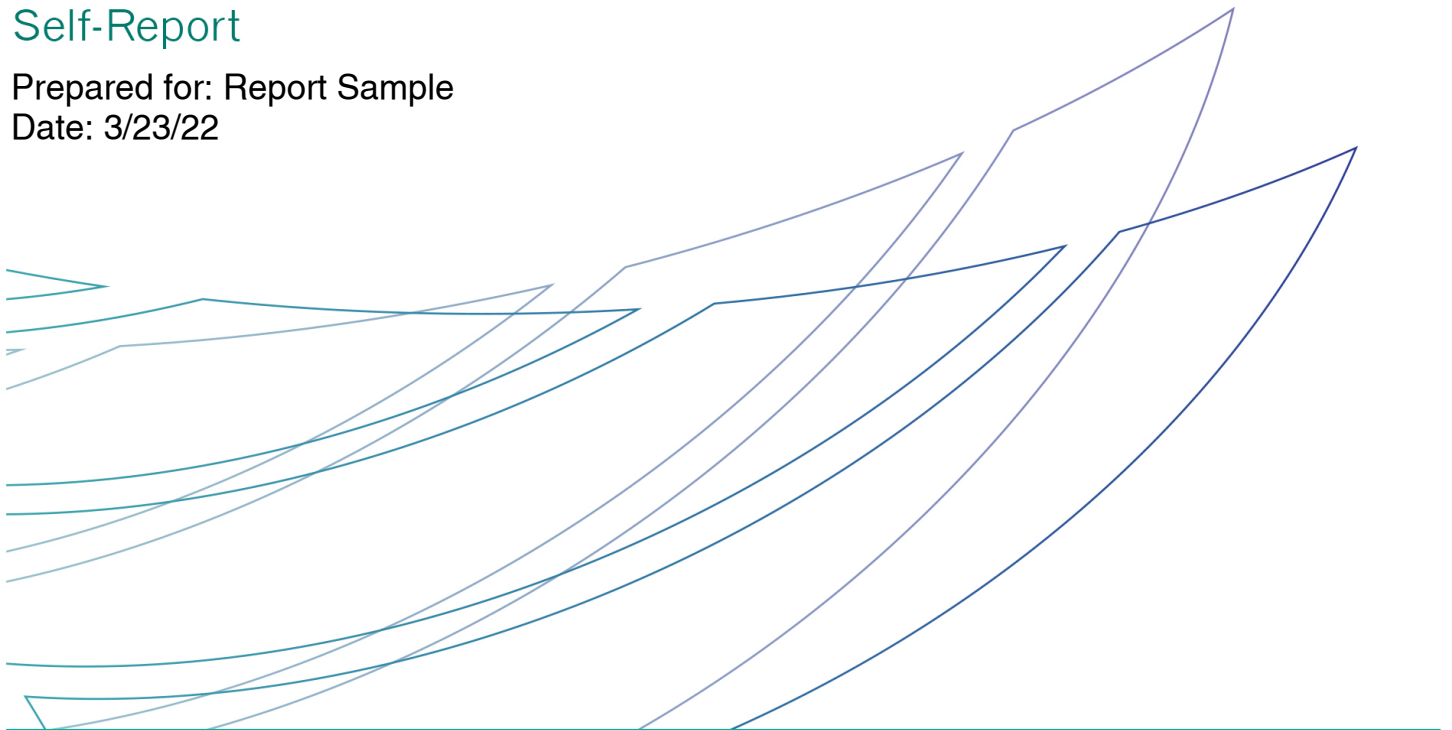

Campbell Leadership Descriptor

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Self-Report

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Introduction

IN OUR INCREASINGLY COMPLEX WORLD, THE NEED FOR GOOD LEADERSHIP has never been greater. In fact, effective leadership is crucial to the success of any organization. But what is an “effective leader” and how can you improve your chances of success in leadership roles? The *Campbell Leadership Descriptor*, and this accompanying report, is designed to help you think about characteristics for successful leadership, recognize your strengths, and identify areas for improvement.

