



# Sova Leadership Report

Ewa Przykładowa

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# Understanding Leadership

The Leadership model in this report provides you with an understanding of how your own personality preferences are related to your likely style and preferences as a leader.

The model has been developed by researching and reviewing a broad range of academic and commercial models of leadership. This review has identified the key approaches to leading others that have been shared in the leadership literature and has been complemented by Sova's extensive work in this area. This approach ensures that the model is robust, up-to-date and real-world focused.

Your results have been calculated by comparing you to others who have already completed the questionnaire. They reflect your preferred behavioural style when operating in leadership roles, and are based on your self-reported preferences and therefore, are only as good as the responses you have provided. They are based purely on your responses to the questionnaire and as such, do not take into account your ability, skills or previous experiences. It is possible to operate outside of your preferences, although you may find this takes more conscious awareness, effort and energy. This report can be a useful starting point for understanding your own preferred leadership competencies and the impact they are likely to have on your success as a leader and those you are leading.

## The Sova Leadership Model

The Sova Leadership model is split into eight different Leadership competencies across four quadrants.

Within the model the four quadrants relate to eight broad competencies that work together to allow a leader to successfully deliver the outcomes needed to lead and sustain a successful organisation or team.

- **Direction:** In this quadrant the focus is very much on the leader's approach to creating and communicating a vision to their team/business, and also their approach to turning this vision into a workable solution.
- **Connection:** In this part of the model we spotlight the leader's style in relation to successfully seeking support for their vision and plans and doing so in a way that ensures they have a diversity of approaches and perspectives within that.
- **Cultivation:** Here the focus is on the extent to which the leader will support and coach others, to allow them to fulfil their potential and support the broader vision, and also considering the behavioural standards the leader expects and displays.
- **Execution:** The fourth quadrant considers the leader's approach to directing and delegating to the team, alongside their likelihood for being a leader who drives the pace and has high expectations in this regard.

# Your Leadership Competencies

In this section your likely strengths and development needs are outlined based on your self-reported behavioural style.

Your likely strengths are based on the two scales which you indicated the strongest preference for. Your possible development need reflects the scale which you indicated was least aligned with your preferences. Please note that these are solely based on the rank order of your personal preferences. This means that even the competency deemed a possible development need may still be an area which you show some preference and strength for, it is simply the lowest of the eight competencies for you.

In reviewing the below, consider how each of these scales influences how you approach, and respond to, your responsibilities as a leader and perhaps the difficult situations that you face. Think about the strengths you can leverage in this context and where you could benefit from adapting your preferred leadership style.

## Likely strengths



### Nurtures Talent

A caring and considerate individual, you are likely to enjoy helping team members develop professionally and will typically be forthcoming with help and support for those who need it. As a result, you are likely to make a positive contribution to the active coaching and nurturing of talent within the team or broader business.



### Leads by Example

You appear to place a strong emphasis on delivering on the promises and commitments you make to others, and ensuring you follow rules and guidelines. You also tend to be candid and frank in communicating your views to others. You are therefore likely to be a good role model for others with respect to honesty and authenticity and meeting any behavioural standards that are required.

