Pat Sample

Leadership Inventory

July 2023

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Pat Sample

This evaluation process is intended to provide you with thorough and constructive feedback on your individual effectiveness.

Feedback has been gathered from the respondents you invited. The data derived from this process is meant to serve as a foundation for your own development.

The Norm scores are comprised of the 2,396 individuals who have completed the Leadership Inventory.

This report highlights the most important and meaningful pieces of feedback, which may otherwise be hidden in the data collected.

At a Glance: Dimensions Explained

Below are the eight Leadership Inventory dimensions and their respective survey items.

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 their 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 they care 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

At a Glance: Dimensions Explained

Below are the eight Leadership Inventory dimensions and their respective survey items.

Fosters a Climate of Innovation and Learning

21   Effectively challenges the existing ways of doing things

22   Supports a learn-by-doing approach

23   Provides useful feedback and coaching

24   Displays a philosophy of: "What can we learn from this?"

25   Encourages the sharing of personal insights, learnings and success stories

Brings Out the Best in Others

31   Puts people at ease

32   Is patient in working with others

33   Provides visible, challenging opportunities that motivate others

34   Encourages and supports the visions of others

35   Builds on the strengths of others

Builds Trust and Models Ethical Behavior

26   Makes decisions consistent with the unit's positive values

27   Serves as an inspiring model for others to follow

28   Supports positive values even in difficult circumstances

29   Uses resources in a highly appropriate manner

30   Shares their views about key business issues before decisions are made
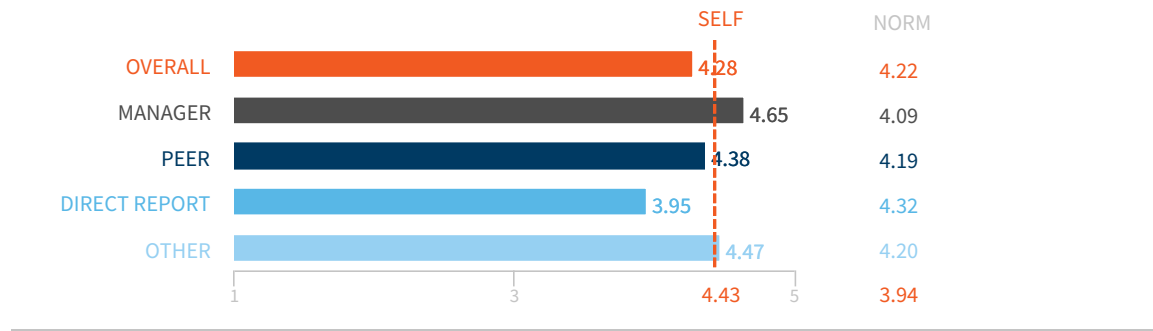
Embraces Change with Confidence and Courage

36   Perseveres through adversity

37   Goes beyond the expected

38   Acts in a quick, flexible, and "right-for-now" manner

39   Champions innovative ideas, even when faced with skepticism

40   Demonstrates confidence in themself as a leader

At a Glance: Rater Summary

Overall Scores by Rater Group

Average scores of all 40 items by rater category.

Rater Group	Score	NORM
OVERALL	4.28	4.22
MANAGER	4.65	4.09
PEER	4.38	4.19
DIRECT REPORT	3.95	4.32
OTHER	4.47	4.20

SELF 4.43

3.94

Rater List

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

OVERALL   **19 / 19 COMPLETED**

MANAGER	**1 / 1 COMPLETED**
Lindsey, Lindsey	

PEER	**6 / 6 COMPLETED**
Abbott, Ernest	Vargas, Conrad
Castro, Cecil	Washington, Bert
Clark, Pete	West, Gilbert

DIRECT REPORT	**6 / 6 COMPLETED**
Estrada, Zachary	Horton, Priscilla
Ferguson, Marilyn	Montgomery, Olga
Gibbs, Jenny	Price, Pat

OTHER	**5 / 5 COMPLETED**
Cooper, Elaine	Strickland, Holly
Lamb, Edwin	Tate, Edna
Reeves, Reginald	

TIPS

- Remember your feedback providers are simply sharing their perceptions and as such are not "right" or "wrong", they're just providing different perspectives.
- Understanding where others see you the same can be as valuable as where they see you differently.
- Be sure to thank your feedback providers. Work to understand their viewpoint, not change it.

