



# LEADERSHIP 360 DEVELOPMENT REPORT

Prepared for | Chris Williams  
ABC Company  
2/27/2017



LEADERSHIP  
EFFECTIVENESS  
ANALYSIS™



Welcome to **Leadership 360<sup>®</sup>**! This powerful process of personal development is designed to provide feedback to you on 22 leadership practices from your own perspective as well as from the perspectives of your boss (or bosses), your peers, and your direct reports. This 360 degree feedback data will provide you with an encompassing view of how you are perceived to operate in your current leadership role.

The **Leadership 360<sup>®</sup> Personal Feedback Report** contains your **individual feedback profile**. It is based upon your own responses to the Leadership Effectiveness Analysis (LEA) Self Questionnaire, as well as LEA Observer Questionnaires completed by the following respondents:

**Number of Respondents:**

-  **Boss**
-  **Peers**
-  **Direct Reports**

To help you understand the degree to which you are currently using the leadership practices being profiled, your scores have been compared to a large normative database of leaders who have completed the LEA Self Questionnaire. You will receive scores expressed in terms of percentiles. For example, if you have a score at 75%, then you scored higher than 75% and the same as or lower than 25% of the people in the normative group. The specific norms that have been used are:

**Normative Groups:** North America n=91964 (Jan2012)

**Presented by:**

## Introduction

**Leadership 360®** is based on the principle that your development may be helped significantly by your own insights into the strengths and weaknesses of your leadership approach. The foundation of the **Leadership 360®** process is diagnostic feedback: feedback which diagnoses those practices or behaviors that need to be sustained, modified or added to your leadership repertoire.

The attitude you have toward feedback will strongly influence the usefulness of this analysis. Please keep the following advice in mind as you proceed through your **Personal Feedback Report** :

- **Use the information as a developmental aid.** Avoid viewing your feedback as the final word on your performance; instead, use it to help plan tactics and strategies to enhance your future effectiveness.
- **The leadership practices in your feedback profile are behaviors.** Behaviors can be changed; thus, you have control over the factors that can help you attain maximum effectiveness as a leader.
- **Trust the feedback profile's description of your approach to the leadership role.** The Leadership Effectiveness Analysis questionnaires are proven, professional instruments that do show how individuals actually behave in leadership roles.
- **Do not view high scores as good and low scores as bad.** A given leadership orientation is rarely all positive or all negative. There are potential assets and potential liabilities for both high and low scores. For example, a high score on Empathy indicates sensitivity to and concern for other people. Alternatively, the strongly empathetic leader may be seen as avoiding conflict or perhaps having problems handling difficult interpersonal issues.
- **Recognize that the aim of the Leadership 360 process is to help you achieve your goal of increased leadership effectiveness.** Your development as a leader will be enhanced through (1) recognizing your strengths and weaknesses, and (2) designing strategies to enhance strengths and address weaknesses.

## Profile Elements

The following pages present the profiles of your scores on 22 leadership practices, graphically showing your own perspective as well as the perspectives of your **boss(es)**, **peers**, and **direct reports**. To ensure the confidentiality of individuals providing their input to you, only averaged responses are provided for peers and direct reports. If your respondents include more than one boss, these responses have also been averaged.

### Degree of Rater Agreement

Immediately to the right of the observer graphs the word High, Medium, or Low will appear when an average consists of at least 2 observers. This reflects the consistency of agreement among your observers on each of the leadership practices. High agreement means that the scores of 75% or more of your observers are clustered within 25 points of each other. Medium agreement means that the scores of 50 – 74% of your observers are similarly clustered. Low agreement means that the scores of fewer than 50% of your observers fell within a 25 point range. High agreement among your observers suggests that you are impacting them in about the same way. Low agreement, on the other hand, suggests that the nature of your relationships with the individual observers may be different and therefore they react to you differently.

## Using the Resource Guide

The LEA Resource Guide has been included as a part of your feedback package to help you interpret your feedback and create your action plans. This booklet provides extensive interpretive information on each of the 22 leadership practices, as well as concrete coaching suggestions for strengthening and improving your relationships with your boss, peers, and direct reports. Also contained in this booklet are guidelines and exercises for analyzing your feedback data and setting developmental priorities, and detailed action planning guides for your use in creating your developmental action plans. The LEA Resource Guide can be a valuable tool in assisting you to process your feedback data. Here are some suggestions for using the Resource Guide:

**Before you open your Personal Feedback Report** and begin to process your feedback data, turn to page 5 in the Resource Guide and read the information on "Analyzing Observer Feedback." This will help you to interpret the meaning of your observers' perceptions of you.

**As you review your feedback data in your Personal Feedback Report**, refer to the appropriate pages in the LEA Resource Guide for further information on each of the 22 leadership practices, or sets. Become more familiar with each of the sets by:

- reading the interpretations of lower and higher scores;
- transferring your self score (and/or observer scores, if you wish) to the percentile graphs provided;
- reading the Potential Assets and Potential Liabilities of lower and higher scores, and highlighting the ones that seem especially relevant for you;
- reading the General Coaching Suggestions, and marking those that would be useful for you to consider;

**Once you have thoroughly reviewed your personal feedback data and are ready to begin your action planning**, refer to the LEA Resource Guide again. The specific coaching suggestions provided for each set should be very helpful to you in creating your developmental action plans.

This page was intentionally left blank.



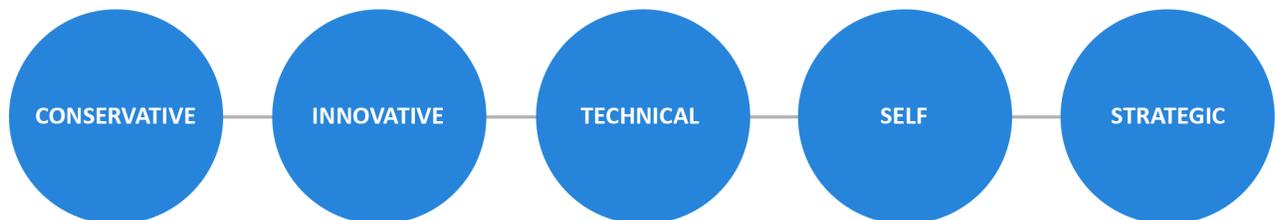
# Creating a Vision



The world of the modern organization is complex, filled with challenges as well as exciting opportunities. In order to survive and prosper, an organization must have the enthusiastic commitment of its members, with their imagination and potential for independent thinking fully focused on its tasks, problems, and opportunities.

All members of the organization are being asked to evaluate issues in their areas and offer better ways of responding. While this is especially true for the leaders, it is also true for individual contributors. Each person has the power to create new visions and new realities for the organization. Clearly, the organization will need to provide a climate that invites the participation of all. Nevertheless, each person can take the initiative in thinking through and evaluating the problems, opportunities and situations encountered every day in a way that is unique to him or her.

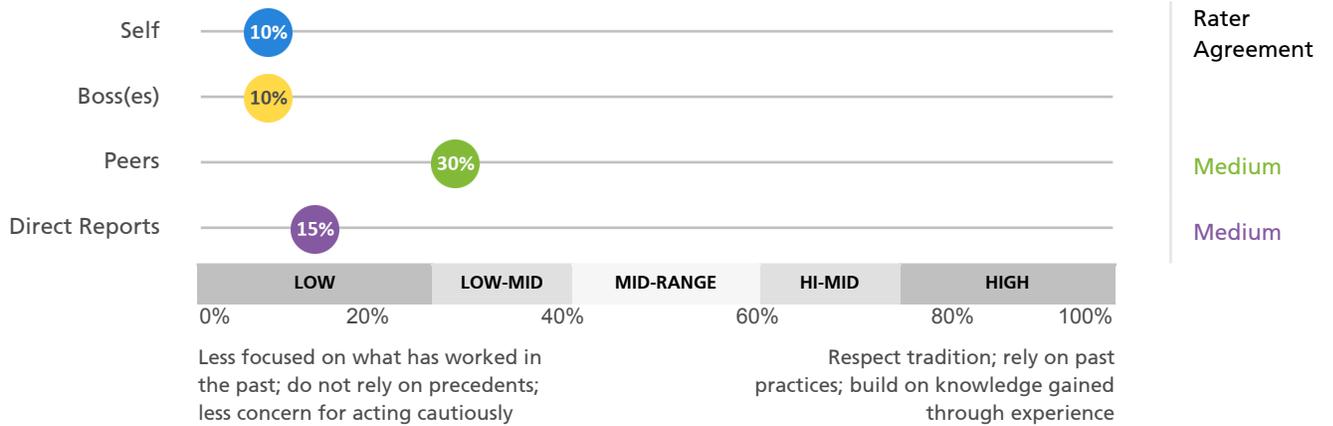
The five Sets involved in **Creating a Vision** are:





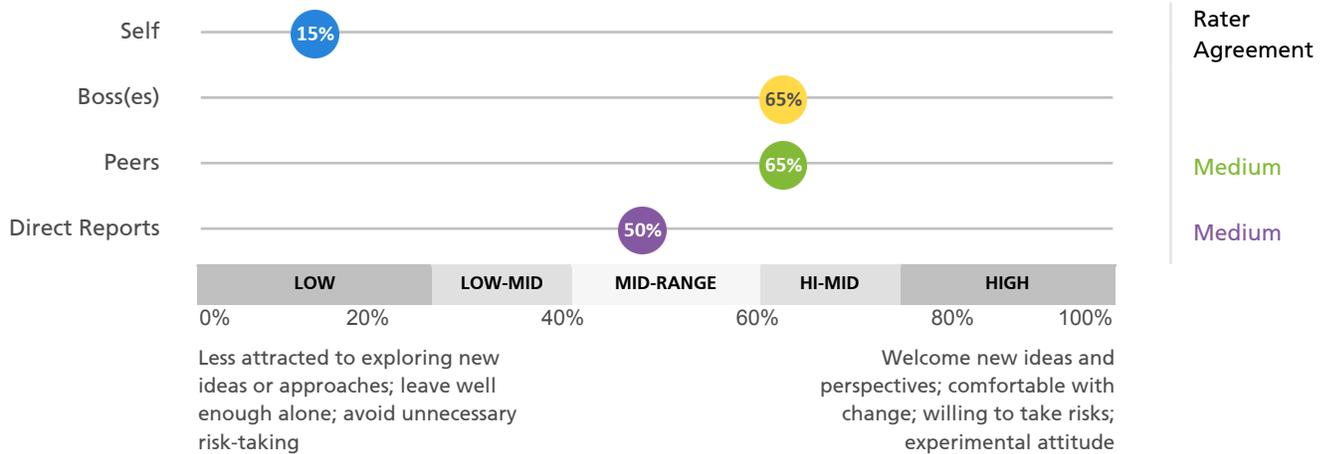
## Conservative

Studying problems in light of past practices to ensure predictability, reinforce the status quo and minimize risk.



## Innovative

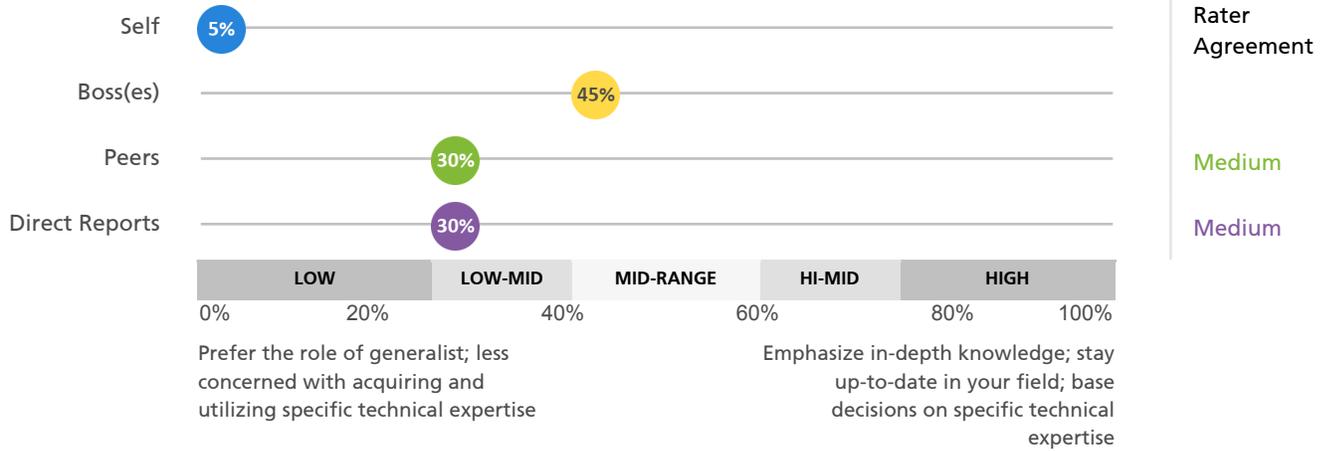
Feeling comfortable in fast-changing environments; being willing to take risks and to consider new and untested approaches.





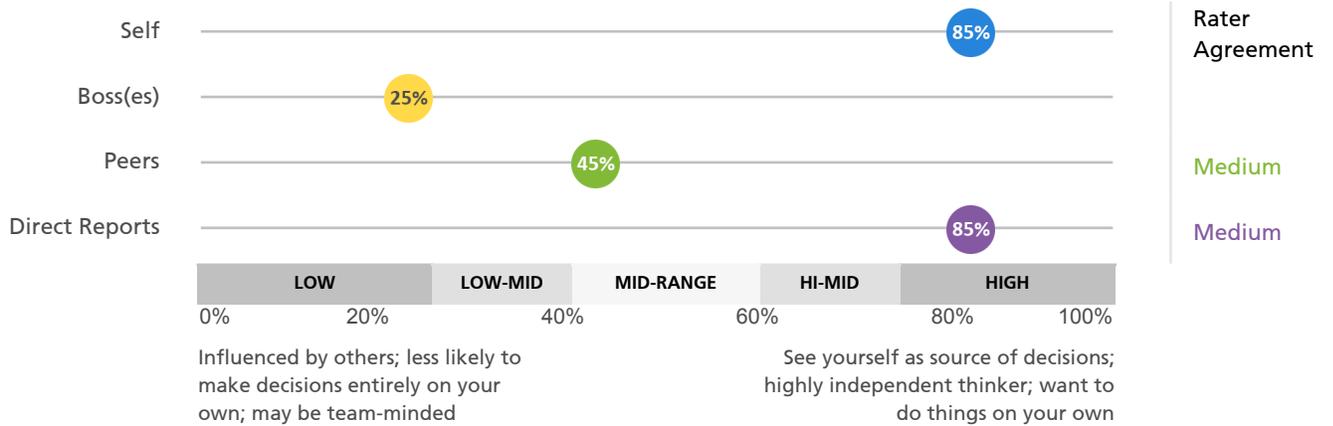
## Technical

Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues in depth and draw conclusions.



## Self

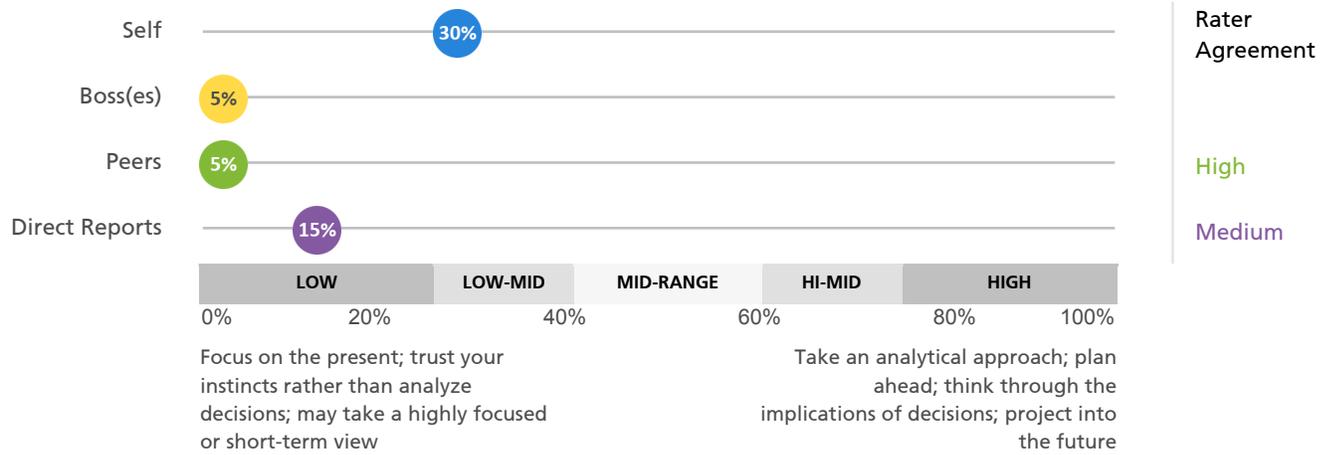
Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision making.





