



## All In the Strategic Mind

the eight leadership challenges  
every CEO should know about

*"The term head to head competition is literal. Global competition is not just product vs. product, company vs. company, or trading bloc vs. trading bloc. It is mind-set vs. mind-set, managerial frame vs. managerial frame."*

**Michael G. Hamel & C.K Prahalad**

# Introduction

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Sustaining consistently high levels of corporate performance is the goal. It's always been a tough challenge. Ask Marconi, Scottish & Newcastle, Safeway and other firms listed in the FTSE 250 in 1998 that have now disappeared. And it's getting tougher? How many will remain by 2018?

Shifting industry dynamics, global competition, and technological change are key dynamics in shaping survival and success. But if turning in consistent levels of performance over the long haul is a combination of strategic repositioning and superb execution then the focus must be on business leadership.

We can blame the weather or Alistair Darling, but it is the task of leaders to recognise when the battleground of competition is shifting and when choices need to be made to reposition the organisation. And it is leaders who manage execution, coordinating the implementation process to direct organisational resource to where it will have most impact.

These are difficult challenges for leaders. And our research indicates that personal psychology is no small measure part of the reason for strategic decline and **why organisations:**

- **find it difficult to exploit and manage the process of business innovation**
- **over-stretch themselves and mismanage the growth momentum**
- **usually get it right by pursuing the customer, but forget the future customer**
- **get into trouble when they believe their own public relations**
- **don't always see the benefits when they invest in people capability**
- **might be disappointed when they place control and efficiency at the heart of their strategy**
- **need to deploy Trouble-Shooters but only for a short time**
- **should have another think before implementing major transformation**

# Leadership dynamics and business challenges

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Based on a data set of over 500 senior executives, we identified the impact of leadership psychology on strategic decision making and implementation.

This analysis of the personality and motivational dynamics of business leaders suggests how organisations can optimise the odds of long-term success by overcoming eight business challenges:

- speeding up the process of strategic creativity
- managing sustainable expansion
- getting close to the future customer
- building strategic space and maintaining corporate reputation
- making the HR function a key driver of success
- exploiting the gains of administrative consistency and financial discipline
- navigating through the tough times whilst playing the long game
- managing the implementation of organisational change

What is needed is a shrewd insight into the diversity of business leadership, recognising how different business leaders think and act, and understanding what motivates them and the dynamics that might derail them.

And rather than attempting to create balanced leaders, organisations should look to **build balanced leadership** across its executive population.