Leadership Inventory for Pat Sample | © 2023 LearningBridge, Inc.

At a Glance: Dimensions Summary - Ranking

Dimension Rank by Rater Group

Dimensions are ranked highest (1st) to lowest (8th) and ordered by the Overall score.

	OVERALL	SELF	MANAGER	PEER	DIRECT REPORT	OTHER
Effectively Uses Resources	1st	8th	1st	1st	1st	4th
Recognizes and Promotes Interdependence	2nd	3rd	2nd	2nd	4th	1st
Embraces Change with Confidence and Courage	3rd	3rd	2nd	4th	3rd	3rd
Fosters a Climate of Innovation and Learning	4th	2nd	6th	5th	2nd	2nd
Brings Out the Best in Others	5th	1st	2nd	3rd	6th	6th
Gains the Buy-In and Commitment of Others	6th	3rd	2nd	7th	7th	5th
Builds Trust and Models Ethical Behavior	6th	7th	6th	6th	5th	7th
Provides Direction That Inspires Action	8th	3rd	8th	8th	8th	8th

At a Glance: Dimensions Summary - Scores

Average by Dimension

Dimension scores for Self, Overall, and Norm are shown in the chart. Overall scores are underlined if greater than the Norm. The scores for each rater category are also displayed.

Dimension	SELF	OVERALL	NORM	MGR	PEER	DR	OTHER
Effectively Uses Resources	3.20	_4.66_	4.22	5.00	4.73	4.53	4.64
Recognizes and Promotes Interdependence	4.60	_4.49_	4.29	4.80	4.67	4.03	4.76
Embraces Change with Confidence and Courage	4.60	_4.46_	4.31	4.80	4.53	4.10	4.72
Fosters a Climate of Innovation and Learning	4.80	_4.43_	4.17	4.60	4.43	4.17	4.72
Brings Out the Best in Others	5.00	_4.38_	4.16	4.80	4.63	3.93	4.52
Gains the Buy-In and Commitment of Others	4.60	_4.26_	4.20	4.80	4.30	3.83	4.60
Builds Trust and Models Ethical Behavior	4.00	4.26	4.30	4.60	4.40	3.97	4.36
Provides Direction That Inspires Action	4.60	3.29	4.13	3.80	3.30	3.03	3.48

Legend: ▬ Overall ▬ Self ● Norm

*The Norm is made up of the 2,396 people who have participated in this assessment.

Highlight: Top Ranked Items

Top Ranked Items for Each Rater Group

The top 5 survey items are listed for each rater category, ordered by Overall. The item score is shown below the rank.

		OVERALL	PEER	DR	OTHER	SELF	MGR
13	Stays current with resource availability and capacity	1 / 4.83	1 / 5.00	3 / 4.50	1 / 5.00	--- / 4.00	--- / 5.00
16	Encourages cooperative problem solving	2 / 4.78	1 / 5.00	7 / 4.33	1 / 5.00	--- / 5.00	--- / 5.00
26	Makes decisions consistent with the unit's positive values	3 / 4.72	1 / 5.00	3 / 4.50	14 / 4.60	--- / 4.00	--- / 5.00
15	Proactively responds to threats to key initiatives	3 / 4.72	4 / 4.83	1 / 4.67	14 / 4.60	--- / 3.00	--- / 5.00
14	Delegates responsibilities to those who are competent to handle them	5 / 4.67	6 / 4.67	1 / 4.67	14 / 4.60	--- / 3.00	--- / 5.00
27	Serves as an inspiring model for others to follow	6 / 4.61	4 / 4.83	14 / 4.17	6 / 4.80	--- / 4.00	--- / 5.00
11	Invests their time wisely	6 / 4.61	6 / 4.67	3 / 4.50	14 / 4.60	--- / 4.00	--- / 5.00
21	Effectively challenges the existing ways of doing things	14 / 4.44	19 / 4.50	26 / 3.83	1 / 5.00	--- / 4.00	--- / 5.00
24	Displays a philosophy of: "What can we learn from this?"	14 / 4.44	33 / 4.00	3 / 4.50	1 / 5.00	--- / 5.00	--- / 4.00
32	Is patient in working with others	29 / 4.28	19 / 4.50	33 / 3.50	1 / 5.00	--- / 5.00	--- / 4.00

