

## Leadership Complexities – Inflexibility

Dear Farah,

You are destined to be a great leader. We learn leadership behaviours over our lifetime with various theoretical learnings and practical experiences. We tend to adopt what works for us and discard what does not. What works in one situation may not work in another. We may need to use different approaches for different situations. Leadership complexities take place when we tend to overdo certain leadership behaviours, which can result in unintended negative outcomes.

We would like to present five common leadership complexities that we have encountered during our leadership practice, along with remedies for each complexity.

Knowing your leadership complexities helps you understand your leadership attitudes, behaviours, successes and improvement areas. Your results can help you to strengthen the strong leadership complexities and improve those that need to improve. Your score can fall into three areas.

1. High complexity areas have a score from 12 to 16. Leadership complexities with this grading need to be immediately remedied.
2. Moderate complexity areas have a score from 8 to 11. Leadership complexities with this grading need to be improved to achieve low complexity.
3. Low complexity areas have a score from 4 to 7. Leadership complexities with this grading need to be at least maintained at the current level.

These are learned behaviours, stemming from the knowledge-based cognitive part of the mind. They are also impacted by the emotions aroused in leadership pressure situations stemming from the feeling-based affective part of the mind. Therefore, it is possible to continue to learn or unlearn to develop the cognitive part of the mind and engage in mindfulness practices to develop the affective part of the mind.

The Leadership Complexities assessment is one of the few ways of understanding actions driven by your cognitive-affective experiences. It is unique from any other mental assessment you may have taken because this shows you what happens when you go over-board with your learnt leadership behaviours, and it tells you how to tone down such behaviour for the best effect.

Success comes with the multiplication of your efforts and that is possible when your team members are motivated. Team member motivation increases when your complexity scores are reduced. This gives you opportunities to use the collective and synergistic talents of your team.

Reducing your leadership complexity scores makes you capable of being very successful through highly motivated and synergistic team members.

### The five leadership complexities

The five leadership complexities are Inflexibility, Sureness, Fake-Peace, Admiration and Power. All these areas can be reduced to, or maintained at, 'low-complexity' levels through learning and practice.

#### Complexity #1: Inflexibility

This is when the need to maintain an air of inflexibility among the people we lead becomes excessive. This hampers our ability to build trust among our people.

#### Complexity #2: Sureness

This is when leaders try excessively to ensure that their decisions are accurate, precise, and correct. This creates paralysis in companies when leaders wait until they have enough information to be sure about their decisions.

#### Complexity #3: Fake-Peace

This is the tendency of leaders to maintain a fake sense of peace in their team by avoiding employees with strong conflicting opinions interacting with each other. This is done at the expense of productive conversations, passionate ideological discussions and healthy arguments around the issues faced by companies.

#### Complexity #4: Admiration

This is the dangerous need to be admired by the people whom we lead. This is problematic because it makes us hesitate when it is time to hold someone responsible for their behaviour or accountable for their failure to deliver results.

#### Complexity #5:

Power This complexity is the natural but dangerous tendency to use the power and status that accompanies their positions, to make autocratic decisions, to influence their team members to support such decisions and to attempt to get such decisions implemented through fear and intimidation.

**Your Leadership Complexities assessment score is shown in the graph below;**

You need to focus on improving the 'high complexity' (long bars) areas by using the remedies suggested in this report below.

Leadership Complexities - Brief Report

Dear 0

You are destined to be a great leader. We learn leadership behaviours over our lifetime with various theoretical learnings and practical experiences. We tend to adopt what works for us and discard what does not. What works in one situation may not work in another. We may need to use different approaches for different situations. Leadership complexities take place when we tend to overdo certain leadership behaviours, which can result in unintended negative outcomes.

We would like to present your ratings for five common leadership complexities that we have encountered during our leadership practice.

