

The Leadership Development Assessment

.... Sample Report

Presented By:

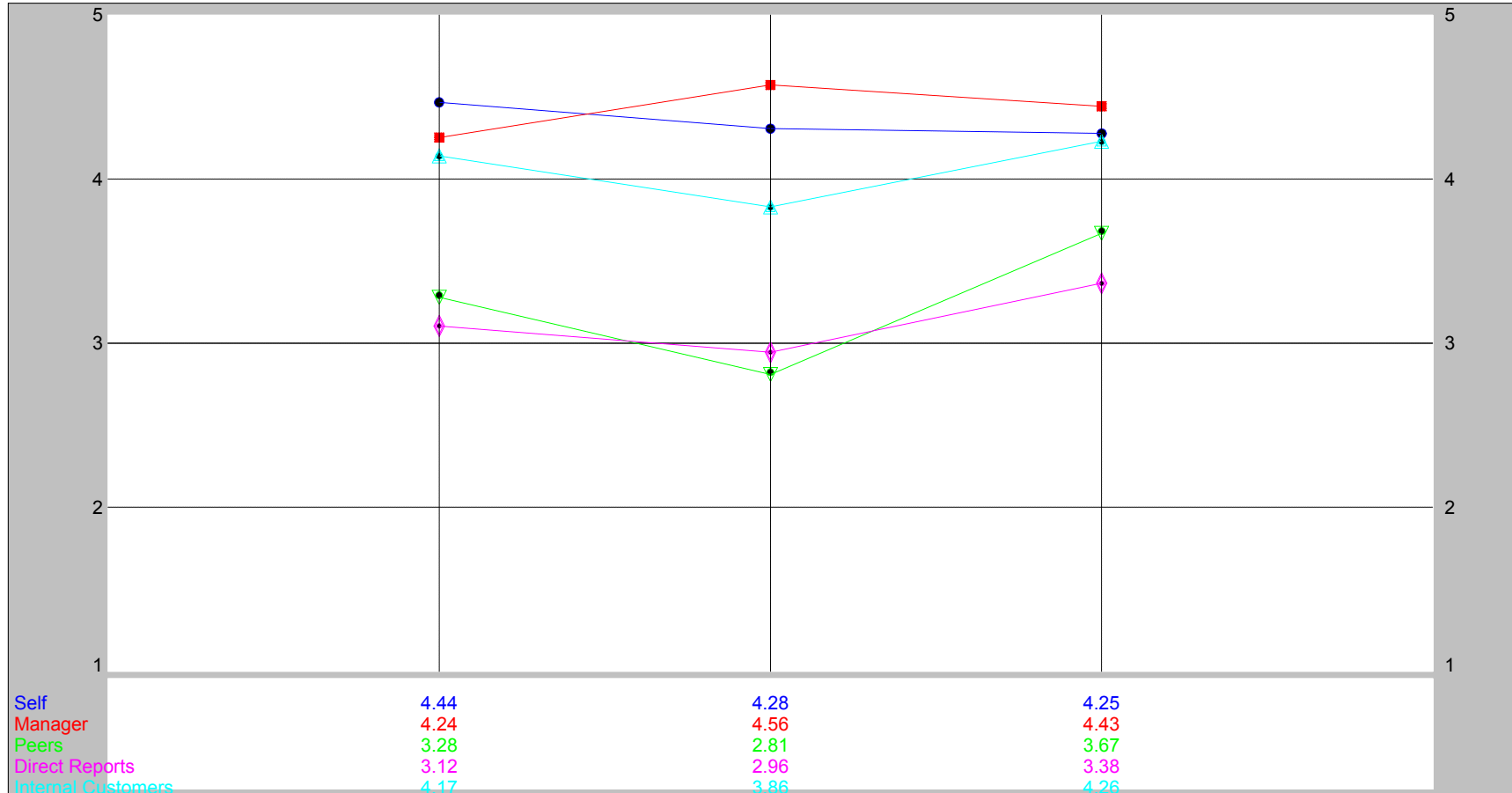


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Individual Profile for David Smith