THE DESCRIPTOR asked you to consider forty adjectives, such as Dependable, Farsighted, and Diplomatic, and asked you to confirm to what extent they applied to a Good Leader, a Poor Leader, and yourself. Each adjective focused on a specific leadership characteristic; similar adjectives were grouped into nine major components of leadership. The resulting profile will help you identify your own strengths and weaknesses so you can determine actions you can take to be a more successful leader.

When completing the Descriptor, we also asked you to think about your leadership challenges, your personal objectives, and who you knew that was a good leader/poor leader. It will help to keep these challenges and objectives in mind as you read through your results. Here’s what you wrote:

Your Leadership Challenges

Recruiting employees whose values align with mine and that of the organization, delegation as appropriate, lack of commitment and support from senior leadership, and organizational politics are disruptive to progress and success.

Personal Objectives

My Style

Good Leader/Poor Leader

Good

- supportive
- honest
- interested in the success of her employees

Poor

- lack of self-awareness
- stole my work
- not trustworthy



The Nine Leadership Components

The first six components cover the major tasks of organizational leadership that must be present and well-executed within any organization so that the organization, and its membership, do not eventually suffer. Normally, it is the organization's leaders who accomplish these tasks, either directly or through delegation. These components are:

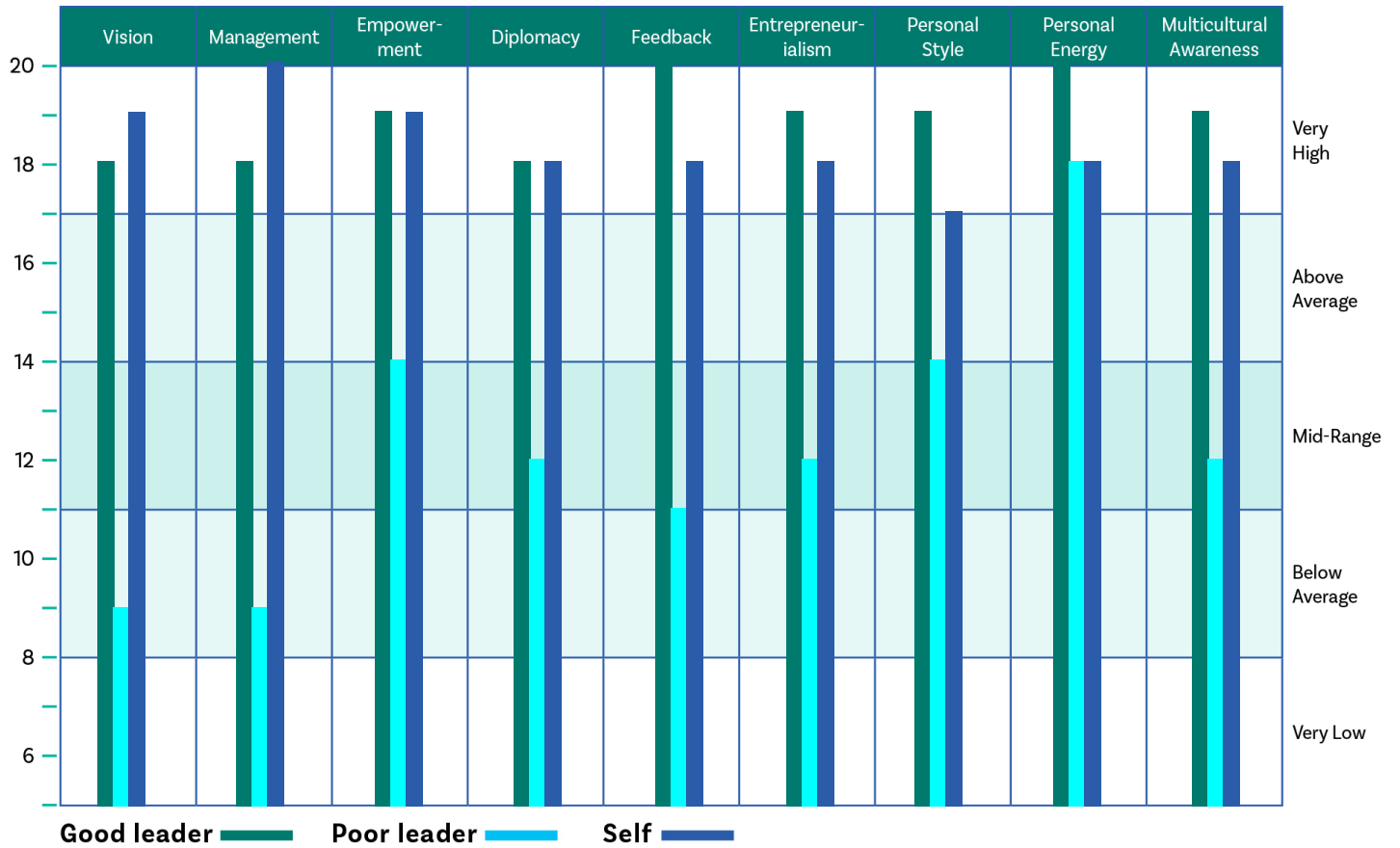
1. **Vision**- Establish the general tone and direction of the organization.
2. **Management**- Set specific goals and focus organizational resources for achieving them.
3. **Empowerment**- Select and develop direct reports who are committed to the organization's goals.
4. **Diplomacy**- Forge coalitions with important internal and external constituencies: peers, superiors, direct reports, potential organizational allies, and other important outside decision makers.
5. **Feedback**- Observe and listen carefully to clients, customers, voters, employees, students, and team members (that is, all concerned parties) and then share the resulting information in a manner that those affected can accept as beneficial.
6. **Entrepreneurialism**- Find future opportunities, including increased revenues, expanded markets, or a higher probability of desirable outcomes, such as international peace, a healthier environment, or the creation of beauty, through mechanisms such as new projects, programs, or policies.

