

**Leadership
Effectiveness
Analysis™**

Leadership 360® Report
Chris Williams
ABC Company
05/15/2005



Leadership Effectiveness Analysis™

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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 (3/00 N=29160)

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

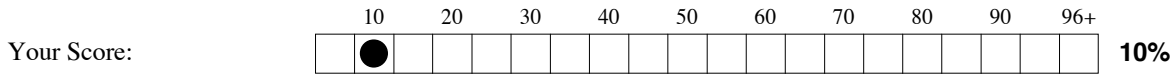
TECHNICAL

SELF

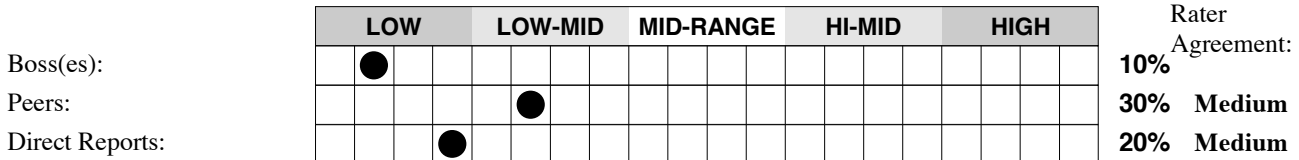
STRATEGIC

Conservative

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

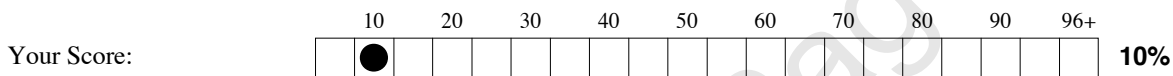


Less focused on what has worked in the past; do not rely on precedents; less concern for acting cautiously
 Respect tradition; rely on past practices; build on knowledge gained through experience

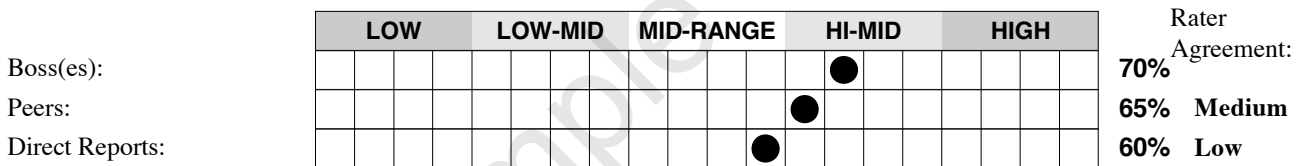


Innovative

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

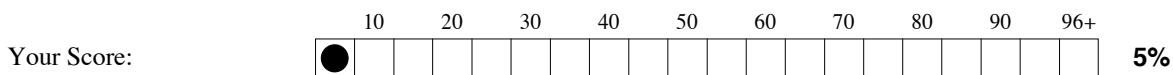


Less attracted to exploring new ideas or approaches; leave well enough alone; avoid unnecessary risk-taking
 Welcome new ideas and perspectives; comfortable with change; willing to take risks; experimental attitude

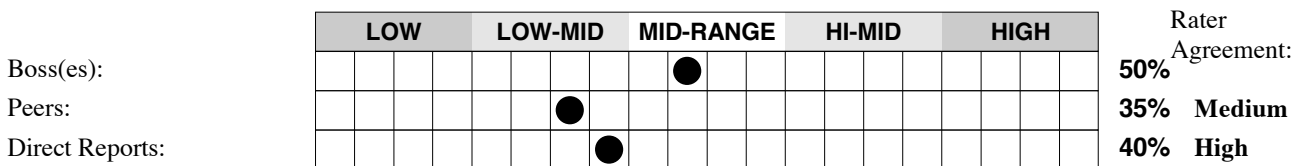


Technical

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.



Prefer the role of generalist; less concerned with acquiring and utilizing specific technical expertise
 Emphasize in-depth knowledge; stay up-to-date in your field; base decisions on specific technical expertise



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.

LEADERSHIP EFFECTIVENESS ANALYSIS™

Strategic Directions Profile

	LOW	LOW-MID	MID-RANGE	HI-MID	HIGH					
	10	20	30	40	50	60	70	80	90	96+
Creating a Vision										
Conservative										
Innovative										
Technical										
Self										
Strategic										
Developing Followership	10	20	30	40	50	60	70	80	90	96+
Persuasive										
Outgoing										
Excitement										
Restraint										
Implementing the Vision	10	20	30	40	50	60	70	80	90	96+
Structuring										
Tactical										
Communication										
Delegation										
Following Through	10	20	30	40	50	60	70	80	90	96+
Control										
Feedback										
Achieving Results	10	20	30	40	50	60	70	80	90	96+
Management Focus										
Dominant										
Production										
Team Playing	10	20	30	40	50	60	70	80	90	96+
Cooperation										
Consensual										
Authority										
Empathy										

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.

