

Pat Sample



Leadership Inventory

PROVIDED BY





Leadership Dimensions Iconography



Provides Direction That Inspires Action



Gains the Buy-In and Commitment of Others



Effectively Uses Resources



Recognizes and Promotes Interdependence



Fosters a Climate of Innovation and Learning



Builds Trust and Models Ethical Behavior



Brings Out the Best in Others











Embraces Change with Confidence and Courage



At a Glance: Overview

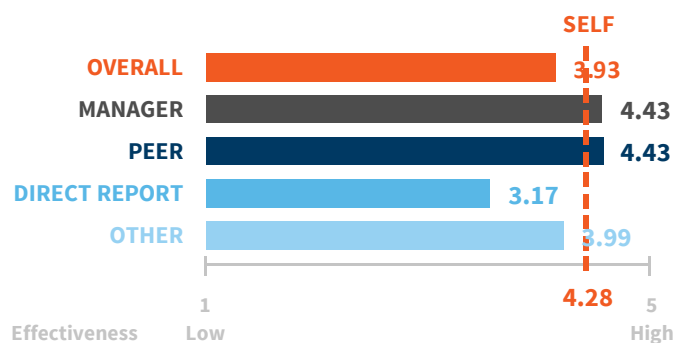
Dimension Rank by Rater Group

Dimensions are ranked highest (1) to lowest (8) and ordered by the overall score

	 Embraces Change	 Promotes Interdependence	 Builds Trust	 Fosters Learning	 Gains Commitment	 Provides Direction	 Builds Others	 Optimizes Resources
OVERALL	1	2	3	4	5	6	7	8
SELF	8	5	7	6	2	1	4	3
MANAGER	2	7	8	2	2	5	1	5
PEER	3	2	1	8	6	3	5	7
DIRECT REPORT	3	2	6	3	1	5	7	8
OTHER	1	4	3	2	8	6	7	5

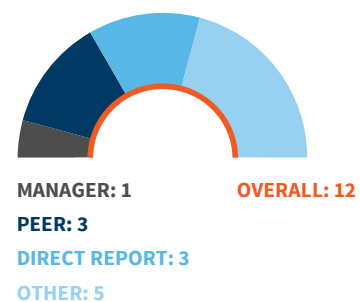
Overall Scores by Rater Group

Average scores of all 40 items by rater category



Rater Count

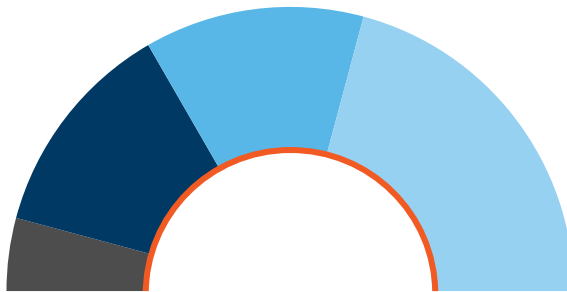
Number of respondents in each rater group





At a Glance: Rater List

Below are the people you asked to provide feedback and the number completed in each rater category.



OVERALL **12 / 15 COMPLETED**

MANAGER **1 / 1 COMPLETED**

Espinoza, Robert

PEERS **3 / 3 COMPLETED**

Diller, Eleanor

Haliday, James

Ramirez, Kenneth

DIRECT REPORTS **3 / 4 COMPLETED**

Carver, Brittany

Harris, Marian

Pierce, Nicholas

Rivera, Toni

OTHERS **5 / 7 COMPLETED**

Brady, Jeremy

Davis, Mark

Herrmann, Katherine

Hicks, Carl

Martin, Owen

Monette, Amanda

Wallace, Claudio

TIPS



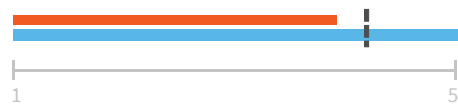
- Remember your feedback providers are simply sharing their perceptions and as such are not “right” or “wrong”, they’re just providing different perspectives. Getting a view of your behavior from multiple angles will help you create a more complete picture of your performance.
- Be sure to look beneath the overall summaries and averages to see how perceptions vary based on your relationship to the feedback providers. You can learn as much from understanding where people see you the same as where they see you differently.
- Be sure to thank your feedback providers. If you discuss the results with them work to understand their viewpoint, not change it; otherwise the feedback flow will stop.

At a Glance: Dimensions Explained

Below are the eight Leadership Inventory dimensions and their respective survey questions. The graph reflects Self, Overall, and Norm scores averaged across the five items in each dimension.



