



Build a Winning Team:

Unleash the power of 4 leader archetypes to be the best version of yourself, boost employee engagement, and slash expensive mistakes.

The (PROM) Leader-Persona Method



WELCOME

We're so glad you've joined us!

Good leadership starts with knowing and owning your WHO. Each of us has certain hardwiring that shapes the ways we lead. Two of the most powerful are where we fit on the Introvert-Extrovert and Detail-Vision spectra. Putting these categories together creates the four main leader archetypes: Pioneer, Reconciler, Operator, and Maverick.

Great leaders come in each of these main personas. Knowing and owning your archetype -- your WHO -- helps you lead with authenticity and sincerity. This knowledge helps you to become the best possible version of yourself, and to help others do the same.

Did you know that an organization's top 10% leaders can double the revenue and impact of the middle 80%?

This e-book will help you identify your leader-persona, learn the characteristics of healthy, average and unhealthy versions of each archetype, and ways that you can develop leaders to be the best versions of themselves.

Authentic, high-performing leaders increase revenue, reduce employee turnover, and contribute to a healthy, thriving workplace culture. To get the most from this e-book: read about each PROM archetype, identify and reflect on your persona, and complete the worksheets at the end.

If you would like us to put together a workshop for you and your leader-team, contact us at info@strategicleadersacademy.com.

CHRISTOPHER KOLENDA,

Founder, Kolenda Strategic Leaders Academy



TABLE OF CONTENTS

01 Chapter

Know your leader persona

Good leadership starts with knowing and owning your WHO. Each person is hardwired differently. Knowing and owning WHO you are as a leader makes you sincere and genuine.

page 4

02 Chapter

The PROM Leader-Persona method™

No system can perfectly label us. There are, however, tendencies that seem to help broadly frame a leader's natural inclinations and blind spots. The better we understand these, the more effective will be our efforts to build balanced and diverse teams.

page 6

03 Chapter

Pioneers

Pioneer – extroverted visionaries. Love to rally people behind new ideas and innovations; challenge status quo and conventional wisdom.

page 8

04 Chapter

Reconcilers

Reconcilers – detail-oriented extroverts. Love to build teams, manage consensus, and keep people on board.

page 12

05 Chapter

Operators

Operators – Detail-oriented Introverts. Operators make things happen. They are excellent planners, can synchronize complicated operations, and hold people accountable to high standards.

page 17

06 Chapter

Mavericks

Mavericks - visionary introverts. They love to wrestle with and solve big, complex problems.

page 22

07 Chapter

Side-by-side Comparison Charts

Use our side-by-side comparison charts as a quick reference guide.

page 28

08 Chapter

Create your action plan

Use our charts and worksheets to make your own action plan

page 31

01

KNOW YOUR LEADERSHIP PERSONA

GOOD LEADERSHIP STARTS WITH KNOWING AND OWNING YOUR WHO. EACH PERSON IS HARDWIRED DIFFERENTLY. KNOWING AND OWNING WHO YOU ARE AS A LEADER MAKES YOU SINCERE AND GENUINE.

Good leadership starts with knowing and owning your WHO. Each person is hardwired differently. Knowing and owning WHO you are as a leader makes you sincere and genuine.

There are lots of different personality tests — Highlands Ability Battery, Myers-Briggs, TTISI, Predictive Index, DISC, etc. These assessments provide highly detailed information, which can be very enlightening.

We've also found, though, that many leaders have difficulty using these assessments to understand themselves as leaders and what that means in the context of their leader team and organization. They have trouble seeing the forest for the trees.

This challenge led us to look at the very basic ways people are hard-wired that affect how they lead. We wanted to find which factors were durable (unlikely to change as we grew or with context) and salient (directly affects how we operate as leaders).

Stripping away those that seemed malleable, we came up with two factors that seem durable and salient: introversion – extroversion and detail – vision orientation. Putting these in a quad chart reveals four distinct leader-personas: Pioneers, Reconcilers, Operators, and Mavericks. We call this the KSLA's PROM Leader Persona method.

Each broad leader-persona has natural inclinations. Pioneers tend to be great innovators. Reconcilers tend to be superb team builders. Operators build systems and enforce rules. Mavericks think big and solve wicked problems. Every organization could use a healthy balance of each.

The most effective leaders, I noticed, surrounded themselves with people who thought differently than they did. They valued diversity of the mind. George Washington (Operator), Abraham Lincoln (Reconciler), and Dwight Eisenhower (Reconciler), among others, deliberately created such diverse teams.

”

TO UNDERSTAND YOURSELF AND OTHERS AS PEOPLE, LEARN PERSONALITY TYPES. TO UNDERSTAND YOURSELF AND OTHERS AS LEADERS, LEARN LEADER-PERSONAS.

Google was in trouble in the late 1990s as visionaries Larry Page (Maverick) and Sergei Brin (Pioneer) excited investors with their big ideas but infuriated them with poor execution. Eric Schmidt (Reconciler) and Jon Rosenberg (Operator) provided the needed focus on details and execution to make Google successful.

At the same time, there is clearly a difference between a healthy or effective Pioneer and an average or unhealthy one. General George S. Patton, Jr., the famous World War Two general, had become an unhealthy Pioneer during the 1943 Sicily campaign, culminating in him assaulting one of his soldiers for what today we call post-traumatic stress disorder.

Eisenhower relieved Patton of his command. The latter learned from his mistakes and became a healthy Pioneer once again. Patton's most celebrated victories came later in France and Germany after Eisenhower put him in command of 3rd Army.



General George Patton



General Dwight Eisenhower

02

THE PROM LEADER-PERSONA METHOD™

THE BETTER WE UNDERSTAND THESE
TENDENCIES, THE MORE EFFECTIVE WILL BE
OUR EFFORTS TO BUILD BALANCED AND
DIVERSE TEAMS.

What follows is a description of each leader-persona and the tell-tale signs whether the leader is healthy, average, or unhealthy. We offer tips to stay in the healthy range, ways for leaders to bring out the best in each persona-type, and how each type can “manage-up” to work effectively with other leader-personas.



People are complex. No system can perfectly label us. There are, however, tendencies that seem to help broadly frame a leader’s natural inclinations and blind spots. The better we understand these, the more effective will be our efforts to build balanced and diverse teams.

You will have the highest impact for your team by following these steps:

5 STEP PROCESS



1. TAKE OUR LEADERSHIP QUIZ

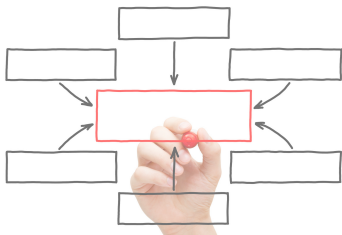
First, take our leader-persona self-assessment to discover your broad leader-type.

[Leader Persona Quiz](#)



2. LEARN THE CHARACTERISTICS OF A HEALTHY, AVERAGE, AND UNHEALTHY PERSONA

Second, read the descriptions of your persona and the characteristics of healthy, average and unhealthy types. Determine where you are and practice the tips for staying in the healthy range.



3. CHART YOUR TEAM

Third, place your direct reports onto the chart. How diverse is your team? What are the implications for you? Look at their persona descriptions to discover ways to bring out the best in each of them. Think through how you can address any gaps or imbalances.



4. USE THE CHARTS FOR A SIDE-BY-SIDE COMPARISON OF PERSONAS

Fourth, use the charts at the end for side-by-side comparisons of the personas. This will be a good, ready-made guide to help you bring out the best in each member of your team.



5. PUT IT INTO ACTION

Finally, use our worksheets and charts to create your own action plans. This is how you and your team will get the highest payoff from this e-book!

