



Profile Report

Confidentially prepared for: John Doe

Report date: Friday, May 12, 2006

Number of respondents: 4

LeadView Profile Overview

Congratulations! Completing the LeadView Profile is an essential tool that will give you better clarity and understanding of your skills as a leader, and how you and others see you with regard to the critical factors required for successful leadership. The profile will help you identify areas of both personal strength and opportunity that you can use to build your personal development plan for success as a leader.

As a leader, the way others perceive your personal strengths and areas of opportunity for development may be different your own perspective. They may perceive traits and characteristics of which you may not even be aware - what might be called your "blind spots." So keep an open mind and look for themes. Remember, your peers and leaders have your best interests and career development in mind!

The **LeadView Profile** contains four sections:

Section I - Feedback Report gives you information about how the ratings are scored and suggests things to look for in the charts.

Section II - Responses shows:

- The overall averages for each of the general focus areas in the profile, and then the averages for each question in each focus area.
- The ratings which indicate your top strengths and areas for improvement.
- The gaps between your perception and the perceptions of your raters for the focus areas, and questions with the biggest gaps.
- Written comments

Section III - Interpreting the Feedback provides you with reflective questions to help you convert the profile feedback into usable learning.

Section IV - Personal Commitment provides guided questions and tips to help you make a personal development commitment you can keep.

We recommend that you first print your **LeadView Profile**. Take some time to reflect on the feedback - what does it mean and what have you learned about yourself and your team? Then determine what you can do to build an action plan for future success. A word of caution: Do not challenge the results - good or bad. Accept the results for what they are - personal perceptions. It is not advisable to seek out and challenge your participants. To the contrary, once you have made your personal commitments, it is good practice to personally thank your colleagues for their valuable feedback. You may also want to let them know what you've learned and what you will do about it - your personal commitments.

I. Feedback Report

The **LeadView Profile** presents a picture of how you and your colleagues perceive your personal traits and characteristics and compares them to your own perceptions.

The scoring system is on scale from 0 to 20. The numbering scale corresponds to the answer possibilities in the following manner:

0 = Never

5 = Rarely

10 = Sometimes

15 = Often

20 = Always

Low ratings (5 and below) indicate challenge areas and high ratings (15 and above) indicate strengths.

Your ratings are compared to the average rating of all others. For example, if five people other than yourself responded, then the "Others' Ratings" would be the sum of the five ratings (say a total of 72) divided by five (or 14.4) – excluding your rating.

There is also a response of "Don't Know" that respondents can choose when they don't think they have enough information about a topic to rate you. These responses are completely eliminated from the report calculations. If all your respondents choose this option for a topic, the words "Don't Know" will appear where the bar chart would normally be, and "DK" where the value would be.

Focus on themes – beyond the individual questions and results that clarify and confirm.























- Strengths or opportunities on which to build and leverage
- Your challenges or opportunities for improvement

- Areas where there are significant differences or gaps between how you see yourself and how others see you

II. Responses



Focus Area Averages

This section shows the aggregated (average) ratings for questions from all respondents that relate to each of the twelve areas of focus. Your ratings are shown separately from all others.

Focus Area	Others' Ratings		Your Ratings	
Analysis and Judgment		17.4		19.0
Strategic Business Perspective		15.3		14.0
Creativity and Innovation		16.3		17.0
Personal Effectiveness		15.8		17.0
Coaching		17.3		20.0
Leadership Effectiveness		16.3		18.3
Initiating and Managing Change		15.5		14.0
Interpersonal Communications		16.8		17.0
Conflict Resolution		15.0		15.0
Selection and Hiring		14.6		17.5
Combined Average of All Focus Areas		16.0		16.9

Question Averages











This section shows the ratings for each question and an average score for each focal area. Your ratings are shown separate from all others.











