

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.

Report

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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

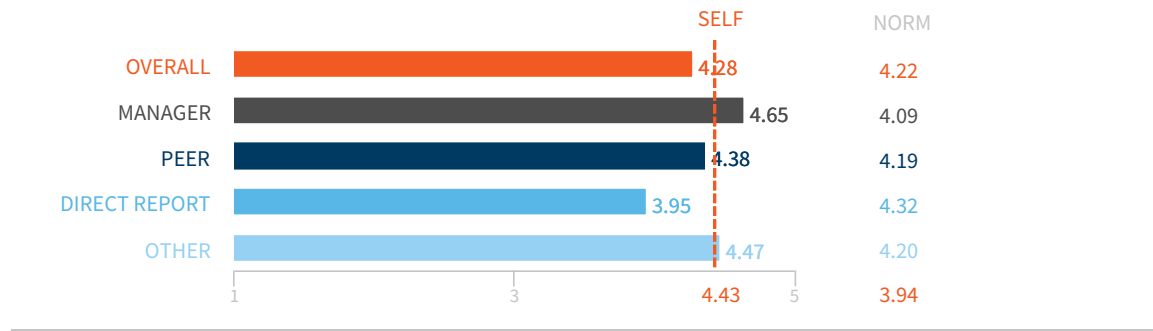
- 36 Perseveres through adversity
- 37 Goes beyond the expected
- 38 Acts in a quick, flexible, and "right-for-now" manner
- 39 Champions innovative ideas, even when faced with skepticism
- 40 Demonstrates confidence in themselves as a leader



At a Glance: Rater Summary

Overall Scores by Rater Group

Average scores of all 40 items by rater category.



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
Castro, Cecil
Clark, Pete
Vargas, Conrad
Washington, Bert
West, Gilbert

DIRECT REPORT 6 / 6 COMPLETED

Estrada, Zachary
Ferguson, Marilyn
Gibbs, Jenny
Horton, Priscilla
Montgomery, Olga
Price, Pat

OTHER 5 / 5 COMPLETED

Cooper, Elaine
Lamb, Edwin
Reeves, Reginald
Strickland, Holly
Tate, Edna











- 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.



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.

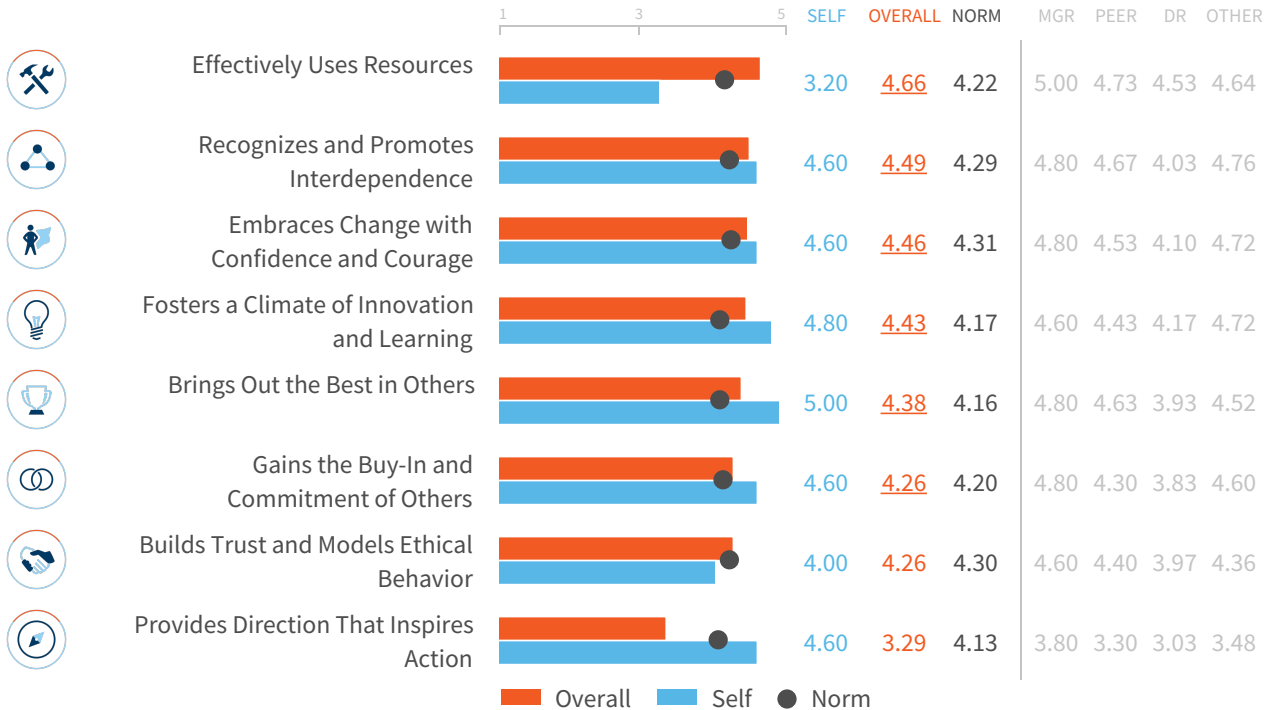
		OVERALL	SELF	MANAGER	PEER	DIRECT REPORT	OTHER
	Effectively Uses Resources	1st	8th	1st	1st	1st	4th
	Recognizes and Promotes Interdependence	2nd	3rd	2nd	2nd	4th	1st
	Embraces Change with Confidence and Courage	3rd	3rd	2nd	4th	3rd	3rd
	Fosters a Climate of Innovation and Learning	4th	2nd	6th	5th	2nd	2nd
	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.