Note: For the Self and Manager groups, rankings are not provided and scores are not highlighted; the small number of raters in these groups results in too many tie scores, making highlighting impractical.

TIPS

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

Highlight: Bottom Ranked Items

Bottom Ranked Items for Each Rater Group

The bottom 5 survey items are listed for each rater category, ordered by Overall. The item score is shown below the rank.

		OVERALL	PEER	DR	OTHER	SELF	MGR
2	Establishes milestones to guide others' actions	**40** / 2.22	**40** / 2.33	**40** / 2.00	**40** / 2.20	--- / 4.00	--- / 3.00
28	Supports positive values even in difficult circumstances	**39** / 3.06	**39** / 3.00	**38** / 3.00	**39** / 3.00	--- / 3.00	--- / 4.00
5	Explains changes so that others can understand them	**38** / 3.33	**38** / 3.33	**38** / 3.00	**38** / 3.60	--- / 5.00	--- / 4.00
1	Creates a vision of what the unit can become in the future	**37** / 3.56	**34** / 3.67	**37** / 3.17	**35** / 3.80	--- / 5.00	--- / 4.00
4	Sets clear performance expectations	**35** / 3.67	**36** / 3.50	**33** / 3.50	**34** / 4.00	--- / 4.00	--- / 4.00
3	Is selective in determining the issues on which to focus	**35** / 3.67	**34** / 3.67	**33** / 3.50	**35** / 3.80	--- / 5.00	--- / 4.00
6	Assumes personal responsibility for influencing others	**34** / 4.06	**36** / 3.50	**18** / 4.00	**14** / 4.60	--- / 4.00	--- / 5.00
7	Demonstrates that they care about the goals and aspirations of others	**33** / 4.17	**19** / 4.50	**33** / 3.50	**31** / 4.40	--- / 4.00	--- / 5.00
31	Puts people at ease	**32** / 4.22	**6** / 4.67	**18** / 4.00	**35** / 3.80	--- / 5.00	--- / 5.00
32	Is patient in working with others	**29** / 4.28	**19** / 4.50	**33** / 3.50	**1** / 5.00	--- / 5.00	--- / 4.00

