

LEADERSHIP EFFECTIVENESS ANALYSIS™

Leadership 360® Facilitator Report

Order#: 29194
Customer: ABC Company
Associate: Sample Associate

Order Date: 04/08/2005
Process Date: 03/06/2008

Organization: ABC Company
LastName: Williams
FirstName: Chris

Boss(es): 1 Respondents
Peers: 3 ''
Direct Reports: 5 ''

Norm: North America n=68228 (Jan2005)
Range Profile: ABC Company SD (2)

	<u>Self</u>	<u>Boss(es)</u>	<u>Peers</u>	<u>Direct Reports</u>
Creating a Vision				
1) Conservative	10%	10%	30% M	20% M
2) Innovative	15%	65%	65% M	60% M
3) Technical	5%	50%	30% M	40% H
4) Self	80%	25%	35% M	80% H
5) Strategic	35%	5%	5% H	10% H
Developing Followership				
6) Persuasive	99%	99%	95% H	95% H
7) Outgoing	75%	70%	95% H	85% H
8) Excitement	99%	99%	99% H	95% H
9) Restraint	10%	10%	15% H	15% H
Implementing the Vision				
10) Structuring	5%	5%	5% H	10% H
11) Tactical	35%	90%	70% H	80% M
12) Communication	60%	20%	5% H	15% M
13) Delegation	50%	70%	85% M	45% H
Following Through				
14) Control	80%	25%	25% M	75% H
15) Feedback	85%	50%	75% M	75% M
Achieving Results				
16) Management Focus	45%	70%	90% H	95% H
17) Dominant	99%	75%	90% M	99% H
18) Production	99%	85%	70% M	90% H
Team Playing				
19) Cooperation	10%	20%	20% M	10% H
20) Consensual	55%	35%	40% M	15% H
21) Authority	70%	20%	45% M	40% M
22) Empathy	60%	55%	55% M	45% M
Exaggeration				
23) Exaggeration	95%			

LEADERSHIP EFFECTIVENESS ANALYSIS™

Leadership 360® Facilitator Report

LOW	LOW-MID	MID-RANGE	HI-MID	HIGH
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Creating a Vision

- Conservative
- Innovative
- Technical
- Self
- Strategic

	10	20	30	40	50	60	70	80	90	96+
Conservative		⊕	+	◇						
Innovative		○				+	◇			
Technical	○			◇	+	□				
Self			□	◇					⊕	
Strategic	◇	+			○					

Developing Followership

- Persuasive
- Outgoing
- Excitement
- Restraint

	10	20	30	40	50	60	70	80	90	96+
Persuasive										◇ ⊕
Outgoing							□	○	+	◇
Excitement										+
Restraint	⊕	◇								

Implementing the Vision

- Structuring
- Tactical
- Communication
- Delegation

	10	20	30	40	50	60	70	80	90	96+
Structuring	⊕	+								
Tactical				○			◇	+	□	
Communication	◇	+	□				○			
Delegation					+	○		□	◇	

Following Through

- Control
- Feedback

	10	20	30	40	50	60	70	80	90	96+
Control			◇					+	○	
Feedback					□			◇	○	

Achieving Results

- Management Focus
- Dominant
- Production

	10	20	30	40	50	60	70	80	90	96+
Management Focus					○		□		◇	+
Dominant								□	◇	⊕
Production							◇		□	+

Team Playing

- Cooperation
- Consensual
- Authority
- Empathy

	10	20	30	40	50	60	70	80	90	96+
Cooperation	⊕	◇								
Consensual		+		□	◇		○			
Authority		□		+	◇		○			
Empathy					+		◇	○		

- = Self
- = Boss(es)
- ◇ = Peers
- ⊕ = Direct Reports

Leadership Effectiveness Analysis™

Leadership 360® Report

Chris Williams
ABC Company
03/06/2008

Welcome to **Leadership 360®**! 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® 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:

Your Boss(es)	1
Your Peers	3
Your Direct Reports	5

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=68228 (Jan2005)

Presented by: XYZ Consulting

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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 LEA 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 action steps 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:

1. 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.
2. 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 Action Steps, and marking those that would be useful for you to consider;
 - noting that, for each set, specific Action Steps have been provided for increasing your effectiveness in working with your boss, your peers, and your direct reports.
3. 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 Action Steps provided for each set should be very helpful to you in creating your developmental action plans.