*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	---	---
	16 Encourages cooperative problem solving	2 4.78	1 5.00	7 4.33	1 5.00	---	---
	26 Makes decisions consistent with the unit's positive values	3 4.72	1 5.00	3 4.50	14 4.60	---	---
	15 Proactively responds to threats to key initiatives	3 4.72	4 4.83	1 4.67	14 4.60	---	---
	14 Delegates responsibilities to those who are competent to handle them	5 4.67	6 4.67	1 4.67	14 4.60	---	---
	27 Serves as an inspiring model for others to follow	6 4.61	4 4.83	14 4.17	6 4.80	---	---
	11 Invests their time wisely	6 4.61	6 4.67	3 4.50	14 4.60	---	---
	21 Effectively challenges the existing ways of doing things	14 4.44	19 4.50	26 3.83	1 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	---	---
	32 Is patient in working with others	29 4.28	19 4.50	33 3.50	1 5.00	---	---

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

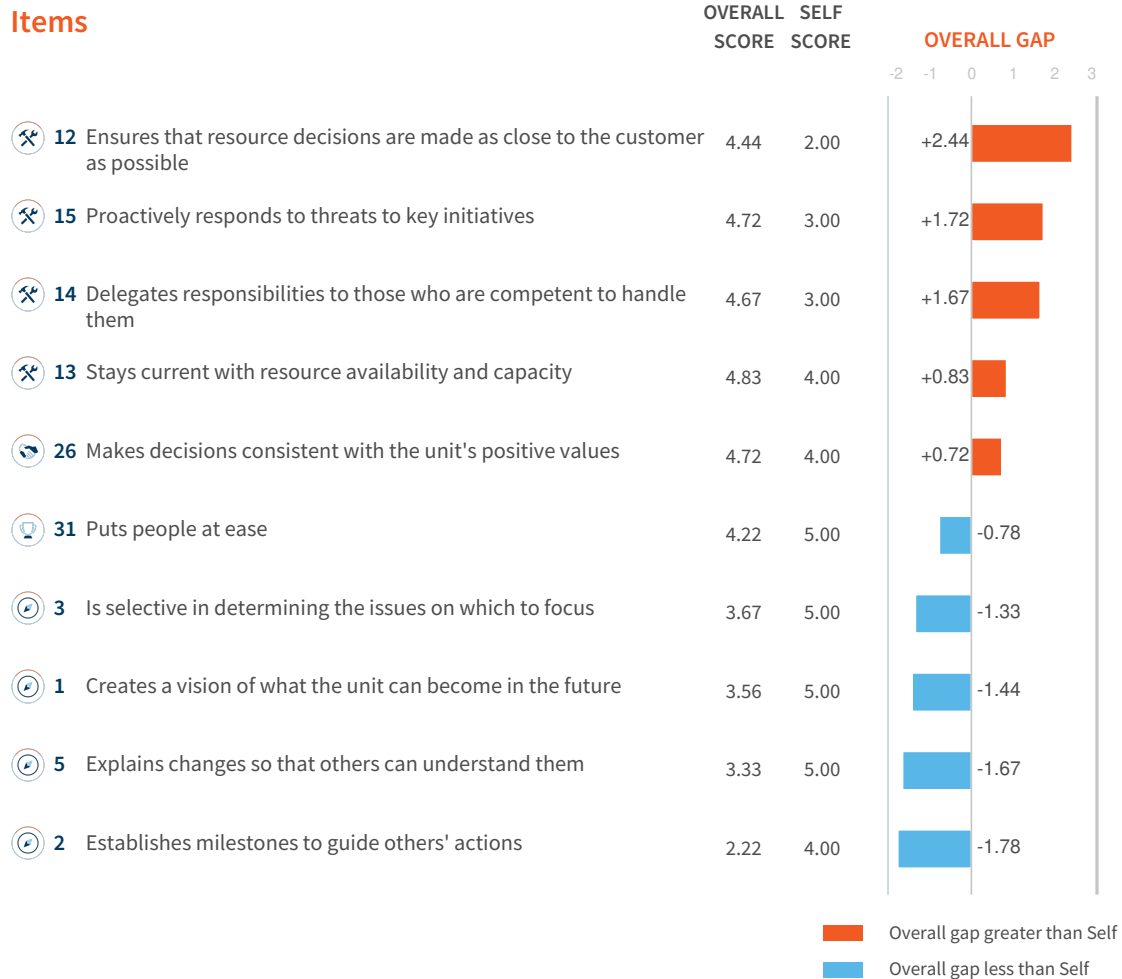


Notice rankings for a rater category which are different from the Overall rank. This highlights how perceptions vary based on your relationships to the feedback providers.



