

Leadership Impact Report

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As part of your LEA 360® development program, your observers were given the opportunity to respond to 26 effectiveness questions in order to provide you with additional developmental feedback. Each question measures an area of leadership in which you have the opportunity to make a significant impact on your organization.

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. Overall effectiveness as a leader/manager (i.e., total level of performance against expectations, total impact in role):

	1	2	3	4	5	6	7	X	M	SD
	Shows little effectiveness	Not a great strength		Average		A good, solid leader/manager	In a class by him/herself	Don't know		
B								0	5.52	0.6
P								1	5.8	0.25
DR								1	6.40	0.6

Key:

P=Peers B=Boss(es) DR=Direct Reports

M=Mean ▲

SD=Standard Deviation

- **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 Boss is simply the score your boss provided for that question. If your observers include more than one boss, their responses have been averaged. Standard Deviation (SD) 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.
- **About 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.

How to use this report:

- At the end of each section, you will see a list of Leadership Practices which are related to effective functioning in that section. ***These Leadership Practices represent general suggestions for development.*** If you wish to improve your effectiveness in that section, refer to the main portion of your LEA 360® Report to review your scores on the associated Leadership Practices, and identify those you think would be appropriate to develop. You can then use the LEA Resource Guide to help you establish an action plan for increasing your use of these leadership behaviors.

For example:

If you wanted to increase your scores on “**Credibility with management and ability to inspire confidence with superiors**”, you would review your scores on Strategic, Technical, Control, Communication, Management Focus, Production and Persuasive to see which of these Leadership Practices would be appropriate for you to develop. In addition, if you received a very high score on Outgoing, you would refer to your LEA Resource Guide to see if developing one of the “moderating sets” would lower the impact of your high Outgoing score in this area.

- The Leadership Practices listed at the end of each section are meant to be a general developmental guide. **Each leadership situation is unique and, therefore, the combinations of behaviors that you need to use in order to be successful are unique.** Take the time to identify the unique demands of your situation as part of the process of determining what leadership behaviors and skills you may want to develop in order to increase your effectiveness.
- The labels of “Higher scores” and “Lower scores” above the lists of Leadership Practices at the end of each section do not designate high or low scores on the measurement scale. **Rather, they are meant to indicate placing more or less emphasis on a particular behavior.** You will need to determine the amount of emphasis that each behavior requires, based on the rest of your profile and the unique demands of the situation and your role.

We hope you will find this information useful as you continue to develop and enhance your unique approach to leadership.

Organizational Impact

1. Overall effectiveness as a leader/manager (i.e., total level of performance against expectations, total impact in role):

	1	2	3	4	5	6	7	X	M	SD
	Shows little effectiveness	Not a great strength		Average		A good, solid leader/manager	In a class by him/herself	Don't know		
B				▲				0	4.00	0.00
P					■			0	5.50	0.71
DR					■			0	5.60	0.89

2. Future potential (i.e., has the ability to go beyond present level versus has reached his/her highest potential, is likely to be a major resource to the organization):

	1	2	3	4	5	6	7	X	M	SD
	Has limited potential	Needs to develop in current job		Some possibilities		Strong possibilities beyond present job	Unlimited; a major resource	Don't know		
B						▲		0	6.00	0.00
P					■			0	5.67	1.15
DR				■				0	5.00	1.22

3. Delivers Results (i.e., accomplishes a great deal, achieves significant results, focuses on measurable outcomes)

	1	2	3	4	5	6	7	X	M	SD
	Delivers significantly less results than expected	Inconsistent in delivering results		Achieves the same level of results as most		Delivers more results than most	Consistently delivers exceptional results	Don't know		
B					▲			0	5.00	0.00
P						■		0	6.33	0.58
DR			■					0	4.80	1.30

Organizational Impact (Continued)

4. Demonstrates Ethical Leadership (i.e., behaves in an ethical manner, encourages ethical behavior in others, stands up for what is right, chooses the honorable course of action)

