
Leadership Perception Profiler



Confidential Results For
Chris Smith

ABC Corporation

Assessed on: 5.10.2005

MULTI-RATER



Assessing People • Maximizing Performance
A Max-Ventures Portfolio Company

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I. INTRODUCTION

About Leadership

We are pleased to partner with you in your efforts to sustain and improve your leadership performance. As organizations strive to grow or gain competitive advantage, the effectiveness of leaders becomes one of the most critical resources for growth, survival and performance. The importance of leaders and leadership effectiveness is likely to demand more of you in at least a couple of ways:

- ▶ **Leading change:** Your organization will look to its leaders at all levels to manage and lead others through change. Whether you are a manager or individual contributor, an executive or a supervisor, more is expected of you as a leader.
- ▶ **Increasing your effectiveness:** Because leadership is likely to become an ever increasing part of the job, your performance, job satisfaction and career potential heavily depend upon your ability to lead successfully.

Leadership Perception Profiler (LPP) will help you understand yourself as a leader and give you specific direction about what you can do to develop the leadership skills which most directly contribute to your performance and career growth.

LPP is based upon eight beliefs about what leadership is - and what it is not.

Leadership is...

- ▶ **Required at all levels.** Leadership is not the sacred ground of the executive suite or the boardroom. It is required at all levels of the organization. Leadership skills are important to nearly all employees, whether executives, managers or individual contributors.
- ▶ **A learnable art.** The ingredients of successful leadership can be acquired through learning, development and experience. You have control over the core elements of leadership effectiveness.
- ▶ **More behavior than personality.** You do not need to be a magnetic, charismatic personality to be a successful leader. Increasing your leadership effectiveness relates to managing your behavior rather than changing your personality.
- ▶ **About gaining influence.** Leadership requires taking responsibility to influence others. Leaders, however, gain influence more through commitment than compliance; it is more a function of personal power, than formal authority.
- ▶ **An emotional transaction.** An "emotional transaction"? Yes...Leadership involves expressing emotion to produce feelings of excitement, optimism, commitment and loyalty in others. To get people to be enthusiastic, leaders express the same emotion - they understand that what they give out emotionally is what they get back.
- ▶ **Coaching, guiding and teaching.** Leadership does not require having all the answers or being the fountain of all knowledge. Leaders create a stimulating environment for others to learn, achieve and explore in the same way that great teachers and coaches do.

- ▶ **Taking a courageous stance.** Gaining credibility as a leader requires the courage to do unpopular things. It may require sending tough messages, handling conflict, setting high expectations and a number of other things that may be needed, but not necessarily popular.
- ▶ **Situational.** There is no single best style of leadership. Effective leaders emphasize those skills most appropriate for the situation, their unique role and organizational culture.

These beliefs about leadership have come about by observing and researching what highly effective leaders actually "do" in carrying out their leadership responsibilities. The next section defines the 7 key characteristics of successful leaders.



Attributes of Successful Leaders - The Leadership Model and Glossary

The LPP Leadership Model is shown below. In working with and researching thousands of leaders, we have consistently observed that leadership involves the 7 major activities shown on the outside of the circle. Performing each of the 7 major activities requires several specific skills which are also shown.

These 21 leadership skills represent the heart of LPP. A definition of each of these skills follows in the Glossary



Leadership Perception Profiler Glossary

SETTING DIRECTION

Clarifies Focus: Clearly communicates goals and expectations and the actions required to achieve them.

Creates Vision: Takes a broader term perspective by clarifying long-term vision, creating plans and anticipating future possibilities.

Organizes Efficiently: Gets things done in an organized and systematic way, being disciplined in handling detail and managing time wisely.

GAINING COMMITMENT

Instills Enthusiasm: Motivates others by presenting an impactful, persuasive and enthusiastic style.

Exercises Leadership: Comfortable exercising leadership by taking charge, exercising authority, and making tough decisions.

Projects Optimism: Creates a positive and upbeat environment by presenting an optimistic and confident style.

DELIVERING RESULTS

Results Focused: Committed to achieving results by working hard, making demands and setting high performance standards for self and others.

Provides Feedback: Communicates candidly with others by providing direct and forthright feedback and resolving conflict.

Monitors Progress: Follows up on assignments to meet deadlines, track progress and makes adjustments to get things back on track.

BUILDING RELATIONSHIPS

Builds Consensus: Gains consensus by soliciting the ideas of others and encouraging an open exchange of opinion.

Collaborates Effectively: Emphasizes the importance of teamwork by establishing partnerships focused on working together to achieve goals.

Provides Support: Demonstrates sensitivity to the needs of others by being supportive, caring and empathetic.

ESTABLISHING CREDIBILITY

Gains Respect: Respected as a competent and high potential resource who overcomes obstacles and delivers on commitments.

Thinks Innovatively: Acquires credibility by challenging the status quo and generating fresh, creative and original solutions.

Develops Trust: Earns the trust of others by acting with integrity, taking responsibility for behaviors and matching words with actions.

ENCOURAGING GROWTH

Empowers Others: Builds confidence in people by encouraging them to exercise their own judgment and be independently responsible for performance.

Supports Learning: Encourages people to strive beyond their current performance levels by taking risks and developing new skills.

Shows Appreciation: Values people for their contribution by providing positive feedback, praise and public recognition.

MANAGING SELF

Persistent: Demonstrates tenacity and determination to deliver results despite obstacles and setbacks.

Resilient: Manages emotions effectively by handling stress and being resilient in the face of frustration, disappointment or criticism.

Flexible: Versatile in modifying behavior to quickly adapt to needs brought about by change, opportunity or emergencies.

Program Objectives

The three specific objectives of LPP include:

1. **360 Assessment** ... You will receive feedback on each of the 21 leadership skills so that you can better understand your strengths and developmental needs. Multi-rater or 360 assessment provides you with feedback from people who are most familiar with your day-to-day leadership style, behavior and actions - bosses, peers, direct reports and customers. These various perspectives give you the unique opportunity to understand how your leadership behavior and effectiveness is perceived by those impacted by them the most.
2. **Action Planning** ... The purpose of assessment and feedback is to give you a clear picture of your assets and liabilities from a leadership perspective. Equipped with this insight, LPP provides you with a variety of resources to help you create a focused, specific and actionable development plan. Your development plan provides a roadmap of specific action strategies to both sustain your major strengths and confront those high priority liabilities requiring developmental attention.
3. **Evaluation** ... Designing and implementing an action plan is one thing; determining its impact on your leadership behavior and effectiveness is another. A particularly unique aspect of LPP is that it helps you establish measurable developmental goals and assists you in evaluating your progress and improvement on each of your key developmental targets.

Making LPP Work for You

A key ingredient influencing LPP's impact upon your leadership effectiveness and performance is the attitude or "mindset" you adopt going through the program. The way you think about assessment and feedback will largely determine the usefulness of this program for you. Please consider these few recommendations:

▶ Leverage Strengths and Confront Weaknesses

Development means building on your strengths and confronting your weaknesses.

▶ Focus on Development, Not Evaluation

View the results developmentally rather than evaluatively by using the information to chart a course for future improvement.

▶ Perceptions are critical

People react to you on the basis of their perceptions. Understanding how you are perceived is critical to your continued effectiveness and growth.

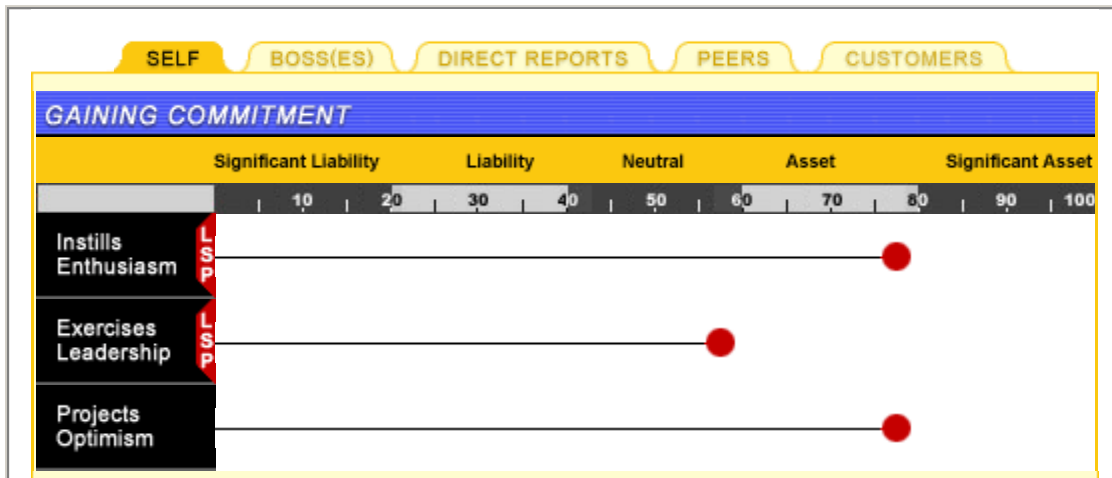
▶ Appreciate each observer group

Recognize that each observer group may perceive you uniquely. Your leadership approach, assets and liabilities may, therefore, be unique to each observer group.

