

Leadership Versatility Index[®]

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Robert E. Kaplan
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Pat Sample
February 2007

FORCEFUL

ENABLING

STRATEGIC

OPERATIONAL

Leadership Versatility Index®

Robert E. Kaplan and Robert B. Kaiser

Feedback for:

Pat Sample

February 2007

General Manager (Line)
Business - privately held

Managerial experience:
13 years

Time in current job:
6 months

Feedback from:

14 Total Coworkers

2 Superiors

4 Peers

8 Direct Reports

Note: Results for Peers and Direct Reports are presented separately only if three or more individuals from that group provide ratings. However, if only one or two individuals from that group provide ratings, their data will be included in the results reported for All Coworkers.

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The method of assessment used by the Leadership Versatility Index® is protected by U.S. Patent No. 7,121,830.

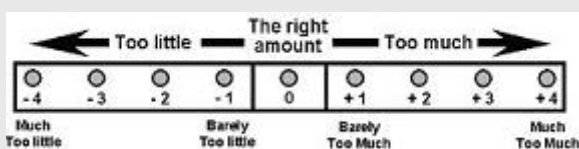
The **Leadership Versatility Index (LVI)** measures versatility on two complementary pairs of leadership dimensions:

Forceful & Enabling Strategic & Operational

Each pair is a combination of opposites. To be good at both sides of oppositions or dualities like these is to be versatile. Many leaders, however, are better at one side than the other. They are lopsided. Your scores on this instrument will give you a reading on the extent to which you are versatile or lopsided.

Overdoing and Underdoing

The LVI's rating scale is shown below. As you noted in filling out the survey on yourself, this is not the typical kind of rating scale, where higher scores are "better." The most desirable score on this instrument falls right in the middle of the scale, a score of "0".



The scale was designed on the premise that suboptimal performance is often a result of either overdoing a behavior or underdoing it. Any "minus scores" (negative numbers) you receive indicate that your raters think you do too little of the behavior—that you either don't do it frequently enough or with enough intensity. "Plus scores" (positive numbers) indicate that they think you do too much of the behavior—that you either do it too often or with too much intensity. Again, scores close to "0" (zero) are ideal.

Pairing Opposites

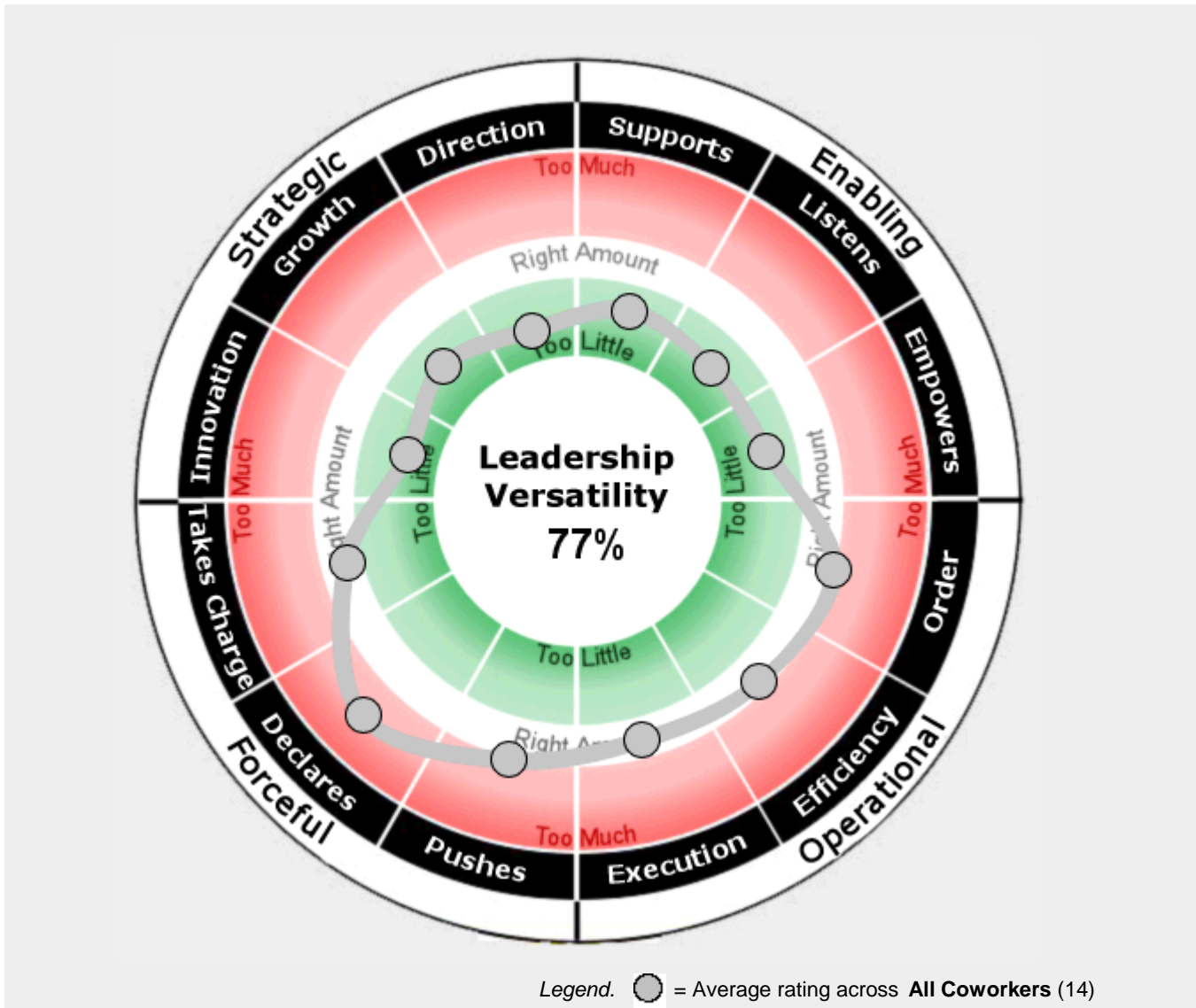
Although the survey had you and your coworkers rate each item individually, it was actually designed as a series of pairs, intended to be complements. For example:

"Steps in. Gets personally involved when problems arise."

&

"Trusts people to handle problems that come up in their area of responsibility."

This feedback report presents the results in terms of pairs of opposing behaviors like the one above so that you can see how versatile or lopsided you are at a very concrete level.



Note: The results that appear on this graphic are based on your coworkers' ratings and do not include your self-ratings.

Interpretation

1. Color Coding

- A score in the **green** zone indicates a deficiency (**green** is for "**go**" or do more).
- A score in the **red** zone is a strength taken too far (**red** is for "**stop**" or do less).
- A score that falls in the **white band** between the green and red areas is a strength.

