



Wisdom Dynamics Personal Report

Name Case Study

Date 9th July 2007

Introduction

USING THIS REPORT

This report summarises the results of the on line questionnaire you completed. The assessment will help review your effectiveness against that most critical of leadership qualities: wisdom.

We recommend that you read through this report to get an initial sense of the pattern of the results. Then put it down to allow a period of reflection. It may also be useful to discuss the findings with a colleague, family member or friend to gain another perspective.

Then take some time to work through the detail of the report. If you are viewing the report in pdf format you can click on the links that seem particularly relevant to access further ideas and insights to stimulate your thinking about the implications for your development.

Alternatively go to:

www.artofleadershipwisdom.com

If you only have a hard copy and would like the electronic version, email us at admin@amazureconsulting.com and we will send you the pdf file.

FORMAT

- **Detailed Analysis:** this section provides a breakdown of the results against seven themes of leadership wisdom.
- **Overall Profiles:** a high level overview of your leadership wisdom profile, indicating the balance of your strengths.
- **Next Steps:** how you plan to utilise these results in your progression as a leader.

“The most important leadership quality is a willingness to admit what you don ’ t know or aren ’ t certain about, and a willingness to change your mind when confronted with different evidence and ideas. It is a quality of intellectual openness – and it is at the foundation of an attitude of wisdom.”

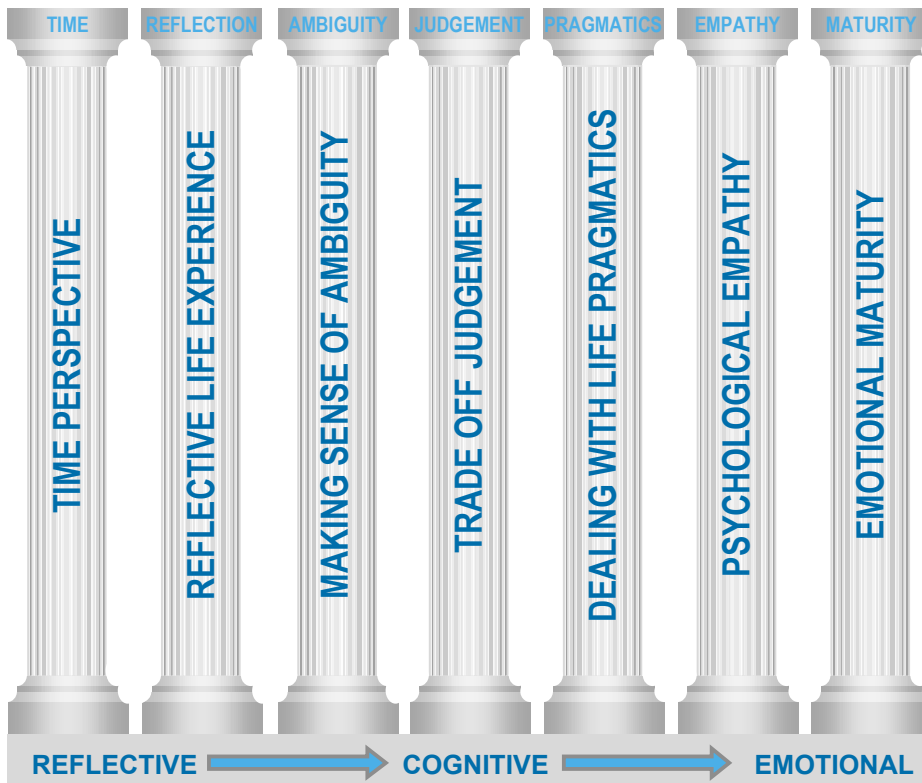
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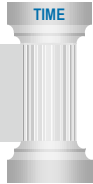
The Structure of Leadership Wisdom

This section of the report summarises the results of the questionnaire you completed against seven themes of leadership wisdom: “the seven pillars of wisdom”. Each theme is then broken down into three underlying elements.

