



The Centering PointSM Reports Innovation Leadership

Prepared for:

Demo Sample

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Innovation Leadership

APPLICATIONS

This report addresses the particular skills important for the three dimensions of Innovation Leadership. An understanding of one's skill in these areas is beneficial in many ways:

TRAINING : A tool for assessing training needs and designing development programs for those in or aspiring to leadership positions requiring new directions and future thinking.

SELF DEVELOPMENT : A mirror of one's own strengths in Innovation Leadership and areas for strengthening one's skill, whatever the level of leadership one is in.

STAFFING : A screen for identifying candidates with the skills required for Innovation Leadership positions in R&D, Marketing, Sales, Business Development, or any other area calling for Innovation Leadership.

TEAM BUILDING : A means of identifying the particular strengths in a team responsible for moving an organization forward, to ensure that team members understand and complement one another's strengths.

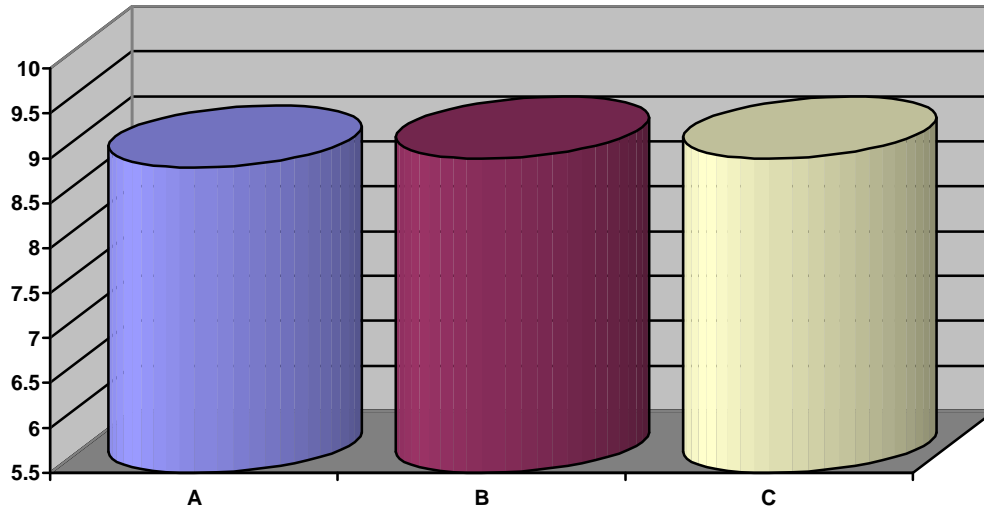
Innovation Leadership requires three areas of focus: creativity, leadership, and strategy. Creativity is required to ensure that the product or service is extraordinary or new. Leadership is required to support the talent of and guide the people who make things happen. Strategy is required to give direction to the people and process.

In the report that follows, you'll see your strengths and development areas in each of these dimensions. If you see primary or secondary strengths, know that these are areas you can depend on to keep you on track. You'll want to maximize these. If you see primary or secondary development, know that these are the result of your strengths getting in your way somehow. You'll want to moderate these.

Most of what you find here will probably not be new information for you. Perhaps, though, some of the items might come as a surprise. That is good. Keep open to them and think about them. You will probably begin to notice times when they actually manifest themselves in your life.

*Note: This report is influenced by the model developed jointly by the 'Visterra Group' and the 'Center for Creative Leadership'.

Exploring your potential for Innovation Leadership



(A) Creativity: The ability to be open to new options and ideas and to be willing to apply an inventive optimism to problems and challenges that move a group forward.

(B) Leadership: The ability to make decisions while promoting the freedom of others, motivating them to take risks and be accountable for achieving the common mission.

(C) Strategy: The ability to think into the future and decide proactively, setting challenging goals infused with a strong sense of purpose and priorities.

Coaching is available should you desire to discover more about what is behind each of these Innovation Leadership dimensions. Other reports are also available to enrich the knowledge you have of yourself. Ask the person who supplied this report to you for information on both the other reports and the coaching.