*“Nothing is more dangerous than an idea when it is the only one you have.”*

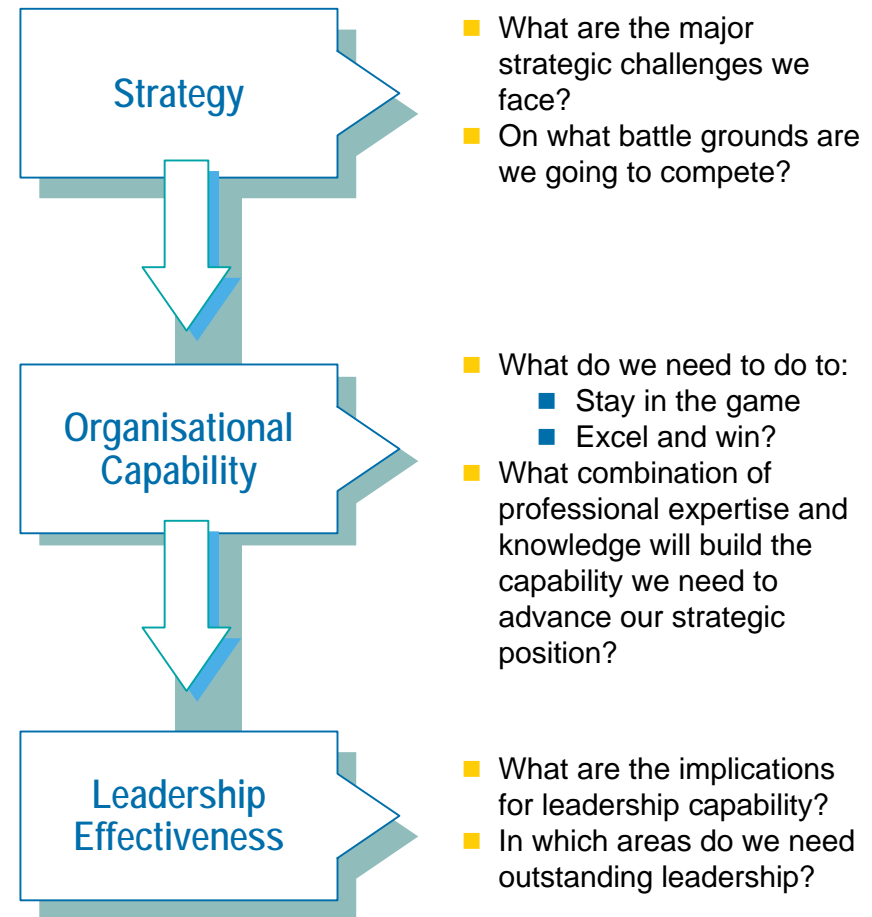
Emile Chartier

# A framework of strategic leadership

Business Challenges<sup>1</sup> was developed by AM Azure Consulting in the mid 90s in response to the recognition that “martini managers” - managers equally effective “anytime, anyplace, anywhere” - were in short supply. Despite the best efforts of the competency enterprise and associated activity in management training and business education, the outcomes of succession reviews indicated a shortage of “all singing-all dancing” executives<sup>2</sup>.

And the growing research in strategic leadership suggested that organisations might be better served by assuming a leadership model of “horses for courses” rather than attempt to access large numbers of “strategic leaders for all seasons”.

The Business Challenges framework provides a vocabulary to connect strategy and leadership. The model maps out eight themes that can be used in pinpointing an organisation’s strategic emphasis and the focus of its capability, as well as in describing different leadership patterns.



<sup>1</sup> “Competences: Dialogue Without a Plot”, Executive Development, vol 7, no 6, 1994, A Munro & B Andrews

<sup>2</sup> “Practical Succession Management, A Munro, 2004

# Business Challenges: eight strategic themes

**ARCHITECT** - redefining the organisation infrastructure to create new operating methods and practices; exploiting technological capability to create new organisational structures, systems and operating styles; conducting a re-appraisal of the organisational infrastructure in the context of improved technological capability

**TROUBLE-SHOOTER** - identifying and removing unproductive and inefficient business function; tackling those business activities which are no longer contributing to corporate performance; divesting unprofitable activities which are failing to support corporate priorities and objectives

**REGULATOR** - focusing attention on the efficiency and consistency of all internal processes; monitoring work flow for opportunities to standardise organisational activity; applying financial discipline and administrative control over organisational activity to gain improved levels of efficiency

**INTEGRATOR** - raising the overall skill level of the work-force through focusing resources on training, development, recognition and reward; raising levels of staff capability and motivation to improve organisational loyalty and pride; breaking down functional differences and resolving complex views to unite the efforts of different groups



**VISIONARY** - planning next generation products and services to formulate an innovative business strategy; developing new business concepts which redefine the rules of business success; addressing the impact of emerging trends and developments in the market-place for the organisation's long-term strategic position

**EXPLORER** - investigating opportunities to break into new markets in pursuit of a diversification strategy; developing relationships with other key players in the industry to explore scope for alliances and joint ventures; identifying opportunities for the future growth and expansion of the business

**BUILDER** - translating business strategy into sales and marketing priorities; reviewing the customer service delivery process for areas of improvement; exploiting the organisation's customer-base through attention to sales and marketing activity

**LOBBYIST** - representing the organisation's interests across the wider business community to improve corporate image; planning a programme of corporate communication which gains greater influence and freedom of manoeuvre for the organisation; building relationships with key players throughout the industry to improve the company's standing in the market-place

# Business Challenges and leadership assessment<sup>1</sup>

This research is based on 513 senior managers who undertook a series of assessments as part of a variety of executive resourcing and development assignments. In addition to Business Challenges, the group also completed OPQ32i, the Motivation Questionnaire, and the Hogan Development Survey, well established self report instruments with respectable measurement properties.

The data set was predominantly UK based (70%), with a spread of other nationalities. General management was the typical functional background, followed by Finance, Sales & Marketing and a mix of others in IT, Operations, HR and Corporate Affairs.

The population came from a mix of industry sectors, with a skew towards financial services, utilities, transport, consumer and media. Around 16% of the group were from the public sector.



**Business Challenges** is a suite of self assessment questionnaires, incorporating a choice of response options, rating and forced choice. The version used in this exercise was preference based, 84 pairs of statements profiling eight themes of strategic leadership.



The **OPQ32i** is an ipsative measure of personality for use in a variety of occupational applications. It maps out 32 scales, although the test publishers indicate the results can be summarised against the established Big 5 of personality.

The **Motivation Questionnaire** is a questionnaire designed to identify motivational patterns and strengths, profiling 18 dimensions.



