



Quintax[®] Leadership Styles Report

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About this Report

This report gives information about your leadership styles at work. Your approach to leadership is reported in the context of the range of styles shown by a broad cross-section of the general population. In particular, the report identifies which leadership styles will come more easily to you on the basis of your fundamental personality preferences, and which will require more effort. We all tend to use most the styles that are compatible with our personality preferences, and so the report indicates how your leadership style is likely to be seen by others.

This report does not measure your skill in leadership, although there is clear evidence that some styles are more effective than others in leading modern organisations. As with any other area of competency, it is possible to develop and extend your range of leadership styles and skills through self-conscious development and practice. There are some tips for enhancing your leadership skills at the end of this report. You can make best use of this report by reflecting on the feedback, considering its relevance to your current situation and demands, and setting personal development objectives to practice new behaviours in one or more of the leadership dimensions.

The Quintax Leadership Styles Model

Leadership has been one of the most extensively researched topics in organisational psychology and management studies more generally. Current thinking among management researchers identifies three distinct dimensions of leadership style:

- Transformational Leadership
- Transactional Leadership
- Passive Leadership

Transformational Leadership

Transformational leadership is about the capacity of the leader to motivate and inspire people to achieve high levels of performance in the light of challenging expectations. The transformational leader is effective through their ability to describe exciting, innovative possibilities and demonstrate confidence in the team's ability to deliver. This is supported by clear personal integrity and a willingness to treat people as individuals with diverse skills, needs and interests. Transformational leaders motivate people to action by appealing to shared values and by satisfying their aspirations and expectations.

Transformational leadership has been identified as a major success factor in modern organisations that are characterised by the need to adapt continuously to the changing environment, with flatter organisational structures and greater stakeholder involvement. Transformational leadership styles have been identified with a number of positive organisational outcomes:

- greater alignment of people with organisational mission and strategy
- greater employee commitment and lower staff turnover
- higher levels of innovation
- enhanced organisational performance and profitability

Transactional Leadership

In transactional leadership the leader makes explicit bargains about what the person will receive in exchange for certain actions or achievements. The transactional leader is effective through the clarification of goals and expectations and follows this up with feedback contingent upon the person's behaviour and the outcomes they achieve.

A strong transactional style is related to effective management and is an important component of leadership.

Passive Leadership

The passive style of leadership involves a 'hands-off' approach where people are expected and allowed to work on their initiative.

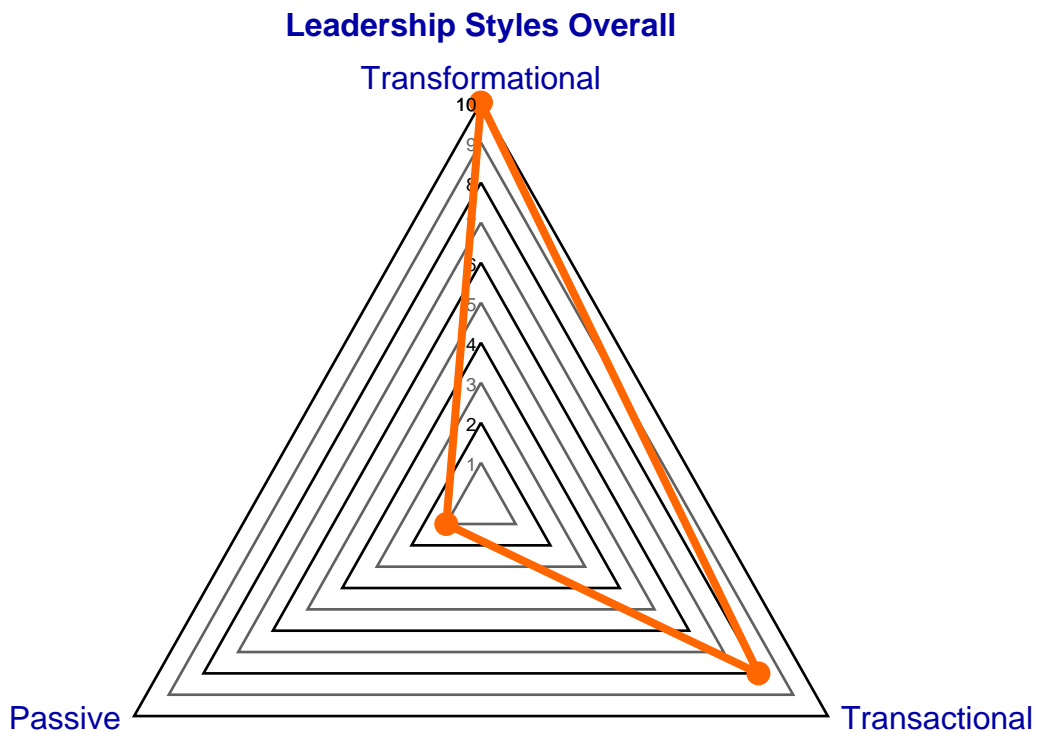
The passive leadership style can be effective in situations where there is little need for organisational change and where the professionalism of others can be relied upon. However, excessive reliance on this style can be a liability in times of change or high demand.

