

# Key Management Dynamics

## A SUMMARY OF YOUR EXECUTIVE TEAM'S LEADERSHIP ABILITIES

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## Your Team

The individual assessments that we provided you are important, but it's even more important to understand the dynamics of your team.

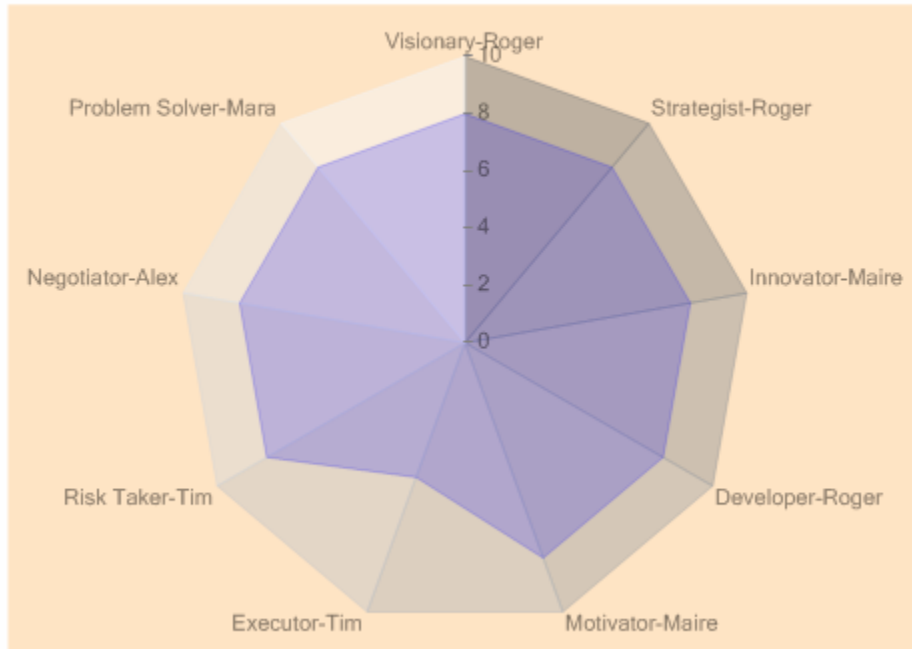
This report will help you understand those dynamics by giving you a perspective into 9 Management Styles, how well represented they are on your executive team, as well as where there is room for improvement in 17 Management Qualities.

You will be able to use the information in this report to plan future appointments to your Executive Team, develop key executives, and better understand how your Executive Team can more effectively collaborate.



# Key Management Dynamics

## Management Styles



Objective Management Group has identified nine management styles that are important in order for Executive Teams in businesses and non-profits to function effectively and efficiently. While it is important for an organization to have all of these management styles represented on their Executive Teams, it is not realistic for an individual executive to be all, or even many of these styles. Most leaders stand out in only one or two of these styles and the goal of this section is to help you understand the extent to which these styles are represented on your executive team.

Each of the nine styles is displayed on the graph above. The names of your highest scoring executives are displayed next to each style. The inner ring of the graph shows the high score in each style.

# Key Management Dynamics

## A SUMMARY OF YOUR EXECUTIVE TEAM'S STYLES

The table below provides a summary of each Executive's score in the nine Styles. Green cells indicate that an Executive is that Style, yellow cells indicate that the Executive has attributes of the Style, and red cells show us that an Executive is not that particular Style. A better understanding of these dynamics will help you plan future appointments to the Executive Team and get your Executive Team collaborating to become more effective and efficient.

Manager	Visionary	Strategist	Innovator	Developer	Motivator	Executor	Risk Taker	Negotiator	Problem Solver
Barry Alex	Red	Yellow	Red	Green	Yellow	Yellow	Red	Green	Green
Mike Maire	Red	Red	Green	Green	Green	Yellow	Yellow	Green	Red
George Mara	Red	Red	Yellow	Green	Yellow	Yellow	Green	Yellow	Green
Steve Michael	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Green	Green
Mark Phillip	Red	Green	Yellow	Green	Green	Red	Red	Green	Green
Paul Roger	Green	Green	Red	Green	Yellow	Red	Red	Green	Yellow
Chen Tim	Red	Red	Yellow	Yellow	Red	Yellow	Green	Green	Green
Ron Walt	Green	Yellow	Yellow	Green	Green	Yellow	Red	Green	Red

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## OUR COMMENTARY ON YOUR EXECUTIVE TEAM'S STYLES

You have one or more Visionaries on your Executive Team, so be sure to invite, engage, and challenge a Visionary to share their visions and ideas, relevant or not, with the rest of the team. While a Visionary may not be able to evaluate their concept of the future, others on the team surely will.

Since you have one or more Strategists on your Executive Team, be sure to get a Strategist's input whenever any critical strategy must be developed for any part of the business. You should also filter strategies from those who are not Strategists because some of those strategies could be appealing simply because they are simple or comfortable, not necessarily because they are the best strategy for the company.

You have one or more Innovators on your Executive Team, so you should encourage the Innovator to make suggestions on how products, services, processes and strategies can be improved.