The **Hogan Development Survey** is a personality questionnaire that highlights the “dark side” of leadership and the factors that can derail leadership careers. Based on 168 items, the HDS measures 11 themes that represent risks to leadership effectiveness.

<sup>1</sup> See Appendix 1 for the full listing of the assessment frameworks.

## The personality and motivational dynamics of strategic leadership

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For each of the eight Business Challenges, we have mapped out the correlates with the OPQ, Motivational Questionnaire and Hogan Development Survey. Results are outlined in Appendix 2.

This analysis identifies how personality and motivation underpin the leadership gains and hazards associated with each Business Challenge and indicates ways in which organisations can optimise the gains and mitigate the risks of different leadership approaches.

*"There is no one who has not a counter balance to their most conspicuous merit, and if it is nourished it may grow to be a tyrant."*

**Balthasar Gracian**

# The Visionary challenge

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Why organisations:

- **find it difficult to exploit and manage the process of business innovation**

And how organisations can optimise the odds of long-term success by: **speeding up the process of strategic creativity**

*“Strategic experiments are likely to fail if the company relies solely on the heroism of a hyper talented individual.”*

Vijay Govindarajan and Chris Trimble

## Visionary leadership: the gains and risks

Organisations need Visionaries, leaders with the imagination to generate the product and service innovations that redefine the rules of the business game and shape the corporate future.

### The psychological profile of Visionaries:

Our analysis indicates that Visionaries manage ambiguity and uncertainty, drawing on strengths in forward planning to look ahead and generate ideas about future possibilities. Motivated by a changing environment, Visionaries dislike the constraints of an imposed structure, valuing their independence and look to operate to their own distinctive agenda.

### The risks:

- going off on a personal tangent, pursuing ideas of individual interest rather than engaging fully with others to translate promising concepts into a practical programme of action
- a naiveté that assumes good business ideas about the future will speak for themselves rather than lobby vigorously with key stakeholders to build support and backing
- becoming sidelined from the “rough and tumble” of corporate debate rather than compete assertively for “mental shelf space” with their colleagues



The bottom line is in  
heaven.  
Edwin Land  
Polaroid

*“Organisations find it difficult to exploit the gains of innovation when the leaders who shape business creativity are overlooked ...or allowed to pursue an expensive personal agenda.”*

## Visionary leadership: exploiting the gains and avoiding the risks

Organisations committed to long-term success optimise the strengths of Visionaries, whilst avoiding the potential hazards. Visionaries need breathing space to develop their ideas. Too much corporate control will stifle creativity. Insufficient control and Visionary leaders will bankrupt the firm in search of the big idea.

Shrewd organisations speed up the process of business innovation when:

- strategy isn't formulated by the "law of the squeaky wheel". Instead the organisation is open minded and comprehensive in its trawl for the most promising ideas. And the issues are reviewed sympathetically and objectively, not subject to the "line them up to shoot them down corporate fairground"
- the top team take time to go out and meet those leaders who might not typically come to their attention, and are willing to listen to controversial perspectives that might challenge their thinking
- they help Visionary leaders spend time on what they do best, but provide support from those professionals and executives who understand the mechanics of organisational politics and decision making
- discourage corporate isolationism to ensure Visionary leaders are also engaged in the practical problems of their peers and accessing direct feedback from the market place



To turn really interesting ideas and fledgling technologies into a company that can continue to innovate for years, it requires a lot of disciplines.

**Steve Jobs**  
**Apple**

# The Explorer challenge

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Why organisations:

- **over-stretch themselves and mismanage the growth momentum**

And how organisations can optimise the odds of long-term success by: **managing sustainable expansion**

*"We're on a pirate ship at sea...I'm your captain. We're going to go out and raid all the other ships on the ocean."*

Ted Turner, Cable News Network

## Explorer Leadership: the gains and risks

The Explorer theme provides strategic energy to push into the market place and identify opportunities for growth: moving into new territory, diversifying the product-service mix, and spotting where partnerships, mergers and acquisitions can accelerate expansion.

### The psychological profile of Explorers:

The personality and motivational pattern for Explorer leaders highlights highly competitive individuals, looking to impress their colleagues with the boldness of their business thinking. Commercially minded, Explorers are also confident in presenting high profile plans to command organisational attention and persuade others to their ideas.

### The risks:

- over-selling the arguments for growth; a confidence about future possibilities based on personal aspiration rather than business imperative
- drawing on persuasive influence to build enthusiasm for plans rather than work through the detail of different proposals and options
- embarking on an ambitious course of action without taking the time to build emotional commitment from others



It is harder for us because we are growing faster than most of the other banks.