Summary of your Leadership Styles

This section summarises the fit between your fundamental personality preferences and the 3 major dimensions of Leadership Style. The table and chart below indicate the likely strength of your preference for each of the 3 Leadership Style dimensions relative to a comparison group of over 1000 people (many of them managers or applicants to managerial positions).

- You will tend to prefer and practice most those styles that fit best with your personality.
- You will tend to avoid those styles that fit least well with your personality.

The following chart illustrates the extent to which your natural preferences 'pull' you towards each style.



The table below presents the strength of your preferences for each Leadership Style Dimension and a brief interpretation. The Score ('sten') column which expresses your relative position to others on a 10 point scale where 1 = low and 10 = high.

Leadership Style	Score	Interpretation
Transformational	10	You are naturally inclined towards a transformational style of leadership and should find this relatively easy to adopt when required.
Transactional	8	You are naturally inclined towards a transactional style of leadership and should find the relatively easy to adopt when required.
Passive	1	You are not naturally inclined towards a passive style of leadership and are unlikely to adopt this in most situations.

Detailed Report of your Leadership Styles

TRANSFORMATIONAL LEADERSHIP

There are 3 major aspects to the transformational leader's style:

INSPIRATION

The extent to which the leader shows the capacity to inspire and empower others to be enthusiastic and energetic in pursuing challenging goals

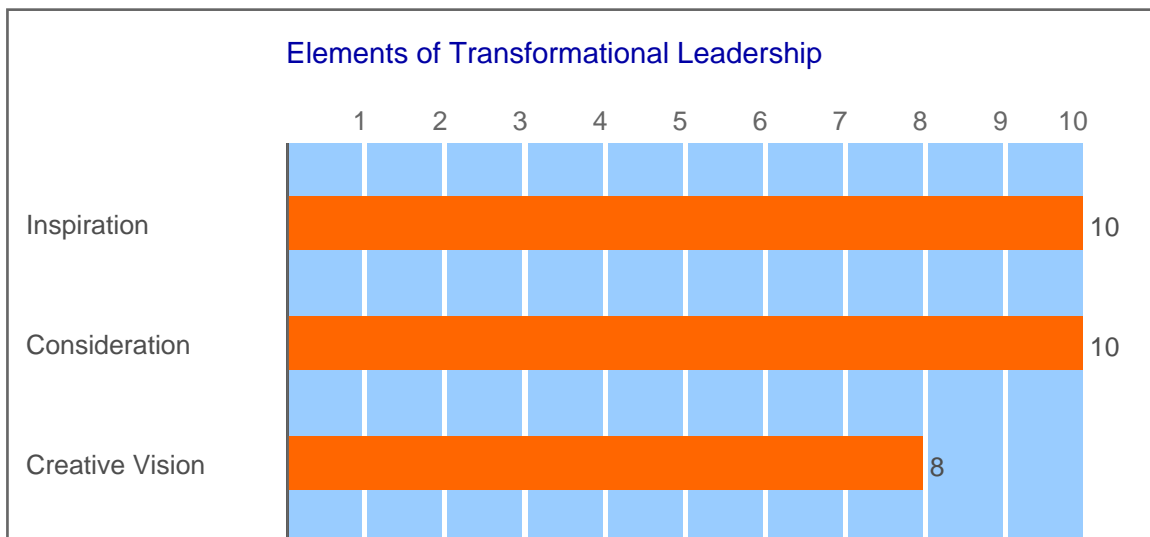
CONSIDERATION

The extent to which the leader demonstrates respect for others through recognising individual needs and treating each person as an individual

CREATIVE VISION

The extent to which the leader enthuses others through innovative thinking, identifying and encouraging new ways of thinking about problems

The chart below indicates your strength of preference for each of the 3 component styles that are part of transformational leadership. As before, you can gauge the strength of your preference from the 'Score' value which expresses your relative position to others in the comparison group on a 10 point scale where 1 = low and 10 = high.



