Leadership Style Assessment Tool

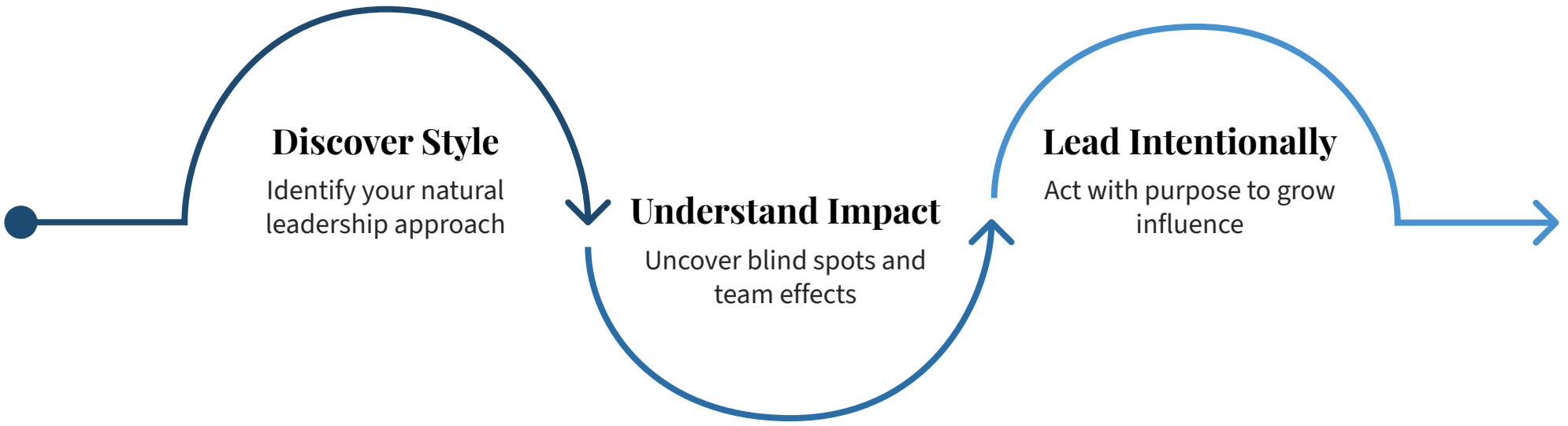
Discover your natural leadership approach, unlock your blind spots, and lead with intention — built for working professionals ready to grow.



INTRODUCTION

Why Leadership Style Awareness Changes Everything

Whether you manage a team of two or lead an organisation of thousands, understanding **how** you lead is the first step to leading better. This assessment tool cuts through the noise and gives you a clear, practical map of your leadership identity — no theory overload, just actionable insight.



Most professionals spend years developing technical skills — mastering spreadsheets, sales pipelines, product roadmaps — while treating leadership as something that just "happens" with seniority. The result? Talented professionals who are promoted into management roles and then left to figure out on their own why their team isn't performing, why meetings feel flat, or why top talent keeps walking out the door.

Leadership style is not a personality quiz result you frame on your desk. It is the **operating system** behind every conversation you have, every decision you make, and every team culture you shape — whether consciously or not. When you understand your dominant style, your secondary tendencies, and your stress-triggered defaults, you gain the single most powerful lever available to any manager or professional: **self-awareness in action**.

This tool was built specifically for time-poor working professionals who need clarity, not complexity. It is structured to be completed in a single sitting of 30–45 minutes, with reflection prompts you can return to across weeks. You can use it as a one-time diagnostic, a quarterly check-in, or a team discussion framework. Use it your way.

What This Tool Solves

- Confusion about your leadership identity
- Gaps between intent and impact
- Inconsistent team performance
- Blind spots under pressure
- Difficulty adapting to different people
- Stalled career progression

How to Use This Resource: Read through once for orientation. Then return section by section to complete the worksheets and reflection prompts. You do not need to do it all at once — progress in the order that fits your schedule.

MODULE 1

The Six Core Leadership Styles — Know Your Landscape

Before you can assess yourself accurately, you need a clear map of the terrain. Leadership research — from Daniel Goleman's landmark Harvard Business Review studies to more recent organisational behaviour work — consistently identifies six styles that account for the vast majority of real-world leadership behaviour. Each style has a context where it excels and conditions where it becomes a liability.



Directive

Commands compliance. Sets clear expectations and demands immediate results. **Best for:** Crises, turnarounds, non-negotiable standards. **Risk:** Kills autonomy and morale over time.



Visionary

Mobilises people toward a shared dream. Provides long-term direction with freedom on execution. **Best for:** New direction, low-clarity environments. **Risk:** Can neglect day-to-day realities.



Affiliative

Builds harmony and emotional bonds. Prioritises people and feelings. **Best for:** Healing team rifts, building trust. **Risk:** Avoids hard feedback, tolerates mediocrity.



Democratic

Builds consensus through participation. Values input from all. **Best for:** Complex decisions, high-expertise teams. **Risk:** Slow in crises, frustrating when clarity is needed.