Section 1: Analysis and Judgment	Others' Ratings		Your Ratings	
Makes sound, informed decisions in both routine and non-routine situations		15.0		15.0







Takes a stand and makes timely, tough decisions		16.3		20.0
Has demonstrated the judgment necessary to make important decisions		18.8		20.0
Considers the effect on others before taking action		20.0		20.0
Exhibits the courage to do the right thing regardless of the situation		16.7		20.0

Section 2: Strategic Business Perspective	Others' Ratings		Your Ratings	
Makes decisions that are based on long term success not short term convenience		12.5		20.0
Looks for opportunities to gain a broader business perspective		17.5		15.0
Integrates his or her work with what is going on in other parts of the company to create synergy		13.8		10.0
Takes action based on the best interest of the company rather than how it may affect him or her personally		16.3		15.0
Identifies potential risks and challenges and assists with plans to manage them		16.3		10.0











Section 3: Creativity and Innovation	Others' Ratings		Your Ratings	
Integrates ideas and inputs from different sources to find creative solutions		16.3		15.0
Creates new opportunities or overcomes obstacles by rethinking or applying problem-solving techniques		15.0		15.0
Encourages creativity and innovation		20.0		20.0
Seeks input and advice from customers to improve products and services		15.0		15.0
Personally searches for innovative ways to develop, grow and improve results		15.0		20.0







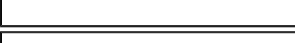
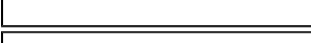

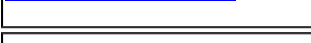
Section 4: Personal Effectiveness	Others' Ratings		Your Ratings	
Sets specific goals for personal growth and improvement		15.0		20.0
Accepts feedback without becoming defensive (i.e., without denial, getting angry, making excuses, or blaming others)		15.0		20.0
Learns from mistakes and successes		13.8		15.0
Builds credibility by willingly sharing his or her perspective and expertise		20.0		15.0
Builds trust by consistently doing what he or she says they are going to do		15.0		15.0





Section 5: Coaching	Others' Ratings		Your Ratings	
Equips the team with appropriate tools to be successful		15.0		20.0
Acts as a coach or mentor to those inside or outside the work group		18.8		20.0
Continually provides timely and constructive developmental feedback that helps each employee become better		15.0		20.0
Takes the time to coach and develop individuals instead of constantly telling them what to do		20.0		20.0
Builds and works within a team, and contributes to a positive working environment		17.5		20.0

Section 6: Leadership Effectiveness	Others' Ratings		Your Ratings	
Effectively manages meetings and time spent with others		13.8		10.0
Is committed and driven to achieve our team's goals		16.3		20.0
Clearly connects each individual with the company's vision and plan for success		13.8		20.0
Recognizes the talents and efforts				









of others by expressing appreciation		18.8		20.0
Involves others in decisions that impact them		17.5		20.0
Does the right thing regardless of the consequences		17.5		20.0

Section 7: Initiating and Managing Change	Others' Ratings		Your Ratings	
Is open-minded about new ways to do familiar tasks		12.5		10.0
Responds thoughtfully, reasonably, and in a timely manner to changes or new situations		13.8		15.0
Is resilient and bounces back from setbacks		20.0		15.0
Helps others understand how change will affect them		16.3		15.0
Effectively implements change		15.0		15.0

Section 8: Interpersonal Communication	Others' Ratings		Your Ratings	
Demonstrates the ability to connect with people not just communicate with them		16.3		20.0
Communicates effectively with people at a higher level		16.3		20.0
Is able to work with other people who have different perspectives or opinions		17.5		15.0
Communicates frequently how we are doing as a team		15.0		15.0
Takes time to actively listen to team members		18.8		15.0

Section 9: Conflict Resolution	Others' Ratings		Your Ratings	
Is proactive in confronting and resolving issues quickly and effectively		13.8		15.0
Proactively searches for and removes obstacles inhibiting others' performance		13.8		15.0

Strives to understand issues before reacting		13.8		20.0
Avoids placing blame or pointing fingers		18.8		15.0
Holds people accountable for delivering and maintaining excellence		15.0		10.0

Section 10: Selection and Hiring	Others' Ratings		Your Ratings	
Recruits, selects, and hires high quality and diverse talent		13.3		15.0
Involves team members in the hiring process		17.5		15.0
Acts quickly to replace ineffective team members		10.0		20.0
Never lowers standards just to fill a position		15.0		20.0

Strengths and Opportunities

This section ranks the 5 highest and 5 lowest rated questions as your respondents perceive them. Your rating is also shown for these questions. The questions are listed in descending order based on others' ratings.