Sample Page

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.

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.

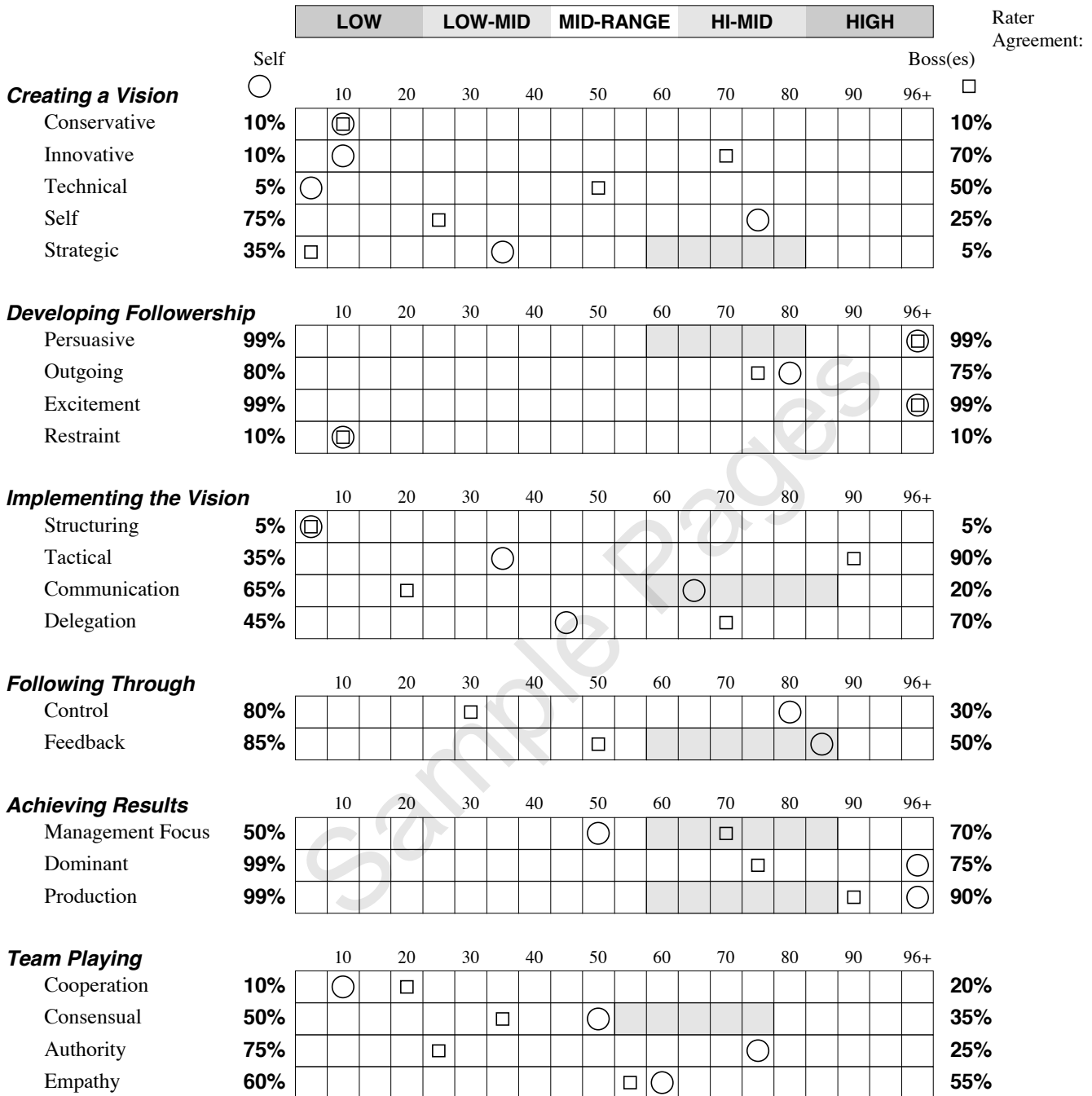
STRUCTURING (5%)

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





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