03

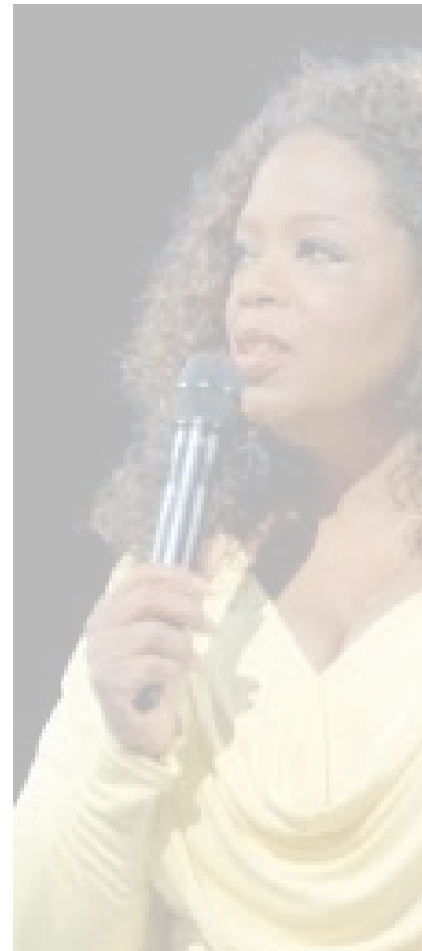
PIONEERS

PIONEER – EXTROVERTED VISIONARIES. LOVE TO RALLY PEOPLE BEHIND NEW IDEAS AND INNOVATIONS; CHALLENGE STATUS QUO AND CONVENTIONAL WISDOM.

Pioneer – extroverted visionaries. Love to rally people behind new ideas and innovations; challenge status quo and conventional wisdom. Examples include Oprah Winfrey, General George Patton, Mark Zuckerberg, and Mao Tse-Tung.

Healthy Pioneers – leaders who have the vision and inspiration to make real changes in organizations and the lives of people. They are quick to see opportunities most others miss. They are unafraid to challenge the status quo but, instead, recognize that how they challenge it is important for success. They are sensitive to the disruptive nature of innovation and seek to take care of those affected.

- Have the discipline to set priorities among their many ideas and initiatives
- Refrain from thinking out loud to avoid creating hyperactivity
- Recognize the importance of having Operators who can keep them grounded and implement their ideas
- Recognize the need for Reconcilers to smooth over ruffled feathers caused by innovation and challenging status quo
- Recognize the importance of Mavericks to help them address big, complex challenges and opportunities ... to push their thinking
- Understand the disruptive nature of change and the need to build consensus and address downsides.



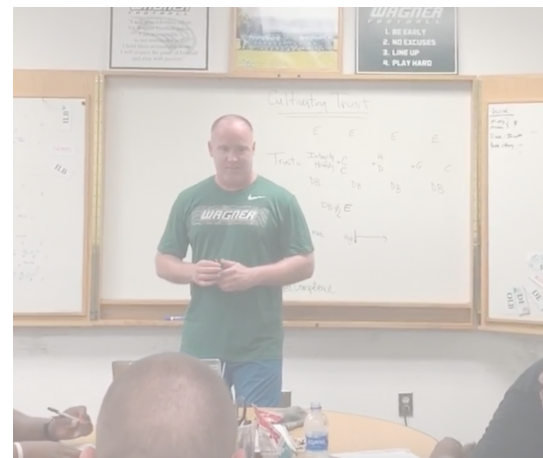
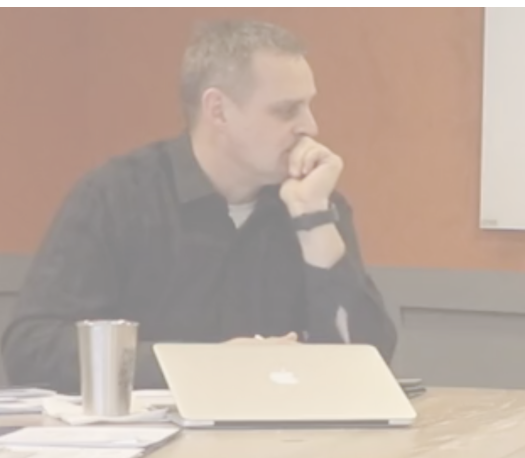
Average Pioneers – leaders driven by the need to innovate and fix sub-optimal processes and efforts. They get energized around people and with new ideas and initiatives. They can create hyperactivity by thinking out loud in public. They have difficulty prioritizing. They can be insensitive to the downsides of innovations and initiatives.

- Lack the discipline to set and stick to priorities. Better ideas seem to replace existing ones
- Tend to surround themselves with other Pioneers and feed off of each other's ideas until the ideas come to a conflict
- Fall into us-versus-them mentality, which keeps loyalists on board but alienates others
- Can ignore or downplay the disruptive effects of change and create internal resistance
- Have little empathy for the views, interests, and concerns of others.

Unhealthy Pioneers become demagogues and tyrants. They feed on us-versus-them animosities and insecurities to keep a loyal following.

They are relentless in espousing new ideas and trashing ones they feel are sub-optimal, creating both hyperactivity and resentment.

They are toxic in the workplace, seeking to damage or destroy anyone who does not embrace them and their ideas.



TIPS ON STAYING IN THE HEALTHY RANGE:

- **Inclusion.** Put Operators, Reconcilers, and Mavericks around you and empower them to challenge your ideas.
 - *Operators* will keep you grounded in reality and help you bring your ideas into action
 - *Reconcilers* will help you build consensus and come up with ways to gain buy-in rather than avoid internal resistance
 - *Mavericks* will help you focus on innovations that matter in the big picture, so you avoid simply changing around the margins.
- **Avoiding Blindsides.** Do routine sanity checks and updates with your leaders, so you get their guidance and buy-in early. This will help you orient on things that matter and avoid the frustration of getting mature ideas shot-down.
- **Self-Discipline.** Set and maintain clear priorities so that you avoid creating hyper-activity. Create a parking lot for new ideas and initiatives that are below your top 3 priorities, so you keep visibility and avoid confusing your employees.

TIPS ON MANAGING PIONEERS:

- **Clear Expectations.** Give them clear task (what to innovate or change) and purpose (why do it, desired outcomes) – let them amaze you with their ingenuity; prevent them from bouncing around one good idea after another
- **Empower** them to challenge the status quo; encourage them to be able to disagree without being disagreeable
- **Diversity.** Put a diverse team around them
 - *Operators* will keep your Pioneers grounded to reality and will get the innovations implemented
 - *Reconcilers* will help smooth the rough edges and keep people on board with innovations.
 - *Mavericks* will help your Pioneers focus on innovations that matter most to your team and help them integrate new ideas into a larger whole.



TIPS ON MANAGING-UP FOR PIONEERS

(how to help your boss bring out the best in you):

- **Clarify your Role.** Have innovation written into your job description – make sure your leaders and others know it is your job to challenge the status quo and come up with innovations
- **Understand priorities.** Get very clear priorities from your leadership so that you focus your innovative energies on what matters most for your team
- **Prevent blindsides.** Challenge the status quo in objectives-oriented language – avoid criticizing the person. Someone perceiving a personal attack will dig in their heels
- **Diversity.** Get Operators and Reconcilers on your team – they will help you bring new ideas to reality. Mavericks will help you keep ideas focused on the big picture
- **Gain buy-in.** Talk about innovations and new ideas in terms your managers can rally around.
 - *Operators* will want to know the details of how the new ideas will work, why the change is better than the status quo, the potential risks and downsides, and how to address them.
 - *Reconcilers* will also want to know how to get people on board and avoid internal resistance.
 - *Mavericks* will be keen to learn how the change addresses problems and opportunities that matter most.

04

RECONCILERS

RECONCILERS – DETAIL-ORIENTED EXTROVERTS. LOVE TO BUILD TEAMS, MANAGE CONSENSUS, AND KEEP PEOPLE ON BOARD.

Reconcilers – detail-oriented extroverts. Love to build teams, manage consensus, and keep people on board. Examples include Abraham Lincoln, Dwight Eisenhower, Jiang Zemin, and Eric Schmidt.

Healthy Reconcilers are masters at building and maintaining highly diverse coalitions, alliances, and teams. They know how to build consensus on tough issues, manage egos, and keep people on board in difficult times and in the face of forces that threaten to pull the team apart.