II. YOUR LEADERSHIP SKILLS PROFILE

How You See Yourself - Your Self Assessment Profile

This section presents the results of the LPP Leadership Skills Questionnaire. The LSQ measures your perceptions and those of your observers about how effectively you demonstrate each of the 21 critical leadership skills. You will first review your self evaluation and then review the feedback results from each group.




Please note the following:

▶ **Skill Names**

The leadership skills are listed on the left side of the profile.

▶ **Leadership Success Profile**

Certain of the skills are indicated by the red "LSP" tag . This stands for Leadership Success Profile and indicates those leadership skills which have been identified as most critical to the successful performance of your particular role.

▶ **Self Evaluation**

For each skill, a red ● indicates how you evaluated yourself.

▶ **Your Leadership Scores**

As you may recall, both you and your observers used a 6-point scale in responding to the LPP items. Similar item responses were then grouped in order to calculate ratings for each of the 21 leadership skills. Next, the 21 leadership scores were converted to a 100-point scale and are presented as such in the following profiles. You will be shown your average score within each observer group for each leadership skill.

▶ **Assets and Liabilities**

Use the key below to interpret your scores:

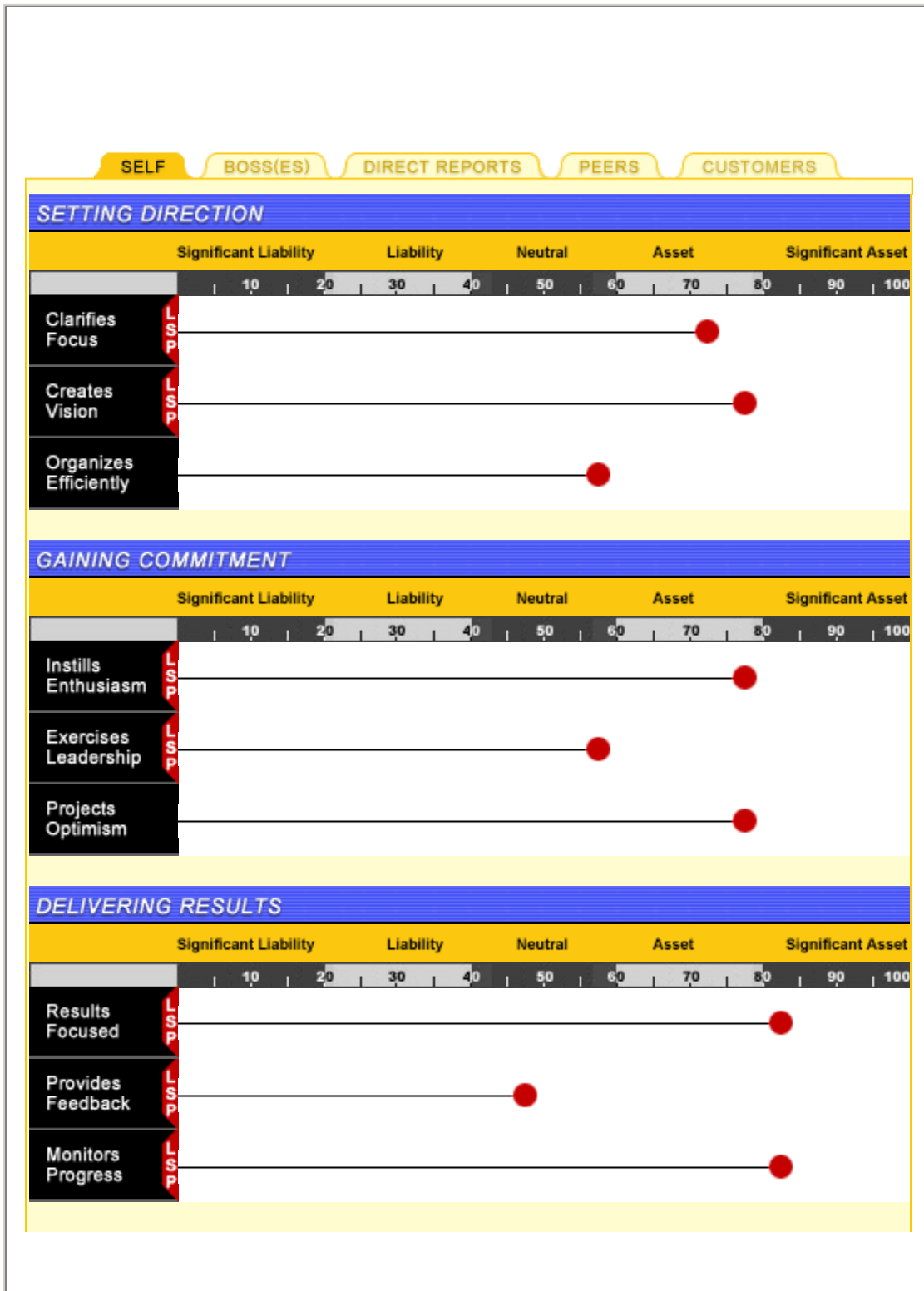
- ▶ Scores between 40 and 60 should be considered "neutral" or average. They are neither strengths nor weaknesses.
- ▶ Scores above 60 represent skills contributing to your effectiveness. Scores between 60 and 80 are **strengths** or **assets** while scores above 80 represent **significant assets**.
- ▶ Scores below 40 represent developmental needs since they may be reducing your leadership effectiveness. Scores between 20 and 40 are **weaknesses** or **liabilities** while scores below 20 represent **significant liabilities**.

▶ **Written Comments**

The questionnaire provided the opportunity for you and each observer to write personal comments describing your specific leadership style and impact. These comments are presented for each group.

