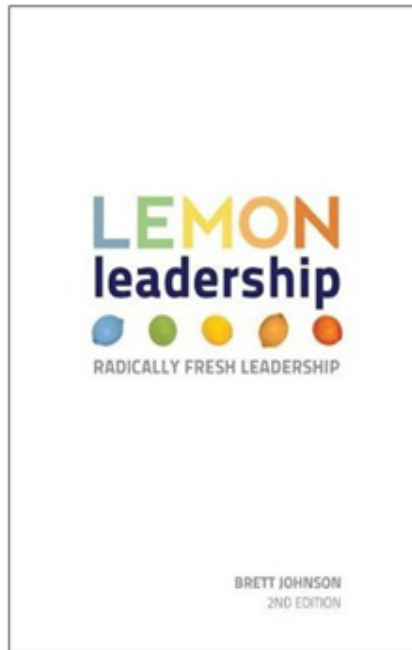


LEMON Leadership Assessment Report



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Introduction

It is often stated that there is no shortage of capital or ideas, but that we have a drastic shortage of leaders.

The response to this has been a deluge of books and courses on how to lead. However, we live in a culture that is structured around accumulating knowledge but ignoring mechanisms to really find out who we are.

Peter Drucker has stated that of the thousands of students that he has worked with, many knew what to do ... but very few knew who they were. Our belief is that it is more important in the long run to know who you are - than to know what to do.

LEMON Leadership is not a "How to" of leadership, but "Who are you?" It looks at leadership in a fresh way.

If you are a good leader you will lead out of your identity. It doesn't matter too much what your style, academic background or ethnicity may be. The key is to know what type of leader you are. This assessment is based on Brett Johnson's book, LEMON Leadership, where he writes about five types of leaders:



Have you ever wondered why others see life so differently from you? Do you suspect that others do not grasp reality like you do? Do you understand who you are, and that it is important for others to be different?

Do you understand how others, even your spouse and close friends, see life? Does the way other people approach a situation confuse, irritate, or exasperate you? In your work environment, do you think that you are the only one really working?

Do you feel that your contribution is not appreciated? Do you get frustrated with how things are done, or not done?

Do you frustrate others? Do you experience people getting touchy or defensive about things that, from your perspective, are not that important?

Have you had breakdowns in communication? Have you given instructions that are not properly understood, and batons that are dropped, or handovers that are not completed?

In your organisation - where are you in the current life-cycle? Do you have the right leadership mix for this stage of your corporate life-cycle? What about the next stage? Are the right staff joining?

Are the wrong staff leaving? Do you know who you need and how to identify them?

If these are questions you are grappling with, then we believe that LEMON Leadership can assist you and your teams to be more effective and create the right impact in your organisations and with the people that you work with.

Remember! You lead out of your identity.... who you are! Not your style, preference or temperament, but your DNA wiring..... your type.

A brief look at LEMON Leadership

There are 5 types of leaders, and all of us are a combination of the 5 types. When we do coaching we look at these in detail, but here is the summary:

The Luminary lives in the world of Ideas and asks the question ... Why?

The Entrepreneur lives in the world of Opportunities and asks the question ... Why not?

The Manager lives in the world of Systems and asks the question ... How?

The Organiser lives in the world of Tasks and asks the question ... What?

The Networker lives in the world of Connections and asks the question ... Who?

LEMON Leadership looks at ...

- How each LEMON defines reality
- Their starting point for everything that they do
- Who they gravitate towards, and who they ignore
- What each one defines as "Work"
- How they approach life, and everything that they do
- What they focus on
- Their depth of vision

Once we have looked at each LEMON type in detail, we move on to see how they interact with one another. We look at, discuss and workshop ...

- Their strengths and weaknesses
 - What they protect under pressure
 - What they hold on to, and what they let go easily.
 - How they communicate - what they mean when they all say the same thing and it means 5 different things
 - How they handle confrontation and correction
 - How they relate and behave in a team
 - How they are on a good day, and how they are on a bad day
 - What is important and unimportant to each one
 - How to "twist the LEMON". i.e. - How to adapt to different circumstances
- We get to understand what is on their radar

Understanding LEMON Leadership can help you ...