Highlight: Gap Analysis

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



- 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.



STRENGTHS

A top 5 Overall score with a similar Self score

- 16** Encourages cooperative problem solving



WEAKNESSES

A bottom 5 Overall score with a similar Self score

- 4** Sets clear performance expectations
28 Supports positive values even in difficult circumstances



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



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

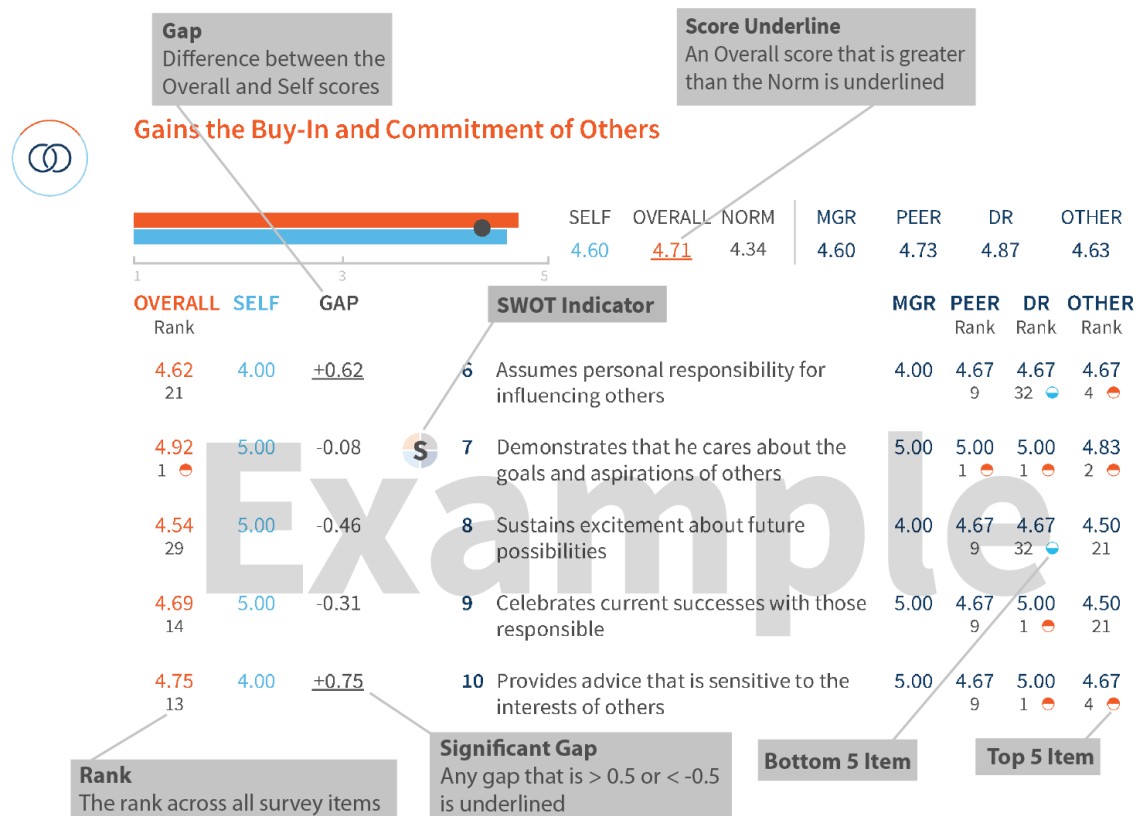


- Be sure to look at the detail sections for more information on your identified SWOT items.
- Consider using your strengths to address a weakness.
- Opportunities are hidden strengths you may not be aware of. Try to use them more frequently.
- Managing threats or "blind spots" should be a key part of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