Since you have one or more Developers on your Executive Team, you should ask a Developer to help out with the Development of people in areas where you don't believe that people are being developed as effectively as possible.

Since you have one or more Motivators on your Executive Team, you should look to a Motivator to help out with morale during challenging times, help with discouraged or unmotivated employees and even lead company meetings if appropriate.

Since you have one or more Risk-Takers on your Executive Team, you will want to make sure Risk Takers are held in check by an individual that is Risk-Averse. While that provides the team with balance, it should not prevent the team from taking appropriate risks.

You have one or more Negotiators on your Executive Team, so you should look to Negotiators to bring resolution to the team whenever there is a disagreement. The Negotiator can also help to work out win/win agreements with customers, vendors, employees and stakeholders.

Since you have one or more Problem Solvers on your Executive Team, you should look to Problem Solvers to take the lead on complex or challenging issues. Keep in mind that just because they are Problem Solvers, it doesn't automatically equate to the best solution.

# Key Management Dynamics

## QUALITIES DEFINED

As you review the qualities in your team report, there is a tendency to assume that you already know what each of these qualities measures. You might find the experience more satisfying to either review the definitions of each quality first, or as you go along.

### **Reliable and Steady**

This Quality measures the consistency of your interactions including, worrying, becoming emotionally involved, reactions to setbacks, how well you adapt, how quickly you bounce back from challenges, and your ability to remain calm.

### **Business Integrity**

This Quality measures the principles that influence your decisions, how strictly you adhere to the principles of right and wrong and how focused you are on always doing the right thing.

### **Passion For The Business**

This Quality measures the excitement you have for your company, work, projects, and business relationships.

### **Open To New Ideas**

This quality measures your openness to new ideas, opinions and experiences as well as your ability to recognize and experiment with possibilities, embrace change and push for improvements.

### **Is Accountable**

This Quality measures the degree to which you are self-disciplined, take responsibility for your actions and your consistency in doing what you agreed to do when you agreed to do it.

### **Holds Others Accountable**

This Quality measures the degree to which you are demanding, critical, goal oriented, focused, and get others to do what they are supposed to do.

### **Board Room Presence**

This quality measures your level of confidence, presence, experience, assertiveness, and self-consciousness in business meetings.

### **Practical**

This quality measures the degree to which you are realistic, practical, solution-oriented and able to simplify concepts.

# Key Management Dynamics

## **Strong Work Ethic**

This quality measures the standards you set for yourself and others as they relate to how hard and how long you work.

## **Makes Difficult Business Decisions**

This quality measures how quickly and effectively you think through issues, challenges and problems, your decision making style and your tolerance for risk.

## **Persuasion**

This quality measures how you engage others in conversation, your effectiveness influencing others, your listening and questioning skills, your willingness to challenge people and ideas, speak up, push for change and get groups of people to adopt your ideas.

## **Strong Business Relationships**

This Quality measures your interest in people, the value you place on your relationships, your trust in others and their trust in you, and how genuine those relationships are.

## **Able To Survive Business Crises**

This quality measures your resilience in the face of adversity, ability to focus on the present, remain calm and act appropriately in high-pressure situations.

## **Team Player**

This quality measures your preference for involving, working with, calling attention to and helping other people as part of a group or team.

## **Creative**

This quality measures the degree to which you become immersed in new ideas and your imagination, how quickly you think and how frequently you generate ideas.

## **Confident**

This quality measures your sense of self-assuredness, courage and how bold, fearless and confident you are in business settings.

## **Search of Excellence**

This quality measures your need for achievement, excellence, and perfection in yourself and others.

# Key Management Dynamics

## A SUMMARY OF YOUR EXECUTIVE TEAM'S QUALITIES

The table below provides a summary of how your Executives scored in each of the 17 Qualities. Green cells show qualities that are strengths, yellow cells show qualities for which some of the attributes are present, and red cells show qualities for which very few attributes exist. A better understanding of these qualities may help you plan for effective development of some or all of your executives leading to more effective leadership.

Manager	Reliable	Business Integrity	Passion For the Business	Open to New Ideas	Is Accountable	Holds Others Accountable	Practical	Strong Work Ethic	Makes Difficult Business Decisions	Persuasion	Strong Business Relationships	Survives Business Crises	Team Player	Creative	Confident	In Search of Excellence	Board Room Presence
Barry Alex	Yellow	Green	Yellow	Yellow	Yellow	Green	Yellow	Red	Yellow	Green	Green	Green	Yellow	Red	Green	Green	Red
Mike Maire	Yellow	Green	Yellow	Green	Yellow	Red	Green	Red	Red	Yellow	Green	Yellow	Green	Yellow	Yellow	Yellow	Yellow
George Mara	Green	Green	Yellow	Yellow	Yellow	Red	Green	Red	Red	Red	Red	Yellow	Green	Red	Green	Yellow	Red
Steve Michael	Yellow	Yellow	Yellow	Yellow	Green	Red	Yellow	Yellow	Red	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Green	Red
Mark Phil	Green	Green	Yellow	Green	Yellow	Green	Green	Red	Yellow	Green	Yellow	Green	Green	Yellow	Green	Yellow	Green
Paul Roger	Green	Green	Yellow	Green	Yellow	Red	Red	Red	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Green
Chen Tim	Green	Green	Yellow	Green	Yellow	Green	Green	Red	Red	Yellow	Red	Yellow	Yellow	Red	Yellow	Red	Yellow
Ron Walt	Green	Green	Yellow	Green	Yellow	Red	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Red

# Key Management Dynamics

## AREAS OF POSSIBLE CONFUSION

As you review the qualities in your report, there is a tendency to misunderstand what each of these qualities actually measures. You might find the experience more satisfying to review the following common areas of confusion.