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 managerial and supervisory staff, 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

INNOVATIVE

TECHNICAL

SELF

STRATEGIC

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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

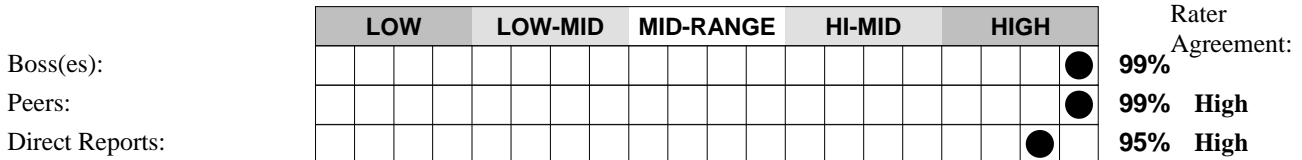
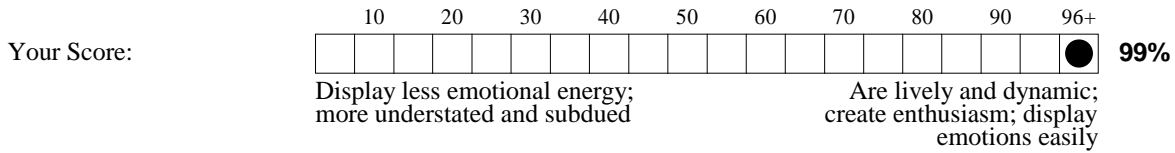
OUTGOING

EXCITEMENT

RESTRAINT

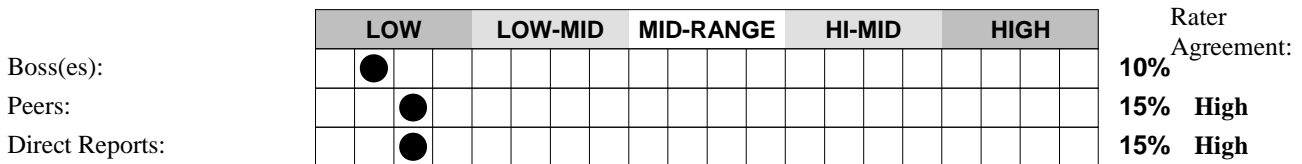
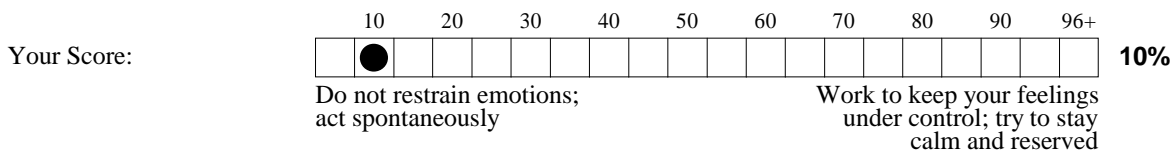
Excitement

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.



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IMPLEMENTING THE 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

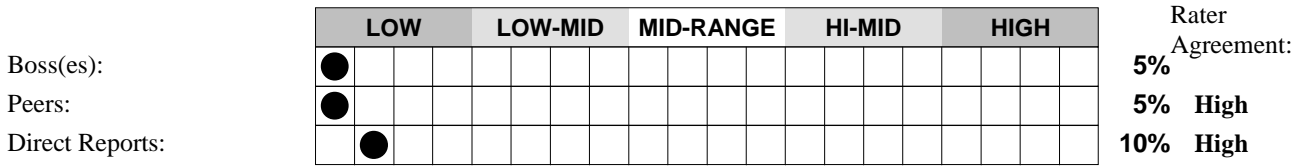
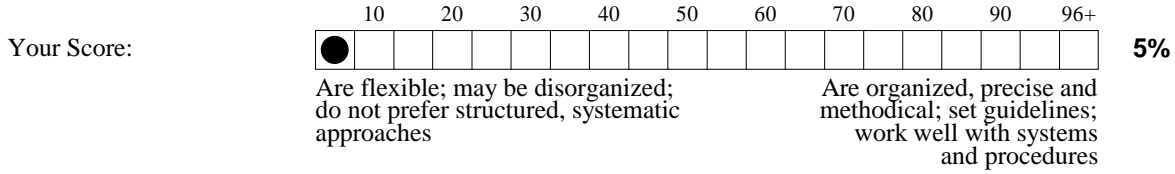
TACTICAL