- Understand who you really are as a leader.
- Understand who your colleagues or fellow leaders are and how their 'identity' affects the way they lead, communicate, handle conflict, etc.
- Understand certain "Lemon Truisms" about your leadership
- Gain an appreciation for your and others leadership DNA and the dynamics this creates at an individual, team and organisational level
- Communicate with your prospective clients, clients and suppliers in a way they understand

Testimonials of Benefits

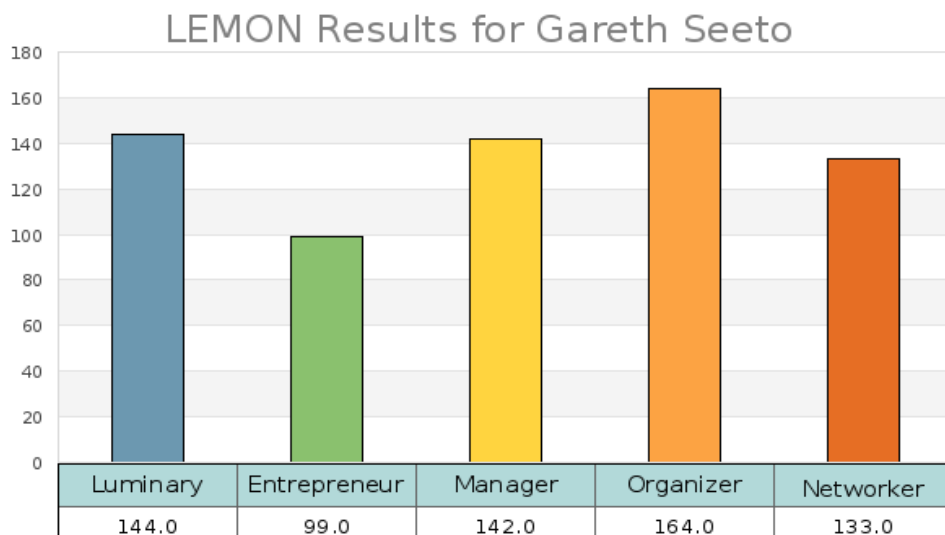
'This assessment tool and the program has given a new framework for effective communication among many other benefits'
- *Harish Kumar, Human Resources, Tata Consultancy Services*

'I think this is quite powerful. I am interested to undergo more advanced training in LEMON Leadership to deeply apply these principles and benefit from it'
- *Rufus George, Asst Director, Federation of Indian Chamber of Commerce and Industry*

'Refreshing and highly innovative approach with a practical individual and team application. For teams, this becomes a practical way to see what role types are missing. And for decision making and strategy, this becomes critical - especially in tackling innovation and agility across the organization. Thanks for providing the most direct approach I've seen to providing team and individual insights more quickly and clearly - enabling us to apply immediately.'
- *Suzanne Lee, Voice of the Customer Manager, Cisco Systems, USA*

'We used LEMON in our senior leadership team to understand ourselves and each other better. A year on, we still talk about LEMON. It has really helped us understand and value diversity in our team.'
- *Rose Keanly, Managing Director: Old Mutual Service, Technology & Administration, Old Mutual, South Africa*

Your Personal Profile and Report



Your Primary LEMON Type is: **Organizer**

Characteristics

You are tipped to be one of intuitive problem solvers. While generally, Organizers are not gifted to anticipate well in advance what should be done and do not lay out best plans, but you do anticipate that something will go wrong and you are there with the toolbox to remedy things. One cannot predict a crisis, but when it happens, people can count on you that you would most probably be on the scene. You are capable and regarded as one with a high degree of instinct. Sometimes, people seldom see value in you because they cannot understand or explain why or how you do things or get things done.

In the competencies continuum one can safely say that you could be placed at a point as a person with unconscious competence. To you, quick result is the best result and sooner is better than later. You would rather take a chance that something is wrong and redo it later, than see it lying around open ended for a long time.

Work

At work, you are seen swinging into action and focus with intensity on getting something closed out. You keep a mental catalogue of loose ends (sometimes you may have lists in writing) and efficiently discern the critical path to closure. You quickly figure out what the issues are, and who has them. These are not just task related issues, but people issues: who is on board, who has authority, who is at odds with others, who is happy and unhappy. So, having done the work of finding the issues, you tend to create on-the-spot solutions that may not be sustainable over time, but are good enough for now. You also tend to empathize with those in need and take on the practical concerns of those who are less empowered than others.

