



# **Leader~Manager Profile™**

**John Example**

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# Introduction

We welcome you to a distinctive and impact filled experience. This report and the discussion of your findings with a certified Lions Lead Leadership Advisor will provide you with powerful insights. Our processes will illuminate how you think, react and make choices so that you can be more intentional and purposeful. We accomplish this, in part, with how we approach the evaluation process. We call it **CAB**.



**Competencies** are a specific group of interacting attributes and skills required to be proficient.

For example, if one is considered competent, they are accomplished in several specific skills.

**Attributes** are concisely stated concepts or qualities measured by behaviors that describe a person.

For example, if someone possesses high *Self-Awareness*, they likely know, discern and lead themselves well.

**Behaviors** are specific, measurable actions and reactions of how we conduct ourselves.

For example, a behavior of the attribute, *Managing Emotions* is **Recognizing Emotions**.

All Lions Lead products are comprised of specific, applicable competencies, represented by multiple attributes from uniquely focused instruments (e.g. Leadership Traits, Emotional Intelligence, and Critical Thinking) and measured by respective, associated behaviors.

To provide you with robust, revealing insights, we apply our 5T process to foster the internalization of your findings.

- **We Translate** content focused competencies into recognizable attributes measured by a series of behaviors. Personality and 360 feedback instruments are helpful, but often miss the mark of critical behaviors that shape performance.
- Our clients report that the discussion of their findings pinpoints insights that are like **Truth Telling** heat seeking missiles. The value of the findings debrief is its ability to generate powerful, life-changing conversations initiated and stimulated by the client.
- Because of the **Truth-Telling**, clients **Testify** that the findings are accurate, equip them to know what to do to improve and are motivated to change.
- Clients also reveal that not only are the findings accurate, but they supply such **Timely** insights that years of observation and training do not provide. Knowing if people fit, can work together and possess the capabilities and capacity for the future in such a short time frame is timeless.
- The end outcome for anyone who desires to grow is **Transformation**. We have a proven approach that motivates and equips participants to advance their influence, effectiveness, and performance beyond their current thinking.

We are grateful for the opportunity to serve you on your adventure toward excellence.

Journey with grace, humility, courage, and wisdom,

Leader Manager Profile Team

# Optimum Leader~Manager Profile

## Performance Indicators

The Quadrants and respective attributes below provide current leaders and managers and those who desire to lead insights and behaviors critical for optimum leadership influence. The findings in the tables following this section reveal a leader's or manager's personal results with respective value statements. Comparing the optimum descriptions below with personal results captured in the tables equip respondents with powerful insights for strengthening their leadership effectiveness.

**Self Leadership** — Measures the competence and skills required for leaders and managers to truly know and lead themselves as a foundation for being effective in building relationships and leading others. High performing leaders/managers diligently sharpen their emotional intelligence to know and integrate their values and beliefs as a compass to help them monitor and manage their emotions. They practice integrity, are persistent and continuously open to learning new ways to be effective. The following attributes individually and collectively frame effective patterns that set extraordinary leaders and managers apart from the rest.

- **Self-Awareness** is central in discerning personal values, goals and beliefs. It forms a personal compass to interpret how well one is affecting others as they lead others. Extraordinary leaders and managers master this attribute because they understand it is central to effective interaction of all other attributes.
- **Managing Emotions** measures the accuracy, frequency and speed with which exceptional leaders evaluate their reactions, attitudes and moods. Highly effective managers know that a slip in knowing and measuring their emotions can impact their effectiveness and more importantly their reputations. Maintaining vigilance in knowing and managing emotions contributes to the finesse of leaders and managers.
- **Manages Stress** is the disciplined ability to manage daily stresses in a leader's personal and professional lives and maintains a healthy work/life balance. Highly effective managers think clearly and keep calm under stress and stay positive during setbacks and mistakes. They are prepared to say no to unreasonable demands regardless of the pressure. These leaders understand that managing stresses well increase their effectiveness and set an example for others to respect and follow.
- **Apprehension** is an authentic openness that comes from confidence in knowing one's values, admitting mistakes and exercising self-control in the face of tension and criticism. Leaders and managers who seek this quality and live it out win the trust of others and build a reputation with whom others want to follow.
- **Rationality** is a seldom understood attribute that leaders and managers use to process their emotions, decisions and reactions before they act and speak. All leaders face trying, irritating and annoying situations, but highly effective leaders calibrate and weigh viewpoints and reactions before expressing them. As a result, they win trust and respect.