**Adam Applegarth**  
former CEO  
Northern Rock

*“Organisations mismanage growth by allowing competitive and charismatic leaders seize the strategic agenda, agreeing to ideas that owe more to personal ambition than business logic.”*

## Explorer leadership: exploiting the gains and avoiding the risks

Momentum in business is everything. When organisations stand still, they fall back quickly as more adventurous competitors seize the initiative. Organisations looking to pass the test of corporate longevity find ways to manage the growth momentum. Explorer leaders provide strategic edge, but over-deployed, they have the potential to take the organisation into misguided ventures.

Organisations manage sustainable growth when they:

- build in robust disciplines in risk management to evaluate fully the extravagant business claims Explorers may be tempted to make
- establish clear ethical standards and operating their intellectual exuberance and personal principles to underpin the scope of Explorer decision making
- apply intense debate to analyse the proposals of Explorers and ensure critical scrutiny and business logic aren't out manoeuvred by persuasive charm
- partner Explorers with tough minded pragmatists to temper ambition



We seem to find ways to invest the retained earnings every year and a little more, so as long as there are good investment opportunities available to us we will keep some cash available for it.

**Sir John Bond**  
former Chairman  
HSBC

# The Builder challenge

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Why organisations:

- usually get it right by pursuing the customer, but forget the future customer

And how organisations can optimise the odds of long-term success by: **getting close to the future customer**

*“Today's customer preferences have no inherent predictive value for tomorrow's markets.”*

**Nicola Diligu**

## Builder leadership: the gains and risks

Builders understand Tom Watson's insight: *"there aren't any categories of problems here. There's just one. Some of us aren't paying enough attention to our customers."* Builders have a shrewd recognition into customer needs and know the importance of coordinating the organisational infrastructure to respond to their expectations.

### The Psychological Profile of Builders:

Builders are expressive individuals, communicating their ideas with passion and commitment. The motivational pattern is one of drawing on a commercial outlook to present a credible business position. And it is this combination of innovation, commercial mindedness and communication impact that makes Builders a credible leadership group.

### The risks:

- an enthusiasm for the customer that may not stand back to weigh up the full range of organisational risks
- presenting convincing proposals that may be somewhat one-dimensional rather than addressing the broad sweep of the organisation's future challenges



I'll believe in electronic commerce when I see it.  
**Sir Richard Greenbury**  
former Chairman  
Marks & Spencer

*"Organisations can lose sight of the future customer when they become obsessed with the current customer. The passion and pragmatism of Builders tempts organisations into a false sense of security that overlooks shifting market realities."*

## Builder leadership: exploiting the gains and avoiding the risks

Builders are at their best focusing on the commercial realities of the customer and putting in place solutions to keep fine tuning the product and service proposition. Builders represent a key leadership resource, and organisations committed to maintaining success ensure the Builder mind-set is ingrained within the culture, across all functions and at every level. The challenge for organisations is providing consistent service to current customers whilst getting close to the future customer.

Organisations stay close to the future customer (avoiding the hazards of the Builder) when they:

- look long and hard at the detail of the claims made at sales meetings and conferences rather than get caught up in the energy of future projections
- keep alert to the emerging competitors who are identifying niches with the potential to threaten their current position
- ensure the population of current and emerging Builders are challenged in their thinking about the changing market place to develop scenarios about future customer profitability
- keep monitoring the specifics of customer activity and profitability, looking for anomalies of service, cost and profitability, indicative of emerging trends in the market place



These results represent good progress across the group in a more challenging year.

**Terry Leahy**

**Tesco**

# The Lobbyist challenge

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Why organisations:

- **get into trouble when they believe their own public relations**

And how organisations can optimise the odds of long-term success by: **building strategic space and maintaining corporate reputation**

*“Reality must take precedence over public relations, for Nature cannot be fooled.”*

Richard Feynman

## Lobbyist leadership: the gains and risks

Organisations need strategic space in which to operate. And space is created through imaginative public relations to connect to the public, building influence with key opinion formers, and maintaining connections to political and regulatory stakeholders.

### The Psychological Profile of Lobbyists:

The personality and motivational profile for Lobbyists is of a group that draws on interpersonal skills to address the people agenda to build and maintain positive relationships across different stakeholder groups. Lobbyists look to put their best leadership foot forward, with little fear of failure. Motivated by status and power, Lobbyists at best, are compelling and forceful communicators, providing a credible and authoritative leadership presence to articulate the corporate position.

