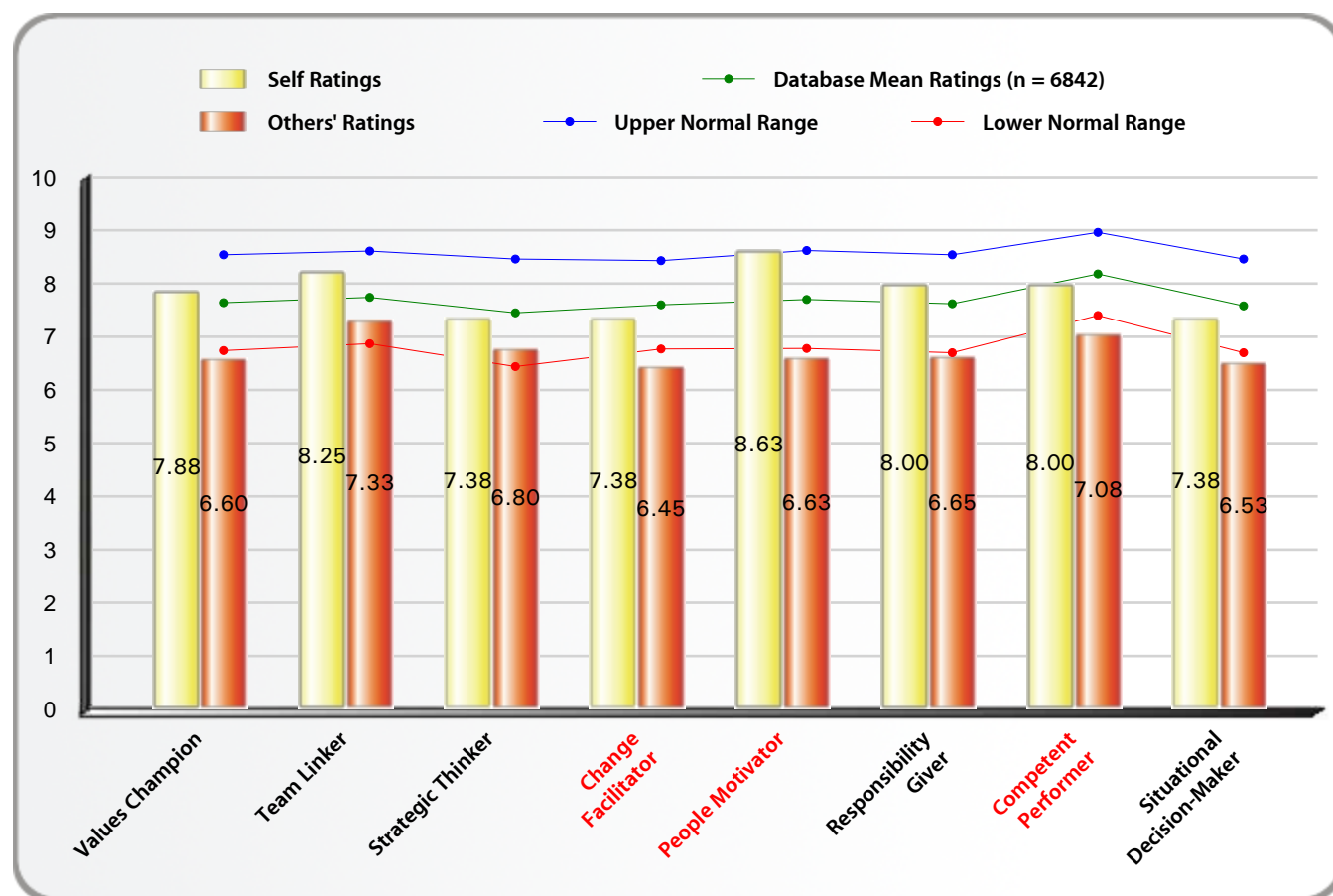


Results Overview

Profile on Sample LBP

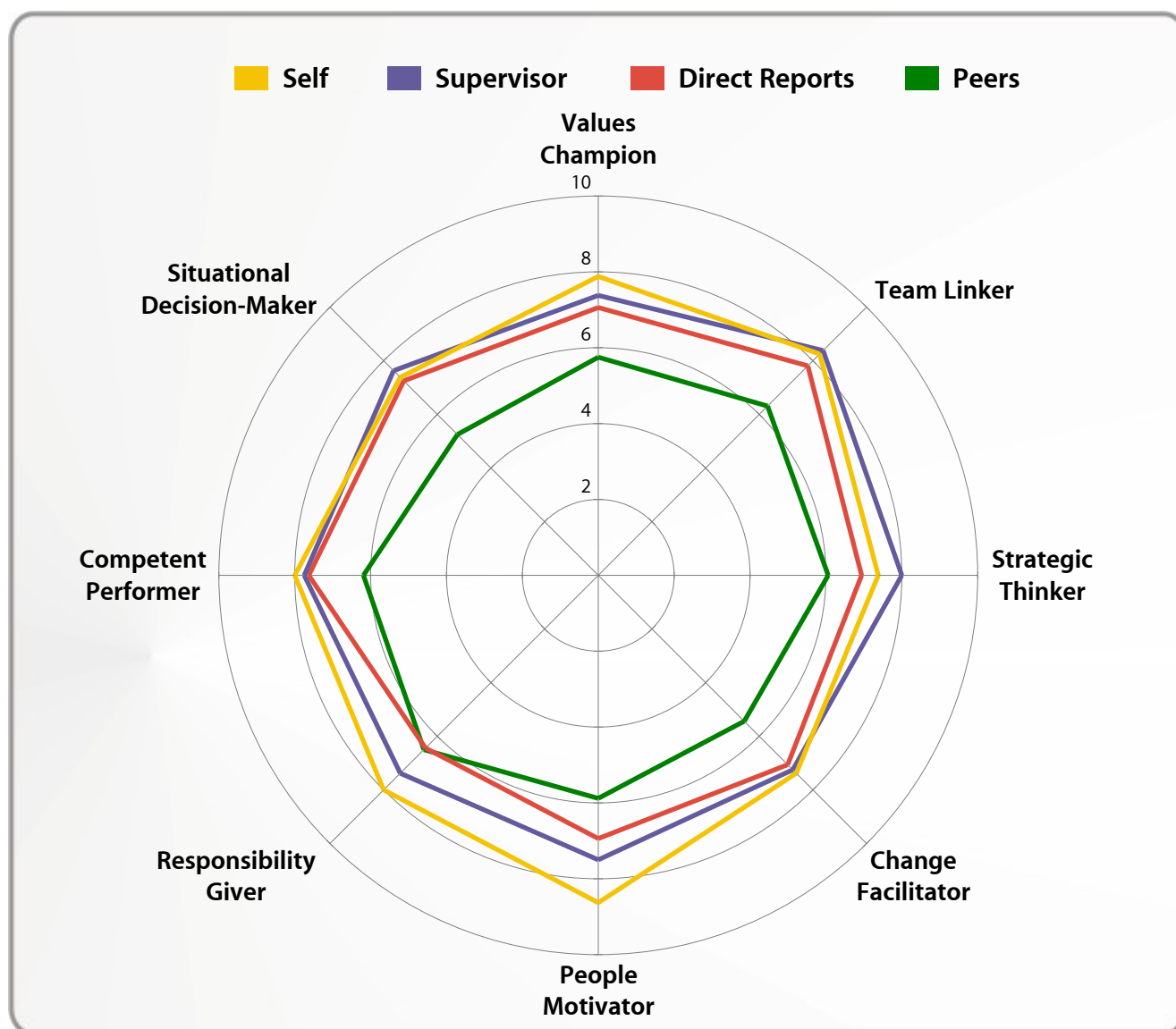


Note: The three factors indicated in **red** in the graph above are those which appear to require the most improvement effort when compared with the results of other factors and the norm database average (green line).

Table Version of the Results

Factors	Results		Norm Data (n = 6842)			
	Self (Yellow Bar)	Others (Orange Bar)	Self	Mean of Others (Green Line)	Upper Normal Range (Blue Line)	Lower Normal Range (Red Line)
Values Champion	7.88	6.60	7.32	7.64	8.54	6.74
Team Linker	8.25	7.33	7.70	7.74	8.61	6.87
Strategic Thinker	7.38	6.80	7.21	7.45	8.46	6.44
Change Facilitator	7.38	6.45	7.46	7.60	8.43	6.77
People Motivator	8.63	6.63	7.70	7.70	8.62	6.78
Responsibility Giver	8.00	6.65	7.61	7.62	8.54	6.70
Competent Performer	8.00	7.08	7.86	8.18	8.96	7.40
Situational Decision-Maker	7.38	6.53	7.54	7.58	8.46	6.70

Grouped Ratings



Factor Rating Key: 0 = Never, 2 = Seldom, 5 = Sometimes, 8 = Often, 10 = Always

This graph shows your average rating from each of the rater groups for each factor in the Leadership Behaviours Model. Each axis represents a factor with the average ratings plotted by rater group in accordance with the colour coding.