# Optimum Leader~Manager Profile

## Performance Indicators

**Leadership Essentials** — Enjoying leadership influence is achieved by diligent attention to a handful of strategies and behaviors critical to leadership processes. Extraordinary managers possess presence and are self-directed, bold, persevering and transparent. Awareness and practice of these attributes will advance your skill and performance. Be open to feedback and use your findings in this quadrant to push you to new levels of effectiveness.

- **Leadership Presence** is the desired essence inside leaders that inspire people to believe in and follow them. Highly successful leaders and managers possess an air of authority and direction that others recognize as leadership. They enjoy leading and want the challenges and risks of leading others. For them, leading by example is a given and will not expect more from followers than what they will give and do.
- **Self-Directed** is essential to leading and influencing others. Highly successful leaders and managers imagine extraordinary performance and use their vision to influence current behaviors. They create a growth plan and experiment with new behaviors to reach ambitious goals. Additionally, they build trustworthy relationships with other successful leaders to learn from and hold themselves accountable to their goals.
- **Boldness** is being courageous in social situations and moving big ideas forward with energy and focus. Extraordinary leaders and managers prefer challenging responsibilities and confidently believe they can handle any situation. They do not let the disbelief or negative feedback from others deter them from pursuing their course. Though some people may believe they are too confident, boldness attracts many to listen and follow.
- **Perseverance** reveals the levels of commitment, motivation and persistence leaders and managers possess and demonstrate toward achieving results. Vision, strategies, expected goals and opportunities are of little value if leaders and managers do not expect and deliver demanding effort and results from themselves. Leaders who give up create doubt and lack of follow through in those they lead.
- **Transparent** is an authentic openness that comes from confidence in knowing one's values, admitting mistakes and exercising self-control in the face of tension and criticism. Leaders and managers who seek this quality and live it out win the trust of others and build a reputation with whom others want to follow. They react responsibly by exercising self-control in the face of tension, criticism and stress.

# Optimum Leader~Manager Profile

## Performance Indicators

**Getting Things Done** — Execution is the discipline of getting things done. Extraordinary leaders understand that talking about and promising performance are empty unless it is achieved through proven, measurable results. Getting things done is driven by quality, action and decisiveness. Review your findings in the attributes below to discern your strengths and challenges in this important quadrant.

- **Strategic** is an advanced mindset that leaders use to evaluate and anticipate their company's products, services and direction. High performing professionals monitor market trends and keep a close eye on changing consumer tastes, political conditions and technology. They assess their company's marketing and financial strengths and deficiencies in comparison to competitors. They also use this information to develop alternative scenarios and respective actions to those scenarios to strengthen their position with clients.
- **Creativity** is the attribute leaders and managers use when they offer insights and suggestions to improve existing products/services or suggest novel ideas to keep ahead of the market. Exceptional leaders and managers experiment with new ideas and approaches to improve their influence and imagine increasing their effectiveness. They take calculated risks and frequently adapt to changing environments and challenging situations.
- **Achievement** is the drive and motivation for exceptional leadership influence and determination lead at the highest levels of the organization. Highly successful managers are ambitious and want to excel. They possess a competitive drive to get things done and do not yield to obstacles, challenges or people who say it cannot be done. They tirelessly strive to accomplish performance goals even when resistance seems continuous.
- **Organized** is a set of behaviors leaders and managers employ to manage and complete tasks that strengthen their leadership influence. They set and monitor goals and objectives to achieve aggressive results. Exceptional managers are proficient in time-management principles and online systems to accomplish their work. One of the keys to their success is the sense of urgency to complete tasks and meet deadlines.
- **Applies Judgment** is the seasoned wisdom gained from successes and failures. All extraordinary leaders and managers have failures. They can recount a venture or can't miss idea that underperformed or evaporated. Regardless of incredible successes or dismal flops, leaders and managers use the lessons to insightfully read environments and realities. In turn, they weigh facts and impressions to anticipate options and discern timing for their business decisions.

# Optimum Leader~Manager Profile

## Performance Indicators

**Leading Others** — Extraordinary leaders and managers understand that before they can lead others effectively, they must first know themselves and lead themselves. Finding ways to equip people to perform as teams is an art. The leader's pallet for effectiveness is being a team player, building trust and practicing attentiveness (investing time, patience and interest in others). Highly effective leaders build and sustain relationships and empower others to lead. Review and use your findings to seek new ways of improving your leadership influence and standards.

