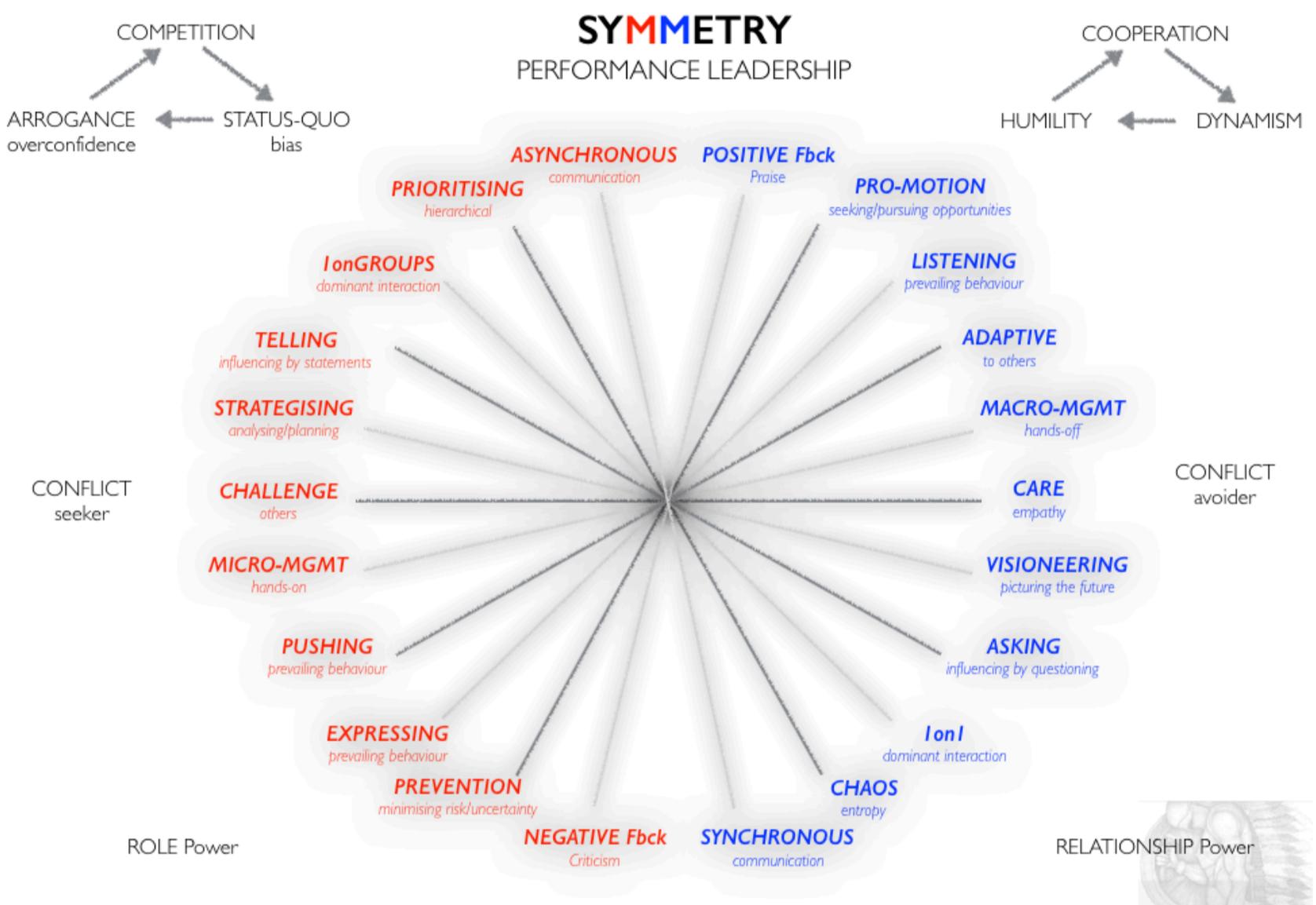


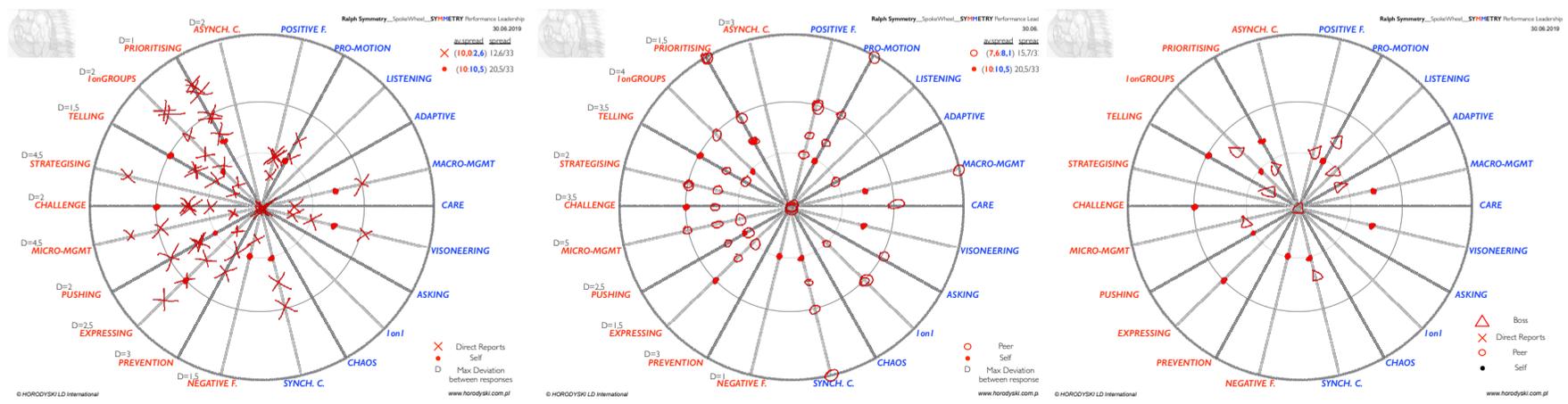
# SpokeWheel - SYMMETRY Performance Leadership Central Eastern Europe

Visual 1



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# SpokeWheel - SYMMETRY - Performance Leadership

Zooming out, starting in your body gravity centre (around belly button) you'll gradually immerse yourself in abundant symmetry spreading the space. Droplets of rain, snowflakes, bush plants, trees, animals, volcano cones, planets, orbits all look like entities striving for symmetry. Human constructs like urban city planning, streets, buildings mirror this pattern. The bigger number of singular symmetries in a building the grander and, somehow, more noble the construction is. Check out opera houses, cathedrals, city halls. Zooming in back, we get to our bodies noticing the face, hands, legs; a mirror responds yielding a more or less symmetrical reflection. The more symmetrical it is - teeth included - the more "right", "pretty" we tend to be. Why?

Symmetry seems to be encoded in our universe DNA. Leave it to time and entropy will work relentlessly to erase this trait. To achieve Symmetry energy/effort has to be engaged. Symmetrical bodies produce healthier offspring. We have Symmetry in our DNA and we know it. We trust it, we follow it - naming it beautiful, noble even divine... Mona Lisa, St. Peter's Basilica, Taj Mahal...

Symmetry is the architectural language of religions, whispered by temples around the world. Stop by, pay attention and patiently count the number of symmetries incorporated in an altar, a stained glass window or a portal of a gothic church. Why have sponsors, architects been allocating so much effort and resources to achieve this effect?

Leadership is based on Trust. Trust is an impression, illusion - a virtual temple constructed in a Trustee consciousness. Temple bricks are the Truster's behaviours perceived during mutual interactions, sorted, judged and filed subconsciously. What behaviours shape the Credibility of the Truster and... with a lag, Trust in the Trustee?

When there is time and space to discuss the topic thoroughly the conclusion is almost always predictable.

Expressions: balanced, weighted, predictable, complete, calming, safe, solid - are coming up when I facilitate discussion on the topic.

Simplistic? Boring? It doesn't have to be.

Our brain simplifies the message avalanche rushing in. She (the brain) tries to come up with patterns, averages... checking for symmetries.

When in the last 3 months someone has challenged me (my presumptions, deadlines, ways of doing things) 17 times and in the same period expressed empathy, true care about me 17 times also, my brain calculates it somehow, assigns weights subconsciously perceiving it as a balanced/healthy approach. My Trust in the person is sprouting.

