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Leadership Style Inventory (LSI): What's Your Natural PACE

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Perspective

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PERSPECTIVE: TRANSACTIONAL LEADER

ADMIN, your Perspective to leadership mostly aligns with traits of a transactional leader. Transactional leaders hold the formal authority and positions of responsibility in an organization. *Transactional leaders are also* responsible for maintaining routine by managing individual performance and facilitating group performance. These individuals set the standards for workers and use performance reviews as the most common way to judge employee performance.

Transactional leaders:

- Focus on increasing the efficiency of established routines and procedures and show concern for following existing rules rather than making changes.
- Respond to deviations from expected outcomes and identify corrective actions to improve performance.
- Motivate those around them to be better and to work for the greater good of an organization or society.

ADMIN, you rarely encourage team members to act creatively or think for themselves. This is not because you don't trust them, rather you believe things are good as they are. You keep a watchful eye on the performance of all team members based on specific goals and targets that have been set for them. People who score like you are quick to notice when team members achieve a predetermined goal and will reward them appropriately. Those rewards are withheld in times of poor performance.

ADMIN, you are happy to work within the existing systems and constraints and will operate from within the boundaries to achieve the goals of the organization. Your leadership style is quite passive because the focus is on maintaining the status quo. You tend to only react to things that happen and will not usually take proactive steps to prevent problems. You place a lot of importance on hierarchy and the organization's structure & culture.

ADMIN, your motivational style is appealing to the self-interest of the team member. People who score like you believe that when a team member achieves a certain goal, the team member should be rewarded; however, there isn't much emphasis on teamwork or achievement of group goals. You mainly focus on maintaining status quo and the normal flow of operations. People who score like you only interfere when standards and goals are not met. Transactional leaders do not take proactive steps to solve problems.

ADMIN, you rarely empower team members or encourage creativity and innovation because transactional leaders tend to be inflexible. You typically disconnect emotionally from team members to better ensure work goals are met. People who score like you give team members detailed yet clear instructions and expect tasks to be performed in a timely manner with minimum errors. Because of this, team members usually become insensitive to the organization's growth and turn into robotic performers who are motivated by rewards.

THE PITFALLS and SOLUTIONS OF TRANSACTIONAL LEADERSHIP

Transactional leaders need to be aware of the negatives and potential problems this leadership style potentially brings.

Transactional leaders' policies and rules are inflexible. Team members are expected to work within the confines of the policies and rules. Transactional leaders believe that team members who violate policies and rules should be fined, suspended, or even terminated. Those who adhere to policies and rules are rewarded. To counter inflexibility, transactional leaders should become more emotional intelligent and empathize with team members who violate policies and rules. By actively listening to team members, transactional leaders will be

in a better position to understand the root cause of the team member's plight.

Short-term goals and structured policies make it hard for transactional leaders to make changes and be open to ideas from team members that do not go with the organization's existing goals. To counter this lack of creativity, transactional leaders should listen to suggestions. Team members will usually have sound and effective recommendations for the betterment of the organization.

Transactional leaders are notorious for providing guidance to team members to complete a task with the expectation that the policies and principles provided will be strictly followed. In the event something goes wrong, team members are blamed. To counter this accountability issue, transactional leaders should make the welfare of the team member a priority so the team members feel like they are part of the organization, not merely people getting paid to do a job.

Typically, transactional leaders are insensitive to team members and more loyal to the organization's mission. Transactional leaders give team members clear and detailed instructions and expect the mission to be achieved at a satisfactory level regardless of the obstacles the team member may encounter. To counter this insensitivity, transactional leaders should actively listen and be more empathetic to the obstacles team members may face in their quest to achieve organizational goals.

Approach Theme

ADMIN, you have a powerful personality that people are drawn to. Much of that attraction stems from the fact that you exude confidence. People who score like you have a strong sense of self and rarely express self-doubt, are comfortable in their own skin, and are optimistic. You see the glass as half full instead of half empty and always look on the bright side. To be a strong leader, you need to continuously practice self-confidence. If you're always second-guessing yourself and feeling shy around colleagues, it would be difficult to be followed.

ADMIN, you understand that being a leader is not always smooth sailing, you often have to make tough decisions. People who score like you do not shy away from difficult decisions. They make decisions with a clear focus on the values, vision, objectives, and goals of the organization.

Among other talents, ADMIN, you excel in challenging people's preconceived notions. You don't need the world's most robust vocabulary, but you do need the oratory skills to help people ask old questions in new ways or ask entirely new kinds of questions about the work they do.

ADMIN, you are proactive in your approach. You take risks and an active role in growing the organization.

ADMIN, you have the ability to look at yourself and think deeply about your emotions and behaviors. People who score like you consider how those emotions affect the people around them while ensuring their values remain aligned. You have become more self-aware by knowing your strengths and weaknesses & seeking feedback from others other.

ADMIN, your Approach to leadership mostly aligns with traits of a transformational leader. Transformational leaders encourage, inspire, and motivate others to innovate and create change that will help grow and shape the future success of the organization. Transformational leaders set the example through a sense of organizational culture, team member ownership, and independence in the workplace.