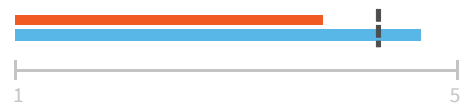
Provides Direction That Inspires Action



- 1 Creates a vision of what the unit can become in the future
- 2 Establishes milestones to guide others' actions
- 3 Is selective in determining the issues on which to focus
- 4 Sets clear performance expectations
- 5 Explains changes so that others can understand them



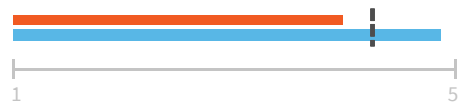
Effectively Uses Resources



- 11 Invests his/her time wisely
- 12 Ensures that resource decisions are made as close to the customer as possible
- 13 Stays current with resource availability and capacity
- 14 Delegates responsibilities to those who are competent to handle them
- 15 Proactively responds to threats to key initiatives



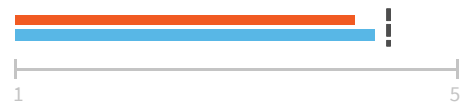
Gains the Buy-In and Commitment of Others



- 6 Assumes personal responsibility for influencing others
- 7 Demonstrates that he/she cares about the goals and aspirations of others
- 8 Sustains excitement about future possibilities
- 9 Celebrates current successes with those responsible
- 10 Provides advice that is sensitive to the interests of others



Recognizes and Promotes Interdependence



- 16 Encourages cooperative problem solving
- 17 Works cooperatively with those outside the work unit
- 18 Provides opportunities for people to share their expertise with others throughout the organization
- 19 Exposes people to learning opportunities outside the unit
- 20 Maintains a network of positive business relationships

Self Overall Norm



Highlight: Item Rank

Survey items in the top 5 and bottom 5.



Top 5

OVERALL RANK

1	28 Supports positive values even in difficult circumstances
2	6 Assumes personal responsibility for influencing others
2	20 Maintains a network of positive business relationships
4	16 Encourages cooperative problem solving
4	24 Displays a philosophy of: "What can we learn from this?"
4	32 Is patient in working with others
4	40 Demonstrates confidence in himself/herself & as a leader

PEER	DR	OTHER	SELF	MGR
4	4	4	24	1
4	1	16	24	1
1	14	1	32	23
4	1	9	1	37
21	4	9	1	1
1	8	16	1	1
4	8	4	1	23



Bottom 5

OVERALL RANK

35	9 Celebrates current successes with those responsible
35	29 Uses resources in a highly appropriate manner
35	31 Puts people at ease
38	15 Proactively responds to threats to key initiatives
39	21 Effectively challenges the existing ways of doing things
40	11 Invests his/her time wisely

PEER	DR	OTHER	SELF	MGR
21	22	33	1	23
4	29	27	1	37
4	22	40	1	1
33	35	9	1	23
40	22	27	24	23
33	35	16	24	23

TIPS



Notice rankings for a rater category which are different from the Overall rank. This highlights how perceptions vary based on your relationship to the feedback providers.

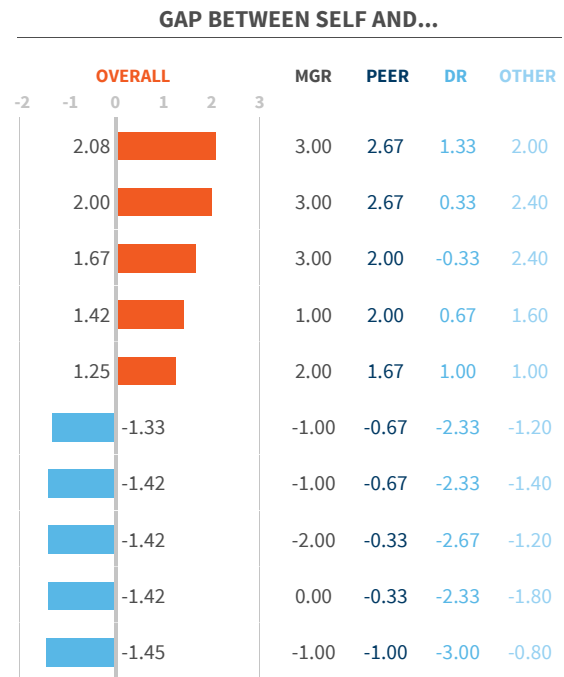


Highlight: Gap Analysis

The butterfly chart below displays the top 5 and bottom 5 gaps (including ties) between Self and Overall scores. The gaps for the other rater groups are shown as well.

