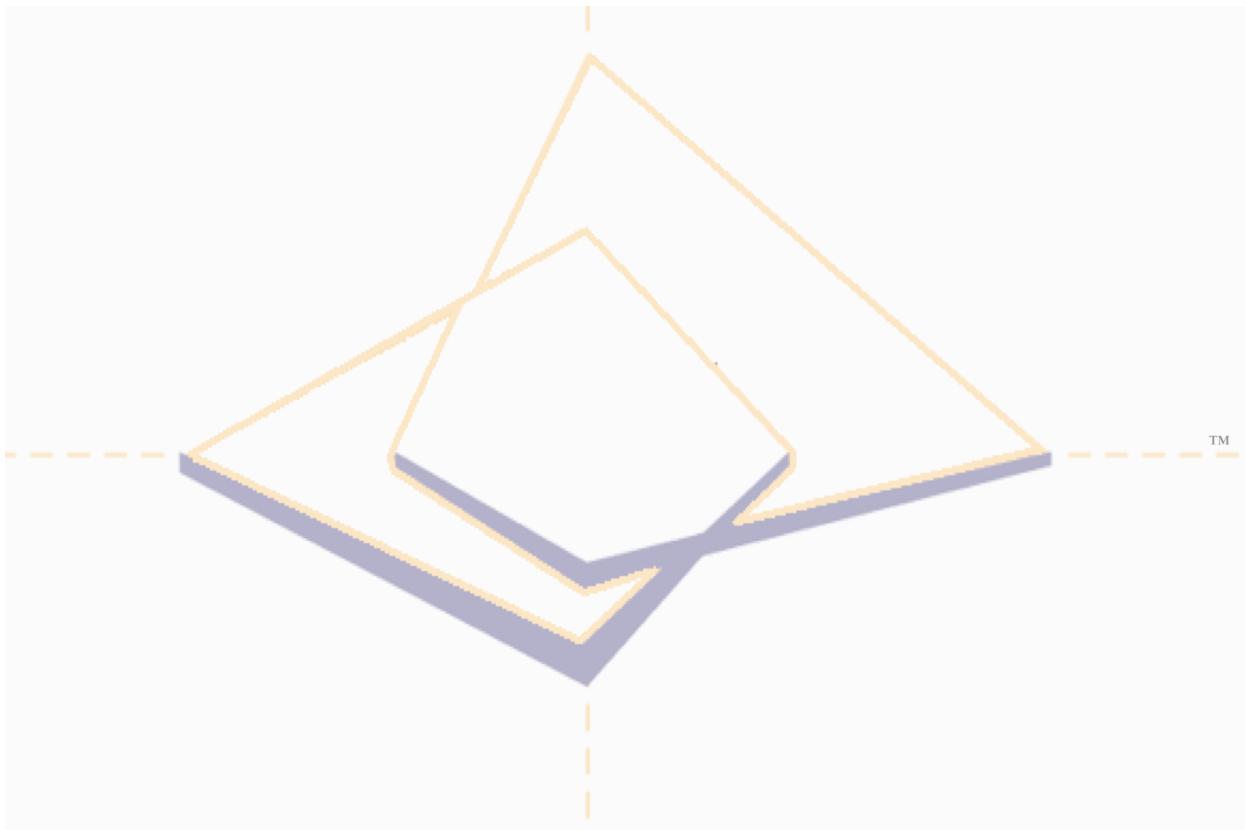


“I Opt”®
(Input Output Processing Template)

Advanced Leadership Report



This report has been prepared for:

Corporate Officer

A composite of 182 corporate executives including 49 CEOs, 8 Subsidiary Presidents, 4 Managing Partners, 11 Executive VPs, 5 Senior VPs, 5 VP General Managers, 10 VPs with Corporate titles (e.g., CFO, General Counsel, etc.) with the balance being VPs heading various operations (e.g., Divisions, R&D, Sales, Operations, etc.).

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Advanced Leadership Report

Prepared for: **Corporate Officer**

Date Prepared: 00/00/0000

Thank you for completing the “I Opt” Survey. Your responses to the questionnaire have been tabulated and your own personal strategic style(s) has been identified.