When viewing each 'factor' consider the similarities and differences between each rater group. Use the Grouped Ratings table on the facing page to help with your analysis. Also consider the differences between rater groups overall.

Importance Of Leadership Factors

Table of Importance Ratings

Factors	Self	Supervisor
Values Champion Is a role model Communicates and interprets the values Holds others to account to the values	8	8
Team Linker Listens and communicates Networks inside and outside the team Connects work, goals, process and people	7	7
Strategic Thinker Creates the vision Positively inspires Engages the team	9	9
Change Facilitator Encourages fast learning Is opportunity focussed Helps others cope	8	4
People Motivator Holds high expectations Provides recognition, coaching and feedback Celebrates success	7	9
Responsibility Giver Nurtures trust and involvement Delegates ownership Clarifies boundaries	8	8
Competent Performer Is emotionally intelligent Displays skills, knowledge and expertise Focuses on critical success factors	9	5
Situational Decision-Maker Is a contingent decision-maker Objectively handles conflict Makes decisions quickly and effectively	7	8

Scale: 0 = irrelevant 8 = very important
 2 = somewhat important 10 = essential
 5 = moderately important

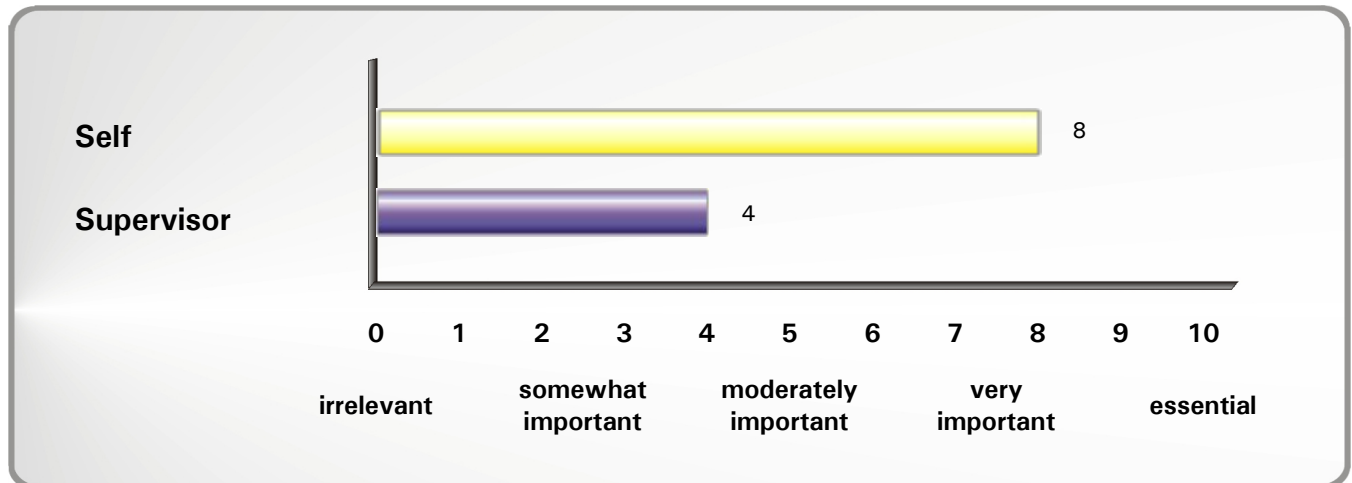
Note: Consider discussing the red above with your supervisor