Questions

- 26** Makes decisions consistent with the unit's positive values
- 37** Goes beyond the expected
- 39** Champions innovative ideas, even when faced with skepticism
- 20** Maintains a network of positive business relationships
- 36** Perseveres through adversity
- 3** Is selective in determining the issues on which to focus
- 9** Celebrates current successes with those responsible
- 29** Uses resources in a highly appropriate manner
- 31** Puts people at ease
- 15** Proactively responds to threats to key initiatives



Overall gap greater than Self

Overall gap less than Self

TIPS



- Consider significant gaps (>0.5) between your Self rating and that of another rater group.
- Remember these feedback providers are simply offering their perspective. Focus on understanding it rather than defending your own. It can be as important to manage perception as it is to manage skill.



Highlight: SWOT

A SWOT analysis helps you focus on key messages. These insights can reveal clear opportunities to increase your awareness and help you grow as a leader.



STRENGTHS

- 16** Encourages cooperative problem solving
- 24** Displays a philosophy of: "What can we learn from this?"
- 32** Is patient in working with others
- 40** Demonstrates confidence in himself/herself & as a leader
- 6** Assumes personal responsibility for influencing others



WEAKNESSES

No items in this category



OPPORTUNITIES

- 28** Supports positive values even in difficult circumstances
- 20** Maintains a network of positive business relationships



THREATS

- 15** Proactively responds to threats to key initiatives
- 9** Celebrates current successes with those responsible
- 29** Uses resources in a highly appropriate manner
- 31** Puts people at ease
- 11** Invests his/her time wisely

The following item(s) are also Threats: 21. See the Detail section for more information.

STRENGTHS: A top 5 overall score with a similar self score

WEAKNESSES: A bottom 5 overall score with a similar self score

OPPORTUNITIES: A top 5 overall score with a self score that is at least 0.5 less than the overall score

THREATS: A bottom 5 overall score with a self score that is at least 0.5 more than the overall score

TIPS



- Be sure to look at the detail sections for more information on your identified SWOT items.
- Consider using your strengths to address a weakness.
- Opportunities are hidden strengths you may not be aware of. Try to use them more frequently.
- Managing threats or "blind spots" should be a key part of your professional development.



Highlight: Written Comments

This section provides you with the verbatim (word-for-word) written comments offered by your feedback providers.



Provides Direction That Inspires Action



I Like...

SELF

- Vestibulum lectus leo, pretium a lacus non, sollicitudin porttitor est.

MANAGER

- Pellentesque a leo lectus. Praesent blandit nunc et blandit tempor. Nulla ut ante posuere, molestie elit in, mollis sem. Morbi eget tincidunt felis, vel bibendum neque. Fusce felis massa, lobortis vitae pulvinar scelerisque, aliquet at mi.

PEER

- Phasellus at enim pretium, convallis diam vitae, mollis tellus. Nunc posuere feugiat luctus. In nunc purus, vulputate vel elementum a, accumsan nec ex.

DIRECT REPORT

- Nam consequat tortor quis orci egestas, non convallis risus finibus. In ornare, sapien id ornare elementum, purus orci lacinia nunc, at commodo sem risus in mauris. Aenean pulvinar non velit tincidunt bibendum.

OTHER

- Duis orci libero, molestie sed diam quis, rutrum sollicitudin mi.
- Nullam varius vulputate interdum. Vestibulum in tincidunt ipsum.

I Wish...

SELF

- Etiam euismod nec libero quis dictum.

MANAGER

- Donec ac velit quis lectus pulvinar eleifend. Morbi fermentum nunc vel tempor commodo.

DIRECT REPORT

- Sed sagittis velit sit amet mi lobortis, porta sagittis lorem condimentum.
- Phasellus a sapien varius, finibus dolor eget, placerat sapien.

OTHER

- Fusce in consectetur lectus. Sed eu tortor lacinia, finibus dui quis, vestibulum purus. Aliquam lorem diam, molestie at neque non, pharetra sodales nisi.
- Vivamus facilisis lacinia risus, in volutpat ligula dignissim ac.



Detail: Item Table



Provides Direction That Inspires Action



	SELF SCORE	OVERALL SCORE	NORM		MGR	PEER	DR	OTHER
	5.00	3.87	4.14		4.40	4.53	3.13	3.80
OVERALL	SELF	OVERALL GAP			MGR	PEER	DR	OTHER
Rank					Rank	Rank	Rank	Rank
4.08	5.00	-0.92	1	Creates a vision of what the unit can become in the future	5.00	5.00	2.67	4.20
10					1	22	9	
3.83	5.00	-1.17	2	Establishes milestones to guide others' actions	4.00	4.33	4.00	3.40
23					21	8	36	
3.67	5.00	-1.33	3	Is selective in determining the issues on which to focus	4.00	4.33	2.67	3.80
30					21	22	27	
3.83	5.00	-1.17	4	Sets clear performance expectations	4.00	4.33	3.67	3.60
23					21	14	33	
3.92	5.00	-1.08	5	Explains changes so that others can understand them	5.00	4.67	2.67	4.00
17					4	22	16	