### **Creative and Innovative**

If you are Creative, it does not necessarily mean that you are Innovative. A Creative person has lots of ideas, but often needs others to develop those ideas – an Innovator – to bring them to the next level.

### **Risk Taking and Decision Making**

If you are willing to spend or invest when money is available, that is not risk taking. If you are willing to spend or invest when money is not available, that is risk taking. If you are willing to take action when there is not much to lose, that is not risk taking. If you are willing to take action when there is everything to lose, that is risk taking.

### **Making Difficult Business Decisions**

Making difficult business decisions is not the correctness of the decision, rather it is your ability to make a thoughtful decision in a reasonable amount of time. Deliberating for long periods of time before taking action is no more an example of effective decision making than is a decision made on impulse.

### **In Search of Excellence**

This quality measures much more than how hard you are on yourself. It also seeks to understand how much you look for that excellence in others.

### **Persuasion and Selling**

Persuasion is not about whether you are a good salesperson. Instead it looks at how effectively you go about the process of changing people's minds and getting them to adopt your ideas.

### **Communicator**

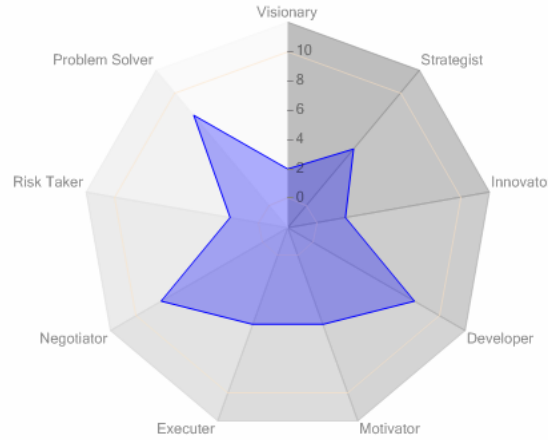
This assessment does not measure your ability to communicate on its own. Instead, we look at your ability to communicate in the context of the typical business responsibilities of a leader. In this case, we look at your ability to communicate in the Negotiator, Persuasion, and Board Room Presence.

### **Work Ethic**

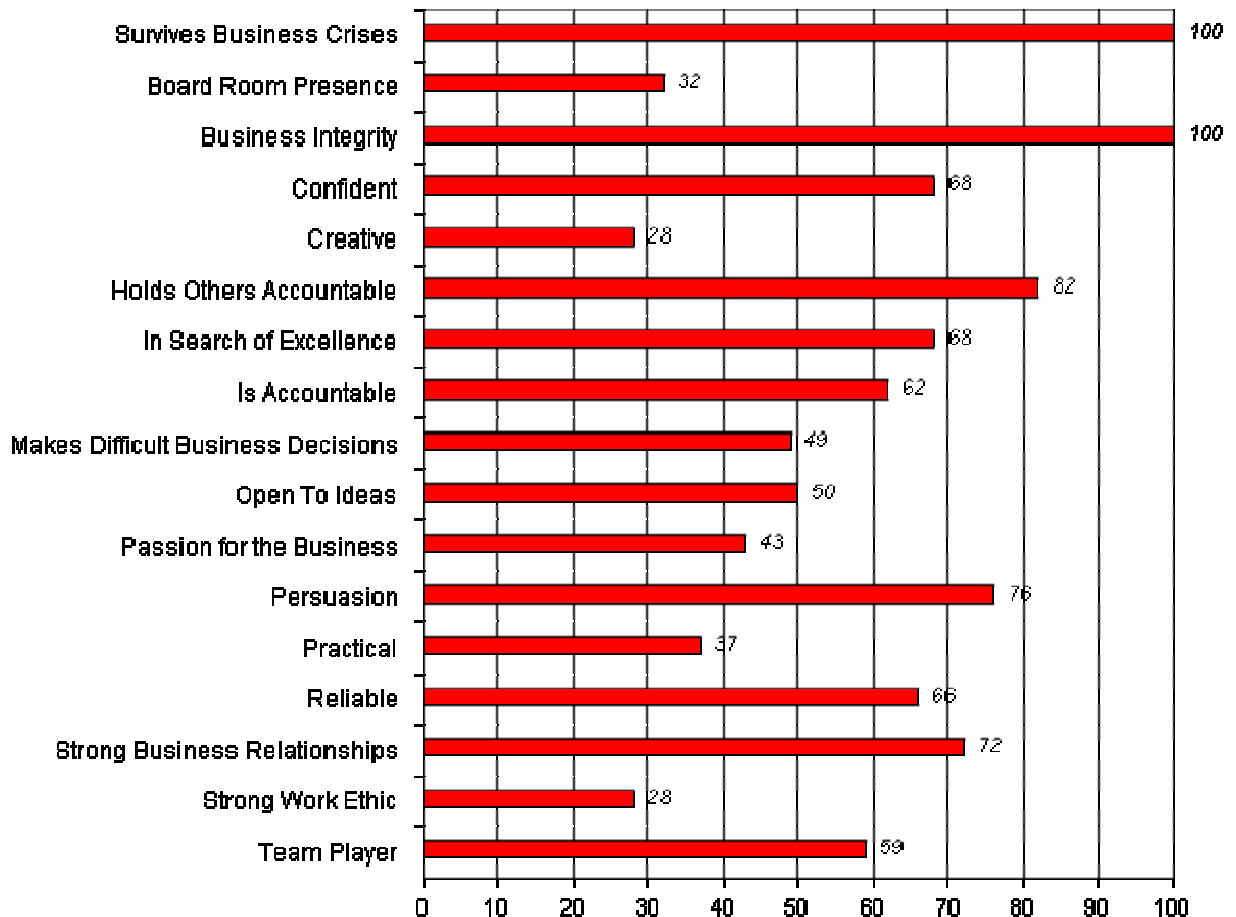
Work Ethic is not about your style of doing work as much as it is about how hard and long you spend on meaningful work.