16-Mar-2007

Leadership Development Assessment



Managing Self

Managing the Environment

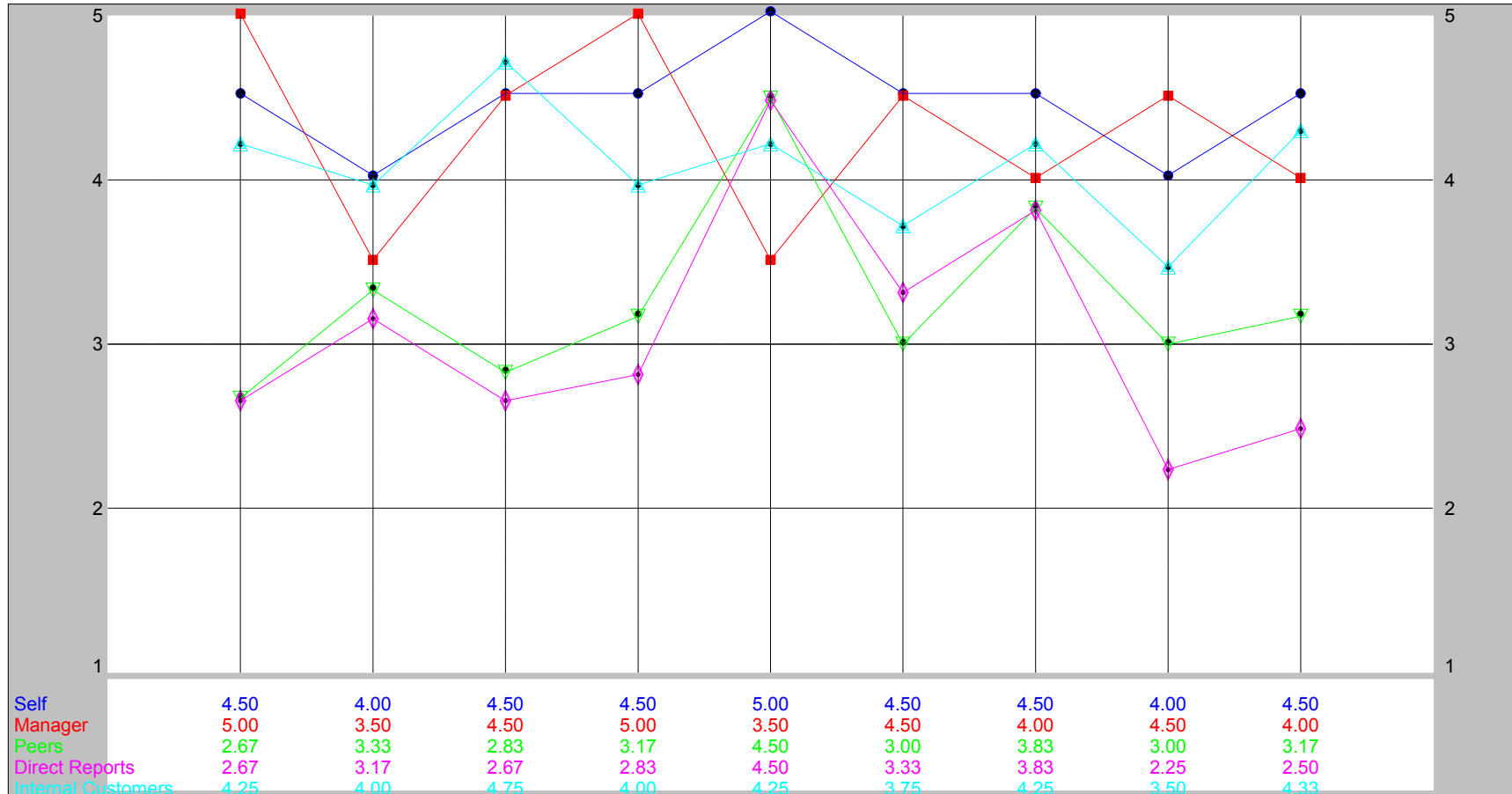
Building Trust

Overall

Individual Profile for David Smith

16-Mar-2007

Leadership Development Assessment



Self Awareness