Pacesetting

Sets high performance standards and models excellence. **Best for:** Highly motivated, skilled teams. **Risk:** Overwhelms average performers, creates burnout.



Coaching

Develops people for the long term. Connects individual goals to team mission. **Best for:** Growing talent, performance improvement. **Risk:** Requires patience; ineffective when motivation is absent.

No single style is superior. The most effective leaders are **style-fluid** — they read the room, the person, and the moment, then deploy the right approach. The goal of this tool is to show you your current default pattern and expand your range.

MODULE 2

The Self-Assessment: Rate Your Natural Tendencies

Read each statement carefully. Rate yourself honestly on a scale of **1 to 5** based on how frequently this describes your natural behaviour — not your ideal behaviour, not how you wish you acted, but how you *actually* show up. There are no right or wrong answers. Honesty here is your greatest asset.

Scale: 1 = Rarely or Never | 2 = Occasionally | 3 = Sometimes | 4 = Often | 5 = Almost Always

Statement	1	2	3	4	5
I give clear, direct instructions and expect them to be followed without extensive discussion.	☐	☐	☐	☐	☐
I regularly paint a compelling picture of the future to motivate my team.	☐	☐	☐	☐	☐
I prioritise team harmony and individual wellbeing in my decisions.	☐	☐	☐	☐	☐
I seek input from team members before making major decisions.	☐	☐	☐	☐	☐
I set extremely high standards and expect others to meet them without much hand-holding.	☐	☐	☐	☐	☐
I invest significant time in helping individuals grow and develop their careers.	☐	☐	☐	☐	☐
Under pressure, I tend to take control and issue clear directives.	☐	☐	☐	☐	☐
I find it natural to connect daily tasks to a larger organisational vision.	☐	☐	☐	☐	☐
I avoid conflict and tend to focus on what unites rather than divides.	☐	☐	☐	☐	☐
I feel most comfortable when decisions reflect a group consensus.	☐	☐	☐	☐	☐
I lead by example and get frustrated when others don't match my pace.	☐	☐	☐	☐	☐
I ask coaching questions more often than I give direct answers or solutions.	☐	☐	☐	☐	☐

Scoring Guide: Rows 1 & 7 → Directive | Rows 2 & 8 → Visionary | Rows 3 & 9 → Affiliative | Rows 4 & 10 → Democratic | Rows 5 & 11 → Pacesetting | Rows 6 & 12 → Coaching. Add scores per pair. Your highest-scoring pair reveals your dominant style.

MODULE 2

Scoring & Plotting Your Leadership Profile

Once you have completed the assessment, total your scores for each style pair. Enter them in the table below, then use the bar chart to visually plot your leadership profile. This visual map becomes your personal leadership fingerprint — a starting point for every growth conversation that follows.

Leadership Style	My Score (out of 10)	Profile Zone	Tendency Level
Directive	___ / 10	1–4: Low | 5–7: Moderate | 8–10: High	
Visionary	___ / 10	1–4: Low | 5–7: Moderate | 8–10: High	
Affiliative	___ / 10	1–4: Low | 5–7: Moderate | 8–10: High	
Democratic	___ / 10	1–4: Low | 5–7: Moderate | 8–10: High	
Pacesetting	___ / 10	1–4: Low | 5–7: Moderate | 8–10: High	
Coaching	___ / 10	1–4: Low | 5–7: Moderate | 8–10: High	

Your **top two scores** represent your dominant and secondary styles. Your **lowest score** is likely your underdeveloped style — the one most worth investing in. Your dominant style tells you how you naturally show up. Your secondary style reveals your adaptive range. The gap between your highest and lowest score measures your stylistic flexibility.

Professional Insight: Research shows that leaders who regularly use **4 or more styles** create significantly higher team engagement and performance. If your scores cluster heavily around 1–2 styles, that is your clearest growth signal.

MODULE 3

Understanding Your Dominant Style In Depth

Once you have identified your dominant style, it is time to go beyond the label. A score tells you what you do. The deeper work is understanding *why* you do it, when it serves you, and when it quietly works against you. Use this section as a deep-dive reference for your top style.

🔵 High Directive (Score 8–10)

Your Superpower: You bring decisive clarity in ambiguous situations. Teams know exactly what is expected and feel secure when things are chaotic. You are the person others look to in a crisis.

Your Shadow: Over-reliance on this style crushes autonomy and signals distrust. Team members stop bringing ideas because they expect to be overruled. Turnover rises quietly before it becomes visible.

What to Watch: Notice when you default to directive in situations that actually require input or development. Ask yourself: "Is this a real emergency, or am I just uncomfortable with ambiguity?"

🟡 High Visionary (Score 8–10)

Your Superpower: You inspire people to connect their daily work to something larger. Teams feel motivated and purposeful. You are the leader who makes people believe the mission matters.