Note: For the Self and Manager groups, rankings are not provided and scores are not highlighted; the small number of raters in these groups results in too many tie scores, making highlighting impractical.
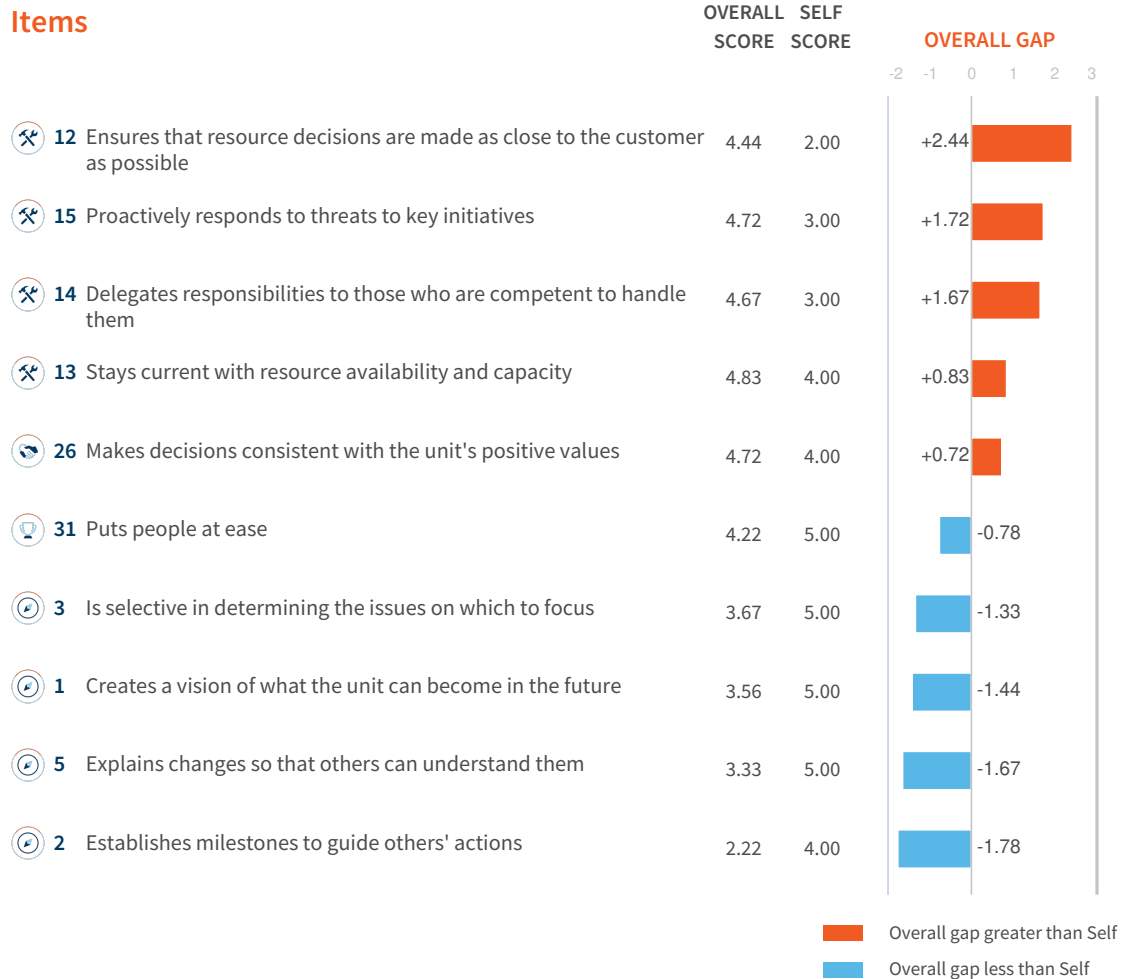
TIPS

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

Highlight: Gap Analysis

The butterfly chart displays the top 5 and bottom 5 gaps (including ties) between Self and Overall scores.

Items	OVERALL SCORE	SELF SCORE	OVERALL GAP
12 Ensures that resource decisions are made as close to the customer as possible	4.44	2.00	+2.44
15 Proactively responds to threats to key initiatives	4.72	3.00	+1.72
14 Delegates responsibilities to those who are competent to handle them	4.67	3.00	+1.67
13 Stays current with resource availability and capacity	4.83	4.00	+0.83
26 Makes decisions consistent with the unit's positive values	4.72	4.00	+0.72
31 Puts people at ease	4.22	5.00	-0.78
3 Is selective in determining the issues on which to focus	3.67	5.00	-1.33
1 Creates a vision of what the unit can become in the future	3.56	5.00	-1.44
5 Explains changes so that others can understand them	3.33	5.00	-1.67
2 Establishes milestones to guide others' actions	2.22	4.00	-1.78

■ Overall gap greater than Self
■ Overall gap less than Self

TIPS
- Consider significant gaps (>0.5) between your Self rating and your Overall rating.
- 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.

