



podium

LEADERSHIP
INSIGHTS
Feedback

Pat Participant

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Introduction



This Assessment

The Leadership Insights assessment provides participants with scenarios which portray challenging situations that might leaders face at work. Each scenario is followed by a series of items which represent ways in which leaders could respond to the situation. Participants must then rate the effectiveness of each response.

It measures task and people requirements of leadership roles at a high-level as well as the underlying behavioural areas associated with Thinking, Achieving, Empowering and Directing clusters as outlined in the list below:

		Behavioural Areas
Task Requirements	Thinking Cluster	<p>Acquiring Info: Gathering a rich variety of information from many different sources about events. This includes seeing issues from many different perspectives to compare options prior to taking action.</p> <p>Generating Ideas: Linking information to form new ideas that explain the underlying sequences and causes of events This includes both creative and analytical thinking that leads to future productivity.</p>
	Achieving Cluster	<p>Proactivity: Designing implementation plans and outlining actions and responsibilities. Plans are produced in anticipation of needs rather than as a reaction to situational demands.</p> <p>Continuous Improvement: Setting goals and targets and monitoring progress to improve performance. Targets are focused on adding value for the customer and improving organisational outcomes.</p>
People Requirements	Empowering Cluster	<p>Emotional Awareness: Recognises own emotions as well as the emotions of others. Can regulate their own emotions and can influence the emotions of others in a positive way as required. Makes people feel valued and respected.</p> <p>Teamwork: Encourages teamwork and cooperation, goal alignment, flexibility and a willingness act across functional boundaries. Provides staff with the resources, training and feedback to develop their capability.</p>
	Directing Cluster	<p>Confidence: Making your stance on issues clear and securing the support of those around you. Uses persuasive arguments and the goals and interests of others to build support for ideas.</p> <p>Presence: Comportment and poise that contributes to follower alignment. Makes effective and concise presentations and establishing effective communication processes.</p>

This report consists of an overall score and several sub-component scores. The overall score is the most important. Sub-components of Leadership Insights represent potential reactions to, and knowledge about, the specific situations described by the scenarios. They should be considered merely as parts that contribute to the overall score. For substantive decisions, the overall score should take precedence over individual sub-component scores.



This Report

The purpose of this report is to provide you with insights into your likely behaviours. It includes a summary of your potential strengths and challenges and outlines possible coaching and development actions for you to explore. This report is confidential to you and therefore, it is at your discretion who you chose to share it with.

This report presents an indication of your behaviour only. As such, we encourage you to think about these insights in the context of other relevant information you know about yourself (i.e., your actual experience, interests, and skills).



Private and Confidential

This is a confidential assessment report. It was requested for a specific purpose and has influenced the information and conclusions drawn.



Waiver

Leadership Insights is an indicator of behaviour and preference only. The publishers, therefore, accept no responsibility for selection or other decisions made using this tool and cannot be held responsible for the consequences of doing so.



Rating Scales

Results are presented using percentage match scores as well as percentiles, sten and score ranges as described below.

Match (%)	This is a percentage value on a range of 0 to 100. The score indicates how closely the participant's results match Subject Matter Expert (SME) appraisal of the effectiveness of different actions related to leadership success.
Percentile (%ile)	This is a value on a scale of 100 that reflects the percentage of people in a sample who score below the participant's score.
Sten (1-10)	This is a standardised measure used to compare participant results. Presented on a 10-point scale, a score of 1 indicates low performance and a score of 10 indicates high performance.
Range	This is a qualitative indicator that is based on the Sten score and is broken down into 5 score bands from Below Average to Above Average.



Comparison Group (Norm)

Pat's results have been compared against the following norm group.

Assessment	Name	Size
Leadership Insights	International Participants	333

Profile Summary

Scale	Match (%)	%ile	Range	Below Average	Average	Above Average
				1 2 3 4 5 6 7 8 9 10		
Leadership Insights Score	70	52	Average			
Task Requirements	75	69	Slightly Above Average			
Thinking Cluster	75	68	Average			
Acquiring Info	90	98	Above Average			
Generating Ideas	60	21	Slightly Below Average			
Achieving Cluster	75	60	Average			
Proactivity	77	77	Slightly Above Average			
Continuous Improvement	73	38	Average			
People Requirements	65	36	Average			
Empowering Cluster	59	30	Slightly Below Average			
Emotional Awareness	75	94	Above Average			
Teamwork	43	3	Below Average			
Directing Cluster	70	48	Average			
Confidence	77	74	Slightly Above Average			
Presence	63	24	Slightly Below Average			

Profile Description

Task Requirements

Thinking Cluster

Acquiring Info

- Your responses suggest that you have an above average score on the "Acquiring Info" behavioural area.
- You are likely to perform more effectively than most in roles that require gathering information from multiple sources and using that information to generate effective solutions.
- You are more likely than most to be effective at integrating intelligence from multiple sources and comparing options before taking action.