2. The shape of your profile. The closer to a circle your profile is, the more well-rounded it is, as seen by your coworkers. Bulges or flat spots indicate excesses and deficiencies.

3. The versatility percentage is an overall index of your versatility. The higher the percentage, the greater your versatility on both forceful-enabling leadership and strategic-operational leadership. The percentage can range from 0 to 100. The majority of leaders score between 70 percent and 90 percent.

Forceful & Enabling *overview*

Forceful Leadership

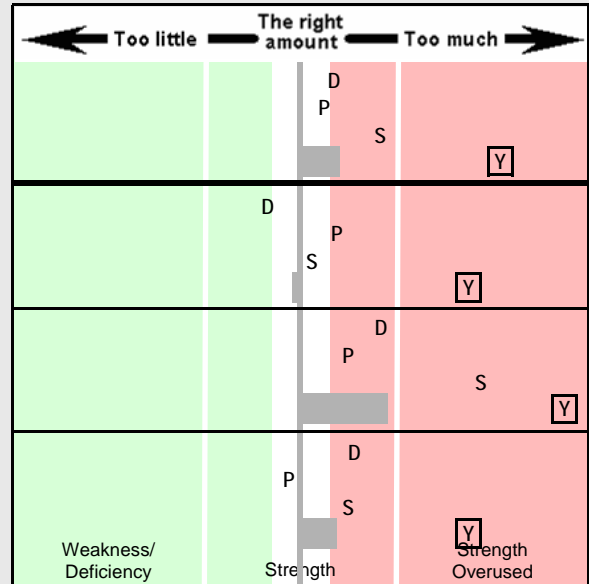
exercising power and authority to push for performance.

Overall

Takes Charge

Declares

Pushes



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Enabling Leadership

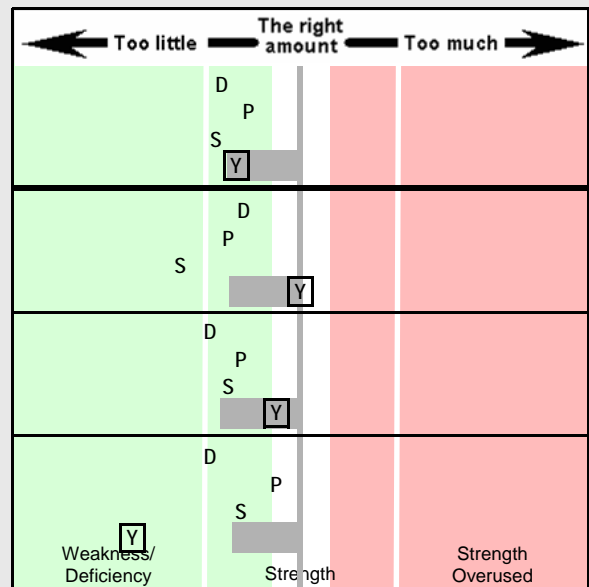
creating conditions for other people to be influential and to contribute.

Overall

Empowers

Listens

Supports



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Forceful-Enabling Versatility

the ability to freely draw upon these two opposites, unrestricted by bias in favor of one side and prejudice against the other side. The higher the percentage, the greater your versatility on this important duality.

	F-E Versatility
You	57%
All Coworkers	77%
Superiors	68%
Peers	82%
Direct Reports	78%

The average F-E Versatility score is 79% (SD=9%).

Forceful & Enabling *item averages*

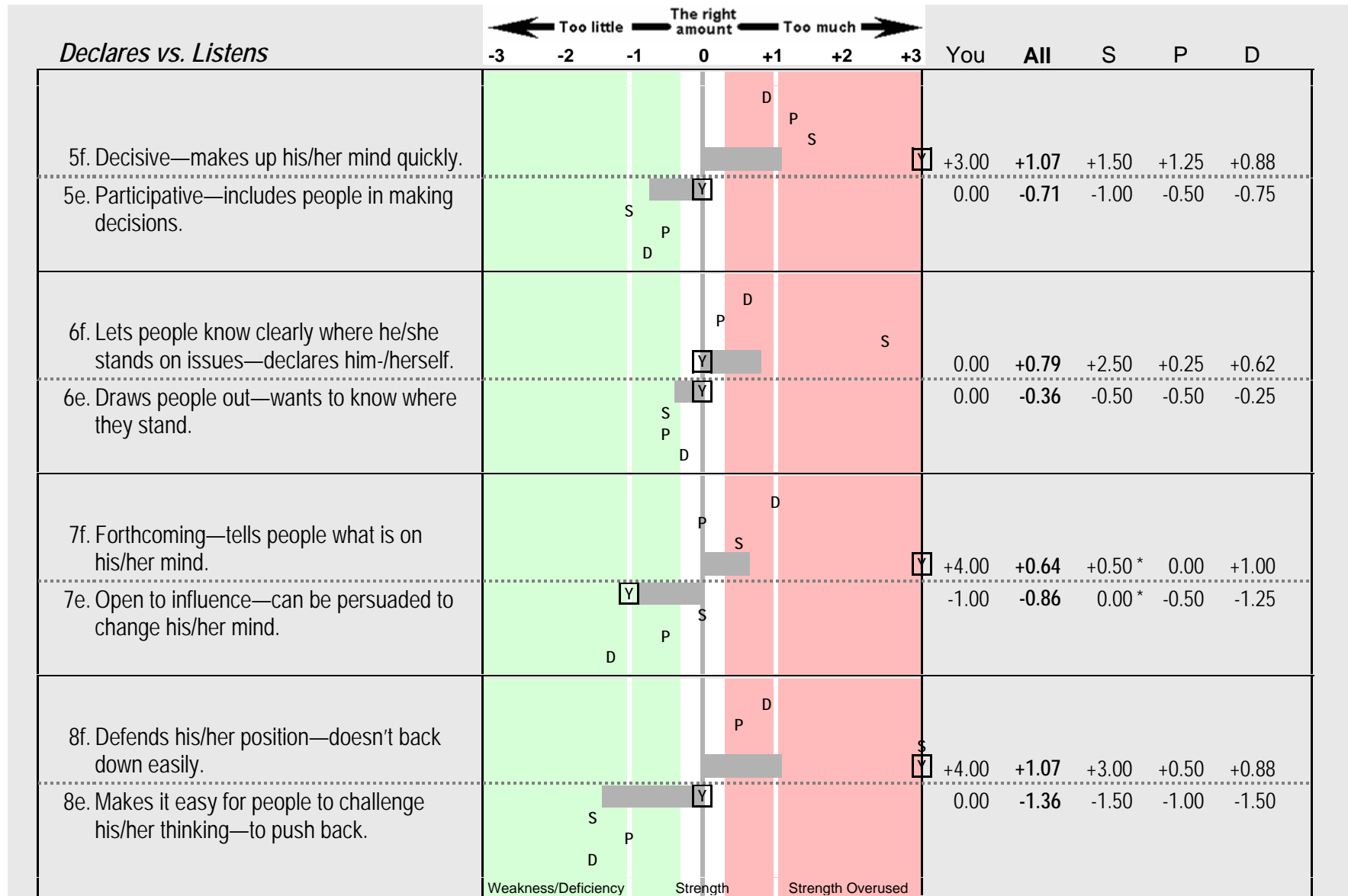
<i>Takes Charge vs. Empowers</i>	← Too little The right amount Too much →							You	All	S	P	D
	-3	-2	-1	0	+1	+2	+3					
1f. Takes charge—in control of his/her unit.								+1.00	+0.57	+0.50 *	+0.75	+0.50
1e. Empowers subordinates to run their units—able to let go.		S						0.00	-1.00	-2.00	-1.50	-0.50
2f. Takes the initiative—seizes the opportunity to lead.								+3.00	0.00 *	+0.50	+0.75	-0.50
2e. Gives subordinates plenty of room to show initiative.								0.00	-0.79	-1.00	-1.00	-0.62
3f. Sets clear expectations—tells people what to do.								0.00	-0.50	-1.00	0.00	-0.62
3e. Gives people the latitude to decide how to do their jobs—hands-off.								0.00	-0.57	-1.00	0.00	-0.75
4f. Steps in—gets personally involved when problems arise.								+3.00	-0.36 *	+0.50	0.00	-0.75
4e. Trusts people to handle problems that come up in their area of responsibility.								0.00	-0.57	-1.00	-0.50	-0.50
	Weakness/Deficiency			Strength			Strength Overused					

Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 8 for an explanation of these scores.

Legend: Y = You, **Gray Bar** = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Forceful & Enabling *item averages*

Pat Sample
February 2007



Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 8 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Forceful & Enabling *item averages*

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February 2007

<i>Pushes vs. Supports</i>	← Too little — The right amount — Too much →							You	All	S	P	D	
	-3	-2	-1	0	+1	+2	+3						
9f. Pushes people hard.								Y	+4.00	+1.43	+2.00	+1.00	+1.50
9e. Shows appreciation—goes out of his/her way to make other people feel good about their contribution.	Y								-2.00	-0.64	-1.00	0.00	-0.88
10f. Expects a lot—insists on high performance.								Y	+3.00	+0.50	+0.50	+0.50	+0.50
10e. Nice to people, treats them well.	Y								-2.00	-0.93	-0.50	-0.50	-1.25
11f. Direct—tells people when he/she is dissatisfied with their work.								Y	0.00	-0.14*	-0.50	-1.00	+0.38*
11e. Sensitive—careful not to hurt the other person's feelings.	Y								-2.00	-0.93	-1.00	-0.50	-1.12*
12f. Holds people accountable—firm when they don't deliver.								Y	0.00	-0.36	0.00*	-1.00*	-0.12*
12e. Cuts people slack—takes extenuating circumstances into consideration.								Y	-1.00	-0.29	0.00	0.00	-0.50
	Weakness/Deficiency			Strength			Strength Overused						

Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 8 for an explanation of these scores.

Legend: Y = You, **Gray Bar** = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Forceful & Enabling *distribution of ratings*

Pat Sample
February 2007

FORCEFUL	Too Little				Right Amount	Too Much			
	S	P	D	All	All	All	S	P	D
<i>Takes Charge</i>									
1f. Takes charge	1	0	0	1	6	7	1	3	3
2f. Takes the initiative	0	0	3	3	7	4	1	3	0
3f. Sets clear expectations	1	0	4	5	9	0	0	0	0
4f. Steps in	0	0	4	4	9	1	1	0	0
<i>Declares</i>									
5f. Decisive	0	0	0	0	5	9	2	3	4
6f. Declares self	0	0	0	0	7	7	2	1	4
7f. Forthcoming	1	0	0	1	8	5	1	0	4
8f. Doesn't back down easily	0	0	0	0	6	8	2	2	4
<i>Pushes</i>									
9f. Pushes people hard	0	0	0	0	4	10	2	2	6
10f. Expects a lot	0	0	0	0	7	7	1	2	4
11f. Direct	1	2	1	4	8	2	0	0	2
12f. Holds people accountable	1	3	2	6	5	3	1	1	1
Total	5	5	14	24	81	63	14	17	32
Proportion	.21	.10	.15	.14	.48	.38	.58	.35	.33

ENABLING	Too Little				Right Amount	Too Much			
	S	P	D	All	All	All	S	P	D
<i>Empowers</i>									
1e. Empowers subordinates	2	4	3	9	5	0	0	0	0
2e. Allows subs to take initiative	2	4	4	10	4	0	0	0	0
3e. Hands-off	2	0	4	6	8	0	0	0	0
4e. Trusts people	1	2	2	5	9	0	0	0	0
<i>Listens</i>									
5e. Participative	1	2	5	8	6	0	0	0	0
6e. Draws people out	1	2	2	5	9	0	0	0	0
7e. Open to influence	1	2	6	9	4	1	1	0	0
8e. Makes it easy to push back	2	2	5	9	5	0	0	0	0
<i>Supports</i>									
9e. Shows appreciation	2	0	4	6	8	0	0	0	0
10e. Treats people well	1	2	6	9	5	0	0	0	0
11e. Sensitive to people's feelings	2	2	6	10	3	1	0	0	1
12e. Cuts people slack	0	0	3	3	11	0	0	0	0
Total	17	22	50	89	77	2	1	0	1
Proportion	.71	.46	.52	.53	.46	.01	.04	.00	.01

Legend: All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *overview*

Strategic Leadership

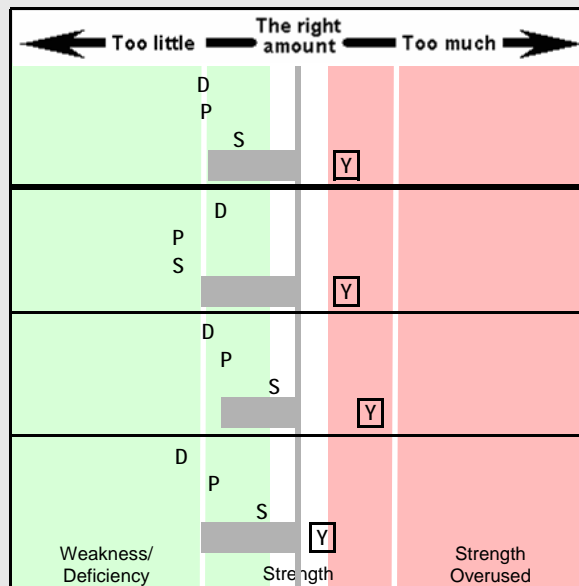
positioning the organization to be competitive in the future.