### The risks:

- a reliance on relationship management rather than undertaking a critical analysis of the business fundamentals
- looking to present a “positive spin” on events rather than anticipate emerging operational problems
- a focus on the “leadership me” which looks to be the centre of corporate attention



You are as safe with me as  
you would be in the Bank  
of England.  
**Robert Maxwell**  
Mirror Group

*“Organisations get into trouble when they assume positive headlines and industry awards are a measure of business fundamentals, and allow their Lobbyists to run the show.”*

## Lobbyist leadership: exploiting the gains and avoiding the risks

Lobbyists, at their best, make a distinctive impact in advancing the organisation's interests with opinion formers and decision makers to protect its reputation and build influence. Organisations need this leadership capability, during the good times to extend the sphere of their activity and during the tough times to deal with adversity and protect their space.

But they are alert to the potential hazards of Lobbyist leadership. They:

- keep their Lobbyist leaders grounded in business realities, ensuring they understand the detail of the operation and the challenges it faces
- play a long-game, knowing that short-term media hype can only damage future reputation
- avoid giving Lobbyists too much influence within the organisation
- remove those Lobbyist leaders whose drive for power and status makes them, not the organisation, the headline of the story



Our reputation is more important than the last hundred million dollars.

**Rupert Murdoch**  
**News Corporation**

# The Integrator challenge

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Why organisations:

- **don't always see the benefits when they invest in people capability**

And how organisations can optimise the odds of long-term success by: **making the HR function a key driver of success**

*"The contrast between what executives say about the importance of people and how they manage their organizations is unfortunate at best. At worst, it is a major contributor to poor organizational performance."*

Ed Lawler

## Integrator leaders: gains and risks

Organisations have the challenge of coordinating the different talents and energies of the work force around a common purpose. Integrator leaders are instrumental in shaping organisational culture and in developing people capability.

### The Psychological Profile of Integrators:

The personality and motivational profile indicates that Integrators are well meaning and well intentioned leaders. For Integrators, “people are our most important asset” isn’t a cliché; it is their operating principle. Integrators have a positive outlook about others and their contribution, looking to involve and engage them in their thinking. Integrators are motivated to do the right thing and play by the rules, sensitive to differences, democratic in consultation and keen to support the development of others.

### The risks:

- a reliance on others’ good intentions to do the right thing rather than confront problems head on and establish a forthright agenda for change and improvement
- an under play of financial analysis and commercial thinking in clarifying the business logic of their plans
- taking a back-seat in strategic debate rather than establish an independent stance to push ideas forward and challenge the prevailing mindset.



We achieved what we achieved in spite of management.

Greg Dyke  
former DG  
BBC

*“For organisations there can be a yawning gap between the intention and the reality of people practice. And a key dynamic is Integrator leadership, which despite strong principles and a positive outlook finds it difficult to implement ideas with urgency and business rigour.”*

## Integrator leadership: exploiting the gains and avoiding the risks

Integrators, particularly in a knowledge-based economy that looks to leverage expertise and creativity, represent an increasingly important strategic group. But organisations serious about playing for long-term success, have to rethink the leadership contribution of Integrators. The challenge is to translate well meaning proposals for employee potential and development into grounded business plans and implementation processes.

And organisations achieve the gains (and minimise the hazards) when:

- the top team ask themselves tough questions about their own interpersonal behaviour and impact to break down any political barriers and functional silos
- build trust as a critical element of culture to ensure that Integrator activity is a fundamental theme across all business activity, not something to hive off to the Human Resources function
- the HR function is part of mainstream decision making, held accountable for its contribution to business outcomes, and asked for greater innovation in shaping the implementation process and speed in the delivery of outcomes
- they invest in the development of HR professionals, equipping them in the skills of problem analysis, business judgement and project management



People want to do a good job, and if they are provided the proper environment, they will do it.

**Bill Hewlett**  
formerly HP

# The Regulator challenge

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Why organisations:

- **might be disappointed when they place control and efficiency at the heart of their strategy**

And how organisations can optimise the odds of long-term success by: **exploiting the gains of administrative consistency and financial discipline**

*"It is time that financial types developed a greater tolerance for imprecision, because that's the way the world is."*

John C. Burton

## Regulator leaders: gains and risks

Tom Peters comments: *“When you go to war, you need to have both toilet paper and bullets at the right place at the right time.”* For organisations there are major battles to fight; these are the fundamental decisions about the organisational future. There is also a series of skirmishes to out-manoeuvre competitors through smart advertising and shrewd pricing. There is also the detailed attention to logistics, the focus of Regulators.