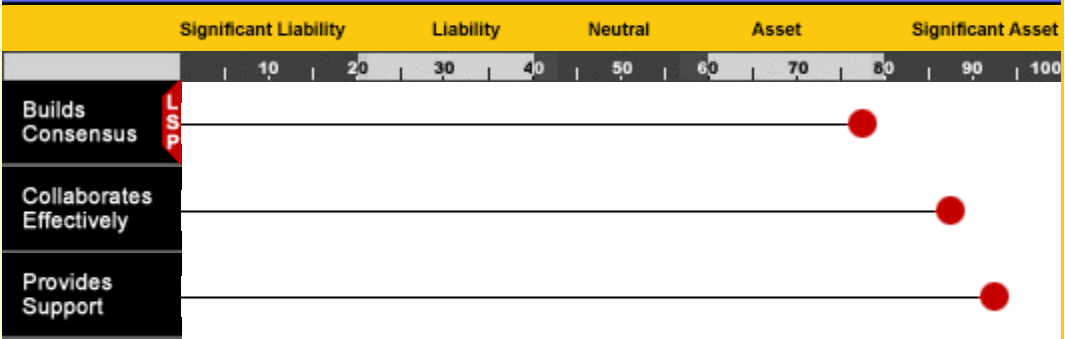


Your Self Assessment Profile

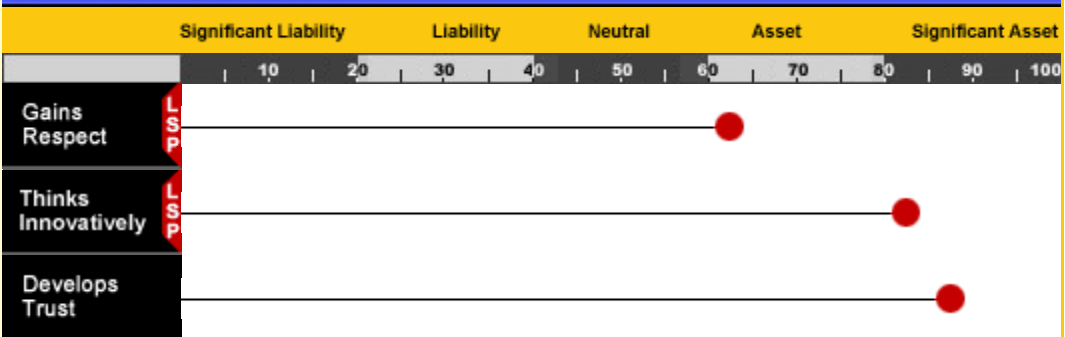


Self Assessment - continued

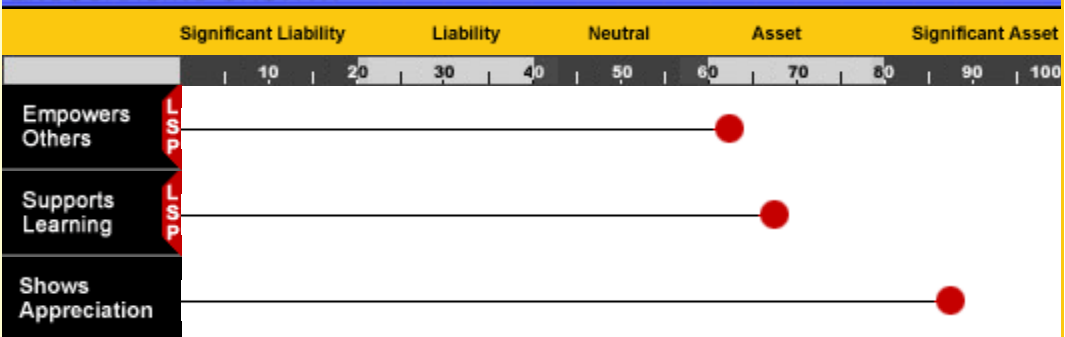
BUILDING RELATIONSHIPS



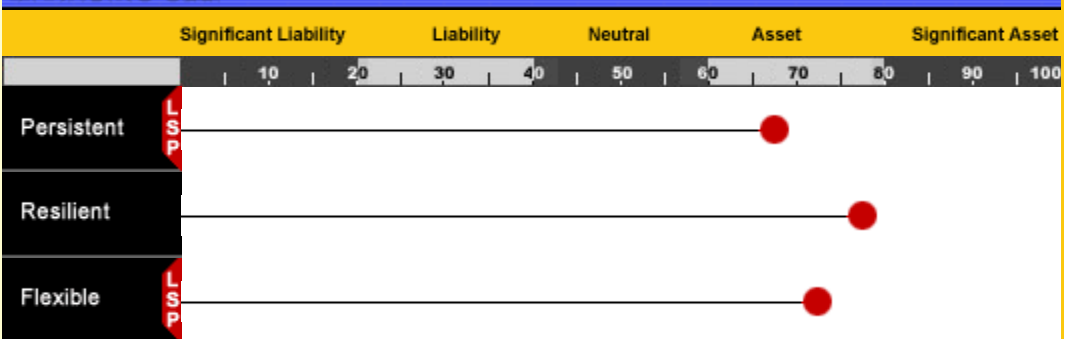
ESTABLISHING CREDIBILITY



ENCOURAGING GROWTH



MANAGING SELF

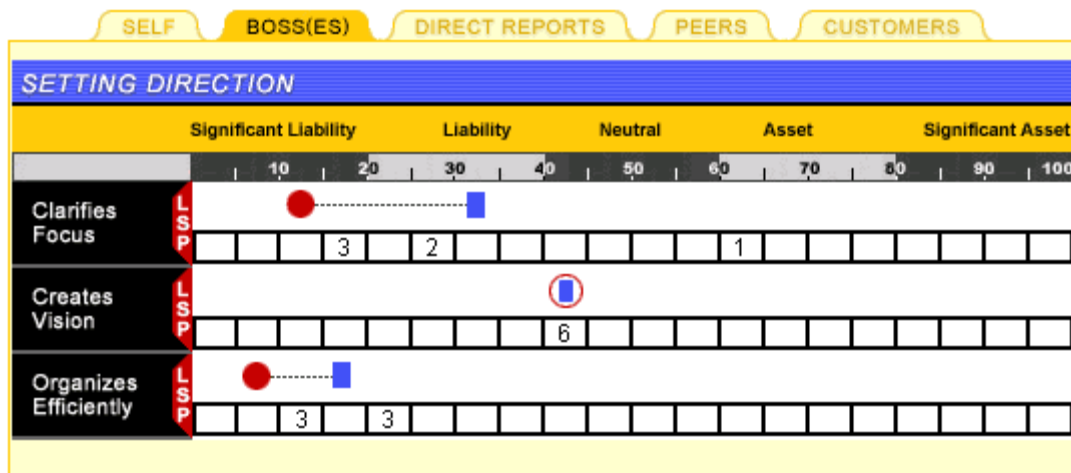


How Others See You - Observer Feedback Profiles

This section provides the results from questionnaires completed by each of the observer groups you invited. Depending upon the observers you invited, you may be receiving separate feedback results from each observer group as follows:

- ▶ Boss
- ▶ Peers
- ▶ Direct Reports
- ▶ Customers

The observer results are profiled in a similar way to the self evaluation results. Please look at the sample below.



Please note the following two unique elements of the observer profile.

▶ Self vs. Observer

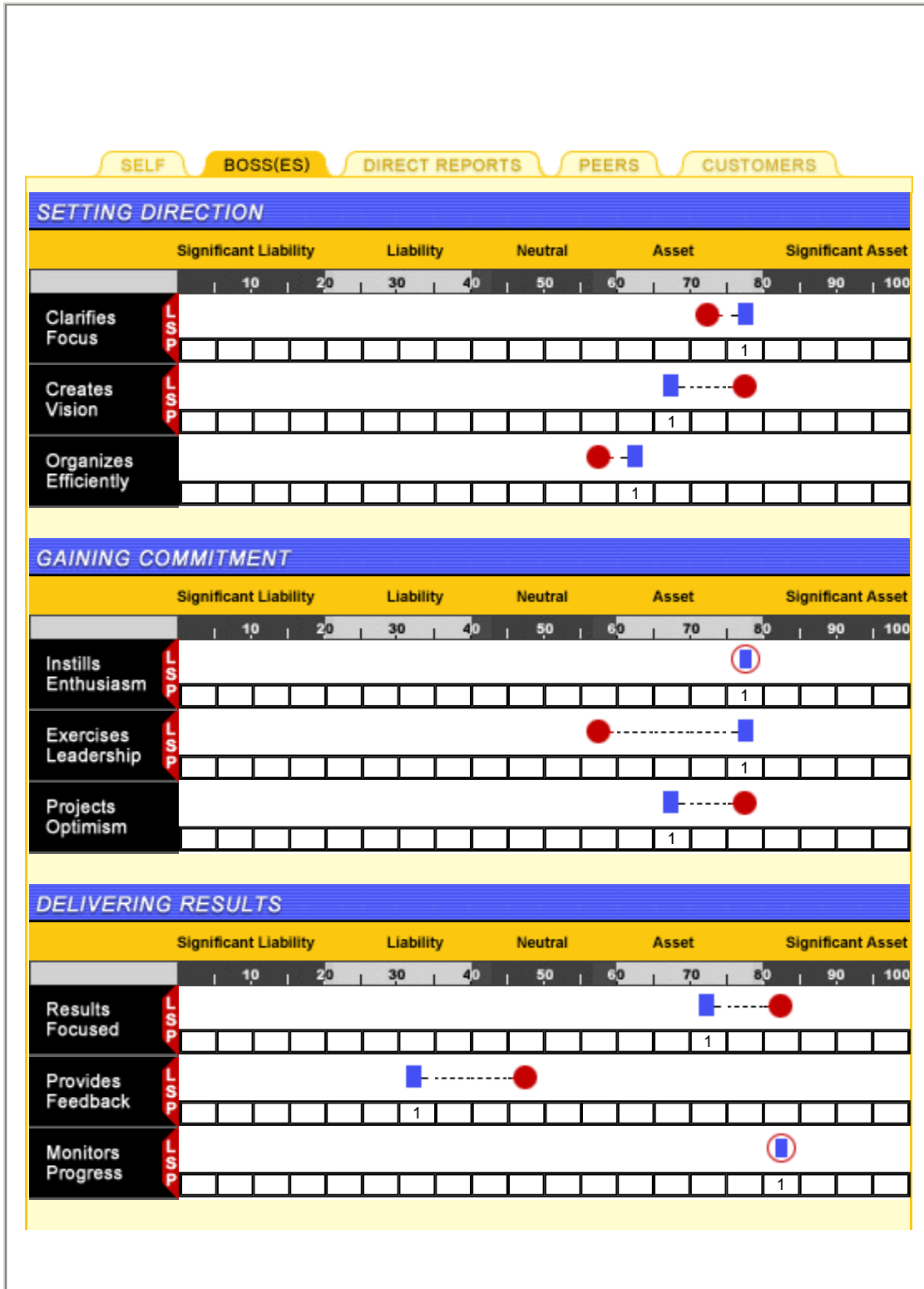
For each skill, the red ● indicates how you evaluated yourself. The blue ■ shows the average score for the specific observer group (boss, peers, direct reports, customers). A red circle surrounding a blue square ○ indicates that your self evaluation is the same as the average score for this observer group.