- **Team Player** is a combination of behaviors that leaders and managers use to build and sustain high performing teams. Extraordinary leaders and managers can accomplish work independently, but enjoy the productivity of teams. They believe in the collaborative approach and are skilled in understanding differences in people and know how to work with difficult people to win trust and develop effective teams. They are exceptional in cultivating relationships and networks of people across their organization.
- **Builds Trust** is a composite of behaviors that distinguishes highly effective leaders and managers. They understand that trust is earned by living up to commitments, accepting responsibility for mistakes and giving honest, complete answers. They honor all people regardless of any differences than their own and do not undermine or slight others for their own gain. Considering ethical issues when making decisions and standing up for what is right are traits extraordinary leaders and managers practice to build and sustain trust.
- **Attentiveness** is a subtle set of skills proficient leaders and managers apply to tune into the unspoken emotions and concerns of people and clients they serve. They are skilled in discerning the content and consistency of what people are thinking, saying and feeling. Additionally, they value the differences in people and provide solutions that help staff and clients solve problems and overcome their challenges. They place the needs of others above their own.
- **Builds Relationships** is a critical component of highly effective leaders in understanding and developing long-term partnerships with their teams and others in the organization. They accept people as they are and find things to appreciate about all people. Exceptional leaders and managers move, greet and converse with people at ease at any occasion or situation. They sustain loyal relationships by confronting and solving issues and problems.
- **Empowers Others** is a leadership commitment to enable and entrust others with tasks and projects to achieve exceptional results and increase the bench strength of their staff. Extraordinary leaders and managers give their teams the authority and resources to solve problems and seek opportunities to mentor and encourage people. They keep their eye on objectives, systems and results rather than micro-manage processes. People across their organizations want to be on their teams.

# Optimum Leader~Manager Profile

## Performance Indicators

**Mental Make Up** — A much-overlooked factor in leadership effectiveness is the combination of attributes critical in the thinking processes employed by leaders. Exceptional leaders develop a compelling combination of intelligent reasoning and analytical thinking. They are intentional in thinking how they think and continuously sharpen their skills. They are also mindful that accepting and forgiving others along with remaining composed during tense situations are traits people respect. Consider ways to strengthen your skills in this quadrant.

- **Reasoning** is a combination of intelligent reasoning and the ability to grasp ideas quickly. Highly effective leaders and managers are talented in multiple ways, but the skills of reasoning well and the ability to understand nuances as they occur produce uncanny insights that are instrumental to their success. They are quick to discern and initiate leadership opportunities that most other managers miss.
- **Analytical Thinking** is an infrequently practiced attribute that successful leaders and managers use to process their teams' disposition and leadership environment. All leaders face confusing, uncertain and challenging environments, but highly effective leaders logically and systematically think their way through to a solution. As a result, they win influence and earn the trust and respect of others throughout the organization.
- **Vigilance** is a mindset embraced by extraordinary leaders and managers to trust and accept others easily. They contemplate and practice respecting people without conditions and forgive others quickly. Holding grudges and blaming others for their mistakes are behaviors and attitudes that are quickly dispelled by effective managers. As a result, these leaders and managers win respect and trust and other leaders value them.
- **Resilient** is the display of inner strength that exceptional leaders and managers manifest in being mentally tough and in managing self-control in pressure, stress and difficult situations. They build and sustain internal reserves that equip them to remain calm in demanding circumstances and to absorb rejection and criticism. Other leaders and their staff enjoy working with them and trust them because they are reliable and stable.
- **Tension** reveals the highly effective leader's tendency for being relaxed, composed and diligent in restraining quick, rash reactions. Leading is filled with promising, turbulent and uncertain twists and turns. Keeping composed and focused is often the difference between succeeding or losing influence. Exceptional leaders and managers think through emotions before constructively expressing any irritation or frustration. They know they don't win every challenge, but are mindful not to burn future opportunities.

## Self Leadership

**Self-Awareness** Suffers from being misunderstood at times, seldom evaluates effect on others

**Managing Emotions** Consistently foresees personal emotions of self and others and manages effectively

**Manages Stress** Can be frequently overwhelmed when chaotic, crisis or compressed pressure occurs.

**Apprehension** Moderate levels of angst, fretting, worrying under stress and pressure.

**Rationality** Can be erratic/selective in contemplating emotional responses, making decisions and/or speaking too quickly.