Overall

Direction

Growth

Innovation



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Operational Leadership

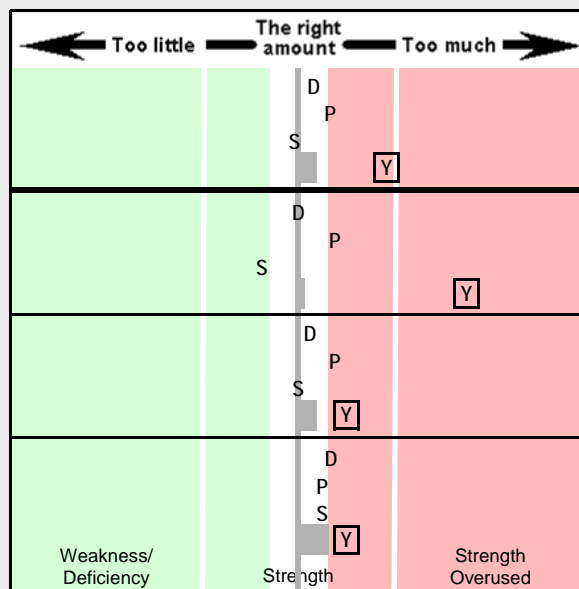
driving the organization to get results in the near term.

Overall

Execution

Efficiency

Order



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic-Operational Versatility

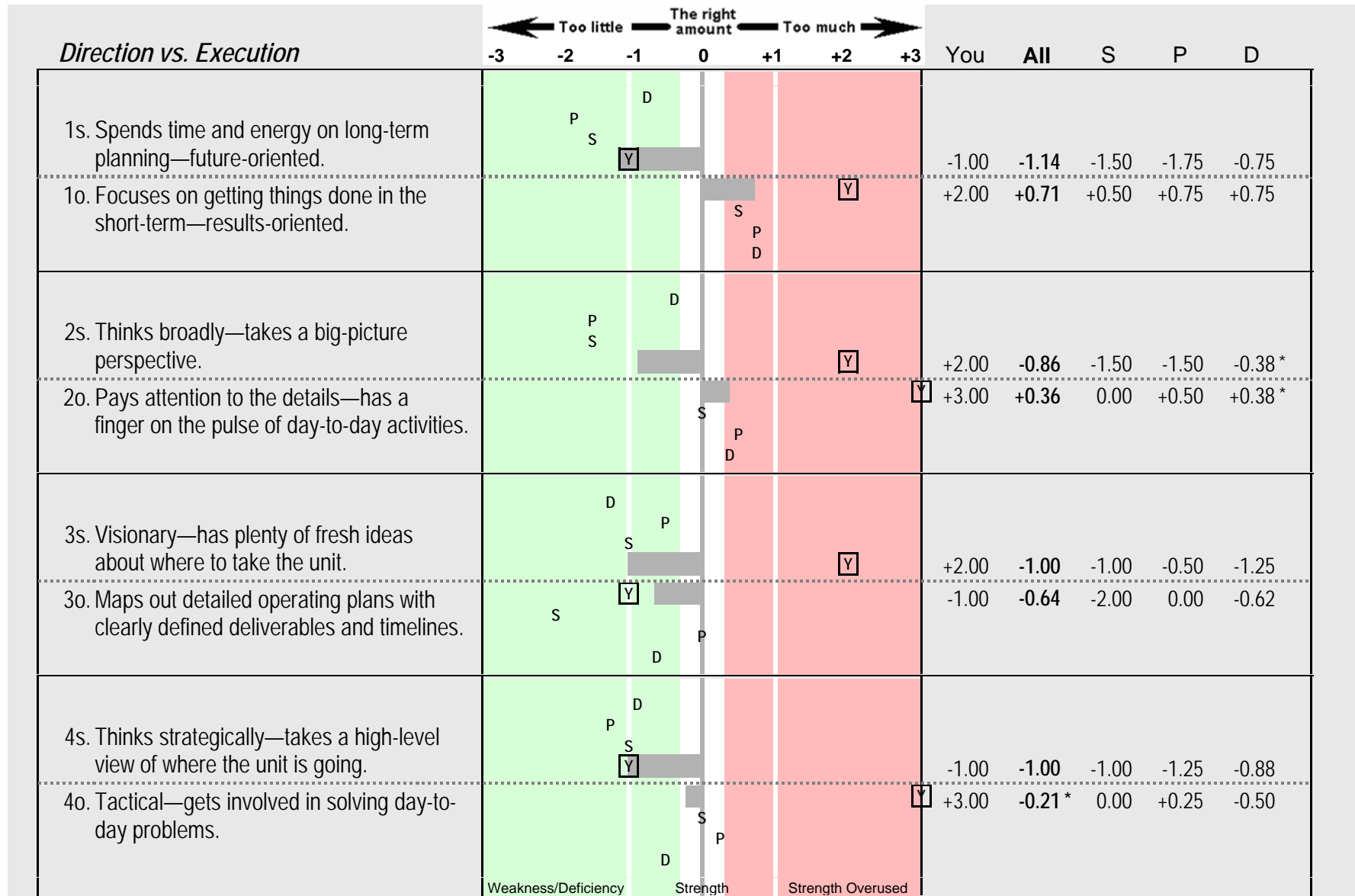
the ability to freely draw upon these two opposites, unrestricted by bias in favor of one side and prejudice against the other side. The higher the percentage, the greater your versatility on this important duality.

	S-O Versatility
You	66%
All Coworkers	77%
Superiors	82%
Peers	78%
Direct Reports	75%

The average S-O Versatility score is 81% (SD=8%).