S

STRENGTHS

A top 5 Overall score with a similar Self score

16 Encourages cooperative problem solving

W

WEAKNESSES

A bottom 5 Overall score with a similar Self score

4 Sets clear performance expectations

28 Supports positive values even in difficult circumstances

O

OPPORTUNITIES (Hidden Strengths)

A top 5 Overall score 0.5 greater than the Self score

26 Makes decisions consistent with the unit's positive values

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

T

THREATS (Blind Spots)

A bottom 5 Overall score 0.5 less than the Self score

2 Establishes milestones to guide others' actions

5 Explains changes so that others can understand them

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

3 Is selective in determining the issues on which to focus

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.

Dimension Detail Explanation

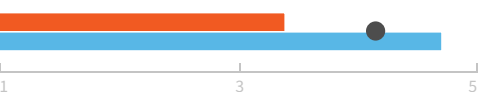The Dimension Detail section provides in-depth information on each dimension, including associated comments.

Gap
Difference between the Overall and Self scores

Score Underline
An Overall score that is greater than the Norm is underlined

Gains the Buy-In and Commitment of Others

	SELF	OVERALL	NORM	MGR	PEER	DR	OTHER
	4.60	4.71	4.34	4.60	4.73	4.87	4.63

OVERALL Rank	SELF	GAP				MGR	PEER Rank	DR Rank	OTHER Rank
4.62 21	4.00	+0.62		6	Assumes personal responsibility for influencing others	4.00	4.67 9	4.67 32	4.67 4
4.92 1	5.00	-0.08	S	7	Demonstrates that he cares about the goals and aspirations of others	5.00	5.00 1	5.00 1	4.83 2
4.54 29	5.00	-0.46		8	Sustains excitement about future possibilities	4.00	4.67 9	4.67 32	4.50 21
4.69 14	5.00	-0.31		9	Celebrates current successes with those responsible	5.00	4.67 9	5.00 1	4.50 21
4.75 13	4.00	+0.75		10	Provides advice that is sensitive to the interests of others	5.00	4.67 9	5.00 1	4.67 4

SWOT Indicator

Rank
The rank across all survey items

Significant Gap
Any gap that is > 0.5 or < -0.5 is underlined

Bottom 5 Item

Top 5 Item

Dimension Detail and Comments

Provides Direction That Inspires Action

	SELF	OVERALL	NORM		MGR	PEER	DR	OTHER
	4.60	3.29	4.13		3.80	3.30	3.03	3.48

OVERALL Rank	SELF	GAP				Item	MGR	PEER Rank	DR Rank	OTHER Rank
3.56 37	5.00	-1.44	T	1		Creates a vision of what the unit can become in the future	4.00 34	3.67 37	3.17	3.80 35
2.22 40	4.00	-1.78	T	2		Establishes milestones to guide others' actions	3.00 40	2.33 40	2.00 40	2.20 40
3.67 35	5.00	-1.33	T	3		Is selective in determining the issues on which to focus	4.00 34	3.67 33	3.50	3.80 35
3.67 35	4.00	-0.33	W	4		Sets clear performance expectations	4.00 36	3.50 33	3.50	4.00 34
3.33 38	5.00	-1.67	T	5		Explains changes so that others can understand them	4.00 38	3.33 38	3.00 38	3.60 38

I Like…

MANAGER
- Praesent sit amet gravida enim.

PEER
- In faucibus tortor et urna tincidunt commodo.

DIRECT REPORT
- Suspendisse diam risus, molestie in leo ornare, egestas mollis sem.

OTHER
- Nullam ultricies sapien in ante ornare gravida.

I Wish…

SELF
- Lorem ipsum dolor sit amet, consectetur adipiscing elit.