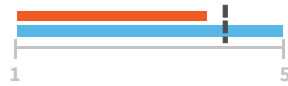
Gains the Buy-In and Commitment of Others



	SELF SCORE	OVERALL SCORE	NORM		MGR	PEER	DR	OTHER
	4.80	3.93	4.20		4.60	4.40	3.60	3.72
OVERALL	SELF	OVERALL GAP			MGR	PEER	DR	OTHER
Rank					Rank	Rank	Rank	Rank
4.42	4.00	+0.42	6	Assumes personal responsibility for influencing others	5.00	4.67	4.67	4.00
2					4	1	16	
3.75	5.00	-1.25	7	Demonstrates that he/she cares about the goals and aspirations of others	5.00	4.33	2.00	4.20
26					21	35	9	
3.83	5.00	-1.17	8	Sustains excitement about future possibilities	4.00	4.33	4.00	3.40
23					21	8	36	
3.58	5.00	-1.42	9	Celebrates current successes with those responsible	4.00	4.33	2.67	3.60
35					21	22	33	
4.08	5.00	-0.92	10	Provides advice that is sensitive to the interests of others	5.00	4.33	4.67	3.40
10					21	1	36	

Detail: Item Graph

Provides Direction That Inspires Action



SELF
SCORE
5.00

OVERALL
SCORE
3.87

NORM
4.14

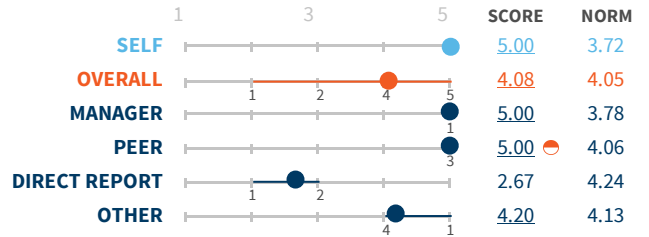
MGR
4.40

PEER
4.53

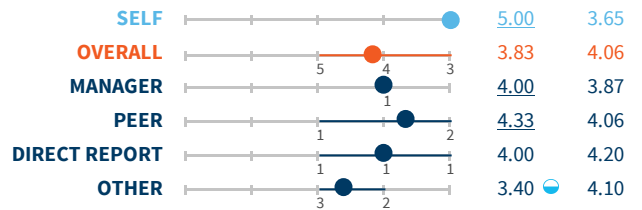
DR
3.13

OTHER
3.80

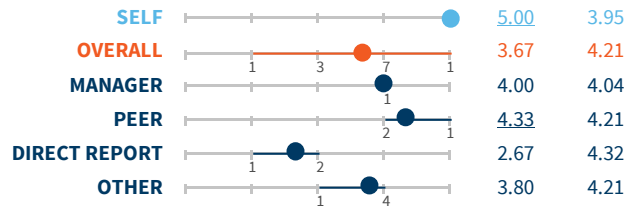
- 1 Creates a vision of what the unit can become in the future



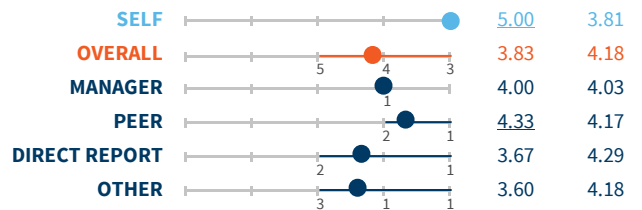
- 2 Establishes milestones to guide others' actions



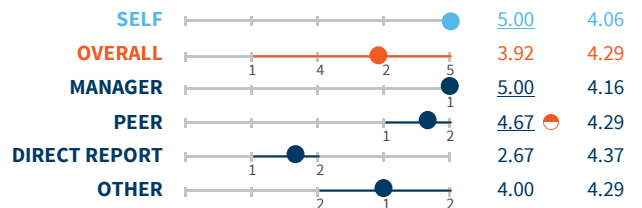
- 3 Is selective in determining the issues on which to focus



- 4 Sets clear performance expectations



- 5 Explains changes so that others can understand them



THE LEADERSHIP INVENTORY IS DESIGNED TO HELP PROFESSIONALS DEVELOP AND EXHIBIT COMPETENCIES OF EFFECTIVE LEADERS. IF YOU HAVE QUESTIONS ABOUT YOUR LEADERSHIP INVENTORY REPORT, PLEASE ASK.



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