▶ Observer Distribution

The distribution of the individual observer ratings is shown in the boxes beneath each skill. In the sample, the average score for Clarifies Focus is 30-35; this resulted from 3 observers rating this skill at 15-20, 2 at 25-30 and 1 at 60-65. The average of these 6 observers is 30-35.

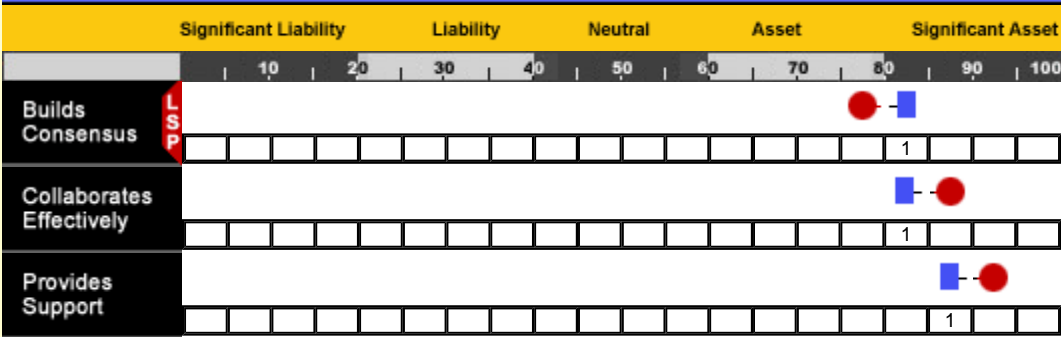


Observer Feedback Profile: Your Boss(es)