Strategic & Operational *item averages*

Pat Sample
February 2007

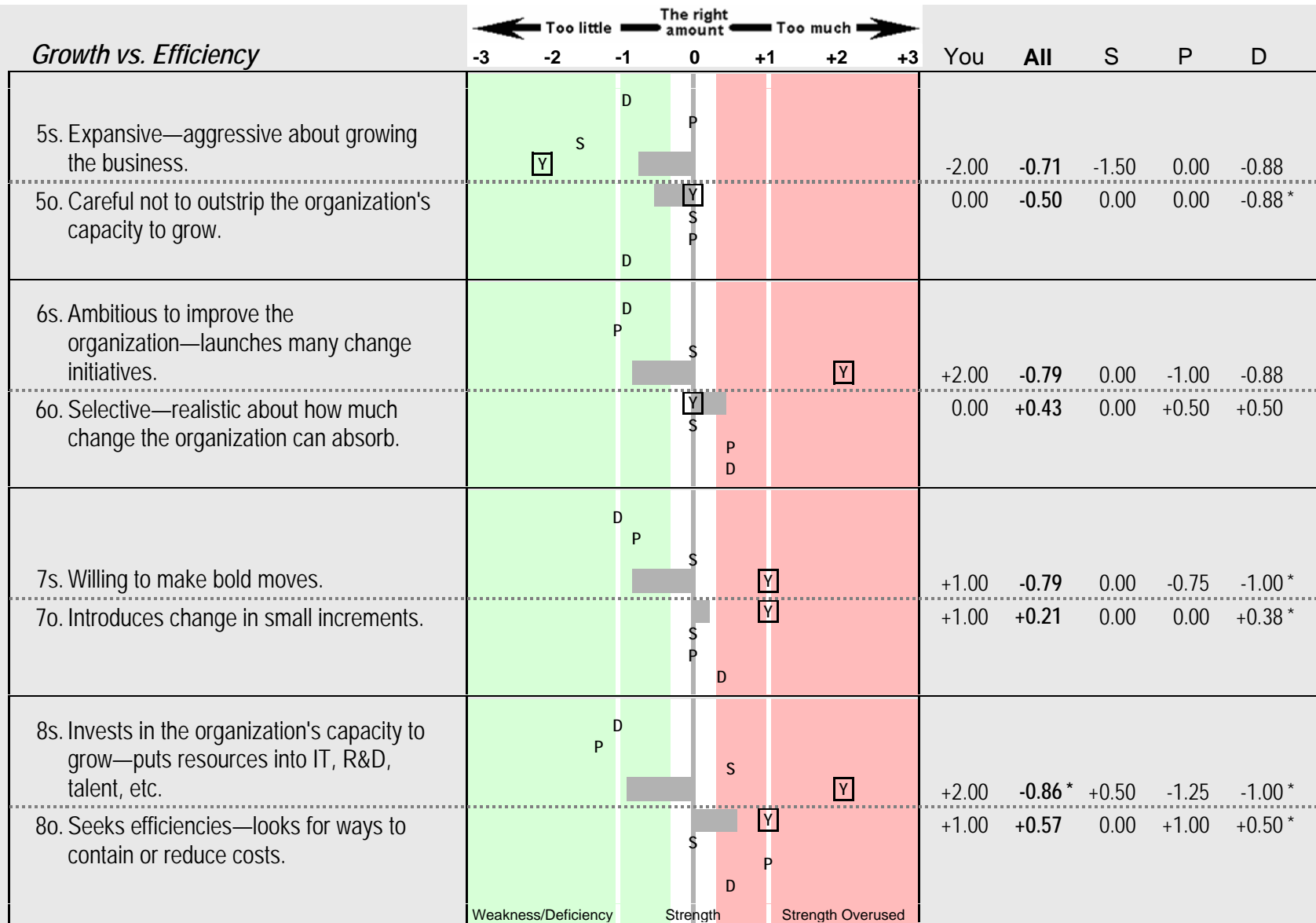


Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 13 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *item averages*

Pat Sample
February 2007



Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 13 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *item averages*

Pat Sample
February 2007

<i>Innovation vs. Order</i>	← Too little — The right amount — Too much →							You	All	S	P	D
	-3	-2	-1	0	+1	+2	+3					
9s. Questions the status quo—skeptical of established ways of doing things.			D		P			0.00	-0.79	-0.50	0.00	-1.25
9o. Goes by the book—expects people to follow standard operating procedures.				S	Y			0.00	+0.50	0.00	0.00	+0.88
10s. Embraces change—always ready to do things differently.		P	D		S			0.00	-1.21	-1.00	-1.75	-1.00*
10o. Stays with the tried and true—doesn't fix what isn't broken.					Y			+2.00	+0.43	0.00	0.00	+0.75*
11s. Holds unstructured discussions to brainstorm strategic possibilities.			D		P			+1.00	-0.93*	+0.50	-0.75	-1.38
11o. Employs tight discipline in running meetings—starts and ends on time, sticks to the agenda, gets closure, etc.				Y				-1.00	0.00*	0.00*	-0.50*	+0.25*
12s. Encourages innovation—creates a safe environment for trying new things.			D		P			0.00	-1.07	-0.50	-1.00	-1.25*
12o. Manages the flow of work in an orderly fashion—plans, organizes, conducts regular reviews, etc.					S			+1.00	+0.29*	+1.00	+1.50	-0.50
	Weakness/Deficiency			Strength			Strength Overused					

Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 13 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *distribution of ratings*

Pat Sample
February 2007

STRATEGIC	Too Little				Right Amount	Too Much			
	S	P	D	All		All	S	P	D
Direction									
1s. Future-oriented	1	4	4	9	5	0	0	0	0
2s. Big-picture perspective	2	2	4	8	5	1	0	0	1
3s. Visionary	2	2	5	9	5	0	0	0	0
4s. Thinks strategically	2	2	4	8	6	0	0	0	0
Growth									
5s. Aggressive about growth	2	0	4	6	8	0	0	0	0
6s. Launches many changes	0	2	3	5	9	0	0	0	0
7s. Bold moves	0	2	5	7	6	1	0	0	1
8s. Invests in capacity to grow	0	4	5	9	3	2	1	0	1
Innovation									
9s. Questions the status quo	1	0	4	5	9	0	0	0	0
10s. Embraces change	2	4	4	10	3	1	0	0	1
11s. Unstructured discussions	0	2	5	7	6	1	1	0	0
12s. Encourages innovation	1	4	5	10	3	1	0	0	1
Total	13	28	52	93	68	7	2	0	5
Proportion	.54	.58	.54	.55	.40	.04	.08	.00	.05

OPERATIONAL	Too Little				Right Amount	Too Much			
	S	P	D	All		All	S	P	D
Execution									
10. Results-oriented	0	0	0	0	7	7	1	2	4
20. Pays attention to the details	0	0	1	1	8	5	0	2	3
30. Maps out detailed plans	2	0	4	6	8	0	0	0	0
40. Tactical	0	0	4	4	9	1	0	1	0
Efficiency									
50. Careful about capacity	0	0	4	4	9	1	0	0	1
60. Selective	0	0	0	0	9	5	0	2	3
70. Incremental change	0	0	1	1	10	3	0	0	3
80. Seeks efficiencies	0	0	1	1	8	5	0	2	3
Order									
90. Goes by the book	0	0	0	0	11	3	0	0	3
100. Stays with tried and true	0	0	1	1	9	4	0	0	4
110. Runs disciplined meetings	1	2	2	5	5	4	1	2	1
120. Manages workflow	0	0	3	3	5	6	2	4	0
Total	3	2	21	26	98	44	4	15	25
Proportion	.13	.04	.22	.15	.58	.26	.17	.31	.26