Directness

Personal Responsibility

Listens

Optimism

Flexibility

Problem Solving

Results Orientation

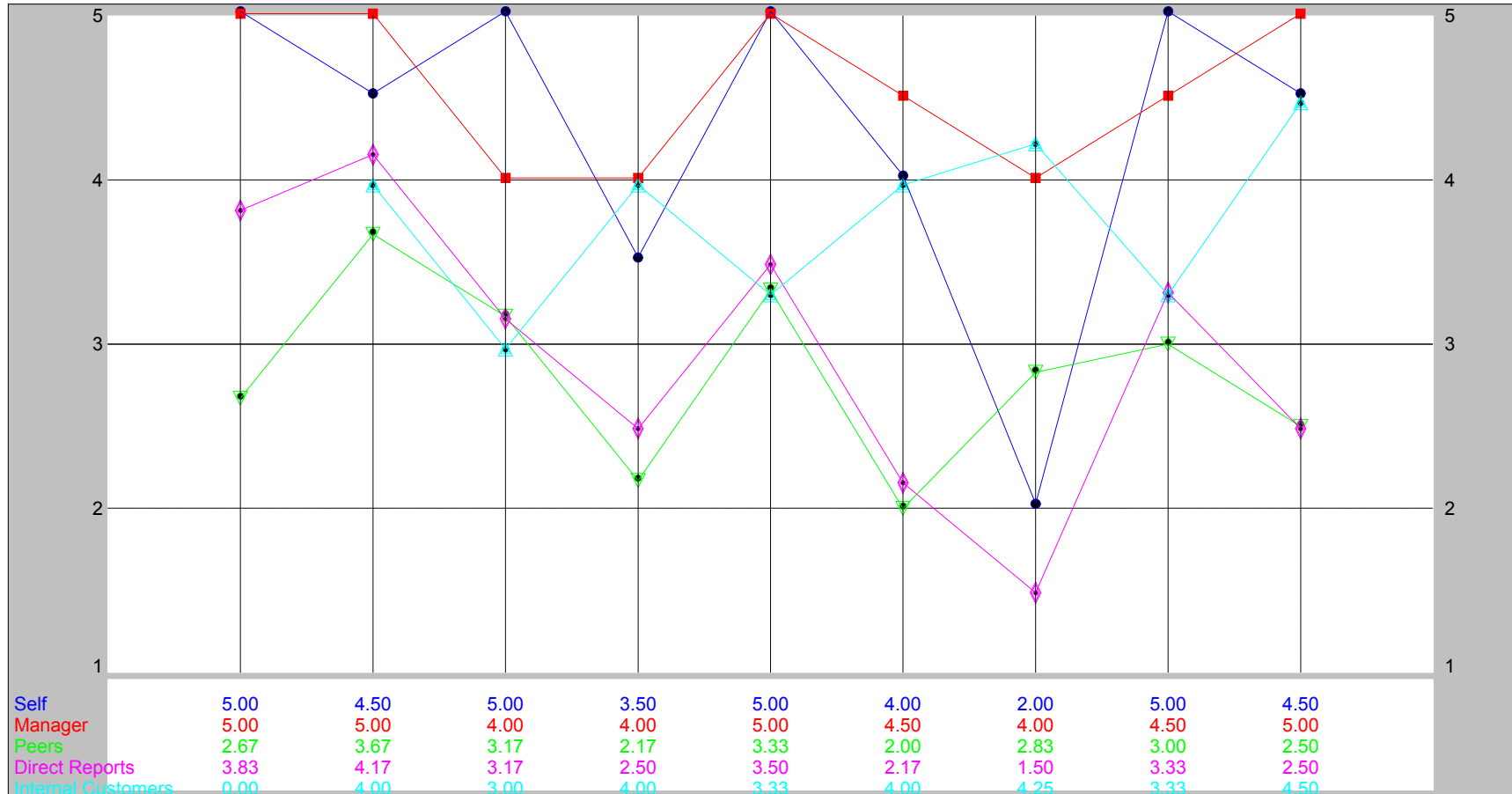
Interpersonal Skills

Managing Self

Individual Profile for David Smith

16-Mar-2007

