LEADING TRANSFORMATION #27:  
LEADERSHIP ACTION PREFERENCE (LAP) PART 2

LAP explores how we are naturally driven to lead. It addresses how the interplay between leadership styles and competencies can impact leadership effectiveness. The unique mix of leadership action orientations as Dreamers, Designers, Developers and Drivers, contribute to the overall LAP, and as a result, the leadership styles of the leaders. Understanding your style of leadership will help you to know the strengths you bring to leadership; and other leadership strengths that you will need to complement you in moving to the level of HIGHLY EFFECTIVE LEADERSHIP PRACTICE (HELP).

A. DREAMER  
• Futuristic.  
• Sees new possibilities.  
• Optimistic.  
• Asks, “Why not?”  
• Hates status quo.  
• Likes change.  
• Usually inspiring and persuasive.  
• Has assurance/faith that what is not can be.

Limitations:  
• Not realistic.  
• Little appreciation of the details.

B. DESIGNER  
• Likes to make new ideas work.  
• Enjoys exercising creativity.  
• Has a strong leaning toward originality.  
• A strategist.  
• Wants to consider alternatives before landing on one strategy.  
• Asks, “Why can’t we do it in other ways?”  
• Hates monotony; doing the same thing over and over again in the same way.  
• Likes to try new methods.

Limitations  
• May hang on too long to ideation process.  
• May not work well with other people’s ideas.  
• Can easily change his/her mind.

C. DEVELOPER  
• A realist.  
• Likes to count the cost.  
• Enjoys building capacity for implementation.  
• A process person.  
• Wants not to only do the right thing but to do the right way.  
• Asks, “Why the hurry”?  
• Usually says, “I want to do a good job.”  
• Wants to hear, “Well done; good job,” with emphasis on ‘good.’

Limitations  
• May be too cautious, or even bureaucratic.  
• May be impatient with dreamers.

D. DRIVER  
• Action oriented.  
• Asks, “Why talk about it when we can simply do it.” “What is the hold up.” “Why the delay”?  
• Lives by the slogan, “Just do it.”  
• Enjoys completion.  
• Likes to check things off the To Do list.  
• Prefers to be told what needs to be done and then trusted to do it.  
• Hates many meetings.  
• Likes to work with those who can think through issues and then clarify what needs to be done.

Limitations:  
• Impatient with process.  
• Little appreciation for the big picture.

REFLECTION:  
1. What leadership tendencies would you need to reinforce in order to move to the next level of Highly Effective Leadership Practice (HELP).

2. What obstacles do you need to eliminate or minimize significantly in order to move to the next level of Highly Effective Leadership Practice (HELP)?

On a scale of 1 to 5 (5 being excellent) rate yourself in each of the Leadership Action Preferences (LAP). Connect the points together, and that gives you an appreciation of your leadership action orientations at a glance.