# Key Management Dynamics

## Executive Team Member – Barry Alex Management Styles

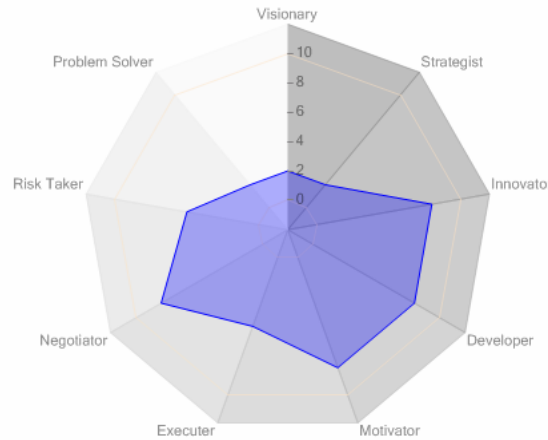


## Qualities

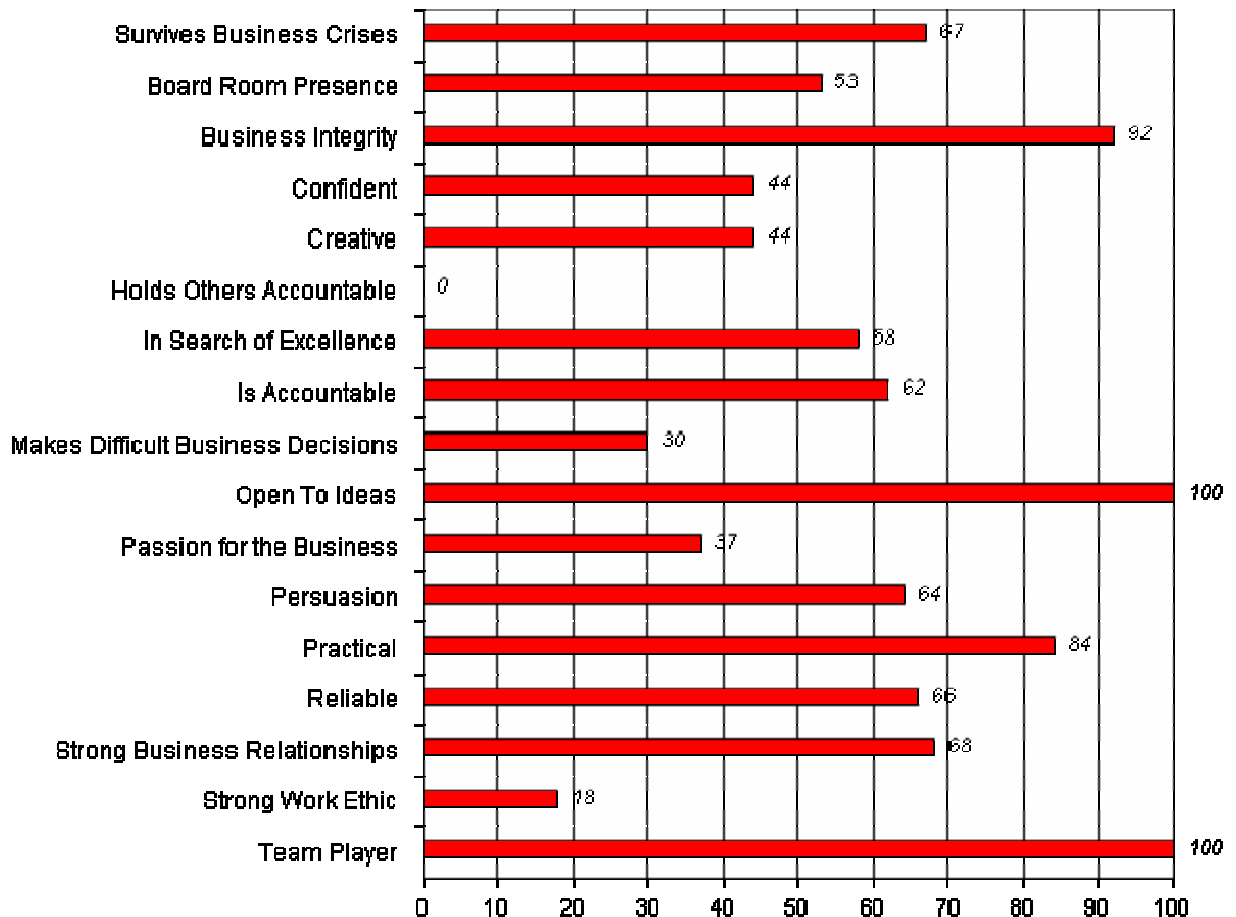


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## Executive Team Member – Mike Maire Management Styles