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## Leadership Essentials

**Leadership Presence** Can lead sometimes when called upon, but seldom initiates leadership.

**Self-Directed** Rarely thinks about personal leadership effectiveness nor develops a growth plan

**Boldness** May lack confidence, seldom speaks out in public, sensitive to criticism

**Perseverance** Often committed to the organization, but can get sidetracked by setbacks or criticism.

**Transparent** May lack confidence and security in openly expressing some feelings or actions

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## Getting Things Done

**Strategic** Tactical - processes ideas/concepts practically and pragmatically.

**Creativity** Follows and implements the ideas of others.

**Achievement** Strong commitment to quality and excellence

**Organized** Reviews assignments, can struggle to keep up with work, sporadically uses online tools

**Applies Judgment** Inconsistent in executing decisions and staying alert to need for adjusting decisions

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## Leading Others

**Team Player** Sometimes prefers to work alone, but can be effective on teams

**Builds Trust** Can act partially to some people, may be inconsistent in personal values

**Attentiveness** Infrequently seeks the views/opinions of others, often makes decisions on their own

**Builds Relationships** Relies on personal abilities and does not build strong relationships with others

**Empowers Others** Occasionally delegates work to others, inconsistent definition of expectations and results

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## Composure

**Reasoning** Exceptional reasoning skills, initiates and quickly understands abstract concepts

**Analytical Thinking** Occasionally too hasty with reactions, sometimes forgets to check of their thinking

**Vigilance** Often distrusting of others, can be skeptical, rarely takes blame for mistakes

**Resilient** Can rise to some setbacks and be overwhelmed by others

**Tension** Slow to express intense emotions, may be perceived as being too calm

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## Team Roles

Coordinator	Shaper	Plant	Monitor	Resource Investigator	Team Worker	Completer / Implementer
			Secondary			Primary

**Completer / Implementer** Completers/Implementers bring a strong tactical focus to team discussions. In contrast to Plant and Resource Investigators, Completers/Implementers prefer accurate, detailed follow-through to help their teams with timelines and schedules. As committed planners, they translate concepts and ideas into objectives and outcomes in order to achieve quality deliverables. Because of their attention to detail and sense of urgency, others can perceive them as intolerant, overbearing and independent.

**Monitor** Monitors carefully evaluate ideas and suggestions in comparison to desired outcomes to determine accuracy and balance. They are often capable of analyzing large quantities of data and are generally deliberate, stable and introverted. They may not come up with original ideas, but their clear, critical thinking stops teams from heading down misguided discussions and rabbit trails. Monitors are objective and dependable, but can lack warmth and appear hypercritical and overly serious.

# My Top Strengths

## Reasoning

Leaders and Managers with similar scores tend to:

- Grasp abstract concepts quickly
- Manage their thinking and emotions
- Be skillful in reasoning through facts
- Detect flaws in reasoning
- Test conclusions against probable consequences

### Recommended Development in Reasoning Behaviors:

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**Understands abstract concepts:**

Highly effective leaders and managers anticipate, consider and think through abstract concepts and issues quickly. Use your findings to critique your skills and decide to make improvements in how you think. Start by studying and asking top leaders and managers how they view and process problems and challenges they encounter.

**Avoids Emotional Reasoning:**

Understanding that emotions and feelings can be powerful disruptors, exceptional leaders and managers control and align their emotions so they can be responsive to others. Examine how your feelings and the emotions about others affect your effectiveness. Paying attention to and increasing your management of these emotions will be valuable.

**Discerns Reasoning vs. Rationalizing:**

Superior leaders and managers are skillful in reasoning through facts and information logically so they do not get caught up expressing unfounded opinions, rationalizing or defensive posturing. Consider these behaviors and compare them to your current practice. Select one and start focusing on it and how you can improve it.

**Anticipates Probable Consequences:**

Extraordinary leaders and managers discern what are the important factors, test their conclusions and detect errors in their thinking. They use their analysis to understand probable consequences to construct solutions and solve problems. Assess your current practice in these areas and increase your priority in strengthening your thinking and analytical skills.

