

Great Leaders
are
Versatile Leaders



Ko wai ahau?



Versatility

The ability to read and respond to change with a wide repertoire of complimentary skills and behaviours.



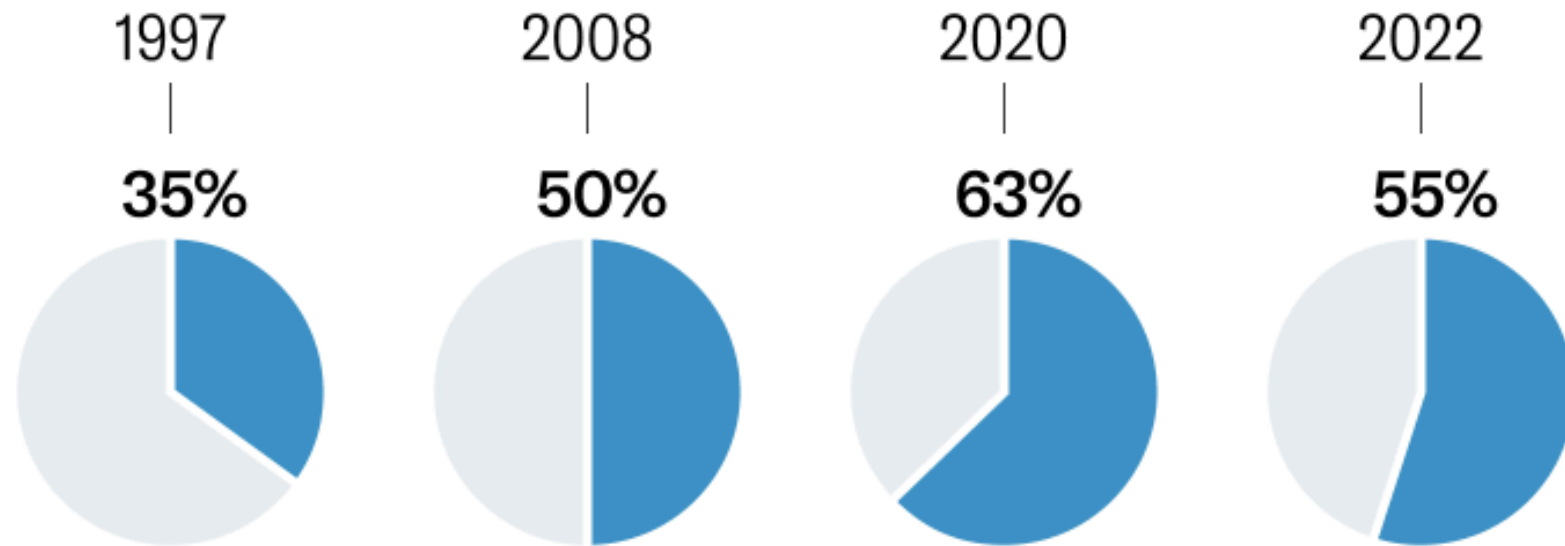
2013-2023 >24,000 leaders

<10% adept at utilising complimentary skills

Kaiser, Sherman and Hogan

Harvard Business Review, March 2023

Proportion of Overall Leadership Effectiveness Related to Versatility



Source: Kaiser Leadership Solutions, Leadership Versatility Index





Versatility isn't a competency.

It is a meta-competency.



Versatile leaders

Know

Know what
followers want from
their leaders

Understand

Understand how
personality
influences how we
lead

Commit

Commit to the four
steps that enable
versatility



‘...the phenomenon of leadership cannot be understood without taking into account the role and needs of followers.’

Leadership – James McGregor Burns, 1978

Socioanalytic Theory:

what followers want from their leaders

our three *master* motives



Get Along



Get Ahead



Find Meaning

Hogan, Kaiser and Winsborough, 2009



Get Along, Get Ahead, Find Meaning
Every interaction...



One Trick Pony

**USEFUL SINGLE
PURPOSE APPS**



Personality: who you are is how you lead





Core Drivers – dimensions of personality

Candid	Agreeableness	Considerate
Flexible	Conscientiousness	Disciplined
Laid-back	Extraversion - Proactivity	Driven
Reserved	Extraversion - gregariousness	Outgoing
Pragmatic	Openness	Curious
Passionate	Emotional variability	Stable

What is your ‘super-power’?



Core Drivers – *overplayed strengths*

Candid / Insensitive	Agreeableness	Considerate / Oversensitive
Flexible / Impulsive	Conscientiousness	Disciplined / Rigid
Laid-back / Aimless	Extraversion - Proactivity	Driven / Domineering
Reserved / Withdrawn	Extraversion - gregariousness	Outgoing / Unrestrained
Pragmatic / Conformist	Openness	Curious / Eccentric
Passionate / Intense	Emotional variability	Stable / Unemotional

What does overdoing your ‘super-power’ look like?





Four steps to versatility

1. **Do you accept your reported personality as being real?**
 - i.e are you self-aware; *'reputation is the echo of your actions'*







Those that know you best, know you the best.

Four steps to versatility

1. **Do you accept your reported personality as being real?**
 - i.e are you self-aware; *'reputation is the echo of your actions'*
2. **Do you know when you need to be a different version of you?**
 - i.e. are you *strategically* self-aware?

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Four steps to versatility

- 1. Do you accept your reported personality as being real?**
 - i.e are you self-aware; *'reputation is the echo of your actions'*
- 2. Do you know when you need to be a different version of you?**
 - i.e. are you *strategically* self-aware - right behaviour, right place, right time, right person?
- 3. Are you adept in the range of behaviours needed?**
 - i.e. are they practiced, polished and second-nature?

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Four steps to versatility

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- 2. Do you know when you need to be a different version of you?**
 - i.e. are you *strategically* self-aware?
- 3. Do you have the right behaviour in your tool kit?**
 - i.e. right place, right time, right person?
- 4. How do you know you're getting it right?**
 - i.e. who has told you so?



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Versatility – what does it take?



Humility

Courage

Discipline