## Possible development need

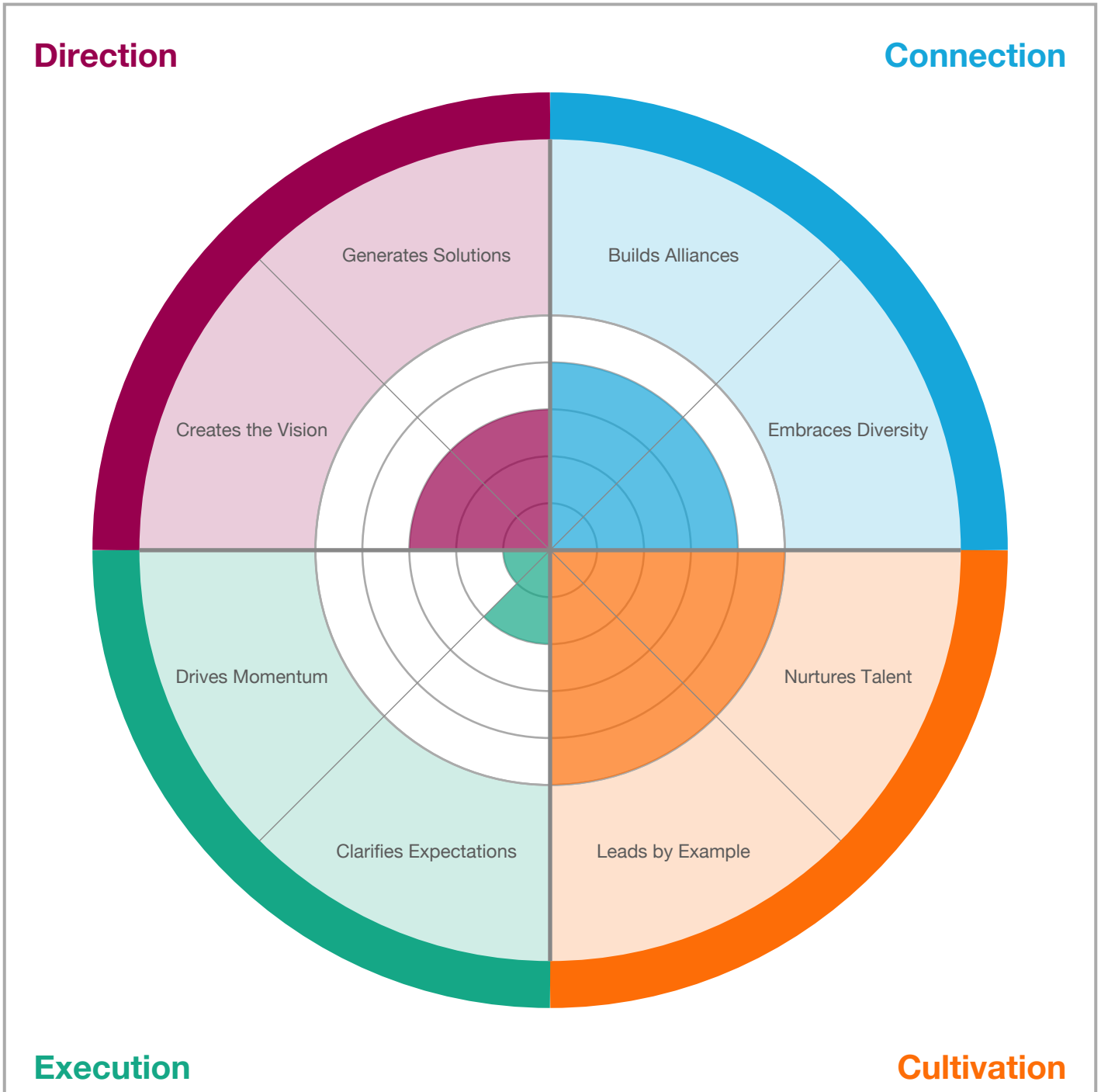


### Drives Momentum

You appear to be less driven than most and may not typically push yourself to take on new challenges and work towards stretch goals. You are also likely to enjoy working at a steady pace where you do not have to juggle multiple task demands, and may sometimes have difficulty focusing on the positive aspects of situations. Overall, this could mean that you find it challenging to drive enthusiasm and momentum within your team and to maintain people's sights on what is possible.

# Leadership Competencies Profile

The chart below provides a graphical summary of your results in relation to each of the eight leadership competencies. The strength of your self-reported preference or orientation is indicated by the extent to which the coloured bands extend to the outside of the circle. When reviewing your results, consider your pattern of outputs and where you would benefit from placing more focus to maximise your strengths as a leader.



# Profile Interpretation and Feedback

This section provides more detailed feedback on each of the eight leadership competencies measured within the assessment.



