



# LEADERSHIP SELF DEVELOPMENT REPORT

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ABC Company  
12/12/2018



LEADERSHIP  
EFFECTIVENESS  
ANALYSIS™

SAMPLE

SAMPLE



Welcome to the **Leadership Effectiveness Analysis™**! This powerful process of personal development is designed to provide feedback to you on 22 leadership practices from your own self-reported perceptions. This feedback data will provide you with an encompassing view of how you believe that you are operating in your current leadership role.

The **Leadership Self Personal Feedback Report** contains your individual feedback profile. It is based upon your own responses to the Leadership Effectiveness Analysis (LEA) Self Questionnaire.

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=111429 (Oct2017)

**Presented by:** Management Research Group

## Introduction

The **Leadership Effectiveness Analysis™** 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 **LEA** 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 LEA 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.

## 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 3 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.

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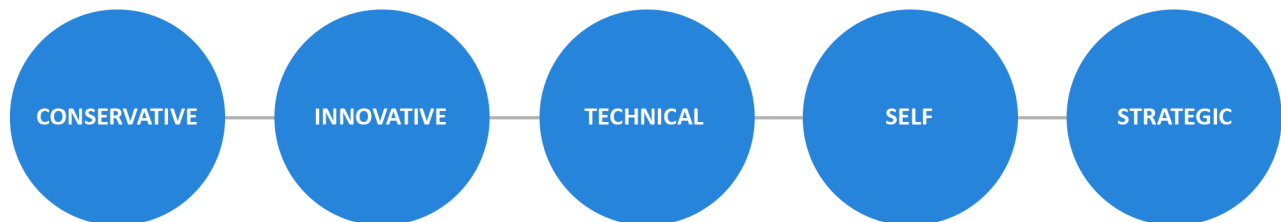
# Creating a Vision



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.

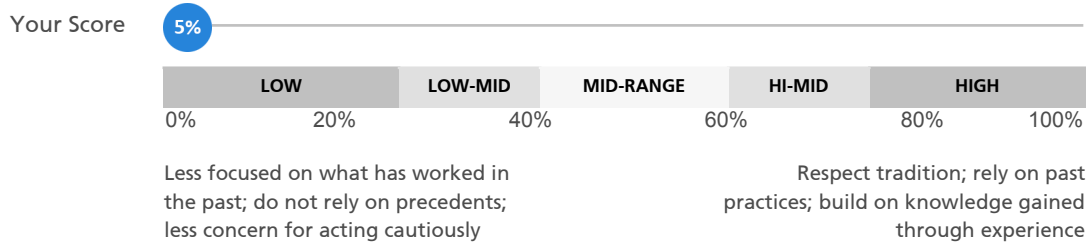
The five Sets involved in **Creating a Vision** are:





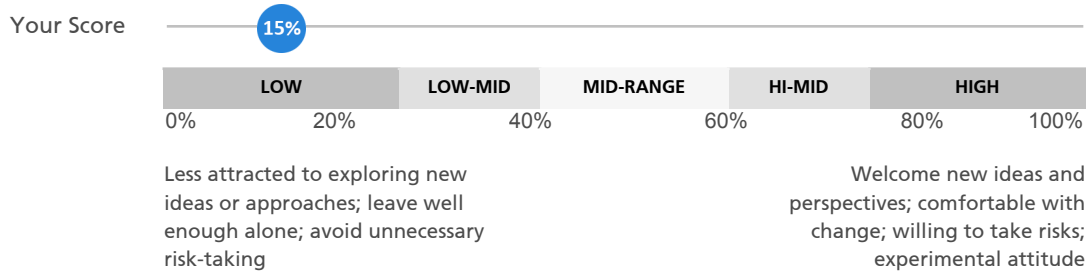
## Conservative

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



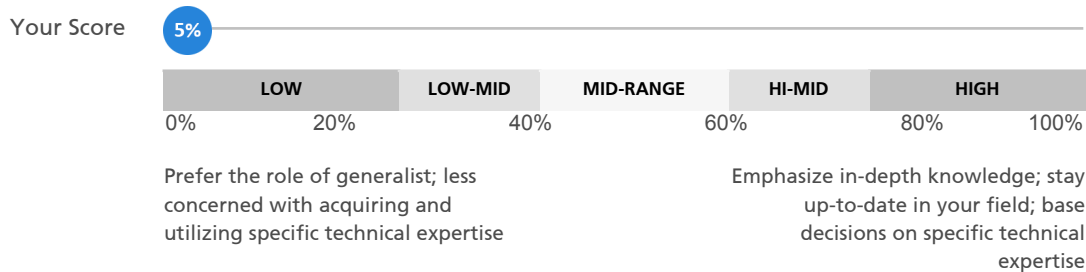
## Innovative

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.

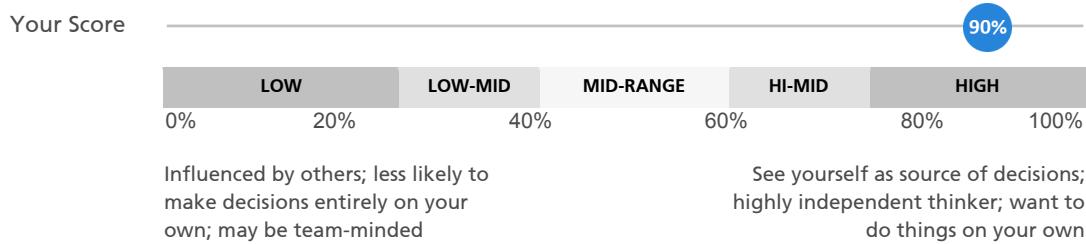






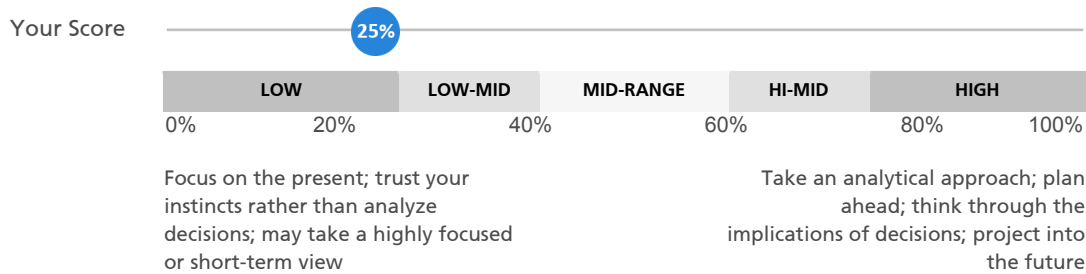
## Self

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.