Your Boss(es) - continued

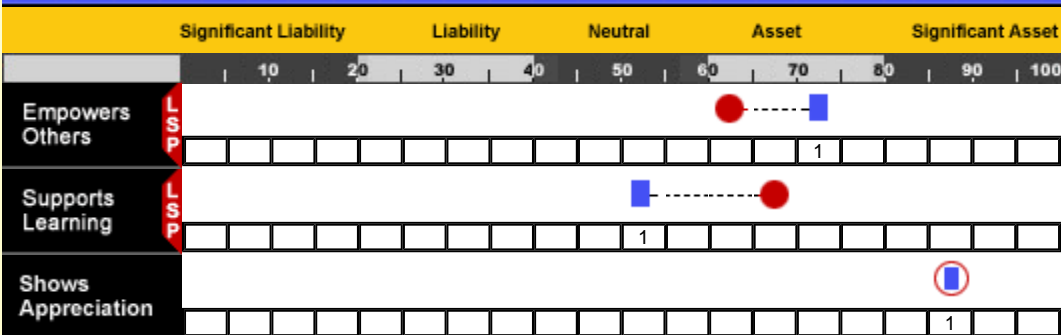
BUILDING RELATIONSHIPS



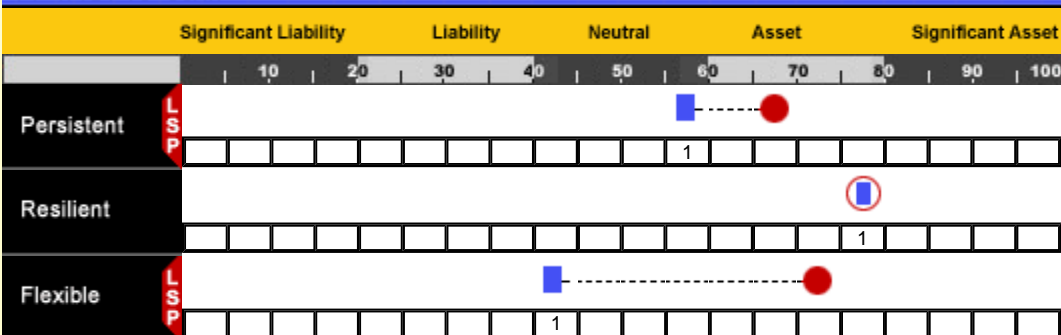
ESTABLISHING CREDIBILITY



ENCOURAGING GROWTH

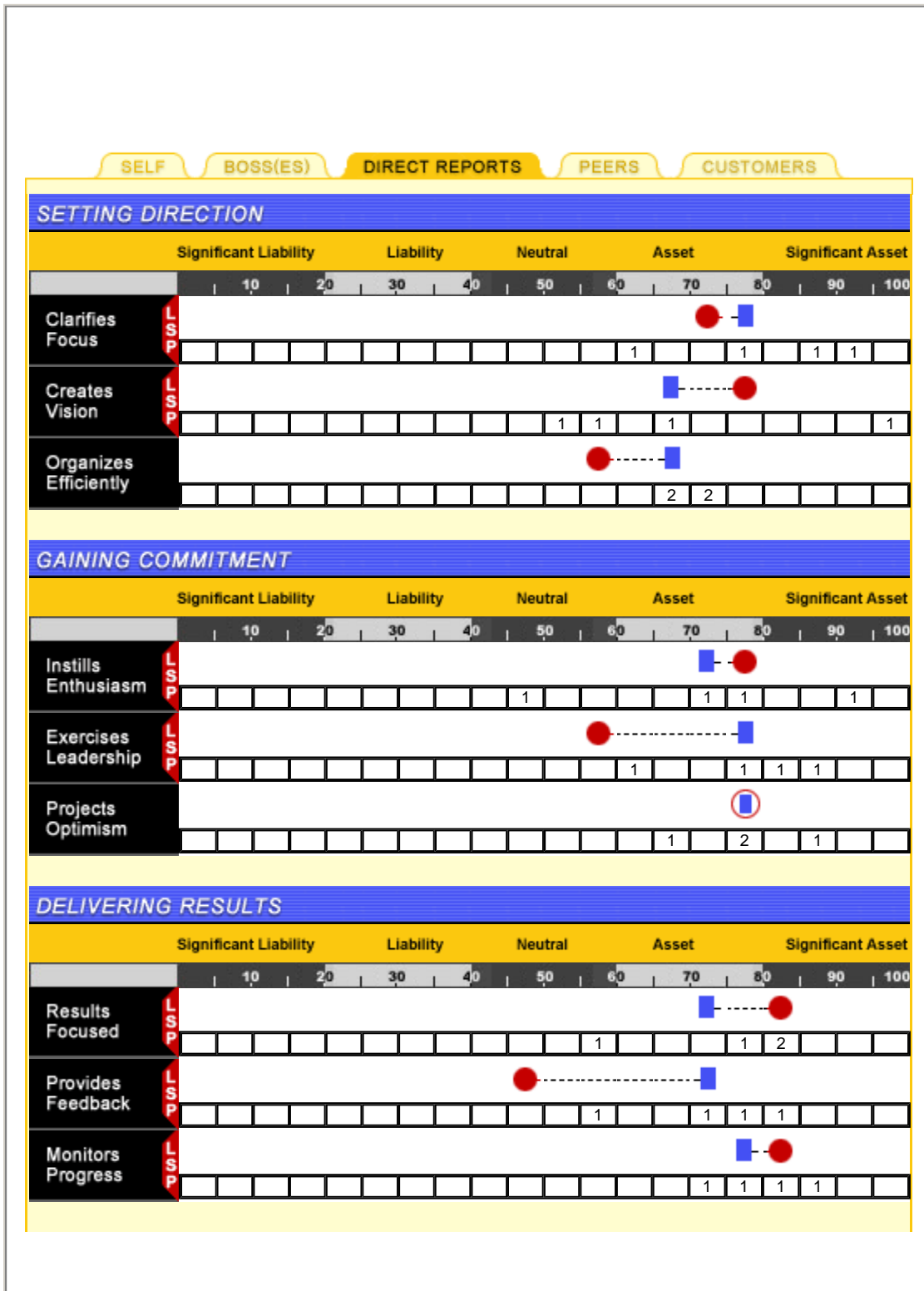


MANAGING SELF

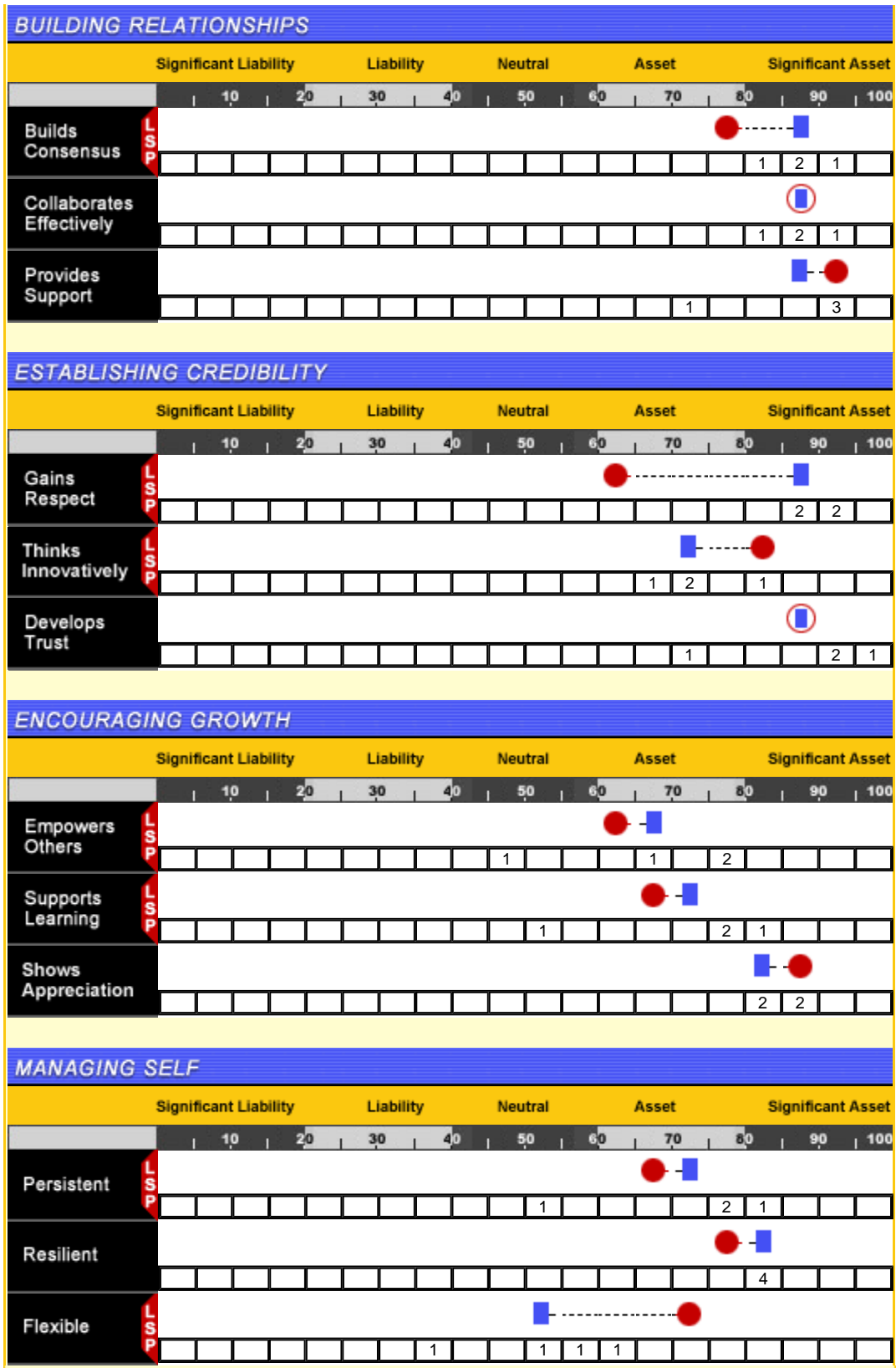




Observer Feedback Profile: Your Direct Reports

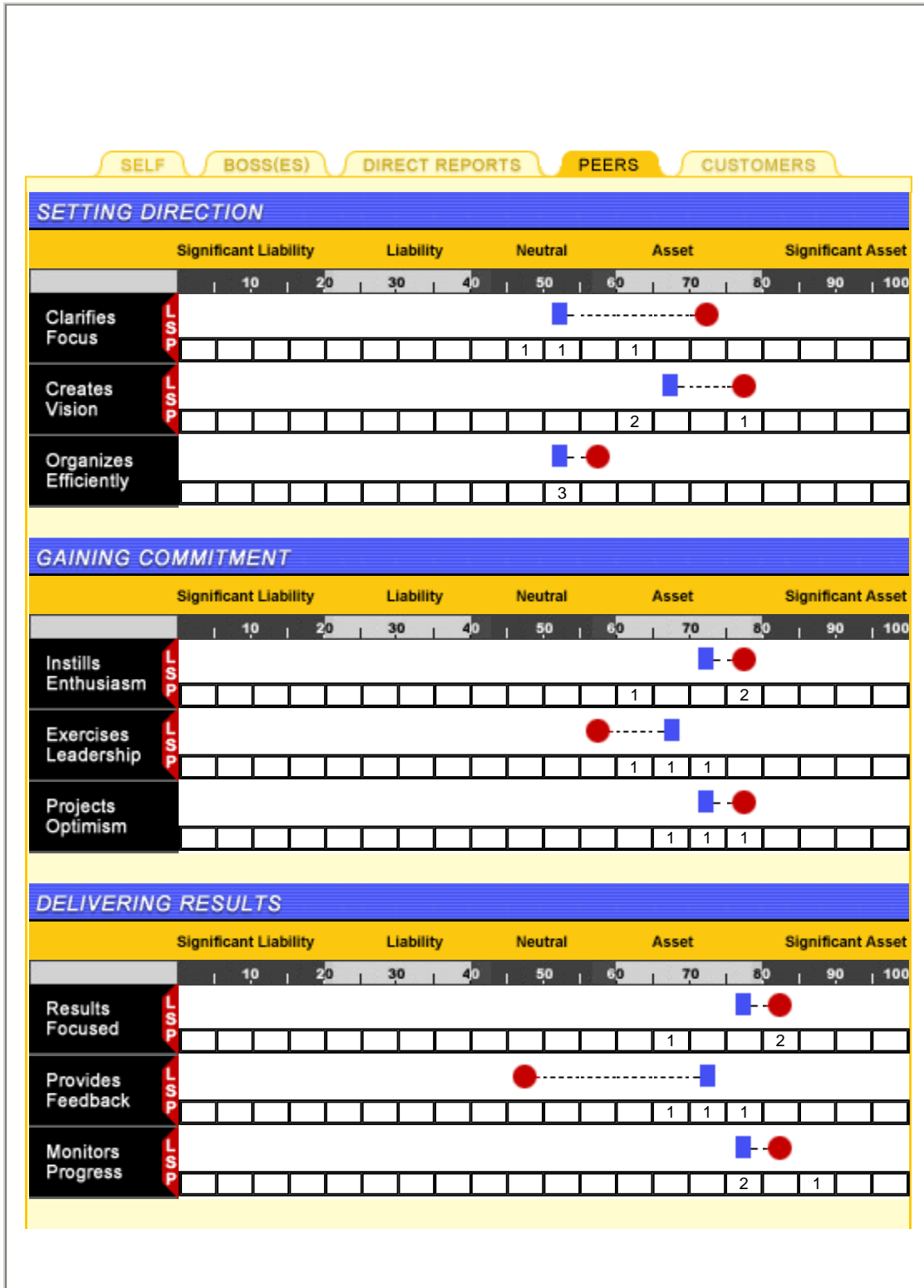


Your Direct Reports - continued



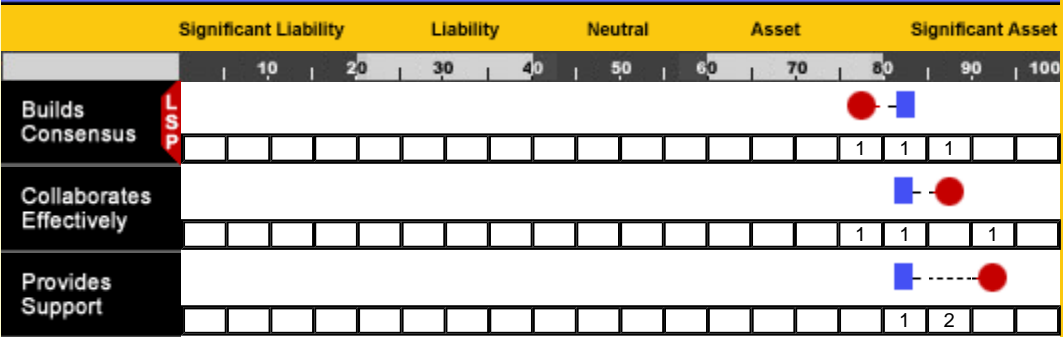


Observer Feedback Profile: Your Peers

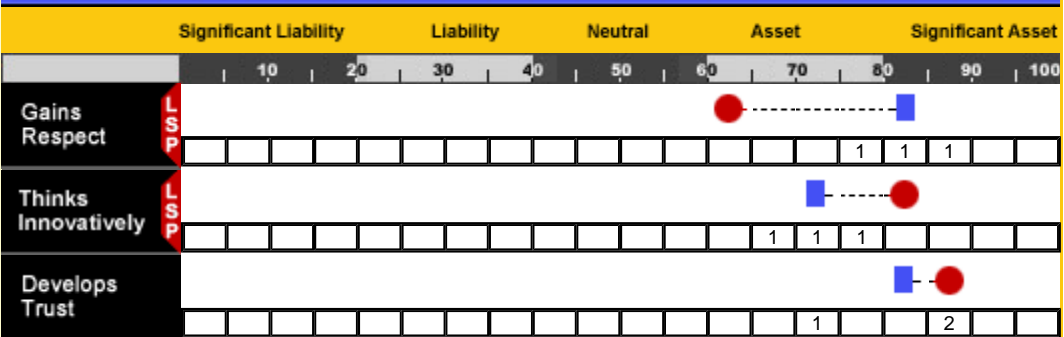


Your Peers - continued

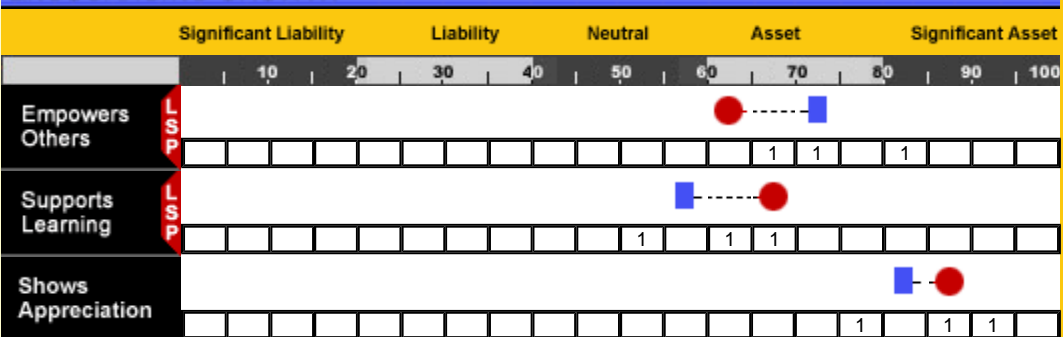
BUILDING RELATIONSHIPS



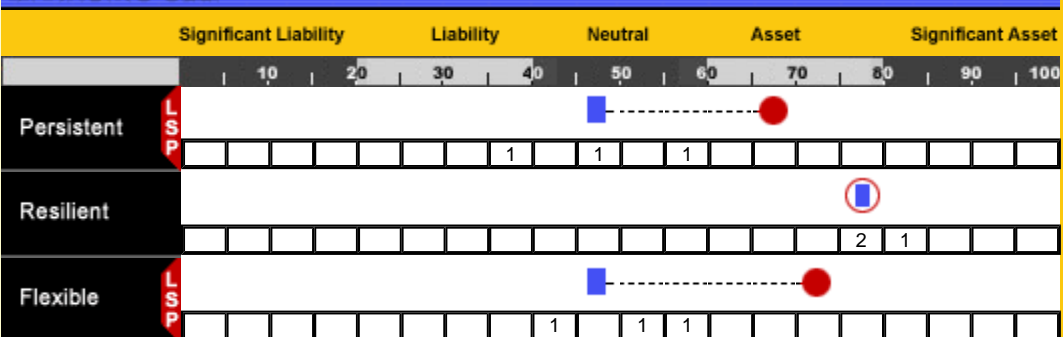
ESTABLISHING CREDIBILITY



ENCOURAGING GROWTH

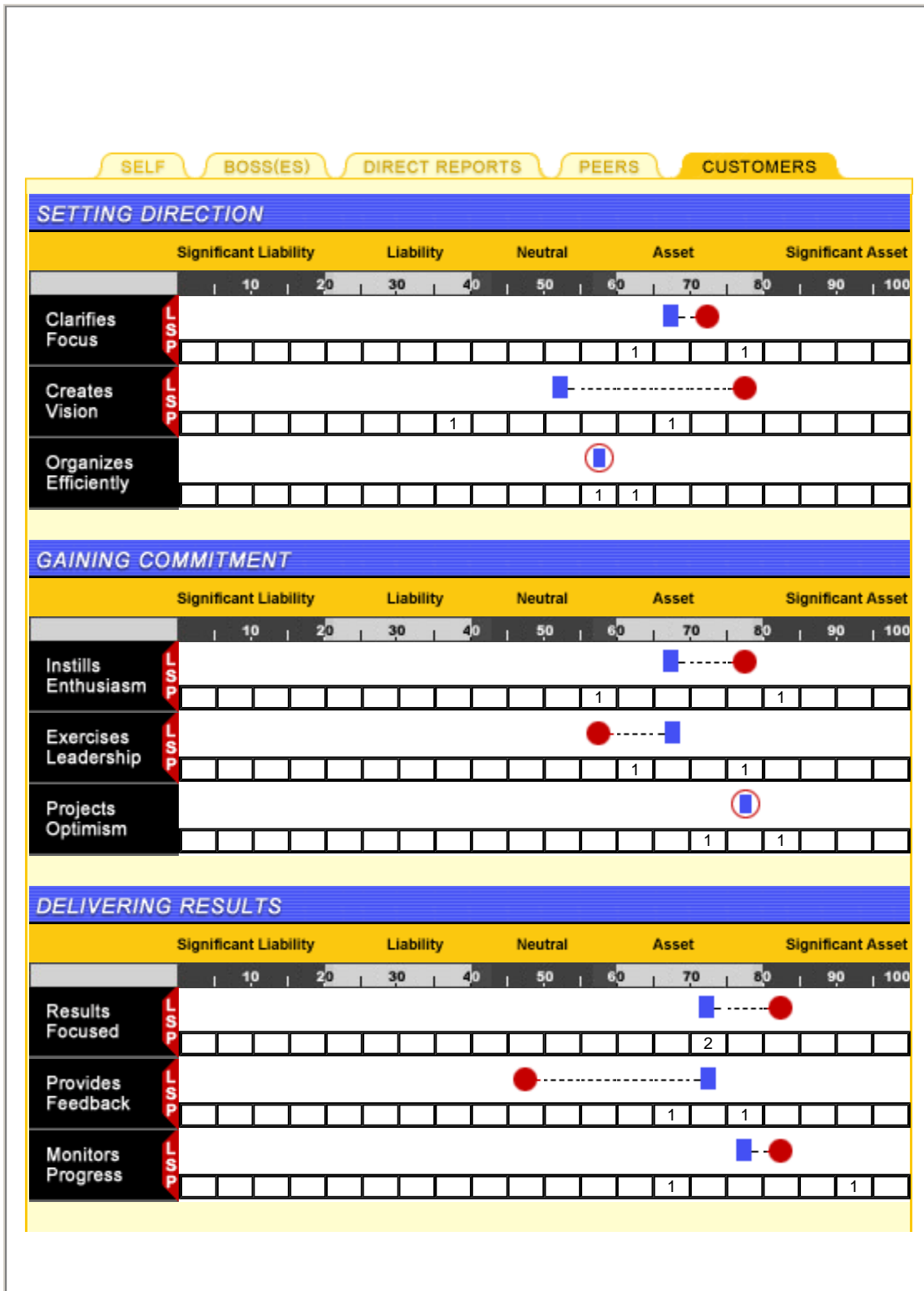


MANAGING SELF





Observer Feedback Profile: Your Customers



Your Customers - continued



Written Comments

▶ Your Self Comments

Major Strengths: Please list your major strengths which you feel most contribute to your leadership effectiveness.

Upbeat, positive attitude

Present new ideas and alternative approaches

Create consensus among my peers

Major Liabilities: Please list your major liabilities or developmental needs which you feel could improve your leadership effectiveness if addressed.

Have difficulty providing tough feedback

Do not promote my ideas effectively with peers and boss

Have difficulty persisting in the face of opposition

In order to increase your leadership effectiveness, what do you feel you may need to do...

- **More of:** Provide more persuasive and effective arguments in support of my good ideas; empower others more effectively.
- **Less of:** Be less involved in the daily tactical management of the unit and more involved in leading people to improved performance



Written Comments - continued

▶ Your Boss(es) Comments

Major Strengths:

- ▶ Good people manager; good morale in department
 - Can always be counted on for collaborative efforts
 - Has a great deal of expertise in the business; good ideas

Major Liabilities:

- ▶ Does not sufficiently break out of status quo thinking; needs to bring more vision to his department
 - Is not effective at advocating for his own ideas and solutions
 - Micromanages too much; needs to move up to leading significant change in his department

More of:

- ▶ Bring strong, innovative product ideas to the table and actively lead the executive team decisions on new product ideas; inspire his product managers to think innovatively and generate new ideas.

Less of:

- ▶ Less daily management of the department; delegate that responsibility and more fully empower the employees in order to free his time to innovate and lead.