**Complexity #1: Inflexibility** in the stance taken. Build trust to reduce this complexity.

**Complexity #2: Sureness** in excess when making decisions. Look for simplicity in the information in hand.

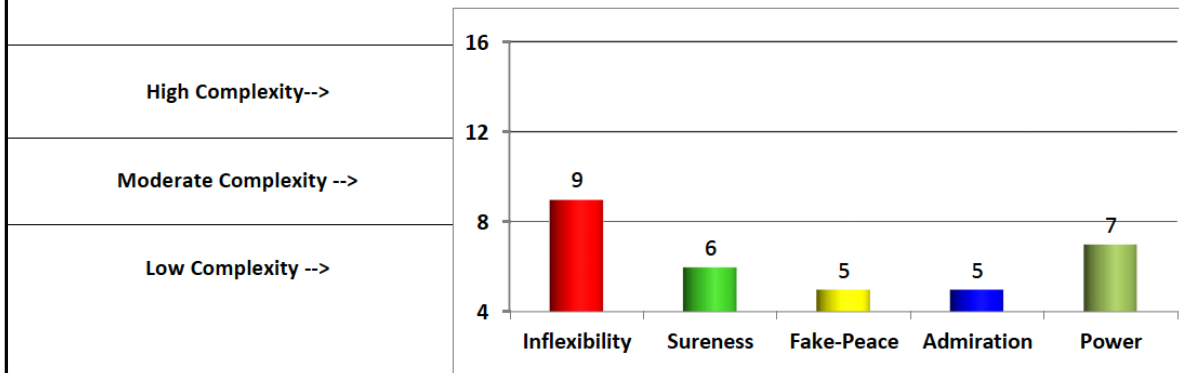
**Complexity #3: Fake-Peace** to maintain harmony. Help team members respect each other.

**Complexity #4: Admiration** needed in excess. Assign responsibility in order to rely less on admiration.

**Complexity #5: Power** used in excess to get things done. Improve engagement to overcome this complexity.

Reducing complexity to find the ideal level is difficult to do. It takes discipline, courage, humility, and a willingness to make things simple. Reflect on the remedies suggested, take small action steps, reflect on the impact, take new action and continue an action-reflection process, noticing the behaviour changes resulting from the reduction of the level of complexity and improvements in the performance of your team.

Your leadership complexity indicators are given below. You need to focus on improving the 'high complexity' (long bars) areas by using information from the website. If you would like to receive a detailed customised report with your scores and remedies to improve on your leadership complexities, you can purchase the report at a nominal fee. Please see the details in the website <https://www.sensei-assessments.com>.



High Complexity	12 to 16	Leadership complexities with this grading need to be immediately remedied
Moderate Complexity	8 to 11	Leadership complexities with this grading need to be improved to achieve low complexity.
Low Complexity	4 to 7	Leadership complexities with this grading need to be at least maintained at the current level
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Your Leadership Complexity that needs immediate attention is:

Inflexibility

**Description:** This is when the need to display an air of inflexibility towards the people you lead becomes excessive. This hampers your ability to build trust among your people. Team members want to see their leaders as human beings so that they can be comfortable being human. If you try to show you are never wrong and never weak, your team members emulate that behaviour. The result is a never-ending posturing exercise where real dialogue and decision-making die.

The remedy for this leadership complexity is:

Trust

The remedy to deal with this leadership complexity is to develop trust in your team by the openness to being wrong and accepting that you need to improve in some areas.

Improving your leadership complexities helps you to use your time and energy productively

When you move into high-complexity areas, it highlights your *rigidity*, and your team members begin to see the difference and start losing their respect for you. This reduces their self-motivation and leadership effectiveness, thereby resulting in a waste of time and energy. Improving on the complexities and moving them to low-complexity areas will, therefore, help to optimise the use of your time and energy.

Having INFLEXIBILITY as your most critical leadership complexity you need to:

[Redacted]

- When you see early signs of trustworthiness, gradually start to share more sensitive information with more people.

[Redacted]

- Check with a confidant, mentor, coach, or colleague if unsure, and receive a second opinion.
- Celebrate all successes.

It is also important for you to develop or consolidate the other leadership complexities which are at a lower level of complexity, to use your time and energy more productively.

- For the leadership complexity 'Sureness' it will help to maintain and improve on your current level of [Redacted]
- For the leadership complexity 'Fake Peace' it will help to maintain and improve the way you help your team members [Redacted]
- For the leadership complexity 'Admiration' it will help to maintain and improve the way you [Redacted]
- For the leadership complexity 'Power' it will help to maintain and improve the way you currently [Redacted]

Improving your leadership complexities helps you to improve your communication effectiveness

Having INFLEXIBILITY as your most critical leadership complexity, you need to;

[Redacted]

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- Observe their body language and listen to their feedback to reinforce your confidence.
- Reflect on the experience and decide how to stretch your trust a little bit more the next time.
- Stretch your trust a little bit further the next time and improve your trust and communication in an ongoing process.
- Check with a confidant, mentor, coach, or colleague if unsure and receive a second opinion.
- Celebrate all successes

It is also important for you to develop or consolidate the other leadership complexities which are at a lower level of complexity to improve your communication effectiveness.