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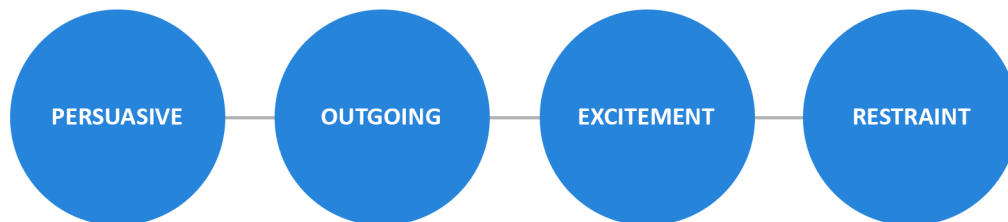
# Developing Followership



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.

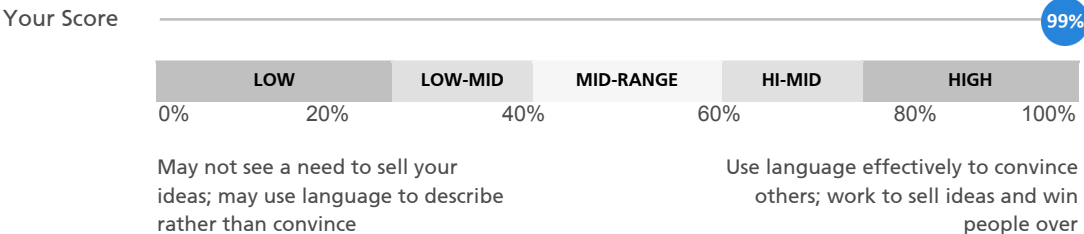
The four Sets involved in **Developing Followership** are:





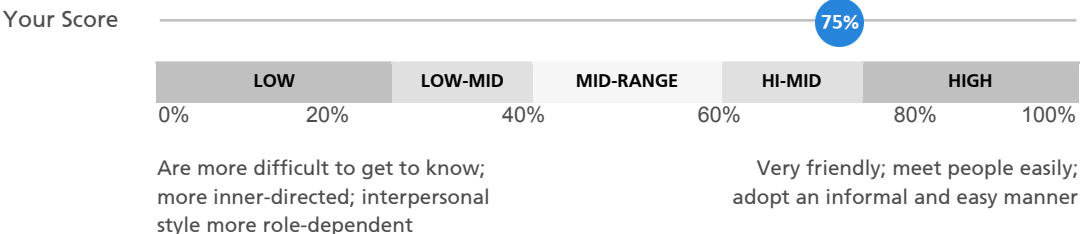
# Persuasive

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



# Outgoing

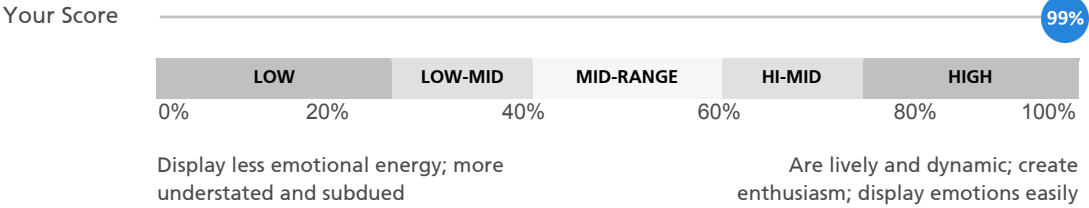
Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.





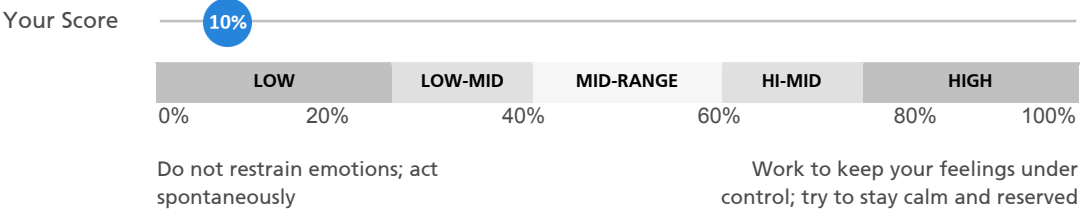
# Excitement

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.



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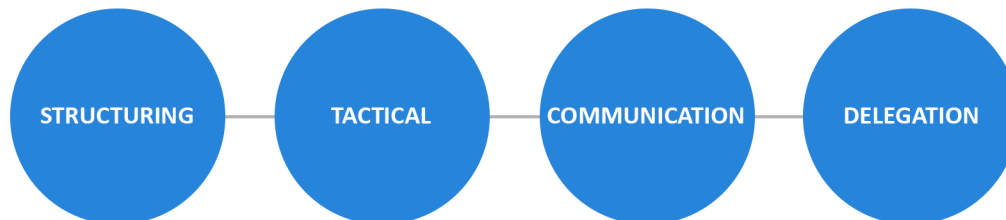


# Implementing the Vision



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.

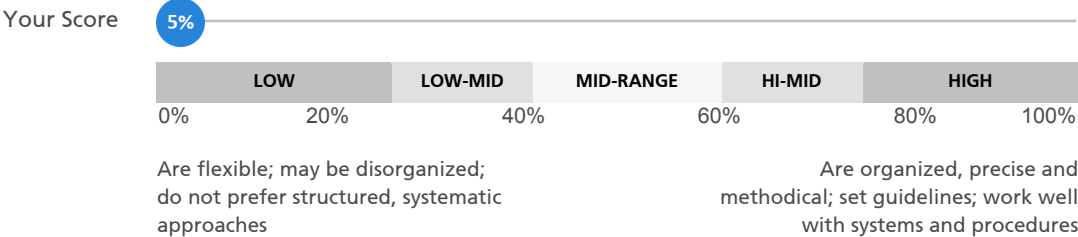
The four Sets involved in **Implementing The Vision** are:





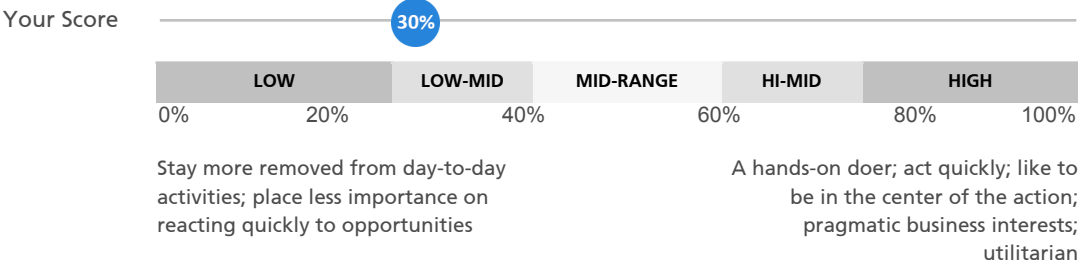
# Structuring

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.

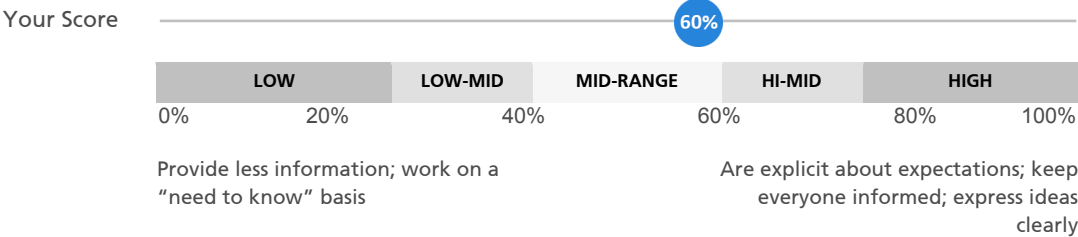






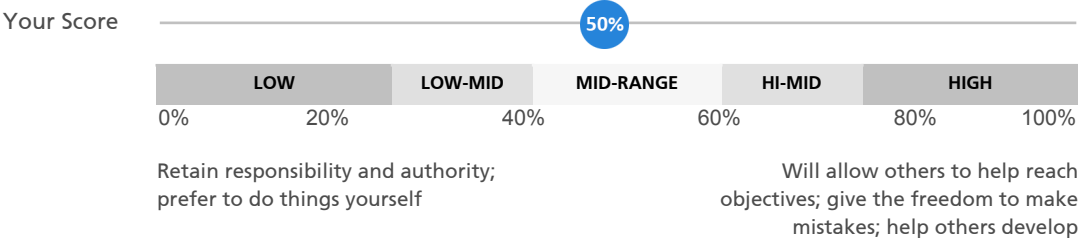
# Communication

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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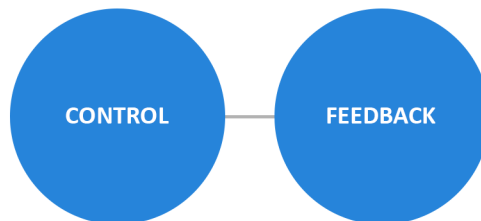


# Following Through



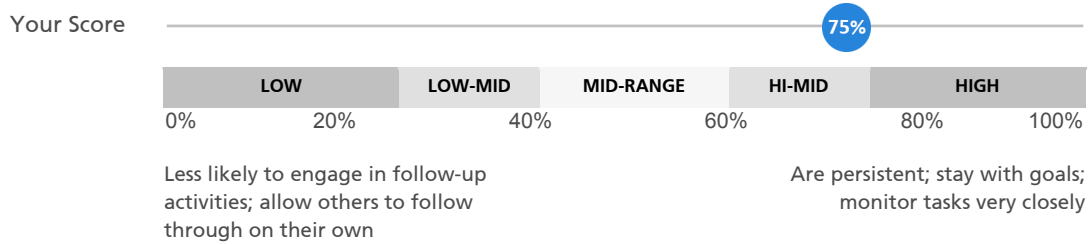
The function of Following Through assumes great importance in ensuring that things will happen according to plan. Despite the best intentions, problems can arise which frustrate and impede the process of achieving desired results. The person whose responsibility it is to complete the project may come 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:



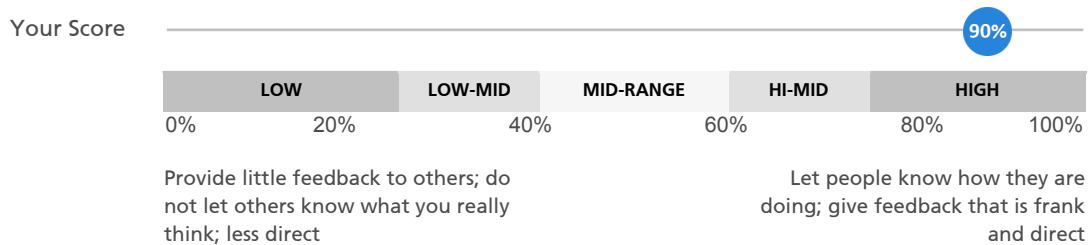
## Control

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.