## Strategic

Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning.





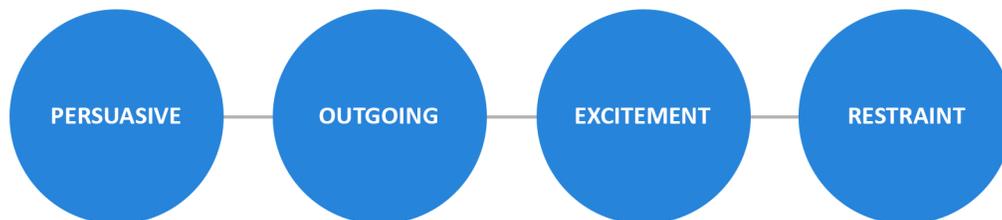
# Developing Followership



Organizations are built upon interdependent relationships. In order to make their best contribution, leaders have to get others to respond positively to their ideas and efforts. The ability to influence others comes more from the strength of one's logic, insight, imagination, and communication skills than from specific position power granted by the organization. In fact, the higher one is in the hierarchy, the less appropriate authoritarian behaviors become in gaining the loyalty and dedication of independent thinking and talented people.

There is a parallel between the challenge facing managers when trying to influence areas other than their own, and the opportunity that exists for individual contributors to be persuasive with their peers and superiors. And, as more and more organizations accept the idea of empowering people at all levels, the opportunity to influence upper level management decisions becomes ever greater.

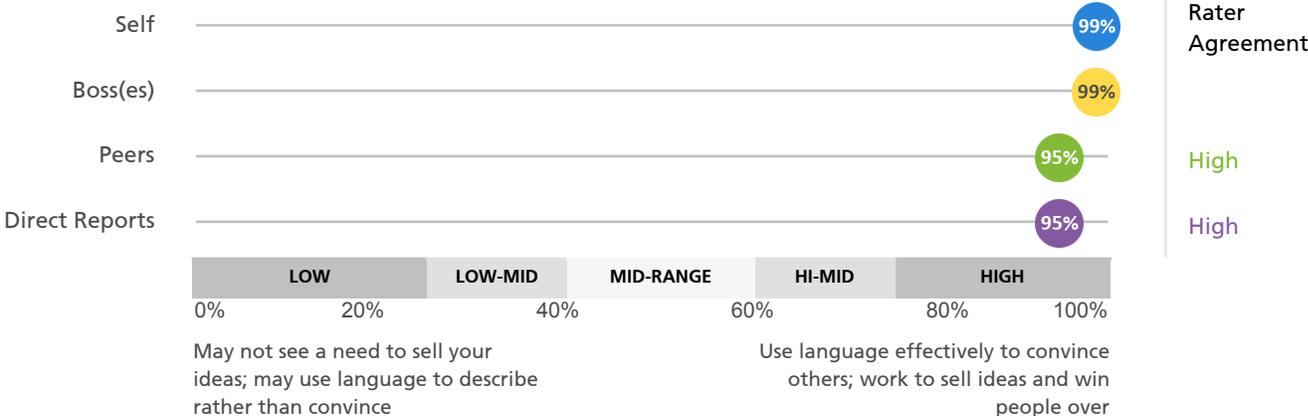
The four Sets involved in **Developing Followership** are:





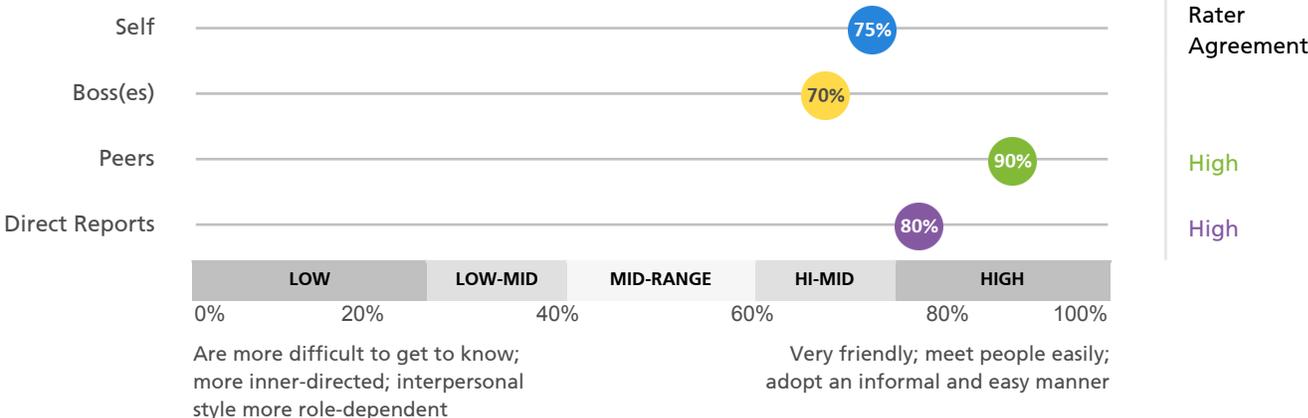
### Persuasive

Building commitment by convincing others and winning them over to your point of view.



### Outgoing

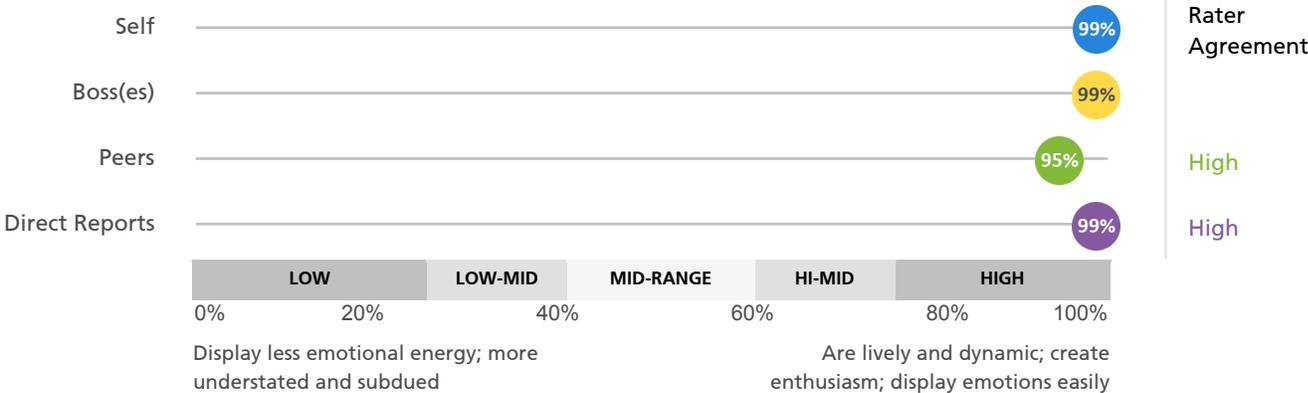
Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.





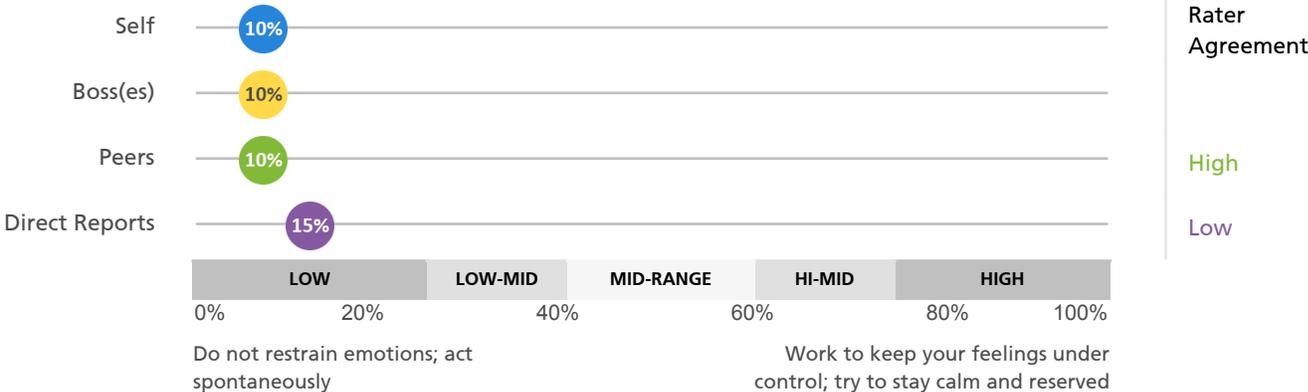
### Excitement

Operating with a good deal of energy, intensity and emotional expression; having a capacity for keeping others enthusiastic and involved.



### Restraint

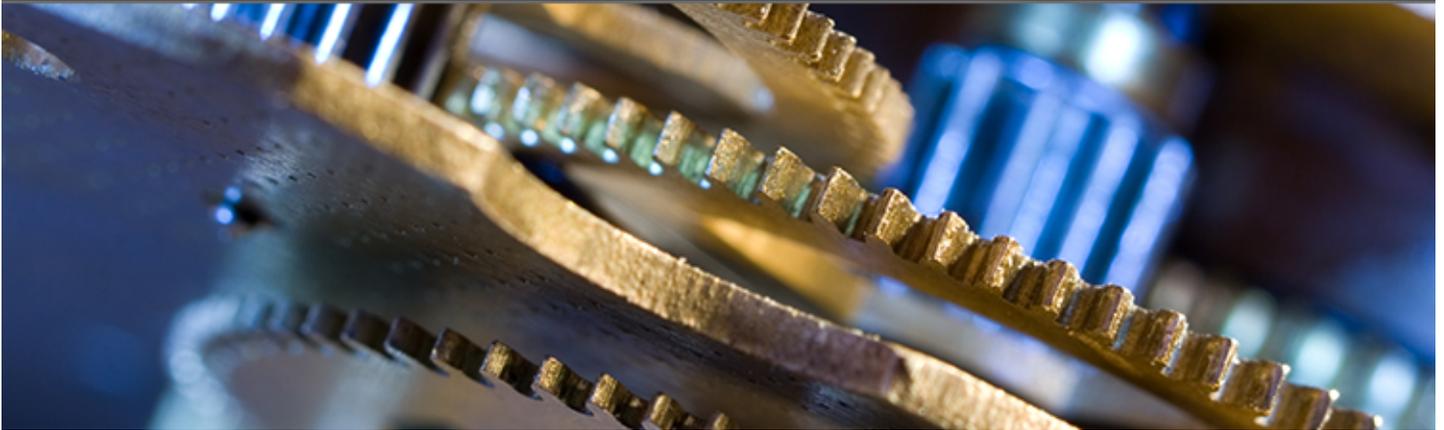
Maintaining a low-key, understated and quiet interpersonal demeanor by working to control your emotional expression.



This page was intentionally left blank.

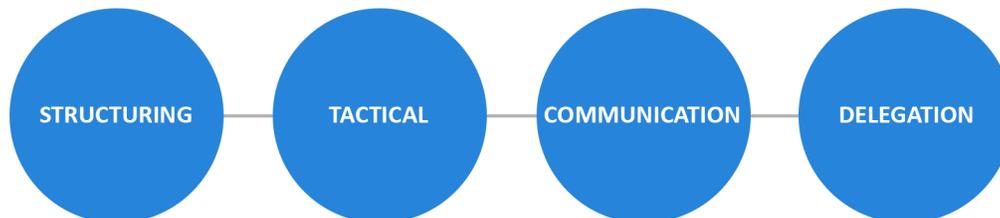


# Implementing a Vision



Once objectives have been set and people have become convinced of their value and practicality, there remains the matter of setting things in motion. One must communicate the part that others will play; get individuals to take responsibility; obtain the necessary training; set standards for judging success; and develop systems and procedures to support the total effort. These elements are necessary to ensure that the efforts of one unit are integrated with those of another.

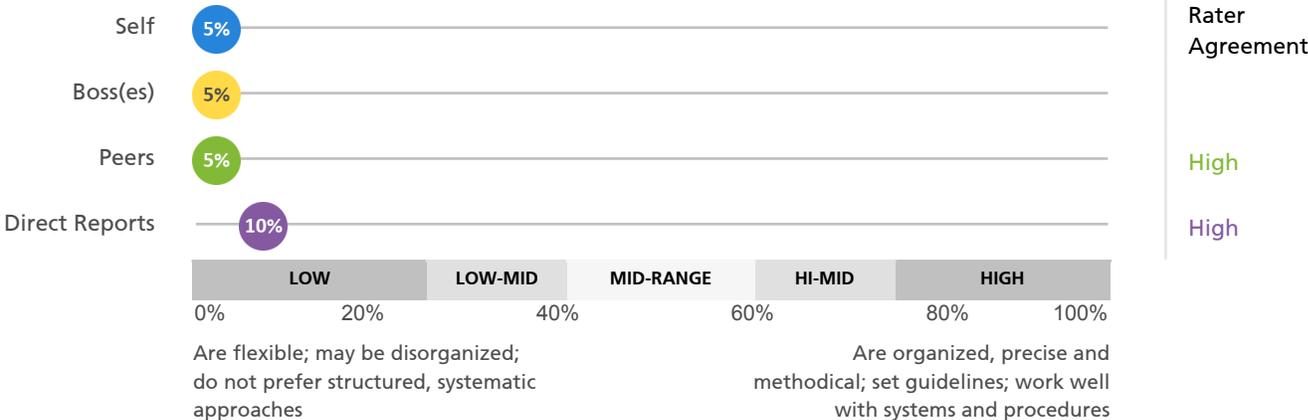
The four Sets involved in **Implementing The Vision** are:





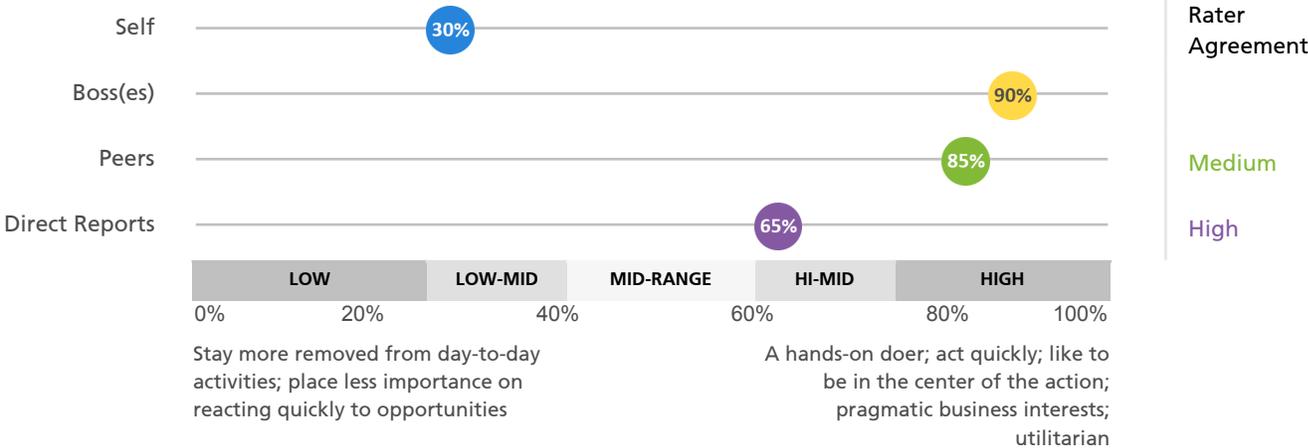
### Structuring

Adopting a systematic and organized approach; preferring to work in a precise, methodical manner; developing and utilizing guidelines and procedures.