- Have high degrees of empathy to understand the views and perspectives of others
- Able to build sincere rapport quickly
- Use their empathy to develop ways to build support, address differences, adjudicate disputes
- Recognize the need to have **Pioneers** and **Mavericks** to challenge their thinking so they avoid status quo bias and risk aversion
- Recognize the importance of **Operators** to hold people accountable, synchronize plans, and keep things moving forward
- Understand the dangers of watering down consensus, and so bring disagreements and disputes up for discussion and decision; able to find solutions that ameliorate others and thus avoid winners and losers.



Chapter 4 | Reconcilers

AVERAGE RECONCILERS: Average Reconcilers are effective team-builders and coaches. They know how to tap into motivations to get people to perform to their best abilities. They tend to gloss over differences and water down issues to maintain consensus. They can be risk averse and exhibit a strong status quo bias. When seriously stressed, these differences can tear a team apart.

- **Avoid disruptive people and ideas.** They tend to surround themselves with people who get along.
- **In the face of internal resistance,** they will tend to water down differences to the lowest common denominator. This keeps people on board but creates opportunities for major disconnects
- **Strong status quo bias,** because the status quo has been the consensus. They can place unreasonable burdens of proof upon suggested changes and create bureaucratic hurdles that discourage innovation
- **Have challenges setting boundaries** and can get worn down by taking on too much.



UNHEALTHY RECONCILERS often do anything to keep people happy. They will water down issues and let leaders run roughshod over them and others to avoid having to deal with disagreements or disconnects. They become extremely risk averse and will seek to destroy, disparage or discredit anyone challenging the status quo. They lose their boundaries to keep up with everyone's demands and requests and thus lose control of their lives.

TIPS FOR STAYING IN THE HEALTHY RANGE

- **Inclusion** Put Mavericks, Pioneers, and Operators around you and empower them to challenge your ideas
 - *Mavericks* will help you focus on the big picture and avoid getting trapped in a slow-failure status quo
 - *Pioneers* will help you make and sell innovations that maintain organizational energy and dynamism in the face of competition
 - *Operators* will ensure decisions are implemented to standard and will hold people accountable for their objectives
- **Avoiding Blindsides.** Routinely measure your desired outcomes so that you can see if the status quo is leading in the right direction. Avoid simply measuring performance (or efforts), so you do not get trapped in doing the same things over and over again while expecting different results
- **Self-Discipline.** Develop a clear list of priority issues that will need to be teed up for decisions in case key leaders are in disagreement. This will help you avoid watering down issues to the least common denominators
- **Self-Discipline.** Set clear boundaries so you do not exhaust yourself in helping others to the neglect of yourself and loved ones.



”

BE VERY CLEAR ON YOUR PRIORITIES

TIPS FOR MANAGING RECONCILERS

- **Clear Expectations.** Be very clear on your priorities and what issues you want to be sure Reconcilers bring to your attention when there is disagreement among your direct reports. Direct them to tee up the points of disagreement for your decision so key issues do not get watered down
- **Empower** them to build and maintain consensus among a diverse team; put them in positions to resolve disagreements or come up with a synthesis of viewpoints. Avoid putting them in roles which require them to generate new ideas and innovations or challenge the status quo
- **Diversity.** Put a diverse team around them to set your Reconcilers up for success.
 - *Mavericks* will help them see the big picture issues and what needs to be addressed from a strategic viewpoint. This will help your reconcilers know which issues to tee up for you to resolve disagreements
 - *Pioneers* will help your Reconcilers recognize areas that need to be updated or changed to keep pace with changes in the environment or new initiatives by your competitors
 - Operators will hold people accountable for performance and results and balance the Reconcilers tendency to avoid conflict.

TIPS ON MANAGING-UP FOR RECONCILERS (HOW TO HELP YOUR BOSS BRING OUT THE BEST IN YOU)



- **Clarify your Role.** Have team-building and managing consensus written into your job description – make sure your leaders and others know it is your job to bring and keep people on board with difficult issues or changes
- **Understand priorities.** Get very clear priorities from your leadership. Understand which disagreements you should bring to their attention and which ones you are empowered to manage.
- **Prevent blindsides.** Set boundaries at work so you do not exhaust yourself helping others and neglect your work
- **Diversity.** Get *Pioneers* and *Mavericks* on your team – they will alert you to new ideas and changes needed to meet strategic outcomes in the face of competition. *Operators* will help you enforce standards and expectations
- **Gain buy-in.** Talk about consensus management in terms your leadership can rally around.
 - *Help Operators* see that compliance and standards are more likely to be met when people know and buy into the WHY.
 - *Help Pioneers* with ways to gain buy-in for ideas and innovations, as well as understanding which ones are unlikely to gain acceptance and why.
 - *Help Mavericks* develop ways to gain buy-in for big-picture assessments and strategic shifts. Help them avoid impaling themselves on initiatives that are impossible to sell.

05

OPERATORS

OPERATORS – DETAIL-ORIENTED INTROVERTS. OPERATORS MAKE THINGS HAPPEN. THEY ARE EXCELLENT PLANNERS, CAN SYNCHRONIZE COMPLICATED OPERATIONS, AND HOLD PEOPLE ACCOUNTABLE TO HIGH STANDARDS.



OPERATORS – Detail-oriented Introverts. Operators make things happen. They are excellent planners, can synchronize complicated operations, and hold people accountable to high standards. Famous Operators include George Washington, Queen Elizabeth II, Omar Bradley, Deng Xiaoping, and George H.W. Bush.

HEALTHY OPERATORS are the people that make organizations work. They prize efficiency and effectiveness. They have an open mind to new ideas and love to figure out ways to implement them successfully. They create detailed plans and value rehearsals to check understanding. They build systems and institutions.

- Have high degrees of empathy as they hold people accountable
- Maintain an open mind about new processes and ways of doing things. They avoid getting hide-bound to bureaucratic procedures
- Maintain diversity around them. They value and Pioneers and Mavericks for challenging the status quo and keeping focus on the big picture. They empower Reconcilers to build and manage consensus, especially during periods of change
- They measure what is important and avoid getting bogged down in simply measuring what is measurable
- They have the patience and wisdom to explain the WHY behind decisions and to bring people on board with new changes

AVERAGE OPERATORS: Average Operators are the organization's enforcers. They will track compliance and ensure people are meeting their performance measures on time and to standard. They can become bureaucratic and enforce procedures and rules that no longer make sense or that make things harder than they need to be. Their process-focus can be a double-edged sword – more efficiency but more organizational frustration and status quo bias.

- Have low tolerance for new ideas and innovations.
- Can be bulldozers that demand immediate compliance to new procedures without explaining the WHY and training people up.
- Are reluctant to move out of their established comfort zone. May resent anyone who disrupts the status quo.
- Tend to surround themselves with other Operators, which can result in a straightening-the-napkins-on-the-Titanic mentality in the organization
- Often have difficulty recognizing new opportunities and often get blindsided to the impact of new technologies or competitor innovations
- Highly risk averse. They are keenly tuned to the downsides of change and may fail to perceive that the upsides of change far outweigh the risks.
- Often rise in organizations because they make things work and don't rock the boat.



UNHEALTHY OPERATORS often become petty tyrants, berating people over the tiniest infractions of even the most obscure rules. Bureaucratic infighters, they use existing rules to slow-roll and kill any changes or initiatives and back-stab others on the way up the corporate ladder. They are so wedded to the status quo that they will resist any changes even in the face of an existential threat.



TIPS FOR STAYING IN THE HEALTHY RANGE:

- **Inclusion** Put Mavericks, Pioneers, and Reconcilers around you and empower them to challenge your ideas
 - *Mavericks* will help you focus on the big picture and avoid blindsided or getting trapped in a slow-failure status quo or bureaucratic minutiae
 - *Pioneers* will help you make and sell innovations that maintain organizational energy and dynamism in the face of competition.
 - *Reconcilers* will help you build consensus and solid on-ramps as you make procedures more efficient and help you avoid running roughshod over people to gain compliance
- **Avoiding Blindsides.** Routinely measure your desired outcomes so that you can see if the existing procedures and processes are leading in the right direction. Avoid the silo-trap by maintaining a big-picture, outcomes-oriented focus rather than adding up progress reports from your teams
- **Self-Discipline.** Develop a clear list of priorities and develop feedback mechanisms to help you know if existing rules and processes are advancing or inhibiting these priorities. Take the time to view issues from the perspectives of others. Use an empathy map to help you understand and address varying points of view.