The elements of transformational leadership are closely related, so that your scores will often be similar across all 3. Nonetheless the 3 elements do depend on quite different aspects of behaviour and so differences between the elements are particularly informative.

Interpretation

In leading you are likely to find it easy to adopt an overtly inspirational style, and so may be more likely to engage people through enthusiasm and passion for achieving your goals. You are more likely than most to demonstrate consideration for individuals in your leadership style. This suggests that you will tend to deal with people as individuals, taking account of their varying needs, motivations and interests. You are more likely than most to establish and communicate a clear personal vision as part of your leadership style. You will apply your capacity for describing exciting, innovative possibilities for different ways of working to generate enthusiasm and commitment among colleagues.

TRANSACTIONAL LEADERSHIP

There are 2 major approaches in the transactional leader's style:

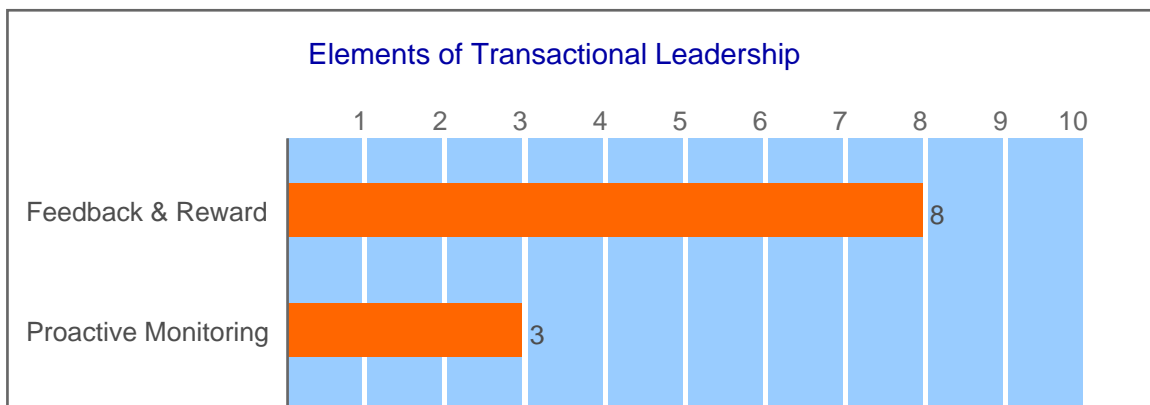
FEEDBACK & REWARD

The extent to which the leader provides regular feedback to others about their performance. Desirable actions and outcomes are picked out for reward, while undesirable ones are identified and may be punished.

PROACTIVE MONITORING

The extent to which the leader actively monitors others' work and intervenes when they deviate from expectations in such a way that problems or mistakes may occur.

The chart below indicates your strength of preference for each of the 2 component styles that are part of transactional leadership. As before, you can gauge the strength of your preference from the 'Score' value which expresses your relative position to others in the comparison group on a 10 point scale where 1 = low and 10 = high.



The two elements of transactional leadership are closely related, so that your scores will often be similar. Nonetheless the 2 elements do represent different tendencies in behaviour, so differences between the elements are particularly informative.

Interpretation

When leading you are likely to use feedback and reward as a means of maximising people's performance. You will tend to provide direct and timely feedback on performance, using either praise or providing corrective inputs to maintain or improve performance. You are less likely than most people to actively monitor the work of others, or to intervene when you detect any possibility of error or potential difficulty.