### Tactical

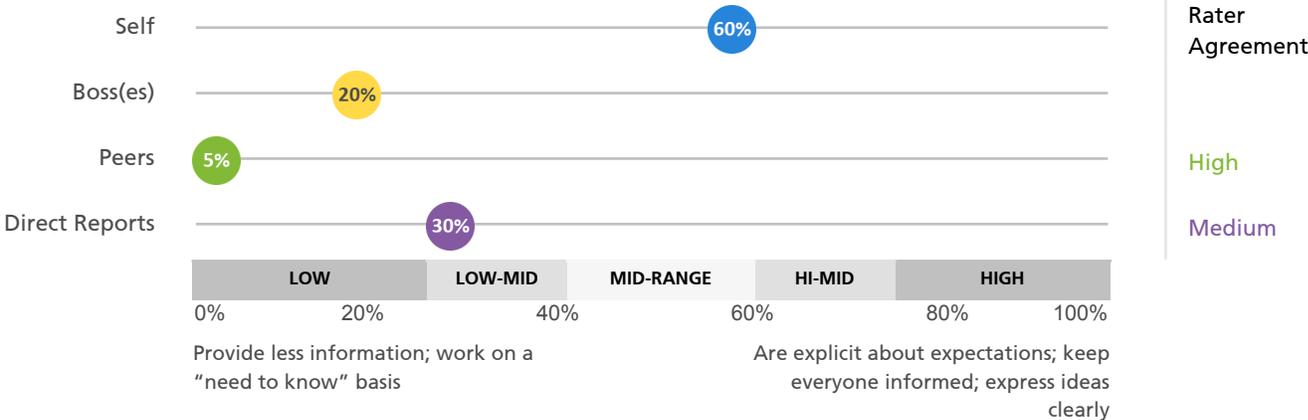
Emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies.





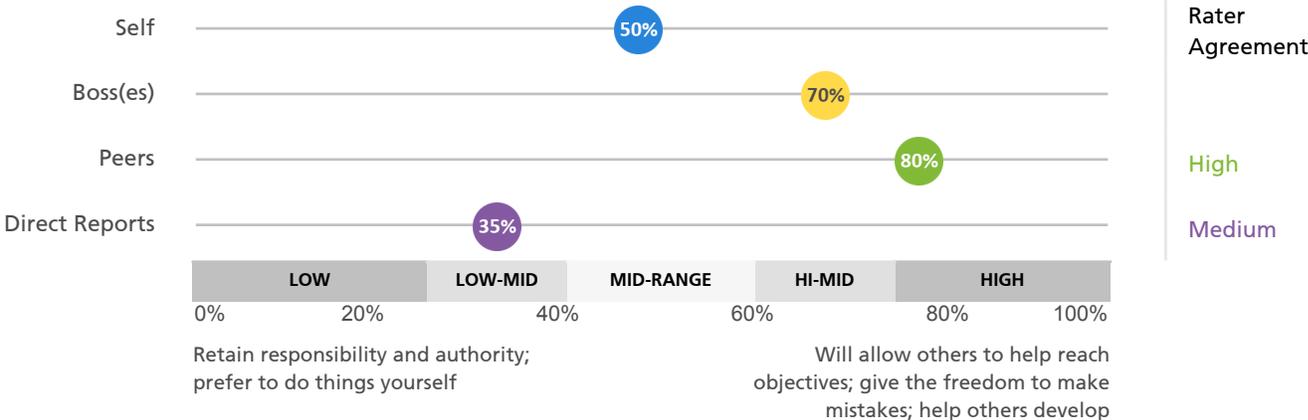
### Communication

Stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information.



### Delegation

Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment.



This page was intentionally left blank.

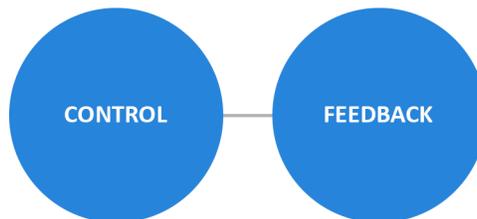


# Following Through



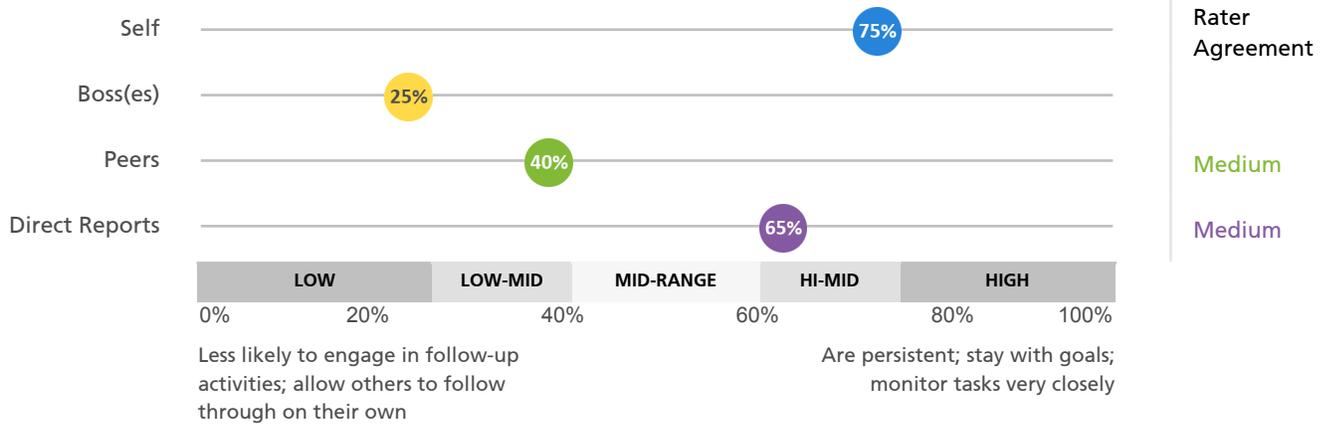
The function of **Following Through** assumes great importance in ensuring that things will happen according to plan. Despite the best intentions, problems can arise which frustrate and impede the process of achieving desired results. The person whose responsibility it is to complete the project may come face to face with the fact that promises have not been kept; mistakes have been made in planning; assumptions have proved to be invalid. He or she will need to ask the tough questions, face disagreements and resolve them constructively. New procedures and goals may have to be set, and new assignments made in order to get the most from the resources available. When issues are faced constructively, creative solutions to problems often emerge.

The two Sets involved in **Following Through** are:



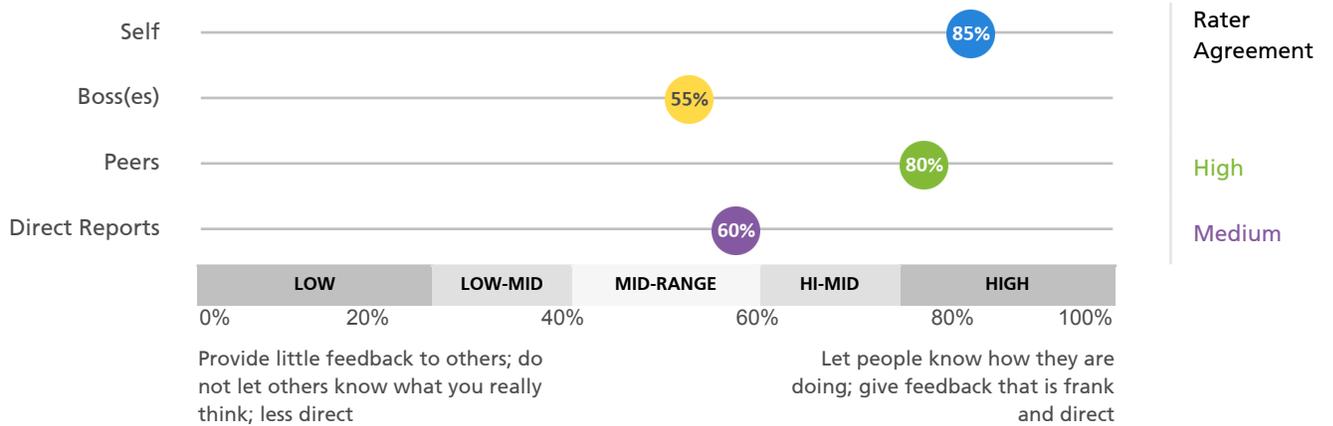
## Control

Adopting an approach in which you take nothing for granted, set deadlines for certain actions and are persistent in monitoring the progress of activities to ensure that they are completed on schedule.



## Feedback

Letting others know in a straightforward manner what you think of them, how well they have performed and if they have met your needs and expectations.





# Achieving Results



Increasingly, individuals in today's organizations are being asked to accomplish more with fewer resources. Whether or not they have explicit position authority, they are being asked to take charge and deliver higher levels of performance. They must set challenging goals, stay focused on results, and build an achieving climate in which everyone is encouraged to make his or her maximum contribution.

To achieve results, today's leaders must challenge themselves and others to expand their efforts, break down the barriers to success and exceed expectations.

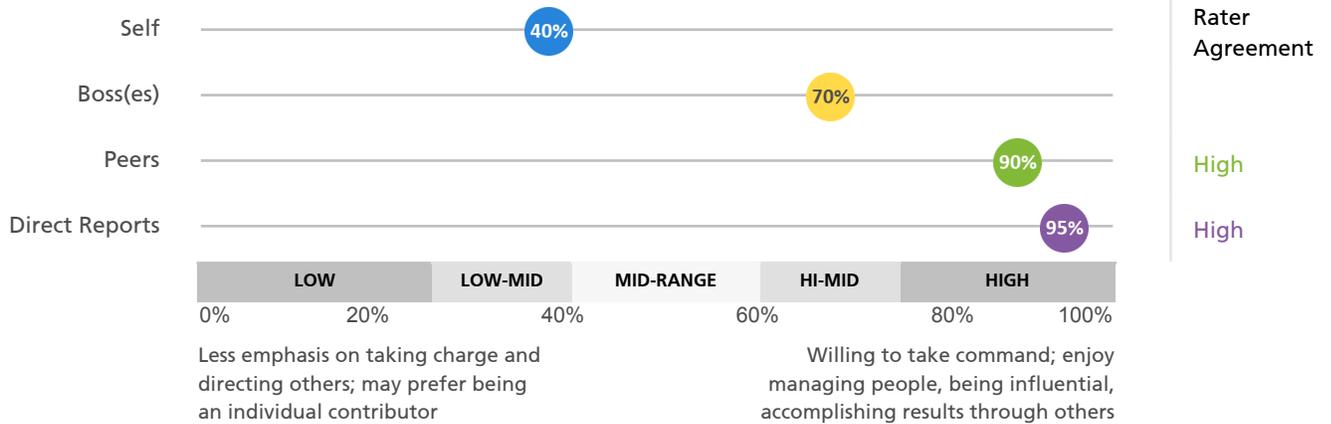
The three Sets involved in **Achieving Results** are:





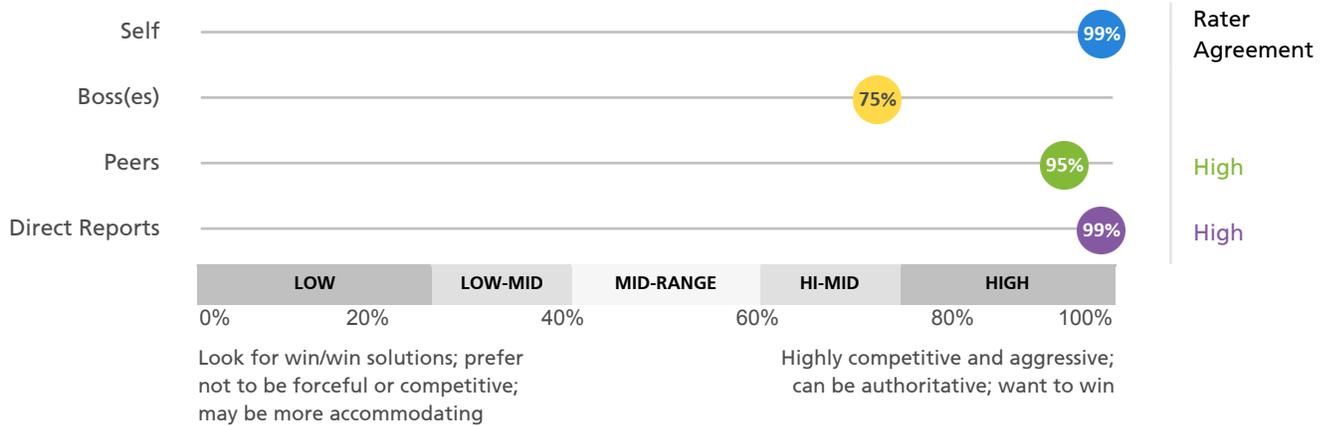
## Management Focus

Seeking to exert influence by being in positions of authority, taking charge, and leading and directing the efforts of others.



## Dominant

Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive.



## Production

Adopting a strong orientation toward achievement; holding high expectations for yourself and others; pushing yourself and others to achieve at high levels.





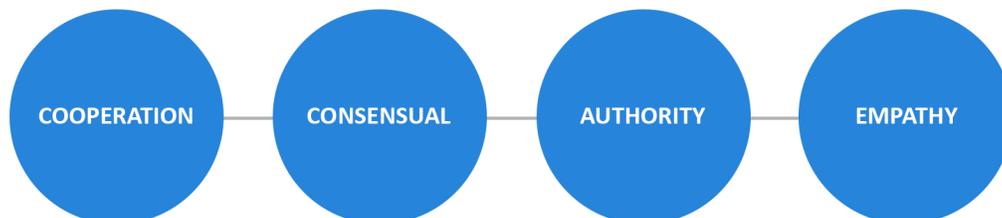
# Team Playing



It is extremely difficult, if not impossible, for individuals to achieve major goals and objectives completely on their own. Leaders at all levels need the support of others to reach their objectives. They also find themselves in the reciprocal position of acting as followers and supporting the leadership efforts of others. Developing and using their abilities as followers may contribute greatly to the success of their organization. In addition, they are likely to gain more cooperation from others as a result of their dedication to their colleagues' projects and goals.

The skills and perspectives associated with the follower's role include being an effective group member, developing one's ability to influence senior management, and working effectively across unit boundaries. The individual who is able to develop positive and trusting relationships throughout the organization is often considered for even more responsibility in the future.