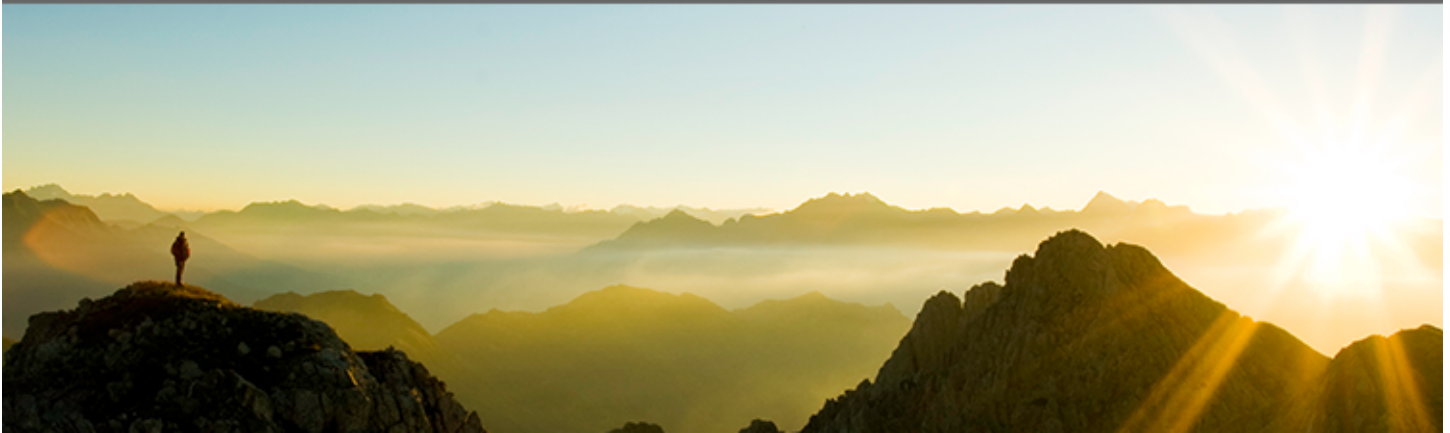
## Feedback

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.





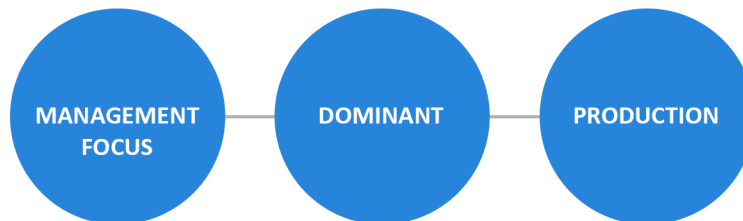
# Achieving Results



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.

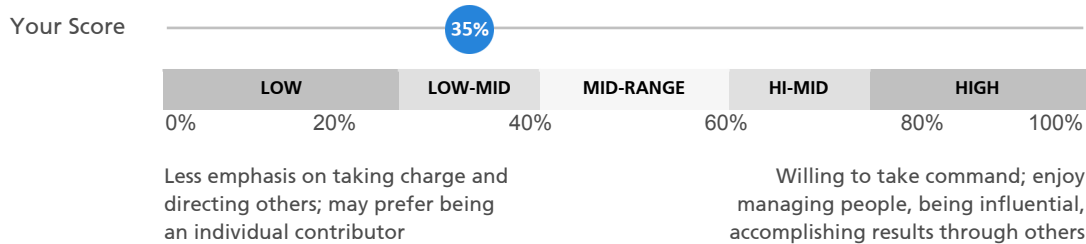
The three Sets involved in **Achieving Results** are:





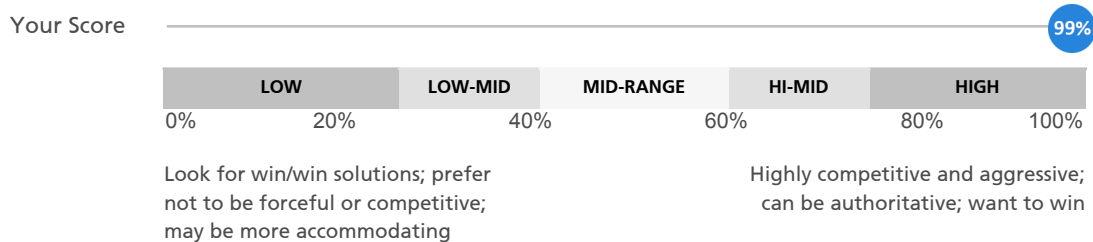
## Management Focus

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



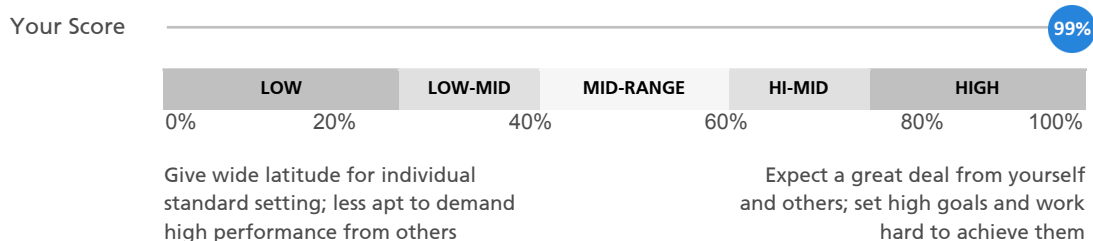
## Dominant

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.





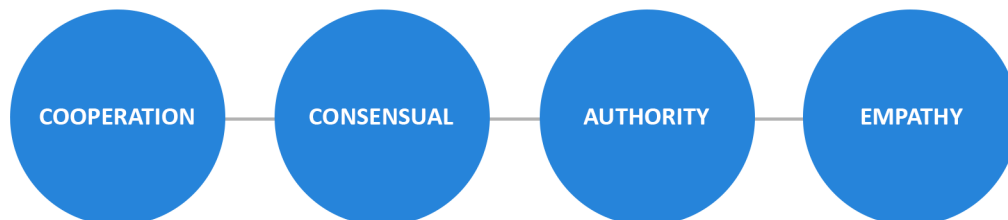
# Team Playing



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.

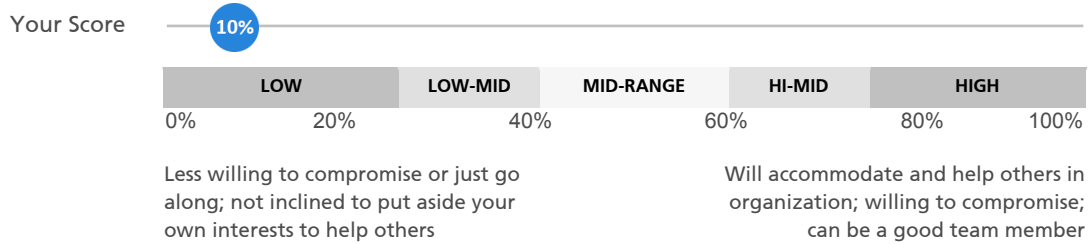
The four Sets involved in **Team Playing** are:





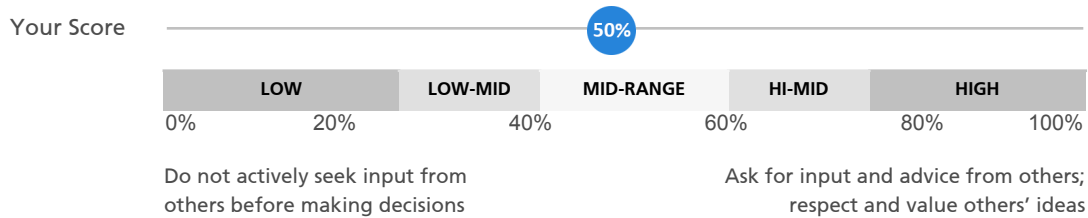
## Cooperation

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.