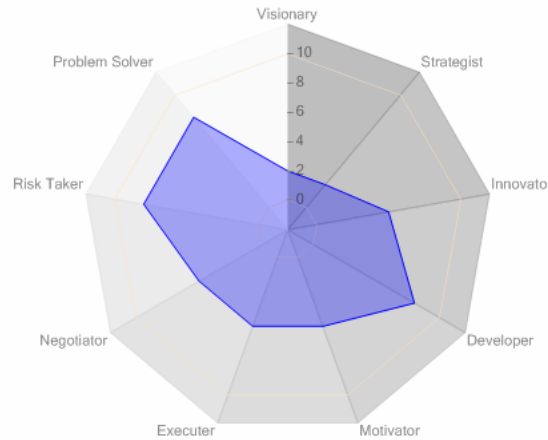


## Qualities

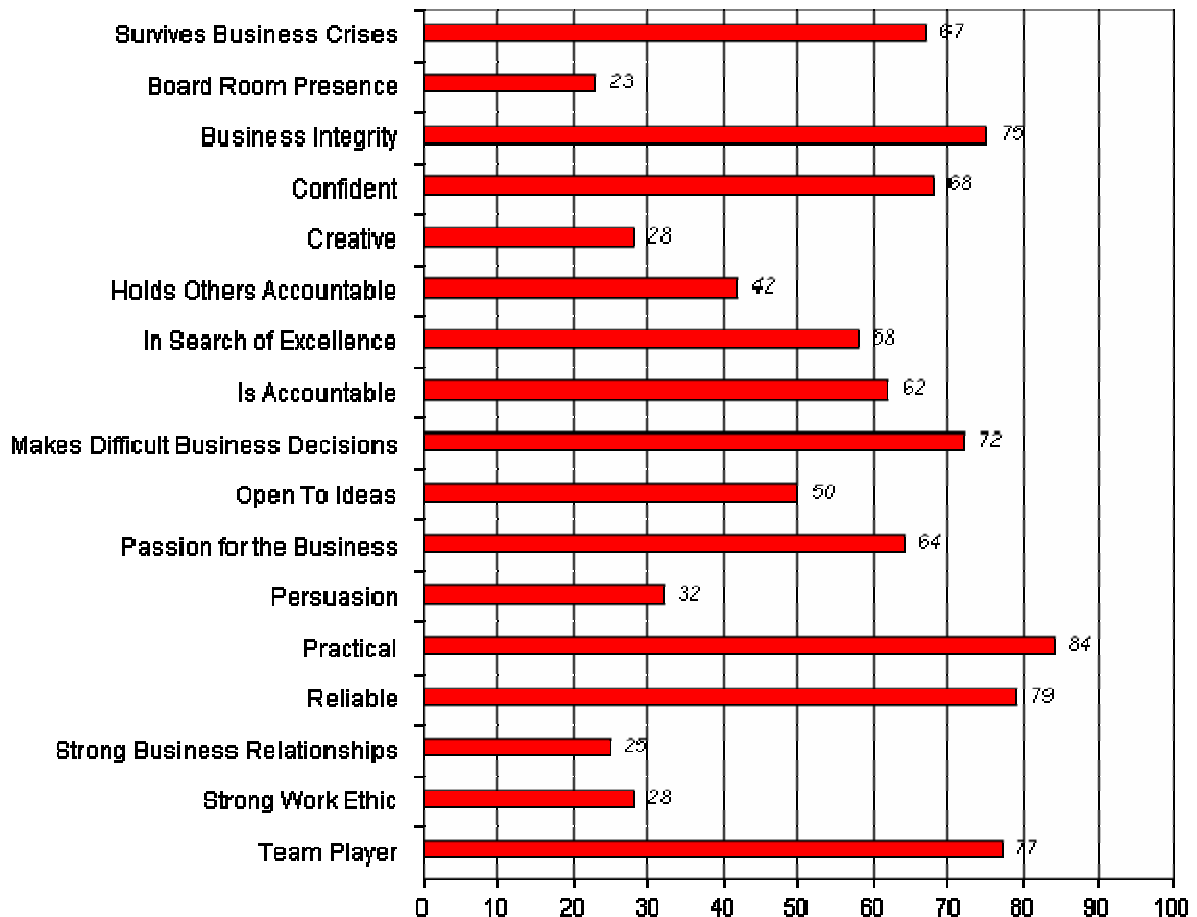


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## Executive Team Member – George Mara Management Styles