The remaining three components represent the more personal characteristics necessary for successful leadership. Without these personal characteristics, no matter how skilled leaders might be in the other six components, they will have trouble focusing the attention and activities of their organization's members. The personal components of leadership are:

1. **Personal Style**- By personal example, set an overall organizational tone of competence, optimism, integrity, and inspiration.
2. **Personal Energy**- Live a disciplined, wholesome lifestyle that provides the necessary energy and durability to handle the physical demands of leadership: long hours, stressful decisions, conflict and its resolution, and wearying travel.
3. **Multicultural Awareness**- Be experienced and comfortable working with individuals and managing organizations across different geographic, demographic, and cultural borders.



Campbell Leadership Descriptor Profile





Interpreting Your Scores

Component of Leadership	Band	Implication
Vision	VERY HIGH	You are very good in performing this component.
Management	VERY HIGH	You are very good in performing this component.
Empowerment	VERY HIGH	You are very good in performing this component.
Diplomacy	VERY HIGH	You are very good in performing this component.
Feedback	VERY HIGH	You are very good in performing this component.
Entrepreneurialism	VERY HIGH	You are very good in performing this component.
Personal Style	VERY HIGH	You are very good in performing this component.
Personal Energy	VERY HIGH	You are very good in performing this component.
Multicultural Awareness	VERY HIGH	You are very good in performing this component.



Analyzing Your Results

FIRST, THINK ABOUT WHAT YOU HAVE LEARNED ABOUT YOUR LEADERSHIP strengths and the areas in which you could improve your leadership abilities. Take another look at your Profile. Examine how you compare with both the good and the poor leaders on each of the nine components. Next, review your highest and lowest scores:

Your Highest Scores:

- Management **(20)**
- Vision **(19)**
- Empowerment **(19)**
- Diplomacy **(18)**
- Feedback **(18)**
- Entrepreneurialism **(18)**
- Personal Energy **(18)**
- Multicultural Awareness **(18)**

Your Lowest Scores:

- Personal Style **(17)**

Descriptor Review Questions

For each of the components listed above, consider the following questions:

For the areas in which you scored yourself higher, consider:

- ▶ Why do you think you are strong on this component? How did you develop this strength?
- ▶ In what ways will this strength be useful as you move into positions of increasing responsibility and leadership influence?
- ▶ What steps can you take to develop this strength further?
- ▶ Are there any negative effects of this strength? If so, what can you do to reduce them?