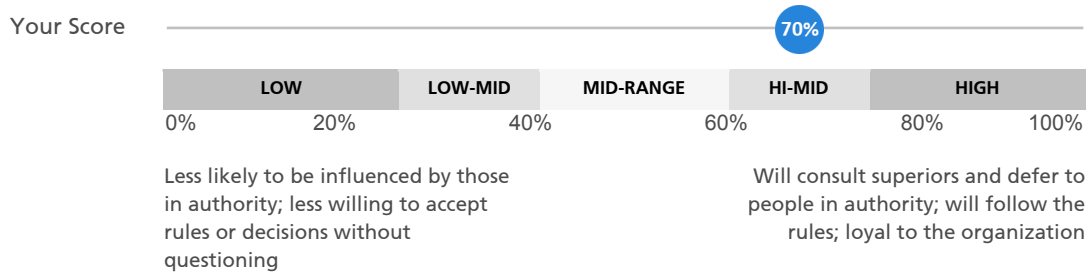






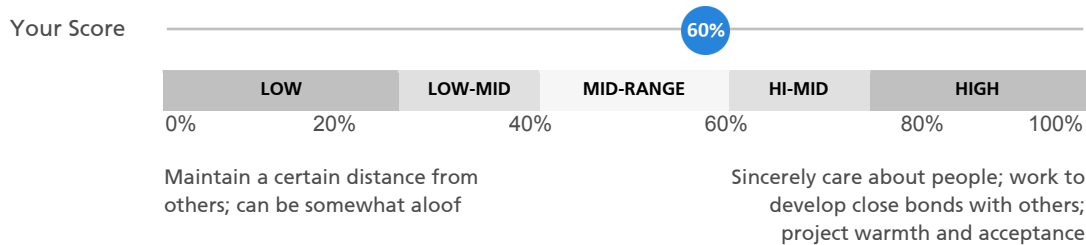
## Authority

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



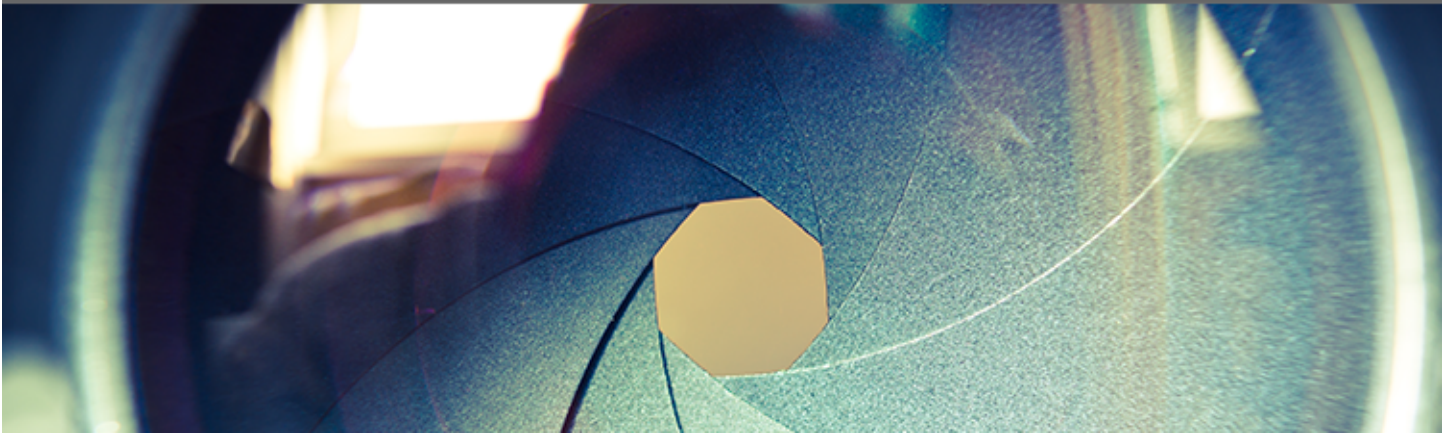
## Empathy

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



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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 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.

### Strategic Directions Profile



Creating a Vision

Conservative

Innovative

Technical

Self

Strategic



Developing Followership

Persuasive

Outgoing

Excitement

Restraint



Implementing the Vision

Structuring

Tactical

Communication

Delegation



Following Through

Control

Feedback



Achieving Results

Management Focus

Dominant

Production



Team Playing

Cooperation

Consensual

Authority

Empathy

LOW					LOW-MID			MID-RANGE				HI-MID			HIGH									
5	10	15	20	25	30	35	40	45	50	55	60	65	70	75	80	85	90	95	96+					
															65				85					
															55				75					
															50				70					
															55				75					
															65				85					

# Profile Review



This section of your Personal Feedback Report will provide interpretive reviews of your feedback. The purpose of this interpretive review 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.

**Developmental Opportunities:** Several issues suggested by your perceptions that indicate potential liabilities requiring developmental attention.

**Summary Profile:** A one-page LEA profile showing all 22 of your LEA scores

## Your Perceptions

The following summary presents the major interpretive points suggested by your **own** 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. You describe your approach and are likely to be seen by your constituents as:



### Creating a Vision

- A generalist who prefers to work within broad job parameters rather than a narrow specialty, and within an environment that is more predictable and stable than ambiguous and rapidly changing.
- Basing decisions on an independent sense of what should be done, but taking a more general perspective rather than one which is narrowly specialized.
- Not particularly oriented toward being analytical or paying careful attention to potential implications and contingencies.
- Independent and confident in making decisions; not especially open to and perhaps even critical of approaches that are new, different or risky.



### Developing Followership

- Believing in the importance of motivating people on an emotional basis, developing their enthusiasm rather than focusing just on dry facts and data.
- Relying more on persuasive abilities than on a strong technical and analytical foundation to convince others of the merits of a point of view.
- 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.