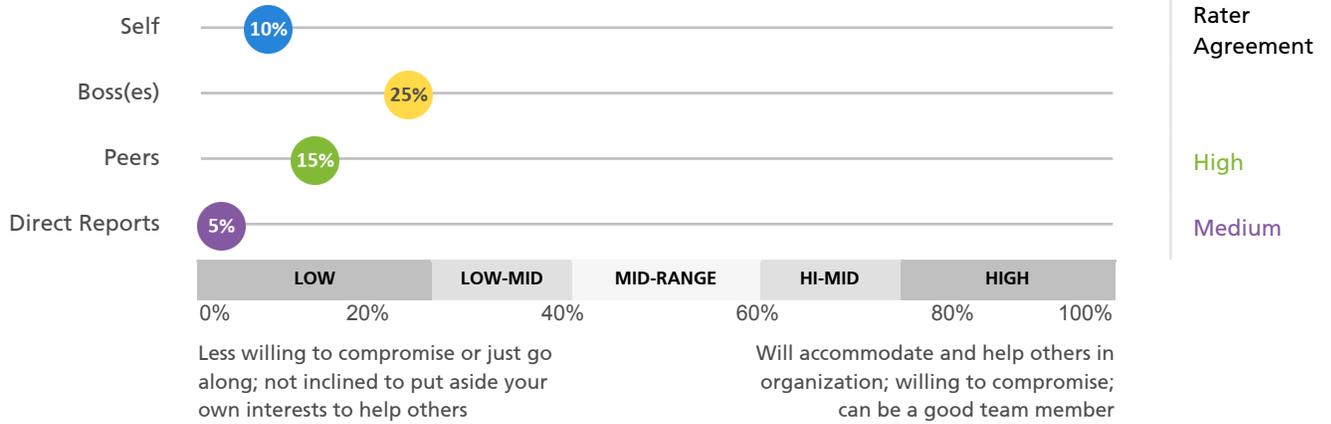
The four Sets involved in **Team Playing** are:





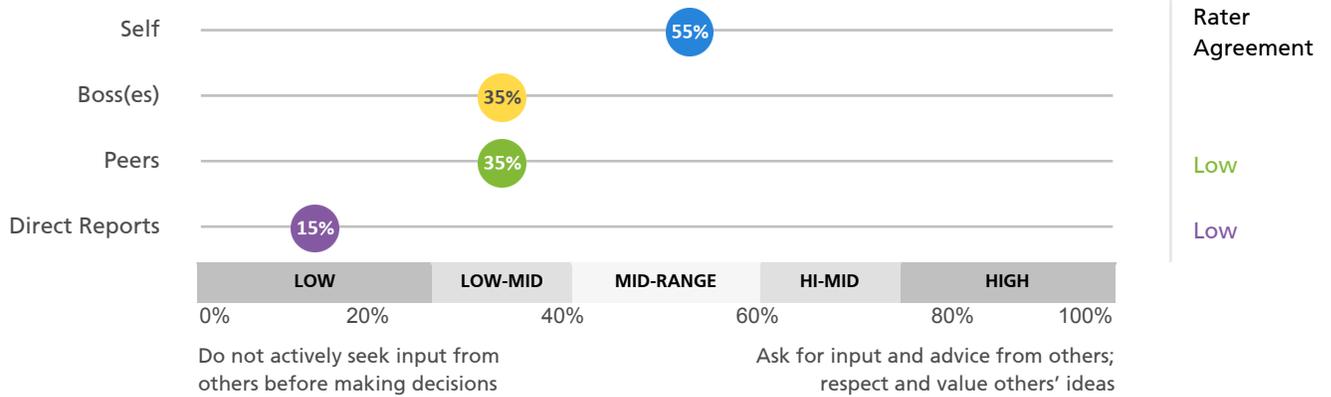
## Cooperation

Accommodating the needs and interests of others by being willing to defer performance on your own objectives in order to assist colleagues with theirs.



## Consensual

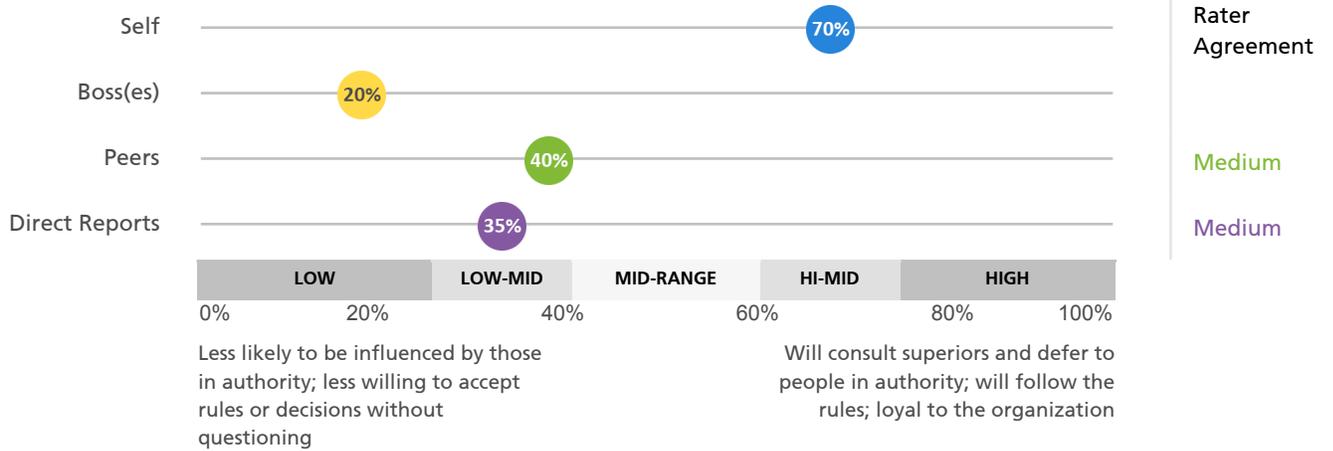
Valuing the ideas and opinions of others and collecting their input as part of your decision-making process.





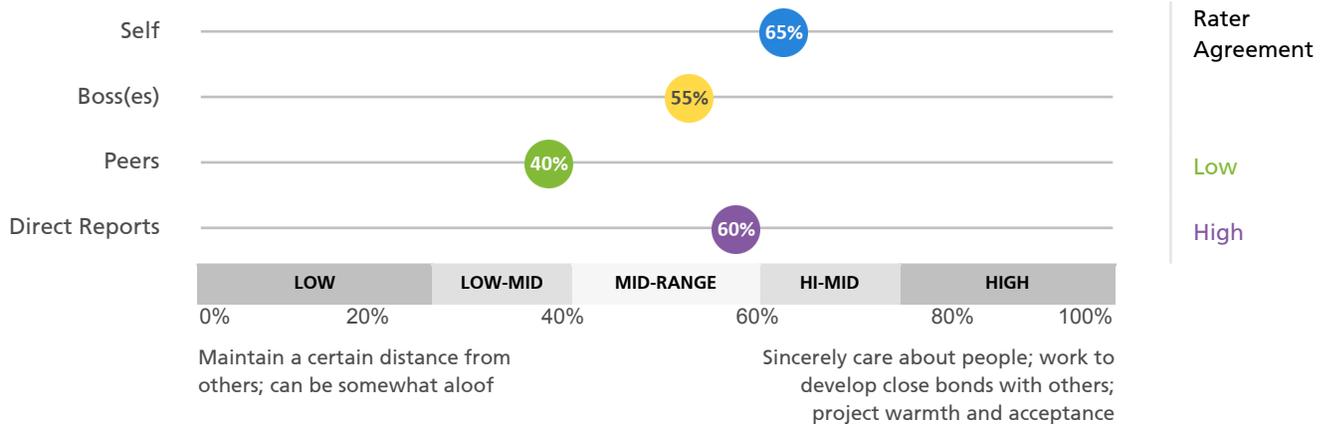
## Authority

Showing loyalty to the organization; respecting the ideas and opinions of people in authority and using them as resources for information, direction, and decisions.



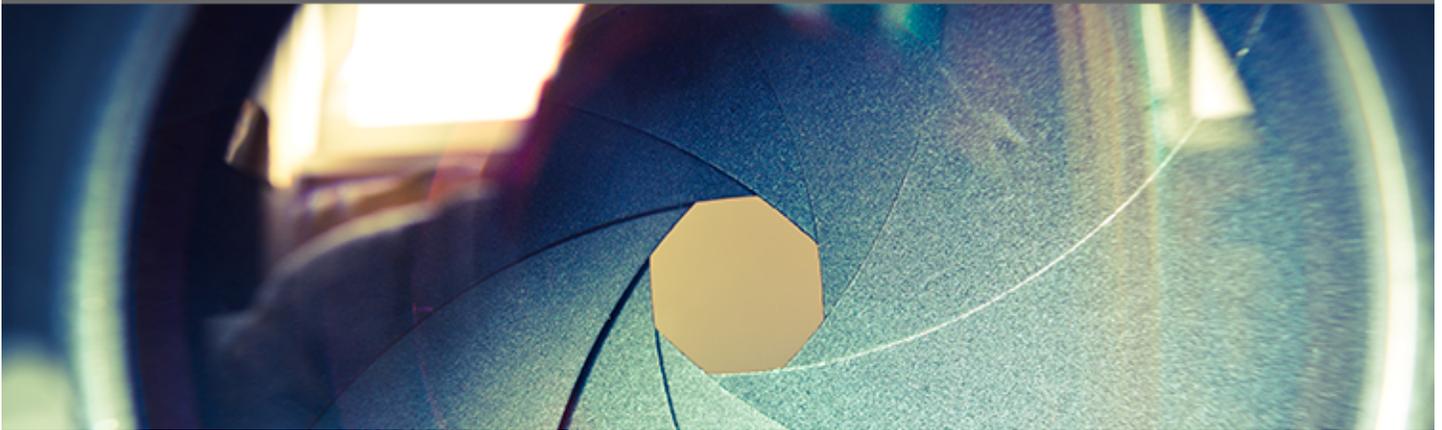
## Empathy

Demonstrating an active concern for people and their needs by forming close and supportive relationships with others.



This page was intentionally left blank.

# Role Requirements



## Strategic Directions for: ABC Company

You have now received feedback on the 22 leadership practices measured by the LEA. This feedback has given you a diagnostic picture of your approach to your leadership role at this time. In order to make the most of this feedback, it will be important for you to determine which elements of your profile represent your particular strengths and which represent developmental opportunities.

Just as every individual is unique, so is every organization. Organizations, like individuals, have different personalities, needs and objectives. These factors help define the specific leadership practices that will be needed within the organization in order to support and achieve its business goals and objectives.

Recently, a group of key executives from your organization engaged in a process called **Strategic Directions**. The purpose of the Strategic Directions Process was to determine which of the 22 LEA leadership practices will be essential for the overall organization - practices that must be developed, strengthened and modeled by the organization's leadership talent in order to achieve its corporate strategy and business objectives. This group determined that several LEA sets represent high priority leadership practices.

The following page presents a Leadership Effectiveness Analysis profile showing the Strategic Directions for ABC Company.

This information is presented as a gray box on the scale for each leadership practice designated as a Strategic Direction for your organization. The gray box represents the ideal or "target" range which the organization wants its members to achieve as individuals on that particular leadership practice.

Review these Strategic Directions and keep them in mind as you study the rest of your Personal Feedback Report and begin your developmental action planning. Because the Strategic Directions represent key priorities for the overall organization, you may find them to be especially helpful in guiding your thinking and establishing your own priorities.



# Profile Review



This section of your Personal Feedback Report will provide interpretive reviews of your boss, peer, and direct report feedback data. The purpose of these interpretive reviews is to help you understand and focus on the key points in each observer group's perceptions of your leadership practices. For each observer group, the review will consist of the following elements:

**Perceptions:** A series of statements outlining the major interpretive points suggested by the feedback of the specific observer group.

**Developmental Opportunities:** Several issues suggested by the perceptions of the specific observer group that indicate potential liabilities requiring developmental attention.

**Comparative Profile:** A one page LEA profile comparing your self reported scores to the scores of each observer group.

In addition, a one page LEA profile is provided that shows all 22 of your own scores together with all of the observer scores available for your report.

## Perceptions of your Boss

The following summary presents the major interpretive points suggested by your **Boss** responses. This information is derived from an analysis of very high and very low scores in various combinations. Information which may appear to be "missing" reflects only that the scores being analyzed for any specific interpretive statement did not reach a level above 70% or below 40%. As you read these statements, you may wish to mark or highlight those you agree represent significant aspects of your leadership approach, or those you would like to explore further in your developmental planning. From the perspective of your Boss, you are seen as:



### Creating a Vision

- Strongly oriented toward the energizing, motivating aspects of leadership, but not always knowing exactly where things are headed or how to get there.
- Not particularly oriented toward being analytical or paying careful attention to potential implications and contingencies.
- Not one to share a lot of information or outline plans and goals; inclined to let others figure things out for themselves.
- Willing to let others do the strategizing.



### Developing Followership

- A persuasive individual who tends to depend upon instinct and intuition about an issue, but who has an ability for convincing others and bringing them along.
- Emotionally expressive when trying to persuade others; using enthusiasm, energy and emotional intensity in order to be more convincing.
- Emotionally expressive and reactive; openly spontaneous and energetic; making little effort to restrain or conceal emotions.
- Placing more emphasis on communicating in a convincing, persuasive and influential fashion than on communicating simply to share information.



### Implementing the Vision

- Working on a day-to-day basis, without paying much attention to the long-range aspects of a problem or the specific details of how tasks are to be accomplished.
- Flexible and adaptable, but perhaps disorganized; not tied to doing things the way they have always been done or likely to outline specific, step-by-step processes for task accomplishment.
- Hands-on and involved in day-to-day action; willing to jump in and do what is necessary to get things done; impatient with structure, detail and organization, and unlikely to set up systems that will eliminate recurring problems.
- Focusing on short-term task accomplishment rather than planning and analyzing longer term and broader implications; a hands-on doer with a strong orientation towards approaches that are practical and results-oriented.



### Following Through

- Frequently having to resolve problems that arise because the implications of activities have not been well thought through and progress on delegated assignments has not been tracked.
- Making little effort to establish or use structured, formal control systems to monitor and follow up on activities and assignments.
- Using energy and enthusiasm to motivate others and gain their emotional commitment, but placing little emphasis on following up to make sure work is performed as expected.
- Using persuasive abilities to gain the commitment of others in implementing plans, but expecting them to do the work correctly and on time without needing to be monitored.



### Achieving Results

- Setting high standards for producing a large quantity of work and getting immediate results; tending to worry about today's problems without giving a great deal of thought to what might happen tomorrow.
- Setting high performance standards and showing emotional intensity in pushing for high level achievement.
- Comfortable taking charge of a group, but operating on an intuitive basis rather than using a logical, rational framework and seeking to understand how various areas within the organization interrelate.
- Willing to push others to achieve according to personal high standards of performance, even if these are higher than the expectations of superiors.

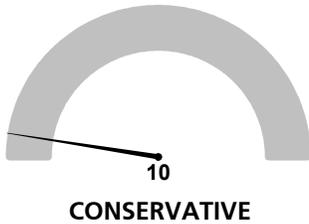


### Team Playing

- Often skeptical initially but, once convinced, an effective presenter of organizational views.
- A nonconformist who tends to work outside of the traditional hierarchy; not inclined to look to superiors or to organizational tradition for direction and guidance.
- Inclined to question the long-range strategies of others and to rely more on personal instinct and intuition than on in-depth analysis and planning.
- Not always willing to accept decisions that are handed down, but tending to keep quiet about objections rather than communicating about them openly.

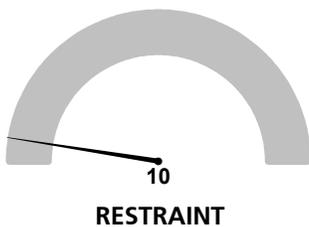
## Developmental Opportunities

Based on the perceptions of your Boss, you may want to explore the following issues to determine whether they represent potential liabilities. You may find that you will gain more from your developmental effort and attention if you focus on the practical implications of the lower scores you received on the following:



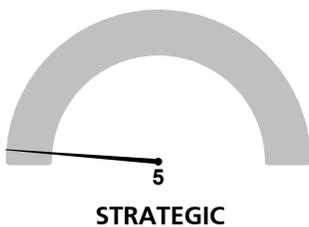
**Description:** You may be viewed as willing to challenge the status quo and to question blindly applying traditional strategies to current problems and opportunities. You may be critical of processes which preserve the way things have been done and are not sufficiently focused toward change. However, you may also be seen as too quick to reject the hard-won lessons of experience. You may be susceptible to repeating common mistakes or disregarding important aspects of the organization's history, culture and norms. You might find that you could increase your efficiency and get others to be more receptive to your ideas if you acknowledge and utilize the organization's collective experience and wisdom to a greater extent.

