

Leadership Spectrum Profile		
	Priority	Actions
<i>Inventor</i>	Innovation and survival	Develop new ideas, products and services
<i>Catalyst</i>	Fast growth	Gain market share and win customers/new members
<i>Developer</i>	Manage risk and establish order	Build infrastructure, create systems and processes for high performance
<i>Performer</i>	Maximize results	Improve processes and procedures for effective resource utilization and return
<i>Protector</i>	Maintain success	Develop committed workforce, build capabilities, & support culture/identity
<i>Challenger</i>	Position for the future	Surface assumptions, practices, and issues; and create strategic options
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Step Summary

- Have each board member assess their preferred profile for decision-making
- Seek confirmation on individual assessments with fellow board members
- Discuss:
 - Board strengths
 - complimentary types
 - same types
 - Board weaknesses
 - diverging types
 - opposing types
- Seek to:
 - Balance strategic and operational decisions – if profiles are more suited to one area, seek to develop decision-making capabilities in the other
 - Lead and implement change – work to develop consensus on changes to be made and make a plan to implement them
 - Develop credible and constructive communication practices – work on and support others as team players. Seek to understand others decision-making styles
 - Manage conflict and facilitate creative problem solving – focus on the end goal and consider using different strategies and processes to bring a conclusive decision