Your Shadow: You may skip the operational details that actually make vision real. Team members inspired by your direction can feel frustrated when execution support is missing. Vision without structure is just hope.

What to Watch: Pair your vision with concrete milestones and check-ins. Build in space for others to shape the how — your job is the north star, not every step of the map.

🔴 High Affiliative (Score 8–10)

Your Superpower: You create psychological safety where people do their best work. Conflict is managed with care, relationships are strong, and team culture is genuinely warm. People trust you deeply.

Your Shadow: Hard truths get softened or delayed. Poor performance is tolerated longer than it should be. Your deep investment in harmony can inadvertently protect underperformance from the consequences it needs.

What to Watch: Practice separating care for the person from accountability for the work. You can be kind *and* direct. In fact, truly caring for someone often requires saying the difficult thing.

🟢 High Democratic (Score 8–10)

Your Superpower: You build buy-in and leverage collective intelligence. Decisions made democratically are implemented better because people feel ownership. You surface ideas that hierarchical leaders miss.

Your Shadow: Decision-making slows dramatically. In fast-moving environments, constant consensus-seeking signals indecision. Teams may lose confidence in your ability to lead when a clear call is needed.

What to Watch: Define which decisions genuinely benefit from input and which you can decide alone. Announce your decision mode up front: "I want your input on this" vs. "I'm deciding this — here's my thinking."

🟠 High Pacesetting (Score 8–10)

Your Superpower: You raise the performance ceiling in your team. Your personal standards are infectious for top performers who are energised by excellence. Ambitious goals become normal under your leadership.

Your Shadow: This is statistically the most damaging style when overused. Average performers feel perpetually inadequate, burnout rates climb, and the leader inadvertently becomes a bottleneck by modelling everything themselves.

What to Watch: Ask yourself whether you are building people up or simply being a measuring stick they keep falling short of. Excellence without development is unsustainable.

🟣 High Coaching (Score 8–10)

Your Superpower: You develop talent that outlasts your own tenure. People grow under you in ways that shape their careers for decades. You build organisational capability, not just results.

Your Shadow: Coaching takes time — a resource leaders rarely have in surplus. Applied to team members who lack motivation or basic capability, it frustrates everyone. And in a genuine crisis, coaching feels tone-deaf.

What to Watch: Assess motivation and capability before defaulting to coaching. It is most powerful when someone wants to grow and has the foundation to do so. Otherwise, another style may serve them better first.

MODULE 4

The Stress-Trigger Test: Who Are You Under Pressure?

Your assessment score reflects your *natural state* leadership behaviour. But pressure is the great revealer. Under stress — tight deadlines, team conflict, executive scrutiny, personal overwhelm — most leaders regress to a default they do not consciously choose. This section helps you identify your stress-triggered style so you can catch yourself before it causes damage.

Common Stress-Triggered Defaults

Natural Style	Common Stress Default
Visionary	Becomes Directive or Withdrawn
Coaching	Becomes Affiliative (avoids conflict)
Democratic	Becomes Indecisive or Pacesetting
Affiliative	Becomes Passive or Directive
Pacesetting	Becomes Micromanaging Directive
Directive	Doubles down — "Command mode"

Recognising your stress pattern is not about shame — it is about creating a pause between trigger and response. That pause is where leadership lives.

The Stress-Trigger Reflection

Think of the last time you were genuinely under significant pressure at work. Answer honestly:

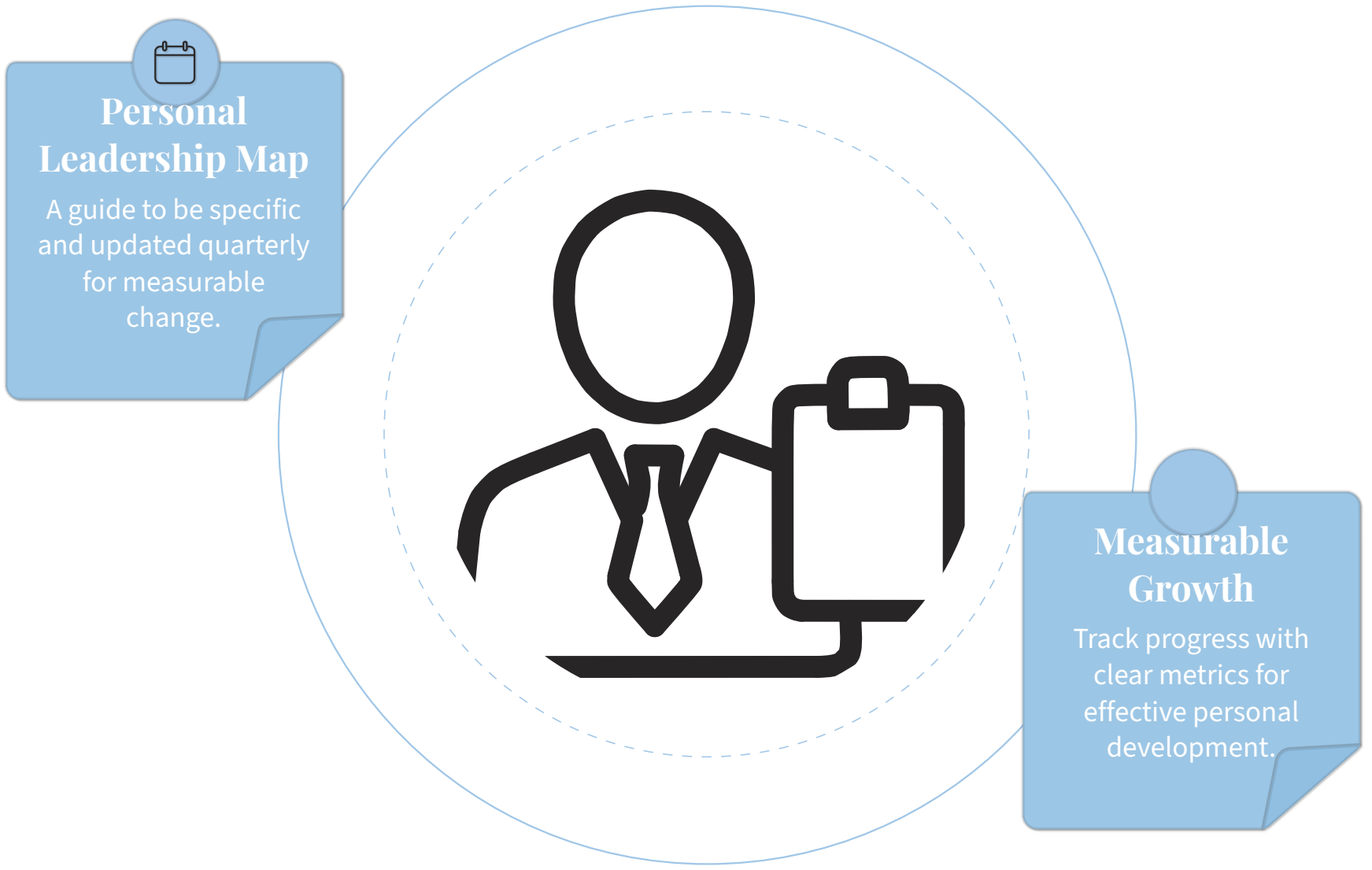
- What was the situation? (Describe briefly)
- How did you respond to your team in that moment?
- Did you become more controlling or more withdrawn?
- Did you push harder or avoid the hard conversations?
- What did your team notice about you that you may not have?
- If a trusted colleague described your behaviour in that moment, what would they say?

> "Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom." — Viktor Frankl

ACTION ELEMENT 1

Worksheet: My Leadership Style Map

Complete this worksheet after finishing your assessment scoring. This becomes your personal leadership reference document — a living map you update quarterly. Be specific. Vague answers produce vague insight. Concrete language produces real change.



Section	Your Response
My Dominant Leadership Style	Write the style name and your score here: _____
My Secondary Style	Write the style name and your score: _____
My Underdeveloped Style	Lowest scoring style + why it feels unnatural: _____
When My Dominant Style Helps	Describe 2 specific situations where this style is genuinely useful: _____
When My Dominant Style Hurts	Describe 1–2 situations where this style creates problems: _____
My Stress-Triggered Default	Name the style + describe a recent example: _____
My "Style Gap" to Close	Which style would most improve your leadership right now? Why? _____
One Habit to Build This Month	What is one specific behaviour change you will practise? _____

Pro Tip: Photograph this completed worksheet and save it to your notes app. Review it at the start of every Monday for four weeks. Awareness without repetition fades. Repetition without awareness changes nothing. You need both.

ACTION ELEMENT 2

Reflection Questions: Go Deeper Than the Score

Scores give you a starting point. Reflection questions give you understanding. Set aside 15–20 minutes with these prompts — in a journal, a notes app, or even a voice memo. Use this time intentionally, without distractions, to think through your responses honestly rather than rushing to conclusions. The leaders who benefit most from tools like this are the ones who do the reflective work consistently, not just the diagnostic exercise. Over time, this habit of reflection turns insight into action and helps translate awareness into meaningful leadership growth.

The Legacy Question

If every person you have ever managed were in a room together and asked to describe your leadership in three words, what would those words be? Are those the words you would choose for yourself? What is the gap?

The Context Question

Think of a team or project where you felt you led particularly well. What style were you using? Now think of a situation where leadership felt hard or ineffective. What was different about the context, the people, or the pressure?

The Origin Question

Where did your dominant style come from? Was it modelled by a manager you admired — or one you feared? Was it rewarded early in your career? Understanding the origin of a pattern is often the first step to consciously choosing whether to keep it.

The Feedback Question

What is the most challenging piece of leadership feedback you have ever received? Looking at it now through the lens of your style assessment, does it make more sense? What does that feedback tell you about your shadow side?