Leadership Development Assessment

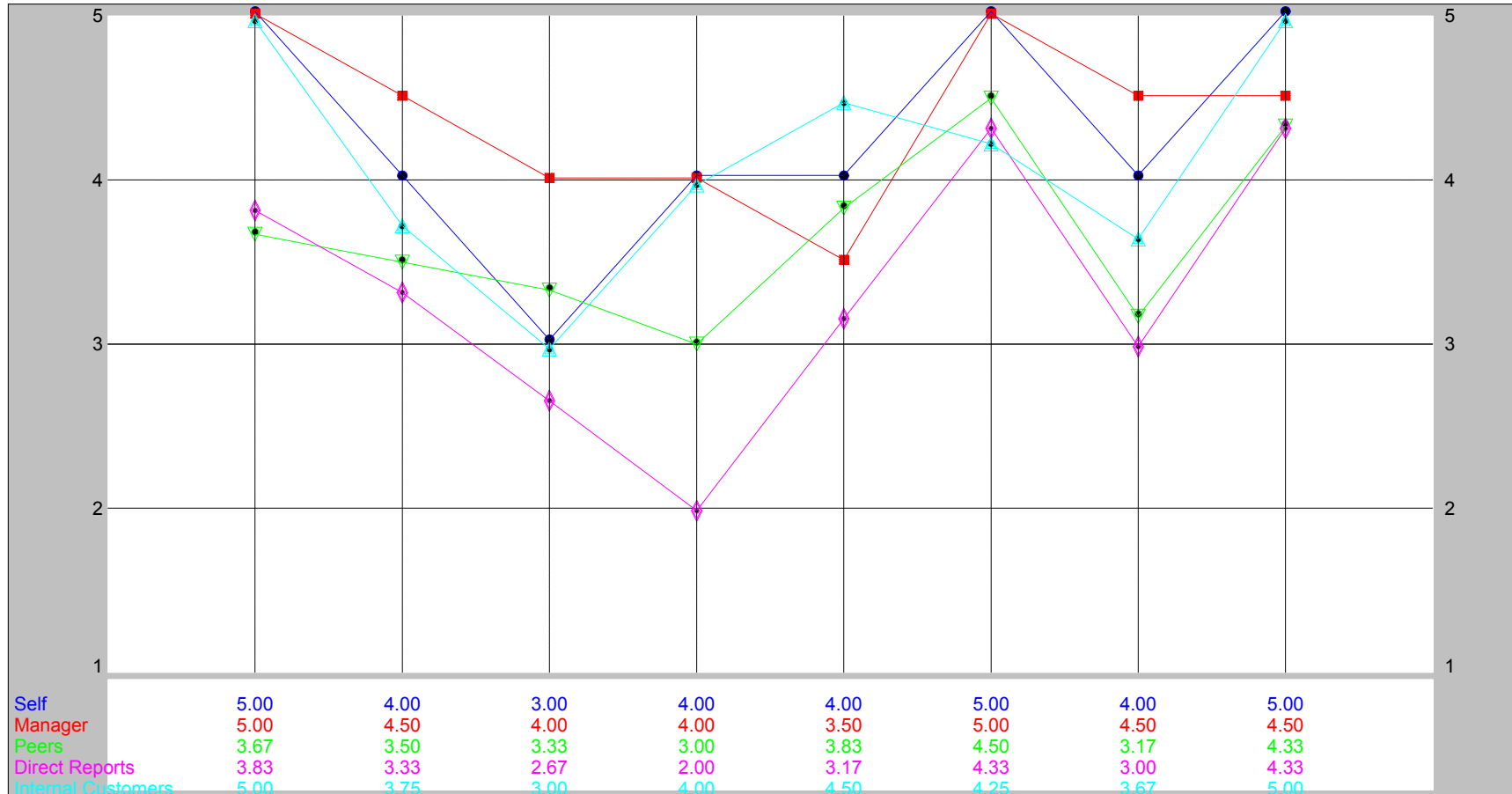


Planning Meeting Management Encouraging Innovation Mentoring Skills Improving Performance Inspiration Commitment to Diversity Leadership Increases Engagement
Managing the Environment