Work through each area, familiarising yourself with the underlying business dynamic and implications for leadership. Review your own results and identify the ideas with the potential to enhance your effectiveness.

THE SEVEN PILLARS OF WISDOM





Time Perspective

THE BUSINESS DYNAMIC

The time between strategic decision making and implementation is critical in determining business success. Ideas, no matter how innovative, don't matter unless they are translated into profitable products and services. Being too late to market comes at the price of "catch up". But ideas ahead of their time waste valuable organisational resource.

"Time is the enemy of the poor business and the friend of the great business."

Warren Buffett

"Nine-tenths of wisdom consists in being wise in time."

Theodore Roosevelt

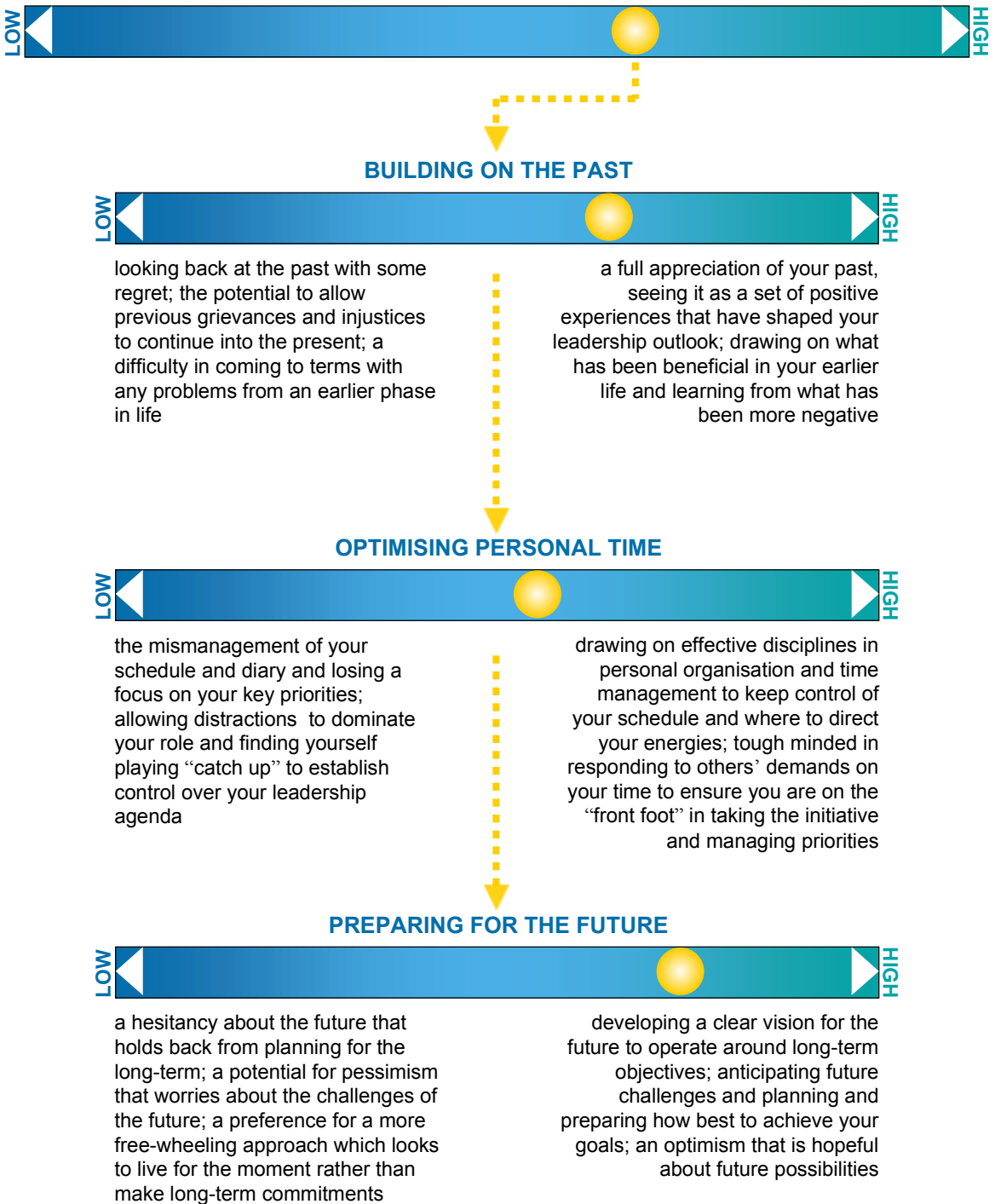
THE LEADERSHIP IMPLICATION

Wisdom has a mature outlook on time. It views time as the most precious resource of all. Time provides space to make wise choices in leadership life. Without time decisions are rushed and opportunities missed.

Wisdom also balances the past, present and the future. It doesn't look back at the past, either with resentment to think about might have been, or with nostalgia to attempt to return to happier and more secure leadership moments. Instead wisdom accepts the past for what it is, recognising what is positive and can be drawn upon, and refusing to allow what has been negative to distort current priorities.

Wisdom isn't caught up in the stresses and strains of short-term work demands but it does recognise the importance of the present and today's priorities. And wise leaders don't fantasise about the future and what might happen in an "if only world". Neither do they fear the problems that lie ahead. Instead they approach the future with resolve to translate current plans into future achievements, accepting and overcoming set backs to tackle new challenges.

Time Perspective



- review your overall score to identify the balance of your effectiveness in this area.
- then identify from the three elements which aspect is more or less prominent.
- is there a clear pattern of strengths for this theme of wisdom, or is there more a mixed profile of specific strengths with other “shortcomings”?

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Overall Profiles

a high level overview of your leadership wisdom profile, indicating the balance of your strengths

Overall Profile

The questionnaire comprised two response tasks, one based on your ratings (the 1 – 5 scale, from strongly disagree to strongly agree), and a forced choice in which you identified the activities that were more or less typical of you.

This section identifies two separate profiles, the **rating format**, which summarises the previous pages, and represents your evaluation in the ratings of your leadership wisdom.

The second profile - in the “spidergram” - is based on the **forced choice format** and identifies your operating emphasis. Note that the forced choice format means you cannot be high (or low) across all seven areas. This profile will highlight **relative preferences rather than provide an absolute evaluation.**

It will be the combination of the two profiles that will yield the greatest insight into your leadership wisdom.

Although there should be reasonable consistency between the two sets of profiles, there may be some differences across the seven areas. The summary section identifies the dynamic across the two profiles to map out potential assets and liabilities.