The Forward Question

Given what you now know about your dominant style, secondary style, and stress default — what is the single most important shift you want to make in the next 90 days? Be specific: with which people, in which situations, doing what differently?

ACTION ELEMENT 3

The Style Flexing Checklist

Style flexing is the practical skill of reading a situation and deliberately choosing the most effective leadership approach — even when it does not come naturally. This checklist helps you practise this skill in real-time. Before your next important leadership moment, run through the relevant section below.

Before a Team Meeting

- ☐ What outcome does this meeting need to produce?
- ☐ Does this situation require my direction or the team's input?
- ☐ Are there individuals here who need encouragement today?
- ☐ Is morale high or low right now — and does that change my approach?
- ☐ Am I going into this in a calm state or a stress-triggered one?

Before a Strategic Decision

- ☐ Is this a decision that needs broad input, or do I need to decide and align?
- ☐ Have I considered how different team members will receive this?
- ☐ Have I connected this decision to the team's larger purpose?
- ☐ Am I moving too fast — or too slowly — for the current context?
- ☐ What style does this moment genuinely call for?

Before a Performance Conversation

- ☐ Is this person under-performing due to capability or motivation?
- ☐ Do they need coaching questions or direct feedback right now?
- ☐ Have I separated the person from the performance?
- ☐ Have I prepared a specific example rather than a general critique?
- ☐ Am I ready to listen before I lead?

During a Team Crisis or Pressure Spike

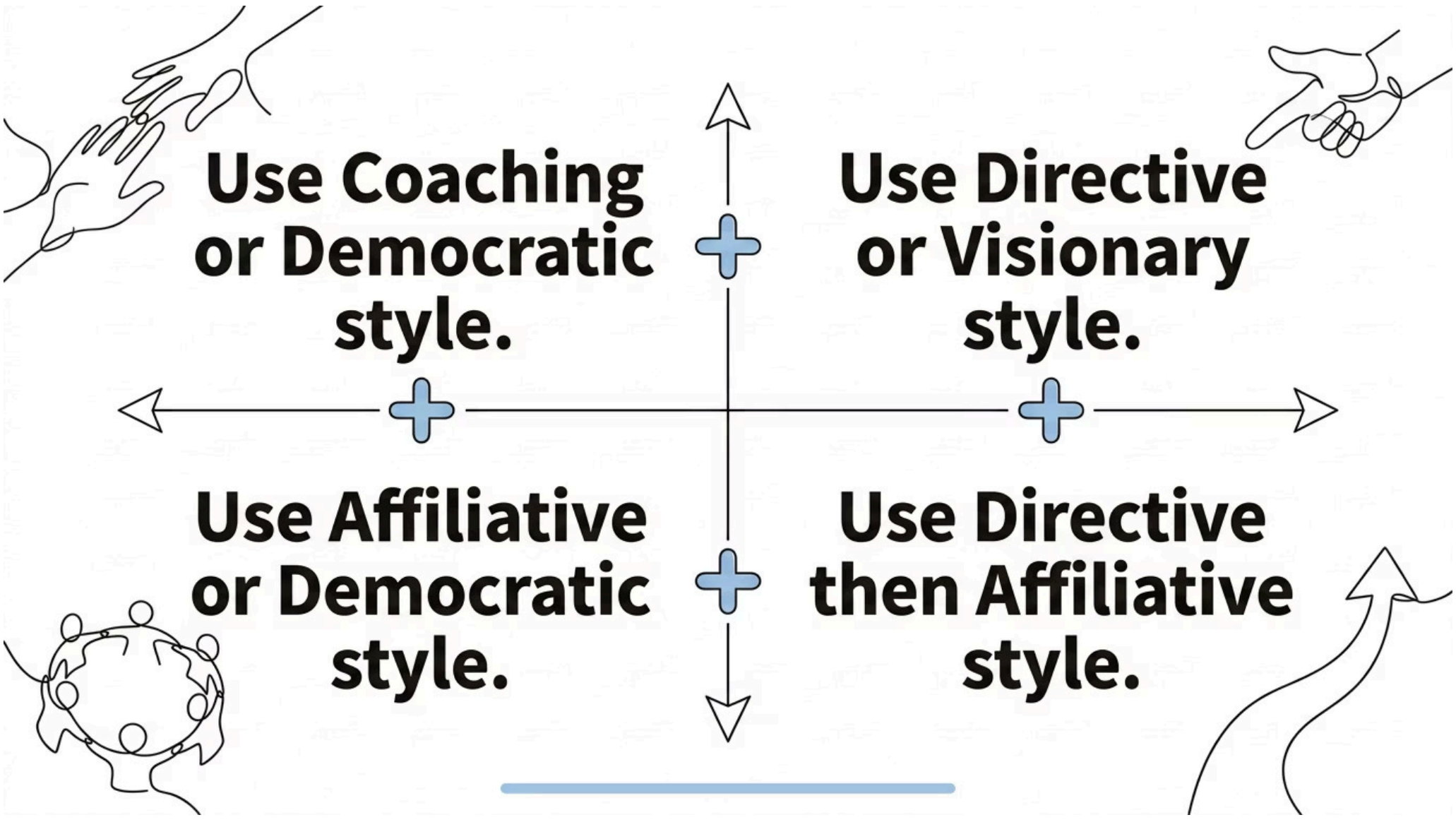
- ☐ Am I responding consciously or reacting reflexively?
- ☐ Does the team need my calm more than my commands right now?
- ☐ Have I communicated clearly what I know and what I do not yet know?
- ☐ Am I using this as a coaching moment or a control moment?
- ☐ What would I tell a mentee to do in this situation?

