

Ever hired a bona fide hotshot, only to see them stumble and flame out under your watch?

There they are, blazing a trail, breaking records, getting the awards and plaudits, then everything starts going awry. Nothing they try seems to go well, everything feels forced and somehow 'off'. You start to wonder if this one-time superstar has lost their touch. So what's the most likely cause of this downfall? The answer is a Fit to Role imbalance. It can happen 1) when this new hire comes on board, or 2) over time as their responsibilities change and evolve to meet your growing organization's needs. When the demands of the role differ from that individual's natural leadership strengths, this results in increased stress and reduced job satisfaction. Before we discuss how you as their leader can best address it, we must first examine the leadership styles at the heart of it.

LEARN THE LEADERSHIP STYLES

At work, we all show up operating in one of four primary styles: as a Visionary, an Operator, a Processor, or a Synergist. (Not sure which style you are? Take the free assessment at [SynergistQuiz.com](https://www.synergistquiz.com) to find out, and record your scores for future use.)

The Visionary Leader

Is someone who wants to do just that. They bring a vision to the organization, motivate people to think big and challenge everyone to achieve the near-impossible. Winston Churchill and Steve Jobs were Visionary leaders who achieved mind-boggling success, often against all the odds.

The Processor Leader

Has an innate desire to bring order to any situation. Devoted to metrics, graphs and detailed reports, a Processor leader can often seem remote and uncaring (neither is necessarily true) and bring a resolute logic to decision-making. Think of Bill Gates (while at Microsoft – his style has modified since he left), Warren Buffett and Star Trek's Mr. Spock and you'll get the picture.

The Operator Leader

Is focused on just getting things done. Much less interested in blue-sky thinking or 'the vision thing', Operators work hard, drive everyone furiously, and depend on sheer determination to battle through to the destination. Steve Ballmer at Microsoft, the elder George Bush and Uber's CEO Travis Kalanick are all great examples of Operator leaders.

The Synergist Leader

The final type of leader – the Synergist – is motivated to build great teams. They are constantly on the lookout for ways to make sure everyone is engaged in, and satisfied by, their work. At the end of the day, a Synergist leader is primarily people-focused. Great examples of Synergistic leaders include Nelson Mandela and Reed Hastings at Netflix.

When Style and Role Conflict

Now, guess what happens when a highly successful leader finds themselves in a role entirely unsuited to their style? Suddenly we have dysfunction, confusion, disappointment, and potentially eventual separation from the role.

The good news is, it doesn't have to reach that point for those you lead. This assessment (and its accompanying example) will enable you to work with team members to evaluate their leadership strengths and how these fit with the demands of their roles. Use it to identify opportunities for change to enhance your team's performance.

Here's how to gauge the level of 'fit to role' you're currently experiencing - the degree to which your current role matches your personal leadership style. **(As you complete these steps, refer to the worked example on pages 4-5 as needed for additional guidance.)**

TAKE THE ASSESSMENT

1

If you haven't already done so, take our Leadership Styles Assessment at [SynergistQuiz.com](https://www.synergistquiz.com) to obtain your personal VOPS profile.

DEFINE YOUR ROLE

2

In the table on the next page, write down the eight (8) most important, primary, specific functions required in your current role.

GET YOUR RESULTS

4

Multiply the total VOPS scores by 12, and compare to your personal VOPS profile.

Write down your scores here:

V: O: P: S:

VOPS YOUR ROLE

3

Using the columns at the right of the table, for each of the eight primary functions in your role, allocate 10 points across each style to reflect the weighted VOPS requirement to fulfill that role. You must allocate all 10 points for each of the eight functions, but you can allocate them to as many, or as few, of the styles as you think appropriate.

ANALYZE YOUR RESULTS

5

- If there is < 120 points in any style, you have overall good balance in FtR.
- If there is a divergence of > 120 points in any style, you have moderate imbalance in FtR and are probably feeling unhealthy pressure.
- If there is a gap of > 240, you have high imbalance in FtR and it's likely that pressure has increased to the point where you are feeling stress and potentially underperforming.

There are two types of potential FtR imbalances:

'GIVE' IMBALANCE (GI)

Give Imbalance occurs when one of the Leadership Styles in your personal profile is substantially higher than that required by the role. In this case, stress and dysfunction will arise as a result of frustration at not being able to contribute (give) to the organization in the way you naturally want to.

'ASK' IMBALANCE (AI)

Ask Imbalance occurs when a role demands (asks for) more of a specific leadership style than you naturally exhibit. In this case, stress and dysfunction arise from being asked to consistently do things you have no natural interest in (whether or not you're good at it - remember, the Leadership Styles Assessment measures inclination - what you want to do - not competence).

