

The Advocate Leader

Jane Smith | February 11, 2013

Description

Advocate Leaders are patient, self-motivated and driven with strong people skills. Strengths include self-confidence, initiative and perseverance.

Leadership Style

Individual performance incentives, challenging goals, public recognition, stable routines and processes, freedom to self-manage.

Key Strengths

- Directing others and taking initiative to accomplish goals.
- Proactively building relationships, facilitating discussions and initiating conversations; recognizing staff achievements.
- Following your instincts and thinking outside the box, but avoiding drastic or unnecessary changes.
- Ensuring consistent routines are in place. Focusing on long-term objectives, showing persistence.
- Implementing an overall system and delegating the smaller details to your direct reports. Getting people involved in decision making.

Possible Challenges

- Working with technical information and processes, focusing on solitary tasks.
- Gathering detailed information and taking all available data into consideration before making decisions.
- Evaluating people and situations objectively.
- Juggling various priorities at once, reacting to change at the last minute.
- Providing detailed instruction and feedback. Following strict procedures, keeping track of details and follow-up.

Communication Style

Upbeat and innovative, you enjoy creative discussions and brainstorming sessions with your team, and you encourage them to think outside the box and have confidence in their ideas. You communicate persuasively, but you are not overbearing. You consider how your words make others feel. You are effective at demonstrating empathy for your team's concerns. You provide accolades and recognition to your team, which boosts morale. You maintain a positive work environment where employees feel valued and free to express their thoughts.

Work Style

You are patient and methodical, inclined to work at a steady pace. You have the persistence to maintain focus on goals that take a long time to achieve. You maintain consistency in the work environment and are not inclined to rush staff. Tall column 6 employees appreciate this, as they like regular routines and time to plan ahead. Employees with a column 5 may expect changes to happen more rapidly than you favor. They might push forward with new ideas before you feel the time is right. Ensure you give them some opportunities to take quick action and focus on goals that can be immediately tackled, as they like a frequent sense of accomplishment.

Detail Focus

Your focus is on the big picture more than the details. You prefer delegating minute tasks to your direct reports, and you distribute responsibilities effectively. Although you have good tolerance for routine or repetitive functions, you may need support from a tall column 8 employee when you have to complete a detail-intensive project where precision is critical. Otherwise, it is important to ensure there are dependable tools and systems in place to help you check accuracy and monitor follow-up.

Leadership Summary

You fall into the Advocate leadership style indicating you are proactive, goal-oriented and ambitious. The taller your column 1, the more pronounced these characteristics are apt to be. You prefer taking initiative to achieve your goals, though you are not inclined to rush into things. You want to make a strong individual impact and accomplish lofty goals. You can be assertive when leading and directing your team, and you address problems in a direct manner. You like being challenged and you are willing to raise the bar for your team, as well.

If your columns 1 and 2 are equal, you are proactive, but not likely to be a bold risk-taker. You tend to collaborate with your team and manage by example, but make sure you take quick action to resolve performance problems when necessary to maintain your authority.

Employees with a tall column 1 share your inclination for taking individual initiative. Like you, they enjoy being proactive and proving themselves, and they are motivated to get results. Individuals with a taller column 2 tend to be more team-focused and easygoing. They are willing to collaborate and follow your lead, but may want more support when they have to face a new challenge than you might expect. Make yourself available to guide them through unfamiliar issues or problems.

You are socially oriented, articulate and intuitive. You have strong business instincts and take these into account when making decisions. You are comfortable working with people, and you take the time to interact frequently with your team members. You are a good facilitator of dialogue who likes to generate discussion and share ideas. You readily empathize with the needs and feelings of your employees and come across as an understanding, sympathetic leader.

If your columns 3 and 4 are equal, you balance social aptitude with analytical aptitude. You like to focus as much on the people side of leadership as you do on the logistical side.

Employees with a tall column 3 will appreciate your tendency to encourage discussion and can thrive in the positive, upbeat atmosphere you create. Those with a taller column 4 could have a strong need for constructive, specific feedback that you may expect. They can be embarrassed by public praise and prefer to share their thoughts in one-on-one discussions.

You take a methodical, persistent approach to accomplishing objectives. Although you are ambitious and want to make things happen, you are willing to be patient and achieve objectives gradually. You ensure a strong, solid foundation on which to build success, and you see the value in taking time to consolidate the goals you have already achieved. You like following consistent, predictable daily routines, so you are not inclined to make frequent or hurried changes; this enables you to create a stable environment for your direct reports. You do not tend to micromanage your team, but you ensure there are dependable systems and routines in place for daily operations.

If your columns 5 and 6 are equal, you balance patience with urgency and likely work at an even pace.

Employees with a tall column 6 appreciate stability. If you, they prefer to go about changes gradually instead of rushing into things. As long as existing systems are working, they may want to stick with them. Employees with a tall column 5 may want more opportunities to try new tasks than you might anticipate, however. They can feel demoralized if their daily routine is too inflexible. Give them occasional opportunities to branch out in new ways and try out new approaches.

You focus more on the big picture than on minute details. You are a creative thinker who is capable of finding innovative solutions to problems, although you also see value in maintaining existing processes and systems as long as they are working. Your direct reports, if they are resourceful and self-reliant, you are willing to be accountable for decision making and comfortable self-directing. In turn, you encourage your team to exercise their judgment and work independently. You do not tend to micromanage or watch over the shoulders of your direct reports; you delegate confidently.

If your columns 7 and 8 are equal, you are comfortable managing small details without losing sight of the big picture.

Employees with a tall column 7 can adapt well to your style of management; they enjoy functioning autonomously and making decisions independently. However, employees with more column 8 than 7 may have a greater need for structure than you anticipate. Be specific when giving them directions; go into detail when outlining your expectations, especially when assigning something new.

Management Tailored to Your Team

What to Do

If your direct report has a tall column:

Column 1	Performance-based incentives; opportunities to advance, taking charge or tackling new challenges.
Column 2	Low-risk goals, support when they have to resolve conflicts, and feeling welcomed into the team.
Column 3	Sharing ideas and building relationships. Public praise and recognition of achievements through compliments and special awards.
Column 4	Acknowledging their expertise, task-specific feedback.
Column 5	A dynamic work environment. A frequent sense of accomplishment through short-term goals.
Column 6	A predictable work schedule with clear routines. Opportunity to focus on one thing at a time.
Column 7	Freedom to define their goals and achieve them in their own way.
Column 8	Structure and clearly defined expectations.

What to Avoid

If your direct report has a tall column:

Column 1	Not having opportunities for advancement or to increase their earnings through individual effort. Not feeling challenged by their work. Being anonymously behind the scenes.
Column 2	Competing co-workers, taking risks, being pushy, or dealing with confrontation.
Column 3	Not having any way to stand out, or feeling accomplishments go unnoticed; a lack of recognition.
Column 4	Subjective performance evaluations. Feeling their expertise or specific achievements are not valued.
Column 5	A highly predictable environment, tasks that are repetitive.
Column 6	Frequent changes or interruptions, last-minute deadlines. Not having enough time to prepare.
Column 7	Bureaucracy and red tape; being closely monitored or having to get approval for every decision.
Column 8	Unclear expectations, conflicting/ambiguous guidelines. Sharp criticism.