Print this checklist. Stick it inside your notebook, tape it above your monitor, or save it to your phone. The leaders who grow fastest are not the ones who know the most theory — they are the ones who pause and check themselves before high-stakes moments.

MODULE 5

The Situational Match Framework

One of the most practical skills in leadership is matching your style to the situation rather than defaulting to what feels comfortable. The following framework gives you a decision-making lens you can apply in any professional context. Think of it as your style deployment guide.



The key insight from this framework is that **leadership effectiveness is not about who you are — it is about what the situation requires**. A highly directive leader working with a self-motivated senior team creates frustration and disengagement. A deeply affiliative leader managing a low-skill team in crisis creates confusion and inertia. The sweet spot is always the intersection of team readiness and situational demand.

Use this matrix as a quick mental check before every major leadership moment. Identify where your team or the individual sits in the grid, and choose your style accordingly — not by default, but by design.

REAL-WORLD APPLICATION

Case Study: Priya's Leadership Pivot

Priya is a 34-year-old product manager at a mid-size technology company. She has been managing a cross-functional team of eight for two years. Her 360-degree feedback from her last review included the phrase: *"Priya is brilliant and hardworking, but sometimes feels more like a teammate than a manager."* She was confused by this feedback — she thought being collaborative and supportive was exactly what good leadership looked like.

What the Assessment Revealed

When Priya completed the Leadership Style Assessment, her scores revealed a dominant **Affiliative profile (9/10)** with a strong secondary **Democratic score (8/10)**. Her lowest score was **Directive (2/10)**. Everything clicked. Priya was so committed to harmony and inclusion that she had unconsciously avoided the harder aspects of leadership: setting clear expectations, delivering direct feedback, and making calls without waiting for full consensus.

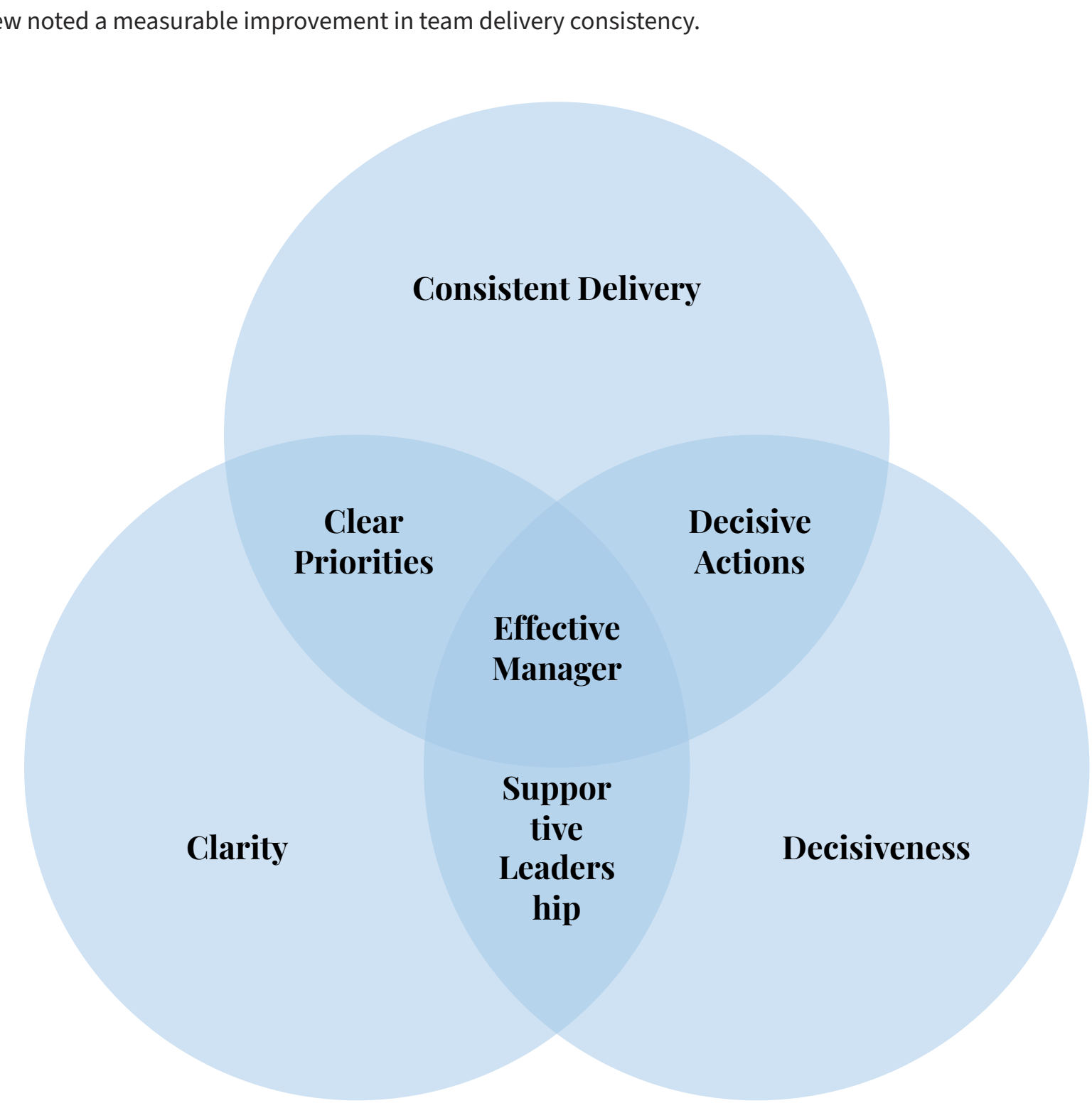
Her stress-triggered default, she realised, was to become even more accommodating under pressure — softening difficult messages, finding reasons to delay hard conversations, and absorbing conflict rather than addressing it. The team did not experience her as supportive in those moments. They experienced her as evasive.