Change Facilitator

Paces self and team through change

Importance



Behaviour

Statement	Self Rating	Other Raters						
		Mean	Std Dev	S*	A	B	C	D
I demonstrate a sense of urgency	7	4.80	1.30	7	4	4	5	4
◇ I plan for change	6	6.40	1.52	7	6	7	8	4
I keep abreast of new information and developments in my area	8	6.00	1.58	7	5	6	8	4
◇ I ask "why" rather than accepting things at face value	7	7.20	2.05	7	7	9	9	4
◇ I am open to learning new ways of doing things	7	6.80	2.17	8	8	5	9	4
◇ I help others overcome their concerns about change	8	7.80	1.30	7	9	6	9	8
I seek out creative opportunities	7	6.40	1.52	8	7	4	7	6
I am prepared to take calculated risks	9	6.20	0.84	7	6	7	6	5

Notes: S denotes the supervisor responses

◇ Indicates questions which are also included as part of the derived factor 'Emotional Intelligence' on page 51 of this profile.

Suggestions for Improvement

There are some indications that you may need to improve your performance in this area relative to the other factors.

- Since change is rapid these days teams that are slow paced very often miss the wave of opportunity. Look at how the team can streamline its processes, remove duplication and redundancy. To be competitive and effective we need at least to match the pace of change.
- As a leader others will take their lead from you. If you give them an impression of energy and pace, then that example will influence the organisation's climate. The reverse is also true.
- Once you have established a key change goal and achieved necessary buy-in, implement a plan within the organisation to make it happen along a specific timetable, even if this requires an extended period of effort and action steps. Make sure you anticipate significant obstacles and develop alternative approaches.
- Whatever your particular area of expertise there is a need to be up-to-date. Set aside at least two hours per week researching out the latest trends, findings, best practice approaches.
- Environmental monitoring is a process which you need to systematically institute. Customers, industry and competitive information, economic and legal - all these factors need to be kept abreast of.
- The very best leaders concentrate on asking the right questions rather than providing the answer. Practice asking useful questions of yourself and your team which are likely to take you somewhere.
- In the middle of organisation life we often skim information to get the gist. Come to recognise in yourself the 'warning light' that tells you to look deeper into something. It might be reading material, something someone has told you etc. Trust your instinct and investigate.
- How open minded are you to new learning? Try to suspend your prejudices until you have actually considered opportunities that arise in some detail.
- Learning and change are brother and sister. Facilitating change is best achieved when leaders encourage team learning. This includes utilising diversity, learning from mistakes, developing a culture of openness and cooperation and aligning everyone with the expected changes in the environment.
- To minimise the possibility of change initiatives being resisted you should consider the following:
 - clearly communicate the purpose of the change
 - demonstrate how the present situation will be improved by the change even if the current method/situation is satisfactory
 - don't blame anyone for causing the change
 - guarantee there will be no personal loss to anyone or if there is, be honest about it
 - involve those affected in the planning stage
 - understand and take into account group behaviour patterns, habits, vested interests, traditions and norms