### The Psychological Profile of Regulators:

Regulators are organised leaders, attending to the detail of operating systems to ensure efficiency. The personality and motivational pattern highlights a leadership group which enjoys the familiarity of existing processes and procedures, attending to the detail of task analysis and implementation. Motivated by material reward, Regulators are conventional in their outlook, preferring to operate within established structures and systems.

### The risks:

- a lack of innovative flair in identifying opportunities outside of the immediate business focus
- a caution that prefers incremental improvements in efficiency and stifles debate about radically different possibilities
- failing to give sufficient attention to the interpersonal dimension in engaging others as part of collective effort



Dreams have their place in managerial activity, but they need to be kept severely under control.

Lord Weinstock  
GE

*“Financial control and administrative consistency are business fundamentals. But unchecked, Regulators might create an efficient operation without any future customers.”*

## Regulator leadership: exploiting the gains and avoiding the risks

Regulators have a key role to play in sustaining high levels of corporate performance. Ongoing incremental gains in efficiency provide the kind of consistency that drives down cost, improves productivity and opens up an advantage vis a vis the competition. But left to their own devices, Regulators will keep turning the wheel of short-term efficiency, ignoring market place threats to long-term effectiveness.

Organisations manage the gains and minimise the hazards of Regulator leaders when they:

- gauge the timing of key senior appointments, recognising when a Regulator is needed to instil cost discipline, and when a Regulator's relentless drive on efficiency will hold the business back
- ensure Regulators are fully engaged in the debate about the organisation's long-term future, not sidelined as "systems number crunchers"
- conduct regular culls on bureaucracy to eliminate the operating procedures and manuals Regulators relish but are a substitute for trust and common sense and will weaken organisational culture
- require Regulators to spend time in the business, interacting regularly with front line staff in sales, service and production



It was crammed with minutiae. It told operators exactly how to draw milk shakes, grill hamburgers, and fry potatoes. It specified precise cooking times for all products and temperature settings for all equipment. It fixed standard portions on every food item, down to the quarter ounce of onions and the thirty two slices per pound of cheese.

**McDonald's operating manual**

# The Trouble-Shooter challenge

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Why organisations:

- **need to deploy Trouble-Shooters but only for a short time**

And how organisations can optimise the odds of long-term success by: **navigating through the tough times whilst playing the long game**

*“Leaders who are highly successful in chaotic contexts can develop an over inflated self-image, becoming legends in their own minds .”*

David J. Snowden and Mary E. Boone

## Trouble-Shooter leadership: the gains and risks

Organisations need Trouble-Shooters. Parkinson's Law explains why more input doesn't always translate into greater output, how activity becomes detached from results, and why productivity falls. It is Trouble Shooters who cut through the peripheral stuff to get back to business basics and restore profitability.

### The Psychological Profile of Trouble Shooters:

Trouble Shooters, the results indicate, relish the practical world of the facts and are suspicious of fanciful ideals. Assertive and outspoken in stating their views about the difficult issues, Trouble Shooters follow through to keep a focus on outcomes. Trouble Shooters aren't naïve; they see the world "as is" and are shrewd in identifying interpersonal realities, unimpressed by theoretical discussions of "what might be".

### The risks:

- a short-term focus on pragmatics that lacks a longer-term vision of sustainable success
- a tendency to look for the worst-case scenario rather than formulate imaginative ideas about what is possible
- a commitment to tackle problems quickly that may take expedient short cuts



The corporation is not a social experience.  
Al "Chainsaw" Dunlap

*"Trouble Shooters are a necessary but awkward presence in organisational life. They do what needs to be done, but in doing it in the wrong way at the wrong time can damage organisational culture and long-term capability."*

# Trouble-Shooter leadership: exploiting the gains and avoiding the risks

Trouble-Shooters take on the organisational mess created by their “adventurous” colleagues. Through a combination of pragmatic analysis, determination and interpersonal ruthlessness, they halt decline and turn around performance.

Organisations exploit the gains of Trouble-Shooters and minimise the hazards when they:

- develop a culture of simplicity based on a few key fundamentals, but know when to shift the corporate focus to emphasise long-term goals
- communicate an overall vision and guiding purpose about what the organisation is setting out to accomplish for the long-term
- build in checks and balances to avoid the “just do it” factor. “Just do it” may be an exhortation for fast turn around. It may also be permission for the kind of expediency that has devastating long-term consequences
- talk a lot about business integrity and reinforce a clear appreciation of ethical standards to keep leaders focused on good management practice
- don’t generalise from the achievements of Trouble-Shooters in tackling one set of challenges to assume they represent any kind of corporate saviour who can sustain long-term success



Just go from A to B to get things done.