”

ROUTINELY MEASURE YOUR DESIRED OUTCOMES SO THAT YOU CAN SEE IF THE EXISTING PROCEDURES AND PROCESSES ARE LEADING IN THE RIGHT DIRECTION.

TIPS FOR MANAGING OPERATORS

- **Clear Expectations.** Be very clear on your priorities and what you want your Operators to make happen, so that they direct their energy on key issues and not get bogged down in extraneous matters
- **Empower** them to establish procedures and set and enforce standards. Be sure that your behavioral expectations are crystal clear, so your Operators maintain compliance in accordance with your values
- **Diversity.** Put a diverse team around them to set up your Operators for success.
 - *Mavericks* will help them see the big picture issues and what needs to be addressed from a strategic viewpoint. This will help your Operators know which systems, procedures and compliance matters are the top priorities
 - *Pioneers* will help your Operators recognize processes that need to be updated or changed to keep pace with the environment or new initiatives by your competitors
 - *Reconcilers* will build consensus for changes in systems and procedures and help bring people on board.



TIPS FOR MANAGING-UP OPERATORS

(how to help your boss bring out the best in you):

- **Clarify your Role.** Have system-building and compliance written into your job description – make sure your leaders and others know it is your job to enforce standards and hold people accountable
- **Understand priorities.** Get very clear priorities from your leadership. Understand which issues need your attention most; avoid badgering people over non-essentials
- **Prevent blindsides.** Be open-minded about how rules and procedures affect workplace morale and objectives
- **Diversity.** Get *Pioneers* and *Mavericks* on your team – they will alert you when existing systems and processes are no longer keeping pace with the competition or changes in the marketplace. *Reconcilers* will help you build consensus for systems and standards
- **Gain buy-in.** Talk about compliance and standards in terms your leadership can rally around.
 - *Help Reconcilers* see that enforcing expectations clearly will reduce internal strife and non-compliant behavior.
 - *Help Pioneers* find ways to implement their innovations and new ideas; keep them grounded to reality by letting them know which ones cannot be implemented; offer suggestions to make their top ideas executable.
 - *Help Mavericks* develop systematic ways and data points to make the case for big-picture assessments and strategic shifts. Help them avoid talking in complex or data-free terms.



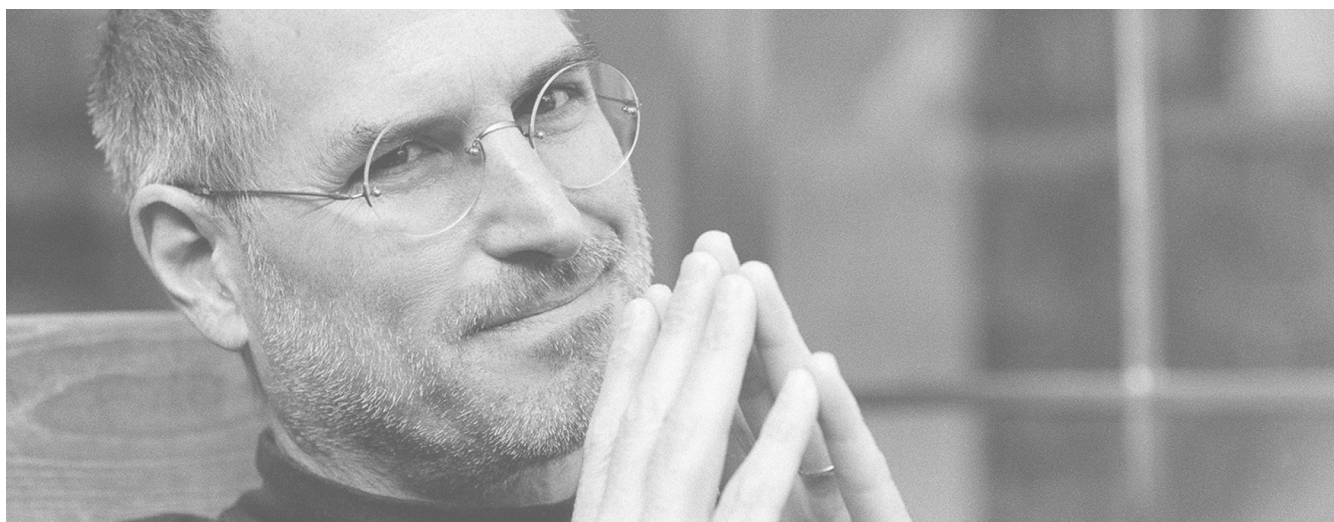
"TALK ABOUT COMPLIANCE AND STANDARDS IN TERMS YOUR LEADERSHIP CAN RALLY AROUND."

06

MAVERICKS

MAVERICKS - VISIONARY INTROVERTS. THEY LOVE TO WRESTLE WITH AND SOLVE BIG, COMPLEX PROBLEMS.

Mavericks are visionary introverts. They love to wrestle with and solve big, complex problems. They tend to be deep thinkers with a big-picture focus. At their best, they create transformations that have major impact. Famous Mavericks include Alexander Hamilton, Xi Jinping, Steve Jobs, and Ulysses S. Grant.



HEALTHY MAVERICKS are the people with the big ideas to solve chronic, complex problems or come up with new formulations that can transform society, politics, business, and the way people think about and engage in issues. They avoid ivory tower or pie-in-the-sky imaginings and focus on practical solutions.

- **They have high degrees of empathy**, so they learn different viewpoints about challenges and opportunities and discover ways to help real people.
- **They maintain an open-minded humility**. They do not act as the smartest person in the room. They listen carefully to the ideas and feedback from others.
- **They surround themselves with a diverse team**: Operators who figure out how to implement new ideas; Pioneers who can make the right innovations for the big solutions to work; Reconcilers who can build consensus for big ideas and changes.
- **They are sensitive** to the impact of their solutions and approaches; they take steps to ameliorate the downsides and care for those who could be left behind.
- **They respect that many solutions are ideal but impractical**; they maintain a good balance between pushing the envelope and staying grounded in reality.



AVERAGE MAVERICKS are an organization's big ideas people. They tend to talk in complex terms and ideas which may lose their audiences attention. They can fixate on unsolvable problems or impractical solutions. Average Mavericks may grow frustrated and cynical if their ideas are not adopted. They can get blindsided by opposition.



- Have low tolerance for the status quo or small solutions to nip away at big problems.
- Can leap quickly from diagnosis to conclusion and lose their co-workers who need to see the logic train and steps.
- Can isolate themselves from others, especially the “establishment” who they may see as reflexively opposed to change.
- Tend to surround themselves with other Mavericks, which can result in an organization that spins its wheels on ideas that never get implemented.
- Often have difficulty recognizing that people may be left behind or negatively affected by their solutions and can get blindsided by resistance or slow-rolling.
- Are often Risk-takers. They are keenly tuned to the potential benefits of change and may fail to perceive that the downsides can be too costly. May have limited growth potential in large organizations because they are viewed as people who rock the boat and spend organizational energy on impractical efforts.



TIPS FOR MANAGING MAVERICKS

- **Clear Expectations.** Be very clear on your priorities and what problems you want your Mavericks to address, so that they direct their energy on key priorities.
- **Empower** them to take on big, chronic problems and opportunities. Engage with them regularly in free-flowing discussions so you can keep them focused on your priorities without making them feel micro-managed.
- **Diversity.** Put a diverse team around them to set up your Mavericks for success.

Reconcilers will help them build consensus and gain buy-in for their big ideas. This will help your Mavericks avoid being blindsided by internal resistance.

Pioneers will help your Mavericks recognize the innovations needed to make the big solutions work. They will get people energized and moving to make things happen.