	1	2	3	4	5	6	7	X	M	SD	
	Makes ethical choices that raise questions or concerns	Inconsistent demonstration of ethical leadership		Moderately visible making ethical choices		Regularly stands up for what is right; demonstrates ethical judgment		Strong, consistent demonstration of ethical leadership; an example to others	Don't know		
B				▲				0	4.00	0.00	
P					■▲			0	6.33	1.15	
DR			■▲					0	4.60	0.55	

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

<p>Lower scores on:</p> <ul style="list-style-type: none"> • Authority • Self • Restraint • Conservative 	<p>Higher scores on:</p> <ul style="list-style-type: none"> • Strategic • Management Focus • Communication • Excitement • Technical • Persuasive • Control • Production
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Credibility With Management

5. **Credibility with management and ability to inspire confidence with superiors** (i.e., communicates well, delivers on promises, thinks in similar ways):

	1	2	3	4	5	6	7	X	M	SD
	Has little credibility	Not a great strength		Average		Has good credibility	Inspires complete confidence	Don't know		
B						▲		0	6.00	0.00
P					■			▲	0	6.00 1.00
DR			■			▲		0	4.20	1.10

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

Lower scores on:

- Outgoing

Higher scores on:

- Control
- Strategic
- Technical
- Communication
- Management Focus
- Persuasive
- Production

Credibility With Peers and Direct Reports

6. **Credibility and ability to inspire confidence with peers and direct reports** (i.e., is trusted and respected, delivers on promises):

	1	2	3	4	5	6	7	X	M	SD
	Has little credibility	Not a great strength		Average		Has good credibility	Inspires complete confidence	Don't know		
B					▲			0	5.00	0.00
P				■			▲	0	5.00	1.00
DR		■			▲			0	3.40	1.14

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

Lower scores on:

- Authority
- Dominant
- Self

Higher scores on:

- Communication
- Strategic
- Technical
- Control
- Empathy

Business Knowledge

7. **Understanding of how to use organizational resources** (i.e., is able to build alliances, is sophisticated about organizational dynamics, has many contacts):

1	2	3	4	5	6	7	X	M	SD
Limited awareness	Somewhat unaware		Average		Moderately aware	Extremely aware	Don't know		
B			▲				0	4.00	0.00
P		■					0	4.67	1.53
DR	■		▲				0	3.00	0.71

8. **Business aptitude** (i.e., understands how to make a business successful, exploits business opportunities, is skillful in business dealings):

1	2	3	4	5	6	7	X	M	SD
Little business aptitude	A bit naive		Average		Very aware of business issues	Extremely shrewd	Don't know		
B			▲				0	4.00	0.00
P	■						0	4.00	2.00
DR		■					0	4.40	1.67

9. **Financial understanding** (i.e., understands and can deal with financial issues such as budgeting, accounting, costs, P&L statements):

1	2	3	4	5	6	7	X	M	SD
Virtually no understanding	Has a limited understanding		Has a basic understanding		Has a good grasp	Very strong understanding	Don't know		
B					▲		0	6.00	0.00
P			■				0	5.33	1.15
DR		■		▲			0	4.40	0.89

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

- Lower scores on:**
- Authority
 - Empathy

- Higher scores on:**
- Management Focus
 - Persuasive
 - Strategic
 - Communication
 - Production

Cognitive Skills

10. Ability to see the big picture perspective (i.e., has a strategic orientation, sees interconnections between his/her own objectives and those of the company, anticipates problems):

	1	2	3	4	5	6	7	X	M	SD	
	Limited vision	Somewhat narrow		Average		Better than average	Very broad-gauged	Don't know			
B							▲	0	7.00	0.00	
P			■						0	4.67	1.53
DR				■					0	5.00	1.22

11. Capacity for effective thinking (i.e., deals well with concepts, quickly gets to the heart of an issue, is incisive):