Written Comments - continued

▶ Your Direct Report(s) Comments

Major Strengths:

- ▶ Very supportive manager
 - Has tremendous product expertise and good ideas
- ▶ Keeps the department on track
 - Deals fairly with those he manages
 - Is very knowledgeable
- ▶ Great leader; we always meet our goals as a department
 - Chris is a recognized expert in his field
- ▶ Solid and recognized technical experience

Major Liabilities:

- ▶ Provide more developmental opportunities for his people; more opportunities to make presentations, etc.
 - Our department needs more empowerment to produce better ideas and reduce inefficiencies
- ▶ Leaves conflict unresolved within the department
 - Could inspire department leaders more effectively
- ▶ We don't always understand how our work relates to the organization's strategic goals
 - Needs to resolve conflict rather than letting it simmer
- ▶ Is unable to shake up the department to produce at a higher level
 - Worries too much about morale and too little about excellence

More of:

- ▶ Do more developmental one-on-ones; create a "product innovation challenge" competition among the product teams.
- ▶ Continue to recognize people for their performance; challenge the product design teams to suggest the next generation of products.
- ▶ Chris should do more mentoring of key people in our department, to help them get recognized and promoted.
- ▶ Realign teams to trigger new thinking and break down outmoded process; translate the organization's strategic goals into more tangible operational directives for us.

Less of:

- ▶ Too many staff meetings that waste time.
- ▶ Reduce the daily management of our work.

Written Comments - continued

▶ Your Peer(s) Comments

Major Strengths:

- ▶ Good, reliable collaborator
 - Shares expertise for good of the team
- ▶ Hard worker
 - Chris works well with the people who report to him; is well liked
- ▶ Works hard
 - Has excellent, innovative ideas
- ▶ Is able to keep his department's morale high; is a people leader
 - Very knowledgeable about the daily operations of his department
 - Delivers on his accountabilities in a timely way

Major Liabilities:

- ▶ Be a more assertive leader
 - Strongly advocate for the solution that appears to be best
 - Be more candid with feedback when it is needed
- ▶ Doesn't push hard enough to excel
 - Needs to see himself as the leader that this organization needs him to be
- ▶ He doesn't lead his department to exciting new product offerings; a bit stuck in the status quo
 - Manages his department's performance to an acceptable level but not to a "stretch" level
 - Unlikely to push himself to take risks

More of:

- ▶ Be a more influential presence on our management team. Chris has very good product instincts but does not advocate strongly enough for his ideas. Compromises too easily when we need strong leadership in this area.
- ▶ Lead his product managers to faster and better product design; empower them to think differently and break out of the status quo.
- ▶ Take more risks; challenge his department to achieve at a higher level; deal with significant performance issues sooner.

Less of:

- ▶ Focus less on working within the current product development structure and more on leading change to develop a new, better product development organization.
- ▶ Be involved in fewer enterprise-wide projects in order to focus more energy on transforming the critical product area.



Written Comments - continued

▶ Your Customer(s) Comments

Major Strengths:

- ▶ Strong product knowledge

Willing to do joint problem solving on behalf of external customers

- ▶ Collaborative

Shares accountability for effective, on time delivery

Major Liabilities:

- ▶ Too easily falls back to a compromise position

Does not lead his department in a continuous improvement effort

- ▶ Apply more creative thinking to problem resolution

More of:

- ▶ Would like to see Chris raise the bar within his department; too many product managers are complacent about their work, which impacts on the customer service issues that we handle.
- ▶ As an internal customer, I find Chris to be a great team player in meeting customer needs.

Less of:

No comments were provided.



Personal Feedback Review

Having reviewed the feedback from each observer group, use the space provided below to summarize your reactions.

What areas of agreement exist between my self assessment and the feedback from each observer group?

Boss:

Peers:

Direct Reports:

Customers:

What areas of disagreement or "gaps" exist between my self assessment and the feedback from each group?

Boss:

Peers:

Direct Reports:

Customers:

What should I take away from the written comments from each observer group?

Boss:

Peers:

Direct Reports:

Customers:



III. SUMMARIZING ASSETS AND LIABILITIES

Building On Assets - Summarizing Your Strengths

This section summarizes your leadership strengths as evaluated by you and each of your observer groups. These are skill areas that are contributing to your success and potential and should be priorities for you to sustain and nurture.

The **Leadership Skills Summary** table presented on the next page provides an overall summary of your strengths for all 21 leadership skills for each of the observer groups. **Implications** provide more information on this skill and are available online by following the directions included in this report.

This table uses a **+** to summarize your strengths for scores in the 60% - 80% range and a **++** to represent significant assets for scores in the 80% - 100% range. For example, if your boss rated you at 85% on Clarifies Focus, this would indicate a significant strength in that skill area as shown by a **++**.

The Leadership Skills Summary table uses this key:

If You Were Rated between	0% - 20%	20% - 40%	40% - 60%	60% - 80%	80% - 100%
This indicates a...	Significant Liability	Liability		Asset	Significant Asset
As Represented by				+	++



Leadership Skills Summary - Assets

SHOW ASSETS		SHOW LIABILITIES		SHOW BOTH			
		SELF	BOSS(ES)	PEERS	DIR. REP.	CUST.	IMPLICATIONS
SETTING DIRECTION							
Clarifies Focus	↑	+	+		+	+	Explore Implications
Creates Vision	↑	+	+	+	+		Explore Implications
Organizes Efficiently			+		+		Explore Implications
GAINING COMMITMENT							
Instills Enthusiasm	↑	+	+	+	+	+	Explore Implications
Exercises Leadership	↑		+	+	+	+	Explore Implications
Projects Optimism		+	+	+	+	+	Explore Implications
DELIVERING RESULTS							
Results Focused	↑	++	+	+	+	+	Explore Implications
Provides Feedback	↑			+	+	+	Explore Implications
Monitors Progress	↑	++	++	+	+	+	Explore Implications
BUILDING RELATIONSHIPS							
Builds Consensus	↑	+	++	++	++	++	Explore Implications
Collaborates Effectively		++	++	++	++	++	Explore Implications
Provides Support		++	++	++	++	++	Explore Implications

Leadership Skills Summary - Assets - continued

ESTABLISHING CREDIBILITY							
Gains Respect	↑	+		++	++	++	Explore Implications
Thinks Innovatively	↑	++	+	+	+	+	Explore Implications
Develops Trust		++	+	++	++	+	Explore Implications
ENCOURAGING GROWTH							
Empowers Others	↑	+	+	+	+	+	Explore Implications
Supports Learning	↑	+			+		Explore Implications
Shows Appreciation		++	++	++	++	+	Explore Implications
MANAGING SELF							
Persistent	↑	+			+	+	Explore Implications
Resilient		+	+	+	++	++	Explore Implications
Flexible	↑	+				+	Explore Implications
		SELF	BOSS(ES)	PEERS	DIR. REP.	CUST.	IMPLICATIONS



Confronting Liabilities - Summarizing Your Weaknesses

This section summarizes your developmental needs as evaluated by you and each of your observer groups. These are skill areas that may require developmental attention as key priorities in your **Growth Plan**.

The **Leadership Skills Summary** table presented on the next page provides an overall summary of your liabilities for all 21 leadership skills for each of the observer groups. **Implications** provide more information on this skill and are available online by following the directions included in this report.










This table uses the ▲ to indicate a liability for scores in the 20% - 40% range and a ▲▲ to represent more significant liabilities with scores in the 0 - 20% range. For example, if your Direct Reports rated you at 25% on Projects Optimism, this would indicate a liability in that skill area as shown by a ▲.

The skills summary table uses this key:

If You Were Rated between	0% - 20%	20% - 40%	40% - 60%	60% - 80%	80% - 100%
This indicates a...	Significant Liability	Liability		Asset	Significant Asset
As Represented by	▲▲	▲			



Leadership Skills Summary - Liabilities

SHOW ASSETS		SHOW LIABILITIES		SHOW BOTH			
		SELF	BOSS(ES)	PEERS	DIR. REP.	CUST.	IMPLICATIONS
SETTING DIRECTION							
Clarifies Focus							Explore Implications
Creates Vision							Explore Implications
Organizes Efficiently							Explore Implications
GAINING COMMITMENT							
Instills Enthusiasm							Explore Implications
Exercises Leadership							Explore Implications
Projects Optimism							Explore Implications
DELIVERING RESULTS							
Results Focused							Explore Implications
Provides Feedback							Explore Implications
Monitors Progress							Explore Implications
BUILDING RELATIONSHIPS							
Builds Consensus							Explore Implications
Collaborates Effectively							Explore Implications
Provides Support							Explore Implications

Leadership Skills Summary - Liabilities - continued

ESTABLISHING CREDIBILITY							
Gains Respect	↓ 100 ↑						Explore Implications
Thinks Innovatively	↓ 100 ↑						Explore Implications
Develops Trust							Explore Implications
ENCOURAGING GROWTH							
Empowers Others	↓ 100 ↑						Explore Implications
Supports Learning	↓ 100 ↑						Explore Implications
Shows Appreciation							Explore Implications
MANAGING SELF							
Persistent	↓ 100 ↑						Explore Implications
Resilient							Explore Implications
Flexible	↓ 100 ↑						Explore Implications
	SELF	BOSS(ES)	PEERS	DIR. REP.	CUST.	IMPLICATIONS	

IV. BUILDING SKILLS

Taking Action

To this point LPP has...

