

*Workbook*

# Working with (or for) a Operator



This is the workbook for the Predictable Success Course *Working with (or for) an Operator*. Complete the following to develop a deeper understanding of how to effectively work with and for an Operator based on your personal leadership style.

## Objectives

- 1) Identify your experiences with Operator colleagues
  - a. Challenges faced
  - b. Strategies for management and harmony
  
- 2) Identify your leadership style in the context of working with or for an Operator
  - a. Identify your leadership style
  - b. Strengths of your dyad
  - c. Challenges of your dyad
  - d. Strategies to improve your dyad

## Activity I: My Previous Experiences with Operators

- 1) Place a checkmark beside the challenges you feel you face with your Operator colleagues.

Feeling uninspired because of their literal mindset  
Feeling overwhelmed by their propensity to action above all  
Feeling frustrated with their desire for autonomy  
Feeling overlooked when they don't consider the long-term  
Feeling overwhelmed when they ruthlessly prioritize  
Feeling frustrated when they avoid risk  
Feeling confused when they lack structure, or use shortcuts/workarounds in task completion

Feeling confused when they ignore the important in favor of the urgent  
Feeling left behind due to their fast-paced nature  
Feeling annoyed when they become impatient for action  
Feeling imposed on when they ask for forgiveness, not permission  
Feeling ignored or forgotten when they act as a bottleneck  
Feeling frustrated when they ignore systems and processes  
Feeling undermined due to non-compliance



- 2) Review your checked boxes and match a management or harmonization strategy to each challenge. This will help you address these challenges in the future.

CHALLENGES FACED	PRIMARY STRATEGY	ADDITIONAL STRATEGY
<i>Example: Feeling undermined due to non-compliance.</i>	<i>Provide clear direction and instruction in initial stages.</i>	<i>Set up an electrified fence with clear parameters.</i>

## Activity II: My Leadership Style and the Operator

- 1) Record the results of your VOPS quiz to identify your leadership styles.

STYLE	SCORE	LEVEL	DOMINANT
<i>Example</i>	<i>360</i>	<i>Primary</i>	<i>No</i>
Visionary			
Operator			
Processor			
Synergist			

- 2) Check off the dyad(s) that best describes you and your Operator colleague(s):

Operator-Visionary  
 Operator-Operator  
 Operator-Synergist  
 Operator-Processor



- 3) Review your selection(s) and consider the strengths associated with that combination of leadership styles. Are you fully leveraging these in your current working relationship?

*List your strengths here and reflect:*

- 4) Review your selection(s) and consider if there is untapped potential in this dyad. If so, what's preventing you from leveraging these strengths?

*List your un-leveraged strengths here and reflect:*

- 5) Review your selection(s) and consider the challenges associated with that combination of leadership styles. What challenges does your dyad face because of your styles?

*List your challenges here and reflect:*

- 6) Reflect on how you can overcome the challenges noted above. What strategies can you employ to avoid and mitigate conflict?

*List your management and harmonization strategies here and reflect:*



Notes:

A large, empty rectangular area with a light pink background and a thin red border, intended for taking notes.



## Meet Your Course Leader, **Les McKeown**

Les McKeown is the Founder and CEO of Predictable Success.

Les first began to recognize recurring growth patterns early in his career as a serial entrepreneur. In addition to being involved in the launch of more than 40 companies before he was 35, he was at the same time a founding elder in a fast-growing church, while serving on the board of a number of charities and not-for-profits.

Les used the experience he gained during that time to co-found one of the first business incubators in the world, which he and his then business partner developed over a decade into a multi-national consulting company that advised on the creation and growth of hundreds of organizations worldwide.

Struck by the similarity of issues faced by all successful new ventures, Les began to codify his understanding of the repeating patterns of growth, publishing his Wall Street Journal and USA Today bestseller *"Predictable Success: Getting Your Organization On the Growth Track - and Keeping It There"* in 2010, followed in 2012 by *"The Synergist: How to Lead Your Team to Predictable Success"*.

Les is a trusted advisor to fast-growth SMEs and thriving not-for-profits as well as Fortune 500 companies and a number of the largest government agencies in the world.



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