

SPHERE OF INFLUENCE 360°

# Effective Leadership Workbook

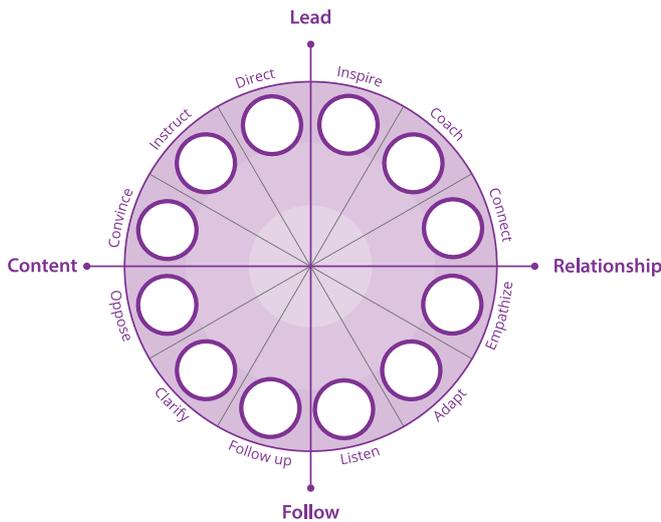


**“So be sure when you step,  
step with care and great tact.  
And remember that life’s A  
Great Balancing Act.”**

# Introduction

This workbook will help you focus on your leadership qualities. In it, we will help you increase your effectiveness as a leader by linking your Sphere of Influence 360° profile scores with the skills you can use more or less of. Make sure you have read through your profile before you begin, and keep it close at hand while completing the exercises.

This workbook provides you with plenty of room to make notes so that you can write down any ideas and associations that come to mind immediately. When the workbook mentions chapters or pages, this refers to the chapters and pages in your Sphere of Influence 360° profile.



## What are your strengths?

Start with the graphic on the left. Tick the relevant Interaction style boxes to distinguish the styles you master well (these are the basic skills and talents from page 11 of your Sphere of Influence 360° profile).

Knowing your strengths is always valuable. These represent the skills that you can rely on when things get tough.

Reflect on your strengths in the exercise below and identify how you can use them more consciously.

### Strength 1:

TOP	TIP
In which situations does this behavior help you? (Describe precisely what it is you do and what the outcomes are.)	In which situations can you make even better use of this quality? (Be as specific as possible.)

### Strength 2:

TOP	TIP
In which situations does this behavior help you? (Describe precisely what it is you do and what the outcomes are.)	In which situations can you make even better use of this quality? (Be as specific as possible.)

# Finding the right balance

## Three leadership challenges

Leadership is about constantly shifting between extremes, and finding a balance is the key to success. We discuss three of these challenges in this workbook:

- **Empower versus power**  
Maintaining the balance between being proactive and taking a step back.
- **Situational leadership**  
Adapting your leadership styles to your team's situation and needs.
- **Giving feedback**  
Finding the right balance between correcting people and letting them know they are doing a good job.

Reflect on your focus areas regarding these challenges and determine your development points.

## Empower versus Power

As a leader, people expect you to act firmly and decisively. On the other hand, however, the organization also wants you to develop proactive employees.

Paradoxically, leading too firmly can cause employees to take a wait-and-see attitude. In contrast, acting with too much hesitance may cause them to take the lead to ensure an effort to establish clarity (see Chapter 3.1.). Therefore, it is essential to balance the two—allowing others to show initiative (empower) when appropriate and taking the lead (power) when you want initiative-rich, well-supervised employees.

Reflect on your Empower-Power balance. You can use the graphics from your profile on pages 11 and 14 as input.

Indicate which Interaction style you would like to strengthen to achieve this balance and mark the relevant box below. On the next page, we ask you to formulate a development point to help you realize this.

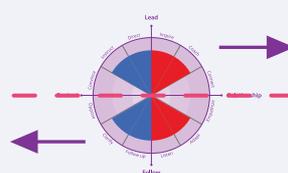
### TIP

Look at your feedback scores when determining your areas of development. In addition, look for Interaction styles where your intention (Self-reflection Scores) are significantly different from the impact of your behavior (Feedback Scores).

### EMPOWER

Stimulate proactive employee behavior by taking a step back.

### VERSUS



Take the lead. State your position and ambitions clearly.

Write down the development point you want to work on to improve your Empower-Power balance. The following questions will help you make your development steps more concrete.

For inspiration, read the development points from your Sphere of Influence 360° profile (Chapter 4) or use the example development points at the bottom of this page.

## TIP

Sometimes you already use the Interaction styles you want to improve while interacting with specific people (Chapter 6). In these cases, you do not have to develop this style. Instead, try to determine what makes you use this style with these specific conversation partners (and not with others). Use your insights to start implementing the relevant style in these situations that call for it.