DIRECT REPORT
- Quisque in nulla dignissim, mollis dolor posuere, vehicula tellus.
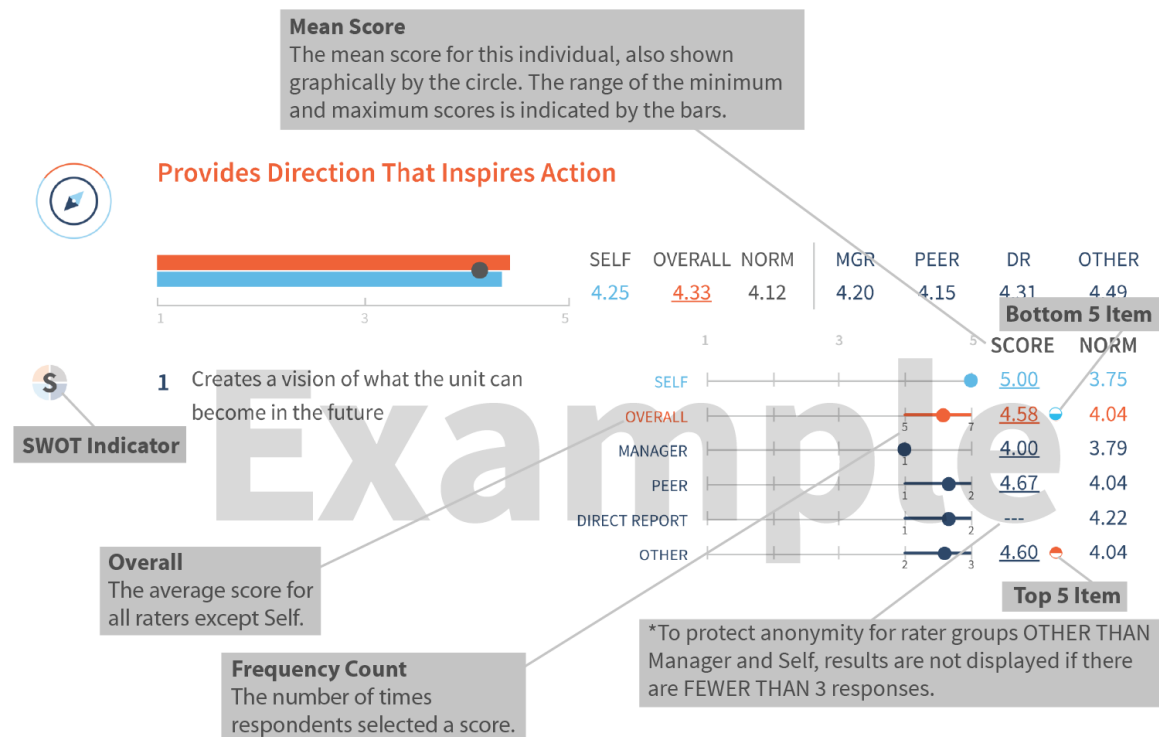
OTHER
- Aliquam sagittis nunc a augue sodales suscipit.
- Fusce cursus vel nisi eu pulvinar.

Item Detail Explanation

The Item Detail section provides in-depth information on each survey item.

Mean Score
The mean score for this individual, also shown graphically by the circle. The range of the minimum and maximum scores is indicated by the bars.

Provides Direction That Inspires Action

	SELF	OVERALL	NORM	MGR	PEER	DR	OTHER
	4.25	4.33	4.12	4.20	4.15	4.31	4.49

Bottom 5 Item

	SCORE	NORM
SELF	5.00	3.75
OVERALL	4.58	4.04
MANAGER	4.00	3.79
PEER	4.67	4.04
DIRECT REPORT	---	4.22
OTHER	4.60	4.04

Top 5 Item

S

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

SWOT Indicator

Overall
The average score for all raters except Self.

Frequency Count
The number of times respondents selected a score.

*To protect anonymity for rater groups OTHER THAN Manager and Self, results are not displayed if there are FEWER THAN 3 responses.