Your answers indicate that you scored highest in the ranges of **Relational Innovator (RI)** and **Reactive Stimulator (RS)**, respectively. This report contains a sketch of the behavioral traits and preferences common to those styles. These styles describe the general preferences that a person uses to navigate life. These postures also affect the way they lead others.

This report concentrates on the leadership aspects of your approach. A leader is a person other people follow. Everyone has been, is, and will be a leader. Leadership skills are of universal value. However, the more you fill the role of leader, the more important it is for you to understand the differences between yourself and the people who you lead. This understanding allows you to frame your direction so that others are likely to move in the way that you intend.

The style classifications above are based on the scores calculated from the answers that you provided. The scores do **NOT** reflect nor predict your personality, ability, experience, or suitability for any particular role. They are simply a natural outcome of the way you process information. Any interpretation of this report should take into account ALL relevant input such as actual experience, skills, interests and abilities.

What did “I Opt” Measure?

The “I Opt” survey you took measures your way of processing information. To a large degree, this sets your behavior. For example, you tend to focus on the central elements of the issue at hand. You are able to quickly generate different ways that the item can be resolved. You can also devise ways that losses can be cut short if your solution does not work as expected. The natural outcome of your process is an experimental, “let’s give it a try” method. This posture is likely to cause you to be seen as a creative problem solver.

Your strategy tends to flourish when you are given maximum freedom to investigate interesting options, explore unforeseen alternatives, and to take advantage of unexpected circumstances. Since new ideas pop-up continuously, you are likely to change direction as a new option appears. Your general approach tends to prosper under rather “loose” leadership where only overall guidance, rather than specific direction, is provided.

If you are like most people, it is natural for you to lead in the way you like to be directed. Unfortunately, if you try to apply your primary strategy to others you are likely to have difficulty about 77% of the time. This is because only about 23% of the population shares your RI perspective. To be an effective leader you must guide people who use different information-processing strategies.

Like you, people using other strategies prosper in situations that let them maximize their own way of doing things. If you are to lead successfully, you will need to understand the strategy they are using. This tells you about their strengths and vulnerabilities (every strategy has both). Knowing this, you can design a way to achieve your objectives using the natural strengths of the people you are leading while avoiding their natural vulnerabilities.

There are always two sides to a leadership equation: the leader and the follower. Before you can effectively guide others, you must first understand the strengths and vulnerabilities of your own approach. This will allow you to leverage your abilities with the people you are leading.

Your Primary Leadership Style (Relational Innovator)

You choose to navigate life using an RI approach. It is likely that you place a high value on creativity. You probably seek major advances rather than small improvements. You like spontaneity, ingenuity, and novelty. Your underlying “driver” is to make a big difference in the areas where you work. These preferences are likely to find their way into your natural leadership style. For example:

SOME OF YOUR NATURAL LEADERSHIP TENDENCIES

- You are likely to focus on mission-level (i.e., end purpose) issues.
This broad perspective gives you maximum opportunity to explore options.
- You are likely to be somewhat charismatic (i.e., enthusiasm, emotion).
You are likely to “feel” and project a sense of mission and excitement. This is unlikely to be carried to an extreme, but should still be visible to others.
- General directions and minimal detail are likely to feature in your leadership.
You can handle detail but probably prefer to minimize it. You are likely to assume that others can be as flexible as you are when addressing different levels of an issue.
- You will probably willingly delegate authority and responsibility.
You probably generate new ideas quickly and in volume. Delegation is a way that you can maintain your fast pace.
- You will probably display a low tolerance for routine matters.
You will probably find activities that require the long-term application of well-known methods boring, and you will probably try to avoid them whenever possible.

These leadership tendencies will work sometimes and fail others. Whether and how well they work will depend on:

1. The nature of the people you are trying to lead.

The higher the level of innovative action in their profile, the greater will be your success. The lower the level, the more you will have to “bend” to meet their needs and preferences.

2. The nature of the task you are trying to address.

The more the task calls for creative, novel and unique approaches, the more you can rely on your natural approach. The more the task requires the systematic application of known methods, the less likely you are to be successful by following your natural tendencies.

