, learning from experience. He designs flexibility into his agenda so he can be responsive to the needs of others as required. In determining his own needs and priorities, he will usually check this with others to ensure they do not feel they are being neglected.

He is highly stimulated by the variety and diversity involved in his leadership role. He can experience strong, physiological and emotional reactions to certain people and events, which can cloud his judgement.

[REDACTED] tends to take on more than he can realistically handle, thus many of his projects get minimal attention. He will make leadership decisions that seem right in the moment, based on his gut response, without considering the 'logical' implications. [REDACTED] generally enjoys the face-to-face interaction and is at ease developing new relationships.

He may gloss over difficult issues, downplaying their importance so that they are easier to ignore. He is open and expressive and will delight in speaking about the aspirations he has for his leadership. He thrives on getting involved in a number of different activities simultaneously. He will respond as the need dictates, preferring to act intuitively rather than according to predefined procedures. [REDACTED] is prepared to attempt almost anything, however challenging, and will not hesitate to become actively involved.

### Team Leadership Style

In challenging situations, [REDACTED] is able to bolster the team with his encouragement and belief. Matthew can be overly informal within the team environment, sometimes resulting in others not taking him seriously when it matters. He is able to work well with a variety of people and can adapt his temperament to fit in with the predominant style of the group. He is sensitive to the impact he has on others as their leader and seeks to confront and change any of his personal traits that cause upset to others.

Despite coming across as light hearted and positive, [REDACTED] is often inwardly concerned about what the team think of him. [REDACTED] will become fully engaged and involved in all team activities. He encourages team

members to share in the group processes and express themselves openly. [REDACTED] seeks to be popular; ethical and respected and will 'muck in' with the team towards a collective goal. Despite being uncomfortable, [REDACTED] would rather ignore a challenging conflict within the team than risk being upset by a highly charged confrontation.

He likes to have an open and genial atmosphere in the team and can become noticeably uncomfortable with any hints of suspicion or mistrust. [REDACTED] likes to bring a new perspective to the team and is keen to engage others by communicating his ideas with inspirational appeal. He makes individual team members feel appreciated and part of the team. He actively engages others, ensuring they feel their views are valued and taken into account. In the team environment, [REDACTED] ensures that everyone relies on each other to carry out their part of the plan.

### Organisational Leadership Style

Typically, [REDACTED] is highly adaptable and will do whatever is required to fulfil the needs of the moment. He collaborates with others before making decisions and endeavours to make choices that will ensure optimum morale. Rather than being insistent on a particular course of action, he prefers to be flexible in how to achieve goals. [REDACTED] can be prolific in generating new ideas, forgetting that the organisation benefits from periods of stability.

He demonstrates respect to others who get things done with full consideration of and co-operation with their team. He is dedicated to creating and implementing organisational processes that enhance the quality of the experience within the working environment. In making a decision, [REDACTED] will always look at how it will impact on the future and how it will expand or limit other options. He does not always convey an air of confidence and personal authority, causing some to doubt the strength of his convictions. He can sometimes come across as a little too casual and informal.

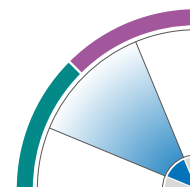
His light-hearted humour can sometimes seem unnaturally upbeat and others may wonder what worries he is hiding under his smile. With his high preference for sunshine yellow energy, [REDACTED] brings a special brand of warmth, graciousness, colour and vivacity to an organisation. With his finger 'on the pulse', [REDACTED] has an ability to read popular opinion and will convincingly persuade the organisation to adopt a new approach that will appeal to the majority. [REDACTED] encourages staff to be open and stand up for what they believe in. He sees all the possibilities inherent in any proposed change and is versatile in leading the

organisation through the different stages of a transition process.

## Agile Thinking

Engaging different thinking modes

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



### Strengths

- Is excited about the potential in each possibility; encouraging any and all ideas to come forward.
- Engages others to source information, and can facilitate a productive debate based on the facts.
- Always assesses risk from a "big picture" perspective and with the team's best interest at heart.
- Is willing to use a variety of random and unconventional techniques and stimuli for generating new thoughts and ideas.

### Probe Challenges

- Typically, how do you handle problematic systems or processes in your organisation?
- Typically, what methods do you use to gather and communicate information?