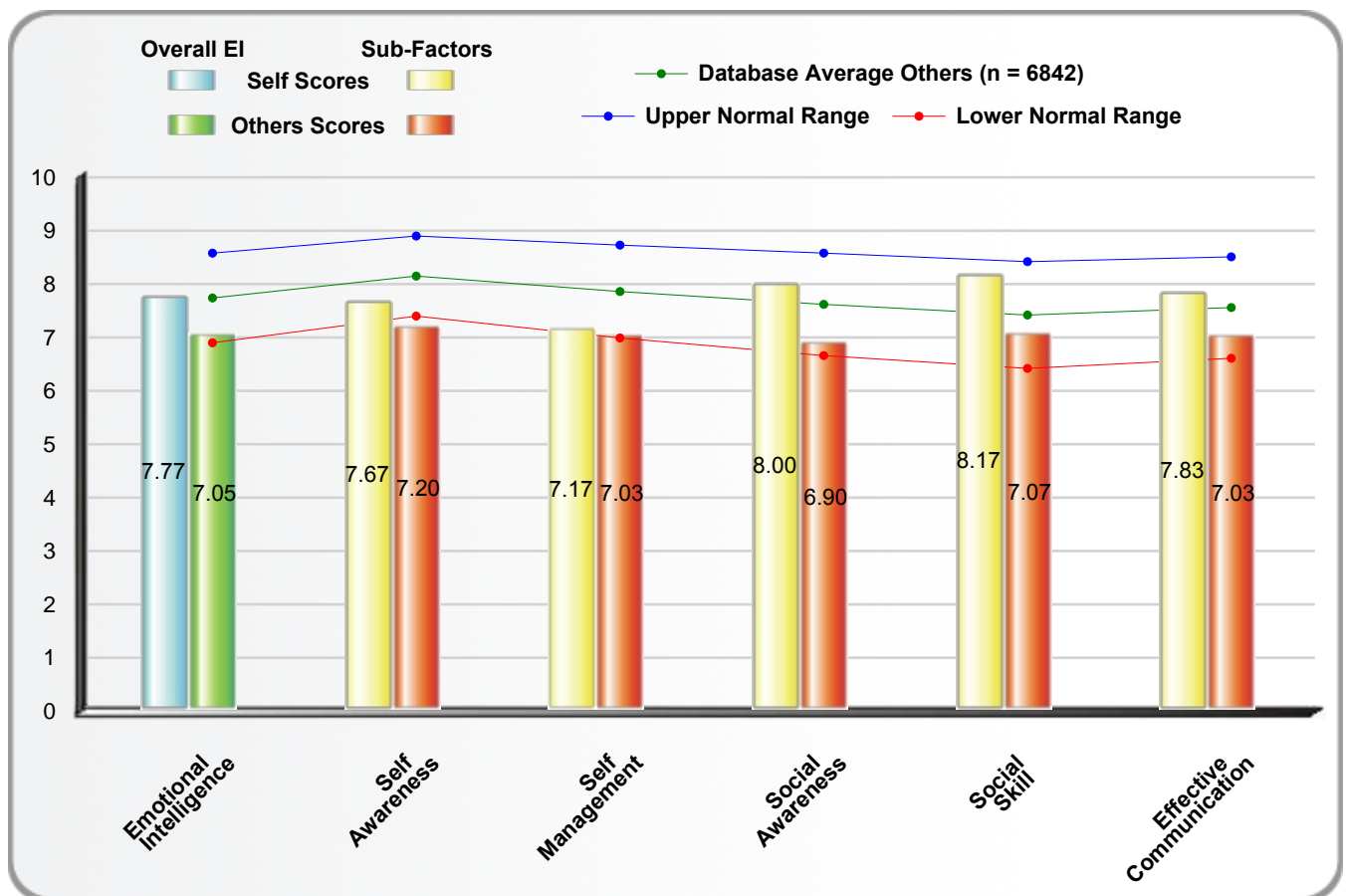
Emotional Intelligence

A measure of how we understand ourselves and others

Emotional intelligence is a measure of the extent to which we understand ourselves and others and act wisely in our human relations. Its sub-factors are **self awareness, self management, social awareness, social skill** and **effective communication**.

Throughout the Leadership Behaviour Profile, there are various behavioural statements that relate to aspects of your emotional intelligence (EI). By selecting the 30 statements marked with \diamond the extent to which you are emotionally intelligent has been calculated as a separate criterion. Each of these elements has been calculated for you as sub-factors of the EI Quotient and are represented in the bar graph below.

Derived Factor EI - Overall Rating and Sub-Factors





Written Feedback

Feedback from your raters

Note: Comments are verbatim, that is, with no corrections to spelling, grammar or punctuation.

What have been Sample's major work achievements over the last six months?

Self Comments

- Successfully managed our key client relationship
- Have written over \$2.6M in new business sales
- Have assisted in developing the Sales Team
- Appointed National Sales Manager

Supervisor's Comments

- Sample has recently taken on the role of National Sales Manager, a significant challenge for him but one that he deserves given his excellent work with one our major customers.

Others' Comments

- Sample has successfully managed the key account relationship across the country.
- Sample has recently been appointed as our National Sales Manager.
- Being promoted to National Sales Manager
- Signing up \$2.5 million worth of new business
- Being a mentor to a number of people
- Successfully managed & grown the relationship with our key client.
- Achieved high sales targets
- Promotion to National Sales Manager
- Gaining significant new business accounts
- Managing a very important customer relationship
- Training and handing over responsibilities to a new account manager
- Managed the sales team during challenging times
- Developed a strong relationship with a major business partner. Recent promotion.

What do you believe are Sample's key strengths?

Self Comments

- Adapting my personality to suit the situation
- Providing support and encouragement to those around me
- Building and maintaining strong relationships
- A loyal person
- Strong communication skills
- Projecting positivity and sense of humour