### 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.
- Allowing people to operate on their own; appearing to stay above the action, attending to matters other than the pragmatic, day-to-day issues.
- Not very concerned either with planning or analytical activities, or with getting involved and making things happen; a reactive person who may be too impatient to plan activities and who tends to respond to the requirements of the moment.



### Following Through

- Delivering a good deal of feedback to others in a manner that is very direct, spontaneous and straightforward, and allows emotions to show through.
- Making sure that assignments are performed exactly as intended; unimpressed with appeals to use complicated variations, preferring to get end results as efficiently as possible.
- Very conscientious about monitoring and following up on activities and assignments, although unlikely to do this through formal, carefully structured control systems and procedures.
- 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

- Setting very high production standards and having a tendency to focus on the quantity of output, perhaps at the expense of the quality of work produced.
- Setting high performance standards and showing emotional intensity in pushing for high level achievement.
- Competitive, assertive and independent; showing strong confidence in personally held views and ideas, and willing to pursue these aggressively with others.
- A tough taskmaster who holds others to very high standards and gives them a good deal of feedback on how their performance efforts have measured up.

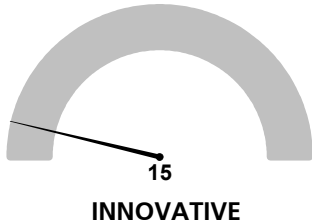


### Team Playing

- Taking a strongly assertive and competitive stance with others; willing to challenge others over conflicting goals and objectives.
- Being concerned primarily with accomplishing personal goals and objectives, and not inclined to accommodate to others in order to be seen as a helpful associate.
- 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.
- Placing a good deal of faith in the authority system above, but willing to challenge tradition and the status quo in a non-adversarial manner.

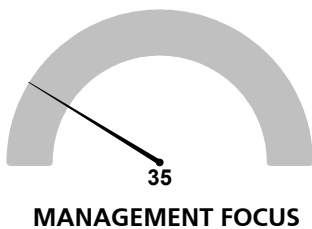
## Developmental Opportunities

Based on your own perceptions of your leadership approach, 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:



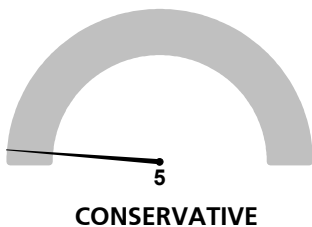
**Description:** Your approach to problem solving and decision making may be based on common sense and what has worked well for you previously. You are not likely to be highly experimental, nor are you impressed by the possibilities of new, different and perhaps risky ideas. You may show a healthy skepticism toward that which is untested and unproven. From a developmental perspective, however, you may need to embrace change, innovation, and creativity to a greater extent. You might consider ways in which you can demonstrate a greater willingness to experiment, to take appropriate risks, and to recognize how new approaches and perspectives might improve performance.

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



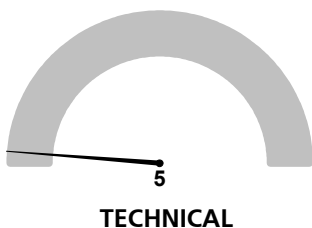
**Description:** You may not be highly identified with gaining influence or exercising authority through the management or leadership role. You may be a collaborative person rather than one who wants to take command, or you may prefer to accomplish results yourself rather than through the efforts of others. While you may be a good contributor, you may be seen as reticent to lead, give direction or influence in a direct fashion. Developmentally, you may wish to explore whether you could increase your contribution to the organization by projecting a stronger image as a leader, exercising authority and directing the efforts of others. You may need to be more willing to take charge, resolve conflict, and define accountability through setting goals and making sure that others accomplish them.

**Action:** To address this issue, you may wish to strengthen your use of the Management Focus Set. Please refer to pages 46-47 in your LEA Resource Guide.