**Action:** To address this issue, you may wish to strengthen your use of the Conservative Set. Please refer to your LEA Resource Guide



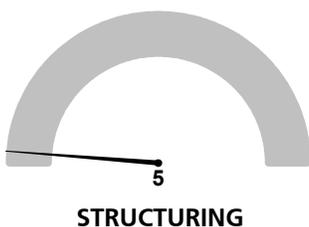
**Description:** You are likely to react to people, situations and events in a direct and spontaneous fashion. You are not inclined to try to conceal your feelings, regardless of whether they are positive or negative. Others are likely to know exactly how you feel about a situation. From a developmental perspective, however, you may have a tendency to overreact to issues and to be emotionally impulsive. You may not hold your emotions in check when it would be to your advantage to do so. You may divulge your reactions to issues prematurely, or find that your responses tend to exacerbate an already stressful and chaotic situation. You might find it beneficial to show more discipline in terms of your control over and consistency in your emotional expression.

**Action:** To address this issue, you may wish to strengthen your use of the Restraint Set. Please refer to your LEA Resource Guide



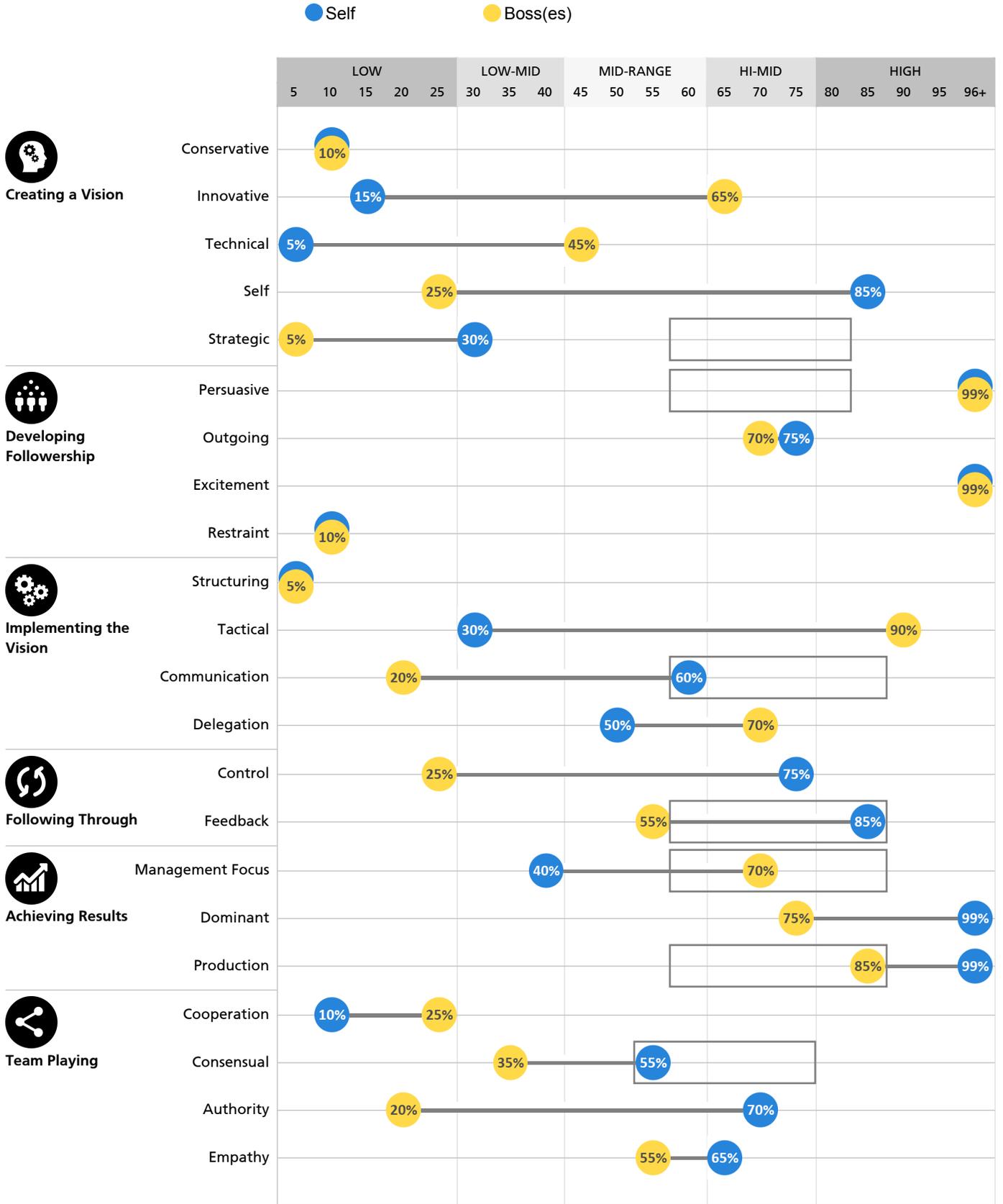
**Description:** In your leadership approach, you tend to focus more on the present than on the longer term implications of issues. You may be realistic and practical; you are likely to prefer pragmatic action to exhaustive analysis and planning. However, your professional development may require that you pay more attention to examining the longer-term and broader consequences of your actions and decisions. You may need to view the organization from a wider perspective and place more emphasis upon planning and anticipating problems and outcomes. You may need to see how your particular role is connected to the strategic objectives of the larger organization and then use this knowledge base as a framework for your decisions..

**Action:** To address this issue, you may wish to strengthen your use of the Strategic Set. Please refer to your LEA Resource Guide



**Description:** Your approach to getting things done may be characterized by adaptability and flexibility. Rather than specifying exactly how tasks should be accomplished, you are likely to be open to suggestion or to let others decide for themselves. Your flexibility, however, may be achieved at the expense of being organized and using structured, systematic approaches. You may tend to create confusion or be somewhat crisis-driven, and this is likely to make it difficult for the administrative staff to support you. You may find that becoming more organized and methodical could increase the efficiency and effectiveness of your efforts. You might also find that you could help others to be more efficient and effective by giving them more specific direction and a stronger sense for procedure.

**Action:** To address this issue, you may wish to strengthen your use of the Structuring Set. Please refer to your LEA Resource Guide



## Perceptions of your Peers

The following summary presents the major interpretive points suggested by your **Peers** responses. This information is derived from an analysis of very high and very low scores in various combinations. Information which may appear to be "missing" reflects only that the scores being analyzed for any specific interpretive statement did not reach a level above 70% or below 40%. As you read these statements, you may wish to mark or highlight those you agree represent significant aspects of your leadership approach, or those you would like to explore further in your developmental planning. From the perspective of your Peers, you are seen as:



### Creating a Vision

- Not one to share a lot of information or outline plans and goals; inclined to let others figure things out for themselves.
- Strongly oriented toward the energizing, motivating aspects of leadership, but not always knowing exactly where things are headed or how to get there.
- Not particularly oriented toward being analytical or paying careful attention to potential implications and contingencies.
- Using a more intuitive approach to problem solving, relying on instinct rather than in-depth knowledge or analysis of facts and information.



### Developing Followership

- Placing more emphasis on communicating in a convincing, persuasive and influential fashion than on communicating simply to share information.
- A persuasive individual who tends to depend upon instinct and intuition about an issue, but who has an ability for convincing others and bringing them along.
- Emotionally expressive and reactive; openly spontaneous and energetic; making little effort to restrain or conceal emotions.
- A sociable, friendly individual who emphasizes the importance of interpersonal relationships rather than spending time in exhaustive planning and analysis.



### Implementing the Vision

- Not highly organized; not inclined either to use policies and procedures or to communicate clear and adequate information to others in order to implement plans and decisions.
- Working on a day-to-day basis, without paying much attention to the long-range aspects of a problem or the specific details of how tasks are to be accomplished.
- One who believes in communicating only what others need to know, but is spontaneous and unreserved in delivering this information.
- One who often depends on non-verbal cues and emotions to get a point across.



### Following Through

- Not likely to provide others with information about expectations, yet giving a good deal of feedback on their job performance efforts, perhaps causing them to be surprised by the feedback and unable to relate it to expectations.
- Giving feedback in an informal, unplanned manner rather than on the basis of a rational underlying strategy.
- Delivering a good deal of feedback to others in a manner that is very direct, spontaneous and straightforward, and allows emotions to show through.



### Achieving Results

- Preferring to lead by example; identified with the leadership role, but not highly communicative; one who tries to get messages across with a minimum of time, words or formal meetings.
- Comfortable taking charge of a group, but operating on an intuitive basis rather than using a logical, rational framework and seeking to understand how various areas within the organization interrelate.
- Adopting a rather authoritative approach to the leadership role; feeling a personal responsibility for making decisions, and using an overtly assertive and directive manner to ensure these decisions are carried out.
- A take-charge leader who operates with a high level of emotional intensity and emphasizes the energizing, motivational aspects of the leadership role.

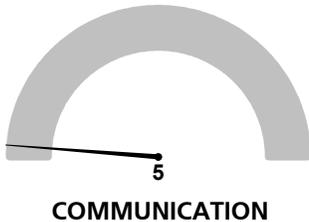


### Team Playing

- Inclined to question the long-range strategies of others and to rely more on personal instinct and intuition than on in-depth analysis and planning.
- Taking a strongly assertive and competitive stance with others; willing to challenge others over conflicting goals and objectives.
- Comfortable taking a leadership position in order to reach personal goals and objectives; not inclined to play the part of helpful teammate, or to try to facilitate results through a group or team effort.
- One who communicates quite sparingly and is not overly concerned about seeking input from others; keeping your own counsel.

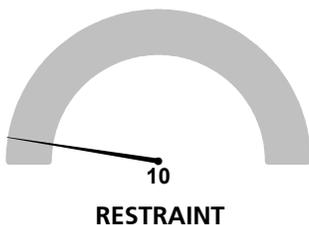
## Developmental Opportunities

Based on the perceptions of your Peers, you may want to explore the following issues to determine whether they represent potential liabilities. You may find that you will gain more from your developmental effort and attention if you focus on the practical implications of the lower scores you received on the following:



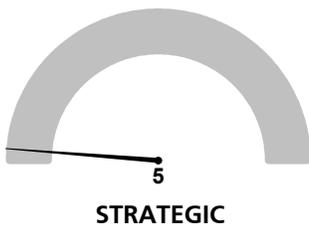
**Description:** You may be perceived as communicating in a concise manner. Rather than burdening people with too much information, you may tell others only what you think they need to know. However, your lower orientation toward communication may result in others seeing you as holding back information which may be of value to them. In addition, you may inadvertently cause confusion or anxiety if you do not clearly and fully articulate your expectations of others. You may need to place greater emphasis on the whole process of communication. You might consider expressing your views, thoughts and ideas more often as well as providing others with more information; you may need to pay particular attention to being clear and specific about what you need from and expect of others.

**Action:** To address this issue, you may wish to strengthen your use of the Communication Set. Please refer to your LEA Resource Guide



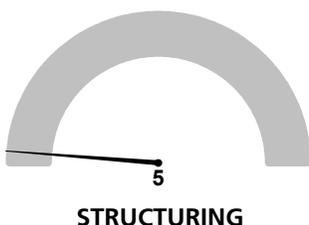
**Description:** You are likely to react to people, situations and events in a direct and spontaneous fashion. You are not inclined to try to conceal your feelings, regardless of whether they are positive or negative. Others are likely to know exactly how you feel about a situation. From a developmental perspective, however, you may have a tendency to overreact to issues and to be emotionally impulsive. You may not hold your emotions in check when it would be to your advantage to do so. You may divulge your reactions to issues prematurely, or find that your responses tend to exacerbate an already stressful and chaotic situation. You might find it beneficial to show more discipline in terms of your control over and consistency in your emotional expression.

**Action:** To address this issue, you may wish to strengthen your use of the Restraint Set. Please refer to your LEA Resource Guide



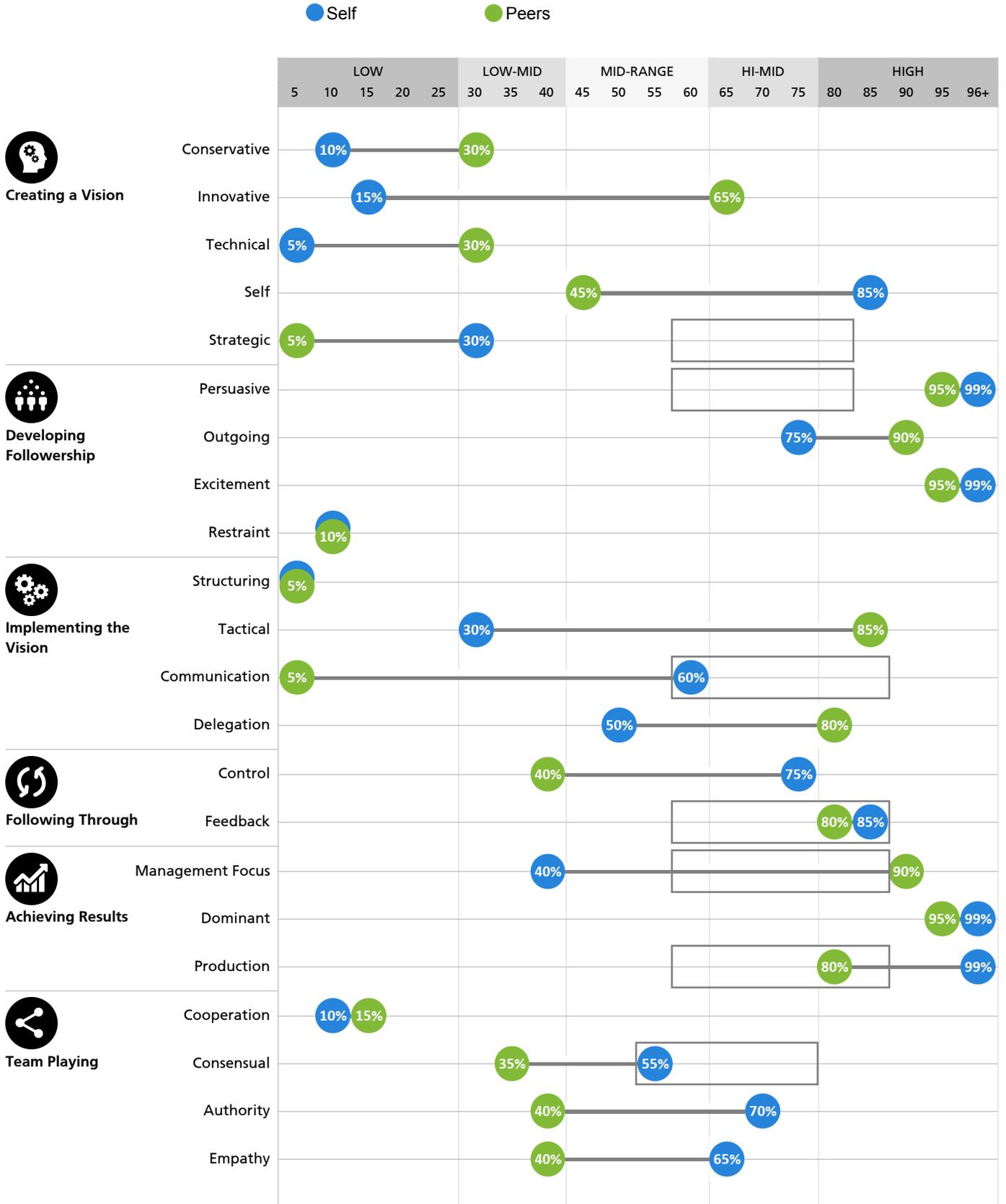
**Description:** In your leadership approach, you tend to focus more on the present than on the longer term implications of issues. You may be realistic and practical; you are likely to prefer pragmatic action to exhaustive analysis and planning. However, your professional development may require that you pay more attention to examining the longer-term and broader consequences of your actions and decisions. You may need to view the organization from a wider perspective and place more emphasis upon planning and anticipating problems and outcomes. You may need to see how your particular role is connected to the strategic objectives of the larger organization and then use this knowledge base as a framework for your decisions..

**Action:** To address this issue, you may wish to strengthen your use of the Strategic Set. Please refer to your LEA Resource Guide



**Description:** Your approach to getting things done may be characterized by adaptability and flexibility. Rather than specifying exactly how tasks should be accomplished, you are likely to be open to suggestion or to let others decide for themselves. Your flexibility, however, may be achieved at the expense of being organized and using structured, systematic approaches. You may tend to create confusion or be somewhat crisis-driven, and this is likely to make it difficult for the administrative staff to support you. You may find that becoming more organized and methodical could increase the efficiency and effectiveness of your efforts. You might also find that you could help others to be more efficient and effective by giving them more specific direction and a stronger sense for procedure.