PASSIVE LEADERSHIP

There are 2 elements of the passive leadership style:

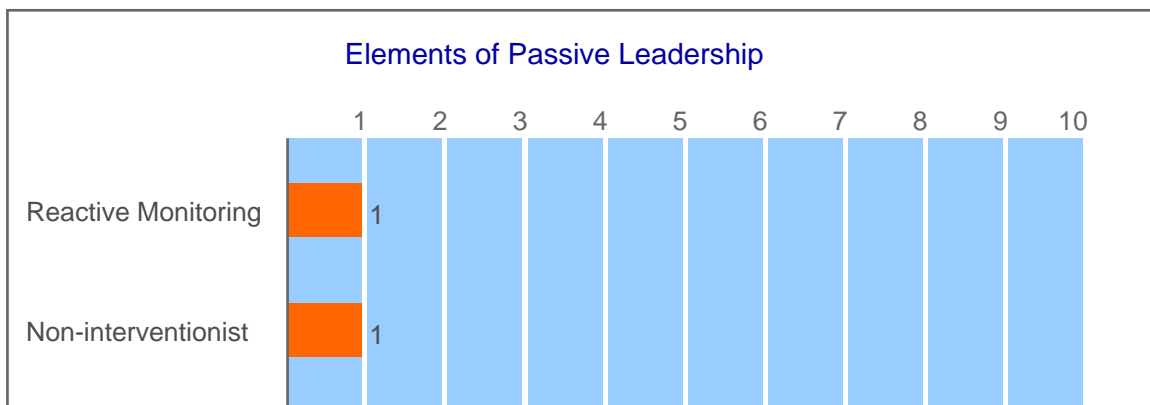
REACTIVE MONITORING

The extent to which the leader only intervenes when others' actions result in problems or mistakes that come to the leader's attention.

NON-INTERVENTIONIST

The extent to which the leader allows others to work unguided and unmonitored, perhaps relying on the professionalism and integrity of others to ensure that the job gets done.

The chart below indicates your strength of preference for each of the 2 component styles that are part of passive leadership. As before, you can gauge the strength of your preference from the 'Sten' value which expresses your relative position to others in the comparison group on a 10 point scale where 1 = low and 10 = high.



The two elements of passive leadership are closely related, so that your scores will often be similar. Nonetheless the 2 elements do represent different tendencies in behaviour, so differences between the elements are particularly informative.

Interpretation

As a leader you are unlikely to wait for difficulties to arise before you intervene in a colleague's work. You are less inclined than most people to take an easygoing approach to guiding and monitoring colleagues, even where you are confident that they are capable performers.

YOUR CONCLUSIONS

Use this section to record the conclusions that you can draw from this analysis.

My strengths in leadership are:

1.

2.

3.

My weaknesses in leadership are:

1.

2.

3.

The aspects of leadership I can most usefully develop further are:

1.

2.

3.

Development Tips for Enhancing your Transformational Leadership Style

- Demonstrate integrity through honesty, openness and consistency in your dealings with people
- Be clear about your own values and ideals and communicate these consistently
- Be open about your own feelings about issues and situations
- Demonstrate confidence in your team's ability to deliver challenging objectives
- Be optimistic about achieving the required outcomes
- Lead by example: if you are seeking flexibility and openness to change in others, demonstrate it yourself
- Put team goals ahead of your own personal interests
- Treat people as individuals. Find out what motivates and interests them and provide opportunities for these interests to be fulfilled
- Listen to people. Demonstrate a clear understanding of their point of view (even if you differ)
- Help people to develop through coaching and personal support
- Establish a personal vision of the future for your team and communicate it clearly and regularly
- Stimulate your team with ideas for new and different ways of doing things
- Encourage innovation and new ways of thinking about and doing work

Development Tips for Enhancing your Transactional Leadership Style

- Be clear about your expectations of people – agree objectives and targets and check people's understanding of what has been agreed
- Identify and use processes for monitoring the work of individuals that are acceptable to both you and them
- Create informal opportunities to catch up on the progress of individuals
- Offer uncompromised praise where people meet your expectations or achieve significant progress
- Check and intervene early when you feel that work is going off track
- Provide clear, early feedback and guidance where work is not meeting your requirements
- Be patient where low performing colleagues demonstrate the will and capacity to learn and change

ACTION PLAN

Use the table below to construct an Action Plan for developing your leadership skills.

What do I need to develop?	How do I intend to develop it?	Who do I need to consult/involve?	When will I review my progress?	How will I know if I have achieved it?
1.				
2.				
3.				