The 'Well-Rounded' Leader Model looks at the evolution of skills in 3 areas:

1. Technical / Commercial skills
2. Business / Management skills, and,
3. People / Leadership skills

Most leaders fall into one of two groups:

- **Task Oriented Leaders** = focus on the technical + business skills
- **People Oriented Leaders** = focus on the technical + people skills

To truly become an effective and adaptable leader development in all 3 areas is required, irrespective if task orientation or people orientation is the starting point.
The Evolution of Skills

Our technical skills usually form the basis of our career. Most of us start out becoming experts in a particular field. As we strive to advance in the management hierarchy, we need to develop breadth, not depth, for role effectiveness. This means going from a narrow focus on my area to a whole of business approach. By developing a commercial mindset we lay the foundation for becoming intuitive about where our industry and the market are going. We learn to present ideas in the form of business cases and start to take the needs of the whole business or value chain into account when thinking about decisions or changes we want to make.

In the area of business and management skills in the first instance we all have to learn to manage ourselves. This includes learning time management, prioritising, organising and getting tasks done. With the transition to management we gain increasing autonomy and decision making authority. This means the focus shifts from ourselves to creating and managing the systems and processes that make our teams and later the whole organisation successful. This requires developing rigour and self-discipline. Only after having learned to be rigorous can we progress to becoming adaptable; and seeing and dealing with complexity. Based on our experiences in being rigorous and making mistakes in the process our decision making becomes more fluid and less reliant on procedures and guidelines.

Finally, we can’t become effective as a leader without developing our people skills. The first step is progressing from social relationships to professional relationships. This means developing a ‘professional persona’ and dropping behaviours considered inappropriate in the workplace. Transitioning into a leadership roles starts with empathy and taking a genuine interest in other people. We will have to learn to set aside our natural behavioural style when collaborating with people who are very different. This again requires rigour, maturity and self-discipline. From this we can learn how to influence anybody, not just the people who (are) like us.

Over the years we have identified several places where leaders get stuck and plateau in their evolution. A couple of examples of classic, stuck patterns are:

**Classic Pattern 1**: Technical/Rigour/Poor People Skills. Managers stuck in this pattern are often not empathetic; they struggle to see things from someone else’s perspective. People around them don’t feel listened too and disengage. If the manager is stuck, their response is often to micro-manage and appear nit-picky.

**Classic Pattern 2**: Technical/Complexity/Influence (but bypassing Collaboration). Managers stuck in this pattern are good at solving technical and business problems. However, because they don’t collaborate well and, as a result, they don’t take a whole of business approach, they are often putting a lot of energy into solving the symptoms rather than the root cause of the problem, so the real problem never goes away.