Item Detail

Provides Direction That Inspires Action
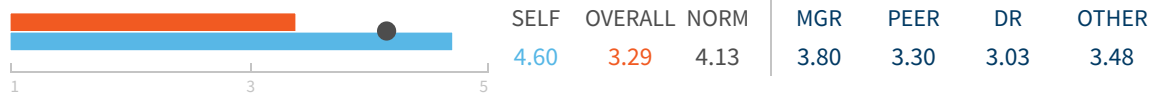
	SELF	OVERALL	NORM	MGR	PEER	DR	OTHER
	4.60	3.29	4.13	3.80	3.30	3.03	3.48

		SCORE	NORM
1	**Creates a vision of what the unit can become in the future**		
	SELF	5.00	3.77
	OVERALL	3.56	4.05
	MANAGER	4.00	3.79
	PEER	3.67	4.03
	DIRECT REPORT	3.17	4.22
	OTHER	3.80	4.05
2	**Establishes milestones to guide others' actions**		
	SELF	4.00	3.67
	OVERALL	2.22	4.04
	MANAGER	3.00	3.87
	PEER	2.33	4.03
	DIRECT REPORT	2.00	4.14
	OTHER	2.20	4.03
3	**Is selective in determining the issues on which to focus**		
	SELF	5.00	3.96
	OVERALL	3.67	4.16
	MANAGER	4.00	3.98
	PEER	3.67	4.15
	DIRECT REPORT	3.50	4.25
	OTHER	3.80	4.10
4	**Sets clear performance expectations**		
	SELF	4.00	3.82
	OVERALL	3.67	4.15
	MANAGER	4.00	4.01
	PEER	3.50	4.13
	DIRECT REPORT	3.50	4.24
	OTHER	4.00	4.14
5	**Explains changes so that others can understand them**		
	SELF	5.00	4.04
	OVERALL	3.33	4.24
	MANAGER	4.00	4.09
	PEER	3.33	4.22
	DIRECT REPORT	3.00	4.31
	OTHER	3.60	4.21
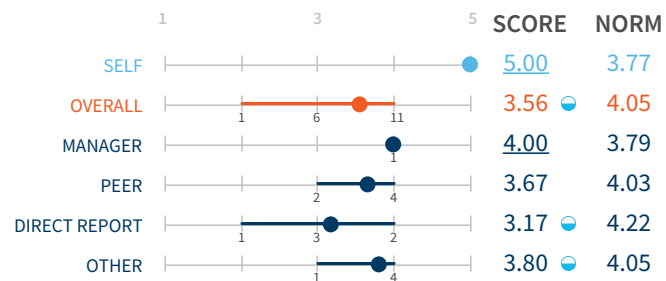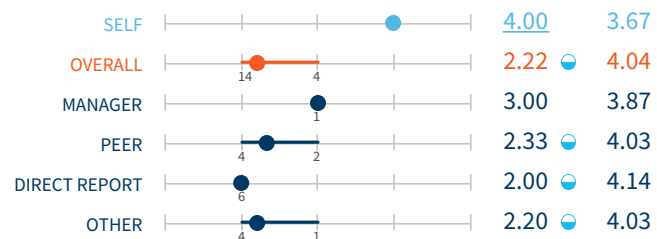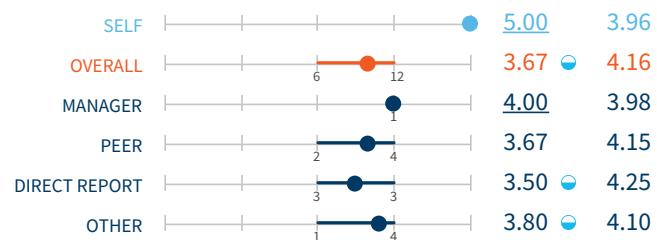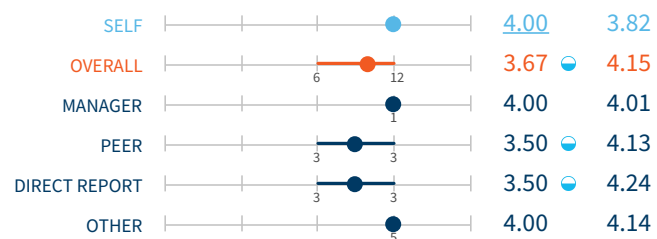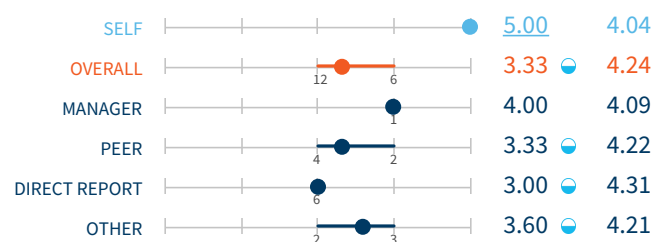
Pat Sample

