



ELM

Understand your role in your team
and organisation

Report prepared for:

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Why Entrepreneur Leader Manager?

The theory behind “Entrepreneur Leader Manager” stems from the old business debate, “Are you a leader or a manager?” Most businesses seem to want entire management teams to be leaders rather than managers. But in reality there is only one official leader in the organisation - otherwise there would be chaos. Everyone else is a manager to some degree.

Shirlaws has extended the leader-manager debate because there are three profiles in every organisation, not two - the third being the Entrepreneur. More significantly, every individual in the organisation actually performs all three roles. The issue is not “Are you a manager or a leader?” because we believe you are a Manager and a Leader and an Entrepreneur.

People usually find that in carrying out all three roles, they have natural preferences, strengths and skills that lean towards one or two of the three. By calculating the percentage of time that is spent in each role over a month, an individual is able to identify their natural inclination. The corollary is that most people try to find a work role that complements these natural strengths.

Definitions of Entrepreneur Leader Manager

- The Entrepreneur **dreams about the future** and seeks out change. Shares ideas with others and innovates against those changes to gain commercial advantage.
- The Leader **plans for tomorrow**, working with the Entrepreneur to design a new position. Leads people into tomorrow by engaging them in change throughout the organisation.
- The Manager **delivers today** and works with the Leader and Entrepreneur to drive value from the organisation. The Manager manages the business for commercial success.

It is critical to remember that everyone is a mix of Manager and Leader and Entrepreneur. This means everyone can do all things in each profile. It is just that each individual prefers to do things within one or two of the profiles.

There are nine ELM role types in total, three ‘pure’ types and six ‘mixed’ types. These are overlaid and represented in a nine-drawer matrix, as shown on page 4.

On the next page you will learn about your own profile.

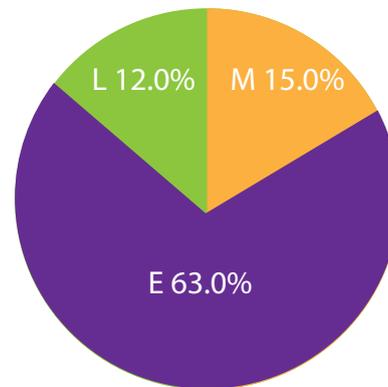
Your Profile

Entrepreneur (1)

The pie chart on the right shows the percentage of Entrepreneur, Leader and Manager in your behavioural profile.

How you operate in business:

You are an Entrepreneur.



Introducing ELM

ELM provides an organisation and the people within it with a new perspective on leadership and the roles they embody within the organisation. It looks at how the qualities and attitudes of people affect their ability to deliver on the organisation's business goals today and also to look at where the organisation is going. As a strategic leadership tool, it also helps the organisation bridge the gap between today and where it is going by enhancing the leadership skills of everyone within the organisation.

To better understand how this applies to you the information in the report considers how your profile relates to:

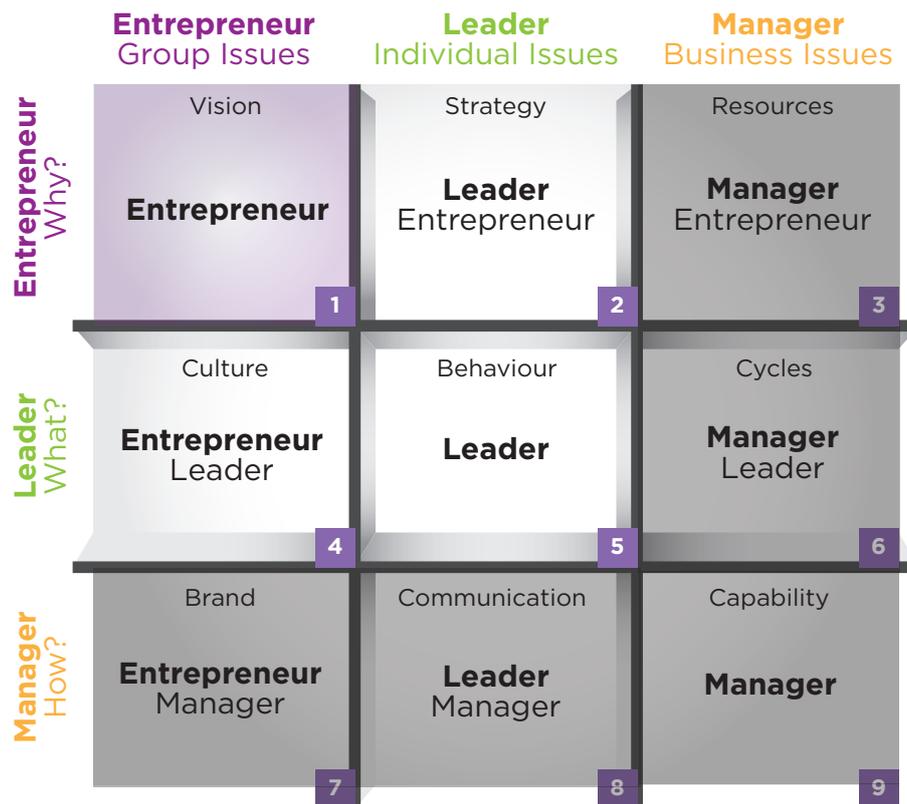
- Different business topics
- Time horizons
- Communicating with others