How about behavioural asymmetries? How about a person who is always caring, for months? How about a person who is always challenging? Never off? How about people who's only interaction mode is speaking? How about truly listening but... never speaking?

My observation: however simplistic it sounds we tend to trust people who, on the time axis, are able to behaviourally demonstrate both sides of "the equilibrium" - the Symmetry.

Those are people who care when we need it and challenge us in the right moments to grow; people who speak in the right moment compellingly and are able to reverse the communication flow - to listen mindfully for... Symmetry.

Stop right now and visualise all the people you know whom you trust deeply.

Check their behavioural pattern. How close is it to the one described above?

I have been coaching/training/shadowing Executives, Managers since 1996. Those who are trusted, followed, admired by people have Symmetrical Behavioural Imprint.

First lines aiming at development of the SpokeWheel model I sketched in 2009.

It was meticulous, slow, trial and error effort immersed in empirical data. One by one the Symmetry axes emerged and were compiled, ruined and restructured like Jenga tower multiple times.

SpokeWheel model drives my Executive Coaching practise right now. Every time we agree the need for 360 Feedback SpokeWheel is applied. Eleven axes provide a framework for picturing a leadership behavioural imprint of a Coachee. Both sets of left-side and right-side values have a common denominators.

The left-side behaviours, when compounded, yield competitive, win-lose attitude, the right-side - win-win, cooperative one.<sup>2</sup>

The SpokeWheel SYMMETRY Performance Leadership report visualises a Leader's behavioural profile, based on feedback solicited at 1on1 live Interviews with a Boss, Peers and Direct Reports. All respondents, guided by a consultant, quantify their judgments axis by axis. They gauge balance between the marginal behaviours resting at both ends of each axis. The scale is: 3-0-3, the data point: 0,5. Marking "0" means, that both behaviours are equally pronounced by the

Leader. Marking "1,5" to the left from "0" means that the left-side behaviour is relatively more pronounced than the right side one. "3" to the right signals, that the right side behaviour is expressed and there is no sign of the left side behaviour - an extreme judgement. Let's talk about extremes.

A hypothetical profile marked "3" on all left-side axes correlates strongly with a Personal Brand of a "Conflict Seeker". Imagine a person who uses every interaction to challenge others on anything, pours statements over others - never asking. Finding himself at a disagreement, even on minor issues, tries to pick up a fight; seeing in others and talking about their negatives only. The individual is obsessed to be "fully" informed, to know everything. Persistently behaving like this places the person in Reinforcing Loop where Arrogance/Overconfidence compels others to compete on everything or back-off from the relationship. This exemplifies the Status-quo bias of everyone involved, and charges/feeds Arrogance/Overconfidence closing the loop. This mechanism solidifies in the Personal Brand of a Conflict Seeker. Mind that this has nothing to do with conflict solving. How the individual manages this state - just antagonising people or forging synchronised, aligned action is the next cause & effect node in the story to happen.

A profile marked "3" on all axes on the right-side imprints "Conflict Avoider" Personal Brand. Imagine a person immersed in natural empathy, truly caring about others to the point of being unable to say "no" when others ask for support. The person asks questions gently - never stating her opinion. Finding herself in disagreement she always adapts, yields. Seeing and talking about positives only when all the world sees a jerk with a bunch of active destructive behaviours. This pattern positions an individual in the Humility Reinforcing Loop which encourages others to interact and cooperate with her. This creates a climate for Dynamism via exuding respect for diversity, driving back Humility.

The problem: human values, attitudes are not naturally aligned in a group - almost never we have 100% natural collaborators around us. Some behaviours need to be named and tuned gently and professionally via effective feedback. Shunning from it feeds a Personal Brand of Conflict Avoider.

Being perceived close to the centre on all axes means that a person expresses behaviours coming from the two opposite polarities, juggling and synchronising them with/adapting to the specific scenario.

On the other hand, imagine a case where left-side SpokeWheel behavioural set-up is an informed choice of a Leader. In crisis situation speed and action may be paramount over quality of decision making process.

The same applies to the right side set-up - when consciously adapted to the situation at hand - interacting with people traumatised by a history of autocratic, ruthless leadership.