Generating Ideas

- Your responses indicate that you have a slightly below average score on the "Generating Ideas" behavioural area.
- This result suggests that Your ability to correctly appraise the effectiveness of different actions related to reaching conclusions that go beyond obvious explanations and integrating new insights is slightly lower than the reference group.
- As a result, you may require support fostering and rewarding innovation and exploration of ideas.

Achieving Cluster

Proactivity

- Your responses suggest that you have a slightly above average score on the "Proactivity" behavioural area.
- You are likely to perform as well as most in roles that require producing plans and defining responsibilities.
- You are as likely as most to be effective at considering multiple demands, stakeholders and contingencies.

Continuous Improvement

- Your responses suggest that you have an average score on the "Continuous Improvement" behavioural area.
- You are likely to perform as well as most in roles that require setting goals and monitoring progress against those targets.
- You are as likely as most to drive performance and improvements.

People Requirements

Empowering Cluster

Emotional Awareness

- Your responses suggest that you have an above average score on the "Emotional Awareness" behavioural area.
- You are likely to perform more effectively than most in roles that require recognising your and others' emotions.
- You are more likely than most to be effective at learning about others and influencing their emotions in a positive way.

Teamwork

- Your responses indicate that you have a below average score on the "Teamwork" behavioural area.
- This result suggests that Your ability to correctly appraise the effectiveness of different actions related to working with others across functional boundaries and from diverse backgrounds is lower than the reference group.
- As a result, you are likely to require support fostering inclusion and developing team members' capabilities.

Directing Cluster

Confidence

- Your responses suggest that you have a slightly above average score on the "Confidence" behavioural area.
- You are likely to perform as well as most in roles that require presenting a clear and confident stance on issues.
- You are as likely as most to be effective at generating confidence in others through your personal self-belief.

Presence

- Your responses indicate that you have a slightly below average score on the "Presence" behavioural area.
- This result suggests that Your ability to correctly appraise the effectiveness of different actions related to projecting authority and adapting your communication style is slightly lower than the reference group.
- As a result, you may require support developing your interpersonal style to make a strong impact on others.



Practice Recommendations

Share the feedback report with Pat and corroborate the results with him before considering any development interventions. Adopt a supportive and balanced approach to ensure observations are supported and accepted.

Generating Ideas

- Work with your manager or coach to think through creative problems by considering the broader context or external references to similar issues.
- Seek opportunities to expose yourself to other ways of thinking (e.g. multi-disciplinary conferences.)
- Seek opportunities to train in technical skills needed for innovation in your area of work.
- Seek assignments in teams involved in developing innovations or implementing change.
- Consult others and encourage open debate in order to explore other perspectives and enhance the quality of your decisions.

Continuous Improvement

- Ask yourself what you can do more to exceeding expectations.
- Meet with key stakeholders to identify and manage their expectations.
- Identify recurring issues within your department or organisation and take it upon yourself to develop and recommend solutions to these issues.
- Clarify areas where any initiative is welcome and areas where approval is needed before moving ahead.

Teamwork

- Be aware of the importance of being sensitive to and recognising team members' contributions.
- Attend trade conferences to help build your network of contacts.
- Arrange with your manager or coach to meet and build relationships with people in their network either within or outside of the organisation.

Presence

- Seek opportunities to practice your influencing skills. (e.g. preparing a presentation to senior management or leading a group meeting.)
- Seek opportunities to work with and observe skilled influencers.
- Have your manager or coach observe you in interpersonal situations and provide feedback on your ability to read the audience and adapt your message or style.
- Discuss with your manager or coach how you would approach delicate interpersonal situations (e.g. negotiations with customers or vendors).



Development Plan

Use this section to summarise and document your development plan; marking development activities, objectives, resources, timeframes and how development will be measured.

Read your feedback report and take notes; preparing a list of major concerns and personal goals. If you plan to meet with a coach or your manager to discuss your development plan, then adopt an open approach where you both consider your actual performance before exploring different development activities and their implications. Remember to take notes and agree on action plans with your coach or manager.

Goal

What do you want to achieve or change? Identify SMART goals that are Specific, Measurable, Attainable, Realistic and Time-bound.

Reality

What aspects of your feedback do you feel contribute to your goal achievement or hinder you from achieving your goals?

Options

What options do you have for achieving your goals and making a change? What are some of the obstacles keeping you from pursuing these options?

Will

What will you do to move forward towards your goal? What will you do if you face challenges? How will you review progress?