COMMUNICATION

DELEGATION

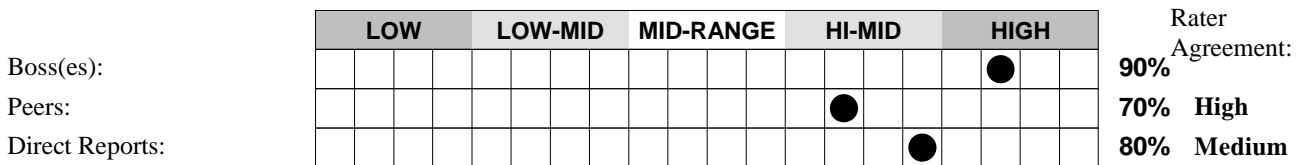
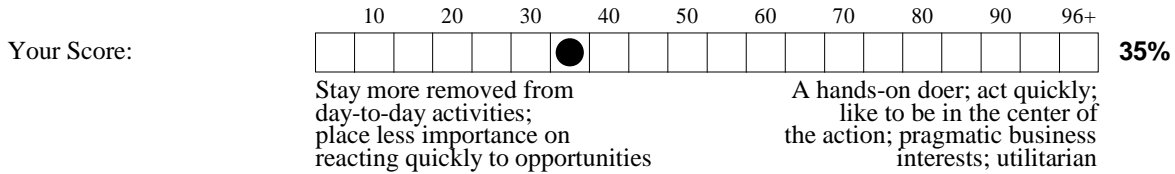
Structuring

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



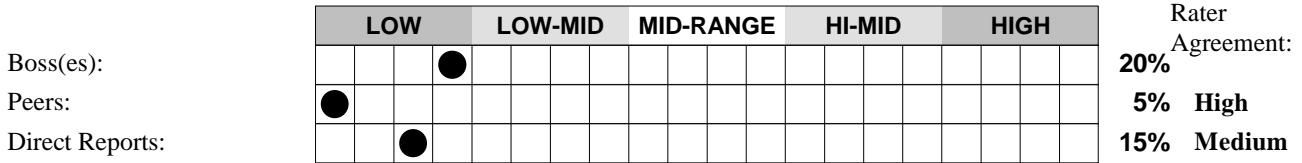
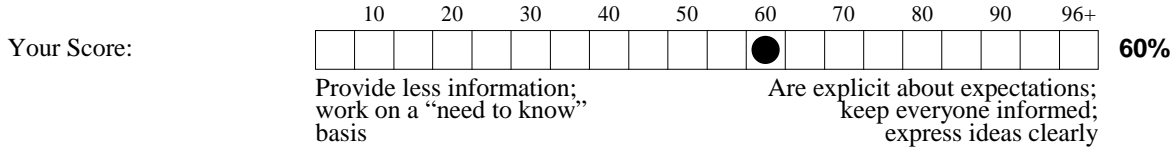
Tactical

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



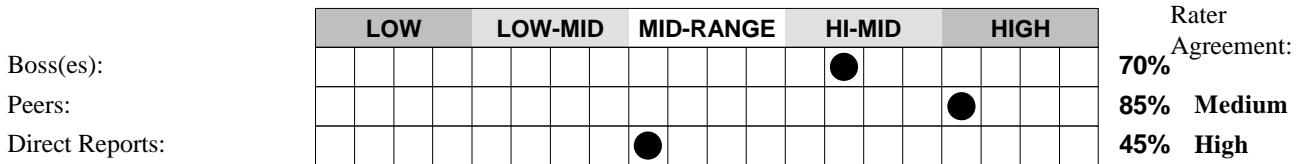
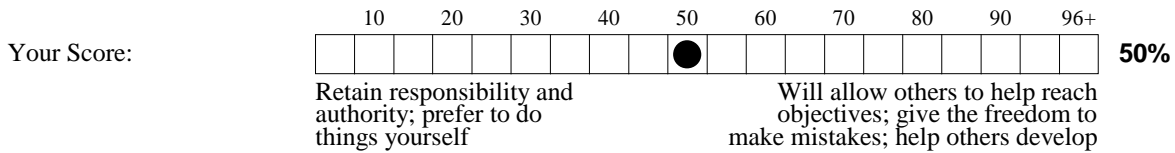
Communication

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.



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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

FEEDBACK

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:

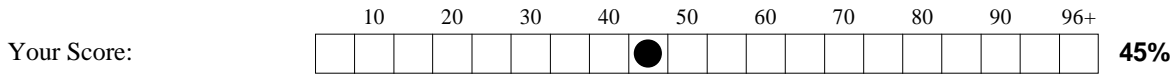
MANAGEMENT FOCUS

DOMINANT

PRODUCTION

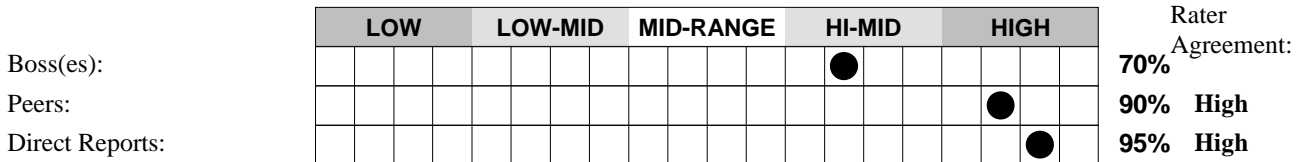
Management Focus

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



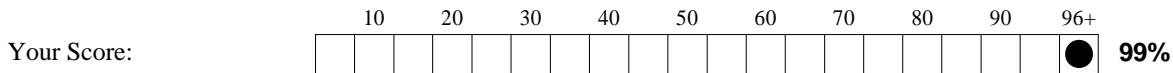
Less emphasis on taking charge and directing others; may prefer being an individual contributor