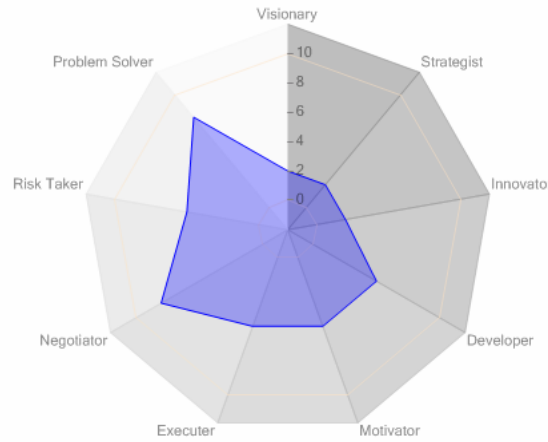


## Qualities

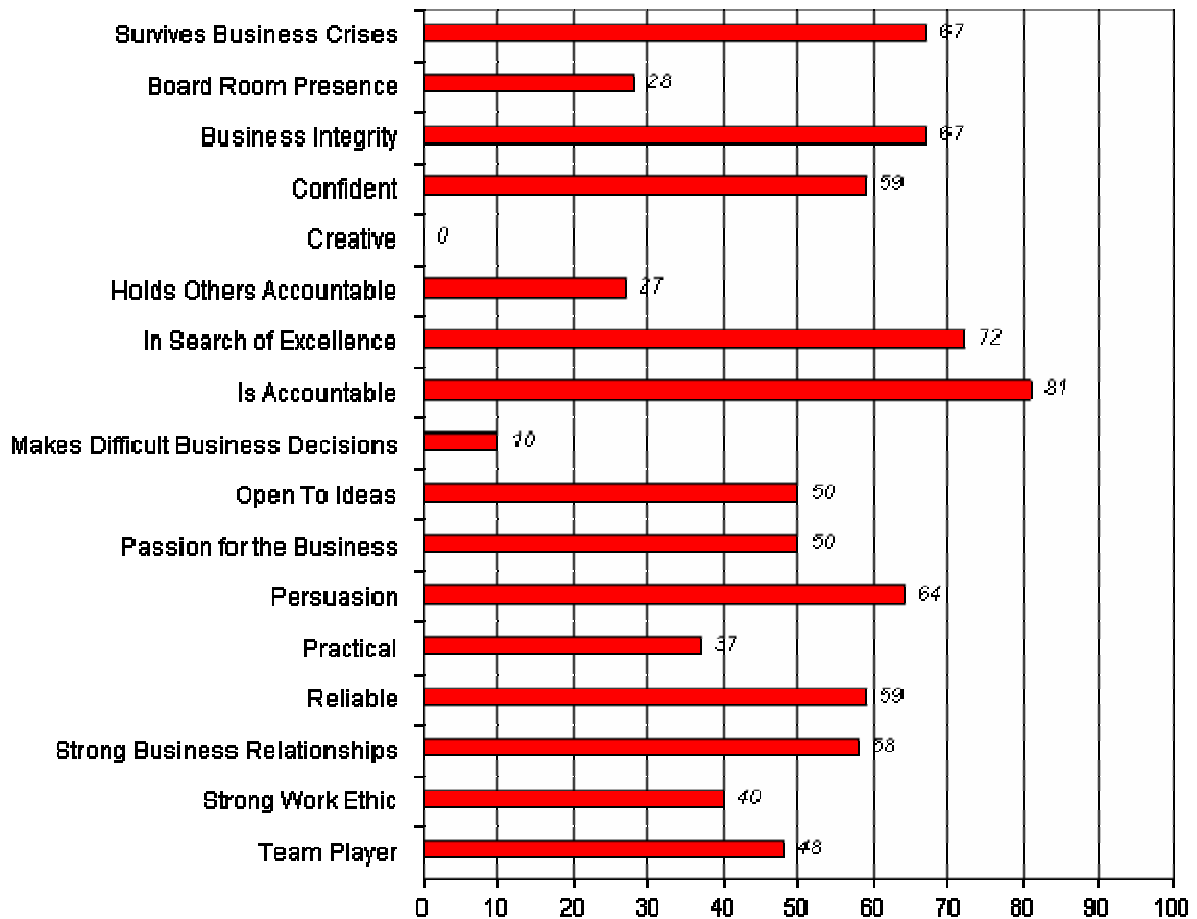


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## Executive Team Member – Steve Michael Management Styles