Operators will keep them grounded in reality and will develop the systems and processes needed to institutionalize major changes.

UNHEALTHY MAVERICKS often become cynical and curmudgeonly, frustrated that no one is listening to them and their ideas. They isolate themselves in an ivory-tower from those who think differently. They are intolerant of those they believe are not smart enough to grasp the Maverick's ideas. They waste organizational time and energy on pie-in-the-sky ventures. They cannot distinguish between the ideal and the practical. They are insensitive to others and may be willing to let some suffer so others can benefit from the Maverick's solutions.

TIPS ON STAYING IN THE HEALTHY RANGE:

- **Inclusion** Put Operators, Pioneers, and Reconcilers around you and empower them to challenge your ideas. Operators will keep you grounded in reality and help you focus on solutions that can be implemented. Pioneers will help you create the innovations needed to make your big ideas work. Reconcilers will help you build consensus for change and help you avoid coming across as insensitive or aloof to the needs and concerns of others.
- **Avoiding Blindsides.** Take the time to understand the potential downsides and costs of your initiatives; take action to assist those left behind. Take the time to build consensus rather than rushing to failure
- **Self-Discipline.** Listen. Have the humility to hear the aspirations and concerns of others. Put your ideas to work for their benefit. Be open-minded to feedback and innovations on your ideas, so that you have the best opportunity of making your solutions work.



TIPS ON MANAGING-UP FOR MAVERICKS

(how to help your boss bring out the best in you):

- **Clarify your Role.** Have problem-solving and opportunity-seizing written into your job description – make sure your leaders and others know it is your job to push the envelope, challenge the status quo, and generate ideas that solve problems and capitalize on opportunities.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which issues need your attention most; avoid wasting organizational energy solving non-essential problems.
- **Prevent blindsides.** Be sensitive to the downsides and risks of new big ideas; be sure to communicate those with empathy and understanding.
- **Diversity.** Get *Reconcilers* and *Operators* on your team – they will help you see the points of view of others; build consensus; discard impractical ideas; and make realistic ideas work. *Pioneers* will help you make the necessary innovations and generate enthusiasm around new solutions.
- **Gain buy-in.** Talk about big ideas in terms your leadership can rally around.
 - *Help Reconcilers* see that your new approach will resolve chronic issues that have been creating internal friction.
 - *Help Pioneers* see that their innovations are more likely to be accepted and to take hold when oriented on addressing big challenges or opportunities.
 - *Help Operators* understand how you got from diagnosis to solution and that you have thought through the practicalities of each step.



07

SIDE-BY-SIDE
COMPARISON

USE THE FOLLOWING CHARTS AS A QUICK REFERENCE GUIDE TO THE FOUR LEADER PERSONAS.

SLA's Leader-Personas

Pioneers

- **Pioneers** – extroverted visionaries. Love to rally people behind new ideas and innovations; challenge status quo and conventional wisdom. Examples include Oprah Winfrey, General George Patton, Mark Zuckerberg, and Mao Tse-Tung.
- **Healthy Pioneers** – leaders who have the vision and inspiration to make real changes in organizations and the lives of people. They are quick to see opportunities most others miss. They are unafraid to challenge the status quo but recognize that *how* they challenge it is important for success. They are sensitive to the disruptive nature of innovation and seek to take care of those affected.

Reconcilers

- **Reconcilers** – detail-oriented extroverts. Love to build teams, manage consensus, and keep people on board. Examples include Abraham Lincoln, Dwight Eisenhower, Jiang Zemin, and Eric Schmidt.
- **Healthy Reconcilers** are masters at building and maintaining highly diverse coalitions, alliances, and teams. They know how to build consensus on tough issues, manage egos, and keep people on board in difficult times and in the face of forces that threaten to pull the team apart.

Operators

- **Operators** – Detail-oriented Introverts. Operators make things happen. They are excellent planners, can synchronize complicated operations, and hold people accountable to high standards. Famous Operators include George Washington, Queen Elizabeth II, Omar Bradley, Deng Xiaoping, and George H.W. Bush.
- **Healthy Operators** are the people that make organizations work. They prize efficiency and effectiveness. They have an open mind to new ideas and love to figure out ways to implement them successfully. They create detailed plans and value rehearsals to check understanding. They build systems and institutions.

Mavericks

- **Mavericks** are visionary introverts. They love to wrestle with and solve big, complex problems. They tend to be deep thinkers with a big-picture focus. At their best, they create transformations that have major impact. Famous Mavericks include Alexander Hamilton, Xi Jinping, Steve Jobs, and Ulysses S. Grant.
- **Heathy Mavericks** are the people with the big ideas to solve chronic, complex problems or come up with new formulations that can transform society, politics, business, and the way people think about and engage in issues. They avoid ivory tower or pie-in-the-sky imaginings and focus on practical solutions..

Tips on staying in the Healthy range:

Pioneers

- **Inclusion.** Put *Operators*, *Reconcilers*, and *Mavericks* around you and empower them to challenge your ideas.
 - *Operators* will keep you grounded in reality and help you bring your ideas into action
 - *Reconcilers* will help you build consensus and come up with ways to gain buy-in rather ... and avoid internal resistance
 - *Mavericks* will help you focus on innovations that matter in the big picture, so you avoid simply changing around the margins.
- **Avoiding Blindsides.** Do routine sanity checks and updates with your leaders, so you get their guidance and buy-in early. This will help you orient on things that matter and avoid fiddling. This will also help you avoid the frustration of getting mature ideas shot-down.
- **Self-Discipline.** Set and maintain clear priorities so that you avoid creating hyper-activity.
- **Self-Discipline.** Create a parking lot for new ideas and initiatives that are below your top 3 priorities so you keep visibility and avoid confusing your employees.

Reconcilers

- **Inclusion** Put *Mavericks*, *Pioneers*, and *Operators* around you and empower them to challenge your ideas.
 - *Mavericks* will help you focus on the big picture and avoid getting trapped in a slow-failure status quo.
 - *Pioneers* will help you make and sell innovations that maintain organizational energy and dynamism in the face of competition.
 - *Operators* will ensure decisions are implemented to standard and will hold people accountable for their objectives.
- **Avoiding Blindsides.** Routinely measure your desired outcomes so that you can see if the status quo is leading in the right direction. Avoid simply measuring performance (or efforts), so you do not get trapped in doing the same things over and over again while expecting different results.
- **Self-Discipline.** Develop a clear list of priority issues that will need to be teed up for decisions in case key leaders are in disagreement. This will help you avoid watering down issues to the least common denominators.
- **Self-Discipline.** Set clear boundaries so you do not exhaust yourself in helping others to the neglect of yourself and loved ones.

Operators

- **Inclusion** Put *Mavericks*, *Pioneers*, and *Reconcilers* around you and empower them to challenge your ideas.
 - *Mavericks* will help you focus on the big picture and avoid blindsided or getting trapped in a slow-failure status quo or bureaucratic minutiae.
 - *Pioneers* will help you make and sell innovations that maintain organizational energy and dynamism in the face of competition.
 - *Reconcilers* will help you build consensus and solid on-ramps as you make procedures more efficient and help you avoid running roughshod over people to gain compliance.
- **Avoiding Blindsides.** Routinely measure your desired outcomes so that you can see if the existing procedures and processes are leading in the right direction. Avoid the silo-trap by maintaining a big-picture, outcomes-oriented focus rather than adding up progress reports from your teams.
- **Self-Discipline.** Develop a clear list of priorities and develop feedback mechanisms to help you know if existing rules and processes are advancing or inhibiting these priorities.
- **Self-Discipline.** Take the time to view issues from the perspectives of others. Use an empathy map to help you understand and address varying points of view.

Mavericks

- **Inclusion** Put *Operators*, *Pioneers*, and *Reconcilers* around you and empower them to challenge your ideas.
 - *Operators* will keep you grounded in reality and help you focus on solutions that can be implemented.
 - *Pioneers* will help you create the innovations needed to make your big ideas work.
 - *Reconcilers* will help you build consensus for change and help you avoid coming across as insensitive or aloof to the needs and concerns of others.
- **Avoiding Blindsides.** Take the time to understand the potential downsides and costs of your initiatives; take action to assist those left behind. Take the time to build consensus rather than rushing to failure
- **Self-Discipline.** Listen. Have the humility to hear the aspirations and concerns of others. Put your ideas to work for their benefit.
- **Self-Discipline.** Be open-minded to feedback and innovations on your ideas, so that you have the best opportunity of making your solutions work.

