



podium

# LEADERSHIP INSIGHTS

## Develop

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><b>Acquiring Info:</b> 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><b>Generating Ideas:</b> 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><b>Proactivity:</b> 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><b>Continuous Improvement:</b> 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><b>Emotional Awareness:</b> 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><b>Teamwork:</b> 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><b>Confidence:</b> 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><b>Presence:</b> 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 give information about Pat's likely behaviours. The report identifies potential strengths and challenges as well as suggests possible coaching or development actions which can be explored further with him. Use the report to identify development goals, raise Pat's self-awareness, identify potential obstacles and explore ways forward based on the GROW coaching model.

## Private and Confidential

This is a confidential assessment report on Pat. This report was requested for a specific purpose and has influenced the information and conclusions drawn. The information contained in this report should only be interpreted by a trained professional, and in the context of other relevant information (i.e., actual experience, interests, skills, and aptitudes).

## Waiver

Leadership Insights is an indicator only and cannot predict leadership performance with certainty. The authors and distributors accept no responsibility for selection or other decisions made using this tool and cannot be held liable for the consequences of those decisions.

## 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		
<b>Leadership Insights Score</b>	<b>70</b>	<b>52</b>	<b>Average</b>			
<b>Task Requirements</b>	<b>75</b>	<b>69</b>	<b>Slightly Above Average</b>			
<b>Thinking Cluster</b>	<b>75</b>	<b>68</b>	<b>Average</b>			
Acquiring Info	90	98	Above Average			
Generating Ideas	60	21	Slightly Below Average			
<b>Achieving Cluster</b>	<b>75</b>	<b>60</b>	<b>Average</b>			
Proactivity	77	77	Slightly Above Average			
Continuous Improvement	73	38	Average			
<b>People Requirements</b>	<b>65</b>	<b>36</b>	<b>Average</b>			
<b>Empowering Cluster</b>	<b>59</b>	<b>30</b>	<b>Slightly Below Average</b>			
Emotional Awareness	75	94	Above Average			
Teamwork	43	3	Below Average			
<b>Directing Cluster</b>	<b>70</b>	<b>48</b>	<b>Average</b>			
Confidence	77	74	Slightly Above Average			
Presence	63	24	Slightly Below Average			



## Profile Description

### Task Requirements

#### Thinking Cluster

##### Acquiring Info

- Pat's responses suggest that he has an above average score on the "Acquiring Info" behavioural area.
- He is likely to perform more effectively than most in roles that require gathering information and using that information to generate effective solutions.
- He is more likely than most to be effective at integrating intelligence from multiple sources and comparing options before taking action.

##### Generating Ideas

- His responses indicate that he has a slightly below average score on the "Generating Ideas" behavioural area.
- This result suggests that Pat's 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, he may require support fostering and rewarding innovation and exploration of ideas.

#### Achieving Cluster

##### Proactivity

- Pat's responses suggest that he has a slightly above average score on the "Proactivity" behavioural area.
- He is likely to perform as well as most in roles that require producing plans and defining responsibilities.
- He is as likely as most to be effective at considering multiple demands, stakeholders and contingencies.

##### Continuous Improvement

- His responses suggest that he has an average score on the "Continuous Improvement" behavioural area.
- Pat is likely to perform as well as most in roles that require setting goals and monitoring progress against those targets.
- He is as likely as most to drive performance and improvements.

People Requirements	
Empowering Cluster	
<b>Emotional Awareness</b>	<ul style="list-style-type: none"> <li>Pat's responses suggest that he has an above average score on the "Emotional Awareness" behavioural area.</li> <li>He is likely to perform more effectively than most in roles that require recognising his and others' emotions.</li> <li>He is more likely than most to be effective at learning about others and influencing their emotions in a positive way.</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>His responses indicate that he has a below average score on the "Teamwork" behavioural area.</li> <li>This result suggests that Pat's 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.</li> <li>As a result, he is likely to require support fostering inclusion and developing team members' capabilities.</li> </ul>
Directing Cluster	
<b>Confidence</b>	<ul style="list-style-type: none"> <li>Pat's responses suggest that he has a slightly above average score on the "Confidence" behavioural area.</li> <li>He is likely to perform as well as most in roles that require presenting a clear and confident stance on issues.</li> <li>He is as likely as most to be effective at generating confidence in others through his personal self-belief.</li> </ul>
<b>Presence</b>	<ul style="list-style-type: none"> <li>His responses indicate that he has a slightly below average score on the "Presence" behavioural area.</li> <li>This result suggests that Pat's ability to correctly appraise the effectiveness of different actions related to projecting authority and adapting his communication style is slightly lower than the reference group.</li> <li>As a result, he may require support developing his interpersonal style to make a strong impact on others.</li> </ul>



## Coaching 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

- Help Pat think through creative problems by considering the broader context or external references to similar issues.
- Provide him with opportunities to expose him to other ways of thinking (e.g. multi-disciplinary conferences.)
- Provide him with opportunities to train in technical skills needed for innovation in his area of work.
- Assign Pat to teams involved in developing innovations or implementing change.
- Encourage him consult others and encourage open debate in order to explore other perspectives and enhance the quality of his decisions.

### Continuous Improvement

- Model and demonstrate a commitment to exceeding expectations.
- Encourage him to meet with key stakeholders to identify and manage their expectations.
- Encourage Pat to identify recurring issues within the department or organisation and take it upon himself 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

- Model sensitivity and the recognition of team members' contributions.
- Encourage him to attend trade conferences to help build his network of contacts.
- Arrange for Pat to meet and build relationships with people in your network either within or outside of the organisation.

### Presence

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



## Development Plan

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

### 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?