For the areas in which you scored yourself lower, consider:

- ▶ Why do you think this area is troublesome for you?
- ▶ In what way is this area impeding your progress?
- ▶ How important will this area be as you seek increased leadership opportunities?
- ▶ What actions could you take to strengthen this area?



Developmental Activities

NOW THAT YOU HAVE EXAMINED YOUR STRENGTHS as a leader and identified what you need to improve, the next step is to work on becoming the most successful leader you can be. Below are some suggestions for developmental activities to improve your leadership abilities in general, as well as specific activities for each of the nine leadership components.

To Improve Your Overall Leadership Abilities

- ▶ Attend professional and personal development courses to learn more about communication skills, negotiating, creative problem solving, presentation skills, time management, team building, goal setting, project planning, management, diversity, and other topics that are essential to leadership success.
- ▶ Take courses to become more creative and learn to think outside the box, such as classes in acting, singing, improvisation, painting, and other areas of art and performance.
- ▶ Look for opportunities to learn something entirely new—and difficult. For example, study a foreign language or learn to play tennis.
- ▶ Find a mentor, someone whose leadership abilities you respect, who is willing to share what he or she knows about leadership, answer questions, and give feedback on your own performance as a leader.
- ▶ Interview successful leaders, asking about their experiences and methods, what they think it takes to be a good leader, and why they think some leaders succeed and others fail.
- ▶ Observe the leaders in your environment and keep a journal in which you record your observations about what they do that works, as well as what they do that does not work.
- ▶ Look for opportunities to practice leadership in your work environment and with civic, community, or volunteer organizations.

Vision

- ▶ Consider where your organization is and where it should be going (or, if it is more appropriate, your portion of the organization). Ask questions such as, “What is the ‘big picture’ of our future?” “What will it take to get there?” For the best leaders, asking these questions again and again comes close to being an obsession. Constantly imagine a future for your organization that excites and motivates you.
- ▶ Read other leaders’ vision statements and think about the ways in which those vision statements drive organizations. For example, Bill Gates’ vision, enshrined on a plaque on the Microsoft campus in Redmond, Washington, reads, “Every time a product ships, it takes us one step closer to the vision: a computer on every desk and in every home.”
- ▶ Write a succinct vision statement that captures your thoughts about your organization’s future.
- ▶ Outline specific goals that will be necessary to achieve your vision. Imagine how your vision statement might motivate your direct reports, peers, and other relevant groups.
- ▶ List the resources and the support that will be needed for your vision to succeed, and determine where those resources and that support might be obtained.
- ▶ Predict what the major barriers to progress might be and how they might be overcome.



Vision, cont.

- ▶ Observe what other leaders in your environment are doing to create motivating visions and supporting goals. Note which approaches seem to work and which are problematic.
- ▶ Remain alert for opportunities, including “lucky breaks,” that you might exploit to achieve your vision.
- ▶ Be alert for events that might impede your progress, such as market changes, cultural shifts, or political realignments, and reevaluate your vision in light of changed situations.

Management

- ▶ Evaluate the way your organization uses its resources and monitors progress toward its goals. What seems to be working, and what seems to need improvement?
- ▶ Think of and experiment with changes that might improve the way things are done in your organization.
- ▶ Identify the operational and administrative problems that cause the most trouble in your organization, and work with others to find ways to resolve them. See problems as opportunities for improvement.
- ▶ Use books, software, training programs, and personal organizers to improve the way you manage your time and organize yourself. Prioritize your activities and keep a “to-do” list.
- ▶ Develop personal systems to organize information, documents, and files, so you can easily find what you need.
- ▶ Discriminate between what you must do yourself and what you can delegate. Learn techniques for delegating so that the right work is done in the right way.
- ▶ Look for opportunities to delegate, especially in areas that are not your strengths.
- ▶ Set specific performance goals for yourself, determine what it will take to achieve them, and where you will find the necessary resources, including time.
- ▶ Meet your deadlines.
- ▶ Work with your direct reports to set specific performance goals. Determine what it will take for people to achieve goals, including what they need from you, and make sure they have the necessary support and resources.
- ▶ Establish a system for monitoring progress, giving feedback, and revising goals as needed.