**Action:** To address this issue, you may wish to strengthen your use of the Structuring Set. Please refer to your LEA Resource Guide



## Perceptions of your Direct Reports

The following summary presents the major interpretive points suggested by your **Direct Reports** responses. This information is derived from an analysis of very high and very low scores in various combinations. Information which may appear to be "missing" reflects only that the scores being analyzed for any specific interpretive statement did not reach a level above 70% or below 40%. As you read these statements, you may wish to mark or highlight those you agree represent significant aspects of your leadership approach, or those you would like to explore further in your developmental planning. From the perspective of your Direct Reports, you are seen as:



### Creating a Vision

- Strongly oriented toward the energizing, motivating aspects of leadership, but not always knowing exactly where things are headed or how to get there.
- Not particularly oriented toward being analytical or paying careful attention to potential implications and contingencies.
- Showing a good deal of confidence in personally held views and opinions; willing to be independent and self-directed, and not likely to ask others for information and input.
- Reacting to immediate issues on an intuitive rather than a rational, logical basis, but not always anticipating the consequences of ideas; one who has a strong sense of self and must respect others before deferring to them.



### Developing Followership

- Using a strongly persuasive and assertive stance to convince others; taking a dominant and competitive position to gain influence.
- Emotionally expressive when trying to persuade others; using enthusiasm, energy and emotional intensity in order to be more convincing.
- Emotionally expressive and reactive; openly spontaneous and energetic; making little effort to restrain or conceal emotions.
- A persuasive individual who tends to depend upon instinct and intuition about an issue, but who has an ability for convincing others and bringing them along.



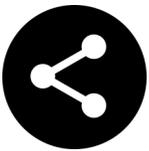
### Implementing the Vision

- Flexible and adaptable, but perhaps disorganized; not tied to doing things the way they have always been done or likely to outline specific, step-by-step processes for task accomplishment.
- Working on a day-to-day basis, without paying much attention to the long-range aspects of a problem or the specific details of how tasks are to be accomplished.
- One who often depends on non-verbal cues and emotions to get a point across.
- Not highly organized; not inclined either to use policies and procedures or to communicate clear and adequate information to others in order to implement plans and decisions.



### Achieving Results

- Adopting a rather authoritative approach to the leadership role; feeling a personal responsibility for making decisions, and using an overtly assertive and directive manner to ensure these decisions are carried out.
- A take-charge leader who operates with a high level of emotional intensity and emphasizes the energizing, motivational aspects of the leadership role.
- Setting high performance standards and showing emotional intensity in pushing for high level achievement.
- Identified with achieving results through others, and adept at using persuasive abilities to gain the acceptance of others and build their commitment toward achieving goals and objectives.

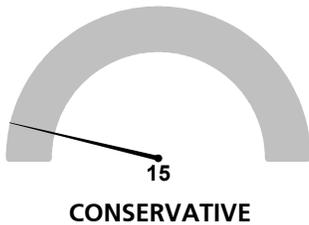


### Team Playing

- Taking a strongly assertive and competitive stance with others; willing to challenge others over conflicting goals and objectives.
- Comfortable taking a leadership position in order to reach personal goals and objectives; not inclined to play the part of helpful teammate, or to try to facilitate results through a group or team effort.
- Inclined to question the long-range strategies of others and to rely more on personal instinct and intuition than on in-depth analysis and planning.
- Having a more competitive than collaborative approach; ready to play an assertive role in order to steer the group in a specific direction.

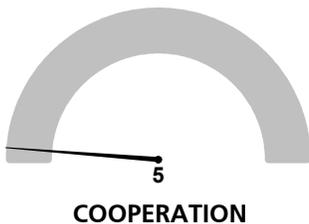
## Developmental Opportunities

Based on the perceptions of your Direct Reports, you may want to explore the following issues to determine whether they represent potential liabilities. You may find that you will gain more from your developmental effort and attention if you focus on the practical implications of the lower scores you received on the following:



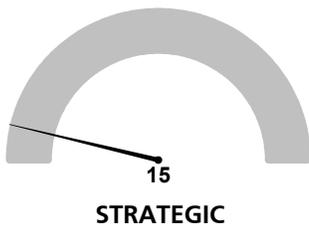
**Description:** You may be viewed as willing to challenge the status quo and to question blindly applying traditional strategies to current problems and opportunities. You may be critical of processes which preserve the way things have been done and are not sufficiently focused toward change. However, you may also be seen as too quick to reject the hard-won lessons of experience. You may be susceptible to repeating common mistakes or disregarding important aspects of the organization's history, culture and norms. You might find that you could increase your efficiency and get others to be more receptive to your ideas if you acknowledge and utilize the organization's collective experience and wisdom to a greater extent.

**Action:** To address this issue, you may wish to strengthen your use of the Conservative Set. Please refer to your LEA Resource Guide



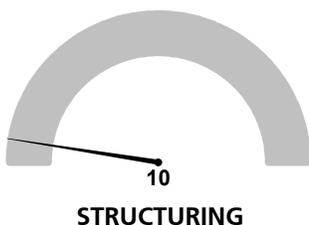
**Description:** In your leadership role, you may believe that you make the best contribution to the organization by concentrating your attention on your own accountabilities. You may not view being helpful to others and accommodating or deferring to their interests and needs as a high priority. Your strong focus on your own activities may operate as both a strength and a weakness. Your approach may be a bit too singular and isolated; you may not fully recognize when it is important to collaborate or compromise for the good of the group or the organization. You might wish to consider the benefits of cooperation and look for ways to build more helpful, supportive alliances with your key constituents.

**Action:** To address this issue, you may wish to strengthen your use of the Cooperation Set. Please refer to your LEA Resource Guide



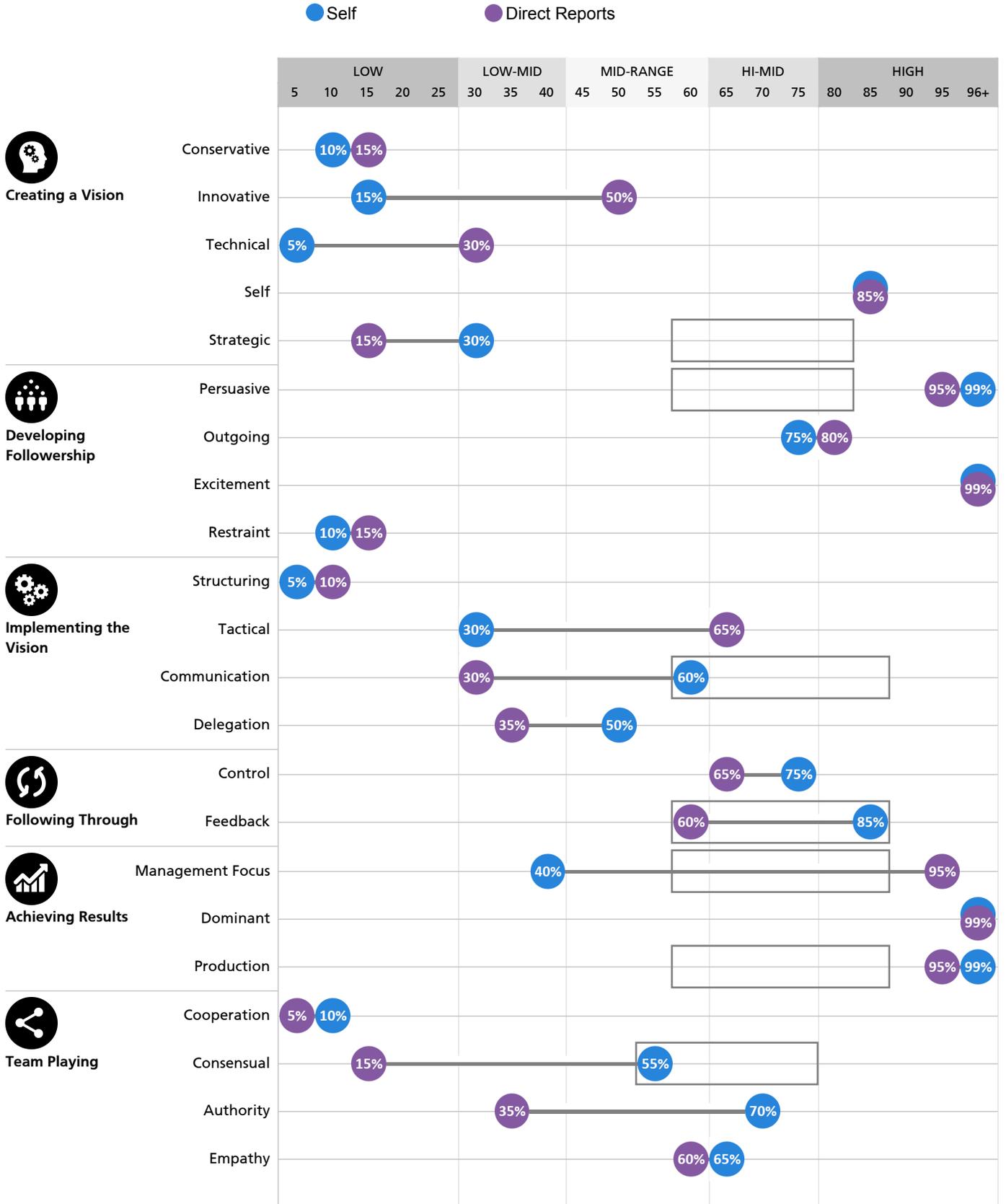
**Description:** In your leadership approach, you tend to focus more on the present than on the longer term implications of issues. You may be realistic and practical; you are likely to prefer pragmatic action to exhaustive analysis and planning. However, your professional development may require that you pay more attention to examining the longer-term and broader consequences of your actions and decisions. You may need to view the organization from a wider perspective and place more emphasis upon planning and anticipating problems and outcomes. You may need to see how your particular role is connected to the strategic objectives of the larger organization and then use this knowledge base as a framework for your decisions..

**Action:** To address this issue, you may wish to strengthen your use of the Strategic Set. Please refer to your LEA Resource Guide



**Description:** Your approach to getting things done may be characterized by adaptability and flexibility. Rather than specifying exactly how tasks should be accomplished, you are likely to be open to suggestion or to let others decide for themselves. Your flexibility, however, may be achieved at the expense of being organized and using structured, systematic approaches. You may tend to create confusion or be somewhat crisis-driven, and this is likely to make it difficult for the administrative staff to support you. You may find that becoming more organized and methodical could increase the efficiency and effectiveness of your efforts. You might also find that you could help others to be more efficient and effective by giving them more specific direction and a stronger sense for procedure.

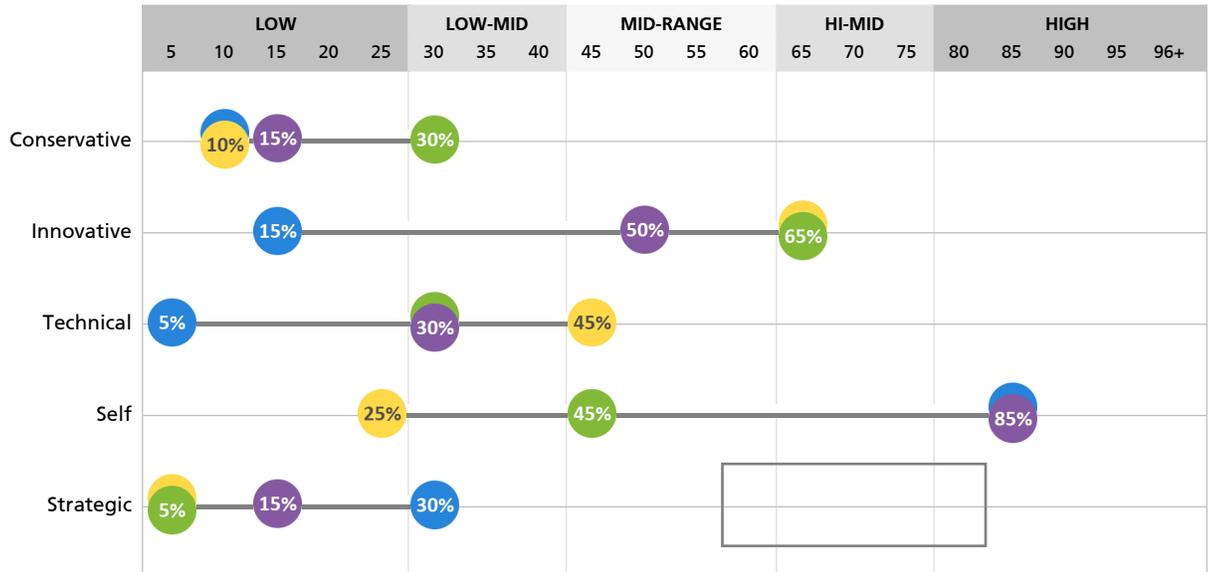
**Action:** To address this issue, you may wish to strengthen your use of the Structuring Set. Please refer to your LEA Resource Guide



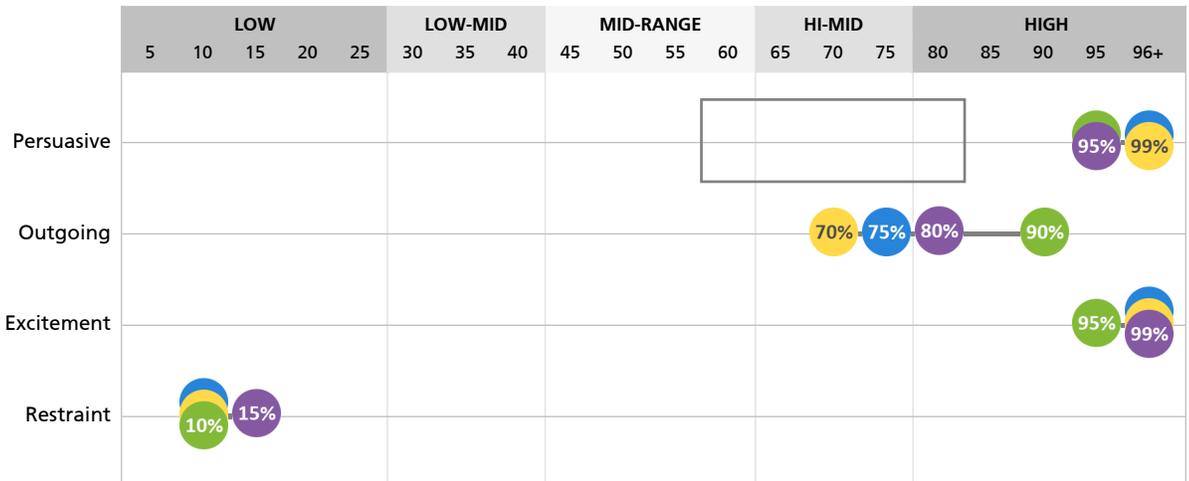
● Self      ● Boss(es)      ● Peers      ● Direct Reports