Knowing your natural tendencies, and learning that they may not always be the right way to reach your objectives, is an important step in effective leadership.

Your Secondary Leadership Style (Reactive Stimulator)

There are times when your primary strategic style does not apply. In these situations you are likely to revert to your secondary preference, the Reactive Stimulator (RS) style. When this occurs, your interests and behaviors shift. Your focus moves from creativity to tangible achievements. Your attention centers on immediate results. You come to favor practical options, expedient solutions, and shortcuts. Your underlying “driver” shifts to the volume and speed of results.

The frequency in shifts between your dominant RI style and your secondary RS style is determined by (1) the situations you confront, and (2) the relative strength of the secondary style. In your case, shifts due to the relative strength of your secondary style will happen about 26% of the time. Your secondary preferences are likely to find their way into your natural leadership style. For example:

SOME OF YOUR SECONDARY LEADERSHIP TENDENCIES

- Your focus shifts from generating options to a “get it done” posture.
Your focus moves from thought to action. You begin to guide your group toward completing the task or realizing the objective.
- Your leadership approach moves to one of more intervention.
You are likely to continue to rely on delegation, but you will probably take a more active interest in progress and intervene frequently. You are likely to take a bit more of a directive (rather than collaborative) approach.
- Your approach is likely to become less tolerant and more demanding.
The “easy going” approach characteristic of your primary style is likely to be replaced by a more direct and assertive approach. You will probably be more abrupt when in this mode.
- You shift from thoughtful exploration to experimental implementation.
When in your primary style you manipulate concepts and “try” things out in your mind. When you move to your secondary approach you convert the mental “try it” to a physical one.
- Your pace quickens and you may expect others to conform to your new tempo.
Your primary style encourages diversions. With your secondary style comes the need for action. This focuses you and concentrates your energy, and you are likely to impose this focus on those that you lead.

These and other changes are the result of your move from thought (RI) to action (RS). This can happen without you even being aware of it. The people you lead, however, will be expected to conform to your new direction.

Your Leadership Style Themes

Your natural leadership tendencies will also work their way into your managerial practices. These are themes, conventions, and situations you establish as you guide a group of people over time. These are likely to include:

ENVIRONMENT: Leaders create an organizational climate. You are likely to lean toward a somewhat eclectic, free flowing structure. It will probably be typified by a free exchange of information and a flexible approach within a reasonably stable framework.

PLANNING: You probably prefer summary level plans focused on the mission and tactical plans focused on the next objective. You may tend to relegate operational plans (i.e., “how-to” process specifications) and strategic plans (general directions toward a distant objective) to a bit lesser status.

COORDINATION: You are likely to rely on informal methods such as chats, impromptu meetings, or spontaneous interventions to coordinate group activities. You probably will also use formal tools (e.g., status reports, activity counts, schedules, etc.) but not to an excessive level.

MOTIVATION: You are likely to use intangible rewards (i.e., emotional rewards that depend on feelings—e.g., praise) generously. You will probably rely on interpersonal initiatives (e.g., enthusiasm, conviction, excitement, expertise, etc.) to inspire effort within your group.

COMMUNICATION: You probably prefer an informal approach to information exchanges. You are likely to focus on central concepts and major points when explaining your intent. You will probably want others to use the same approach with you. When necessary, however, you are able to both issue and accept detailed direction.

CONTROL: This is how you make sure things are going the way that you intended. You are likely to take a relaxed but interested approach for work being done at your direction. You will probably put considerable trust in others but will periodically test to assure yourself that your trust is well placed. Your approach is likely to be seen as “reasonable” by others.