Legend: All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Rank Order of Items

Pat Sample
February 2007

Item	Sub-dimension	You	All	S	P	D	
9f.	Pushes people hard	Pushes	+4.00	+1.43	+2.00	+1.00	+1.50
5f.	Decisive	Declares	+3.00	+1.07	+1.50	+1.25	+0.88
8f.	Doesn't back down easily	Declares	+4.00	+1.07	+3.00	+0.50	+0.88
6f.	Declares self	Declares	0.00	+0.79	+2.50	+0.25	+0.62
1o.	Results-oriented	Execution	+2.00	+0.71	+0.50	+0.75	+0.75
7f.	Forthcoming	Declares	+4.00	+0.64	+0.50 *	0.00	+1.00
1f.	Takes charge	Takes Charge	+1.00	+0.57	+0.50 *	+0.75	+0.50
8o.	Seeks efficiencies	Efficiency	+1.00	+0.57	0.00	+1.00	+0.50 *
10f.	Expects a lot	Pushes	+3.00	+0.50	+0.50	+0.50	+0.50
9o.	Goes by the book	Order	0.00	+0.50	0.00	0.00	+0.88
10o.	Stays with tried and true	Order	+2.00	+0.43	0.00	0.00	+0.75 *
6o.	Selective	Efficiency	0.00	+0.43	0.00	+0.50	+0.50
2o.	Pays attention to the details	Execution	+3.00	+0.36	0.00	+0.50	+0.38 *
12o.	Manages workflow	Order	+1.00	+0.29 *	+1.00	+1.50	-0.50
7o.	Incremental change	Efficiency	+1.00	+0.21	0.00	0.00	+0.38 *
11o.	Runs disciplined meetings	Order	-1.00	0.00 *	0.00 *	-0.50 *	+0.25 *
2f.	Takes the initiative	Takes Charge	+3.00	0.00 *	+0.50	+0.75	-0.50
11f.	Direct	Pushes	0.00	-0.14 *	-0.50	-1.00	+0.38 *
4o.	Tactical	Execution	+3.00	-0.21 *	0.00	+0.25	-0.50
12e.	Cuts people slack	Supports	-1.00	-0.29	0.00	0.00	-0.50
12f.	Holds people accountable	Pushes	0.00	-0.36	0.00 *	-1.00 *	-0.12 *
4f.	Steps in	Takes Charge	+3.00	-0.36 *	+0.50	0.00	-0.75
6e.	Draws people out	Listens	0.00	-0.36	-0.50	-0.50	-0.25
3f.	Sets clear expectations	Takes Charge	0.00	-0.50	-1.00	0.00	-0.62
5o.	Careful about capacity	Efficiency	0.00	-0.50	0.00	0.00	-0.88 *
3e.	Hands-off	Empowers	0.00	-0.57	-1.00	0.00	-0.75
4e.	Trusts people	Empowers	0.00	-0.57	-1.00	-0.50	-0.50
3o.	Maps out detailed plans	Execution	-1.00	-0.64	-2.00	0.00	-0.62
9e.	Shows appreciation	Supports	-2.00	-0.64	-1.00	0.00	-0.88
5e.	Participative	Listens	0.00	-0.71	-1.00	-0.50	-0.75
5s.	Aggressive about growth	Growth	-2.00	-0.71	-1.50	0.00	-0.88
2e.	Allows subs to take initiative	Empowers	0.00	-0.79	-1.00	-1.00	-0.62
6s.	Launches many changes	Growth	+2.00	-0.79	0.00	-1.00	-0.88
7s.	Bold moves	Growth	+1.00	-0.79	0.00	-0.75	-1.00 *
9s.	Questions the status quo	Innovation	0.00	-0.79	-0.50	0.00	-1.25
2s.	Big-picture perspective	Direction	+2.00	-0.86	-1.50	-1.50	-0.38 *
7e.	Open to influence	Listens	-1.00	-0.86	0.00 *	-0.50	-1.25
8s.	Invests in capacity to grow	Growth	+2.00	-0.86 *	+0.50	-1.25	-1.00 *
10e.	Treats people well	Supports	-2.00	-0.93	-0.50	-0.50	-1.25
11e.	Sensitive to people's feelings	Supports	-2.00	-0.93	-1.00	-0.50	-1.12 *
11s.	Unstructured discussions	Innovation	+1.00	-0.93 *	+0.50	-0.75	-1.38
1e.	Empowers subordinates	Empowers	0.00	-1.00	-2.00	-1.50	-0.50
3s.	Visionary	Direction	+2.00	-1.00	-1.00	-0.50	-1.25
4s.	Thinks strategically	Direction	-1.00	-1.00	-1.00	-1.25	-0.88
12s.	Encourages innovation	Innovation	0.00	-1.07	-0.50	-1.00	-1.25 *
1s.	Future-oriented	Direction	-1.00	-1.14	-1.50	-1.75	-0.75
10s.	Embraces change	Innovation	0.00	-1.21	-1.00	-1.75	-1.00 *
8e.	Makes it easy to push back	Listens	0.00	-1.36	-1.50	-1.00	-1.50

Note: Scores that are flagged with an * are difficult to interpret; they are based on a mix of "too much" and "too little" ratings.

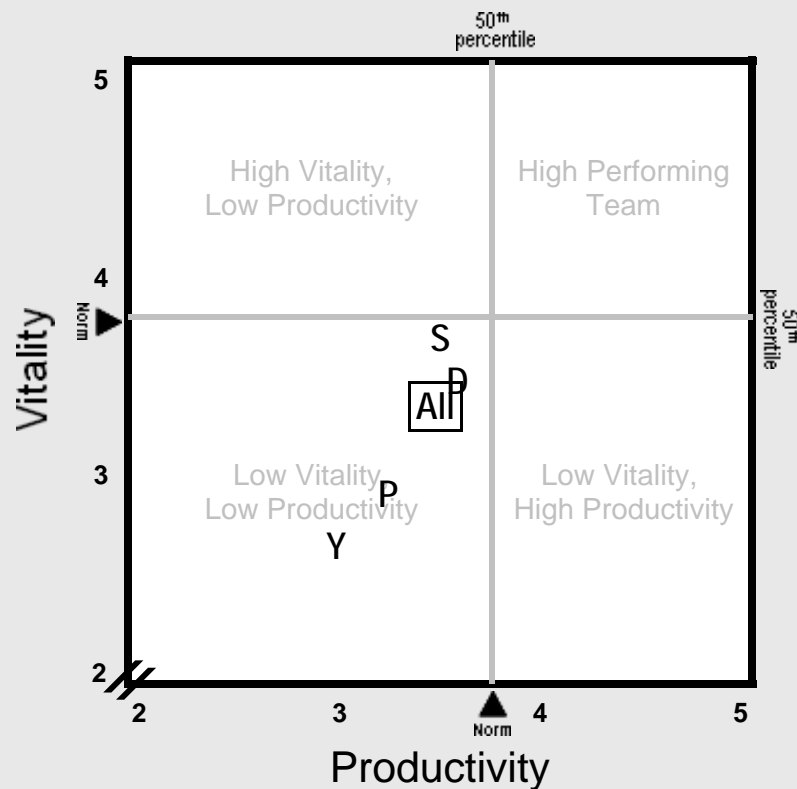
Legend: All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Effective leaders build teams that get stellar results and can keep it up over time. Their teams are characterized by two things:

Productivity refers to the volume and quality of the team's output

Vitality concerns how team members feel about the work and about each other.