Transformational leaders are not micromanagers; therefore, transformational leaders trust others to take authority over decisions in their assigned jobs. This leadership style is designed to give others room to be creative, look to the future, and find new solutions to old problems.

Transformational leaders:

- Exemplify moral standards within the organization and encourage the same of others.
- Foster an ethical work environment with clear values, priorities, and standards.
- Build upon the organization's culture by encouraging others to move from attitude of self-interest to a mindset where they are working for the common good.

ADMIN, you are a good at keeping your ego under control and not let it interfere with the best interest of the organization. By keeping your ego in check, you are able to put the organization before your own personal gain and also elicit the best performance from others. You have a distinct ability to take calculated risks. People who score like you trust their instincts and use the intelligence gathered by team members to make informed decisions. They seek input from the team to make risky decisions that facilitate growth.

ADMIN, you share and understand the collective consciousness of the entire organization. This makes you particularly attuned to the feelings of your team members and give you a clear idea of what actions to take to obtain the desired outcomes. You are now in the best situation to make decisions that spur growth and shared vision. People seek to be inspired and you embody the qualities to do just that. You have the ability to motivate others. You treat each team member as a valued individual and take the time to understand what motivates them.

ADMIN, you are open to new ideas, understand that success is dependent on the effort of the entire team, and realize growth is only achievable in an organization with a culture of openness to new ideas from all levels. You make deliberate efforts to solicit new ideas from team members. You know that is important to constantly adapt to changing market conditions to keep moving forward. You are also willing to adapt to new situations and seek creative

ways to respond to the dynamic business environment.

ADMIN, you set a realistic and achievable vision for the organization. People who score like you effectively communicate the organization's vision and inspire a sense of commitment and purpose. By getting every person to buy into the common vision, they are able to strongly guide the organization in the direction that s/he desires. You exude loyalty and a commitment to the long-term vision. More than anything, you cultivate buy-in. You understand that buy-in doesn't happen if you are not genuinely committed to or enthusiastic about what you are doing. The organization's mission must match yours, and you must be able to convincingly sell it to those who will carry it out. Finally, you are able to persuade others to take a leap of faith and blindly follow you. People who score like you pride themselves on building trust. They don't take trust for granted and realize that followers are more inclined to trust leaders when values are clear and actions are synonymous with those values.

THE PITFALLS and SOLUTIONS OF TRANSFORMATIONAL LEADERSHIP

Transformational leaders need to be aware of the negatives and potential problems this leadership style potentially brings.

Transformational leaders are big-picture thinkers. As a result, it is easy to overlook key components that affect the overall success of the organization. To counter this oversight of details, transformational leaders must be self-aware enough to understand that they may not pay attention to the smaller details. Transformational leaders should assemble a team that can offset their lack of detail orientation.

Transformational leaders usually do a great job to mentor and coach those who buy into their vision. Transformational leaders tend to pay less attention to those who do not buy into their vision. This could lead to in-fighting. To counter this issue, transformational leaders should be aware of the perception that favoritism brings about to the team and work hard to treat everyone fair.

Transformational leaders are known to put in long hours to attain goals while ignoring personal needs. They often expect that same energy from team members which can result in employee burnout. To counter this issue potential for burnout, transformational leaders must understand the time limitations of their team and respect it. Subscribing to a "life-work balance" approach rather a "work-life balance" approach can help prevent burnout.

Transformational leaders are often considered the innovators in society. They think big, with a singular focus on their idea and goal. While this passion is inspiring to others, it can be blinding other ideas. To counter this possibility of bad decisions, transformational leaders should engage in effective brainstorming sessions with team members. This strategy is likely to maximize innovation and help identify barriers that may lead to failure.

Character Theme

ADMIN, you allow team members to make their own decisions while guiding them through a hands-off manner

ADMIN, you believe team members are primarily motivated by rewards and punishment.

ADMIN, you assume all powers and authority lies in your hands. Team members are heavily dependent on you for answers and guidance.

ADMIN, you know how to solve problems, but you may not be able to solve all problems. To get to the optimum solution, your leadership style empowers team members by creating open lines of communication to effectively problem solve a solution with a deadline agreed upon by you and the team member.

Because everything is straightforward which minimize the chances of communication gaps, you have essentially provided a sense of security to team members. The result of this leadership style is tasks are completed quickly and accurately.

CHARACTER: AUTOCRATIC LEADER

ADMIN, your Character to leadership mostly aligns with traits of an autocratic leader.

Autocratic leaders prefer to make all major decisions without input from team members, will often tell team members how to do their jobs, and may set strict rules about the workplace environment. While this leadership style may not work well with experienced team members, it has been proven to be very effective when the leader is guiding entry-level workers who are not prepared to make decisions and need more guidance to do their work.

The autocratic leadership style is most useful when:

- Decisions need to be made quickly without consulting the team members.
- The leader is the most knowledgeable person on the team.
- There is a great deal of pressure and stress involved such as military conflicts, manufacturing, or construction.

ADMIN, you have no issue assigning tasks and delegating responsibilities to team members without consulting them. You are least likely to empower team members or encourage creativity and innovation. You rarely take any inputs from team members, hence, your communication as a autocratic leader is one-way.