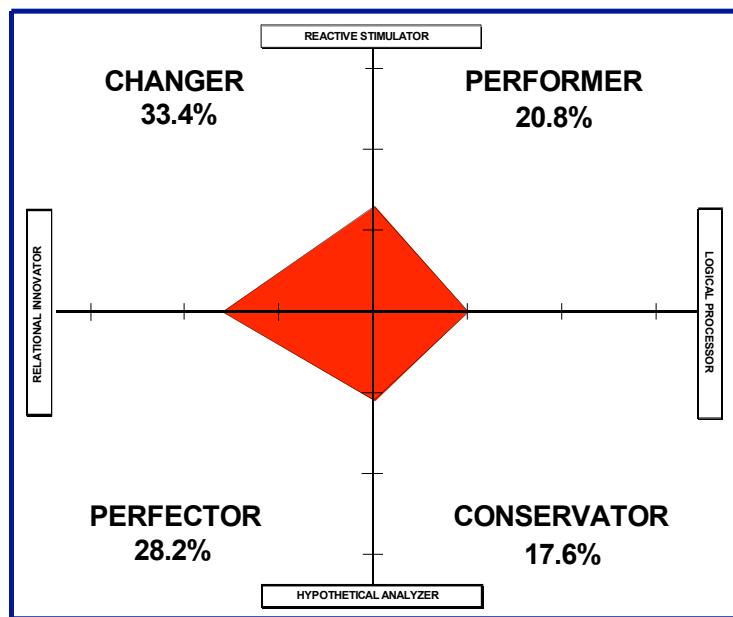
Like your personal preferences, the success of your managerial patterns will vary. They create both exposures and opportunities. If you recognize when these differing conditions are likely to arise, you can consciously adjust your behavior to better align yourself and your group to meet your objectives.

Your Leadership Pattern

You cannot be in both your primary and secondary style at the same time. It is either one or the other. For example, it is impossible to be both relaxed (RI) and intense (RS) at the same time. Rather, you shift between the styles depending on your interpretation of the circumstances.

Those you are leading must anticipate your likely direction. If they cannot, you will have created structural inefficiency. Everyone must wait for you to tell them which way to go. Productivity will be lost as they wait for your direction. If they guess wrong, they may have to redo work already done. This is a challenge to people looking to you for leadership.

People will try to figure out what you are likely to want by generalizing. They observe you over time and try to characterize your overall behavior. Your profile discloses the likely outcome of their assessment.



The people that you lead will see that your attention centers on idea generation (RI) most of the time. When you do move, you are most likely to shift to the instant-action RS style. This generates an “idea-action” pattern. The natural outcome of this is change—new ideas quickly applied.

Your basic approach is described as the “Changer” pattern, but it is not your only option. About 28% of the time you will shift to the “Perfector” pattern. This combines your idea generation (RI) and analytical (HA) abilities. The natural results of this process are well defined, thoroughly considered initiatives. In other words, the ideas and initiatives have been “perfected.”

There is also a chance that you may use the “Conservator” or “Performer” patterns. This makes predicting your needs more difficult. However, preparing your group to anticipate your dominant and secondary styles will position them to “guess” your intentions right most of the time. Over time, the people you lead will see you as being interested in new ideas quickly applied. This will provide them with your basic direction. They will then try to figure out the conditions under which you deviate from this general preference.

Your group will eventually “figure you out,” but if you aid this process you can enjoy increased productivity at an earlier point. You can give this aid by explaining why you are choosing a particular course. This will inform people on the factors that you see as important. They will then be able to estimate your direction sooner and more accurately. Everyone wins.

As you explain the “why” of a particular choice, you will be referring to your overall goals. These are likely to center on fast paced, innovative problem solving. Whatever they are, you should make an effort to articulate them clearly. This will help the people in your group to refine their expectations. The improvement in accuracy will enhance their inherent productivity.

Each person has their own goals as well as those that they share with you. They also have preferred approaches that they would like to use. You can help to lessen the gap between you and them by explaining how your approach will benefit them.

If you are to enlist these other people, you will have to talk in their language—not yours. For example, use logic to explain things to the HA’s. Lay out step-by-step procedures to engage the LP’s. You will have to recognize these different preferences if you are to fully connect with your group.

Your Leadership Style Vulnerabilities

There is no such thing as a perfect leader. Any of the great leaders in history could be put into situations where their approach would fail. You are no different. A key to your success as a leader will lie in your ability to offset your vulnerabilities when you are placed in a situation where they become actual exposures. Some of the vulnerabilities that are inherent in your profile are:

FOCUS SHIFTS: Your strategy tends to capitalize on the ability to shift focus. In leadership situations you may have reason to intervene in group activities. When you do, there is a probability that you will contribute ideas and options that can defocus or distract group activities. Considering the effects of your initiatives on task completion would be wise.