**Gerry Robinson**  
former CEO  
Granada

# The Architect challenge

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Why organisations:

- **should have another think before implementing major transformation**

And how organisations can optimise the odds of long-term success by: **managing the implementation of organisational change**

*"I am a big believer in forcing change on large institutions for the sake of forcing change. The longer an organization stays intact, the less successful it is."*

Louis Gerstner, IBM Corp.

## Architect leadership: gains and risks

Architects are the coordinators of redesign and change to formulate a blue print for a more effective organisational infrastructure. When Trouble-Shooters have attempted improvement and failed, it may be organisations need to rethink their fundamental business processes, how work is designed and implement technology to transform the entire operating infrastructure.

### The Psychological Profile of Architects:

Architects put ideas into context to develop an overall conceptual framework that makes sense of complexity. Architects enjoy flexibility to manage the ambiguity of changing environments, and are demotivated by the disciplines and constraints of structure.

### The risks:

- a lack of forceful push in persuading others to their ideas; Architects assume that powerful concepts rather than compelling arguments will set the agenda
- proposing ideas for organisational change that lack a grounding in commercial realities
- staying on the sidelines rather than seize the strategic initiative to push forward their ideas forcefully



These are truly unimaginable times for our industry.  
**Bob Nardelli**  
Chrysler

*“Organisations struggle with major change. Not least because Architect leaders might personally know what they want to achieve, but fail to communicate a compelling agenda for change. And they lack commercial smarts in aligning technological innovation with business imperatives.”*

## Architect leadership: exploiting the gains and avoiding the risks

As technology pushes on relentlessly and employment practices shift, Architects should be well positioned to orchestrate major scale transformation. Organisations who accelerate the speed with which new operating models and work processes are introduced and embedded recognise the gains and the risks of Architect leaders.

They:

- opt for “fit for purpose” solutions rather than embark on pioneering technology. Architects may relish grand schemes but highly innovative systems may be expensive and complex to implement
- encourage Architect leaders to raise their organisational profile and become more engaged in strategic debate
- improve the interface between the IT function and other work areas to encourage dialogue between Architects and other business leaders
- impose the rigours of commercial discipline and project management. Here organisations keep asking difficult questions to ground promising concepts in the detail of do-ability, deadlines and delivery



I can see the patterns.  
**Peter Wood**  
founder of Direct Line

# Leadership development for long-term success

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Executive development over the past 20-30 years has been fundamentally flawed. Despite the massive investment in management training and business education, there is no indication it has delivered a generation of super-leaders.

The realities of human nature and personal change point instead to different leadership styles, firmly rooted in different personality and motivational dynamics, each with distinctive strengths and specific hazards.

Organisations committed to long-term success don't aim to create "balanced" leaders but they do create leadership balance across the executive population. And they do it by:

- a proactive appointments process that reviews role requirements to deploy different leadership approaches at different times, accepting there are few "strategic leaders for all seasons" but leaders may have a limited shelf life
- coordinating a robust forum for succession management to discuss current and emerging leaders against the strategic challenges the organisation faces, not simply review listings of "high potentials" and slot names within organisational charts
- using a variety of mechanisms (peer networking, conferences, projects, secondments) to create a shared understanding of business priorities, the contribution of different leaders and encourages versatility of business outlook
- valuing diversity of business outlook and ensuring promotion processes aren't filling the leadership pipeline with the skills and mind-sets that drove past success
- making character a key plank within resourcing and development frameworks to build the levels of integrity and trust across the executive population that encourages genuine leadership cooperation and support

## Appendix 1: Assessment methods

Business Challenges	OPQ32i	Motivational Questionnaire	Hogan Development Survey
Visionary	Persuasive	Variety Seeking	Enthusiastic-Volatile
Explorer	Controlling	Adaptable	Shrewd-Mistrustful
Builder	Outspoken	Forward Thinking	Careful-Cautious
Lobbyist	Independent	Detail Conscious	Independent-Detached
Integrator	Outgoing	Conscientious	Focused-Passive
Regulator	Affiliative	Rule Following	Aggressive
Trouble-Shooter	Socially Confident	Relaxed	Charming-Manipulative
Architect	Modest	Worrying	Vivacious-Dramatic
	Democratic	Tough Minded	Imaginative-Eccentric
	Caring	Optimistic	Diligent-Perfectionistic
	Data Rational	Trusting	Dutiful-Dependent
	Evaluative	Emotionally	
	Behavioural	Controlled	
	Conventional	Vigorous	
	Conceptual	Competitive	
	Innovative	Achieving	
		Decisive	
		Level of Activity	
		Achievement	
		Competition	
		Fear of Failure	
		Power	
		Immersion	
		Commercial Outlook	
		Affiliation	
		Recognition	
		Personal Principles	
		Ease & Security	
		Interest	
		Flexibility	
		Autonomy	
		Material Reward	
		Progression	
		Status	