	1	2	3	4	5	6	7	X	M	SD	
	Quite slow	A little slow		Average		Smart and quick	Brilliant	Don't know			
B					▲			0	5.00	0.00	
P	■							1	3.50	2.12	
DR				■					0	5.60	1.34

12. Fast learner (i.e., learns new material quickly, adapts rapidly to new challenges, constantly expands his/her understanding of new things):

	1	2	3	4	5	6	7	X	M	SD	
	Rarely tries new things	Somewhat slow to learn and adapt		Average		Learns quickly; adapts well to new situations	Extremely fast, adaptable learner	Don't know			
B			▲					0	3.00	0.00	
P			▲					2	3.00	0.00	
DR				■					0	5.40	1.14

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

Lower scores on:

- Authority
- Outgoing

Higher scores on:

- Innovative
- Strategic
- Technical

Taking Charge

13. Ability to make effective decisions:

1	2	3	4	5	6	7	X	M	SD
Incapable, inefficient	Judgment suspect, too hesitant or rash	Not a strength or a weakness	Makes considered, timely judgments	Exceptional; best ever seen	Don't know				
B			▲				0	4.00	0.00
P	■▲■						0	3.33	1.15
DR			■▲■				0	5.00	1.00

14. Ability to turn around difficult, perhaps even volatile leadership situations:

1	2	3	4	5	6	7	X	M	SD
Immobilized, or fans the flames	Makes the situation worse	Could do it if had long enough	Gets things moving	Is a turn-around genius	Don't know				
B				▲			0	5.00	0.00
P		■▲■					0	5.00	1.73
DR			■▲■				0	4.80	1.30

15. Takes Initiative (i.e., highly proactive, originates action, makes things happen)

1	2	3	4	5	6	7	X	M	SD
Waits for others to take initiative, not proactive	Occasionally takes initiative	Moderately proactive; originates action at the same frequency as most	Usually takes initiative; often originates action	Extremely proactive; almost always takes the lead in originating action	Don't know				
B							1	0.00	0.00
P	■▲■						0	4.67	2.08
DR		■▲■					1	4.25	1.71

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

<p>Lower scores on:</p> <ul style="list-style-type: none"> • Authority • Empathy • Outgoing 	<p>Higher scores on:</p> <ul style="list-style-type: none"> <li style="width: 50%;">• Communication <li style="width: 50%;">• Management Focus <li style="width: 50%;">• Strategic <li style="width: 50%;">• Persuasive <li style="width: 50%;">• Technical <li style="width: 50%;">• Restraint
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Social Skills

16. Sensitivity to other people's feelings (i.e., shows concern, is helpful, avoids hurting others' feelings):

	1	2	3	4	5	6	7	X	M	SD	
	Very insensitive	Somewhat insensitive		Average		Moderately sensitive	Extremely sensitive	Don't know			
B					▲			0	5.00	0.00	
P		■							0	5.33	2.89
DR		■						0	4.00	1.22	

17. Willingness to listen (i.e., understands quickly, acknowledges communication, goes out of his/her way to get others' views):

	1	2	3	4	5	6	7	X	M	SD
	Not at all receptive	Appears inattentive		Average		Is a good listener	A really excellent listener	Don't know		
B								1	0.00	0.00
P			■					0	5.00	1.73
DR			■					1	4.25	0.96

18. Straightforward, open communicator (i.e., discloses fully, operates without a hidden agenda, is forthright and candid, shares information openly)

	1	2	3	4	5	6	7	X	M	SD
	Secretive or misleading	Rarely open and direct		Moderately open and direct		Open and direct in most situations	Instills confidence through open communication	Don't know		
B				▲				0	4.00	0.00
P					■			0	5.33	0.58
DR		■						2	2.67	0.58

Social Skills (Continued)

19. Insight into people (i.e., understands others' motivations and behaviors, is able to "read" people, understands why people do what they do):