Leadership Wisdom: Rating Profile

Rating 

TIME PERSPECTIVE



REFLECTIVE LIFE EXPERIENCE



MAKING SENSE OF AMBIGUITY



TRADE OFF JUDGEMENT



DEALING WITH LIFE PRAGMATICS



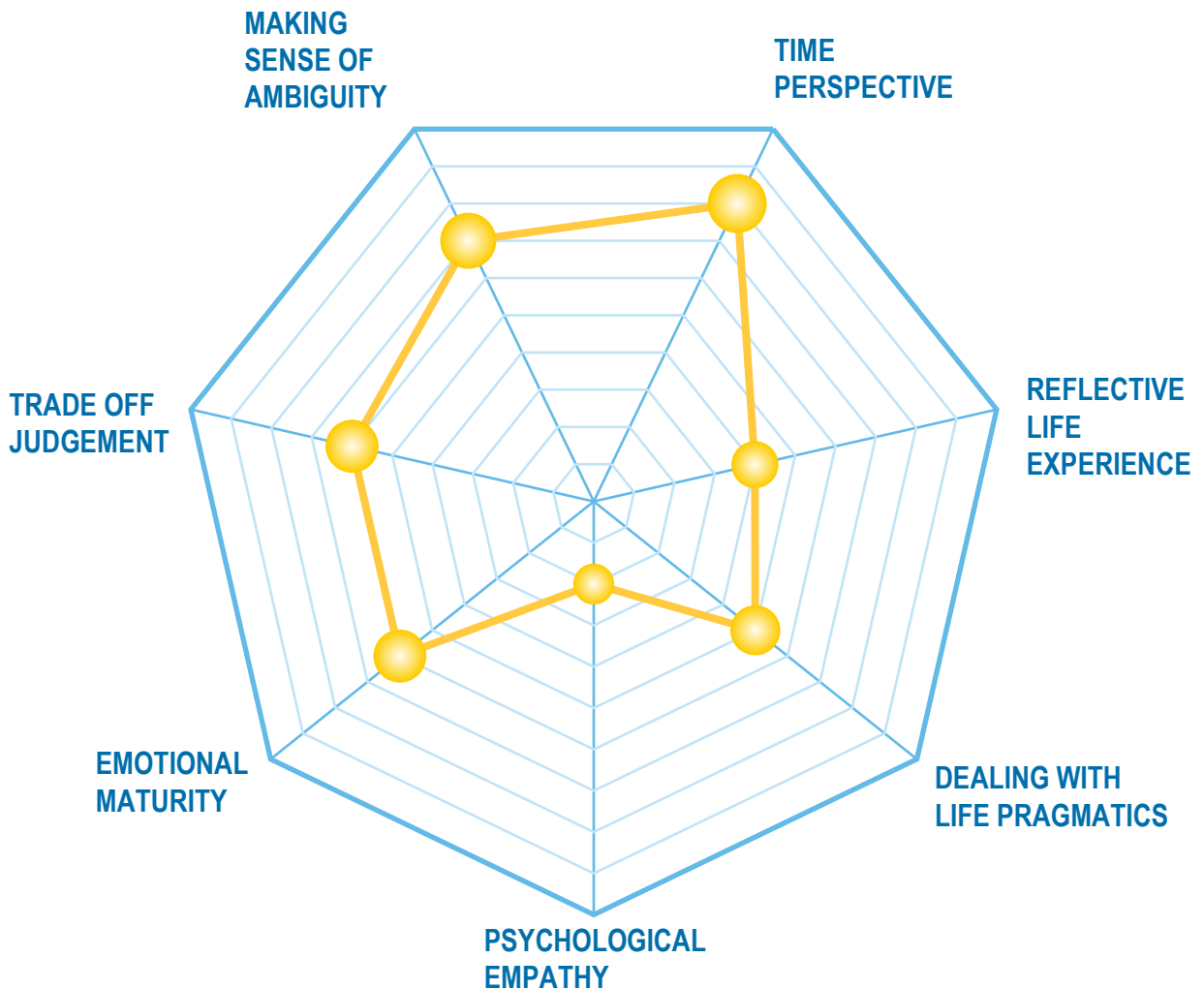
PSYCHOLOGICAL EMPATHY



EMOTIONAL MATURITY



Leadership Wisdom: Operating Emphasis



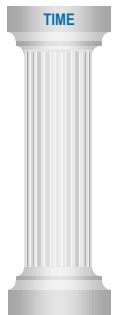
Remember that this profile is based on the forced choice format of the questionnaire you completed. You cannot therefore be high or low on all seven dimensions. The profile identifies the relative balance of your strengths; it is not an absolute evaluation.

What does the shape of the overall profile across the seven themes indicate?

- are there one or two distinctive “higher” scores reflecting significant strengths?
- is there any one theme that stands out as “lower”? Does this suggest a potential gap in your leadership approach?
- what combination of scores - higher and lower – are highlighted in the profile? What might this pattern say about your leadership wisdom?
- or, does your profile “balance” fairly equally across all “seven pillars”? Is this indicative of strengths across all seven themes with no particular limitations? Alternatively, is this a profile with no exceptional strengths of leadership wisdom?