Dimension Detail Explanation

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

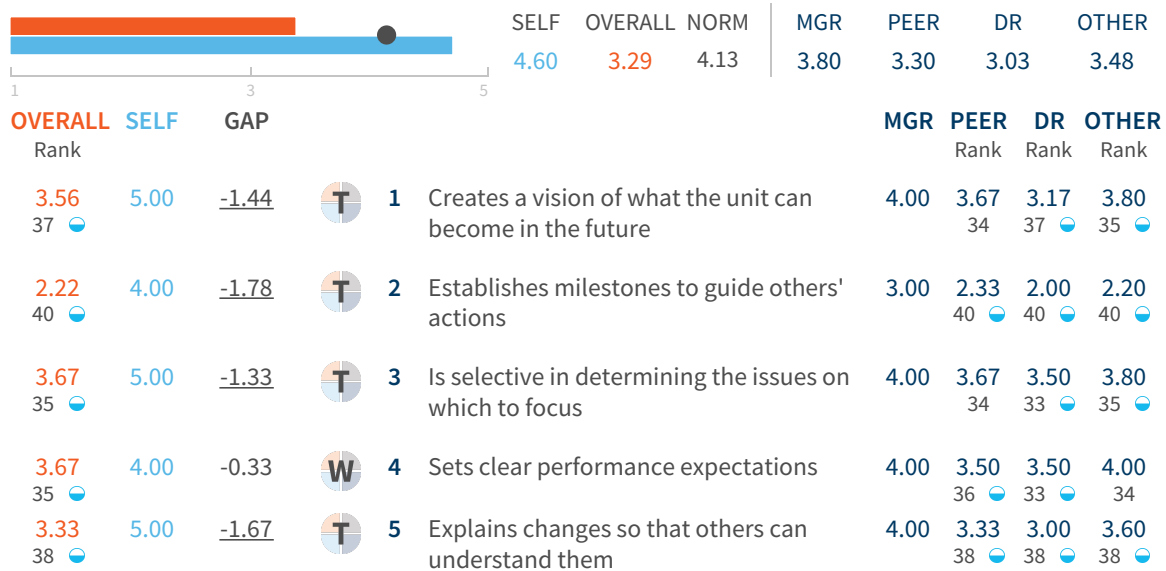




Dimension Detail and Comments



Provides Direction That Inspires Action



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.



Additional Comments

What piece of advice would you give me that would impact my career the most?

SELF

- Borem ipsum dolor sit amet, consectetur adipiscing elit. Donec et venenatis purus. Cras et maximus sem, et vulputate ipsum. Sed in vehicula nulla, in sollicitudin mi.

MANAGER

- -Buisque ut egestas orci, vitae semper nisi. Maecenas varius mollis magna, sed sodales velit faucibus sit amet. Mauris a gravida leo. Phasellus tempus tellus non enim mattis ornare. Suspendisse tristique velit odio, a aliquam odio ornare sed. Aenean quam lorem, tristique at risus ut, fringilla consequat urna. Vivamus sit amet ligula non augue sagittis euismod.

PEER

- Auris risus velit, finibus egestas purus at, lacinia suscipit purus. Pellentesque eget nisl est. In hac habitasse platea dictumst. Vivamus sodales tellus ut justo sodales, at ornare arcu posuere. Quisque eu quam eros.
- Muris commodo posuere mi non tincidunt. In eu nisi ante.

DIRECT REPORT

- Bauris vel odio id libero vehicula consequat vel sed magna.
- Gonec eget nisi vulputate, dictum augue ut, commodo risus. Nulla ullamcorper erat quis posuere congue. In hac habitasse platea dictumst. Vivamus sodales tellus ut justo sodales, at ornare arcu posuere. Quisque eu quam eros. Mauris commodo posuere mi non.
- Onteger scelerisque scelerisque libero, at varius dolor.
- Yasellus id nisl nec mauris cursus volutpat et et risus. Curabitur vulputate purus id turpis viverra, scelerisque feugiat eros lacinia. Pellentesque id aliquam elit, at convallis urna.

