



# LEADership ROLES™

## Individual Interpretive Report (LEADROLES IIR)

Sample Candidate

21 Feb 2018

# CANDIDATE INFORMATION

**COMPANY** : Sample Inc.  
**CANDIDATE** : Sample Candidate  
**NRIC** : S1234567X  
**DATE** : 21 Feb 2018  
**NORM GROUP** :

## INTRODUCTION

The LEADROLES provides a perspective of individuals in terms of leadership competencies based on the 16 leadership roles. These roles cover a wide range of leadership-related behaviours common to highly effective leaders.

The LEADROLES is designed and constructed to provide a general description of leadership qualities that will be relevant for work, educational and social settings. The instrument and results will be useful for multiple purposes ranging from self-development/understanding and career development/counselling for human capital purposes.

In addition to the strengths, the LEADROLES also highlights areas of development where leaders can pay attention to, in order to bring their leadership to greater heights. These are called derailleurs, since they can prevent leaders from expressing their full potential.

## Leadership Roles



### SELF



### PEOPLE



### RESOURCES



### SYSTEMS

Captain/ Morale	Organiser/ Deployment	Explorer/ Assimilation	Visionary/ Vision
Inventor/ innovation	Gardener/ Growth	Networker/ Connections	Strategist/ Strategy
Whistleblower/ Conscience	Unifier/ Unity	Professor/ Knowledge	Troubleshooter/ Investigative
Critic/ Awareness	Salesperson/ Persuasion	Commander/ Focus	Builder/ Execution



**Resources Domain**

The resources domain covers how leaders build and manage resources. This includes how they acquire knowledge, manage connections and ensure high team/unit/organisation performance.

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**Systems Domain**

The systems domain covers how they build the foundation on which their team/organization works. This includes clarifying the team's vision, developing strategies and crafting long-term plans.

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# Leadership Roles



**SELF**



**PEOPLE**



**RESOURCES**



**SYSTEMS**

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## GLOSSARY

**Critic / Awareness:** The critic-style leader emphasises strongly on knowing his/her own self intimately, believing that our worst enemies are often ourselves. Monitoring his/her own thoughts and behaviours, he/she develops a Zen-like mind that sees himself/herself in a detached and objective manner. In a world where most people prefer to dismiss and hide their own imperfections and vulnerabilities, such a leader stands out as someone with an intense inner strength who is capable of confronting the most difficult situations in life. However, self-knowledge is not everything. The leader must act on the insights and feedback regarding himself or herself order to continue improving.

**Whistleblower / Conscience:** The whistleblower-style leader strives to set the highest standards in morality and ethics within the team/unit/organisation, ensuring that any wrongdoing is reported and punished. Capitalising on his/her intangible yet powerful reputation, he/she is easily trusted and relied on by others. In a world where it is common to bend rules and ethical standards, such a leader stands out for being a pillar of reliability and goodness. However, he/she may have a tendency to impose his/her moral values on others as well as have difficulty adapting to new situations that require more flexible moral judgement.

**Inventor / Innovation:** The Inventor-style leader makes excellent use of innovation to secure a competitive advantage, advocating creative destruction and open exchange of ideas within the team/unit/organisation. He/she can be counted on to question old assumptions, perspectives and rules, while embracing new ideas and technologies obtained from multiple sources. In a world of constant market disruption, such a leader stands out for being at the forefront of change. However, he/she may have a tendency to be distracted by low quality ideas and spending excessive effort to question perfectly functional systems.

**Captain / Morale:** The Captain-style leader projects an aura of dependable strength, providing a sense of security and confidence among his/her followers. He/she is seen as being prepared for the future, following effective strategies/decisions, and not hesitating to do what needs to be done. In today's fast-paced and uncertain environment, such a leader stands out for being the bedrock of their team/unit/organisation. However, he/she may have a tendency to ignore negative news/developments and act in an over-confident manner, with disastrous results.

**Salesperson / Persuasion:** The Salesperson-style leader focuses on aligning the personal values and meaning of each person with the team/unit/organisation to ensure that everyone puts in their best effort. He/she goes the extra mile to convince others regarding policy and decision rationale, while ensuring that all people feel valued and listened to. In today's diverse workplace with multiple stakeholders of conflicting interests, such a leader stands out for his/her ability to bring about consensus. However, he/she may have a tendency to use superficial means and threats to obtain consensus when encountering difficult situations.

**Unifier / Unity:** The Unified-style leader focuses on promoting a sense of belongingness and unity. He/she works hard to get everyone working together as a family, emphasising on the intangible common values and spirit of the team/unit/organisation. In contrast to the impersonal and automated management styles so common today, such a leader stands out for bringing back the traditional qualities of successful organisations. However, he/she may tend to cover up conflicts within the 'family' in order to maintain harmony, as well as favouring a closed mentality of 'us' verses 'them'.