Willing to take command; enjoy managing people, being influential, accomplishing results through others



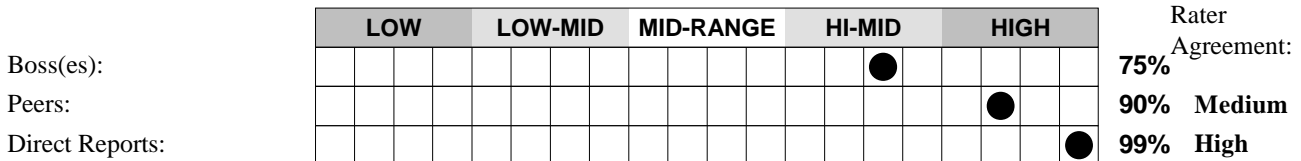
Dominant

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



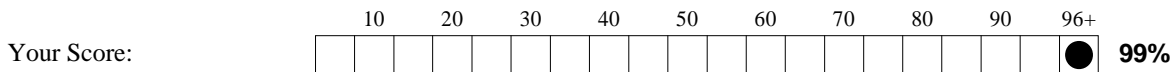
Look for win/win solutions; prefer not to be forceful or competitive; may be more accommodating

Highly competitive and aggressive; can be authoritative; want to win



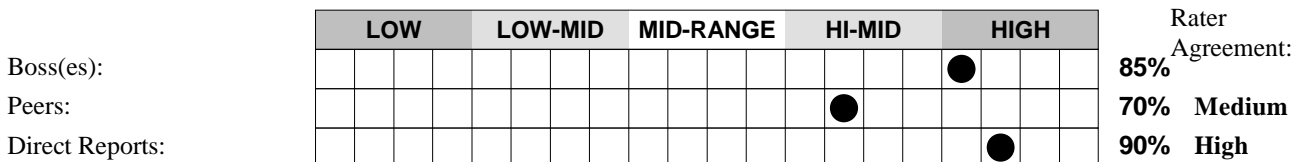
Production

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



Give wide latitude for individual standard setting; less apt to demand high performance from others

Expect a great deal from yourself and others; set high goals and work hard to achieve them



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

CONSENSUAL

AUTHORITY

EMPATHY

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.

Your Score:

10	20	30	40	50	60	70	80	90	96+
						●			

70%

Less likely to be influenced by those in authority; less willing to accept rules or decisions without questioning

Will consult superiors and defer to people in authority; will follow the rules; loyal to the organization

	LOW	LOW-MID	MID-RANGE	HI-MID	HIGH	
Boss(es):		●				20%
Peers:			●			45% Medium
Direct Reports:			●			40% Medium

Rater Agreement:

Empathy

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

Your Score:

10	20	30	40	50	60	70	80	90	96+
					●				

60%

Maintain a certain distance from others; can be somewhat aloof

Sincerely care about people; work to develop close bonds with others; project warmth and acceptance

	LOW	LOW-MID	MID-RANGE	HI-MID	HIGH	
Boss(es):			●			55%
Peers:			●			55% Medium
Direct Reports:			●			45% Medium

Rater Agreement:

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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 band on the scale for each leadership practice designated as a Strategic Direction for your organization. The gray band 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

- Not particularly oriented toward being analytical or paying careful attention to potential implications and contingencies.
- Strongly oriented toward the energizing, motivating aspects of leadership, but not always knowing exactly where things are headed or how to get there.
- 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 and reactive; openly spontaneous and energetic; making little effort to restrain or conceal emotions.
- Emotionally expressive when trying to persuade others; using enthusiasm, energy and emotional intensity in order to be more convincing.
- 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.
- 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.

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 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.
- 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.

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.
- Setting high performance standards and expecting high levels of achievement, but not communicating a great deal about these.
- 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

- 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.
- 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.
- Often skeptical initially but, once convinced, an effective presenter of organizational views.
- Operating on a more intuitive than analytical basis; less likely to seek the opinions and counsel of others in order to confirm the accuracy of intuitions.

DEVELOPMENTAL OPPORTUNITIES WITH YOUR BOSS

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:

STRATEGIC (5%)

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 pages 16-17 in your LEA Resource Guide.