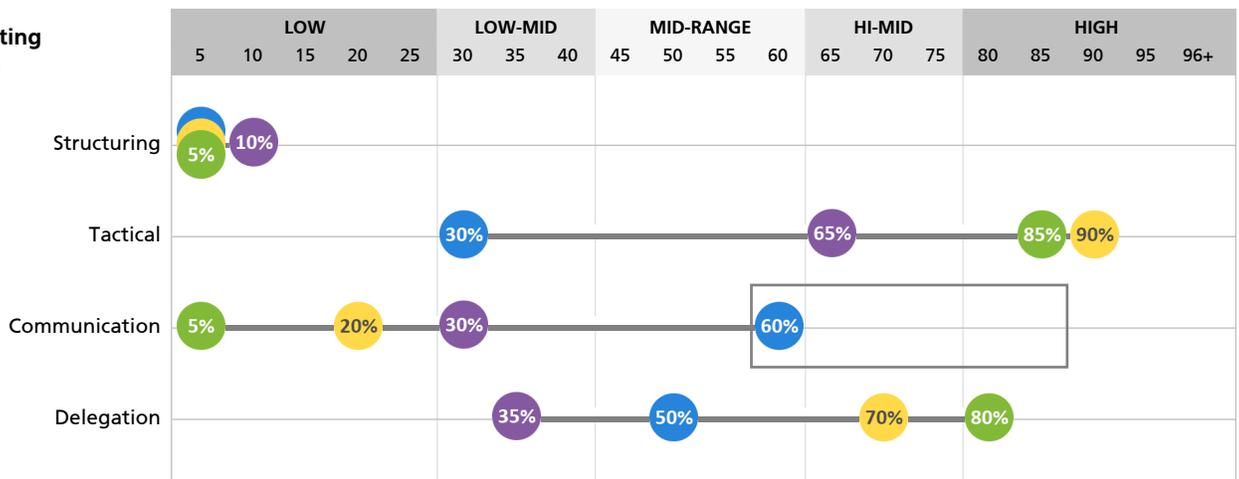
**Creating a Vision**



**Developing Followership**



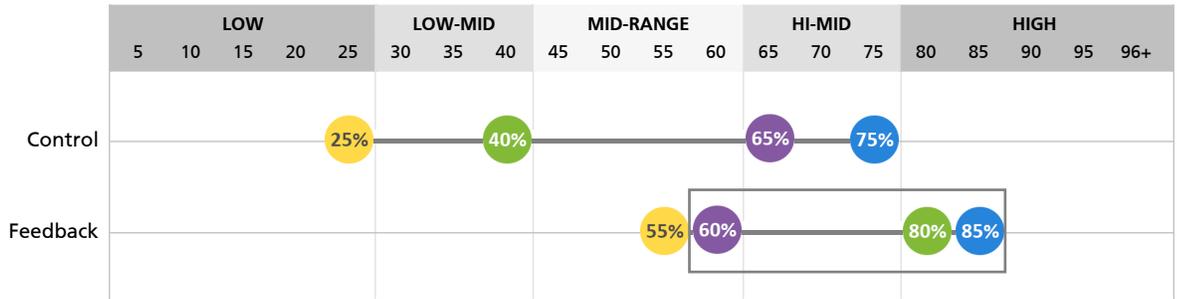
**Implementing the Vision**



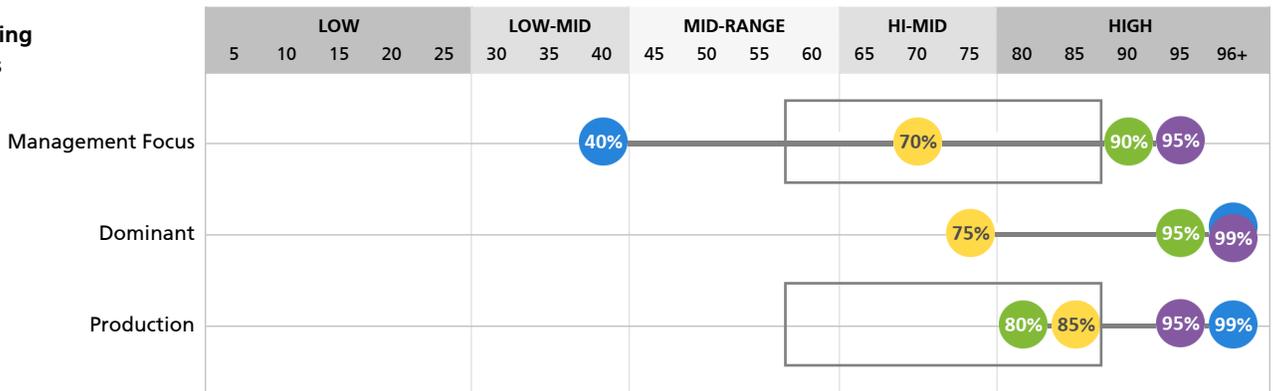
● Self      ● Boss(es)      ● Peers      ● Direct Reports



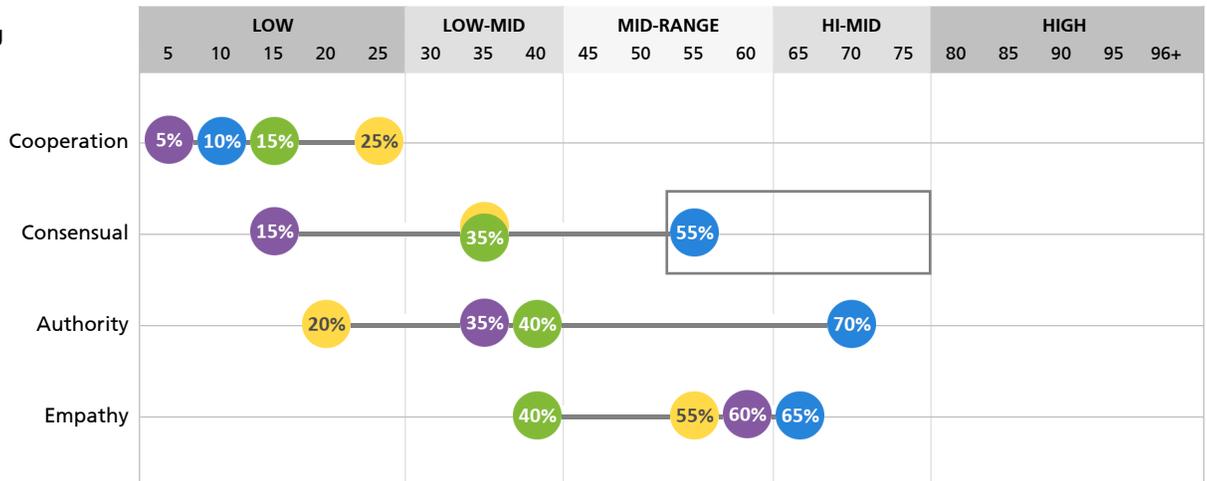
**Following Through**



**Achieving Results**



**Team Playing**







**For North and South America,  
Australia, New Zealand, and Asia**

**Management Research Group, Inc.**

14 York Street, Suite 301  
Portland, Maine 04101 USA  
Phone: 207.775.2173  
Fax: 207.775.6796

**For Europe, Middle East, and Africa**

**Management Research Group, Inc.**

Beacon Court. The Mall  
Suite 16. 2nd floor  
Sandyford, Dublin D18, Ireland  
Phone: +353.1.280.4430

## Questions from ABC Company

ABC Company, in consultation with your MRG Associate, Management Research Group, developed a series of customized questions for the purpose of providing you with additional information on some areas that are very important for your work within ABC Company. These customized questions were included in the questionnaire that you completed. The following pages contain these questions and the corresponding responses.

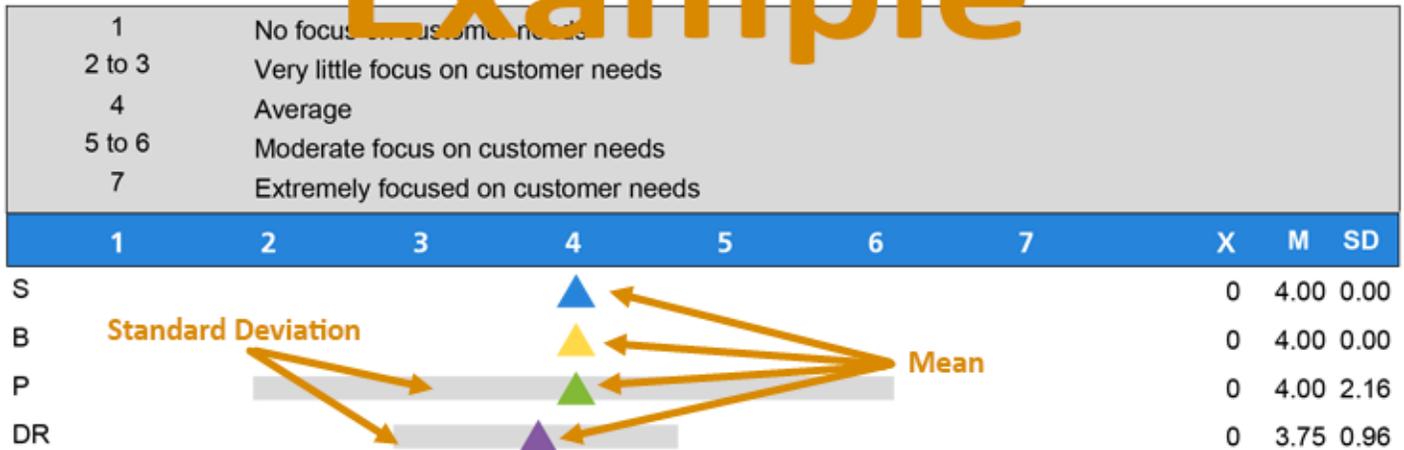
## How to read this report:

### The Feedback Graphs

Each question gathered responses on a scale of 1 (lowest) to 7 (highest). Here is an example:

1. Focuses team's efforts on meeting customer needs (helps team members understand their roles in meeting customer needs, keeps customer a top priority within the team)

Example



### Your scores:

Your feedback scores are presented graphically and numerically. To ensure the confidentiality of your peers and direct reports, their responses have been averaged (Mean). The Mean score for Self and Boss are simply the scores for that question. If your observers include more than one boss, their responses have been averaged. Standard Deviation is provided for each observer group comprised of 2 or more individuals. The column labeled "Don't Know" shows the number of respondents who selected "Don't Know" instead of a numerical rating.

### Standard Deviation (SD):

Standard Deviation measures the consistency of agreement among your observers on each question. A Standard Deviation of 1.50 or less indicates that, on average, your observers' scores varied less than 1.5 points around the mean. This can be considered a High degree of agreement. Medium agreement would be reflected by a Standard Deviation between 1.51 and 2.00, meaning that, on average, your observers' scores varied between 1.5 and 2 points around the mean. Low agreement would be reflected by a Standard Deviation higher than 2.00, meaning that, on average, your observers' scores varied more than 2 points around the mean. High agreement among your observers suggests that you are impacting them in about the same way. Low agreement, on the other hand, suggests that the nature of your relationships with your observers may be different and, therefore, their perceptions of you may vary.

Number of Respondents:



Client/Customer Focus

1. Focuses team's efforts on meeting customer needs (helps team members understand their roles in meeting customer needs, keeps customer a top priority within the team)

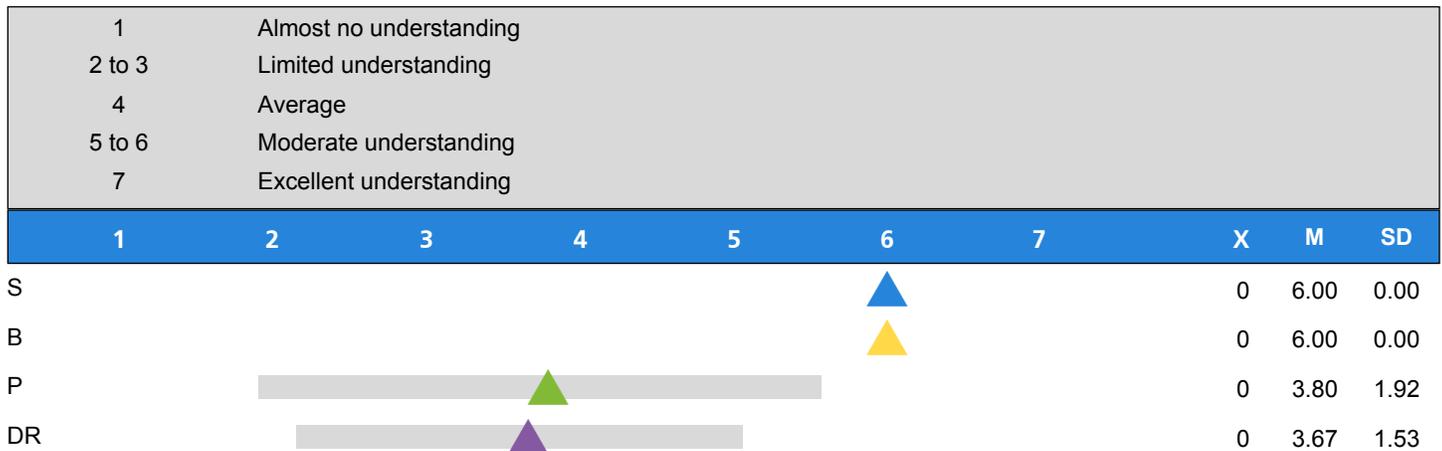


2. Builds strong relationships with customers (makes strong connections with customers, spends time building relationships with customers)

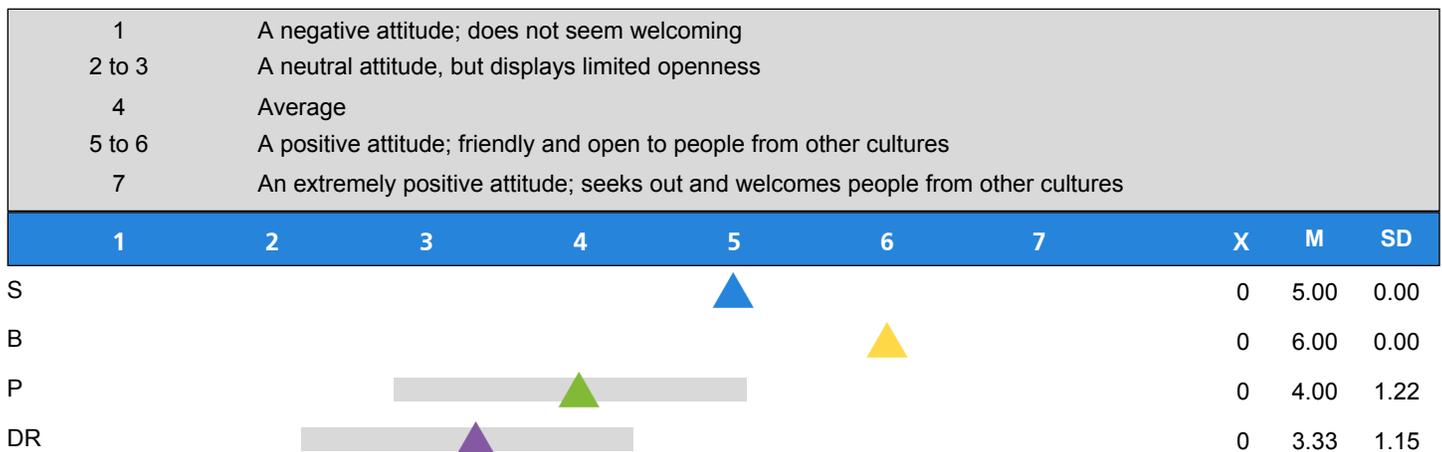


Global Insight

3. Understands the impact significant global issues can have on the company (keeps apprised of global issues, able to analyze impact on company)



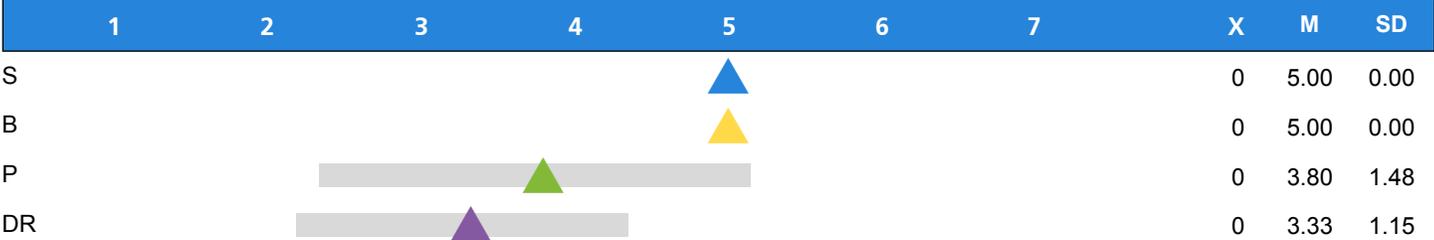
4. Demonstrates a positive attitude when working with people from other cultures (ability to make people from other cultures feel valued and comfortable, demonstrates openness to people from other cultures)



Other Questions

5. Handles conflicts professionally (addresses conflicts early and works to resolve them effectively with all parties)

1	Handles conflict poorly; avoids it or makes it worse
2 to 3	Shows little skill in handling conflict or resolving interpersonal problems
4	Average
5 to 6	Handles conflict moderately well; is good at resolving interpersonal problems
7	Handles conflict extremely well; is masterful in resolving interpersonal problems



## Additional Comments

ABC Company, in consultation with your MRG Associate, Management Research Group, developed a series of open-ended questions in order to provide you with additional comments and suggestions.