**Development point 1:** \_\_\_\_\_

### Desired result

### What do I need to achieve this result?

### Who can I ask for help?

<input type="text"/>	<input type="text"/>	<input type="text"/>
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**Expected end date:** \_\_\_ / \_\_\_ / \_\_\_

## Notes

## Example development points



- Suggesting solutions
- Discussing expected results
- Passing on a vision
- Offering assistance



- Concurring
- Giving elbow room
- Showing willingness
- Asking for clarification

\* Coaching cards are available for each of the development points mentioned above

## Situational leadership

The particular leadership styles you need will depend on the needs of your employees. Do they need to be inspired? Do they require goals and boundaries, or can they determine these themselves? Do your people have enough knowledge and experience, or is there a demand for clear instructions and guidance? Are you expected to coach them?

Mark the Sphere of Influence 360° Leadership styles that your employees require in the list below. If someone only needs coaching, put a mark in the "Coach" column for this person. If an employee benefits from all four Leadership styles, tick the box in all 4 columns beside their name.

Add up the number of marks in each column and write down the total at the bottom. On the next page, you will compare these numbers with the Lead style scores in your Sphere of Influence 360° profile.

### TIP

Take your time for this exercise. You will need to observe employees for one to two weeks to find out their needs.

#### Employee's name

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_
- 11 \_\_\_\_\_
- 12 \_\_\_\_\_
- 13 \_\_\_\_\_
- 14 \_\_\_\_\_
- 15 \_\_\_\_\_
- 16 \_\_\_\_\_
- 17 \_\_\_\_\_
- 18 \_\_\_\_\_
- 19 \_\_\_\_\_
- 20 \_\_\_\_\_

**Total per style**

	Instruct  Need for instructions and guidance	Direct  Need for goals, context, and framework	Inspire  Being included in your vision	Coach  Need for support and motivation
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	_____	_____	_____	_____

\* The table accommodates up to 20 employees

## Preparation

### Step 1:

Indicate how many employees you supervise in the **left-hand graph** below by drawing a line in the graphic. For instance, if you manage 16 employees, draw a horizontal line above the 16th box, like the black line in the example on the right.



### Step 2:

Copy the total scores for each Interaction style from the table on the previous page. Shade the corresponding number of boxes per Interaction style in the **graphic on the left**.

### Step 3:

Repeat the exercise by copying the four Lead style scores from your Sphere of Influence 360° profile (Chapter 4) into the **right-hand chart**. Use the feedback scores.



## Analysis

Do your team's needs (**left graphic**) resemble the Interaction styles you currently use (**right graphic**)?



### Need for development (↑)

Determine which Interaction styles you want to develop further. These are styles that one or more team members need (**left graphic**) but that you use to a limited extent ( $\leq 3$  in the **right graphic**). You could consider developing the Leadership style that your team needs most (**left graphic**) if it is not the one you use most (**right graphic**). If either is the case, indicate this by checking the appropriate box in the graphic above (↑).

### Use less often (↓)

Are there Interaction styles you could use less frequently? Are there styles that your team members don't need (**left graphic**) but that you use more often than others ( $\geq 7$  in the **right graphic**)? If this is the case, it might be wise to use this style less often. Indicate this by ticking the box underneath the relevant Interaction style (↓).

Below, you can write down which development point you want to work on first to align your Leadership styles with the needs of your team. You can read the development points in your Sphere of Influence 360° profile (Chapter 4) or use the example development points at the bottom of this page for inspiration.

**Development point 2:** \_\_\_\_\_

**Desired result**

**What do I need to achieve this result?**

**Who can I ask for help?**

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**Expected end date:** \_\_\_ / \_\_\_ / \_\_\_

**Notes**



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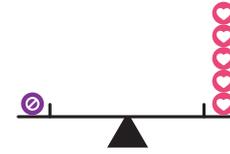
**Example development points**

 <ul style="list-style-type: none"><li>• Indicating ambitions</li><li>• Defining framework</li></ul>	 <ul style="list-style-type: none"><li>• Generating support</li><li>• Inspiring enthusiasm</li></ul>
 <ul style="list-style-type: none"><li>• Instructing</li><li>• Establishing rules</li></ul>	 <ul style="list-style-type: none"><li>• Stimulating</li><li>• Generating food for thought</li></ul>

## Giving feedback

Feedback is essential to help your team members change, grow, and improve. On the one hand, you are expected to intervene when someone does not deliver the agreed-upon results, but on the other, you need to encourage employees to develop their talents.

The ideal balance of criticism and compliments to offer is unique. It is skewed, with research showing that the ideal ratio of criticism and complimenting is 1 to 5.



How about your ratio? Do you regularly postpone giving feedback? Are you reluctant to give compliments or express your appreciation? Do you see the desired 1 to 5 balance reflected in your daily management? If not, tick the box of the behavior you want to practice more or less of in the graphic below.

**CRITICISM**

Confronting and addressing people in a task-oriented way about undesirable behavior.

**VERSUS**

**COMPLIMENTS**

Expressing appreciation. Supporting employees in their development.

Indicate the development point you want to work on to improve your criticism-complimenting balance. You can read the development points from your Sphere of Influence 360° profile (Chapter 4) or use the example development points at the bottom of the page for inspiration.

### Development point 3: \_\_\_\_\_

**Desired result**

**What do I need to achieve this result?**

**Who can I ask for help?**

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**Expected end date:** \_\_\_ / \_\_\_ / \_\_\_

### Example development points

- Correcting
- Holding someone accountable

- Complimenting
- Showing appreciation