DIRECTION: You may send contradictory signals to your group. In your “Changer” (RI/RS) mode you are likely to be open to experiments with frequent corrective interventions. When you are in your “Perfector” (RI/HA) mode you are likely to be less hurried and more focused on thinking things through. Signaling a change in stance could help improve productivity by allowing your group to anticipate your needs more accurately.

DELEGATION: You tend to work best when given discretion. It is likely that you will expect others to welcome similar treatment. This may incline you to delegate too readily (e.g., to people who are not ready). It can also cause you to overlook others who may prefer less open frameworks (e.g., LP's). Pausing before delegation could help the odds of achieving an objective.

UNDERSTANDING: Your access to multiple strategies puts you in a position where you can understand multiple perspectives. This can have the effect of making you *too* understanding. While this risk is not great, it is present, and can lead you to be overly generous in accepting explanations for performance shortfalls. You may want to remain alert to the possibility.

EXCELLENCE: Your profile positions you to make contributions to almost any issue that may arise. However, the degree of excellence obtained in the pursuit of any particular goal may fall short of what could be obtained from a person whose strategy is dedicated to that particular area. For example, you have the ability to analyze issues, but a person whose principal focus is analysis (i.e., HA) would probably outperform you. The danger here is that you may be seen as delivering adequate but not exceptional results.

INFLUENCE: You are likely to take “reasonable” positions on most issues. While you will typically favor action options, your multiple perspectives can temper your position a bit. This may cause you to take a less than forceful position when alternatives are being discussed. While the risk is not great, this posture can undermine your influence on decision making.

Your Leadership Style Strengths

Offsetting vulnerabilities is one aspect of leadership success. Magnifying your strengths is the other. There are situations where your natural leadership tendencies will excel. It is to your advantage to arrange your affairs and those of your group to maximize the value that your style contributes. Some of the strengths that you may want to leverage are:

WIDE SPECTRUM ENVIRONMENTS: Your profile equips you to address multiple issues. This quality will be most useful in situations where a variety of issues of different character regularly present themselves. Your access to all of the styles mean that you will be able to address almost any issue with some degree of success. Your dominant “Changer” orientation will help ensure that you will seldom be at a loss for a possible solution.

NEGOTIATION: Your profile allows you to “see” the position of others with some degree of accuracy. This means that you are probably able to frame options in a way that will resonate with them. This positions you to be an emissary who can help reconcile differences that may arise. If accompanied by a degree of tact, you can expect to become a valuable asset in situations where differences must be reconciled.

RESULTS: While you have access to multiple styles, there is a definite tendency to target tangible outcomes. This action-oriented tone will probably cause you to be seen as someone who can deliver results.

CHARISMA: Your favored RI style and RS capacities are likely to create a bit of emotional excitement among those that you lead. This will probably translate into a degree of motivation that extends beyond the rational and formal requirements of a job.

ADVICE: You are likely to be well positioned to provide advice and counsel to others who are contemplating difficult issues. While your counsel is likely to be tinged by an action bias, you will probably be able to see the implications in any course that may arise for consideration.

MEASURED RISK: You are unlikely to routinely take excessive risk. However, you are probably willing to “take a chance.” This is likely to lend something of a dynamic character to your image.

RANGE: Your willingness to take instant action, ability to generate new ideas, as well as your talent in executing defined procedures and providing deep analysis means that you can address a wide range of issues. This versatility can be a major asset if placed in a setting where a diversity of issues are regularly present.

Leading Individual Members of Your Group

Regardless of your approach, there will be some people in your group that you “mesh” with better than others. Your effectiveness as a leader will not depend on how well you mesh with your natural allies. Rather, it will be determined by your ability to guide those who think differently than you.

Leading an RS

You can recognize the RS by their direct, positive, and straightforward approach with a focus on “doing” something. They tend to move fast and decisively. You can best lead the RS by framing your direction in short, action-oriented terms. Break up longer-term jobs into pieces and deliver them sequentially. You are likely to be comfortable with this strategy and will probably not have much difficulty with people who subscribe to it.