COMMUNICATION (20%)

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 pages 34-35 in your LEA Resource Guide.

CONSENSUAL (35%)

Description: In your approach to decision making, you do not tend to invite others to provide you with input and advice. You may believe that you have all the information you need to make a decision, or that you must make decisions quickly and don't have the time to involve others. However, your independent style may be giving others the impression that you do not value their knowledge and opinions as much as your own. By placing little emphasis on gathering input from others, you may negatively affect the overall quality of your decisions. Or, you may make decisions without gaining the full commitment of the people who are expected to implement them. You may need to pay more attention to proactively seeking and using the expertise, information and opinions that others have to offer.

Action: To address this issue, you may wish to strengthen your use of the Consensual Set. Please refer to pages 56-57 in your LEA Resource Guide.

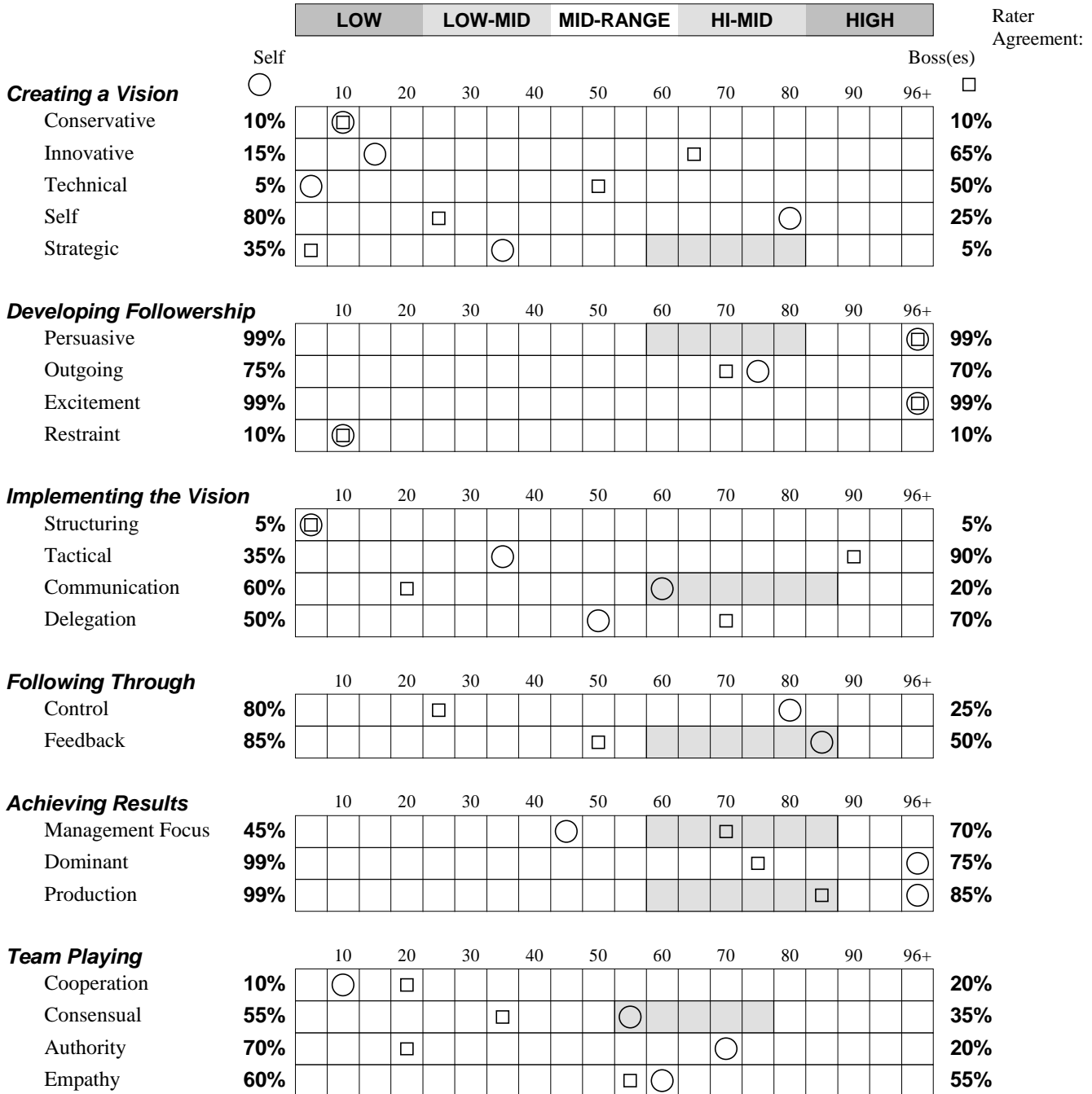
STRUCTURING (5%)

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 pages 30-31 in your LEA Resource Guide.