Empowerment

- ▶ Pay attention to what seems to motivate the people around you, identifying the different things that motivate different individuals: For example, one person might be motivated by an increase in salary, another might be motivated by the opportunity to work flexible hours, and still another might be motivated by increasingly challenging projects.
- ▶ For each of your direct reports, try to identify the primary motivators and, if possible, provide them.
- ▶ To the extent that you can, involve your direct reports in setting the organization’s goals, determining how to achieve them, making decisions, and solving problems. When you must make a decision yourself, ask for direct reports’ opinions and ideas, consider them carefully, and explain the reasons behind the decisions you make.



Empowerment, cont.

- ▶ Focus on results, not on process. When giving assignments and delegating responsibilities, describe the results you want and encourage the person to come up with a plan for achieving them. Make certain the person has the necessary resources and support to achieve the results.
- ▶ Think of several ways in which you can provide direct reports with education, training, opportunities for professional travel, increased responsibility, and other activities that help them learn and grow.
- ▶ Think of several ways in which you can recognize, encourage, and support people who have special talents. For those who appear to have good leadership potential, offer your help as a mentor.
- ▶ Recognize when productive direct reports need to move on to other opportunities, and be willing to support their decisions.
- ▶ Try to understand and support direct reports who are dealing with external pressures, such as family problems or health issues.
- ▶ Think of several ways in which you can help those around you celebrate their successes.

Diplomacy

- ▶ Rate your interactions with others on a scale of 1 to 10 to determine how often you are in conflict, with 10 being “very often” and 1 being “hardly ever.” If you rate yourself higher than 6, you probably need to improve your diplomacy. Identify the reasons for conflicts: For example, do you usually insist on being right? Do you tend to lose your temper when someone opposes or disagrees with you? Do you see compromise as failure? Make a contract with yourself to control the behavior that leads to unnecessary and unproductive conflict.
- ▶ Learn to listen actively. When involved in complex situations with differing viewpoints, try to understand and respect what is important to each party and work toward a mutually acceptable resolution.
- ▶ Respect other people, even when you do not agree with them. Consider other people’s feelings. Be tactful. Avoid blaming or embarrassing others.
- ▶ Think of several ways in which you can develop positive relationships with people at different levels of your organization and in other organizations that may be of help to you months or even years in the future.
- ▶ Find ways to extend your friendships and professional acquaintances to people who are different from you—different points of view, backgrounds, age, gender, race or ethnicity, sexual orientation, nationalities, and religions.
- ▶ Expand your network of contacts by becoming active in professional organizations, civic and community groups, and other organizations.

Feedback

- ▶ Evaluate the way information is communicated within your organization. Does everyone have the information needed to function effectively? Do you tend to withhold information that is potentially embarrassing or that you think people do not need? Make a commitment to share information openly, and encourage others to do the same.
- ▶ Learn how to organize and present numerical data in a way that helps everyone understand its relevance.



Feedback, cont.

- ▶ Learn how to give useful feedback that helps people know what they are doing well and what they need to improve. Focus on relevant, observable behavior and results instead of assumptions and personalities. Be specific. Say, "I have noticed that you immediately criticized six of the seven ideas that came up in yesterday's team meeting," instead of "You've got an awfully negative attitude!"
- ▶ Find opportunities in which to practice giving feedback. For example, volunteer to coach a sports team, teach someone to plant a garden, or direct a play.
- ▶ Ask for feedback from direct reports and peers on your performance, and listen carefully to what they have to say.
- ▶ Develop systems for people to give and receive peer feedback in a helpful, nonthreatening way.