Your Secondary LEMON Type is: **Luminary**

Characteristics

You seem to possess elements of a thought leader. It means that your thinking takes something that exists, finds the gaps, the implications, or the areas of improvement and moves it further down the road. You tend to value concepts, mental constructs and philosophies. It does not mean you are not concrete in your thought patterns. Your view of reality is one in which principles dominate.

Generally, you have an ability to keep things in focus for years, not just months, weeks or days. You tend to synthesize data from all sorts of places and form an intuitive view of the future that is uncannily accurate. More often it is the ability to see principles at work in the past, understand today in light of such principles, and then make a clear statement about what this means for future.

Work

Luminaries think for work, wrestle with ideas, dialogue, form perspective and often write them down. You tend to think through the implications of your work for the communities and for your organization in particular. You don't just think, but also plan. These plans are not necessarily the detailed action plans, but they are a "big picture" plans which may include more adjectives than words. Because of long range nature of your plans, you may succeed slowly, unfortunately fail slowly.

Watch out for the Weaknesses of your 2nd Slice

Unlike other leadership models, we do not believe you can avoid weaknesses, but you do need to know that on a bad day you will exhibit the weaknesses of your secondary slice.

Good Day - Bad Day

Pressure or stress has a marked influence on our behavior. We behave, respond or react differently according to our circumstances. At the same time we all have strengths and weakness. We exhibit our strengths and weaknesses according to the circumstances that we find ourselves in.

You will need to read the book "LEMON Leadership" or attend the LEMON Leadership course to get a full understanding of what this means, but put simply - on a Good Day, when there is not pressure and all is right with the world, I live in the strengths of my Primary Slice. However, on a Bad Day, when the pressure is on, I live in the weaknesses of my Secondary Slice.

Having bad days is normal, but living in the weaknesses of my Secondary slice is unhealthy. Understanding LEMON can help you understand what is happening when you are having a bad day. It can also help you, and others around you, constructively deal with the situation.

Good Day - Strengths of a Organizer

Head	Hands	Heart
Practical implications of vision Makes things happen	Critical tasks for 70% solution Temporary fixes Spots issues	Intuitive sense of others' needs and wants Takes ownership

Bad Day - Weaknesses of a Luminary

Head	Hands	Heart
Proprietary Hold on too long or jump too quickly Exhaust team with ideas	Become disconnected Hand-off too quickly Don't adjust speed	Write-off those who can't keep up See lack of enthusiasm as opposition

Disclaimer:

There are caveats that accompany this report. It is important that the user acknowledges the following:

- The LEMON profile is the product of extensive observation over many years. It is focused on the norm, but there will always be exceptions.
- This is not a psychological profile, and has not been benchmarked against psychological profiles.
- It is not meant to place you in a box with no means of changing. The purpose is to help you understand yourself and those around you so that you can respect and honour those who are different from you, and so that you can grow.
- The report is based on the perceptions of the person completing the survey, which perceptions, by their nature, are subjective. This is not empirical evidence. The accuracy of this assessment is determined by your understanding of the questions and the veracity of your answers.
- This is just a small percentage of the profile - just a taste. In order to understand your full profile you would need to read the book "LEMON Leadership" or attend LEMON Leadership coaching.
LEMON Leadership is simple in concept but complex in its application because it is one piece of a large puzzle that makes up who we are. Besides acting or reacting because of our LEMON slice, there are many others reason why we behave like we do. LEMON Leadership is just another layer of understanding that helps us understand who we are.
- At the end of the day it is our MATURITY (or lack of it) that has the biggest impact on our behaviour. There is no right or wrong in how we are wired, but our level of maturity will determine how well we manage our strengths and weaknesses. LEMON Leadership will help you identify destructive patterns in your life so that you can manage them better.

LEMON Communications

	Content	Media	Speed	Frequency
L	Ideas	Writing	Measured, or mayhem	Intermittent
E	Opportunities	Verbal Proposals	Fast	Frequent
M	Processes Policies	Writing, Memos Meetings	Deliberate	Routine
O	Crises Issues	Verbal Text messages Post-it Notes	Fast Frantic Urgent	Immediately When they need to close something
N	Who they met Weaving	Verbal Pictures	Whatever it takes	As needed Spontaneous

Group Profiles

This is an individual profile report. We are able to profile groups, teams, companies, etc.
The group profile is a powerful tool that gives a graphic picture of the strengths and weaknesses of key role-players. It enables us to identify the current state of the business, what will happen if certain things are not addressed and adjustments made, and what can be done to avoid pitfalls.

Global Overall Primary Slices