ADMIN, your style of leadership is considered to be bossy. People who score like you no faith and confidence in team members. Additionally, team members have no right to give suggestion and just have to follow your guidance. Some projects require strong leadership to get things accomplished quickly and efficiently. ADMIN, your leadership style is perfect for these kinds of projects because you can easily take on the job to ensure it is done correct the first time.

ADMIN, you believe in structure and having clearly assigned tasks, deadlines, and rules to follow. You thrive in these settings because projects are most likely to be finished on time and team members follow safety rules to prevent accidents and injuries.

THE PITFALLS and SOLUTIONS OF AUTOCRATIC LEADERSHIP

Autocratic leaders need to be aware of the negatives and potential problems this leadership style potentially brings.

People who abuse an autocratic leadership style are often viewed as bossy, controlling, and dictatorial. This can sometimes result in resentment among group members. To counter this misuse of power, autocratic leaders should actively listen to team members. Listening with an open mind can help team members feel like they are making an important contribution to the organization's mission.

Inconsistent leaders can quickly lose the respect of their teams. The autocratic leader's unwillingness to follow through and enforce the established rules can be programmatic. In order to expect team members to follow the rules, the autocratic leader need to first ensure that guidelines are clearly established and that each team member is fully aware of them.

Because autocratic leaders make decisions without consulting the team, team members may dislike that they are unable to contribute ideas. Researchers have also found that autocratic leadership often results in a lack of creative solutions to problems, which can ultimately hurt the team's performance and productivity. To counter this, autocratic leaders should empower team members who have shown they have the necessary skills to contribute to the fabric of the organization.

Emphasis Theme

ADMIN, you believe that productivity is the result of team members' happiness and encourages creativity and innovation. The advantage of this leadership style is that people-oriented leaders build teams that everyone wishes to be part of.

ADMIN, you believe deadlines are dictated by the mission. Setting deadlines is essential for the team to have a sense of achievement.

ADMIN, you would like team members to complete tasks as soon as possible.

ADMIN, you aspire to achieve the best results possible regardless of the time commitment. People who scored like you support benefit programs (i.e. family leave, flexible work hours, and telework) but ultimately the mission comes first.

ADMIN, you have skills to diagnose and analyze situations. You have the ability to understand the situation you are trying to influence in order to adapt the best leadership style for the specific situation.

EMPHASIS: TASK-ORIENTED LEADER

ADMIN, your Emphasis to leadership mostly aligns with traits of a task-oriented leader. Task-oriented leaders have several characteristics that help make sure that things get done in a manner that is both proficient and on time, every time. These leaders usually create clear, easy-to-follow work schedules with specific requirements and deadlines.

Task-oriented leaders maintain high standards with optimal efficiency. Team members who need structure and struggle with managing their time work best under this type of leadership. However, the task-oriented leadership style can sometimes leave team members feeling like they are being bossed or criticized.

Task-oriented leaders:

- Set clear deadlines and hold team members accountable.
- Delegate properly because they understand team members' strengths and weaknesses.
- Adept at creating schedules and helping team members to follow them.

ADMIN, you champion a reward system to recognize team members who have achieved key results and milestones based on your direct instruction. You implement processes that team members understand and follow which allow goals to be achieved on time. You understand a key part of task-oriented leadership is the ability to delegate tasks so each team member is productive. You have done a great job to determine which assignments are best for team members by identifying their strengths and skills.

ADMIN, you rely on clear communication so that team members understand their responsibilities. You recognize how best to communicate your plans and goals to team members, whether through email, one-on-one conversations, or team meetings. You are less of the hands-on leader and more of the type to provide guidance to the team. Because you are focused on tasks and achievements, it is easier to create results. Although some might see the efforts of this type of leader as micromanagement, it will also create higher levels of accountability within a team because the daily to-do lists are consistently reviewed.

ADMIN, you support a reward for exceptional performance achieving goals. It is important to create systems where rewards can be guaranteed when team members go above and beyond. A disciplinary system should also be created for those who are unable to meet the stated goals

THE PITFALLS and SOLUTIONS OF TASK-ORIENTED LEADERSHIP

Task-oriented leaders need to be aware of the negatives and potential problems this leadership style potentially brings.

Task-oriented leaders are focused on achievements; therefore, the tendency to receiving any sort of feedback from their team members is minimized. Unless the issue is directly related to the deadlines involved, task-oriented leaders are focused on the to-do list which must be completed. To counter the tendency to be one-dimensional, task-oriented leaders should be more communicative and less rigid.

Task-oriented leaders focus more on the tasks and achievements than on the team member. If the team member is unable to complete steps related to the task, the task-oriented leader feels justified to replace that team member. To counter being a one mistake leader, the task-oriented leader should get to know team members' strengths and weaknesses and use problem solving skills to correct missteps.

Being focused on achievements is likely to yield the desired results, but the cost of those achievements is usually by way of high turnover rates. To counter high turnover rates, task-oriented leaders should strive to have empathy and minimize micromanaging experienced team members. People don't quit their jobs. They quit their bosses.