## Creates the Vision

**Defines a clear vision for the future of the business or team. Takes account of all relevant information and recognizes the need for change or innovation resulting from this.**

**Communicates their vision in a compelling and powerful way demonstrating enthusiasm and passion to ensure others are engaged.**

You are likely to enjoy working on a variety of problems - some practical and others more conceptual - and are likely to be comfortable undertaking some critical analysis. You sometimes look for innovative ways to solve problems but will also utilise tried and tested approaches if relevant. You are fairly comfortable when communicating with, and influencing others. Together, these factors are likely to help you to navigate through complexity and ambiguity reasonably well in order to define a vision for the future, and to communicate this vision in a reasonably open and compelling manner with others.

### Questions to Ask Yourself

- When would you have benefited from undertaking a more critical evaluation of a business situation and the various options that were available before determining how best to move forward? What will you do differently in future?
- How do you ensure that others fully understand the vision for the future that you communicate? Consider how to structure and deliver your key messages for maximum simplicity and impact on your audience



## Generates Solutions

**Identifies the root cause of issues the business or team faces; looks for effective and pragmatic solutions to address them, harnessing the power of data and their own understanding of the fabric of the organisation and the environment in which it exists. Seeks new solutions and allows for mistakes to be made.**

It seems you derive some degree of enjoyment from analysing problems in considerable depth, so long as you can balance this with more straightforward scenarios. You are likely to be just as analytical in your problem-solving approach as others, relying on objective data and your intuition. Overall, your approach suggests that you will be reasonably well-placed to identify sound solutions to the various challenges the business faces, although there could be times when you might benefit from considering how to generate fresh ideas and suggestions.

### Questions to Ask Yourself

- When could you have identified a better solution to a business problem had you undertaken a more data-driven approach or spent time trying to understand certain issues in a greater degree of depth? What data was available to you and how would it have improved your solution?
- Think about a current or emerging business problem where a creative approach is needed. How can you best leverage your style so that the most effective solution is identified?



## Builds Alliances

**Actively seeks out and build a wide range of useful networks and positive relationships, both inside and outside of the organisation; relates well to a diverse range of people. Uses their understanding of how the business operates in terms of structure, people and politics to form strong supportive alliances.**

Your results suggest that you are reasonably comfortable when communicating with a wide range of individuals, and just as likely as most other leaders to initiate contact with people you don't yet know. These factors should see that you are moderately inclined to invest time and energy into building new relationships and widening your professional network, both inside and outside of the organisation. It also seems that at times, you can be persuasive in your communication style, and this is also likely to help you form alliances which you can rely upon for support, as well as knowledge and insights of how the business operates.

### Questions to Ask Yourself

- When would you have benefited from doing more to build a strong internal or external alliance? How would this alliance have been of benefit to you and the business more broadly? How could you rectify this ongoing?
- Think about a current challenge you are facing where you would benefit from the help and support of a key ally or allies. Given the nature of the challenge and the type of support you need, try to think of the people that it might be beneficial to approach and connect with.



## Embraces Diversity

**Draws on the diversity of others to enhance the team or the business approach. Builds a team or unit who can support the vision and solutions in the most effective way possible. Demonstrates interest in understanding different perspectives and cultures and ways of working.**

You are likely to be a reasonably warm and friendly individual who establishes rapport with others as quickly as most. You are also likely to be fairly empathetic in your approach and will typically place a moderate degree of importance on trying to understand other people's views and perspectives. Overall, your level of tolerance for different perspectives and level of interest in learning about new ideas and approaches is likely to help you to draw on the diversity of others to enhance the team or business at least to some extent.

### Questions to Ask Yourself

- When could you have made more effort to understand different perspectives, cultures and approaches at work? What was your key learning here? How would a more diverse perspective have helped?
- How can you use the diversity within your team or organisation in a more purposeful manner? How can you move from respecting diversity to truly embracing it?