Leading an LP

You can recognize the LP by their high commitment and task-oriented approach. They tend to move at a steady, deliberate pace. LP’s may appear to be a bit slow and cautious. When working with an LP try to frame your direction in logical, fact-based terms. Restrain your tendency to bring in emotion (e.g., excitement, anticipation, enthusiasm, etc.). Allow more time than you believe necessary to examine the topic of direction. The continuing contribution of this style can be a vital component to your success.

Leading an HA

You can recognize the HA by their patient, unhurried, and relaxed approach. The HA will be interested, ask many questions, and will appear warm and supportive. You are likely to see some merit in the HA approach. However, they will need to spend more time examining options than will seem “right” to you. They also tend to be very risk averse and are uncomfortable if forced to move before they are “ready.” You will probably need to use deadlines and some patience to ensure that they remain well aligned with your goals.

Leading an RI

You can recognize the RI by their frequent use of analogies, a dislike of detail, obvious enthusiasm, and a steady flow of new ideas. You have a natural affinity to the RI since they share your favored style. Your challenge is focus. Your interactions may tend to “wander” a bit. Keeping to the subject at hand may help both you and them.

Focusing on your group members’ dominant styles will help your leadership efforts, but it is not everything. Like you, group members have access to multiple styles. Over time you will figure them out. This will give you a head start.

Leading Your Group as a Whole

If you are like most people, you will direct others the way you want to be lead. You will want to concentrate on the major elements of a situation. You prefer to get guidance rapidly and are comfortable using analogies (“It’s just like . . .”) and comparisons. Your approach is probably less than methodical.

There will be people who will respond favorably to your approach. It is easy to focus on these individuals and ignore those less receptive. If you follow this approach you can expect to “miss” about 35% of an average group.

Like individuals, groups have strategic profiles. This profile is only obtainable using “I Opt” group analysis technology. However, you can estimate it by counting the dominant strategy of each member of the group. The strategy used by the most people will roughly approximate the group’s character.

Leading an RS Group

Be short, direct and to the point. Avoid elaborate explanations. Frame your guidance in terms of actionable directions. Project emotions in voice variation and body language. Keep meetings as short as possible. If you must have a long meeting, be generous in your use of breaks.

Leading an HA Group

Use a logical, internally consistent format. Offer procedural insights (i.e., the processes you used to arrive at your position). Outline the long-term effects of your direction. Sketch the options that you considered and the reasoning for your choice. Schedule long sessions and be prepared for civil skepticism.

Leading an LP Group

Provide specific operational details. Justify your positions and identify the benefits. Use a logical, internally consistent format. Deliver in a factual, emotionless manner. Give your direction in near-term, actionable terms. Schedule long sessions and be prepared for a skeptical reception.

Leading an RI Group

You can connect with an RI group by using analogies (i.e., “It’s just like . . .”) and comparisons. Again your challenge here will be focus. Avoid all but essential details and follow-up regularly.

If more than one strategy is strongly represented in your group, you will need to balance your approach between them. These thoughts will help you direct your group in a way that is most likely to give you the results you want. As a leader you are after results, not total conformity to your way of doing things.

Followership

In all likelihood you are part of a complex organization. Unless you are the CEO, you probably report to someone. All of you are bound together in a web. The threads of this web are common purpose (the success of the entity for whom you work) and common destiny (the rewards and/or penalties that flow from success or failure).

Followership involves balancing independent and coordinated stances. Either posture is bad if carried to an extreme. For example, a “loose cannon” is a person who optimizes only themselves or their group. They do not consider the effects on the larger group. From their local perspective, they look and feel good. Much has been accomplished. Any negative effects on the larger group are ignored. “Loose cannons” are destined for failure. The only question is when.

Followership is also not “blind obedience.” This work-to-the-rules tactic is a standard way to bring an organization to its knees. It capitalizes on the fact that the leader never has all of the information available at the lower levels. To one degree or another, a “blind obedience” followership strategy will fail. Again, the only question is when.

