
Optimal Leadership Profile



this belongs to

Developed by

Jeff Couillard

Founder and Chief Facilitator

GETTING STARTED

What is the Optimal Leadership Profile?

The OLP was developed to help leaders, and the people they lead, gain clarity and understanding on the many forces that drive employee satisfaction, engagement and performance. It's a tool that helps bring leaders into alignment with the wants and needs of the people they lead, recognizing that all of us as individuals have preferences when it comes to how we do our work, and the kind of support we most appreciate.

What it is...

An opportunity to reflect on what motivates you to perform at a high level in your job, as well as what you hope to accomplish in your role.

What it is NOT...

A tool to be used as a component of a formal feedback or "performance evaluation" system. The questions asked here are to help you reflect on some important things, and to let your immediate supervisor know your preferred styles of leadership and supervision. It is meant to help strengthen the supervisor-supervisee relationship, giving valuable insight for both of you.

1. In familiarizing yourself with the Mission and Vision of the organization (or program), what stood out as significant or meaningful for you?

2. Does the Mission or Vision resonate or connect with any of your personal values? What values might those be?

3. Do any of the organization's (or program's) goals/objectives reflect or resonate with any of your personal goals? What are they?

4. What is it that brought you to your current position?

5. What are the things that keep you here?

6. What's In It For Me (WIIFM)? This isn't a selfish question. We are all in certain roles or jobs at different times, for different reasons. Sometimes it can be about:

- a. Making a positive difference
- b. Working to advance in a career
- c. Earning a living and paying the bills
- d. Gaining experience
- e. Enjoying a challenge
- f. Fostering personal growth

In your current position/job, what would you say is or are your WIIFM's? What's in it for you?

STRENGTHS

Professional

1. What would you say are some of your professional strengths? What have coworkers or supervisors (past and present) appreciated, acknowledged or admired about the things you do, or how you interact at work? List as many as possible.

2. If not yet listed, what are some of your experiences, skills, talents, knowledge or attitudes that you think would enhance the work we do to improve the overall capacity of the team and the organization? What are your hidden talents?

Personal

1. What would you say are some of your personal strengths? What do you feel you like, or consider yourself to be good at?

2. What are your interests, hobbies, talents, connections to family, friends, community and culture that you admire and appreciate about your life?

PERFORMANCE SUPPORT

We all need support from our peers and supervisors. One of the biggest challenges leaders have is knowing what kind of support their employees need and want. Without this important information, all too often leaders default to providing the kind of support that they appreciate, which might not be what you need! The next few questions are designed to have you reflect on what kind of support you find most valuable.

1. What goals or aspirations do you have for yourself as they relate to professional performance and growth? These should be what you feel are important, not what others have defined as important. Please list at least 2.

2. Are there areas that you would like to improve upon or enhance in the area of your identified strengths?

3. Consider a time when a management, supervision or a coaching/mentoring experience was exceptionally meaningful, effective or valuable. What made it so great? Please **list the qualities or the ingredients** that contributed to that experience of supervision being so meaningful.

4. Consider your best manager, supervisor, coach or mentor ever. What were the qualities or ways of acting or interacting that made them the “best”? List as many qualities as you can think of.

5. Consider a time when supervision and/or support from a leader was not meaningful, effective or valuable. What made this experience so poor?

6. Consider a manager, supervisor, coach or mentor (without identification) that you were less than satisfied with. In what manner did they act or interact that made the experience less than satisfying? **List as many unhelpful actions or interactions** as you can.

OPTIMAL OUTCOMES and SUPERVISION PREFERENCES

We all want to have an impact in our work, making a difference for our clients, team and organization. The following few questions are designed to encourage reflection on what optimal outcomes are for you, in your context.

1. What do you see as your role (not your title) with your clients/students?

2. What is it that you hope to accomplish day to day, week to week, month to month, year to year with your clients/students? What do you want for them?

3. What would you define as the “best” staff team and/or work environment you would like to work within? Be as detailed as possible.

4. What do you think you can/will do to contribute to a team and working environment that you described above? Be as detailed as possible.

5. Can you identify what your preferences might be for the process of supervision and support sessions? Please identify by checking the preference boxes below, and feel free to add more if you like.

- | | |
|--|---|
| <input type="checkbox"/> Individual sessions | <input type="checkbox"/> Questions and Answers |
| <input type="checkbox"/> Group sessions | <input type="checkbox"/> Case discussions |
| <input type="checkbox"/> Formal | <input type="checkbox"/> Formal learning/teaching |
| <input type="checkbox"/> Informal | <input type="checkbox"/> Acknowledgment of what's going well |
| <input type="checkbox"/> Conversational (back and forth) | <input type="checkbox"/> Focus on performance areas |
| <input type="checkbox"/> One way (supervisor to supervisee) - Advise on work, progress, goals | <input type="checkbox"/> Opportunity to ask questions |
| <input type="checkbox"/> Lead with strengths | <input type="checkbox"/> Consultation on performance and advisement |
| <input type="checkbox"/> Lead with concerns | <input type="checkbox"/> Direction - just tell me what needs to be done |
| <input type="checkbox"/> Lead with areas for development | <input type="checkbox"/> Practice (role plays) |
| <input type="checkbox"/> Collegial dialogue | |

Other:

6. Is there anything I can do to make supervision and support more meaningful, valuable or productive for you?

PREFERRED LEARNING STYLES

We know that everyone has a different learning style, or combination of styles that best meet their needs. Below are several examples of learning styles. Which would you say you prefer? On a scale of 1-4, with one being your greatest preference and 4 being your least preferred, how would you rate each learning style?

A. _____. **Thinker** - I like to logically think things through. I like to learn about the theories and models for new ideas and ways of working. I like to sit back and analyze or synthesize information to make sense of it. I would prefer to read about a model or a new approach rather than jump in and try it out. I like to have the time to question and probe assumptions.

B. _____. **Reflector** - I like to stand back and observe from different angles and perspectives, before making a conclusion. I prefer to have accurate information and data gathered from different people and different sources. I like to watch activities, listen to discussions or observe a group in order to put things together and learn about what needs to be done next.

C. _____. **Sensor** - I like to involve myself and jump into new experiences and learn from that experience. I try to be open minded and not skeptical to new ideas or ways of working. I thrive on the challenge of new and unique experiences; the newer and more exciting the better. I love brainstorming activities and role play exercises. I need to be involved.

D. _____. **Actor** - I want to try ideas, theories and techniques out in practice to see if they work. I like to experiment with applications. I can't wait to get back from training to try things out. I like when things are straightforward, practical and down to earth. If there is a better way (because there usually is) to do something, let's find it, try and do it.

1. In your own words, how would you say that you learn best?

2. Is there anything else that you think is important for me to know as I support your growth and learning?