## Nurtures Talent

**Offers visible support to those faced with challenges and difficult situations. Motivates and coaches others, encouraging them to develop themselves both personally and professionally, and in line with the needs of the business vision and strategy. Recognises the contribution of individuals to the success of the business/team.**

Your assessment responses suggest that you are a caring and empathetic individual who enjoys supporting others. It is therefore likely that you will invest a good deal of time and energy into guiding and coaching your team members and helping them to develop as professionals. You are also likely to demonstrate patience and tolerance as individuals test their skills and try new things. Overall, you are likely to proactively nurture the talent within your team or organisation and support people's ongoing development so that they can make more positive contributions to the business over time.

### Questions to Ask Yourself

- What strategies do you typically employ to help nurture talent within your business? How do you ensure that you help others to develop in a manner that is appropriately aligned with the vision, strategic direction and emerging needs of the business?
- How can you help others become more active nurturers of talent within the business? What can you do to help showcase the organisational benefits that can be gained from helping individuals to develop over time? How can you share the return on investment from your own perspective?



## Leads by Example

**Sets an example by setting the behavioural standards they expect of others and then exemplifying them. Demonstrates high ethical principles and works in an authentic and honest manner. Responds to ethical conflicts with integrity and builds trust from others as a result.**

It seems that you follow rules and guidelines closely and adhere to set processes, systems and other relevant parameters in the workplace. You also tend to make a concerted effort to deliver on the commitments you make to others, even in the face of changing or competing priorities. Additionally, your results suggest that you are an honest and transparent communicator who is candid with others and prepared to call things out as required. You are therefore likely to be seen by others as an ethical operator who is authentic and trustworthy, and a strong role model who is prepared to 'walk the talk'.

### Questions to Ask Yourself

- How you can help others comply with set rules and procedures? Consider that some people will need to understand the purpose or rationale of the rules and procedures that are in place, whilst others might need to be reminded of the consequences of non-compliance; different strategies will be needed for different individuals or groups.
- Are there times when you can be too dependent on set rules and procedures or where other priorities mean you can justify failing to deliver on something? Might there be times when you need to stand back with your team and reconsider whether there are better ways of achieving targeted results?



## Clarifies Expectations

**Provides clear and explicit direction and strong encouragement to ensure others are successful in achieving their own goals and those of the broader business. Delegates work appropriately, taking account of skills, experience and availability; assigns others the right level of autonomy and authority.**

It seems you are a reasonably confident individual who enjoys leading others as much as most people. Moderately assertive when it comes to expressing your views and opinions, you are likely to provide team members with reasonably clear and explicit guidance regarding what is required. You also appear to be as prepared as most to speak up and let individuals know when they have fallen short of your expectations. In this way, you will likely contribute to people's professional growth and development whilst also ensuring that team goals and objectives are met, although you may benefit from being a little more directive in your approach when there are more challenging goals to attain.

### Questions to Ask Yourself

- Are there times when you would benefit from providing team members with clearer or more explicit direction regarding what you need from them? How will you go about making sure your expectations are clearly understood by all concerned? What has prevented you from doing so in the past?
- Think of a time when you could have been more assertive in the way in which you dealt with a performance issue within your team? What will you do differently in future? How can you overcome any barriers that have prevented you doing so previously?



## Drives Momentum

**Highly motivated and driven, tackles challenging goals and situations with energy and enthusiasm. Sets expectations of high pace and zero complacency amongst the team. Pushes the team to keep momentum going, even in trying times.**

Less driven and motivated by working towards demanding goals than most, it is unlikely that you will proactively seek out exciting new challenges or goals. Instead, you are likely to prefer an approach where you can work at a steady pace and do not feel like you are being pulled in different directions. You are also more likely than most to worry when things go wrong or focus on the negative aspects of a situation. Overall, this style may impact the degree to which you are able to share the enthusiasm and dynamism required to energise your team members and keep momentum going through trying times.

### Questions to Ask Yourself

- Do you tend to be overly complacent or accept too little from yourself and your team? Think about those times when you could have taken on much more challenging or demanding goals. What would it have taken to achieve them?
- Are there times when you would benefit from setting a faster pace for your team and doing more to drive momentum towards targeted goals and objectives? How can you best achieve this? What factors have made this hard for you previously?