Complete autonomy (“loose cannon”) and complete compliance (“blind obedience”) can be seen as opposite sides of a continuum. The “right” way to follow lies somewhere between these extremes. The exact point on the continuum will vary depending on:

- 1. Role Difference:** The more your role differs from that of your leader, the more you should shift to the autonomy end of the continuum. The difference in roles means that both of you are covering different bases. Overtaxing your leader with the demands of your role subtracts from the time he or she can devote to their other role(s).

For example, if you head a function that reports to the CEO you should expect to exhibit a great deal of autonomy. The CEO can only direct and coordinate your activities at the most general of levels.

If, on the other hand, you report to a supervisor who manages four other people doing roughly the same task, you should shift towards the compliance end of the spectrum. In this situation, coordination is your leader’s primary role. The similarity in role content means that you will not overtax your leader. Your information “fits” easily into other things that he or she knows. The larger organization benefits from the improved coordination.

Followership (Continued)

2. **Profile Fit:** Like you, your leader has a profile that describes how he/she wants to process information. The “fit” between your leader’s profile and yours influences your positioning on the autonomy/compliance continuum.

Generally, the lower the overlap between your profile and that of your leader the more you should shift toward compliance. The leader is “seeing” things through different lenses than you. This different perspective is being used on issues outside your scope of responsibility. Attempting to apply your preferences independently can cause your leader’s larger scale efforts to suffer.

The higher the overlap between your profile and that of your leader, the more you can shift toward autonomy. A common perspective increases the odds that your decisions will be acceptable to your leader. Since most decisions will be acceptable, there is no need to incur the cost of coordination.

The combination of role differences and profile fit identifies the optimal location on the autonomy/compliance continuum. No position is better or worse than another. The location is not a judgment of your worth. It is merely the position that best serves the interests of both you and the larger organization. There is no formula for the exact spot to locate yourself. Knowing the factors that go into it can help guide you in the right direction.

Your profile does, however, suggest some general exposures that may apply to any leader with whom you work. These include:

- **Conviction:** Your profile has a definite action orientation. However, your ability to see the different dimensions of an issue may cause you to take less than strong positions. This can make you appear a bit ambivalent.
- **Momentum:** Your dominant “Changer” (RI/RS) orientation is likely to provide something of cumulative thrust for your actions. However, your other styles (LP/HA) may be engaged often enough to somewhat dissipate this effect. This can cause your leader to see this as reducing your effectiveness in supporting his or her endeavors.
- **Balance:** This quality can be both good and bad. On the good side, it means you are open to a variety of ideas. On the bad side, you may be seen as too pliable in your managerial posture. This is unlikely to be a major issue but there might be a distinct undertone.
- **Predictability:** You are likely to draw on your multiple abilities when addressing issues. Your choice will probably depend on your interpretation of the issue. The basis of this choice may not always be visible and may cause your leader to view your behavior as unpredictable.

Normative Leadership Models

There are thousands of books offering advice on leadership. These are “normative” models. They describe what “should” be done to meet the standards of a particular group. They distill the leadership practices common to leaders in a specific area. These are then condensed into “principles” that become the backbone of a book or program.

You will probably be exposed to one of these leadership models. The analysis and recommendations in this report are compatible with all of them. What you learned in this report was process. This additional material will add content.

How to use this Report

Leadership is a serious responsibility. Your career will be influenced by how well you are able to lead others. The lives of the people who you lead will be affected by your skill. It is in your interest and theirs to invest in developing your skills to as high of a level as you can.

This report has identified the natural leadership strengths and inclinations inherent in your approach. You can use this knowledge to help position yourself into areas where your approach is a natural fit. In your case, areas that readily accept innovation with a bias toward tangible results would be close to ideal.

The report has also identified some of your leadership vulnerabilities. You can use this knowledge to avoid situations where these can become exposures. If they cannot be avoided the report gives you strategies that you can use to offset their effects. Many of your vulnerabilities are the result of your strengths in idea generation and action. Focusing on reducing these exposures will go far toward improving your situation as well as the situation of those around you.

Finally, the report linked your leadership in with that of the people who are leading you. This places your contribution in a larger context. Your leader is going to influence your career and that of the people who you lead. If you can integrate your leadership with theirs you will not only advance the larger organization, but also your personal position within it. Paying attention to your natural vulnerabilities in this area can help to create a win-win situation for all involved.