- ▶ Defined leadership in terms of 21 critical skills.
- ▶ Provided you with multi-rater feedback on each of these skills, and,
- ▶ Categorized your feedback information into assets and liabilities.

This last section, Building Skills, is ultimately the most important – giving you the tools and resources to build on your strengths and confront your weaknesses in order to optimize your leadership performance and potential.

Reaching this objective of improved leadership performance will require you to do the following...

- ▶ **Selecting Developmental Targets**...involves choosing your highest payoff assets and most critical developmental needs.
- ▶ **Crafting Growth Plans**...relates to building plans to sustain assets and confront liabilities with actions which are "SMART" - specific, measurable, actionable, realistic and timely.
- ▶ **Talking It Over**...is an opportunity to discuss your results with other LPP participants, the feedback providers and your coach.
- ▶ **Making It Work**...is the activity of implementing, monitoring and measuring the impact of your growth plans relative to your leadership effectiveness.

Each one of these activities is explained in further detail.



Selecting Developmental Targets - Prioritizing My Assets

Action planning requires you to nurture those assets which most significantly contribute to your performance and also to confront those liabilities which most critically interfere with your performance and potential.

Having reviewed your Leadership Skills Summary table, select what you consider to be the two (2) most significant assets as perceived by each group.

		How is this skill having a positive impact upon my performance or potential?
Self	<input type="checkbox"/>	_____
	<input type="checkbox"/>	_____
Boss(es)	<input type="checkbox"/>	_____
	<input type="checkbox"/>	_____
Peers	<input type="checkbox"/>	_____
	<input type="checkbox"/>	_____
Direct Reports	<input type="checkbox"/>	_____
	<input type="checkbox"/>	_____
Customers	<input type="checkbox"/>	_____
	<input type="checkbox"/>	_____
High Payoff Assets		

Review this list of your major assets/strengths. Focus your developmental work by checking off the one or two that you feel are contributing the most to your success and need to be sustained.



Selecting Developmental Targets - Prioritizing My Liabilities

Having reviewed your Leadership Skills Summary table, select what you consider to be the two (2) most significant developmental needs as perceived by each group.

Self	How is this skill having a negative impact upon my performance or potential?	
<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	_____	_____
Boss(es)		
<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	_____	_____
Peers		
<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	_____	_____
Direct Reports		
<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	_____	_____
Customers		
<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	_____	_____

Most Critical Developmental Needs

Review this list of your major liabilities/weaknesses. Focus your development work by checking off the one or two that you feel are having the most negative impact upon either your current job performance or future career potential.

Building Growth Plans

Action planning is hard work. It requires thoughtful planning, focus, discipline and time. It also requires that you strike a balance between seeking external sources of support and being responsible for your own leadership development.

Here are a series of recommended steps for creating powerful growth plans. Build plans for your single most significant asset and liability. Use the Growth Plans presented on the next page. Make additional copies as needed.

- ▶ **Target your growth plans** to the specific observer groups where they will have the greatest impact.
- ▶ **Make your growth plans specific** by incorporating the Developmental Suggestions provided for each skill. Find these on the leadership development center mentioned below.
- ▶ **Build an initial growth plan** for your high priority asset and liability. Before you finalize your action strategies, however, discuss your plans with the various people recommended in the Talking It Over section.
- ▶ **Finalize your plans**, make copies for your coach, and "go public" with your developmental commitments.
- ▶ **Announce your growth goals** and the changes you expect to make to people who are in a position to observe your day-to-day behavior.

Leadership Development Center - Action Steps for You

In order to help you build performance enhancing Growth Plans, PsyMax Solutions offers you a powerful online resource - the LPP Leadership Development Center.

Here you will find more developmental insight, plus specific action strategies and reading resources for each of the 21 LPP Leadership Skills. The Leadership Development Center can be found at this web address:

<http://abc.psymaxsolutions.com/perception/devcenter/> There is no cost associated with this service, but you will be asked to enter this access code: **14545**. You have access to this site for 45 days from the date of this report. After that time, you will no longer have access to the Development Center.



Growth Plan for Sustaining Assets

Leadership asset I want to sustain:

With which observer group(s)?

How is this skill contributing to my performance and potential?

Actions I will take to sustain this asset:

Support I will need:

How I will measure my progress:

Comments from my Manager or Coach:

Achievements and learnings:



Growth Plan for Confronting Liabilities

Leadership liability I want to confront:

With which observer group(s)?

How is this weakness detracting from my performance and potential?

Actions I will take to confront this liability:

Support I will need:

How I will measure my progress:

Comments from my Manager or Coach:

Achievements and learnings:

Talking It Over

To make full and best use of LPP, we encourage you to talk with other people about your leadership approach, impact and improvement. We encourage you to talk with other LPP participants, feedback providers, and, of course, your manager or coach.

Other LPP Participants: If you know other people in your organization who have participated in LPP, communicate with them to...

- ▶ Share your reactions and learn of theirs.
- ▶ Determine which aspects of the information were most surprising, valuable and troubling.
- ▶ Ask about their emotional reactions to the information and how they dealt with feelings of defensiveness.
- ▶ Determine their approach to growth planning and which strategies they are taking to respond to the feedback.
- ▶ Have them review your growth plans and give you suggestions.
- ▶ Establish an ongoing LPP "alumni group" to review and support growth planning efforts.

Feedback Providers: Communicate with the individuals who provided your feedback to...

- ▶ Affirm that you received valuable input and appreciated their help.
- ▶ Summarize the overall results from both a positive and negative perspective.
- ▶ Clarify questions you had about the meaning or impact of the feedback information.
- ▶ Solicit their ideas to help build even more effective and specific growth plans.
- ▶ Let them know what you will be working on developmentally and which changes they are likely to see in your leadership style.
- ▶ Ask for their help in assessing your progress as you implement growth plans.

Coach: If you are working with your manager or a coach, communicate with him or her to...

- ▶ Establish mutual expectations for the coaching relationship and how the two of you will work together on your development.
- ▶ Share your LPP results and get your manager's or coach's perspective on your assets and developmental needs.
- ▶ Discuss the developmental targets and settle on priorities.
- ▶ Discuss and design the final growth plans.
- ▶ Set up bi-weekly or monthly updates to review your progress on growth plan implementation.

Making It Work

Your challenge is to turn developmental growth plans into actions that make an observable difference in your leadership approach and effectiveness. These actions are not one-time episodic events, but rather a series of gradual behavior changes which ultimately become "leadership habits" and broaden your leadership style. The suggestions provided below can help you turn growth plans into more enduring behavior changes.

- ▶ **Recognize that it will take time, trial and error, and courage.** At first your efforts may seem awkward, but stay with them and keep reminding yourself of the benefits of a sustainable change.
- ▶ **Open yourself up to the adventure of learning.** You will be trying new things and gaining new perspectives. This can be stimulating, exciting and expanding. Keep a journal to record your learnings.
- ▶ **Accept responsibility for your own development,** but this does not mean you need to do it alone. Maintain supportive dialogue with feedback providers, other participants and your manager or coach. Enroll them in your developmental efforts.
- ▶ **Be creative** in figuring out how to get the experience to develop the leadership skills you need. Certain of your developmental goals may require additional training, a new short-term job assignment, a redesign of your current role, participation on a project team, job shadowing, outside volunteer work and industry association involvement.
- ▶ **Integrate your developmental goals with your performance goals.** For example, if your performance goals include reducing turnover in your unit by 10%, relate this goal to your leadership developmental goal of providing additional support and enthusiasm to the people you lead.
- ▶ **Determine how you will measure your improvement.** How will you and others know if you are successful in developing stronger leadership skills? Identify specific and observable measurements.
- ▶ **Ask for regular feedback.** Ask those who can observe your day-to-day job performance and style to evaluate the progress and effectiveness of your developmental efforts. Give them permission to provide you with both positive and negative feedback on the effectiveness of your plans and overall leadership. Learn from this evaluative feedback and use it to fine-tune your growth plans.