Entrepreneurialism

- ▶ Examine several operational or administrative processes in your organization and ask yourself, "How can we do this more quickly, less expensively, or more effectively?" Continually seek new, innovative, creative ways of doing things.
- ▶ List the obstacles, such as fear of failure or change, that keep you from coming up with new ideas.
- ▶ Keep a journal or file with new ideas, yours and others', that intrigue you, including those that may appear to have no relevance to what you are currently doing.
- ▶ Notice which of the people around you seem to come up with good ideas, and observe what they do to promote acceptance of their ideas.
- ▶ Learn and practice techniques for generating new ideas, such as brainstorming and thinking outside the box.
- ▶ Practice selling your ideas to others. Be specific about what the idea is intended to achieve, why you think it will work, what its benefits will be, and what it will take to achieve results.
- ▶ Be willing to experiment and risk failure. Not every new idea works, especially not the first time it is tried.
- ▶ Persist in the face of failure; don't be easily discouraged. Stay focused on ideas and projects you believe in.
- ▶ Seek and pay attention to feedback that can help you improve your idea.

Personal Style

- ▶ Think through the need for and implications of legal behavior-conforming to the laws of our society; ethical behavior-conforming to the ethical standards of your occupation or profession; and moral behavior-conforming to your own internal standards of right and wrong. Imagine situations in which each type of behavior might apply, and determine what you would need to do to behave appropriately.
- ▶ Practice explaining your ideas and decisions in a way that helps people understand the reasoning behind them.
- ▶ Increase your competence by continually honing your skills in the core activities of your organization. Ask people who know more than you do about certain activities to help you learn.
- ▶ Take courses, such as global marketing or Web design, that increase your level of skill in tangential activities that may be important to your organization, and perhaps your career, in the future.



Personal Style, cont.

- ▶ Learn to be an excellent public speaker. Take a presentation skills course or join Toastmasters. Seek opportunities to make presentations to groups of various sizes, both within and outside of your organization. Include cross-cultural or international settings where you might initially feel uncomfortable.
- ▶ Learn to express positive interpretations of events, and develop your sensitivities to issues that are important to others.

Personal Energy

- ▶ Educate yourself about the components of a healthy diet. Eat sensibly and keep your weight under control.
- ▶ Exercise regularly every day, and get sufficient sleep.
- ▶ Do not smoke or use drugs, and drink alcohol only in moderation. Build a network of people to whom you can talk honestly when under stress.
- ▶ Learn methods of controlling stress, such as meditation or relaxation exercises.
- ▶ Periodically involve yourself in rigorous, challenging activities, such as marathons or outdoor adventures.

Multicultural Awareness

- ▶ Seek activities that bring you into contact with individuals from different cultures or other countries. For example, look for opportunities to interact with exchange students, foreign business people, visiting faculty, or other international guests.
- ▶ Actively seek opportunities to travel, study, attend conferences, and work in other countries.
- ▶ Study another language, listen to music from other countries, and learn to recognize foreign symbols, such as the flags, national anthems, or well-known landmarks of other countries.
- ▶ Study the histories of other countries.
- ▶ Attend religious ceremonies for religions different from your own.
- ▶ Attend ceremonies or celebrations held in the various ethnic communities that comprise our country.



About the Author

DAVID CAMPBELL is the H. Smith Richardson Fellow Emeritus at the Center for Creative Leadership, where he engaged in research and teaching in the area of leadership for over thirty years. He had regular contact in the classroom with a wide range of managers and leaders from corporate, governmental, military, and nonprofit sectors. The Center's Leadership at the Peak course, for which Campbell was a co-designer, was cited in 1999 and again in 2001 by *BusinessWeek* survey respondents and *Bricker's International Directory* as the number one short-term leadership development course for top executives in America. He has conducted leadership training sessions in a wide array of U.S. settings and in Peru, the Philippines, Saudi Arabia, Mexico, Australia, Switzerland, Canada, and the United Kingdom. He has been a visiting research fellow at the University of London and a distinguished visiting professor at the U.S. Air Force Academy. He was awarded an honorary doctorate by the University of Colorado in 1998. In 2001, he received The Distinguished Professional Contributions Award from The Society of Industrial and Organizational Psychology (SIOP).



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