The 90-Day Shift

Priya committed to three specific changes:

1. Open every weekly check-in with a clear priority statement (Visionary habit)
2. Deliver one piece of direct, specific feedback per week — not softened, not wrapped in praise (Directive habit)
3. In team decisions, declare her decision mode up front: "I'm deciding this" vs. "I need your input"

Six months later, her team described her as "clearer, more decisive, and still one of the most supportive managers in the company." Her performance review noted a measurable improvement in team delivery consistency.



The lesson: Leadership growth rarely means abandoning your strengths. It means extending your range so your strengths are not also your limitations. Priya did not stop being affiliative — she became affiliative *and* direct. That combination is rare, and it is powerful.

MODULE 6

Common Leadership Mistakes by Style — And How to Fix Them

Every style has a signature mistake — a pattern so natural to the leader that it rarely feels like a mistake until someone else names it. Use this section as a diagnostic mirror. You may recognise yourself immediately. You may be surprised. Either way, awareness is the beginning of change.

Directive Mistake: Directiveness Without Context

What it looks like: Issuing instructions without explaining the rationale. Team follows the letter of the order but not the spirit — and stops thinking creatively. **The Fix:** Add "because" to your directives. "I need this done by Thursday because the board reviews it Friday morning and we need the data set clean first." Context transforms compliance into commitment.

Visionary Mistake: Vision Without Milestones

What it looks like: Inspiring speeches that leave teams excited but directionless. "Where do we start?" becomes the unspoken question in every meeting after. **The Fix:** Every vision statement needs a 30-60-90 day translation. Break it into "This month we will..." and "By next quarter, we will know we are on track if..."

Affiliative Mistake: Kindness as Avoidance

What it looks like: Consistently delaying difficult conversations under the banner of "waiting for the right moment." The right moment never arrives, and problems compound silently. **The Fix:** Schedule the difficult conversation within 48 hours of the trigger event. Use the SBI model: Situation → Behaviour → Impact. It is specific, fair, and kind by design.

Pacesetting Mistake: Excellence as Exclusion

What it looks like: Setting a performance standard so high that only the leader can meet it. Team members disengage because the bar feels unattainable rather than aspirational. **The Fix:** For every standard you set, model AND teach. "Here is what great looks like, and here is how you build toward it." The bar should challenge and guide — not simply judge.

SELF-EVALUATION

360° Pulse Check: How Others Experience Your Leadership



Instructions: Share this with 3–5 colleagues and ask them to rate you honestly. Remind them that honest responses are the only responses that help you grow. Anonymous responses yield more accurate data.

Observable Behaviour	1	2	3	4	5
This person communicates expectations clearly and consistently.	☐	☐	☐	☐	☐
This person helps me understand how my work connects to the bigger picture.	☐	☐	☐	☐	☐
This person genuinely listens before deciding.	☐	☐	☐	☐	☐
This person delivers direct feedback, even when it is uncomfortable.	☐	☐	☐	☐	☐
This person stays calm and clear under pressure.	☐	☐	☐	☐	☐
This person actively invests in my development.	☐	☐	☐	☐	☐
This person models the standards they set for the team.	☐	☐	☐	☐	☐

Comparing Your Results: When you receive responses, look for patterns where the average peer score is significantly higher or lower than your self-assessment. A large gap where others rate you higher = a confidence gap you can address. A large gap where others rate you lower = a blind spot that deserves urgent reflection. Neither is bad news — both are growth data.