# My Top Strengths

## Managing Emotions

Leaders and Managers with similar scores tend to:

- Recognize their moods/emotions and effect on their behavior
- Balance positive emotions and control disruptive reactions
- Expose personal irritations to themselves and select appropriate responses
- Juggle private and public pressures and challenges
- Think clearly and stay composed under pressure

### Recommended Development in Managing Emotions Behaviors:

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**Recognize Moods:** Search for new ways to recognize your emotions even more quickly and accurately to increase your understanding of their effect on you during stressful situations and encounters.

**Composed:** You seem to exercise some capacity for staying calm under pressure. Determine what situations can elevate your stress and expand your ability to anticipate and manage your reactions under pressure.

**Internal Conversations:** Use your findings to explore and strengthen your skills in understanding what irritates you and how you consider and select appropriate responses.

**Redirects Energy:** Your score indicates you possess some ability to divert harmful reactions before expressing them. Examine how you can reinforce your awareness and skill in releasing frustrations and relax.

# My Top Strengths

## Achievement

Leaders and Managers with similar scores tend to:

- Be ambitious, want to do well and rise to the top of their organization
- Focus on getting tasks and projects done
- Take action to resolve or remove obstacles that impair their performance
- Strive to accomplish leadership goals even when setbacks seem continuous
- Be motivated to achieve exceptional leadership success

### Recommended Development in Achievement Behaviors:

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**Wants to Succeed:** High performing leaders and managers are ambitious, purpose to do well and rise to the top of their organizations. Assess your true desire to excel in leading and commit to become one of the most productive leaders in your company.

**Drive to Get Things Done:** Your score reveals you have a strong desire and focus for getting things done. Analyze your progress to date and reenergize your drive if necessary for reaching a higher level of leadership success and performance.

**Meets Challenges Head On:** Your score indicates you possess and practice an strong commitment for taking action to confront and correct obstacles that impede your leadership effectiveness. Evaluate your commitment at this level and take steps this week to identify obstacles to your success and address them with the appropriate people.

**Persistent:** Top performing leaders and managers tirelessly strive to accomplish their leadership goals in spite of apparent continuous resistance. Inspect your level of perseverance to achieve your leadership goals, be candid in your assessment and push your effort to new levels.

# My Top Challenges

## Manages Stress

Leaders and Managers with similar scores tend to:

- Miss the positive impact of stress and acquiesce to negative reactions
- Overreact emotionally under stress
- Become negative and blame others for their frustration
- Over commit to responsibilities and then become resentful
- Live out of balance between the demands of work and life

### Recommended Development in Manages Stress Behaviors:

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**Manages Moods and Feelings:**

Effective leaders and managers understand that managing and guarding the negative impacts of anxiety and stress of leading include seeking stress's positive factors. Assess your tendencies in this area and make adjustments to counteract reactions created by stress.

**Remains Calm in Emergencies:**

Thinking clearly and keeping calm when the leadership storms hit are important principles exceptional leaders use to manage their mental pressure. Review some recent examples in your life and determine your level of practice in managing stress like this. Make notes and take action with one idea to increase your effectiveness.

**Manages Setbacks:**

Your score suggests you can become negative in tense situation and blame others when setbacks or mistakes occur. Examine some experiences where you were not as effective as you wanted to be and compare your reactions to see where you can increase your consistency.

**Saying No to Unreasonable Demands:**

Highly effective leaders are responsible and sense the need to step up in many leadership situations, but they know when to say no and be confident in doing so. Assess your tendencies and skill in this area and search for ways you can strengthen your discernment to know when to say yes and when to say no.

# My Top Challenges

## Boldness

Leaders and Managers with similar scores tend to:

- Be fearful in moving big ideas forward
- Defer challenging responsibilities to others
- Not speak out in social and public situations
- Let the disbelief and voices of others deter them leading
- Lack confidence in handling demanding challenges

### Recommended Development in Boldness Behaviors:

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**Adventurous:** Highly effective leaders and managers think of and fearlessly move big ideas forward with energy and focus. Review some recent situations where you sense you could have been stronger in these behaviors. Explore ways you could have moved ideas forward with more force and apply these insights in an upcoming situation.

**Confident:** Strong leaders and managers look for challenging responsibilities and believe they are up for any situation. Consider how you can strengthen your will for larger responsibility and take steps to pursue new challenges.

**Courageous:** Your score implies you are unlikely to speak out in social or public situations and remain quiet as others do. Strong leaders and managers speak up and out on issues responsibly and skillfully. Evaluate some recent examples where you chose not to speak up and sensed you should have. Test your resolve and be prepared to speak into important matters.