Top Five Strengths	Others' Ratings	Your Ratings
Considers the effect on others before taking action	20.0	20.0
Encourages creativity and innovation	20.0	20.0
Builds credibility by willingly sharing his or her perspective and expertise	20.0	15.0
Takes the time to coach and develop individuals instead of constantly telling them what to do	20.0	20.0
Is resilient and bounces back from setbacks	20.0	15.0
Top Five Opportunities	Others' Ratings	Your Ratings
Acts quickly to replace ineffective team members	10.0	20.0

Makes decisions that are based on long term success not short term convenience	12.5	20.0
Recruits, selects, and hires high quality and diverse talent	13.3	15.0
Integrates his or her work with what is going on in other parts of the company to create synergy	13.8	10.0
Clearly connects each individual with the company's vision and plan for success	13.8	20.0

Gaps

This section shows any "gaps" in your results, that is, questions that had the biggest difference between your rating and the average of all others. A gap can occur two ways. First, your rating may be higher than the average of all others' ratings, that is, something you think you do well but others think differently. On the other hand, you might also rate yourself lower than others rate you on a particular question. This is considered a "hidden skill" - an area where others see you stronger than you see yourself.

Look at the **Gaps** column in the table below. Negative numbers indicate ratings of others that are lower than your rating. Positive numbers indicate ratings of others that are higher than your rating.

Focus Areas	Others' Ratings (x)	Your Ratings (y)	Gaps (x-y)
Analysis and Judgment	17.4	19.0	-1.6
Strategic Business Perspective	15.3	14.0	1.3
Creativity and Innovation	16.3	17.0	-0.8
Personal Effectiveness	17.3	20.0	-2.8
Coaching	15.8	17.0	-1.3
Leadership Effectiveness	16.3	18.3	-2.1
Initiating and Managing Change	15.5	14.0	1.5
Interpersonal Communication	16.8	17.0	-0.3
Conflict Resolution	15.0	15.0	0.0
Selection and Hiring	14.6	17.5	-2.9
Combined Gap Averages	16.0	16.9	-0.9

Biggest Gaps

These are the questions with the greatest differences between your ratings and the averages of all others. Hidden skills are areas where others see you stronger than you see yourself. Challenges are areas where you see yourself as being stronger than others see you.

Hidden Skills	Others' Ratings (x)	Your Ratings (y)	Gaps (x-y)
Identifies potential risks and challenges and assists with plans to manage them	16.3	10.0	6.3
Builds credibility by willingly sharing his or her perspective and expertise	20.0	15.0	5.0
Is resilient and bounces back from setbacks	20.0	15.0	5.0
Holds people accountable for delivering and maintaining excellence	15.0	10.0	5.0
Integrates his or her work with what is going on in other parts of the company to create synergy	13.8	10.0	3.8
Challenges	Others' Ratings (x)	Your Ratings (y)	Gaps (x-y)
Acts quickly to replace ineffective team members	10.0	20.0	-10.0
Makes decisions that are based on long term success not short term convenience	12.5	20.0	-7.5
Clearly connects each individual with the company's vision and plan for success	13.8	20.0	-6.3
Strives to understand issues before reacting	13.8	20.0	-6.3
Personally searches for innovative ways to develop, grow and improve results	15.0	20.0	-5.0

Written Comments

This section lists all the specific written comments made by your colleagues. To preserve anonymity respondent numbers and their order are determined randomly.

The greatest strengths of this person with regard to his or her overall effectiveness as a leader are:

Your comments	Communication
Respondent 1	Tremendous visionary, endless enthusiasm and energy. He is a pleasure to be around and motivates others to strive for excellence and results. Very concerned about other individuals to the point of being self-sacrificing. Trustworthy.
Respondent 2	Motivating people is a great strength. His enthusiasm and energy are contagious and he seems to get people to go above and beyond what they otherwise might be capable of.
Respondent 3	Definitely Communication and Coaching. Knows how to connect with people and bring out the best in them.
Respondent 4	Great communicator, every time I talk to him I feel better about the situation. Positive and enthusiastic most of time. Set clear goals and expectations.