LEADERSHIP EFFECTIVENESS ANALYSIS™

Self vs. Boss Profile Summary



PERCEPTIONS OF YOUR PEERS

The following summary presents the major interpretive points suggested by your **Peer** 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

- 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.
- Placing more emphasis on communicating in a convincing, persuasive and influential fashion than on communicating simply to share information.
- A sociable, friendly individual who emphasizes the importance of interpersonal relationships rather than spending time in exhaustive planning and analysis.
- Emotionally expressive when trying to persuade others; using enthusiasm, energy and emotional intensity in order to be more convincing.

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.
- 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.
- One who often depends on non-verbal cues and emotions to get a point across.
- Being sociable and friendly, but providing others with little information about tasks or expectations.

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.
- Not inclined to communicate at great length about goals and expectations; expecting others to do what they are supposed to do without needing their activities to be monitored and tracked.
- 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.

Achieving Results

- 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.
- 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.
- A take-charge leader who operates with a high level of emotional intensity and emphasizes the energizing, motivational aspects of the leadership role.
- 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

- 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.
- 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.
- Taking a strongly assertive and competitive stance with others; willing to challenge others over conflicting goals and objectives.
- Somewhat out of the loop, but not actively opposing others on the basis of a personally held viewpoint; one who may engage in passive resistance.

DEVELOPMENTAL OPPORTUNITIES WITH YOUR PEERS

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:

STRATEGIC (5%)

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 pages 16-17 in your LEA Resource Guide.

COMMUNICATION (5%)

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 pages 34-35 in your LEA Resource Guide.

STRUCTURING (5%)

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 pages 30-31 in your LEA Resource Guide.

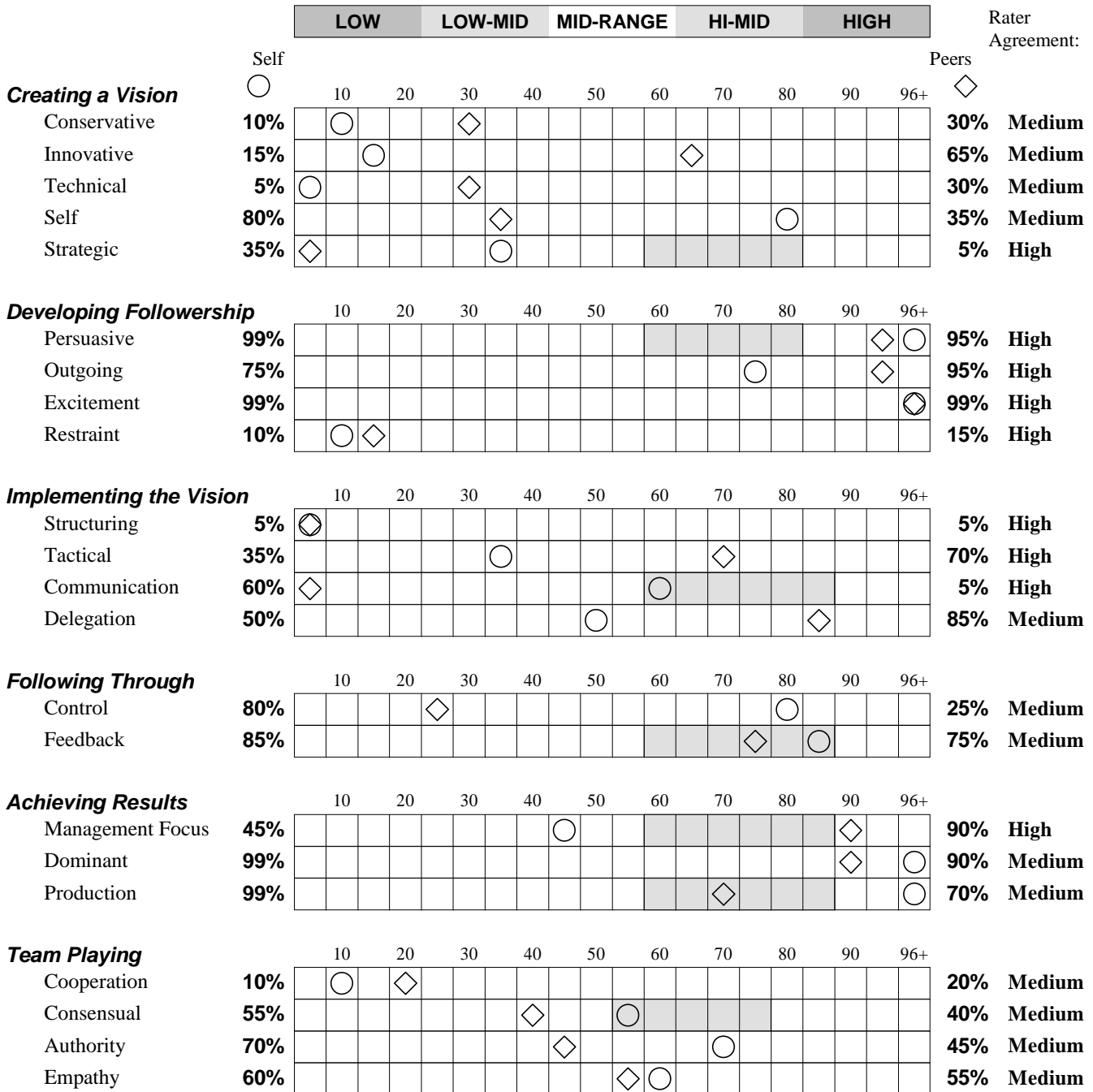
RESTRAINT (15%)