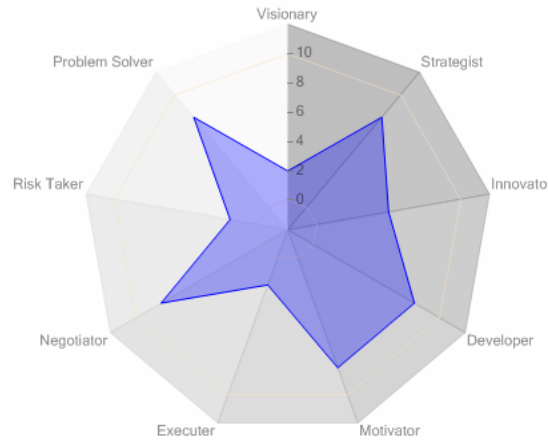


## Qualities

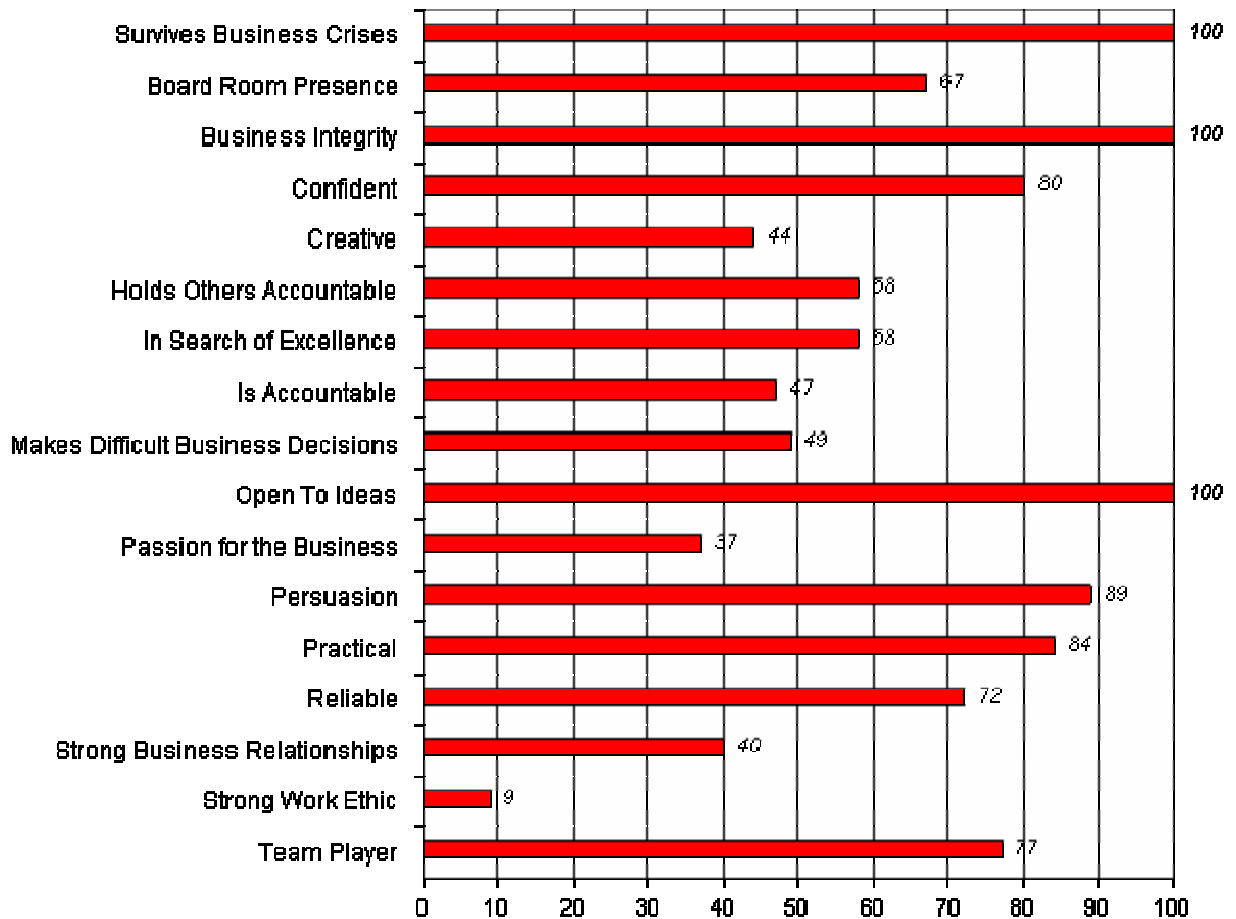


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## Executive Team Member – Mark Phil Management Styles