Describe the most important things this person could improve to increase his or her overall effectiveness as a leader.

Your comments	Delegation
Respondent 1	More attention to follow-up. Many opportunities may be lost because he is moving so fast from one thing to the next. Take more time to build on the great relationship that he is capable of forming quickly.
Respondent 2	Slow down a little and spend more time completing things before going on to something else. He has a tendency to think things will take care of themselves and sometimes they don't. He needs to stay more connected until projects are completed and deals are closed.
Respondent 3	Administrative task, needs to get help from support resources rather than do everything himself. Delegate to staff and capitalize on the team's strengths.
Respondent 4	Delegate versus run 100 miles an hour, get help and support from the team. Be more open to new ways of doing things, especially technology.

Additional comments, if any.

Your comments	Strives for Excellence and thinks of others before self
Respondent 1	A pleasure to work with.
Respondent 2	Works too hard. Needs to relax a little and not kill himself.
Respondent 3	What a great honest person!
Respondent 4	No comment

III. Interpreting the Feedback

At this stage you have now a lot of data! Some of it maybe surprising. This section provides you with reflective questions to help you convert the profile results into learning you can use.

Focus on themes rather than the ratings on any individual question or a specific write-in comment. Look for common threads or underlying issues. Put things in perspective. Review the Feedback Report to identify:

- Your strengths to build on and leverage.
- Your opportunities for improvement.
- Significant gaps between how you see the fulfillment of employee needs and how others see it.

The following reflective questions are provided to help you convert the profile feedback into learning.

Strengths - Fulfilled Needs

The following questions can help you become more aware of your strengths – how you see yourself and how others experience your current or potential leadership style and behaviors. It is important to know your strengths so you can build on them and continue your personal development.

1. Based on the Feedback Report what are your top two strengths?

2. In what circumstances or situations do your strengths most occur?

3. How can knowing your strengths help you in your career?

Opportunities – Unfulfilled Needs

The questions below are intended to help you become more aware of your challenges – how you see yourself and how others experience your leadership style and behaviors. It is important to be aware of your challenges as opportunities for personal growth which can lead to advancement in your career.

1. Based on the Feedback Report what are your top two challenges?

2. In what circumstances or situations do your challenges most often occur?

3. How can knowing your challenges help you in your career?

Gaps

The questions below can help you to become more aware of any "blind spots" or "hidden skills" - differences between how you see yourself and how others see you.

1. Based on the Feedback Report, what, if any are the two biggest differences ("blind spots" or "hidden skills")?

2. Are there any surprises?

3. Why do you think the differences occurred?

Personal Commitment

Now that you have reflected on your strengths, opportunities and gaps, it's time to make a personal commitment to growth in your personal life and career.

Helpful Tips

Here are some tips to help you make a commitment you can keep.

It is important to recognize that leveraging and building on strengths is as important as taking action to improve weaknesses. It is also important to recognize that:

- Practically, you can only work on a few things at any one time - pick those most critical to your situation.
- Applying your commitments to a specific work activity, initiative or project can be very powerful.
- Your commitments may be in the way you act, or formal courses or learning experiences, or seeking coaching and feedback from others.
- It takes time for others to see results - usually 6 to 9 months.

Phrase your commitment positively. Make sure it is "observable" by others - a practical behavior or

action with measurable results - and not simply an, "I'll try to," or a thought or aspiration. Also, make your commitment time-bound - for example, "I will do it in the next 3 months!"

1. Given your reflections and insights, what are 2 to 3 commitments you will make to your personal growth and becoming a more successful leader?

2. For each commitment how will you know you have been successful – what results do you expect to achieve?

3. For each commitment, what barriers or enablers to success to you anticipate and how will you deal with them? Are there people who can help you?

4. Finally, given your reflections and insights, commit to one action you can take within the next 24 hours to start your own personal development plan toward becoming an outstanding leader.

***Good luck on the path to building your career
as a successful and admired leader!***