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 pages 26-27 in your LEA Resource Guide.

LEADERSHIP EFFECTIVENESS ANALYSIS™

Self vs. Peer Profile Summary



PERCEPTIONS OF YOUR DIRECT REPORTS

The following summary presents the major interpretive points suggested by your **Direct Report** 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 one to share a lot of information or outline plans and goals; inclined to let others figure things out for themselves.
- Not particularly oriented toward being analytical or paying careful attention to potential implications and contingencies.
- 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

- 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.
- 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.
- 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.
- 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.
- 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.
- One who often depends on non-verbal cues and emotions to get a point across.

Following Through

- One who has good control systems in place and knows exactly what is going on, but who may base plans on short-term or intuitive thinking rather than rational, in-depth analysis, or may work from the strategies supplied by others.
- Very conscientious about monitoring and following up on activities and assignments, although unlikely to do this through formal, carefully structured control systems and procedures.
- Giving feedback in an informal, unplanned manner rather than on the basis of a rational underlying strategy.
- Using persuasive abilities to gain the commitment of others in implementing plans, but leaving nothing to chance and carefully monitoring activities to ensure that progress is being made.

Achieving Results

- 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.
- 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.
- 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.
- Operating on a more intuitive than analytical basis; less likely to seek the opinions and counsel of others in order to confirm the accuracy of intuitions.

DEVELOPMENTAL OPPORTUNITIES WITH YOUR DIRECT REPORTS

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:

STRATEGIC (10%)

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 pages 16-17 in your LEA Resource Guide.

COMMUNICATION (15%)

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 pages 34-35 in your LEA Resource Guide.

CONSENSUAL (15%)

Description: In your approach to decision making, you do not tend to invite others to provide you with input and advice. You may believe that you have all the information you need to make a decision, or that you must make decisions quickly and don't have the time to involve others. However, your independent style may be giving others the impression that you do not value their knowledge and opinions as much as your own. By placing little emphasis on gathering input from others, you may negatively affect the overall quality of your decisions. Or, you may make decisions without gaining the full commitment of the people who are expected to implement them. You may need to pay more attention to proactively seeking and using the expertise, information and opinions that others have to offer.

Action: To address this issue, you may wish to strengthen your use of the Consensual Set. Please refer to pages 56-57 in your LEA Resource Guide.