OTHER

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- Binteger congue augue nec tortor egestas, quis ultricies leo pretium. Morbi sit amet tempus est. Vivamus efficitur nisl in tortor porta, eu rhoncus est rutrum.
- Bed sollicitudin risus eu magna vestibulum, non luctus tortor fringilla. Praesent sollicitudin dolor et ex elementum, sit amet tempus mauris commodo. Donec sed magna et turpis vulputate bibendum. Sed varius mi nunc, eget pulvinar quam convallis eu.



Additional Comments

What do you think I do particularly well?

SELF

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MANAGER

- -Gin feugiat nunc dui, in blandit odio vestibulum sed. Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Nunc semper condimentum tincidunt. Praesent vel lectus sit amet libero euismod dignissim. Integer bibendum commodo tortor, non ultrices erat euismod congue.

PEER

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- Yarius natoque penatibus et magnis dis parturient montes.

DIRECT REPORT

- Bascetur ridiculus mus. Aliquam placerat leo justo, ac rutrum turpis tincidunt at. Mauris nec bibendum urna. Orci varius natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus.
- Lauris mi, rhoncus et feugiat quis, placerat non nulla.
- SNullam odio risus, faucibus rutrum arcu et, placerat cursus tortor.
- Yeger egestas lacus non arcu gravida, in fermentum massa tincidunt. Suspendisse sit amet nisi laoreet, congue arcu quis, viverra diam.

