Understanding and Leveraging Your Leadership Style

Leadership Style Summary

Collaborator	You are humble and perceptive about others' needs, and you take a team-first approach to leadership. Your strong team-first orientation may prevent you from developing your own convincing identity as a leader.
Energizer	You are good at building enthusiasm and inspiring strong efforts and performance in others. Your determination can take you far, but be aware it may also blur into relentlessness, causing you to inadvertently steamroll through conversations with your team.
Pilot	You are a forward-thinker who can thrive in an environment that's ambiguous, complex, and characterized by significant change. While you're comfortable and effective working in teams, you may tend to push for changes faster than your colleagues are ready for.
Provider	You lead from the front and have a desire to take care of those around you. Your strong sense of conviction can lead to insular thinking, and others may find you intellectually distant or overly focused on your own perspective.
Harmonizer	You have high standards for quality and prefer that everyone use the same playbook to ensure reliable, efficient operations. Colleagues may view you as consistent and supportive, yet somewhat cautious when it comes to change.
Forecaster	You love gathering data, expanding your knowledge, and deepening your subject-matter expertise. Colleagues may see you as visionary and knowledgeable, but also as too cautious and less skilled at exercising personal influence to advance your ideas.
Producer	You have a strong temperament and work ethic, and you value consistency, hard work, paying one's dues, and (perhaps above all) tangible results. Because of this, you may be at risk of having a bias toward proven approaches, and this tendency can make it challenging for you to incorporate new perspectives.
Composer	You have the ability to blend creativity with logic to solve problems. You are most comfortable when working independently, and so collaboration is challenging for you, and you may have difficulty "letting go" and relying on colleagues to contribute.

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Leadership Style: Blind Spots and Sweet Spots

Style	Blind Spots	Sweet Spots
Collaborator	• Creating a distinct leadership brand. • Setting a clear vision or direction for others. • Vocalizing opinions and perspectives. • Holding others accountable.	• Supporting development of others. • Mentoring to teach the "tricks of the trade." • Working with a primary leader whose hard-charging or demanding style is balanced by your collaborative, relational, and supportive approach.
Energizer	• Being patient. • Bringing others along with your thinking. • Encouraging dissent. • Tempering your unbridled optimism. • Wearing down your colleagues. • Recognizing differences in others.	• Utilizing visionary and strategic leadership. • Influencing through relationships. • Working in a collaborative and purposeful environment. • Influencing colleagues with low morale.
Pilot	• Making space for others. • Taking time to reflect. • Managing an intense personal drive. • Stepping back and letting others lead. • Thinking through implications for major changes.	• Using clear strategic and visionary leadership. • Being decisive. • Reengage a workforce. • Driving your projects and initiatives.
Provider	• Integrating differing viewpoints. • Operating day-to-day. • Forging personal relationships and remaining accessible.	• Giving others a strong sense of belonging. • Working in an environment with a clearly defined, strongly held point of view. • Setting and leading on a clear, deliberate path forward.

Information based on: Karen West, Elliot Stixrud & Brian Reger, "What's Your Leadership Style Assessment," HBR 2015

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Leadership Style: Blind Spots and Sweet Spots

Style	Blind Spots	Sweet Spots
Harmonizer	• Accepting ambiguity. • Remembering to "look up." • Constructively addressing conflict.	• Working in a predictable, reliable setting. • Carefully adhering to process and structure. • Utilizing your knowledge and experience to help stabilize the organization. • Applying your relational skills and attention to operations to keep people from jumping ship.
Forecaster	• Failing to get buy-in. • Shifting gears. • Tolerating risk in unfamiliar situations.	• Leading with new ideas and intellectual capital. • Working in an innovative environment. • Working with subject-matter experts. • Creating and improving products and processes.
Producer	• Inspiring and engaging others. • Being open to new ways of doing things. • Connecting with people who aren't like you. • Giving others a chance to show their potential.	• Working in an established or tight-knit environment. • Utilizing clear structures and processes. • Making progress without a lot of buy-in from others. • Tuning out the external noise to keep things running smoothly.
Composer	• Remaining open and flexible. • Gaining buy-in. • Communicating with patience and clarity. • Team-building. • Being mindful of the grand scheme.	• Managing projects and timetables. • Utilizing agile problem solving. • Being independent. • Focusing on tasks instead of building relationships.

Information based on: Karen West, Elliot Stixrud & Brian Reger, "What's Your Leadership Style Assessment," HBR 2015