**Gardener / Growth:** The Gardener-style leader emphasises on growing and empowering people within the team/unit/organisation. He/she is aware that while the team may not be able to achieve its ambitions today, but growth and careful preparation will make that possible in the future. In contrast to the short-term myopic focus so common in modern HR practises, such a leader stands out for cultivating strong long-term growth within the organisation. However, he/she may exert too much control over those he/she is guiding, and unnecessarily comparing people against each other.

**Organiser / Deployment:** The Organiser-style leader, knowing his/her own limitations, leverages on effectively using the most suitable people to achieve what he/she cannot do alone. He/she strives to thoroughly understand each person's individual interests, strengths and weaknesses; this understanding then becomes the fuel for unparalleled excellence and productivity. In contrast to the increasing reliance on replaceable virtual teams/services, such a leader stands out as the one who truly knows the meaning of "human resources". However, he/she has to might be tempted to manipulate others for his/her own benefit and to impose own ideas on how to contribute to the organisation onto those whom he/she is leading.

**Commander / Focus:** The Commander-style leader asserts that actions speak louder than words, and that fast, decisive action is one of the keys to success. He/she strives to achieve as many of the team/unit/organisational goals as possible in the shortest period of time, focusing strongly on achieving results. Facing the great uncertainty of today's world, such a leader stands out as the person who can be relied on to get things done no matter what happens. However, he/she has can potentially exert too much pressure on team members and alienate those who underperform.

**Professor / Knowledge:** The Professor-style leader believes that knowledge is power: the constant pursuit of relevant knowledge and technology is the key to team/unit/organisational excellence and success. He/she strives to learn and understand as much as possible, so as to create new ideas and systems for the team/unit/organisation. In the era of constant transformation, such a leader stands out as someone who can easily navigate the ocean of change. However, he/she may have a tendency to spend too much effort to study and dismiss contributions by those less knowledgeable than himself/herself.

**Networker / Connections:** The Networker-style leader knows that strategic connections are a critical but underemphasised resource. He/she strives to keep the team/unit/organisation in good standing with other powerful parties, while cultivating mutually beneficial alliances with them. Within the increasingly competitive environment, such a leader stands out as someone who can be counted on to obtain support from allies from his large network of connections. However, he/she may tend to become dependent on external help, and neglect the interest of his/her own people in favour of outsiders.

**Explorer / Assimilation:** The Explorer-style leader, aware of his/her limitations, seeks to learn from as many other sources as possible and applying his/her discoveries to benefit his/her team/unit/organisation. He/she travels far and wide to hunt for promising catches, keeping a practical and pragmatic focus on the best solutions and systems that are already proven to work. Within our increasingly integrated world, such a leader stands out for his/her ability to connect and synthesise all the different varieties of concepts, ideas and systems into a unified, coherent whole. However, he/she has to be careful not to apply ideas rigidly and blindly, as well as not to judge ideas/concepts by their originator and supporters.

**Builder / Execution:** The Builder-style leader takes a hands-on approach in his leadership role, believing that he or she needs to know the operations of his/her team/unit/organisation intimately in order to take productivity and performance to the next level. Much like the ancient generals who ride ahead to lead their troops into battle, the Builder-style leader also leads his/her team to implement new changes while closely monitoring work processes to maintain high standards and productivity. In contrast to many leaders who know little about day-to-day operations, he/she stands out for being able to replace any subordinate on short notice. However, he/she may need to pay attention about being overly perfectionist and micromanaging work processes in a rigid manner.

**Troubleshooter / Investigative:** The Troubleshooter-style leader seeks to build a perfectly healthy and functional team/unit/organisation; carefully investigating potential problems long before they arise and creating systems that leave healthy margins for change. He/she pays attention to small signs in the environment and draws important insights about the situation: these can be a slow dip in the sales volume, a critical news article, a word that keeps appearing in the feedback comments etc. In contrast to many leaders who are overwhelmed by our increasingly complex world, he/she is renowned for mastering the proverbial butterfly effect to stay ahead of change itself. However, he/she has to be careful to avoid focusing on assigning blame for problems, leaving wasteful margins and relying on short-term fixes.

**Strategist / Strategy:** The Strategist-style leader seeks to make use of clever strategies to create a huge advantage; he/she carefully studies the team/unit/organisation, its competitors and partners to devise new tactics. He/she adjusts work processes, allocates resources and creates initiatives to make the best use of the strengths and opportunities while minimising the threats and weaknesses. He also takes a very long-term perspective, even going to the extent of making plans for his/her future successor. In contrast to many leaders who are rather predictable, he/she stands out for surprising everyone with effective, ground-breaking decisions. However, he/she can potentially become obsessed with combating threats and sacrificing too much of the present in favour of the future.

**Visionary / Vision:** The Vision-style leader makes use of an appealing, unifying future vision to bring everyone together. Speaking clearly and vividly, he/she naturally infects the team/unit/organisation as well as its partners with his/her passion to make that future happen. He/she also references every decision/policy/ideas to that of the vision, bringing the team closer to it with each passing day. In contrast to most leaders who focus solely on the tangible present, he/she stands out for being the first to foresee and create that future.