ELM Rules

ELM is governed by two critical rules:

- Rule 1 - each person is a mix of Entrepreneur, Leader and Manager.
- Rule 2 - in the matrix profiles one drawer away will support while those two drawers away will resist

The rules are critical in interpreting the results of the indicator and identifying how to move forward to resolve business issues.



Your Profile Snapshot

In the matrix above you will see that your profile, drawer 1, is strong on the business topic of Vision, and from a time perspective you are focused on the future. Your primary communication preference is “Why?” You are most grounded and “on purpose” when you are able to answer this question. Each of the ELM role types connects with a specific area of business, while also being able to work easily in some other areas of business (see the drawers with white backgrounds) but not in others (see the drawers with dark shaded backgrounds).

Your Role

Your indicator results enable you to explore your natural role preferences to see if they match your current role. If there is not a match between your current role and your role preferences as outlined in this report, it may be of value to consider what the underlying implications are and how that may impact your role choices in the future.

Focus on Vision

Your profile is ideas focused and you tend not to be strong on implementation. Other profiles may feel you try to create too much change, which can lead to confusion.

You thrive on change and actively seek to innovate to gain advantage for the organisation. Creating a vision of what the future could be – and how the organisation could change – energises and motivates you. You have additional strengths in strategy and culture, which you use to harness the organisation’s direction towards achieving its vision.

Because your profile sits in the far left column, you may have difficulty accessing the far right column. This means you will tend to ignore cycles issues, which relate to timing. You probably think an idea is good at any time, expecting fast implementation because you already have your next idea.

You can move from idea to idea quickly and so leave others behind. People may say you change your mind too often. Unlike the Leader-Manager, who thinks ideas through first, you are keen to share your ideas as soon as they occur.

People will want to take action and normally expect you to play a part in the implementing the vision. But you may prefer to move to the next idea. You need to spend time with people if they are to implement the vision effectively. Leaping from one idea to the next without allowing the first to take root could have a negative effect on people’s perception of you.

If you choose not to engage, activities can be derailed and your original intention becomes lost. You understand the importance of follow-up, but may feel day-to-day operations stunt your creativity.

Like the Entrepreneur-Leader, your strengths may mean you aren’t grounded in today’s capability to deliver. While you find it easy to come up with ideas, you may have little understanding of whether the organisation can deliver on them.

Focus on “Why?”

“How?” is a long way from your own “Why?” row, so other profiles may find your ideas impractical because they are not yet thought through. If you are struggling to articulate “How?” the vision can be achieved, the tip is to keep your ideas presentations short.

Your Blind Spots

You are charismatic, enthusiastic, engaging and inspiring. But because you are strong on vision, you might struggle at times with clear communication and your profile may find language difficult. You need to be careful about losing your capacity to inspire because you can’t answer the “How?” question. When your communication is ineffective, you risk disengaging people by forgetting that communication impacts relationships.

Your personal expectations are not always aligned with the Manager profile, and you may have differences of opinion when it comes to discussing capability to deliver. If you overlook capability, you could miss key details and you often become frustrated when progress seems too slow. Because people are unlikely to implement so fast, you may ditch your idea and move to the next.

Others may see you disconnected from what it take to realise your vision. Therefore you are best working with other profiles on the detail of resources and capability in particular. The Leader profile is valuable in connecting you with the Manager profile, the ultimate, “today’s deliver” – and the extreme opposite of your profile.

Working with others

Considering the rule, one drawer away will support you and two drawers away will resist, it is easy to see why you may have difficulty in interacting with some colleagues/people you work with. Those whose preference is Strategy (2) , Culture (4) or Behaviour (5) will naturally support you, while those whose preference is Resources (3), Cycles (6), Brand (7) Communication (8), and Capability (9) will more often than not resist things you are working on or are attempting to move ahead. The reasons for resistance are not personal. Rather they are based on understanding what their time and communication preferences are. For example, someone who is focused on Capability is focused on the “Today” therefore with your focus on the “Future” a mismatch in outcomes and expectations can be expected. Additionally, your communication preferences differ as you are focused on “Why?” and the person in Capability is focused on “How?” Your focus is on the big picture, while the person in Capability is focused on the detail and getting things implemented.

This knowledge of the difference in the types of questions you lead with provides you with the opportunity to see how your communication affects others and vice versa and gives you the opportunity to modify your communication as appropriate, and in turn to understand what you require from others.