**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

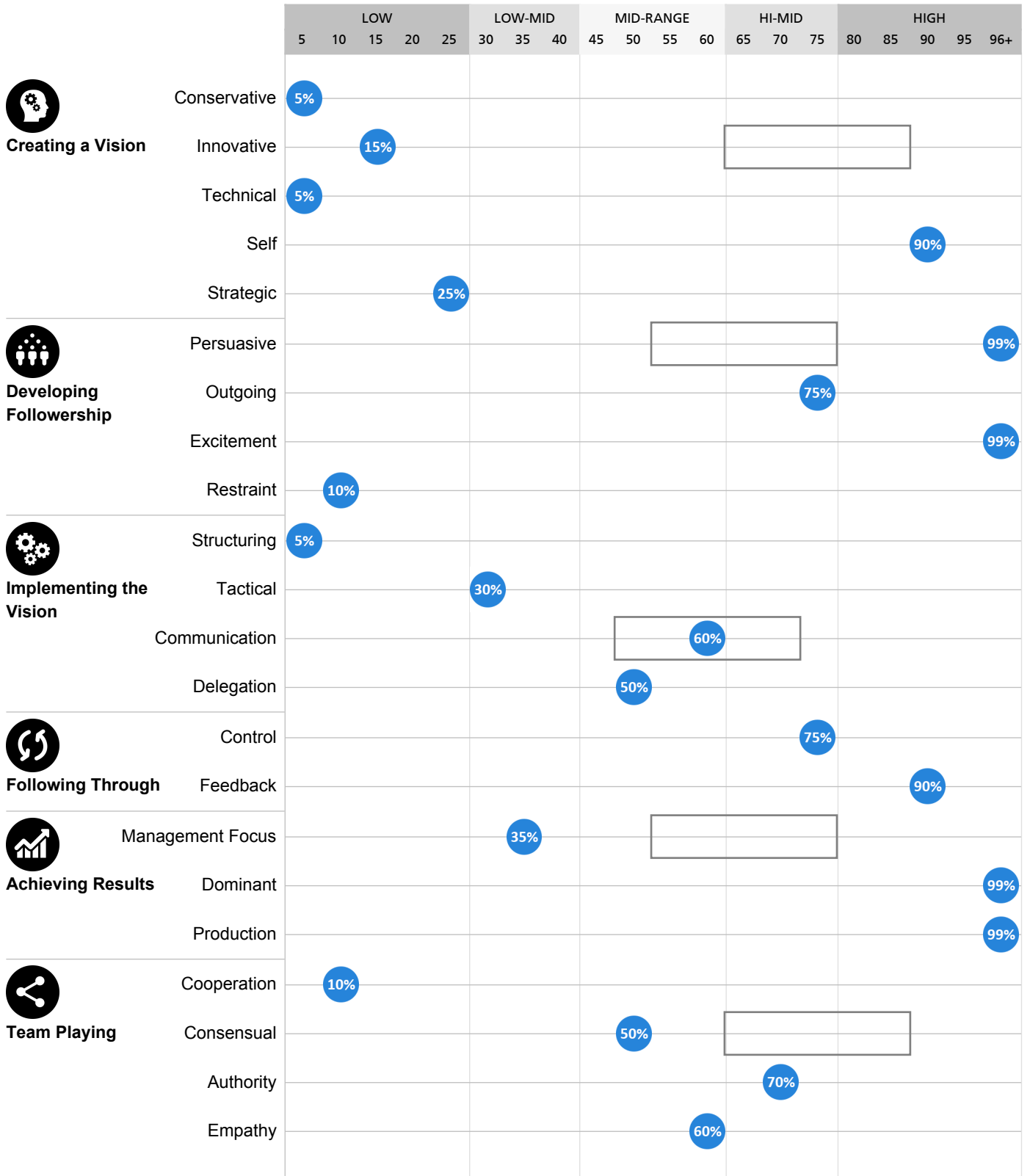


**Description:** You are seen as being more of a generalist than a technical specialist in your approach to problem solving and decision making. Rather than being an expert in a relatively narrow field, you may operate with a general level of knowledge in a broader range of areas. You may be adaptable and flexible and enjoy working with a variety of issues. From a developmental perspective, however, your approach may be too casual toward technical details. You may need to focus your attention on acquiring a greater depth of knowledge in certain areas, and being more disciplined in using this specialized knowledge to investigate issues thoroughly and factually before drawing conclusions and taking action.

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



● Self



SAMPLE



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

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SAMPLE

## Questions from ABC Company

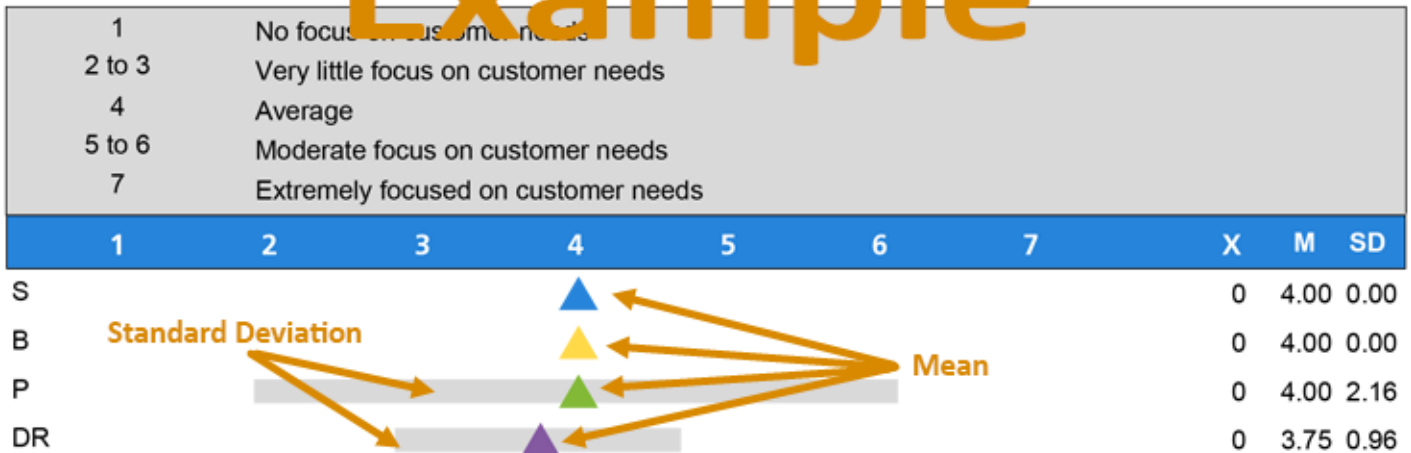
ABC Company, in consultation with your MRG Associate, Management Research Group, developed a series of customized questions for the purpose of providing you with additional information on some areas that are very important for your work within ABC Company. These customized questions were included in 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)



### Your scores:

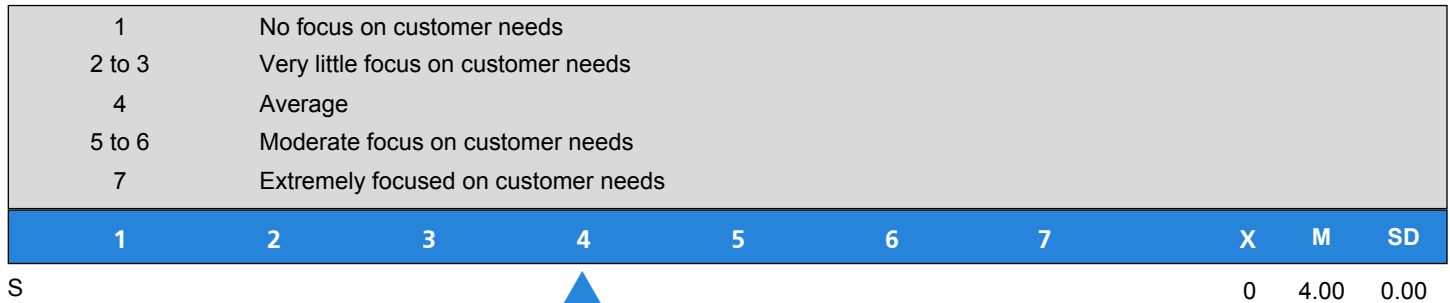
Your feedback scores are presented graphically and numerically. To ensure the confidentiality of your peers and direct reports, their responses have been averaged (Mean). The Mean score for Self and Boss are simply the scores for that question. If your observers include more than one boss, their responses 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):

