

THE LEADERSHIP ARCHETYPES

Each of these leadership archetypes will prove more or less effective depending on the organizational situation. They are not static. They can be changed to serve the needs of the individual, the team, and the situation if there is sufficient motivation to engage in a change effort.

THE STRATEGIST

Executives for whom the strategic archetype is the predominant modus operandi possess a helicopter view interfacing with the external environment. They are talented in dealing with future developments in the organization. They can provide vision, strategic direction and out-of-the-box thinking to create new organizational forms and generate growth.

Characteristics

- Excellent at abstract, imaginative thinking
- Long-term orientation
- Sees the big picture and plans accordingly
- Great conceptualizers/presenting all the options
- Talented at simplifying highly complex situations
- Capacity to think globally
- Ability to think laterally; groundbreakers
- Interest in undertaking new things/ solving unorthodox, difficult problems
- Champion unconventional thinking
- Agile in response to change
- Excellent at aligning vision with strategy

Total: _____

Works best: in turbulent times, when changes in the environment require new Directions.

THE CHANGE CATALYST

Executives for whom the change-catalyst archetype is the predominant modus operandi are very good at turning around messy situations. They are implementation-driven, masters at re-engineering. They know how to create new organizational "blueprints."

Characteristics

- Recognizing opportunities for organizational transformation
- Great capacity at identifying and selling the need for change
- Talented at intrapreneurship: prepared to take on risky, independent assignments
- Good at turning abstract concepts into practical action
- Always looking for new, challenging assignments
- Possessing a great sense of urgency
- Ability to make difficult decisions: tough mindedness
- Very talented in implementation
- Setting high standard and monitoring performance
- Ability to align vision, strategy and behavior
- Aptitude in selecting executive talent to get a task done.

Total: _____

Works best: in the case of culture integration after a merger or acquisition or when spearheading a re-engineering, turnaround project.

THE TRANSACTOR

Executives for whom the transactor archetype is the predominant modus operandi are great deal makers. They are always identifying and tackling new opportunities. They thrive on negotiations. They know how to sell and create closure.

Characteristics

- A preference for novelty, adventure and exploration
- Thriving on new challenges
- Less interested in day-to-day management
- Great deal makers/salesmen/negotiators
- Embracing change
- Great talent for spotting new opportunities
- Enthusiasm/dynamism
- Proactive mode
- Short-term focus
- Great adaptive capacity
- Creative networking to attain goals
- Great risk tolerance
- Powerful drive to accumulate wealth
- Good reader of people

Total: _____

Works best: in making acquisitions or other deals.

THE BUILDER

Executives for whom the builder archetype is the predominant modus operandi have a strong desire to be independent, wanting to be in control of their lives. Not only do they have a "dream" of creating something, they also have the talent to make this dream come true.

Characteristics

- Great need to be independent/to be in control
- Enormous amount of energy, drive, dynamism and enterprise
- Single mindedness/very focused/very decisive
- Enormous perseverance: great capacity to deal with setbacks
- Ability to live with a great deal of insecurity/ambiguous situations
- Capacity to thrive under pressure
- Long-term focus
- High achievement orientation
- High but calculated risk taking propensity
- Good at creative adaptation/creativity
- Strong motivation to create something
- Great talent for getting buy-in from others/ to obtain resources
- A moderate dose of social skills
- Difficulties in dealing with authority

Total: _____

Works best: setting up "skunkworks" or other ventures inside or outside the organization.

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THE INNOVATOR

Executives for whom the innovator archetype is the predominant modus operandi have a strong desire to develop and realize creative ideas. They are always working on new projects, new activities, new ways of doing things. They possess a great capacity to solve extremely difficult problems.

Characteristics

- Great drive to pursue their ideas
- Creative and imaginative
- Always on the lookout for future possibilities: new projects, new activities, new procedures.
- Never satisfied in developing their ideas/difficulties with closure
- Tolerance for and enjoyment of complex problem solving
- Stretch goals at whatever needs to be accomplished
- Enormous perseverance/focused
- Long term orientation in the pursuit of their ideas
- Not political/quite naïve about organizational politics
- Ineffective communicators
- Financial gains secondary
- Can be eccentric

Total: _____

Works best: taking on the role of the idea generator in an organization.

THE PROCESSOR

Executives for whom the processor archetype is the predominant modus operandi views the ideal organization as a smoothly running, well-oiled machine, and are very effective at setting up the needed structures and systems to support the organization's objectives.

Characteristics

- Systemic outlook
- Extremely effective at turning abstract concepts into practical action
- Good at implementing process-based actions
- Effective at providing structure/processes/boundaries
- Dislike for unstructured situations
- Adherence to rules and procedures
- Possessing a great commitment to the organization/good corporate citizens/loyal and cooperative
- Great self-discipline, very reliable, efficient and conscientious
- Remaining cool-headed in situations of stress
- Positive attitude toward authority
- Excellent at time management

Total: _____

Works best: in creating order out of disorder. Highly effective at creating a professionally managed organization, setting up structures, systems and procedures.

THE COACH

Executives for whom the coaching archetype is the predominant modus operandi are exceptional people developers. They have the ability to get the best out of their employees, in the process creating high performance teams and a positive organizational climate.

Characteristics

- A preference for novelty, adventure and exploration
- Empathic/high EQ
- Good listeners
- Inspire trust
- Affinity with people/cooperative
- Excellent at handling difficult interpersonal and group situations
- Talent at creating high performance cultures and teams
- Great developers of people/giving constructive feedback
- Excellent at giving career guidance
- Great motivators
- Good communicators
- Have a positive outlook
- Good delegators
- Preference for participatory management

Total: _____

Works best: instituting a culture change project to address feelings of organizational alienation and to regain trust. Very effective in networking, knowledge based organizations!

THE COMMUNICATOR

Executives for whom the communicator archetype is the predominant modus operandi are great influencers, capable of having a considerable impact on their various constituencies.

Characteristics

- Excellent at communicating broad themes/big picture
- Talented in using simple language/metaphors
- Not detail oriented
- Great presence/knowing how to attract the attention of others
- Impressive theatrical skills/creation of make-believe
- Capacity to reframe difficult situations positively
- Talent for influencing others
- Good networking skills/ building alliances
- Excellent at managing various stakeholders
- Very effective in getting people to see their point of view.
- Very effective in using "experts"
- Not proud to ask for outside help/use advisors and consulting firms

Total: _____

Works best: to influence the mindset of the various organizational constituencies to overcome crisis situations.