Leadership Wisdom: Interpretative Summary

Based on the dynamic of your results across the two profiles, review each of the “seven pillars” to identify the balance of your assets and liabilities.

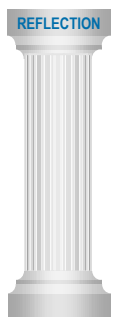


TIME PERSPECTIVE

recognising time as a key asset to be managed shrewdly; looking at problems and decisions through the perspective of past, present and future to identify what is fundamentally unchanging and what represents a genuine shift in business dynamics.

PROMINENT ASSET

a theme that represents a significant strength and is an important part of your leadership outlook. This is an element of wisdom that you can deploy readily in decision making and implementation and is a distinctive aspect of your leadership approach.

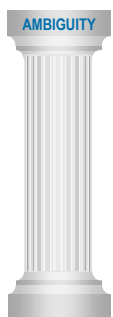


REFLECTIVE LIFE EXPERIENCE

thoughtful in reviewing the failures and success of leadership life to identify the learning lessons; taking time out to reflect “far and wide” on the issues facing the organisation to identify what is of fundamental importance.

POTENTIAL LIABILITY

a theme that may require greater emphasis in your overall leadership outlook. This element of wisdom may be a possible constraint in operating with versatility across different challenges.



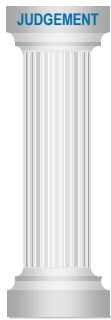
MAKING SENSE OF AMBIGUITY

the acceptance of uncertainty and complexity in decision making; drawing on robust principles to make sense of confusing and contradictory information and create a coherent story to explain events.

PROMINENT ASSET

a theme that represents a significant strength and is an important part of your leadership outlook. This is an element of wisdom that you can deploy readily in decision making and implementation and is a distinctive aspect of your leadership approach.

Leadership Wisdom: Interpretative Summary

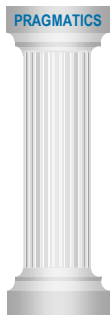


TRADE OFF JUDGEMENT

the balance of certainty and doubt to arrive at well founded conclusions; objective and even handed in seeing both sides to a problem and weigh up of the costs and opportunities of different options

POTENTIAL ASSET

although representing an area of leadership strength, this theme may not be a dominant part of your leadership approach. This is an area of leadership wisdom you can draw on but it may be a theme that may need greater emphasis and visibility with your work colleagues.

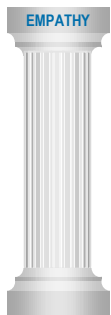


DEALING WITH LIFE PRAGMATICS

the recognition of the fundamentals of conflict, competition and politics in organisational life; a shrewd assessment of life realities that balances cynicism and naiveté and understands the importance of compromise and collaboration

UNDER DEVELOPED

an aspect of leadership that is neither an asset nor a liability. This is an element of wisdom that may require further development to operate fully effectively in overcoming the spectrum of leadership challenges.

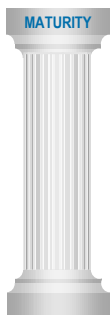


PSYCHOLOGICAL EMPATHY

the insight to recognise individual differences and the impact of social and cultural diversity to operate with understanding and tolerance; an empathy that relates easily to others and encourages open and frank discussion.

MAJOR LIABILITY

an aspect of leadership that may be a significant barrier to operating fully effectively as a leader. This element of wisdom may hold you back from making a consistent and sustained impact at senior levels. A priority area for development.



EMOTIONAL MATURITY

a balanced and grounded life outlook, possessing a combination of self assurance and humility; mood management to put the stresses and strains of leadership life into perspective and maintain energy and enthusiasm.

UNDER DEVELOPED

an aspect of leadership that is neither an asset nor a liability. This is an element of wisdom that may require further development to operate fully effectively in overcoming the spectrum of leadership challenges.

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Next Steps

how you plan to utilise these results in your progression as a leader.