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ENGAGING HUMAN PERFORMANCE
TO DELIVER STRATEGIC RESULTS

Leadership Complexities Report

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You are destined to be a great leader. We learn leadership behaviours over our life time with various theoretical learnings and practical experiences. We tend to adopt what works for us and discard what does not. What works in one situation may not work in another. We may need to use different approaches for different situations. Leadership complexities take place when we tend to overdo certain leadership behaviours, which can result in unintended negative outcomes.

We would like to present five common leadership complexities that we have encountered during our leadership practice along with remedies for each complexity.

Complexity #1: Inflexibility
Description: This is when the need to maintain an air of inflexibility among the people we lead becomes excessive. This hampers our ability to build trust among our people. Employees want to see their leaders as human beings, so that they can be comfortable being human. If the leader tries to show he/she is never wrong and never weak, employees emulate that behavior. The result is a never-ending posturing exercise, where real dialogue and decision-making die.
Remedy - Confidence: The remedy to deal with this leadership complexity is to build confidence in your team by the openness to being wrong and accepting that you need to improve in some areas.

Complexity #2: Sureness
Description: This is when leaders try excessively to ensure that their decisions are accurate, precise, and correct. This creates paralysis in companies when leaders wait until they have enough information to be sure about their decision. Employees lose heart. Executives lose confidence. All because someone was afraid to make a tough call in the face of imperfect information.
Remedy - Simplicity: The remedy to deal with this leadership complexity is to develop the skill required to simplify confusing details, rather than seeking more information to achieve a false sense of sureness that all required information is available.

Complexity #3: Fake-Peace
Description: This is the tendency of many leaders to maintain a fake sense of peace in their team by avoiding employees with strong conflicting opinions being at the same discussion. This is done at the expense of productive conversations, passionate ideological discussions and healthy arguments around the issues which every company must face. This also results in ineffective decision making and poor creativity. Employees with strong opinions often care the most about the good of the organization, and they shou be encouraged to air their opinions with one another as it ensures that all ideas are mined, and it creates buy-in among employees who can have their say in a matter.
Remedy - Respect: The remedy to deal with this leadership complexity is to develop the skill of facilitating conversation and helping the conflicting team members to respect each other's points of view, which will generate synergy for the organization and themselves.

Complexity #4: Admiration
Description: This is the dangerous need to be admired by the people whom we lead.
This is problematic because it makes us hesitate when it is time to hold someone responsible for their behavior or their failure to deliver results. Fearing that they will hurt the feelings of their staff members, too many leaders avoid giving them the feedback needed to improve. This ultimately hurts the organization's ability to produce results.
Remedy - Responsibility: The remedy to deal with this leadership complexity is to agree on expectations in a fair and transparent manner, regularly coach for performance, and make team members responsible for their performance.

Complexity #5: Power
Description: This complexity is the natural but dangerous tendency to use power and status that accompanies our roles as leaders, to make autocratic decisions or lure team members to make decisions that are preferred by the leader, and attempt to get such decisions implemented through fear and intimidation. The other problem with enjoying power and status is that it inevitably distances leaders from their team members who implement decisions and the customers who help deliver results.
Remedy - Engage: The remedy to deal with this leadership complexity is by engaging team members in decision making, implementing, self-monitoring and course correction by using inspiring leadership skills.

Reducing complexity to find the ideal level is difficult to do. It takes discipline, courage, humility, and a willingness to make things simple. Reflect on the remedies suggested, take small action steps, reflect on the impact, take new action and continue an action-reflections process and notice behaviour changes resulting in th reduction of the level of complexity and the improvement of the performance of your team.

Your leadership complexity scores are given below. You need to focus on the 'high complexity' (long bars) areas by using the remedies suggested above.

High Complexity-->	
Moderate Complexity -->	
Low Complexity -->	
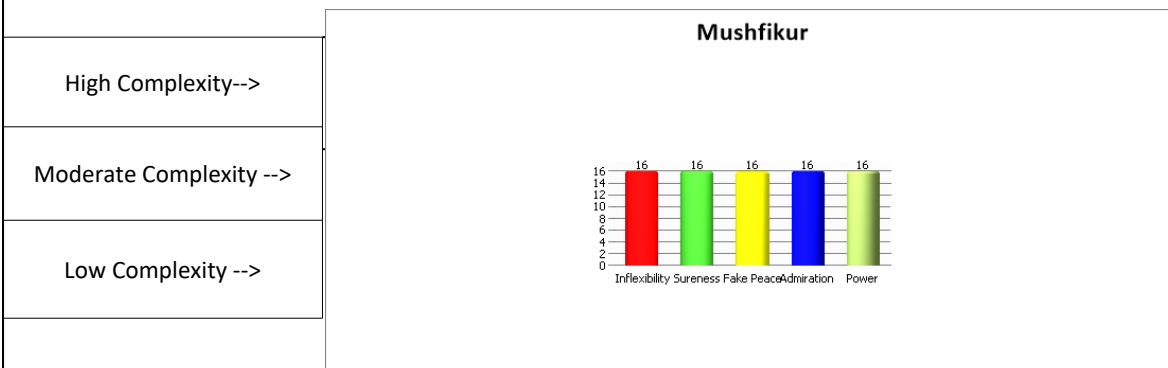
High Complexity	12 to 16	Leadership complexities with this grading needs to be immediately remedied
Moderate Complexity	8 to 11	Leadership complexities with this grading needs to be improved to achieve low complexity.
Low Complexity	4 to 7	Leadership complexities with this grading needs to be at least maintained at the current level