You and your coworkers rated your team on a 3-item measure of productivity and a separate 3-item measure of vitality. Below are the overall results. The results for the specific items appear on the next page.



Legend: Y = You, All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Scale Item	You	All Coworkers (14)	S (2)	P (4)	D (8)
Productivity	3.00	3.48	3.50	3.25	3.58
Quantity of output	3.00	3.57	3.50	3.50	3.63
Quality of output	3.00	3.07	3.00	2.75	3.25
Overall productivity	3.00	3.79	4.00	3.50	3.88
Vitality	2.67	3.33	3.67	2.92	3.46
Morale	2.00	3.50	3.50	3.75	3.38
Engagement with the work	3.00	3.21	3.50	2.50	3.50
Cohesiveness	3.00	3.29	4.00	2.50	3.50

Note: Raters rated each item on a 1-to-5 scale where higher scores indicate more of the attribute in question.

Legend: S = Superiors (2), P = Peers (4), D = Direct Reports (8).

1. What are this person's major strengths as a leader—what do you most appreciate or respect about him/her?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I am honest and ethical with high principles. I take my responsibility as a leader very seriously. I give everything to my job. And I have deep technical expertise in my functional area with a lot of experience.

Superiors

- Pat knows operations like the back of his hand. And he is a reliable, go-to manager; I know I can count on him to get the job done.
- Pat is a hard-charger who will go the extra mile to get results. He knows his business very well and knows how to get things done. He isn't afraid to step up and take responsibility for fixing problems either. He is very clear where he stands on issues and speaks his mind.

Peers

- When a decision is made he takes a detailed care of its implementation.
- He knows what he wants and does everything to achieve his goal. He is also a great sparring partner to help someone to better understand complex situation. He is not afraid of making decisions. He shows courage in his management.
- Will to understand any trouble (big or small) or activity and be involved in to learn more from it. Pat is really good at understanding problems, avoid to go in to small details regarding the difficulty he is facing and might have quickly a clear picture about alternatives.
- Understands how the business works, at an intimate, detailed level. He is a natural leader. Has a big presence.

1. What are this person's major strengths as a leader—what do you most appreciate or respect about him/her?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

Direct Reports

- A sense of urgency and drive for results. Pat will do whatever it takes to deliver.
- Pat is a natural leader, who exactly knows where he wants his team to go and never gives up until he reaches his targets. He has tremendous drive and focus on results. And he really knows his stuff.'
- Pat is pragmatic, fast, and focused on results.
- Pat is very clear about what he expects and what he believes should be done. He always take a position and is quick to let you know where he stands.
- Pat is clear about expectations, is a hands-on leader who really knows the business. He also has deep technical smarts and is a great resource to his team.

2. Does this leader overuse any of his or her strengths? Briefly explain how, by taking them to an extreme, the "strengths become weaknesses."

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I can put too much pressure on the team in order to deliver results. Very demanding, which can bring some loss of confidence from coworkers. Speed can become impatience and too much pressure.

Superiors

- He is a bit opinionated, especially on matters related to his experience. The problem is sometimes he can be off-putting, like he doesn't care what any one else thinks because he has all the answers. And sometimes his confidence is misguided especially in areas outside his expertise. A little humility could go a long way.
- Pat is a bit impatient. Impatient to meet his objectives or the objectives of his unit. He is clearly results-oriented. This orientation could put high pressure on the members of his team. It could be a risk of overmanagement.

Peers

- Pat wants to achieve his goal and has difficulties to accept others' points of view. He can be very dogmatic if he thinks he is right.
- Sometimes too detail-oriented. Thinks one can manage with a bounce of excel-sheets and a few action plans.
- Because he is a quick and intelligent person, some people on his team might not follow his mind as fast as expected. They feel frustrated due to the fact that they don't understand what Pat says and don't dare to ask for explanations. Pat should be more careful in this situation and ensure that everybody understands his point.
- Sometimes Pat can be a little bit too aggressive during discussion.

2. Does this leader overuse any of his or her strengths? Briefly explain how, by taking them to an extreme, the "strengths become weaknesses."

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

Direct Reports

- Too impatient—changes not so easily done in the reality of that on the spread sheet. Could burn people out.
- Can be very arrogant, especially toward weak people.
- As results-oriented, he can be a bit too direct.
- Pat can sometimes be aggressive toward his team in his willingness to get the best out of it.
- Too far away from day-to-day reality of a workshop.
- Too worried about cutting costs. Sometimes we cut just to cut, never mind the long term ramifications.
- Very principled but sometimes inflexible or dogmatic.

3. Are there any areas where this leader is under-skilled or needs to develop further?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I need to develop more of a strategic mindset. It is difficult because so much of our results depend on execution. And there is a lot of pressure to deliver in the near term. I could also delegate more.

Superiors

- Pat needs to learn how to get more out of his people. That is, he needs to draw them out more, invite their ideas and participation more. His organization is centered around him and this limits how much his people can contribute.
- Pat needs to show more interest in other people's ideas. Among his peers and especially on his team. I sometimes think he leaves money on the table by teeing up an issue and offering his solutions and ideas out of the gate. If he could slow down, introduce a problem, and solicit input, he would have greater buy-in and probably better quality solutions.

Peers

- Pat sometimes doesn't know what he doesn't know. Sometimes he could be more humble and seek more information rather than appear like he has all the answers.
- Pat could sharpen his people skills. He could especially be a better, more active listener.
- I'm not sure that Pat is a strategic thinker. Most of his concerns are minute-by-minute. I sometimes think he sacrifices the long term for short-term results.
- Collaboration. He is too focused on his team and shows little interest in lateral teams.