- For the leadership complexity 'Sureness' it will help to maintain and improve on your current level of [REDACTED]
- For the leadership complexity 'Fake Peace' it will help to maintain and improve the way you help your team members to [REDACTED]
- For the leadership complexity 'Admiration' it will help to maintain and improve the way you [REDACTED]
- For the leadership complexity 'Power' it will help to maintain and improve the way you currently engage your team members during [REDACTED]

Improving your leadership complexities helps with effective problem solving

Having INFLEXIBILITY as your most critical leadership complexity, you can improve your problem-solving effectiveness by doing the following;

- [REDACTED]
- When you see early signs of trustworthiness, invite more people and gradually start to share more sensitive information.
- [REDACTED]
- [REDACTED]
- When you see early signs of responsible performance, gradually start to get more people involved in execution.
- Check with a confidant, mentor, coach, or colleague if unsure and receive a second opinion.
- Celebrate all successes

It is also important for you to develop or consolidate the other leadership complexities which are at a lower level of complexity to improve your problem-solving effectiveness.

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- For the leadership complexity 'Sureness' it will help to maintain and improve on your current level of [REDACTED]
- For the leadership complexity 'Fake Peace' it will help to maintain and improve the way you help your team members to [REDACTED]
- For the leadership complexity 'Admiration' it will help to maintain and improve the way you [REDACTED]
- For the leadership complexity 'Power' it will help to maintain and improve the way you currently [REDACTED]

Improving your leadership complexities helps to avoid/reduce stress

Cognitive and Affective STRESS is created when there is CONFLICT that arises from interactions between a leader and a team member who have different perspectives, and energy, compounded by the leadership complexities of the leader.

It is possible to understand and respect someone else's perspective and energy without adopting it ourselves. Conflicts can be turned into synergistic effort by not trying to change each other, by having a sense of humour about differing approaches, and by staying true to ourselves whilst understanding and respecting the other person.

Having INFLEXIBILITY, as your most critical leadership complexity you can avoid/reduce stress by:

- [REDACTED]
- Referring to "inflexibility" as "trying to enhance performance of the team" to reduce the resistance of others.  
[REDACTED]
- [REDACTED]
- Check with a confidant, mentor, coach, or colleague if unsure and receive a second opinion.
- Celebrate all successes

It is also important for you to develop or consolidate the other leadership complexities which are at a lower level of complexity to avoid/reduce stress.

For the leadership complexity 'Sureness' it will help to maintain and improve on your current level of [REDACTED]

- For the leadership complexity 'Fake Peace' it will help to maintain and improve the way you [REDACTED]
- For the leadership complexity 'Admiration' it will help to maintain and improve the way you [REDACTED]
- For the leadership complexity 'Power' it will help to maintain and improve the way you currently [REDACTED]

### **A word about the remedies**

Reducing complexity to find the ideal level is difficult to do. It takes discipline, courage, humility, and a willingness to make things simple. Reflect on the remedies suggested, take small action steps, reflect on the impact, take new action and continue an action-reflection process and notice behaviour changes resulting in the reduction of the level of complexity and the improvement of the performance of your team.

### **A word about the accuracy of this report**

Whilst we take great care to ensure the accuracy of this report and its recommendations, 100% accuracy cannot be guaranteed, as there are no rigid right answers or wrong answers regarding social and human issues. This is because your responses to the assessment may have been impacted by the state of mind you were in during the assessment and your intentions of doing the assessments. Furthermore, the relevance of research information from the past may not be relevant to the present and the future, as the world keeps changing every moment, people keep changing every moment and you keep changing every moment. You will sense the accuracy of this report as you read it. Feel free to repeat it free of charge, if you feel it does not accurately reflect the level of complexity of your own leadership complexities. Regarding the recommendations we make about the type of work, the ways of working etc. that are most suitable for you, it is important for you to reflect on the recommendations of the report and check with trusted advisors before making drastic changes. You need to take personal responsibility for your decisions and actions.

### **What inspired the creation of the 'Leadership Complexities' Assessment**

This assessment was inspired by The Five Temptations of a CEO by Patrick Lencioni of The Table Group. Dr Ranjan De Silva critically examined the concept during his leadership development work over the past 25 years and customised it to suit the practical realities of his clients in the name and style of 'Leadership Complexities'. Dr Ranjan De Silva responded to the need of leaders wanting to find out their 'Leadership Complexity' and created the assessment.

### **More value for you:**

Here are some 'Ideas to Extract More Value from Purposeful Leadership'

You could receive executive coaching to develop your leadership skills

You could attend a workshop to further explore and develop

You could get more team members in your organization to take this assessment

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You could get members of your family, and friends to take this assessment

You could receive our monthly Purposeful Leadership newsletter

You could follow the blog of the creator of this assessment, Dr Ranjan De Silva

You can follow us on: FB, LinkedIn, Twitter, etc.

[Please click here to submit a form](#) so we can connect with you and explore how we can serve you.

**Thank you for using Purposeful Leadership Assessments. We wish you all success. Please stay connected.**

**Purposeful Leadership Team**

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