	1	2	3	4	5	6	7	X	M	SD
	Very limited insight	Somewhat lacking in insight		Average	Has a good understanding of people		Extremely perceptive and insightful	Don't know		
B			▲					0	3.00	0.00
P				■▲				0	4.33	0.58
DR			▲					2	3.00	0.00

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

Lower scores on:

- Dominant
- Self

Higher scores on:

- Communication
- Consensual
- Empathy
- Cooperation
- Strategic

Working with Others

20. Capacity to get people enthusiastic and involved (i.e., gets people on his/her side, is persuasive and inspiring):

	1	2	3	4	5	6	7	X	M	SD
	Little capacity	Not a great strength		Average		Moderately charismatic	Highly charismatic	Don't know		
B						▲		0	6.00	0.00
P				■				0	5.00	1.00
DR			■					3	3.50	0.71

21. Ability to build relationships with customers (i.e., has a strong customer focus, seeks customer input, creates solutions for customers):

	1	2	3	4	5	6	7	X	M	SD
	Inattentive to customers	Less responsive to customer needs		Moderately attentive to customers		Makes customer service a priority	Excels at serving the customer	Don't know		
B					▲			0	5.00	0.00
P			■					0	5.00	2.00
DR		■						1	4.00	2.16

22. Capacity to contribute to team performance (i.e., is willing and able to act as a team player, complements the efforts of others):

	1	2	3	4	5	6	7	X	M	SD
	A major problem	Difficult		Fits in well		Adds an extra dimension	Adds tremendously	Don't know		
B				▲				0	4.00	0.00
P	■							1	4.00	2.83
DR		■						1	3.75	1.26

Working with Others (Continued)

23. Ability to work with diverse people (i.e., people from different backgrounds, cultures, belief systems and/or life styles):

	1	2	3	4	5	6	7	X	M	SD	
	Is hostile, rejecting	Seems somewhat prejudiced		Basically tolerant		Respects, accepts differences		Very supportive and welcoming	Don't know		
B				▲				0	4.00	0.00	
P							▲	1	7.00	0.00	
DR			■						0	4.60	1.67

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

Lower scores on:

- Authority
- Conservative
- Dominant
- Self
- Structure

Higher scores on:

- Empathy
- Excitement
- Persuasive
- Communication
- Consensual
- Cooperation
- Strategic

Managerial Impact

24. Ability to develop people (i.e., allows room for mistakes, stimulates growth, challenges positively, delegates authority):

1	2	3	4	5	6	7	X	M	SD
Does little development	Not a great strength		Average	Shows a talent for developing others		A superb people developer	Don't know		
B			▲				0	4.00	0.00
P		▲					0	3.00	0.00
DR			■				0	4.80	1.30

25. Ability to get things done through people (i.e., delegates effectively, sets high standards, organizes efforts well):

1	2	3	4	5	6	7	X	M	SD
Poor use of people resources	Has trouble getting the maximum		Average	People work well for him/her		Exceptional ability	Don't know		
B				▲			0	5.00	0.00
P	■			▲			0	3.50	2.12
DR			■				0	5.20	1.48

26. Conflict Management (i.e., handles conflicts professionally, addresses conflicts early, and works to resolve them effectively with all parties)

1	2	3	4	5	6	7	X	M	SD
Handles conflict poorly; avoids or makes worse	Shows little skill handling conflict or disputes		Average skill in conflict management	Handles conflict well; good at resolving disputes		Handles conflict extremely well; masterful in resolving disputes	Don't know		
B					▲		0	6.00	0.00
P			■		▲		1	4.50	0.71
DR	■			▲			0	3.80	1.48

MRG research indicates these LEA variables are generally related to this area of leadership effectiveness:

- Lower scores on:**
- Authority
 - Dominant
 - Outgoing
 - Self

- Higher scores on:**
- Strategic
 - Communication
 - Delegation
 - Empathy
 - Control
 - Excitement
 - Management Focus
 - Persuasive