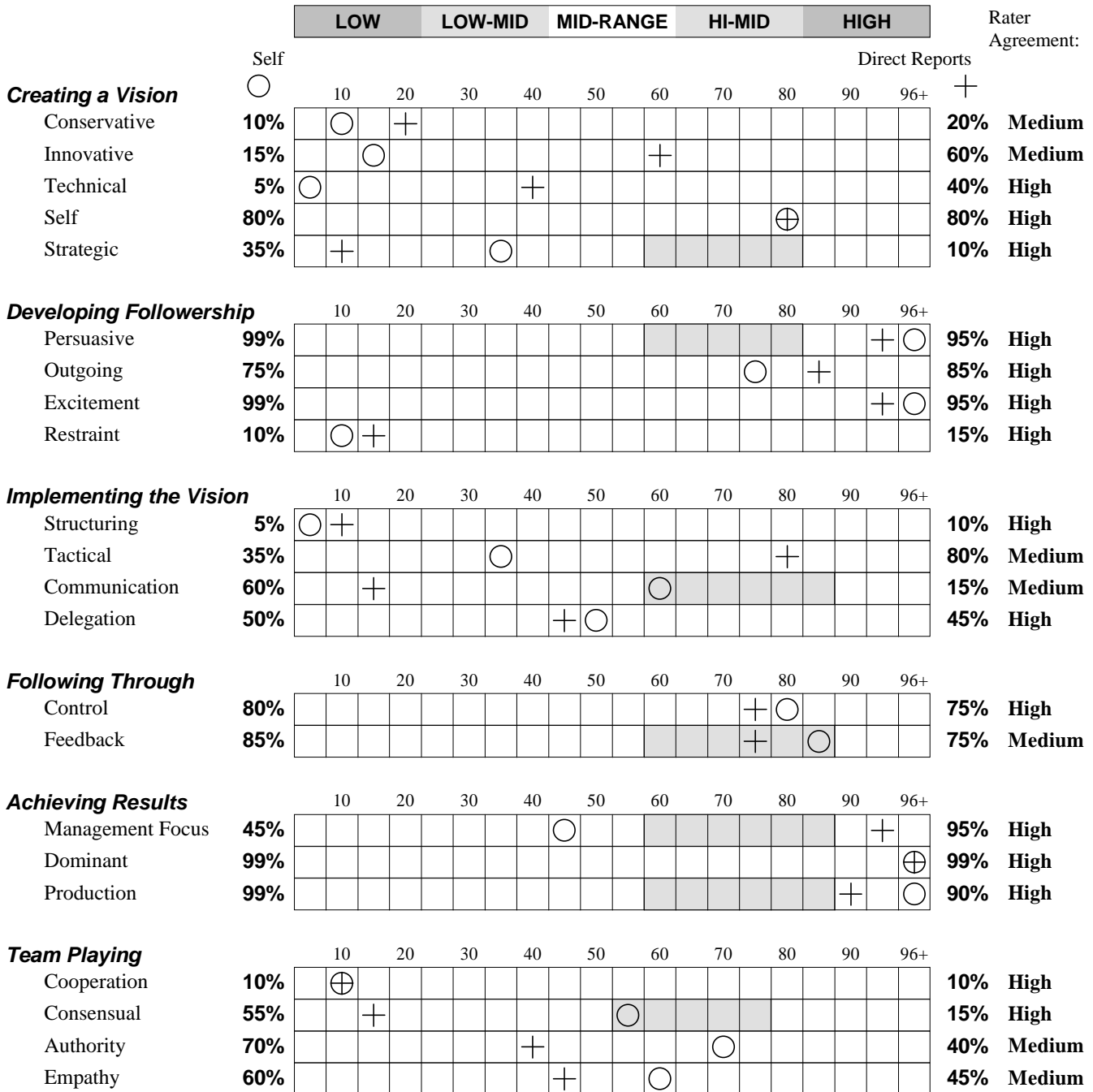
STRUCTURING (10%)

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 pages 30-31 in your LEA Resource Guide.

LEADERSHIP EFFECTIVENESS ANALYSIS™

Self vs. Direct Report Profile Summary



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LEADERSHIP EFFECTIVENESS ANALYSIS™

Self vs. Observer Profile Summary

LOW	LOW-MID	MID-RANGE	HI-MID	HIGH
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Creating a Vision

- Conservative
- Innovative
- Technical
- Self
- Strategic

	10	20	30	40	50	60	70	80	90	96+
Conservative		⊕	+	◇						
Innovative		○					+	◇		
Technical	○			◇	+	□				
Self			□	◇					⊕	
Strategic	◇	+			○					

Developing Followership

- Persuasive
- Outgoing
- Excitement
- Restraint

	10	20	30	40	50	60	70	80	90	96+	
Persuasive										◇	⊕
Outgoing							□	○	+	◇	
Excitement										+	⊕
Restraint	⊕	◇									

Implementing the Vision

- Structuring
- Tactical
- Communication
- Delegation

	10	20	30	40	50	60	70	80	90	96+
Structuring	⊕	+								
Tactical				○			◇	+	□	
Communication	◇	+	□				○			
Delegation					+	○		□	◇	

Following Through

- Control
- Feedback

	10	20	30	40	50	60	70	80	90	96+
Control			◇					+	○	
Feedback					□			◇	○	

Achieving Results

- Management Focus
- Dominant
- Production

	10	20	30	40	50	60	70	80	90	96+	
Management Focus					○			□		◇	+
Dominant								□		◇	⊕
Production							◇		□	+	○

Team Playing

- Cooperation
- Consensual
- Authority
- Empathy

	10	20	30	40	50	60	70	80	90	96+
Cooperation	⊕	◇								
Consensual		+		□	◇		○			
Authority		□		+	◇		○			
Empathy					+	◇	○			

- = Self
- = Boss(es)
- ◇ = Peers
- ⊕ = Direct Reports

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