The following pages contain these questions and the corresponding responses. The responses have not been edited – they appear exactly as they were entered into the questionnaire. To preserve confidentiality, responses from peers and direct reports are grouped in random order.

Please note that responding to these questions was optional. Therefore, your observers may not have answered every question.

## 1. What are this person's most valuable leadership strengths?

### Your Comments

No Comment

### Boss(es)

Chris is extremely results focused and seldom fails to attain the sales objectives set for him.

### Peers

Direct report comments here

No comment

No Comment

Really good team member; very engaging and enjoyable to hang out with.

He is very engaging and enjoyable to be around.

### Direct Reports

Interpersonally quite skillfull although can get overly emotional.

No Comment

No Comment

## 2. What are this person's most important developmental needs?

### Your Comments

No Comment

### Boss(es)

Chris needs to understand the broader issues effecting the business.

### Peers

As a new sales rep I don't feel that I receive very clear guidance or assistance.

Peer comments here

No Comment

He can be overly critical.

No Comment

### Direct Reports

No Comment

I feel that he is only interested in making his sales goals and really spends little time with my development.

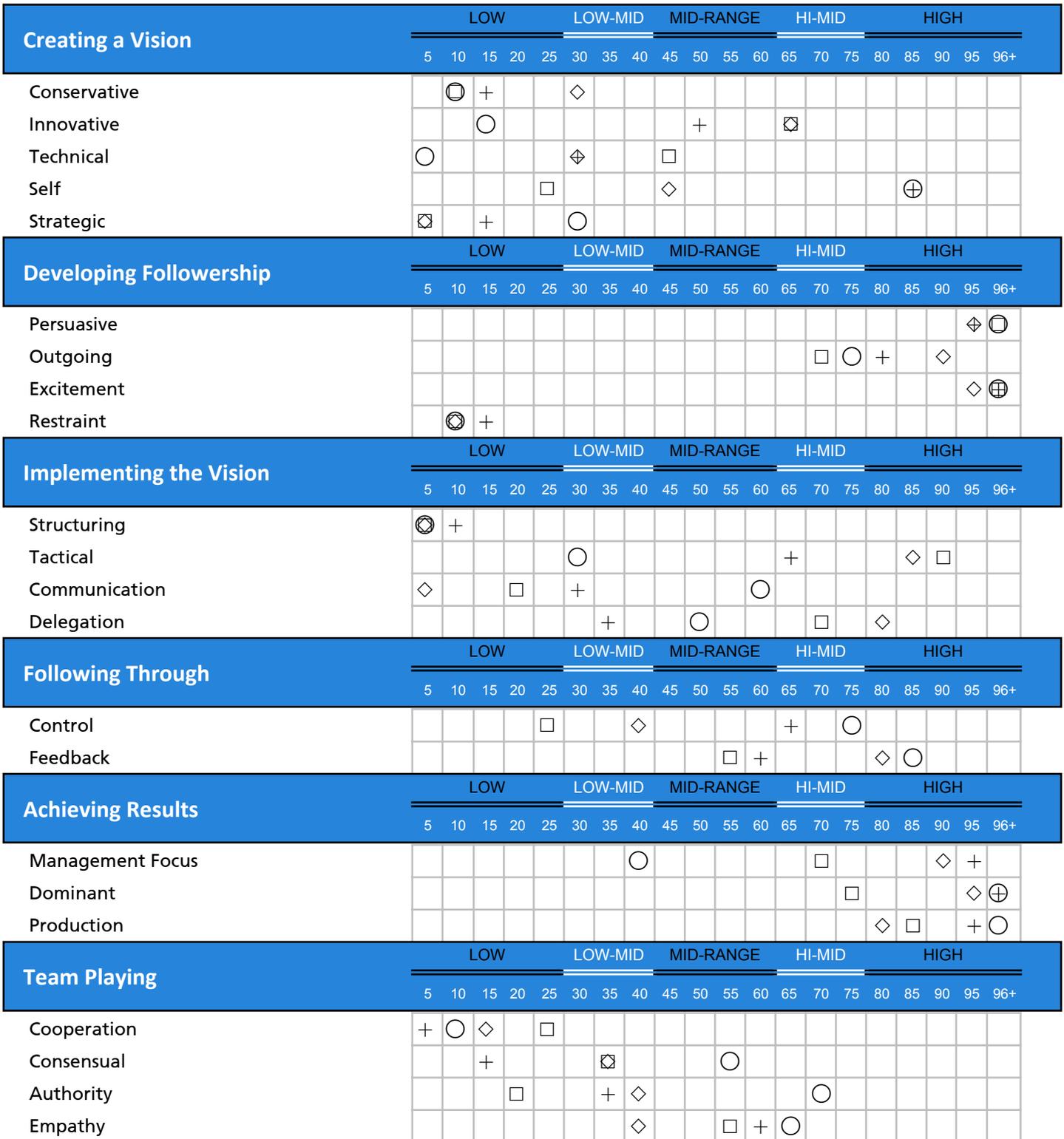
Overly critical and emotional.

Questionnaire Completed: Feb 15, 2011  
 Report Generated: Feb 27, 2017  
 Project Name: MRG Internal Sample Project  
 Provided by: Management Research Group  
 Last Name: Williams  
 First Name: Chris  
 Norm: North America n=91964 (Jan2012)  
 Range Profile:  
 Organization: ABC Company  
 Government: No  
 Industry Type: High Tech (computer related)

Org. Size: 50 to 99  
 Country: United States  
 Nationality: United States  
 Title: Branch Sales Manager  
 Functional Area: Marketing/Sales  
 Level: Department/Unit Manager  
 Age: 33  
 Gender: Male  
 Position Tenure: 1 to 5 years  
 Org. Tenure: 6 to 10 years  
 Manager: Yes

		Self	Manager(1)	Peers(5)	Direct Reports(3)	
	<b>Creating a Vision</b>	Conservative	10%	10%	30% M	15% M
		Innovative	15%	65%	65% M	50% M
		Technical	5%	45%	30% M	30% M
		Self	85%	25%	45% M	85% M
		Strategic	30%	5%	5% H	15% M
	<b>Developing Followership</b>	Persuasive	99%	99%	95% H	95% H
		Outgoing	75%	70%	90% H	80% H
		Excitement	99%	99%	95% H	99% H
		Restraint	10%	10%	10% H	15% L
	<b>Implementing the Vision</b>	Structuring	5%	5%	5% H	10% H
		Tactical	30%	90%	85% M	65% H
		Communication	60%	20%	5% H	30% M
		Delegation	50%	70%	80% H	35% M
	<b>Following Through</b>	Control	75%	25%	40% M	65% M
		Feedback	85%	55%	80% H	60% M
	<b>Achieving Results</b>	Management Focus	40%	70%	90% H	95% H
		Dominant	99%	75%	95% H	99% H
		Production	99%	85%	80% H	95% H
	<b>Team Playing</b>	Cooperation	10%	25%	15% H	5% M
		Consensual	55%	35%	35% L	15% L
		Authority	70%	20%	40% M	35% M
		Empathy	65%	55%	40% L	60% H
<b>Exaggeration</b>	Exaggeration	95%				

Self vs. Observer Profile Summary



○ = Self

□ = Boss(es)

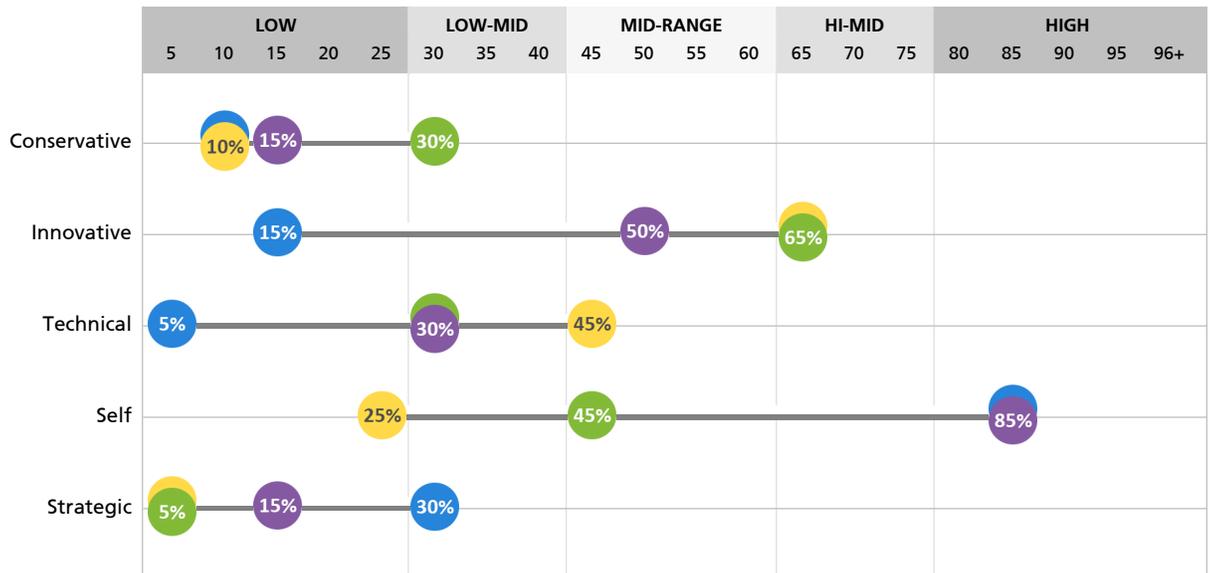
◇ = Peers

+ = Direct Reports

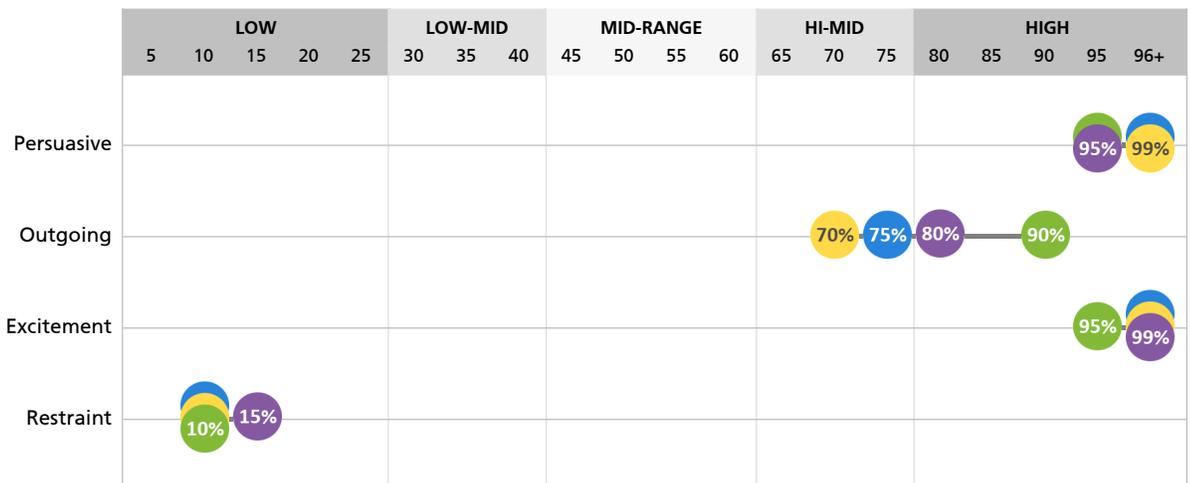
● Self      ● Boss(es)      ● Peers      ● Direct Reports



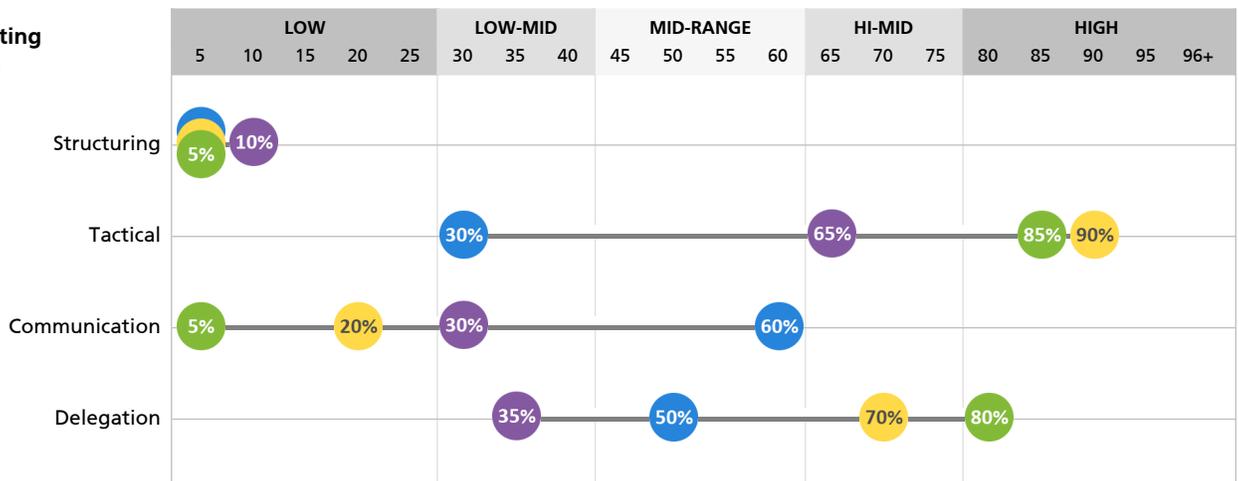
**Creating a Vision**



**Developing Followership**



**Implementing the Vision**



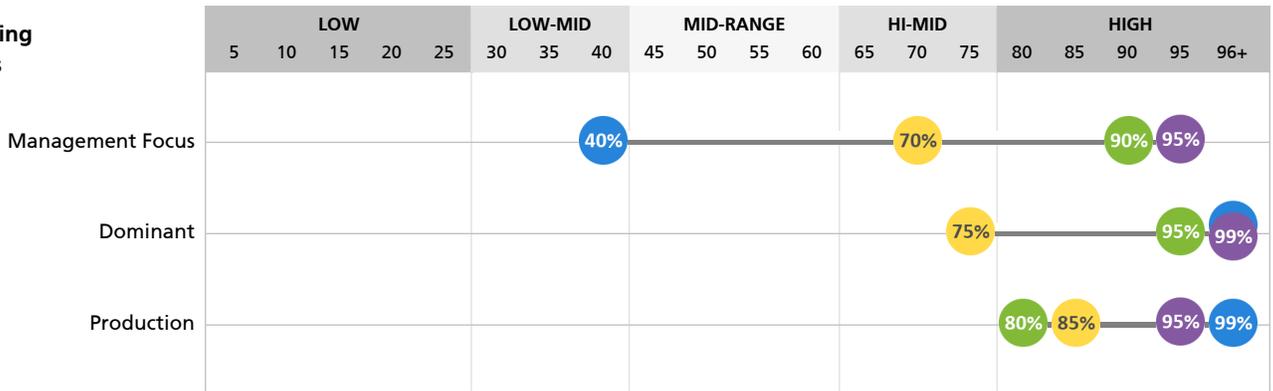
● Self      ● Boss(es)      ● Peers      ● Direct Reports



**Following Through**



**Achieving Results**



**Team Playing**