Tips on Managing your:

Pioneers

- **Clear Expectations.** Give them clear task (what to innovate or change) and purpose (why do it, desired outcomes) – let them amaze you with their ingenuity; prevent them from bouncing around one good idea after another
- **Empower** them to challenge the status quo; encourage them to be able to disagree without being disagreeable.
- **Diversity.** Put a diverse team around them.
 - *Operators* will keep your *Pioneers* grounded to reality and will get the innovations implemented.
 - *Reconcilers* will help smooth the rough edges and keep people on board with innovations.
 - *Mavericks* will help your *Pioneers* focus on innovations that matter most to your team and help them integrate new ideas into a larger whole.

Reconcilers

- **Clear Expectations.** Be very clear on your priorities and what issues you want to be sure *Reconcilers* bring to your attention when there is disagreement among your direct reports. Direct them to tee up the points of disagreement for your decision so key issues do not get watered down.
- **Empower** them to build and maintain consensus among a diverse team; put them in positions to resolve disagreements or come up with a synthesis of viewpoints. Avoid putting them in roles which require them to generate new ideas and innovations or challenge the status quo.
- **Diversity.** Put a diverse team around them to set your *Reconcilers* up for success.
 - *Mavericks* will help them see the big picture issues and what needs to be addressed from a strategic viewpoint. This will help your reconcilers know which issues to tee up for you to resolve disagreements.
 - *Pioneers* will help your *Reconcilers* recognize areas that need to be updated or changed to keep pace with changes in the environment or new initiatives by your competitors.
 - *Operators* will hold people accountable for performance and results and balance the *Reconcilers* tendency to avoid conflict.

Operators

- **Clear Expectations.** Be very clear on your priorities and what you want your *Operators* make happen, so that they direct their energy on key issues and not get bogged down in extraneous matters.
- **Empower** them to establish procedures and set and enforce standards. Be sure that your behavioral expectations are crystal clear, so your *Operators* maintain compliance in accordance with your values.
- **Diversity.** Put a diverse team around them to set up your *Operators* for success.
 - *Mavericks* will help them see the big picture issues and what needs to be addressed from a strategic viewpoint. This will help your *Operators* know which systems, procedures and compliance matters are the top priorities.
 - *Pioneers* will help your *Operators* recognize processes that need to be updated or changed to keep pace with the environment or new initiatives by your competitors.
 - *Reconcilers* will build consensus for changes in systems and procedures and help bring people on board.

Mavericks

- **Clear Expectations.** Be very clear on your priorities and what problems you want your *Mavericks* to address, so that they direct their energy on key priorities.
- **Empower** them to take on big, chronic problems and opportunities. Engage with them regularly in free-flowing discussions so you can keep them focused on your priorities without making them feel micro-managed.
- **Diversity.** Put a diverse team around them to set up your *Mavericks* for success.
 - *Reconcilers* will help them build consensus and gain buy-in for their big ideas. This will help your *Mavericks* avoid being blindsided by internal resistance.
 - *Pioneers* will help your *Mavericks* recognize the innovations needed to make the big solutions work. They will get people energized and moving to make things happen.
 - *Operators* will keep them grounded in reality and will develop the systems and processes needed to institutionalize major changes.

Tips on managing-up for:

Pioneers

- **Clarify your Role.** Have innovation written into your job description – make sure your leaders and others know it is your job to challenge the status quo and come up with innovations.
- **Understand priorities.** Get very clear priorities from your leadership so that you focus your innovative energies on what matters most for your team.
- **Prevent blindsides.** Challenge the status quo in objectives-oriented language – avoid criticizing the person. Someone perceiving a personal attack will dig in their heels.
- **Diversity.** Get *Operators* and *Reconcilers* on your team – they will help you bring new ideas to reality. *Mavericks* will help you keep ideas focused on the big picture.
- **Gain buy-in.** Talk about innovations and new ideas in terms your managers can rally around.
 - *Operators* will want to know the details of how the new ideas will work, why the change is better than the status quo, the potential risks and downsides, and how to address them.
 - *Reconcilers* will also want to know how to get people on board and avoid internal resistance.
 - *Mavericks* will be keen to learn how the change addresses problems and opportunities that matter most.

Reconcilers

- **Clarify your Role.** Have team-building and managing consensus written into your job description – make sure your leaders and others know it is your job to bring and keep people on board with difficult issues or changes.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which disagreements you should bring to their attention and which ones you are empowered to manage.
- **Prevent blindsides.** Set boundaries at work so you do not exhaust yourself helping others and neglect your work.
- **Diversity.** Get *Pioneers* and *Mavericks* on your team – they will alert you new ideas and changes needed to meet strategic outcomes in the face of competition. *Operators* will help you enforce standards and expectations.
- **Gain buy-in.** Talk about consensus management in terms your leadership can rally around.
 - Help *Operators* see that compliance and standards are more likely to be met when people know and buy-into the WHY.
 - Help *Pioneers* with ways to gain buy-in for ideas and innovations, as well as understanding which ones are unlikely to gain acceptance and why.
 - Help *Mavericks* develop ways to gain buy-in for big-picture assessments and strategic shifts. Help them avoid impaling themselves on initiatives that are impossible to sell.

Operators

- **Clarify your Role.** Have system-building and compliance written into your job description – make sure your leaders and others know it is your job to enforce standards and hold people accountable.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which issues need your attention most; avoid badgering people over non-essentials.
- **Prevent blindsides.** Be open-minded about how rules and procedures affect workplace morale and objectives. Make things easier.
- **Diversity.** Get *Pioneers* and *Mavericks* on your team – they will alert you when existing systems and processes are no longer keeping pace with the competition or changes in the marketplace. *Reconcilers* will help you build consensus for systems and standards.
- **Gain buy-in.** Talk about compliance and standards in terms your leadership can rally around.
 - Help *Reconcilers* see that enforcing expectations clearly will reduce internal strife and non-compliant behavior.
 - Help *Pioneers* find ways to implement their innovations and new ideas; keep them grounded to reality by letting them know which ones cannot be implemented; offer suggestions to make their top ideas executable.
 - Help *Mavericks* develop systematic ways and data points to make the case for big-picture assessments and strategic shifts. Help them avoid talking in complex or data-free terms.

Mavericks

- **Clarify your Role.** Have problem-solving and opportunity-seizing written into your job description – make sure your leaders and others know it is your job to push the envelope, challenge the status quo, and generate ideas that solve problems and capitalize on opportunities.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which issues need your attention most; avoid wasting organizational energy solving non-essential problems.
- **Prevent blindsides.** Be sensitive to the downsides and risks of new big ideas; be sure to communicate those with empathy and understanding.
- **Diversity.** Get *Reconcilers* and *Operators* on your team – they will help you see the points of view of others; build consensus; discard impractical ideas; and make realistic ideas work. *Pioneers* will help you make the necessary innovations and generate enthusiasm around new solutions.
- **Gain buy-in.** Talk about big ideas in terms your leadership can rally around.
 - Help *Reconcilers* see that your new approach will resolve chronic issues that have been creating internal friction.
 - Help *Pioneers* see that their innovations are more likely to be accepted and to take hold when oriented on addressing big challenges or opportunities.
 - Help *Operators* understand how you got from diagnosis to solution and that you have thought through the practicalities of each step.