SAMPLE FIT TO ROLE TEMPLATE

Name: _____ | **Job Title:** _____

		V	O	P	S	total
1						
2						
3						
4						
5						
6						
7						
8						
	Total V-O-P-S points:					
	Multiply X 12					
	Compare to your VOPS profile					

WORKED EXAMPLE - BACKGROUND

Joanne is the 35-year-old Sales Manager for a SaaS (software as a service) company based in Phoenix, AZ. She joined the company as only its second sales person six years ago when the company had just won its first Inc. 5000 listing as a fast-growing company. She is now the manager of a sales team currently comprised of seven people, with a target to increase to eleven by the end of the year.

Although the company is still growing fast and Joanne likes the frenetic pace, she is feeling stressed at work in a way she hadn't previously, and has noticed that she is losing enthusiasm for going in to work each day.

Joanne recently took the Predictable Success Leadership Styles Assessment and her VOPS Profile (V: 360 O: 240: P: 120 S: 240) shows her as primarily a Visionary with strong secondary Operator and Synergist styles and a barely-functioning Processor style. She sits down with her boss (Ajay, the CEO) to identify her Fit to Role, and together they agree on the following analysis:

Name: Joanne S. | Job Title: Sales Manager

		V	O	P	S	total
1	Establishes sales objectives by forecasting and developing annual sales quotas for regions and territories.	2	-	8	-	10
2	Implements national sales programs by developing field sales action plans.	2	-	6	2	10
3	Establishes and adjusts selling prices by monitoring costs, competition, and supply and demand.	-	4	6	-	10
4	Completes national sales operational requirements by scheduling and assigning employees; following up on work results.	-	3	3	4	10
5	Maintains national sales staff by recruiting, selecting, orienting, and training employees.	-	3	4	3	10
6	Maintains national sales staff job results by counseling and disciplining employees; planning, monitoring, and appraising job results.	-	3	4	3	10
7	Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.	2	2	3	3	10
8	Inspires, motivates and leads sales team to attain team sales targets.	2	2	-	6	10
	Total V-O-P-S points:	8	17	34	21	80
	Multiply X 12	96	204	408	252	960
	Compare to your VOPS profile	360	240	120	240	960

WORKED EXAMPLE - ANALYSIS

In Joanne's case, it's clear that while her Operator and Synergist profiles are pretty well matched to her personal profile, she has a High Give Imbalance (HGI) in the Visionary style and a High Ask Imbalance (HAI) in the Processor style.

In essence, Joanne is feeling stressed because (a) she isn't getting enough of an outlet for her primary Visionary style, and (b) over time, the Processor requirements of the role have grown to the point where her personal Processor style is becoming overwhelmed.

Joanne and Ajay discuss options to restore Joanne's FtR. They reject the option that Joanne take coaching to increase her P style - they both agree this would not be an optimal outcome.

WORKED EXAMPLE - RESTORING FTR

Instead, they agree that:

- (a) The two functions with the highest Processor component (Function 1 - spreadsheeting the sales team's annual, quarterly, monthly and weekly sales forecasts and quotas; and Function 3, 'Establishes and adjusts selling prices by monitoring costs, competition, and supply and demand.') be handed over to Tim, one of Joanne's direct reports who is being groomed to step up to a sales manager role in the next fiscal year.
- (b) Function 2 (Developing field action plans to implement the process-heavy national sales programs) will also pass to Tim, with Joanne's role shifting to reviewing the plans to identify new entrepreneurial opportunities for 'net new' growth.
- (c) Ajay will delegate to Joanne the more V-dominant sales strategy setting function, which until now he has undertaken himself as part of the annual strategic planning process.
- (d) Joanne will take responsibility for developing a new sales channel through building strategic partnerships - a function they both agree will be primarily Visionary at least through the planning stages.

With these changes, Joanne's FTR now looks like this:

		V	O	P	S	total
1	[NEW] Establishes annual overall sales strategy and submits to the CEO for review in October of each year.	6	2	2	-	10
2	[CHANGED] Reviews national sales programs developed by Tim R to identify sources of additional 'net new' growth.	8	-	-	2	10
3	[NEW] Responsible for the design and implementation of a new strategic partnership initiative with a target of contributing 20% of gross revenue in five years.	6	2	-	2	10
4	Completes national sales operational requirements by scheduling and assigning employees; following up on work results.	-	3	3	4	10
5	Maintains national sales staff by recruiting, selecting, orienting, and training employees.	-	3	4	3	10
6	Maintains national sales staff job results by counseling and disciplining employees; planning, monitoring, and appraising job results.	-	3	4	3	10
7	Maintains professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; participating in professional societies.	2	2	3	3	10
8	Inspires, motivates and leads sales team to attain team sales targets.	2	2	-	6	10
	Total V-O-P-S points:	24	17	16	23	80
	Multiply X 12	288	204	192	276	960
	Compare to your VOPS profile	360	240	120	240	960

Although the proposed changes haven't achieved perfect FtR, Joanne's V and P Give/Ask imbalances are now moderate, as opposed to high. They agree to revisit the exercise in six months to review progress.

**FIX THE FIT OF YOUR EXECUTIVE TEAM,
CHECK OUT OUR WORKSHOP HERE!**