NEXT STEPS

Your 90-Day Leadership Development Plan

Insight without action is just entertainment. This section converts your assessment results into a structured, time-bound development plan you can implement starting this week. Choose your focus, name your actions, and set a review date. Leadership growth happens in small, daily decisions — not in annual off-sites.



Phase	My Focus Area	Specific Action	By When
Week 1–2: Awareness	Share my assessment results with one trusted colleague or mentor	Name: _____	Date: _____
Week 3–6: Practise	Practise my underdeveloped style in one specific recurring situation	Situation: _____	Date: _____
Week 7–10: Feedback	Request informal feedback from 2 direct reports on one specific behaviour	Behaviour: _____	Date: _____
Week 11–12: Review	Retake the self-assessment and compare scores to baseline	Schedule: _____	Date: _____

Schedule It

Block 20 minutes every two weeks in your calendar specifically for leadership reflection. Treat it as a non-negotiable meeting with yourself. Unscheduled development never happens.

Find an Accountability Partner

Share this tool with a peer, mentor, or coach. Review each other's progress every 30 days. Social accountability doubles follow-through rates in behavioural change research.

Re-Assess Quarterly

Your leadership style profile is not static. New roles, new teams, and new pressures shift your defaults. Reassess every 90 days to track growth and recalibrate your development focus.

SUMMARY

Key Takeaways: Your Leadership Style Essentials

Leadership development is a career-long commitment, not a one-time event. If you walked through this tool with honesty and intention, you now have something most professionals never develop: a clear, evidence-based picture of how you lead, why you lead that way, and what it will take to lead even more effectively. Carry these seven principles forward.

Style is not personality — it is behaviour.

You are not your dominant score. You are capable of every style on the spectrum. The assessment shows your current defaults, not your permanent limits. Behaviour is learnable, and defaults are changeable with intentional practice over time.

No style is universally effective.

Context is everything. A style that makes you exceptional in one environment will make you ineffective in another. The goal is not to find your perfect style — it is to expand your range so you can match any situation with confidence.

Your stress default is your most important data point.

What you do under pressure is what your team will remember most. Identifying your stress-triggered default and building a pause practice around it is arguably the highest-leverage leadership development work you can do right now.

Strengths overdone become liabilities.

Every dominant style becomes a limitation when over-applied. Awareness of your shadow side is not a weakness — it is the hallmark of a mature, growth-oriented leader. Name your shadow. That is how you stop it from running the show silently.

The best leaders flex — and they do it intentionally.

Style-fluid leaders do not abandon who they are. They layer in new approaches deliberately and strategically. The goal is repertoire, not replacement. More strings on the instrument does not mean you stop playing your natural notes.

Feedback is your fastest accelerant.

Self-reflection alone has a ceiling. Other people's honest experience of your leadership is the data that breaks through blind spots no amount of journaling can reach. Seek it actively, receive it graciously, and act on it specifically.

Small, consistent shifts compound into transformation.

You do not need a dramatic leadership overhaul. You need one better habit per month, repeated with intention. In twelve months, the cumulative effect of twelve small deliberate shifts is a leader your team will describe in entirely new language.

QUICK REFERENCE

Leadership Style at a Glance — Your Pocket Reference

Tear out, screenshot, or bookmark this page. It is your rapid-access reference for style selection in the field — designed for the moments when you need clarity fast, not a textbook.

Style	Core Mechanism	Best Used When	Avoid When	One-Line Signal to Use It
Directive	Commands + Compliance	Crisis, non-negotiables, new hires	Team is experienced + motivated	"We need to move now. Here's exactly what we're doing."
Visionary	Inspires + Orients	New direction, ambiguity, low morale	Team needs operational detail now	"Here's where we're going — and here's why it matters."
Affiliative	Connects + Heals	Team friction, trust-building, stress peaks	Performance issues need addressing	"How is everyone doing? Let's make sure we're okay first."
Democratic	Includes + Builds Buy-In	Complex decisions, high-expertise team	Speed is essential, team lacks expertise	"Before I decide, I want to hear your thinking."
Pacesetting	Models + Raises Bar	High-performers, short sprint	Team is average or already stretched	"Watch how I do this — then I expect you to match it."
Coaching	Develops + Unlocks	Growth moments, motivated individuals	Immediate results needed, low motivation	"What do you think? What would you try differently?"

6

Leadership Styles

Distinct evidence-based styles available to every professional leader

4+

Styles Used Regularly

Number of styles top-performing leaders deploy regularly for optimal team outcomes

90

Days to New Habit

Research-backed timeframe to embed a new leadership behaviour into your default repertoire

1

Starting Point

The single most powerful change you need right now — choose it, name it, and begin today

> **Remember:** The most effective leadership tool you will ever have is not a framework, a model, or a score. It is your willingness to keep examining how you lead — with honesty, curiosity, and a commitment to being better for the people who follow you. That commitment, more than any natural talent, is what separates good leaders from great ones.