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Personal Notes

### Challenges

- May overwhelm others with excitement, unable to remain silent and may unintentionally block others' ideas from generating.
- May resist decisions that have been made on the basis of logic alone, often becoming frustrated and annoyed if personal concerns have not been addressed.

### Recommendations

- Identify methods and support structures to help him order, evaluate and develop his abundant ideas.
- Always take time to do a necessary amount of analysis prior to making an evaluation or a decision.

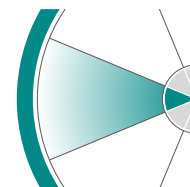
### Probe Strengths

- Summarise one of your most challenging opportunities that required you to balance the need of the customer with the best interests of your organisation.
- What do you do to weigh up the long-term business implications of any decisions made?

## 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

- Is willing to look at himself and his behaviour with a view to enhancing his level of personal fulfilment.
- Endeavours to allocate work amongst individuals and departments that aligns with their purposes.
- Can be flexible and 'go with the flow', adapting to the course of events.
- Encourages others to connect with their beliefs and values thus promoting their self-awareness and understanding.

### Probe Challenges

- What do you see as the pros and cons of adopting an organisational identity or culture?
- What behavioural and/or emotional patterns recur frequently? Where could these be stemming from?

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Personal Notes

### Challenges

- Can become negative and de-motivated in environments where there is little in the way of light-hearted interaction.
- Will find it almost impossible to stay on his own purpose if it conflicts with that of the team or organisation.

### Recommendations

- Work at developing his self-esteem and assertiveness as his outward sunny disposition is often a mask for inner insecurities.
- Think critically about what is 'right' for him and avoid diving headfirst into the latest new excitement.

### Probe Strengths

- What is your purpose as a leader? What is most important to you in fulfilling this purpose?
- Summarise how you maintain a balance between work and your personal life.

## 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

- Gets fully absorbed in helping others determine what they want to develop and can be inspirational and creative in identifying ways to do it.
- Is keen to ensure that all feedback is followed up to ensure that those who gave it feel valued and listened to.
- Convincingly assures others of their 'hidden' talents and encourages them to explore these.
- Is committed to the progress and growth of people and teams.

### Probe Challenges

- When you receive challenging feedback, how do you ensure that you reflect on it rather than react immediately to defend yourself?
- How do you think your coaching approach influences others in their goal setting?

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Personal Notes

### Challenges

- Tends to avoid challenging people directly and prefers others to set their own challenges; this may result in a lack of any direction if the coachee is not a natural self-starter.
- Is aware of the strengths of his peers and may prefer to coach with a focus on those positive attributes, ignoring or overlooking their limitations.

### Recommendations

- Finish and reflect on what he has just done before starting something else - this may result in finding some interesting latent insights.
- De-personalise the giving and receiving of feedback; standing back from the situation and assessing his actions objectively may be the most appropriate response.

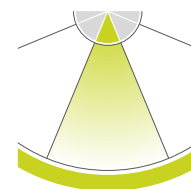
### Probe Strengths

- What processes do you have in place to help create and implement personal development plans for your team?
- What steps or programmes you have pursued in order to keep growing and improving within the organisation?

## 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

- Will encourage the customer to play an active role in determining a solution to their particular needs.
- Will engage others and allow them to feel their views are valued and taken into account.
- Will help to create a shared purpose in the team by urging others to contribute their opinions and ideas.
- Allocates tasks and delegates to others in an encouraging way that excites them to action.

### Probe Challenges

- Consider a time you became frustrated in your efforts to integrate an individual into the team. On reflection, what else could you have done to enable their integration?
- Reflect on the last time you resolved a conflict between yourself and a colleague. What did you learn from this?

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Personal Notes

### Challenges

- Tends to take conflict or group upsets very personally.
- Expects loyalty and support and may become despondent and feel betrayed when they are not offered.

### Recommendations

- Be more patient when a conflict occurs and do not be tempted to try to fix things immediately.
- Learn how to avoid the hurt when a relationship backfires by focusing on how to move things forward.

### Probe Strengths

- Describe a time when you encouraged a diverse group of people to work together towards a shared purpose.
- In general, what do you think is essential in forming an effective partnering relationship?



## 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

- Will naturally adapt his communication style to his audience.
- Is resourceful in engaging his network of partners in helping to achieve his long-term strategic objectives.
- Will use expressive body language and voice tone to further clarify his message.
- Communicates with an ideal balance of talking and listening.

