



understanding people

LEADERSHIP STYLE REPORT

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Behavioural Mode Assessment

Miro Leadership Report

Personality type: **ENTP**

Leadership style: **Creator**

Strategic/Constructing/Devising



Leadership style

- A straight talking and accessible leader
- Motivates the team to work to high standards
- Encourages debate
- Values input from every member of the team
- Identifies and supports talent
- Enjoys leading in dynamic environments
- Meritocratic
- Logical
- Challenging
- Charismatic
- Can become bored very easily

The Creator

Strategic/Constructing/Devising

There are any number of factors that can make someone a good or even a great leader. It is probably true too, that the necessary personal characteristics and sufficient environmental circumstances are latent within all of us and all of our futures. MiRo cannot test for qualities such as courage under fire, self-sacrifice or personal integrity. Nor can we predict the future that may call any one of us to step up the plate at any moment. Although different cultures may value different qualities in a leader, these choices are in truth arbitrary. MiRo cannot test for good or bad leaders but from the answers that you have supplied in your MiRo assessment, we can make some reasonable predictions about the style in which you might choose to lead.

As a Creator in a leadership role you are likely to be competitive and forward thinking in nature and a natural entrepreneur. Creator leaders like a challenge and enjoy change. Leading with the Driving Mode, pivoting on Extraverted iNtuition (Ne) the Creator quickly sees the potential of any situation and likes to move forward at a pace. The Creator leader likes to solve problems on the hoof and enjoys working in a fast paced environment.

Creators in leadership roles make decisions based on their vision of the future but may treat the logical steps of how things might be achieved as of secondary importance. This enthusiastic and excitable nature can energise and inspire others and create innovative and exciting projects. However, it may leave them blind to detail and somewhat disorganised. A low boredom threshold can also see them moving on with projects unfinished, when things start to get bogged down.

Creators are natural performers and like to be in the limelight. Gregarious, outgoing and very often with a highly developed sense of humour, they can be simultaneously fun to work for and somewhat overbearing. Their apparently jokey demeanour should not be taken as a lack of gravity however as the Creator leader also takes work seriously and expects the team to work hard and achieve the goals that they are set.

Working for a Creator can be difficult for Sensing types in particular as the Creator struggles to prioritise or stay focused on one thing at a time. The naturally competitive nature of the Creator leader is at once an advantage, (driving them and the team to excel) and a potential problem, particularly for the more person focused Feeling types in the team. By creating Alliances with, or learning the skills of, the more down-to-earth Sensing types and the more empathic Feeling types around you, as an Creator in a leadership role you can learn to maintain harmony in the team, stay focused and reach your full potential as a leader.

Balance of leadership behaviour

<p>Takes firm control, has a clear vision, tends to be visible and to lead from the front. May become disheartened by failure</p>		<p>Supports others to succeed and prefers to facilitate action rather than take the limelight. May struggle with "tough" decisions.</p>
<p>Enthusiastically motivates others to succeed, pursues ideas and change. May become disheartened by slow progress.</p>		<p>Has clear goals and expects high standards from the team. May be intolerant of mistakes or carelessness.</p>
<p>Will prefer to deal with team members one-to-one and Will appear thoughtful but possibly slow to act.</p>		<p>Will deal with the team as a whole and Will appear dynamic but may make hasty decisions.</p>

Natural strengths

- Thinking and working tactically
- Utilising the whole team to solve problems
- Encouraging the team to think creatively
- Finding a clear path in chaotic circumstances
- Staying objective and dealing with juniors even handily
- Solving problems in real time

Possible struggles

- May cause unnecessary conflict
- May move ahead of the team before projects are complete
- May not marry theory with practice
- May struggle with day-to-day routine

Disposition

Within each personality type can be seen a particular leadership disposition (also called temperament*). Put simply disposition is the outward manifestation of personality rather than the personality it's self. When referring to something like leadership, how we are perceived is just as important as what we really mean or who we really are. Disposition is made up of how we tend to communicate and how we tend to act. If you are my boss what you say and do are of primary importance to me, even if it is not so to you.

There are four possible leadership dispositions. SJ, SP, NT and NF.

SJs and NT communicate in a concrete style while SPs and NFs are more abstract.

SJs and NFs are more co-operative in their actions, while NTs and SPs are more utilitarian.

Your leadership disposition is: NT

NT leaders expect their juniors and colleagues to embrace change and to be constantly improving and moving forward. Slow and steady does not win this race. Team members hoping to impress the NT leader need to move fast and make a real difference. NTs are full of new ideas and constantly experimenting, they will expect similar levels of creativity from their team and will see conservatism as stubbornness or even a direct challenge to their authority.

NTs have a low boredom threshold and will expect the team to have an eye on the future, just as they do. Their need for constant motion may leave the steadier members of the group feeling somewhat shell-shocked however and the NT leaders tendency to criticise rather than praise can also leave others (the Feelers in the group in particular) feeling somewhat bruised.

That said, NTs are driven to achieve and will value anyone who is willing to put their shoulder into the task. A track record of success will be seen as the most obvious sign of a team member's value however.

NTs are straight talkers and will appreciate a similar level of forthrightness in others. They are creative and forward-looking but sufficiently rational to reject any ideas, which do not stand up to logical analysis. Likewise, those who continually propose them are likely to receive equally short shrift. NTs say what they mean and they mean what they say. Although many are highly creative and original in the way that they express themselves, their ideas are always underpinned with logic. They will expect a similar level of rigour from their juniors but as an NT it is well to remember that to be truly creative might mean taking a flight of fancy once in a while.

Likely to get positive attention from an NT leader are:

- Team members who like to compete and take on a challenge
- Team members who are creative and open to change
- Team members who are rational and thick skinned

Possible flash points for an NT leader are:

- Team members who are conservative and unwilling to move forward
- Team members who are highly emotional
- Team members who do not achieve tangible results

* The term "temperament" is not used here because it has been used in several different ways in other systems and it may prove misleading to employ the same language here. David Kiersey called the four temperaments, Guardians (SJ), Artisans (SP), Rationals (NT) and Idealists (NF) others use the term to refer to the four humours, Sanguine, Melancholic, Choleric and Phlegmatic.

To find out about other leadership types and temperaments and how to identify them ask your MiRo practitioner for a “MiRo Leadership Crib sheet”

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