Individual Profile for David Smith

16-Mar-2007

Leadership Development Assessment



Honesty

Straightforwardness

Recognition

Respect

Receptivity

Disclosure

Seeks Excellence

Keeps Commitments

Building Trust

**Performance Report - Strengths
Leadership Development Assessment
Integro Demonstration Inc
David Smith
16-Mar-2007**

STRENGTHS

The following behaviors have been identified as your greatest strengths.
The lists are in descending order, ie they show the top rating behaviors at the top of the list.

Self

Performance

- 5.00: Optimism(1-5)
- 5.00: Planning(2-1)
- 5.00: Encouraging Innovation(2-3)
- 5.00: Improving Performance(2-5)
- 5.00: Leadership(2-8)

Manager

Performance

- 5.00: Self Awareness(1-1)
- 5.00: Personal Responsibility (1-4)
- 5.00: Planning(2-1)
- 5.00: Meeting Management(2-2)
- 5.00: Improving Performance(2-5)

Peers

Performance

- 4.50: Optimism(1-5)
- 4.50: Disclosure(3-6)
- 4.33: Keeps Commitments(3-8)
- 3.83: Problem Solving(1-7)
- 3.83: Receptivity(3-5)

Direct Reports

Performance

- 4.50: Optimism(1-5)
- 4.33: Disclosure(3-6)
- 4.33: Keeps Commitments(3-8)
- 4.17: Meeting Management(2-2)
- 3.83: Problem Solving(1-7)

Internal Customers

Performance

- 5.00: Honesty(3-1)
- 5.00: Keeps Commitments(3-8)
- 4.75: Listens(1-3)
- 4.50: Increases Engagement(2-9)
- 4.50: Receptivity(3-5)

**Performance Report - Opportunities
Leadership Development Assessment
Integro Demonstration Inc
David Smith
16-Mar-2007**

OPPORTUNITIES

The following behaviors have been identified as your opportunities.
The lists are in ascending order, ie they show the lowest rating behaviors at the top of the list.

Self

Performance

- 2.00: Commitment to Diversity(2-7)
- 3.00: Recognition(3-3)
- 3.50: Mentoring Skills(2-4)
- 4.00: Seeks Excellence(3-7)
- 4.00: Receptivity(3-5)

Manager

Performance

- 3.50: Receptivity(3-5)
- 3.50: Optimism(1-5)
- 3.50: Directness(1-2)
- 4.00: Respect(3-4)
- 4.00: Recognition(3-3)

Peers

Performance

- 2.00: Inspiration(2-6)
- 2.17: Mentoring Skills(2-4)
- 2.50: Increases Engagement(2-9)
- 2.67: Planning(2-1)
- 2.67: Self Awareness(1-1)

Direct Reports

Performance

- 1.50: Commitment to Diversity(2-7)
- 2.00: Respect(3-4)
- 2.17: Inspiration(2-6)
- 2.25: Results Orientation(1-8)
- 2.50: Increases Engagement(2-9)

Internal Customers

Performance

- 3.00: Recognition(3-3)
- 3.00: Encouraging Innovation(2-3)
- 3.33: Leadership(2-8)
- 3.33: Improving Performance(2-5)
- 3.50: Results Orientation(1-8)

DEVELOPMENT NOTES

Managing Self

1-1 Self-Awareness

Is aware of how their behavior affects others.