# Appendix 2: Business Challenges and personality correlates

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# VISIONARY

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HIGHER



## Occupational Personality Questionnaire

- Innovative
- Conceptual
- Forward Thinking
- Variety Seeking

## Motivation Questionnaire

- Flexibility
- Autonomy

## Hogan Development Survey

LOWER



- Rule Following
- Controlling
- Outspoken
- Conscientious

- Charming-Manipulative
- Shrewd-Mistrusting

# EXPLORER

HIGHER



## Occupational Personality Questionnaire

- Competitive
- Persuasive
- Innovative

## Motivation Questionnaire

- Commercial Outlook
- Status

## Hogan Development Survey

- Vivacious-Dramatic
- Confident-Arrogant
- Charming-Manipulative

LOWER



- Caring
- Detail Conscious
- Rule Following
- Trusting
- Worrying

- Personal Principles

- Careful-Cautious
- Diligent-Perfectionistic

# BUILDER

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HIGHER



## Occupational Personality Questionnaire

- Persuasive
- Innovative

## Motivation Questionnaire

- Commercial Outlook

## Hogan Development Survey

- Imaginative-Eccentric

LOWER



- Emotionally Controlled
- Modest

- Recognition

- Careful-Cautious

# LOBBYIST

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HIGHER



## Occupational Personality Questionnaire

- Outgoing
- Democratic

## Motivation Questionnaire

- Status
- Power

## Hogan Development Survey

- Vivacious – Dramatic

LOWER



- Data Rational

- Fear of Failure

- Shrewd-Mistrustful

# INTEGRATOR

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HIGHER



## Occupational Personality Questionnaire

- Caring
- Democratic
- Behavioural

## Motivation Questionnaire

- Affiliation
- Personal Principles
- Personal Growth

## Hogan Development Survey

- Dutiful-Dependent

LOWER



- Data Rational
- Innovative
- Competitive
- Independent

- Status
- Material Reward
- Commercial Outlook

- Confident-Arrogant

# REGULATOR

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HIGHER



## Occupational Personality Questionnaire

- Rule Following
- Detail Conscious
- Conventional
- Data Rational

## Motivation Questionnaire

- Material Reward

## Hogan Development Survey

- Diligent-Perfectionist
- Independent-Detached
- Careful-Cautious

LOWER



- Innovative
- Affiliative
- Persuasive
- Socially Confident

- Flexibility
- Autonomy

- Vivacious – Dramatic
- Imaginative-Eccentric

# TROUBLE-SHOOTER

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HIGHER



## Occupational Personality Questionnaire

- Data Rational
- Outspoken
- Controlling

## Motivation Questionnaire

## Hogan Development Survey

- Shrewd-Mistrustful
- Diligent-Perfectionist



LOWER

- Innovative
- Forward Thinking
- Conceptual
- Optimistic

- Personal Principles

- Imaginative-Eccentric

# ARCHITECT

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HIGHER



Occupational Personality  
Questionnaire

■ Conceptual

Motivation Questionnaire

■ Flexibility

Hogan  
Development  
Survey



LOWER

■ Persuasive  
■ Socially Confident

■ Commercial Outlook  
■ Power

## About us

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AM Azure Consulting Ltd works with a broad portfolio of clients in the design and implementation of on line services in recruitment and selection; management assessment, development and career management; performance management; and talent and succession management.

If you are interested in our general approach to leadership assessment, development and talent management, or accessing the Business Challenges instrument, call us on:

44 (0) 1608 654007 or email

admin@amazureconsulting.com

- **we're professionals but we're not pompous.** We are at the edge of the latest research and thinking in the field of people management, but we're not precious about the "one thing". We have some good ideas to help your organisation perform even better, but we know that you have some better ones, but want support in making them work. We don't impose the "solution".
- **we design but we also implement.** Our content, design and technology can build cost effective solutions quickly. Our consultancy experience of "real world" implementation will move things forward from initial concept to results rapidly.
- **we start things to build momentum but we also follow through.** Results come from the discipline of "making it stick", of evaluation, learning and continual improvement. And we maintain ongoing relationships with our clients to keep achieving positive outcomes.