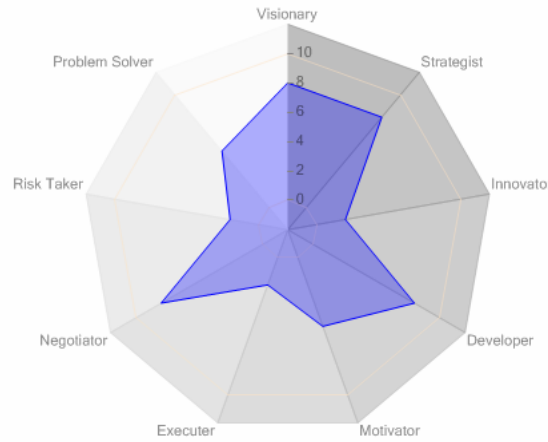


## Qualities

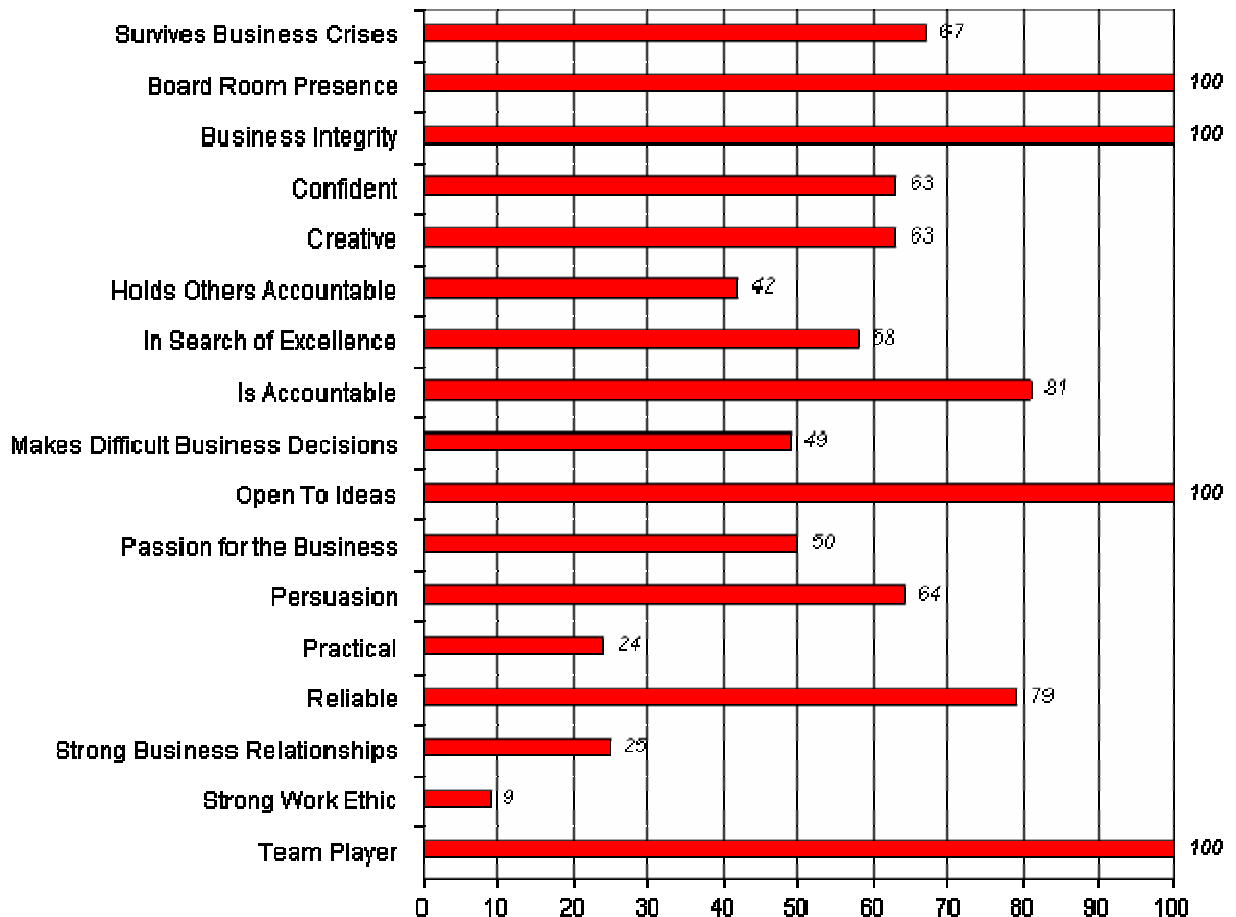


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## Executive Team Member – Paul Roger Management Styles

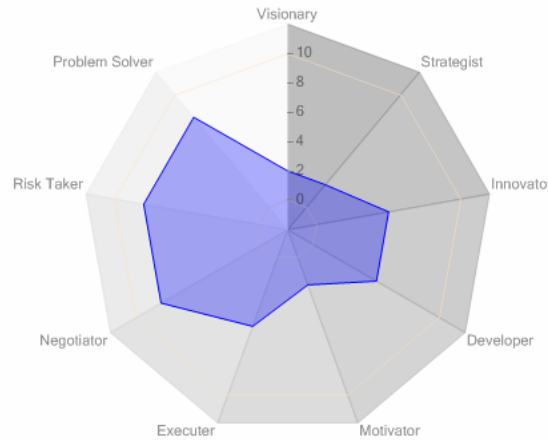


## Qualities



# Key Management Dynamics

## Executive Team Member – Chen Tim Management Styles

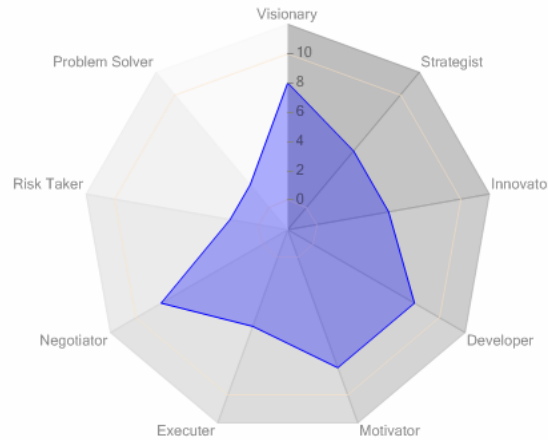


## Qualities



# Key Management Dynamics

## Executive Team Member – Ron Walt Management Styles



## Qualities