Notes:

08

CREATE YOUR ACTION PLAN

Leader Persona Quiz

Now that you know more about leader personas, it's time to develop your action plan. Use the worksheets that follow to map out your team and plot a course to success. [CLICK TO TAKE QUIZ](#)

My Leadership Persona is: _____

*SLA's Leader-Personas***Pioneers**

- **Pioneers** – extroverted visionaries. Love to rally people behind new ideas and innovations; challenge status quo and conventional wisdom. Examples include Oprah Winfrey, General George Patton, Mark Zuckerberg, and Mao Tse-Tung.
- **Healthy Pioneers** – leaders who have the vision and inspiration to make real changes in organizations and the lives of people. They are quick to see opportunities most others miss. They are unafraid to challenge the status quo but recognize that *how* they challenge it is important for success. They are sensitive to the disruptive nature of innovation and seek to take care of those affected.

Reconcilers

- **Reconcilers** – detail-oriented extroverts. Love to build teams, manage consensus, and keep people on board. Examples include Abraham Lincoln, Dwight Eisenhower, Jiang Zemin, and Eric Schmidt.
- **Healthy Reconcilers** are masters at building and maintaining highly diverse coalitions, alliances, and teams. They know how to build consensus on tough issues, manage egos, and keep people on board in difficult times and in the face of forces that threaten to pull the team apart.

Operators

- **Operators** – Detail-oriented Introverts. Operators make things happen. They are excellent planners, can synchronize complicated operations, and hold people accountable to high standards. Famous Operators include George Washington, Queen Elizabeth II, Omar Bradley, Deng Xiaoping, and George H.W. Bush.
- **Healthy Operators** are the people that make organizations work. They prize efficiency and effectiveness. They have an open mind to new ideas and love to figure out ways to implement them successfully. They create detailed plans and value rehearsals to check understanding. They build systems and institutions.

Mavericks

- **Mavericks** are visionary introverts. They love to wrestle with and solve big, complex problems. They tend to be deep thinkers with a big-picture focus. At their best, they create transformations that have major impact. Famous Mavericks include Alexander Hamilton, Xi Jinping, Steve Jobs, and Ulysses S. Grant.
- **Healthy Mavericks** are the people with the big ideas to solve chronic, complex problems or come up with new formulations that can transform society, politics, business, and the way people think about and engage in issues. They avoid ivory tower or pie-in-the-sky imaginings and focus on practical solutions..

Quiz URL: <https://quiz.tryinteract.com/#/5c5cc343148729001430e7d1>



My supervisor's persona is: _____

Put the names of your team members into the appropriate categories. How balanced is your team?

Pioneers	Reconcilers
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
Mavericks	Operators

Tips on staying in the Healthy range:

Pioneers

- **Inclusion.** Put *Operators*, *Reconcilers*, and *Mavericks* around you and empower them to challenge your ideas.
 - *Operators* will keep you grounded in reality and help you bring your ideas into action
 - *Reconcilers* will help you build consensus and come up with ways to gain buy-in rather ... and avoid internal resistance
 - *Mavericks* will help you focus on innovations that matter in the big picture, so you avoid simply changing around the margins.
- **Avoiding Blindsides.** Do routine sanity checks and updates with your leaders, so you get their guidance and buy-in early. This will help you orient on things that matter and avoid fiddling. This will also help you avoid the frustration of getting mature ideas shot-down.
- **Self-Discipline.** Set and maintain clear priorities so that you avoid creating hyper-activity.
- **Self-Discipline.** Create a parking lot for new ideas and initiatives that are below your top 3 priorities so you keep visibility and avoid confusing your employees.

Reconcilers

- **Inclusion** Put *Mavericks*, *Pioneers*, and *Operators* around you and empower them to challenge your ideas.
 - *Mavericks* will help you focus on the big picture and avoid getting trapped in a slow-failure status quo.
 - *Pioneers* will help you make and sell innovations that maintain organizational energy and dynamism in the face of competition.
 - *Operators* will ensure decisions are implemented to standard and will hold people accountable for their objectives.
- **Avoiding Blindsides.** Routinely measure your desired outcomes so that you can see if the status quo is leading in the right direction. Avoid simply measuring performance (or efforts), so you do not get trapped in doing the same things over and over again while expecting different results.
- **Self-Discipline.** Develop a clear list of priority issues that will need to be teed up for decisions in case key leaders are in disagreement. This will help you avoid watering down issues to the least common denominators.
- **Self-Discipline.** Set clear boundaries so you do not exhaust yourself in helping others to the neglect of yourself and loved ones.

Operators

- **Inclusion** Put *Mavericks*, *Pioneers*, and *Reconcilers* around you and empower them to challenge your ideas.
 - *Mavericks* will help you focus on the big picture and avoid blindsided or getting trapped in a slow-failure status quo or bureaucratic minutiae.
 - *Pioneers* will help you make and sell innovations that maintain organizational energy and dynamism in the face of competition.
 - *Reconcilers* will help you build consensus and solid on-ramps as you make procedures more efficient and help you avoid running roughshod over people to gain compliance.
- **Avoiding Blindsides.** Routinely measure your desired outcomes so that you can see if the existing procedures and processes are leading in the right direction. Avoid the silo-trap by maintaining a big-picture, outcomes-oriented focus rather than adding up progress reports from your teams.
- **Self-Discipline.** Develop a clear list of priorities and develop feedback mechanisms to help you know if existing rules and processes are advancing or inhibiting these priorities.
- **Self-Discipline.** Take the time to view issues from the perspectives of others. Use an empathy map to help you understand and address varying points of view.

Mavericks

- **Inclusion** Put *Operators*, *Pioneers*, and *Reconcilers* around you and empower them to challenge your ideas.
 - *Operators* will keep you grounded in reality and help you focus on solutions that can be implemented.
 - *Pioneers* will help you create the innovations needed to make your big ideas work.
 - *Reconcilers* will help you build consensus for change and help you avoid coming across as insensitive or aloof to the needs and concerns of others.
- **Avoiding Blindsides.** Take the time to understand the potential downsides and costs of your initiatives; take action to assist those left behind. Take the time to build consensus rather than rushing to failure
- **Self-Discipline.** Listen. Have the humility to hear the aspirations and concerns of others. Put your ideas to work for their benefit.
- **Self-Discipline.** Be open-minded to feedback and innovations on your ideas, so that you have the best opportunity of making your solutions work.

What steps will you take to get to, or remain in, the healthy range? What steps will you take to prune-away average or unhealthy behaviors

1.

2.

3.

Tips on Managing your:

Pioneers

- **Clear Expectations.** Give them clear task (what to innovate or change) and purpose (why do it, desired outcomes) – let them amaze you with their ingenuity; prevent them from bouncing around one good idea after another
- **Empower** them to challenge the status quo; encourage them to be able to disagree without being disagreeable.
- **Diversity.** Put a diverse team around them.
 - *Operators* will keep your *Pioneers* grounded to reality and will get the innovations implemented.
 - *Reconcilers* will help smooth the rough edges and keep people on board with innovations.
 - *Mavericks* will help your *Pioneers* focus on innovations that matter most to your team and help them integrate new ideas into a larger whole.

Reconcilers

- **Clear Expectations.** Be very clear on your priorities and what issues you want to be sure *Reconcilers* bring to your attention when there is disagreement among your direct reports. Direct them to tee up the points of disagreement for your decision so key issues do not get watered down.
- **Empower** them to build and maintain consensus among a diverse team; put them in positions to resolve disagreements or come up with a synthesis of viewpoints. Avoid putting them in roles which require them to generate new ideas and innovations or challenge the status quo.
- **Diversity.** Put a diverse team around them to set your *Reconcilers* up for success.
 - *Mavericks* will help them see the big picture issues and what needs to be addressed from a strategic viewpoint. This will help your reconcilers know which issues to tee up for you to resolve disagreements.
 - *Pioneers* will help your *Reconcilers* recognize areas that need to be updated or changed to keep pace with changes in the environment or new initiatives by your competitors.
 - *Operators* will hold people accountable for performance and results and balance the *Reconcilers* tendency to avoid conflict.

