

## LEADER GROUP TYPE 3

## HERDS OF ELEPHANTS

**Characterized by**

- not actively working together towards any shared goal,
- having a strong leader,
- who engages actively with the group.

**Elephants are lone riders who individually are close with their leader, but do not leverage their peers' knowledge and the synergies in sharing and delegating work.**

**Strengths**

- ☑ It is clear who is responsible for setting goals and constraints: it is the leader of group (clear mandate).
- ☑ The leader's engagement positively affects the group's motivation to achieve their individual goals.

**Opportunities**

- The group can gain a better individual workload by increasing collaboration.
- The leader is able to pivot (leader change the direction), should the team face changes in the environment.
- The incentive to "working as a team" towards a shared goal can be high, as the leader explicitly prioritizes the work (if the leader prioritizes, so will the group).

**Weaknesses**

- ☒ The group is not used to collaborate on tasks.
- ☒ When a team member is struggling, help can be hard to find.
- ☒ The leader is a 'playing trainer', and can become a bottle neck for decisions, reducing the quality and speed of decision-making.
- ☒ The leader's close engagement reduces the group's freedom to make decisions about the way they work.

**Threats**

- ⚡ The performance of the group can be sub-optimal as synergies from the different competencies in the group are not harvested.
- ⚡ Decisions to improve collaboration and change the way the team works is depending on the leader's will (the focus on the individual does not foster any collaboration).

**LEVERS AND BARRIERS FOR FELLOW LEADERSHIP****Resistance.** THIS MIGHT HOLD YOU BACK.

Your fellow leaders, who wants to continue to shine individually. Your leader, who wants to continue to engage with the group individually.

**Allies.** THEY MIGHT HELP YOU.

Your fellow leaders, who wants to increase transparency about what is going on and reduce the amount of "re-inventing the wheel" and duplication of work. Your leader, who wants to stop being the bottle neck for decisions ("the person with all the answers") and wants better performance from the team.