3. Are there any areas where this leader is under-skilled or needs to develop further?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

Direct Reports

- Pat could be more realistic about what can and can't be done. His expectations are too high and this has him issuing too many priorities. A more realistic appraisal of what is feasible would give us greater focus.
- He is not very inclusive. That is, he doesn't involve people in the major decisions that affect them.
- Pat is kind of a loner in that he doesn't seek input. He could also show more appreciation. His team has a lot on their plate and are doing a great job trying to get it all done, but Pat doesn't always acknowledge the effort.
- Sometimes I wonder if Pat trusts us. He doesn't delegate as much as he should.
- Pat isn't a very good listener. Sometimes when you raise an issue, you can tell his mind is somewhere else.
- Pat could be more patient. His urgency is appreciated, but sometimes he charges on without all the information.

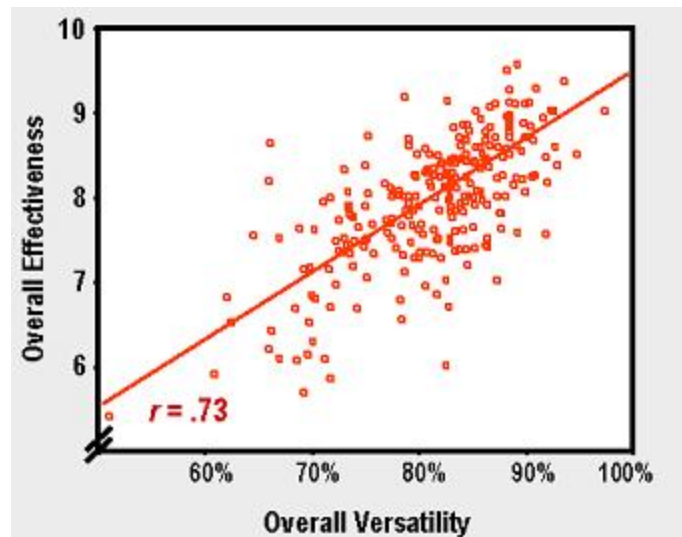
4. Please provide a rating of this person's overall effectiveness as a leader on a ten-point scale where 5 is adequate and 10 is outstanding.

	Average	Lowest	Highest
You	7.00		
All Coworkers (14)	7.68	6.00	9.00
Superiors (2)	7.75	7.50	8.00
Peers (4)	7.63	7.00	8.00
Direct Reports (8)	7.69	6.00	9.00

Note: The average effectiveness rating in our normative database (over 500 senior managers) is 7.80 (standard deviation = 1.00). Self-ratings and peer ratings tend to be a little lower than the average while direct report ratings tend to be a little higher—and these differences are statistically significant.

Versatility: A Key to Leadership Effectiveness

Our research has found a strong association between overall effectiveness and versatility on forceful-enabling leadership and strategic-operational leadership. Across seven samples including ratings for over 500 senior managers, the average correlation is .70—a very strong relationship. To the right is a scatterplot showing the correlation based on All Coworker ratings for a sample of 260 senior managers. Since versatility is powerfully linked to overall effectiveness, it follows that if you can boost your versatility on the fundamental dualities assessed by the LVI, you will increase your overall effectiveness.



(Overall effectiveness, *continued*)

Please explain what is effective about his/her leadership and what it would take to get a higher rating.

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- 7.0. Because of speed, reactivity, strong focus, good results. Increasing trust and delegation, intensify coaching would enable to do more and bring more effectiveness.

Superiors

- 7.5. Pat is a driver and pushes for results, which are usually good. He could do better at forming peer relationships. And he could delegate and involve his staff more in key decisions. His efforts at cost-cutting have been great, but he also needs to generate more revenue.
- 8.0. With his business knowledge and his people skills he is easily accepted by the team and can focus on real issues rather than on conflicts. This allows him to quickly turn the work toward improvement rather than on problem solving. Encourages people to exceed and creates a positive climate.

Peers

- 8.0. I think Pat is already a far better than average manager. He still needs to sometimes take some distance in order to better empower his team.
- 7.0. Get more used in constructive cooperation with the staff, more trusting on the team, fix rules of the staff (who decides what, based on which information, for what aim or objective), control feelings and manage using critics and thanks at right time (difference between public and personal).
- 7.5. A challenging leader that will help us to progress in many fields. Could reach the same results by more consensual ways. Be more supportive when people are in trouble. Let them have time to work on the issues: additional reporting doesn't help to solve the problems.
- 8.0. Pat is overall a good manager. To improve he will have to get a more wider picture and learn to manage high level people.

Direct Reports

- 8.5. He is a great operational leader. He could soften up a bit and show more appreciation for everyone's efforts.
- 8.0. Pat is a very good manager. Efficiency, rapidity, courage are his greatest strengths.
- 7.5. To get a higher range, Pat has to improve his way of treating people and has to learn to be sometimes more comprehensive for his direct reports which are not always as smart/quick as he his.
- 7.5. Pat doesn't treat people with the respect they deserve. He pushes hard, but could get more done with less churn if he used a softer touch.

(Overall effectiveness, *continued*)

Please explain what is effective about his/her leadership and what it would take to get a higher rating.

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

- 9.0. I think Pat is a great leader as is. We need more of his kind of drive and relentless pursuit of results.
- 7.0. Because he is so intense and keen on delivering and he knows a lot about the business. He needs to focus more on fewer priorities and give his people more room to decide how to do their jobs.
- 6.0. I think he could increase his effectiveness by showing more interest in people and being more interested in their ideas as well as more open to receiving their feedback.
- 8.0. Because he is able to run his business on every aspects of it. He could include people more,.

5. What words of encouragement do you have to offer this individual?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- Trust myself and lighten up a bit. Learn to trust others and step back.

Superiors

- Pat has his heart in the right place. He is making strides in the right direction. He could benefit from working with a coach to develop more on the soft side.
- Pat continues to be someone we can count on. Just know that we believe in you, Pat.

Peers

- Take the leap of faith, Pat: take a chance, trust people, and see what happens. You'll be surprised by how much people can do if you show you believe in them.
- Pat has a lot of gifts and I admire his deep smarts.
- I like working with Pat and think he adds a lot to our team.
- Trust your team, Pat. We're on your side.

Direct Reports

- I have a lot of respect for Pat. He knows more than I will ever know about this business.
- Trust yourself, Pat. You know what you are doing.
- I think Pat is one of the best leaders in the company. Keep it up!
- Pat has a very bright future. If he can add on the strategic and people-skills pieces, he will be an extraordinary leader.
- I hope Pat isn't discouraged by this feedback. It may not all be positive, but if you can take it in, you'll be the stronger leader for it.
- Just remember what you already know: treat people like you want to be treated. You already have our respect.
- Pat, you don't have to always know everything. We already know you know a lot!