### Probe Challenges

- Can you recall an occasion you had to convey disappointment to the team about their work performance? How did you feel about doing this?
- Summarise how you ensure others are certain about what is to be done, by whom, when, etc.

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Personal Notes

### Challenges

- May find it difficult to maintain emotional self-control due to his strong urge to express everything openly.
- Can dominate the conversation, sometimes thinking that he is doing other, more reserved, colleagues a favour by speaking up for them.

### Recommendations

- Having laid all the options on the table, allow the customer as much time and space as they need to come to a decision.
- Maintain a more objective and analytical perspective by keeping his distance when formalising business relationships.

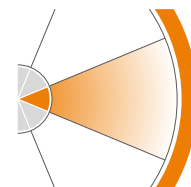
### Probe Strengths

- 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.
- How do you keep your team well-informed of their roles, responsibilities and objectives in order to complete a project?

## 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

- In his visioning for the team, he will often focus on defining the wider beneficial consequences for others.
- Inspires himself and others to go beyond stated goals.
- Is able to use his dominant sunshine yellow energy to seek creative solutions to each client's unique set of circumstances.
- Does not allow pragmatic considerations to limit his creativity and can brainstorm with a boundless sense of possibility.

### Probe Challenges

- Consider a time your vision did not unfold as expected. What did you do to get back on track?
- What do you do to address the practicalities of a vision before implementing it?

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Personal Notes

### Challenges

- May avoid adopting a new approach or going for a particular goal if there is any risk that it may adversely affect his popularity or his connection with others.
- Can be over optimistic about the practicalities required to achieve his vision.

### Recommendations

- When building up a commitment to an organisational vision, present an emphasis which balances benefits to pragmatic results with personal fulfilment.
- Seek to produce and communicate some practical follow up on his ideas so that objectives are clear and workable.

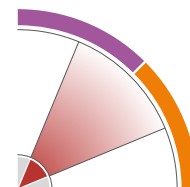
### Probe Strengths

- Typically, how do you engage and involve others in the process of creating a vision for the team?
- What innovative product or service have you designed, based on a customer concern?

## 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

- Facilitates change by encouraging participation and co-operation throughout the process.
- Will take risks with the appropriate agreement of the team.
- Is usually willing to take charge in the team if no one else steps in first.
- Makes sure he collates a variety of relevant information and feedback to assess market conditions before suggesting any potential solutions.

### Probe Challenges

- When have you been unable to follow through to completion on the practical planning and structuring of a change initiative? What prevented you from doing this?
- Can you think of a time you found it difficult to make a critical decision? What was the decision?

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Personal Notes

### Challenges

- May erroneously believe that if he generates a host of ideas, others will be able to implement them with minimal management or direction!
- Prefers to build commitment to a transition based on personal appeal rather than on practical merits.

### Recommendations

- Use his balance of sunshine yellow and earth green energy to convey the value of making change and draw upon his fiery red energy to spur others into action.
- Be more focused on his own personal change requirements, avoiding becoming overly focused on the needs of others.

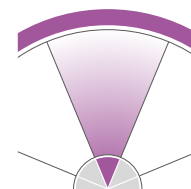
### Probe Strengths

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

## 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

- Listens to all concerns and difficulties and will do what he can to ensure everyone is working effectively towards the collective aim.
- Will 'pull the stops out' for his customers, ensuring he delivers a highly personalised service.
- Is highly motivated in the pursuit of new results that have a beneficial impact on others.
- Monitors progress with a strong emphasis on the personal feedback of his team.

### Probe Challenges

- Have you ever experienced not having sufficient resources to meet your own goals? What did you do?
- Can you recall an occasion when you compromised the team's productivity by not giving sufficiently clear direction? What was the result?

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Personal Notes

### Challenges

- May tend to disrespect those in authority who seem to place productivity ahead of personal fulfilment.
- Tends to get bored easily, so often won't give his full attention to understanding all the organisation's regulations and procedures.