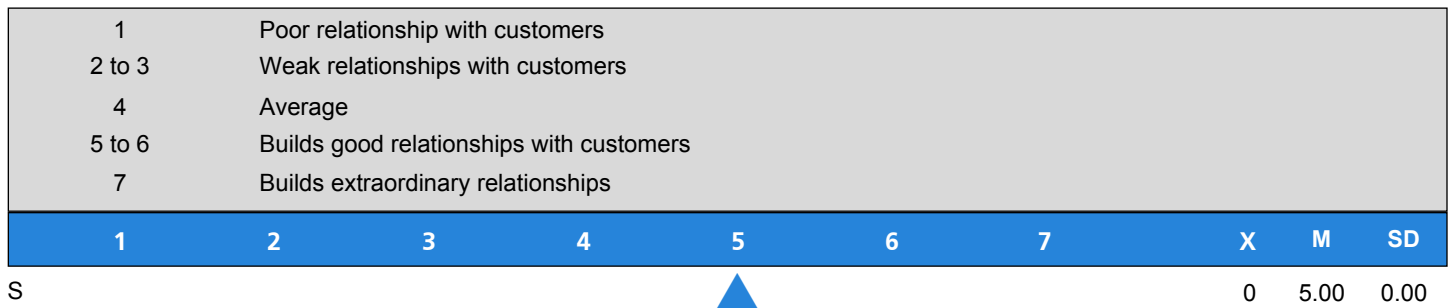
Standard Deviation measures the consistency of agreement among your observers on each question. A Standard Deviation of 1.50 or less indicates that, on average, your observers' scores varied less than 1.5 points around the mean. This can be considered a High degree of agreement. Medium agreement would 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.

**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)

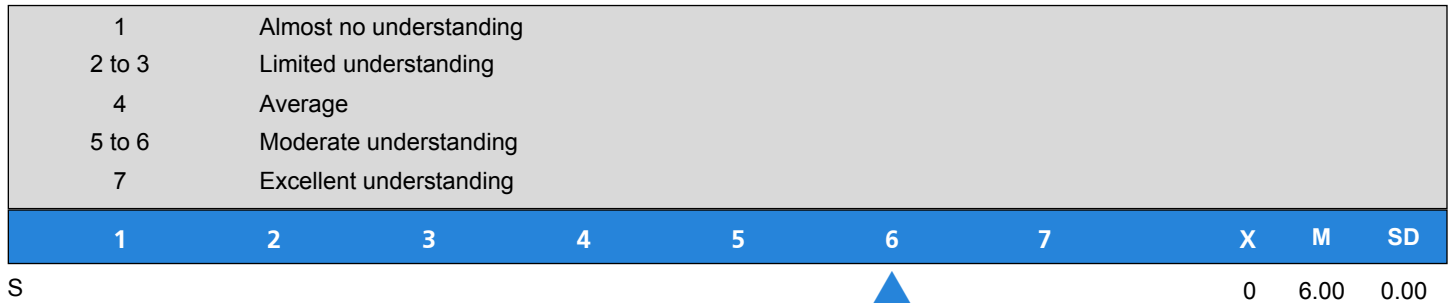


2. Builds strong relationships with customers (makes strong connections with customers, spends time building relationships with customers)

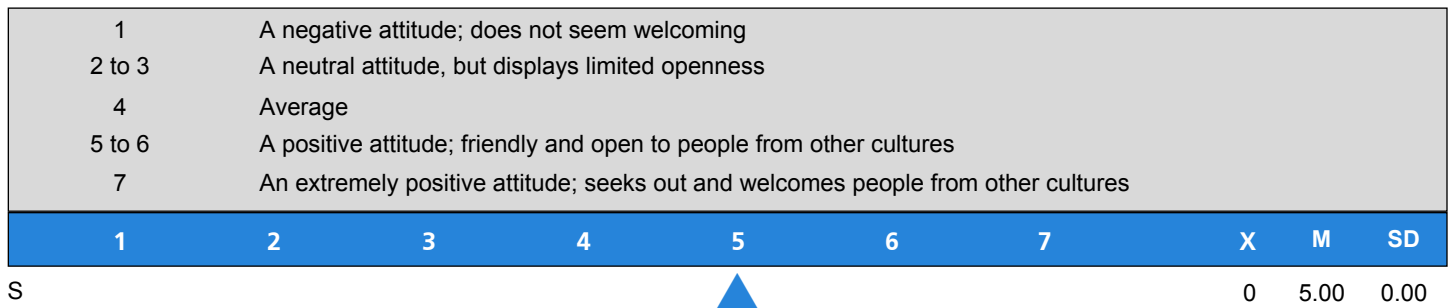


**Global Insight**

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

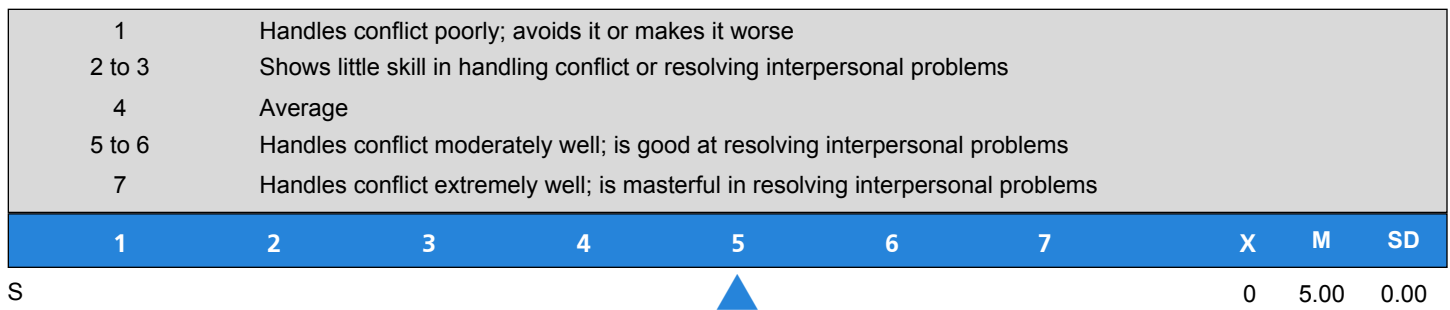


4. Demonstrates a positive attitude when working with people from other cultures (ability to make people from other cultures feel valued and comfortable, demonstrates openness to people from other cultures)



**Other Questions**

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



## 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

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

Your Comments

No Comment