Leadership Inventory
Action Plan

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Step 1: Understanding Your Data

Creating an action plan will help you use the feedback you've collected to identify a few actionable items. The following pages will walk you through the steps to create an effective action plan. As you set goals, consider talking with a mentor or supervisor who can help you with the resources to achieve them.

Notice Overall Trends

TRENDS AMONG RATER GROUPS

- Notice common trends among rater groups.
- Find which rater groups generally rate you higher than others. Consider what might contribute to this difference of opinion.
- Identify which rater categories hold the most weight for each dimension.

TRENDS WITHIN DIMENSIONS

- Identify the highest rated ("strongest") and lowest rated ("weakest") dimensions.
- Determine if these ratings reveal a pattern of strengths or potential liabilities.
- Review your responsibilities and give weight to those which are clearly yours.
- Discover whether some dimensions have high performance from one category and low performance from another. Consider what might contribute to the difference of opinion.

Take Note of Highlights

TOPS AND BOTTOMS

- Find the highest and lowest ranked items.
- Notice any discrepancies between rater categories in items or behaviors.
- Consider working to develop a moderate strength to a level of excellence, instead of assuming your time is best spent focusing on a relative weakness.

GAPS

- Consider that although you have the ability, you may not be demonstrating competency as consistently as you intend.
- Determine whether one group has a better opportunity to observe you than others.
- Remember, whether you agree with all the ratings you were given or not, managing the perception of others is beneficial.

SWOT

- Take note of items identified as Strengths, Weaknesses, Opportunities, or Threats.
- Consider how you can capitalize on Opportunities and minimize Threats.

Review the Details

DIMENSION DETAIL

- Look at the range for each rater group in the dimensions of concern to find outliers.
- Use the comments to help make sense of the rater scores.

COMMENTS

- Look for key themes and patterns in comments from each rater group.
- Use the comments to help make sense of the rater scores.

Step 2: Reacting to Your Data

This worksheet will help you identify your report's most important messages.

Responses

1 What feedback surprised you the most?

2 What feedback pleased you the most?

3 What feedback concerned you the most and why?

Analysis

1 What were the 1-2 biggest similarities or common themes across all rater groups?

2 What were the 1-2 biggest differences in the feedback across all rater groups?

3 What feedback do you want to investigate further before accepting?

Step 3: Coming to Conclusions

Responding to these questions will help you solidify the ideas you're beginning to form.

Awareness

1 What was your biggest surprise on the "up-side"--something you did not think you did well that others clearly indicated was a strength?

2 What was your biggest surprise on the "down-side"--something you thought you did well that others clearly indicated was a weakness?

Selection

1 Reflecting across all the feedback you have received, which single strength should you be using more often?

2 Considering your current job and aspirations, what development opportunity should you address now?

Step 4: Setting Development Goals

Leveraging the information in this report, which 2-3 development goals will you focus on for your further development?

Development Goals

Target
Date

Action Plan How will the need be addressed?

Resources Needed   What will be needed to support the action plan?

Development Goals

Target
Date

Action Plan How will the need be addressed?

Resources Needed   What will be needed to support the action plan?

Development Goals

Target
Date

Action Plan How will the need be addressed?

Resources Needed   What will be needed to support the action plan?

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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