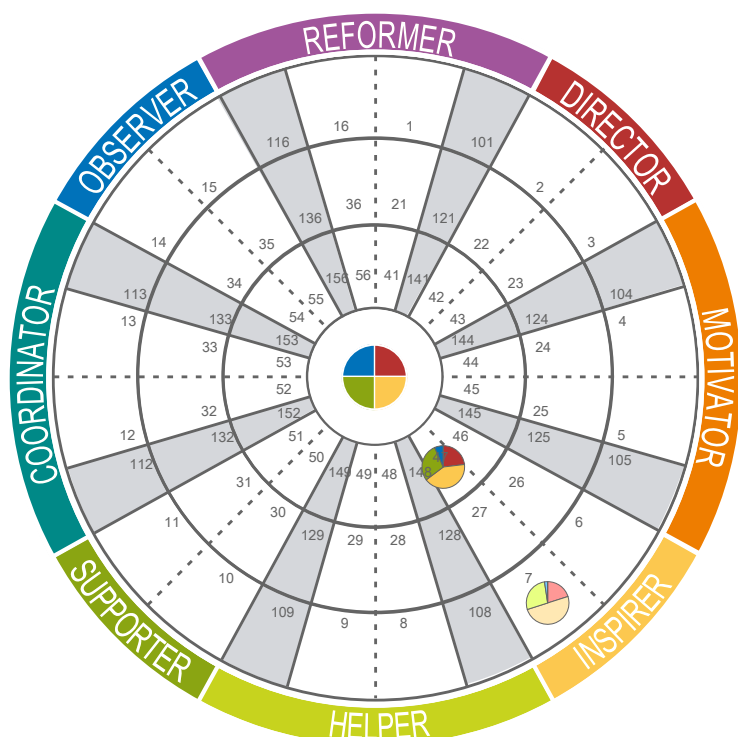
### Recommendations

- Make a realistic commitment to honour other people's schedules and avoid the temptation to get side-tracked.
- Develop the ability to stay focused on the task in hand and not be distracted by the lure of social interaction.

### Probe Strengths

- What do you do or say to inspire others to follow through towards a challenging and meaningful target?
- What do you do to monitor the team's performance to ensure they are all contributing to the overall business plan?

## The Insights Discovery® 72 Type Wheel

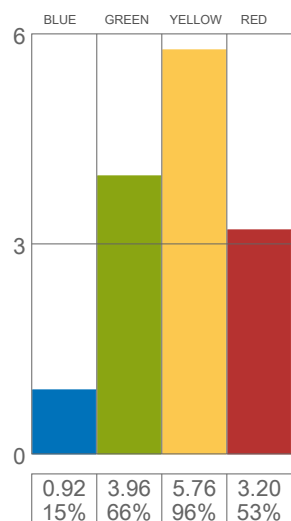


**Conscious Wheel Position**  
47: Helping Inspirer (Accommodating)

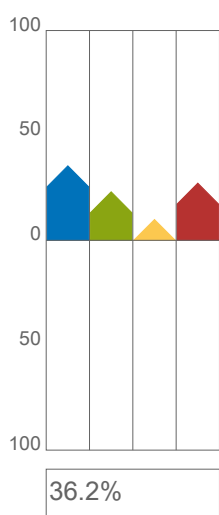
**Less Conscious Wheel Position**  
7: Helping Inspirer (Focused)

## The Insights Discovery® Colour Dynamics

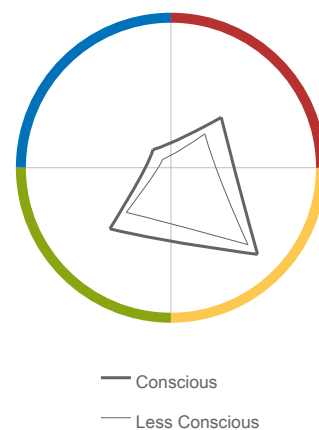
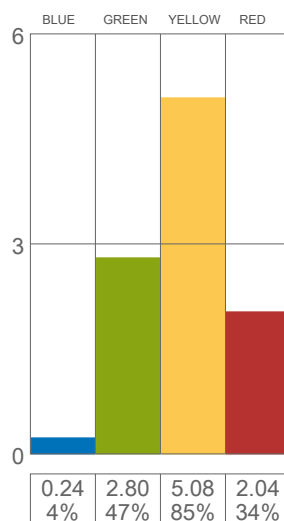
Persona (Conscious)



Preference Flow



Persona (Less Conscious)





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GLOBAL HEADQUARTERS

PROFILE: DTL\_PR\_RETENTION

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