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CREATIVITY: The ability to generate options and see perspectives that result in new and out-of-the-ordinary concepts, products, and services.

Creative Skills	Primary Strength	Secondary Strength	Secondary Development	Primary Development
- Open to mistakes and willing to change			ü	
- Keeps an open mind			ü	
- Employs inventive thinking			ü	
- Knows when to take risks and chances		ü		
- Takes time to be creative & inventive	ü			
- Open to ideas for solving problems		ü		
- Keeps composure in stressful situations		ü		
- Has good problem solving ability			ü	
- Deals with conflicting issues positively				ü
- Evaluates problems from all perspectives		ü		

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LEADERSHIP: The capacity to inspire and influence others in order to enlist their cooperation and their resources in achieving a goal.

Leadership Skills	Primary Strength	Secondary Strength	Secondary Development	Primary Development
- Promotes autonomy, freedom of action, and accountability			ü	
- Keeps decisions consistent with beliefs, goals, and plans		ü		
- Sets and takes care of priorities		ü		
- Helps people have the confidence to take risks		ü		
- Willing to listen to opposing viewpoints		ü		
- Reinforces personal commitment to do one's best			ü	
- Makes commitments they can and will keep		ü		
- Promotes confidence that things are being taken care of		ü		
- Communicates optimism, vision, and purpose		ü		
- Emphasizes a common mission		ü		

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STRATEGY: The ability to envision a future state and design plans and goals that lead to that future state.

Strategic Skills	Primary Strength	Secondary Strength	Secondary Development	Primary Development
- Sets priorities which integrates all needs			ü	
- Translates priorities into decisions	ü			
- Builds strategies for crisis intervention		ü		
- Plans for things not working out as expected		ü		
- Attends to concrete and conceptual organizing	ü			
- Maintains a strong sense of direction and purpose	ü			
- Sets challenging and attainable goals	ü			
- Builds organized strategies and programs	ü			
- Focuses on maintaining quality control	ü			
- Makes decisions on a proactive basis		ü		

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Innovation Leadership Strength Areas

- 1) Building Confidence and Competence (Trust)
Helps people to have the confidence to take risks
- 2) Personal Commitment, Dedication (Vision, Mission)
Reinforces personal commitment to do one's best
- 3) Personal Competence And Confidence (Preparation, Tactics)
Has good problem solving ability
- 4) Respecting The Rights Of Each Person (Vision, Mission)
Emphasizes a common mission
- 5) Respecting The Rights Of Each Person (Vision, Mission)
Communicates optimism, vision and purpose
- 6) Personal Discipline (Strategy, Discipline)
Identifies obstacles and ways to overcome them
- 7) Personal Commitment, Dedication (Vision, Mission)
Makes commitments they can and are willing to keep
- 8) Learning To Adapt And Grow (Innovation, Change)
Keeps an open mind

Innovation Leadership Development Areas

- 1) Being Fair And Consistent (Team Synergy)
May have difficulty dealing with conflicting issues
- 2) Being Fair And Consistent (Team Synergy)
Concern for others can lead them to not deal with conflict
- 3) Personal Commitment, Dedication (Vision, Mission)
Does not always keep word and personal commitments
- 4) Cooperating And Sharing (Team Synergy)
Likely to be too open to ideas and input from others

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For Your Development

First, reflect on your results.

Did any surprise you? Why?

Are there any items that show a level of development that you wish to strengthen?

What are some possible ways you go about doing that?

Second, select some action steps and build a concrete plan.

Which steps make the most sense to take?

What will I gain by taking those steps?

What or who could slow me down in the achievement of those gains?

How will I overcome those obstacles?

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For Your Development (continued)

Third, develop support that will enable you to sustain the growth.

Who might be a resource for me as I move forward?

When and how will I take the first step?

When and how will I monitor my progress?

When and how will I celebrate my success?