LEADERSHIP REPORT

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Understanding your choices widens your *impact*.

BEFORE YOU BEGIN

01

# A shared perspective

A meeting may bring together a deadline, someone's need to learn, and expectations pulling the conversation in different directions. You need to decide without knowing everything and consider the effects on delivery and relationships. If circumstances change, you also need to revisit what no longer works and preserve what still matters. Thinking about how you lead starts with those choices and responsibility for what they bring about. Development makes sense when it helps you handle those tensions without turning complex questions into ready-made answers.

A meeting with a tight deadline and a one-on-one conversation may call for different approaches. Mosaic Leadership offers a snapshot, organized into dimensions and competencies, so you can recognize tendencies and discuss them. It does not limit your possibilities to the choices made in the situations presented, define permanent traits, or predict actions. Use the reading to consider how different ways of leading might show up at work. Keep circumstances, relationships, and the demands of each moment in mind as you reflect on your decisions.

Learning about your habits can help you change how you make decisions and handle work conversations. Ask what you intended with a choice and what it changed for others. With a deadline approaching, ending a discussion may free up time to finish the work. In another setting, it may cut off useful input. Rather than attach a positive or negative label to a tendency, explore when it helps and when a different way of handling the conversation is worth trying.

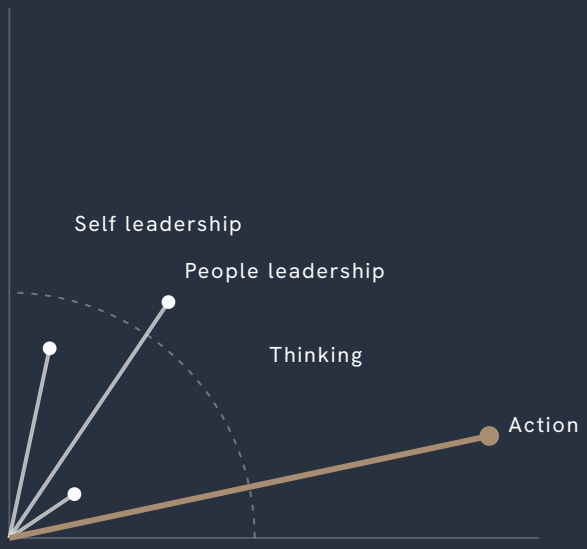
Keep your everyday work in view while reading. Each description offers something to examine, not a fixed definition of how you lead. A familiar tendency may prompt you to notice its effects in a meeting. An unfamiliar passage may give you a question to raise with a colleague. During a feedback conversation, compare those experiences with what you have noticed yourself. You can use both to deepen your understanding and keep learning, without letting a description limit what you try next.

A useful question after reading is: what would you like to handle differently at work? During a change, that might mean explaining expectations before assigning tasks. Elsewhere, it could mean changing how you reach a decision or allowing someone to practice a new responsibility. The aim is to build more ways to respond, not find an ideal way to lead everywhere. Connect what you learn about yourself with delivery and relationships, observe the effects, and try another approach when needed.

AT A GLANCE

02

# Your leadership at a glance




Each line is a Mosaic area. Its length follows how far your choices went in that direction; the dashed arc marks what choosing at random would produce. Gold lines indicate the clearest directions.

Your leadership tends to center on making things happen. When a project comes up, you usually look for the next step, agree on a deadline, and get the work started. This can help turn a meeting into action and keep agreements moving forward. The thing to watch is whether the rush to move ahead cuts the conversation short. Before committing to a delivery, consider asking what still needs to be understood and who needs to be part of that agreement.

Leading yourself had less space in your choices here, describing your preferences in these situations rather than your ability. Your choices around the theme of relating to people tend to occupy a middle ground, without leaning toward a defined direction. Your choices here seem to draw less on examining possible paths, which describes how you chose, not what you can do. When a meeting calls for connecting viewpoints and comparing proposals, you usually connect viewpoints first, helping clarify what each person is trying to solve. With a last-minute request, you tend to take a practical step before digging deeper into the analysis, which can help move the work forward.