**Indifferent to Criticism:** Exceptional leaders and managers face the same negative critics all leaders do. They choose to set aside the disbelief and doubts many express and press on because it is the right action to take. Consider how you can emulate similar behaviors and begin to think and lead stronger.

# My Top Challenges

## Self-Directed

Leaders and Managers with similar scores tend to:

- Be satisfied with how things are
- Infrequently set performance and personal development goals
- Accept their current leadership behaviors as being good enough
- Believe being a successful leader and/or is a solo journey
- Plod along on a gradual, incremental leadership career plan

### Recommended Development in Self-Directed Behaviors:

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- Possesses Personal Vision:** Your score indicates imagining future leadership success is not common for you. Increase your effectiveness by envisioning your desired future influence and behaviors and connect them to your current leadership practices.
- Creates Growth Plan:** Setting performance and personal development goals to achieve your leadership goals is not a common practice for you. Seek advice from other leaders or managers to create an energizing personal growth plan.
- Experiments With New Behaviors:** Your finding suggests you seldom consider new leadership behaviors to test your progress and desired changes. Many are inconsistent in this stage. Start pressing yourself to regularly test and check your leadership growth progress.
- Builds Trustworthy Relationship:** Many leaders and managers believe they can meet their goals without depending on others. Be willing to be vulnerable and build a couple of trustworthy relationships for mutual counsel, feedback and accountability.

# Workout Plan

**1. What kind of leader and person am I striving to be?**

**2. After reviewing my profile, what changes would I like to see one year from now if I dedicate myself to these efforts:**

**3. What is the top improvement I want to accomplish this year to increase my leadership influence?**

**4. What are the things that could prevent me from reaching the results I want?**

**5. On a scale of 1 – 10 (1 = I am curious about this process; 10 = I will not let anything stop me from achieving these goals), what is my number?**

# Team Role Definitions

<b>Coordinator</b>	Coordinators create the way team effort is applied. They facilitate and direct the setting of objectives and keep the team on course. Great Coordinators draw all team members to participate in order to build shared values and to achieve the desired outcomes. Effective Coordinators build trust in teams through their confidence, humility and maturity.
<b>Shaper</b>	Shapers influence the way teams function by setting and emphasizing objectives and priorities. Their strong personalities can be sharp and edgy. In their desire for excellence, they can push ideas, discussions and debates so they may achieve the outcomes they desire. Shapers are important to the team's success, but they need to be careful not to overuse or abuse their influence by becoming critical or cynical.
<b>Plant</b>	Plants advance new ideas and strategies with particular focus to major issues and look for possible solutions to the problems confronting the team. Plants are a team's source of original ideas, suggestions and proposals. However, Plants need to be aware that an overuse of their innovation can create an overload of new ideas and even paralyze the discussion and implementation of strategies. They can become bored with tactical discussions and disinterested in the decision making process.
<b>Monitor</b>	Monitors carefully evaluate ideas and suggestions in comparison to desired outcomes to determine accuracy and balance. They are often capable of analyzing large quantities of data and are generally deliberate, stable and introverted. They may not come up with original ideas, but their clear, critical thinking stops teams from heading down misguided discussions and rabbit trails. Monitors are objective and dependable, but can lack warmth and appear hypercritical and overly serious.
<b>Resource Investigator</b>	Resource Investigators tasks are to explore and report on ideas, developments and resources outside the group. They create external contacts and networks that may be useful to the team immediately and/or in future endeavors. Leaders who are identified as Resource Investigators need to be cautious that their discussion of ideas does not become excessive or dominating. Frequently such leaders protract discussion of ideas to the point where critical decisions are delayed and/or deferred.
<b>Team Worker</b>	Team Workers often play a supportive role filling the gaps created by other members' strengths and shortcomings. They communicate well with other team members and foster team spirit. They are good listeners and promote unity in an effort to minimize conflict. The strengths of Team Workers are humility, flexibility, popularity and good listening skills. Their weaknesses are often a lack of decisiveness and discomfort with friction and competition.
<b>Completer / Implementer</b>	Completers/Implementers bring a strong tactical focus to team discussions. In contrast to Plant and Resource Investigators, Completers/Implementers prefer accurate, detailed follow-through to help their teams with timelines and schedules. As committed planners, they translate concepts and ideas into objectives and outcomes in order to achieve quality deliverables. Because of their attention to detail and sense of urgency, others can perceive them as intolerant, overbearing and independent.



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