Five traits of leaders that transform

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Creating organizations where people want to show up!

Introduction to the tool

What this model is about and the purpose of it

When looking at leaders who are able to transform organizations, we see five traits. All organizations who want to transform, should have these five traits among their leaders in the organization.

This tool will help you reflect upon the five traits in your organization. Which of the five traits do you have? Which do your leadership team have? Do you collectively cover all five traits?

Using this tool will help you cover:

1. You own traits and in which you are strong.

2. Which traits you as a leadership team has – and which you lack.

3. Looking at the entire organization you'll get an indication of the collected transformative capability.

Credits and rights when using this model

The five traits of a transformative leader is made by Erik Korsvik Østergaard and is featured in his book 'The Responsive Leader'.

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Introduction to the five traits of leaders that transform

The five traits are

Our studies and experience with organizational transformation shows that leaders that master these traits are the ones, that carry the organization forward.

1. They get it, immediately

Leaders that get it immediately, has a quick and easy way of understanding the future of work. Their leadership style makes room for new abilities, and amplifies the existing, but untrained skills.

2. They focus on people, planet and profit

They are fully aligned with the triple-bottom-line of the modern workplace: social capital, value-creation and economic health.

3. They break pattern

The transformation starts when the leader understands the need t replace the existing mindset with a new one, and it requires breaking patterns.

4. They experiment

Experimenting all around. With feedback, one-to-one conversations, projects, visual planning, IT tools etc. but also experimenting with their own role.
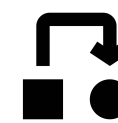
5. They seek feedback and input

They seek feedback often and use it openly and transparently for improving the culture, wellbeing and behavior. Also, they seek input from inspirational sources.

They get it, immediately	They focus on people and profit	They break pattern	They experiment	They seek feedback and input

What to use the Five Traits for

Use the tool in three ways:

You can use this tool in three ways: 1) as a self-assessment, 2) for mapping your capabilities in the management or leader group 3) or as an organizational mapping.

We recommend that you start by using the tool for mapping the traits among management and leaders.

Mapping the traits among management and leaders

Inviting all leaders to map your traits, will give you the opportunity to be aware of your strength and weaknesses. Mapping the traits will result in you knowing what traits are strongest in the organization and what are their lack of. It will also show if there's an overweight of some specific traits in the leader group.

During the assessment, it will give you and the other leaders time to reflect upon what to work on, and what areas there needs to be focus on, to become a modern workplace.

Mapping the traits is the first step towards transforming the organization towards a modern organization.

Understand the output

Organizations with leaders that possesses all five traits experience results which are substantial and measurable. The results can be:

- Significant increase in ratings in employee evaluations (several cases document this).

- Continuous increase in weekly happiness-measures.

- Continuous decreasing sick leave.

- Significantly more network relations created both in the team and across the teams.

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Workbook:
How to use the five traits of leaders that transform

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Guide: How to get going

Mapping traits among leaders

To use the tool, you must print next page out and cut the playing cards as shown on the next page. There should be one set per attended – plus an extra set.

Then take these steps to get going:

1. Assemble all leaders and create groups of five. Have a free table or spot to use as an extra group. We'll get back to why in a bit.

2. Introduce all five traits by using the descriptions in previous pages.

3. Hand out a set with all five traits to each participant. Each person in every group should have a set with all five traits.

4. Now each person must assess their colleagues and choose one trait to give to each member in the group, leaving you with one trait for yourself and four to give away.

5. After each member have assessed the traits they master and what their colleagues master, everyone should have five cards. If someone have trouble giving away a trait-card or nobody have that specific trait in the group, use the extra group or table reserved to place the card. At the end of the session you'll see which traits are lacking according to each group. Maybe one group place trait 5, and another group trait 3. This could indicate that these specific traits are in the organization, just not in that specific group.

6. Give the groups time to reflect upon which traits they have been given, and what they chose to hold on to – does anyone have five evens? Why were you given that specific trait, and why did you give away that specific trait?

7. Turn the attention towards how the different traits are divided in the groups. Did any groups have problems giving away one of the traits? Are there any trends in which traits belong to which person or group?

8. The last reflection of this session could be an assessment of the whole group. Do you lack any specific traits and competences you need to look for in the next hire?
Is there a trait that are important for the value you create or your ability to innovate that is missing or too weak?
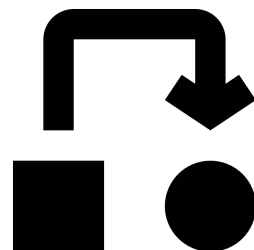
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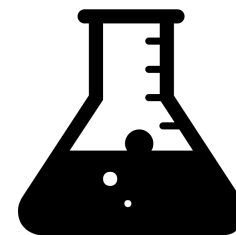# The five traits as playing cards
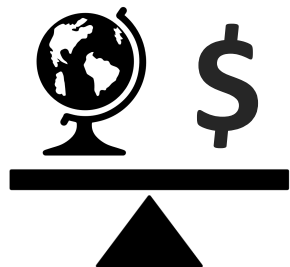
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