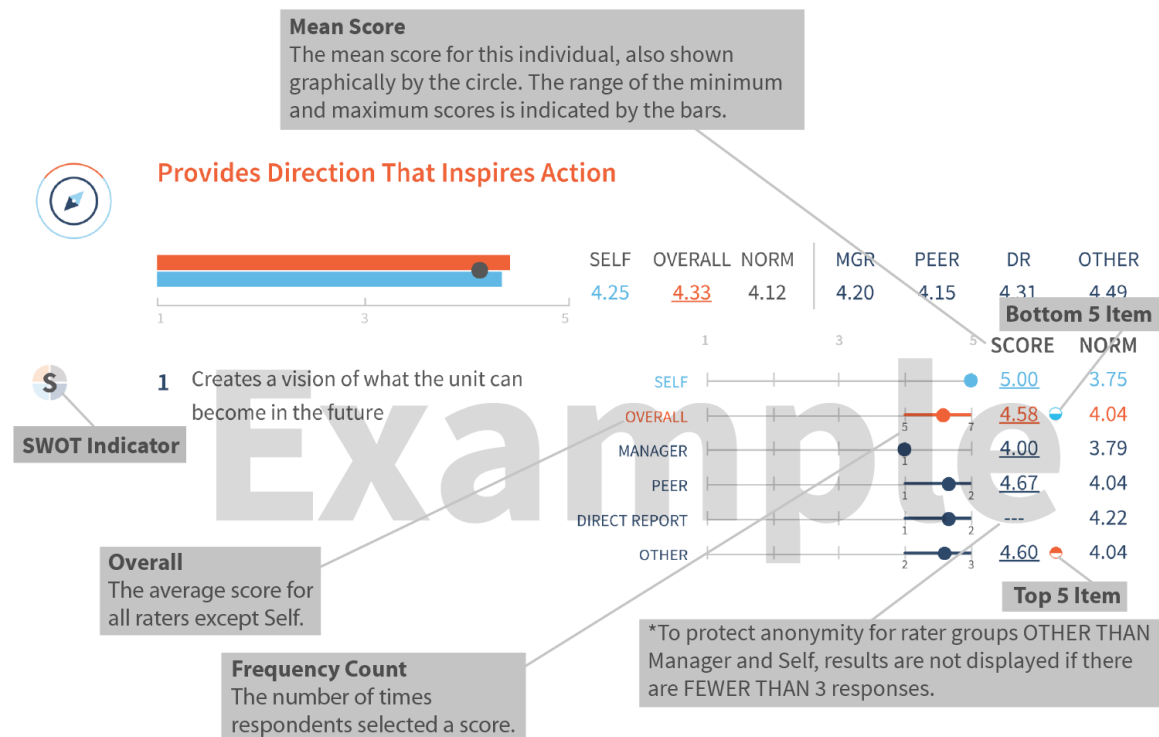
OTHER

- Illentesque euismod, ex eget convallis molestie, ex urna ultrices ex, eu mollis ex nunc nec ligula. Phasellus varius egestas urna a consectetur. Integer at dolor massa. Suspendisse in nisi fringilla, eleifend odio ut, sollicitudin ex. Ut ante est, suscipit vitae tellus in, hendrerit facilisis orci. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Donec et venenatis purus.
- Iras et maximus sem, et vulputate ipsum. Sed in vehicula nulla, in sollicitudin mi. Quisque ut egestas orci, vitae semper nisi. Maecenas varius mollis magna, sed sodales velit faucibus sit amet.
- Iris a gravida leo. Phasellus tempus tellus non enim mattis ornare. Suspendisse tristique velit odio, a aliquam odio ornare sed. Aenean quam lorem, tristique at risus ut, fringilla consequat urna. Vivamus sit amet ligula non augue sagittis euismod.



Item Detail Explanation

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

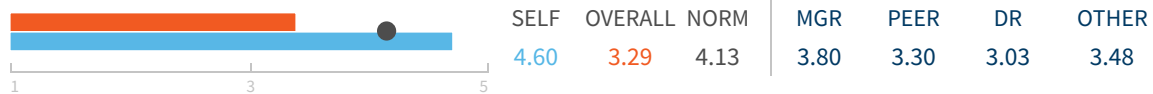




Item Detail

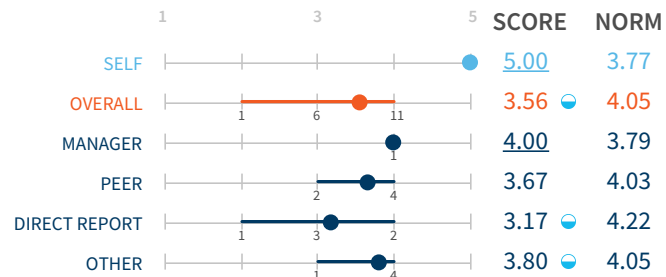


Provides Direction That Inspires Action



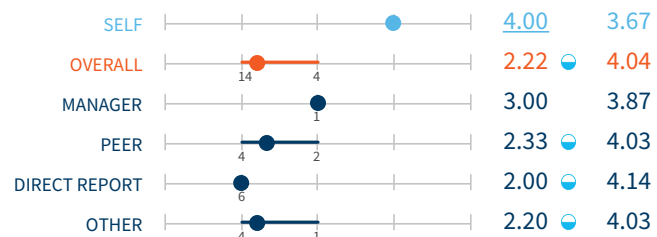
T

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



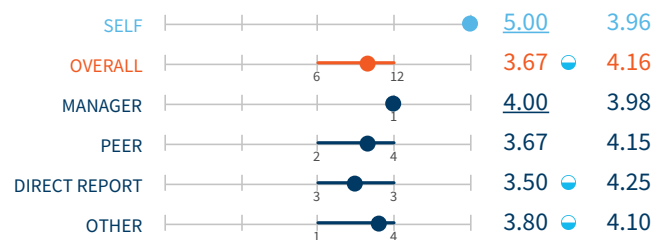
T

- 2 Establishes milestones to guide others' actions



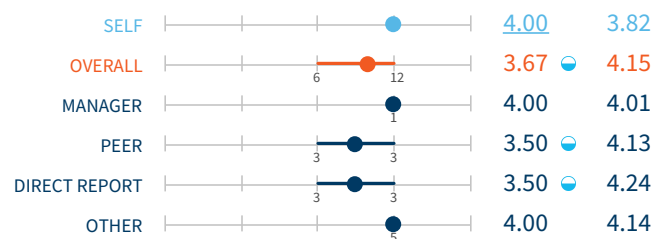
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- 3 Is selective in determining the issues on which to focus



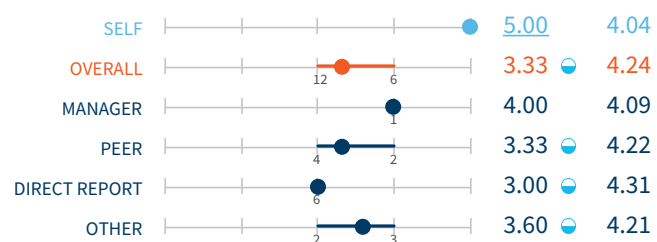
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- 4 Sets clear performance expectations



T

- 5 Explains changes so that others can understand them



Pat Sample



Leadership Inventory Action Plan



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
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