Operators

- **Clear Expectations.** Be very clear on your priorities and what you want your *Operators* make happen, so that they direct their energy on key issues and not get bogged down in extraneous matters.
- **Empower** them to establish procedures and set and enforce standards. Be sure that your behavioral expectations are crystal clear, so your *Operators* maintain compliance in accordance with your values.
- **Diversity.** Put a diverse team around them to set up your *Operators* for success.
 - *Mavericks* will help them see the big picture issues and what needs to be addressed from a strategic viewpoint. This will help your *Operators* know which systems, procedures and compliance matters are the top priorities.
 - *Pioneers* will help your *Operators* recognize processes that need to be updated or changed to keep pace with the environment or new initiatives by your competitors.
 - *Reconcilers* will build consensus for changes in systems and procedures and help bring people on board.

Mavericks

- **Clear Expectations.** Be very clear on your priorities and what problems you want your *Mavericks* to address, so that they direct their energy on key priorities.
- **Empower** them to take on big, chronic problems and opportunities. Engage with them regularly in free-flowing discussions so you can keep them focused on your priorities without making them feel micro-managed.
- **Diversity.** Put a diverse team around them to set up your *Mavericks* for success.
 - *Reconcilers* will help them build consensus and gain buy-in for their big ideas. This will help your *Mavericks* avoid being blindsided by internal resistance.
 - *Pioneers* will help your *Mavericks* recognize the innovations needed to make the big solutions work. They will get people energized and moving to make things happen.
 - *Operators* will keep them grounded in reality and will develop the systems and processes needed to institutionalize major changes.

What steps will you take to bring out the best in your team members? What steps will you take to enhance their commitment to your organization's mission and culture?

Pioneers:

Reconcilers:

Operators:

Mavericks:

Tips on managing-up for:

Pioneers

- **Clarify your Role.** Have innovation written into your job description – make sure your leaders and others know it is your job to challenge the status quo and come up with innovations.
- **Understand priorities.** Get very clear priorities from your leadership so that you focus your innovative energies on what matters most for your team.
- **Prevent blindsides.** Challenge the status quo in objectives-oriented language – avoid criticizing the person. Someone perceiving a personal attack will dig in their heels.
- **Diversity.** Get *Operators* and *Reconcilers* on your team – they will help you bring new ideas to reality. *Mavericks* will help you keep ideas focused on the big picture.
- **Gain buy-in.** Talk about innovations and new ideas in terms your managers can rally around.
 - *Operators* will want to know the details of how the new ideas will work, why the change is better than the status quo, the potential risks and downsides, and how to address them.
 - *Reconcilers* will also want to know how to get people on board and avoid internal resistance.
 - *Mavericks* will be keen to learn how the change addresses problems and opportunities that matter most.

Reconcilers

- **Clarify your Role.** Have team-building and managing consensus written into your job description – make sure your leaders and others know it is your job to bring and keep people on board with difficult issues or changes.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which disagreements you should bring to their attention and which ones you are empowered to manage.
- **Prevent blindsides.** Set boundaries at work so you do not exhaust yourself helping others and neglect your work.
- **Diversity.** Get *Pioneers* and *Mavericks* on your team – they will alert you new ideas and changes needed to meet strategic outcomes in the face of competition. *Operators* will help you enforce standards and expectations.
- **Gain buy-in.** Talk about consensus management in terms your leadership can rally around.
 - Help *Operators* see that compliance and standards are more likely to be met when people know and buy-into the WHY.
 - Help *Pioneers* with ways to gain buy-in for ideas and innovations, as well as understanding which ones are unlikely to gain acceptance and why.
 - Help *Mavericks* develop ways to gain buy-in for big-picture assessments and strategic shifts. Help them avoid impaling themselves on initiatives that are impossible to sell.

Operators

- **Clarify your Role.** Have system-building and compliance written into your job description – make sure your leaders and others know it is your job to enforce standards and hold people accountable.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which issues need your attention most; avoid badgering people over non-essentials.
- **Prevent blindsides.** Be open-minded about how rules and procedures affect workplace morale and objectives. Make things easier.
- **Diversity.** Get *Pioneers* and *Mavericks* on your team – they will alert you when existing systems and processes are no longer keeping pace with the competition or changes in the marketplace. *Reconcilers* will help you build consensus for systems and standards.
- **Gain buy-in.** Talk about compliance and standards in terms your leadership can rally around.
 - Help *Reconcilers* see that enforcing expectations clearly will reduce internal strife and non-compliant behavior.
 - Help *Pioneers* find ways to implement their innovations and new ideas; keep them grounded to reality by letting them know which ones cannot be implemented; offer suggestions to make their top ideas executable.
 - Help *Mavericks* develop systematic ways and data points to make the case for big-picture assessments and strategic shifts. Help them avoid talking in complex or data-free terms.

Mavericks

- **Clarify your Role.** Have problem-solving and opportunity-seizing written into your job description – make sure your leaders and others know it is your job to push the envelope, challenge the status quo, and generate ideas that solve problems and capitalize on opportunities.
- **Understand priorities.** Get very clear priorities from your leadership. Understand which issues need your attention most; avoid wasting organizational energy solving non-essential problems.
- **Prevent blindsides.** Be sensitive to the downsides and risks of new big ideas; be sure to communicate those with empathy and understanding.
- **Diversity.** Get *Reconcilers* and *Operators* on your team – they will help you see the points of view of others; build consensus; discard impractical ideas; and make realistic ideas work. *Pioneers* will help you make the necessary innovations and generate enthusiasm around new solutions.
- **Gain buy-in.** Talk about big ideas in terms your leadership can rally around.
 - Help *Reconcilers* see that your new approach will resolve chronic issues that have been creating internal friction.
 - Help *Pioneers* see that their innovations are more likely to be accepted and to take hold when oriented on addressing big challenges or opportunities.
 - Help *Operators* understand how you got from diagnosis to solution and that you have thought through the practicalities of each step.

Steps I can take to help my manager manage me:

1.

2.

3.

Notes:

This image shows a blank sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

MEET OUR TEAM



CHRIS KOLENDA, Founder,
Kolenda Strategic Leaders
Academy

Chris helps his clients gain and sustain an unassailable competitive advantage by working with them to get the 3 BIG things right: Leadership, Culture, and Strategy. Since 2014, his clients have grown by over \$25 million and counting.



ERIK KOBER, Founder, Kober
Strategic Leader Consulting
LLC

Erik, a fully-certified Strategic Leaders Academy™ consultant, helps restaurateurs grow their businesses sustainably.



MEET OUR TEAM



JOHN O'GRADY, Founder, O'Grady Leadership and Consulting Services, LLC

John helps athletes, coaches and executives bring out the very best in their players, teams and organizations. A former Division I athlete, West Point graduate, Army Colonel, and distinguished combat leader, John inspires leaders and teams to become the best version of themselves in the most demanding, complex, austere, and challenging environments.



JEFF MARQUEZ, Founder, Marquez || Leadership, Culture & Strategy, LLC

Jeff helps youth-oriented and government organizations to grow sustainably. A retired Army colonel and former senior executive with the federal government, Jeff brings a wealth of experience leading people and organizations.



MEET OUR TEAM



TOM LUSCHER, Founder, Luscher Strategic Leaders Consulting, LLC

Tom helps non-profit organizations to grow sustainably by focusing on the 3 BIG things: Leadership, Culture and strategy. He is committed to helping your organization thrive. A Naval Academy graduate and naval aviator, Tom retired as a Rear Admiral and has extensive experience leading large, complex organizations including command at the flag officer level.



Nicole Kauss –
Chief Operating Officer

Nicole joined SLA as its Chief Operating Officer in August 2019. She previously worked for the Department of Defense for 15 years. A former Intelligence Community leader who has deployed numerous times and excels in high pressure situations in challenging environments, Nicole is excited to bring her dedication, drive, and empathy to SLA.





CHRISTOPHER KOLENDA

FOUNDER, KOLENDASTRATEGIC LEADERS ACADEMY

THANK YOU

I hope that this resource has helped you and your team.

We love hearing about ways you and your team are making your organization a better place to work. Please send us a note or hit us up on social media.

We'd also love for you to continue your journey with us. Please accept 20% off coupon for any of our courses.

OUR GIFT TO YOU

Enjoy a 20% off discount on any SLA Course
use coupon code LEADERSHIP

