



## TEAM REPORT

### TEAM MEMBERS:

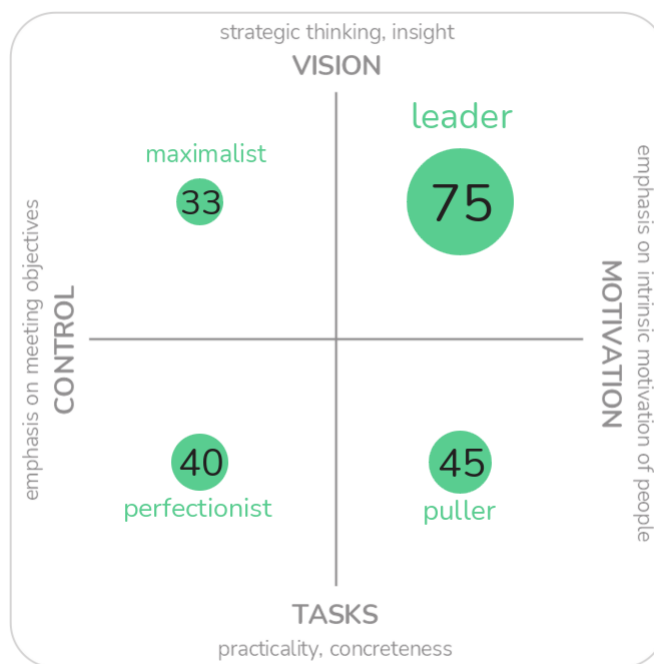
- [bill.smith@example.com](mailto:bill.smith@example.com) (Bill Smith)
- [jack.white@example.com](mailto:jack.white@example.com) (Jack White)
- [jeremy.johnson@example.com](mailto:jeremy.johnson@example.com) (Jeremy Johnson)
- [john.doe@example.com](mailto:john.doe@example.com) (John Doe)
- [susan.black@example.com](mailto:susan.black@example.com) (Susan Black)
- [tina.timberlay@example.com](mailto:tina.timberlay@example.com) (Tina Timberlay)

## DISTRIBUTION OF BASIC MANAGERIAL STYLES

### DECISION MAKING

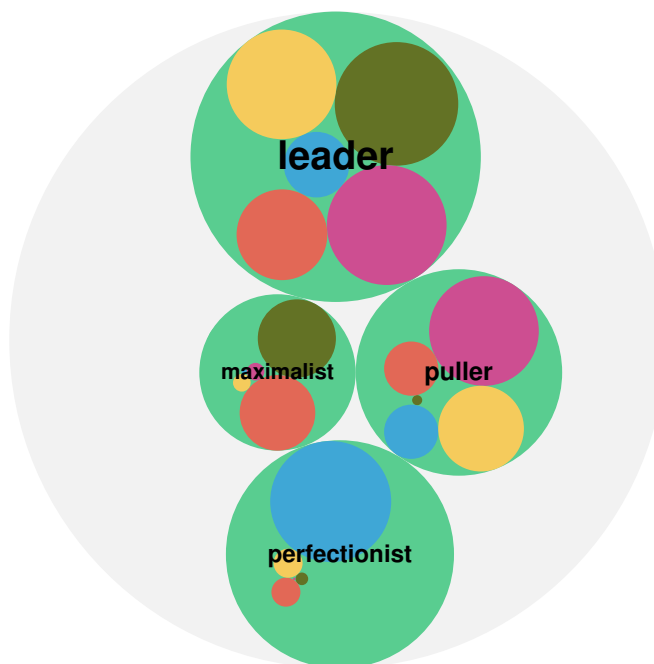
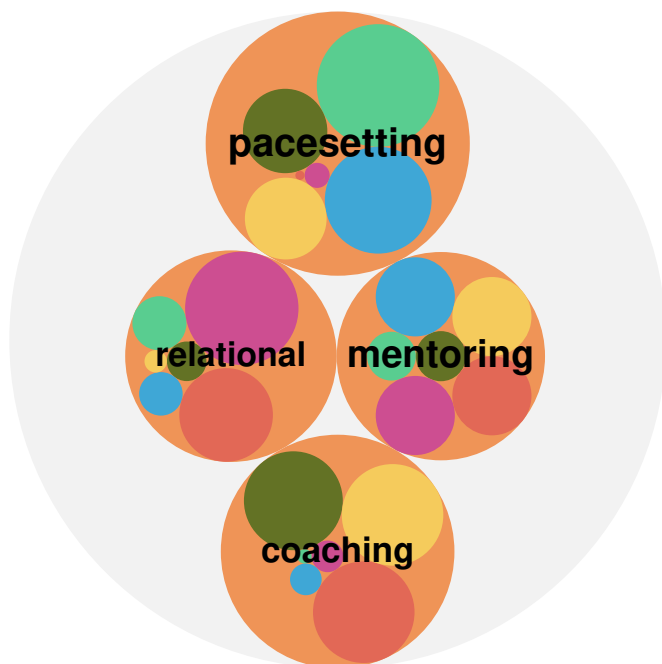


### ACHIEVEMENT OF GOALS



The results are charted as weighted scores.

## OVERVIEW OF INDIVIDUAL TEAM MEMBERS' RESULTS



## DESCRIPTION OF THE MOST PREFERRED MANAGERIAL STYLE

### PACESETTING LEADER (65%)

54 75

The preferred managerial style is characterised by strategic thinking and the ability to make visions and great ideas a reality. The pacesetter leader is often a strong and charismatic individual, who is a natural authority and easily earns prestige. Such a person is usually the carrier of the strategy and vision; they use their colleagues to make their plans a reality. They are uncompromising, a hard negotiator – yet they can enthuse others for their ideas. They are aware of the power of motivation and use it effectively as a tool. The pacesetter leader tends to be successful in bigger companies in higher positions, where there is not so much emphasis on developing and cultivating the team – where they can fulfill their ambitions without infringements on their authority and powers. They mesh well with independent people; they expect a lot from others and a lot is expected of them. Despite thinking that achievement is the very foundation of success, they are not economical with praise and motivation of others. Such a person can usually rise through the ranks quickly to a position of power. They can lead large teams and successful businesses. They are often regarded as a textbook example of a successful executive by others in the company. Their advantage is mainly in macro-management. Their disadvantages may include less clarity and automatic expectation that their vision and strategy will be executed regardless of the real possibilities and conditions. Another risk is that the team/company may become too dependent on the manager who is involved in all what is happening in the company; without them, the team/company would lose actionability. Such a person does not develop employees, does not support substitutability, builds up their own personality cult.

#### ADVANTAGES

- a clear, strong vision and ambitious goals
- the ability to inspire and encourage high performance
- persuasiveness, the ability to captivate, to gain authority
- emphasis on results and individual performance

#### POTENTIAL RISKS

- unwillingness to engage with, develop or support people
- high to unreasonable demands on performance, harshness in behaviour
- unwillingness to delegate authority and responsibilities below to subordinates tendency to be more expert than manager

#### DEVELOPMENT SUGGESTIONS

- Pay attention to the needs and interests of subordinates. To take more account of the real circumstances and capabilities of subordinates in decision-making and to seek their input, opinions and suggestions. Actively engage in their development.