The SpokeWheel beauty lies in its wholesomeness and detailed focus - both at the same time. See the SpokeWheel SYMMETRY Performance Leadership report sample below.

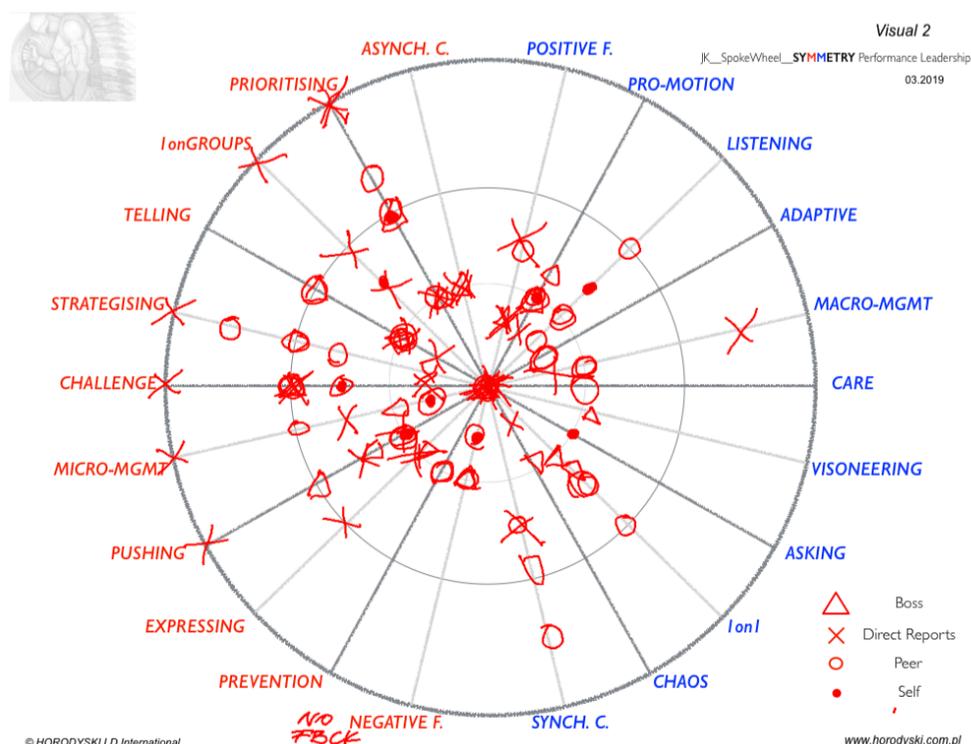
Have a look at all respondents marks compiled, zoom out and ride your brain pattern-finding processor to spot the "fingerprint" in split of a second.

Zoom in and see a sample of Leader's individual behaviours in perception of others.

The "Visual 2" is a compounded facet of the report - all respondents' data - coming from the Boss, Direct Reports and Peers presented in original form.

Check the markings distribution and visualise the behavioural imprint of the Leader.

Picture the Leader's brand in the organisation. Target areas to change - axis by axis.



Put your ASSESSOR'S instinct into a trial exploring the real case.  
 For privacy concerns the Leader's name and sex is curtailed.

Let's take a tour through the real profile of Leader giving her best somewhere in CEE.

The organisation level - CEE Regional Management Team.

The profile was built by the Boss, Peers, Direct Reports.

Every input was solicited via 1-hour interview conducted by me. Axes were defined and explained one by one, interviewees questions, requests for clarification were answered on the spot. Interviewees marked their judgments on Microsoft Surface screen. All the markings are authentic.

This is your time to enjoy the challenge.

Check out every profile listed. Answer the following questions:

- \* What is the most probable Function held at the moment of the assessment,
- \* Scale Trust equity (0-10) - how credible the Leader is in the eyes of the boss, peers and direct reports,
- \* Scale Relative Business Performance (0-10),
- \* How adaptive the person is to diverse perception styles of Peers and Direct Reports?,
- \* What are your behavioural tuning suggestions for the Leader's Performance gain?,
- which axes to address?
- in what sequence?
- which behavioural tuning has the strongest Personal Brand transformative potential?
- which one would be the easiest to implement/the hardest?
- what kind of support the Leader may need?