Additionally, knowing where resistance will be experienced allows you to prepare mitigating actions to limit, if not prevent, resistance from being too extreme and derailing what needs to be done.

What now and How to Use My Results?

You may want to explore the results of the indicator to determine how they apply to you as an individual as well as to a team, that is, the team in which you work. When assessing the results consider their application to the present as well as the future.

As an individual, you may want to consider how well suited you are to your current role and future aspirations.

As part of a team, consider where the gaps are in team capability that you will need to fill to achieve your team goals.

A few questions for consideration are:

- What are my immediate feelings having read this report?
- Am I satisfied the report is a good match with my self-perception?
- If not, how does this report make me feel? Happy? Disappointed?
 - Why do I feel that way?
- How well does my profile match my current role?
 - What are the implications for me?
 - What does this mean for my future development?
- If it's a poor fit – why is that?
 - How much do I need to compromise to get my job done?
 - What are the implications for me?
 - What does this mean for my future development?
- What insights does the report give me about working with colleagues?
 - Are there some colleagues I strongly relate to? – Why might that be?
 - What about colleagues I find it difficult to work with? – Why might that be?
- What gaps in my team have been highlighted? Note this can only be identified by aggregating the results of all of your team members.

More about the ELM Indicator

The ELM Indicator questionnaire includes important factors such as risk, creativity, decision-making and urgency. Additionally it also takes into consideration the complementary matrix of nine business topics which comprise the ELM Matrix that are all significant factors in identifying the role to which an individual has a natural affinity. This combination of questions helps to pinpoint a profile accurately as one of the nine by analysing their answers and calculating the overall percentages.

The responses given to the multiple-choice questions enable the indicator tool to analyse individual scores and calculate the overall profile based on a series of percentages.

Each profile adds up to 100% and is comprised of each of the three profiles – Manager and Leader and Entrepreneur. The calculation of the percentage of each profile type (Manager, Leader and Entrepreneur) for each individual is based on the responses to the questions.

The ELM report tells how the individual has scored based on their responses to the ELM questionnaire and provides an explanation of what the scores mean, how to interpret them and how to put the knowledge gained into use.

In essence the results of the ELM Indicator provide an individual with a greater understanding of how their attitudes and aptitudes support their current role; how they influence the choices they make and affect their views in response to particular kinds of business issues. Additionally it will provide a deeper level of information on how the individual's ELM profile relates to people with whom they interact in their work.

It is important to note that the ELM Indicator provides an indicator of an individual's profile at a point in time. This means results are situation dependent and may reflect the current imperatives which are perceived as the drivers of their role, although they may also be coloured by underlying experience, strengths and personal preferences. What it is not, is an in-depth psychometric assessment of an individual's personality.

Conclusion

We hope you now have a better understanding of your ELM profile and what it means in relation to how you interact with others with whom you work and how it can be used to support your career development.

Additionally, it might be of interest to note that organisations are using ELM to build teams with a particular profile - maybe a completely balanced group or one that needs a higher proportion of certain strengths. Some organisations use the profiling tool during personal development programmes, to assist in career decisions and during conflict management situations or negotiations. Others use it as an organisational tool to assess their ability to translate their vision of the future into an effective strategic plan for implementation.

The great thing about ELM is that it gives people a common language. You can use the framework in many situations and everyone will understand how to talk about the issues - and how to work together effectively to resolve problems that can be created when people have different perspectives or views on an issue.

What Now?

This report is designed to give you an initial insight into your current behavioural choices – to help you to make better business decisions and be more effective.

By understanding where you are now, you can use the tools to help inform the choices you make to navigate your future path.

We recommend re-taking the indicator once per year or whenever your business circumstances change. This could mean a new role, a change of business direction, a new team etc.

But this report is just the start!

Here's how you can get much more value from your indicator result -

For More Insights:

- The Compass platform has a suite of videos and articles all designed to help you use your indicator result in different areas of your business and personal life.
- To watch the videos click here: <https://goo.gl/S8eLCw> to visit the Compass YouTube

For Support:

- We have coaches all over the world helping business people grow, fund and exit their businesses. If you would like to speak to a Shirlaws Coach to get more depth on the concepts and thinking behind each indicator and support you in improving your business and personal performance, please drop us a line at: compass@shirlawsgroup.com

For Using with Colleagues:

- If you would like to explore how you can bring Compass into your business to improve team performance, talk to us about our workshop programme. We run a wide range of training and coaching programmes, starting with an individual workshop and going all the way through to global business roll-outs. Contact us at: compass@shirlawsgroup.com

For Discussing, Learning and Sharing:

- Share your stories with us and see how others are using Compass indicators by joining the discussion in our LinkedIn group: <https://www.linkedin.com/grp/home?gid=8319169>