Desired Behavior:

- Makes comments about own behavior e.g. “I think I may be talking too much” or “I may have been abrupt with my response.
- Accepts and acknowledges feedback about their behavior without being defensive or justifying.
- Is willing to apologize when they recognize their behavior has been inappropriate.
- Asks for feedback when they think their behavior is being perceived as inappropriate.

Development Recommendations:

- Take time out each day to think about how people have responded to you in the interactions you've had. Were they listening to what you said? Did they appear to be impatient with you? Did they go silent on you or back off?
- Identify what aspect of your behavior might have been perceived positively or negatively by the response you got.
- Solicit feedback from others about the impact of your behavior. “How am I coming across lately? Can you give me some feedback?”

Behaves appropriately when experiencing potentially disruptive emotions.

Desired Behavior:

- Is aware of situations, which tend to trigger emotional reactions.
- Has developed coping skills for managing emotion, rather than giving in to the emotion and behaving inappropriately.
- Is open to discussing their emotional reactions, and apologizing for inappropriate behavior.

Development Recommendations:

- Establish behavioral standards for yourself...what you believe to be appropriate and inappropriate reactions.
- Be willing to apologize if you behave inappropriately.
- Ask yourself what “thinking” or “belief” is behind your emotional reactions...perhaps your thinking or beliefs need re-examining to see if they are rational.
- Take responsibility for your emotions & behaviors...don't be a victim to them.

1-2 Directness

Communicates assertively with others in a non-threatening way.

Desired Behavior:

- Lets people know what their expectations are in a clear concise way.
- Is sensitive to the different needs of others, whilst still communicating directly in a way that will not hurt feelings.
- Understands the difference between assertive and aggressive.

Development Recommendations:

- Find ways to make your communications more direct. Practice with friends... think of something you need to communicate to someone and see if you can get your message across in less than twenty words.
- Practice starting your messages with the point you want to make and then deliver relevant detail afterwards if necessary.
- Being direct when you're not used to it can feel aggressive when its not . . . ask for feedback.

Provides timely feedback in an appropriate manner.

Desired Behavior:

- Lets others know what he or she thinks and feels.
- Speaks up at the time, or as soon as possible, when there is an issue others need to be made aware of.
- Provides constructive, negative feedback in a way that maintains others' self-esteem.
- Gives positive feedback in a way that is appropriate to the other person's behavioral style.

Development Recommendations:

- Develop your feedback skills by practicing the *Giving Feedback Model* for both positive and negative feedback.
- Avoid delaying the giving of feedback because of your own discomfort in doing so. The other person will appreciate knowing sooner rather than later.
- Remember that people also need positive feedback. Give it often.

1-3 Listens

Listens effectively with an open mind and demonstrates a focus on listening to understand.

Desired Behavior:

- Tunes into the other person with a focus on listening to understand the message.
- Does not interrupt or make comments while the speaker is speaking.
- Asks questions for clarification.
- Restates what they have heard and checks for comprehension.

Comments Report
Leadership Development Assessment
Integro Demonstration Inc
David Smith
16-Mar-2007

Question 2 - Managing Self - Self Awareness

Is aware of how their behavior affects others.

Manager

- Does a good job in this area. I think he is very self-aware

Peers

- Tends to behave in a consistent and predictable manner.
- He sometimes appears not to be aware.
- Usually acts then apologises afterwards

Direct Reports

- Does offend others on occasions
- If he is, he must enjoy offending people.
- doesn't realise the effect he has on some people

Internal Customers

- In most cases this is true
- Service levels can be effected by external pressures.

Question 3 - Managing Self - Self Awareness

Behaves appropriately when experiencing potentially disruptive emotions.

Manager

- Again, does not allow his feelings get in the way

Peers

- Can appear a bit 'cranky' when pressure mounts.
- Sometimes has a short fuse. It would be great to see him control his emotions better.
- Lets personal issues disrupt work environment

Direct Reports

- Not always in control of emotions
- Tends to explode and behave inappropriately when upset.
- but can 'go off'

Internal Customers

- Always! David is very good at this
- Usually behaves appropriately with customers regardless of own emotions.

Question 4 - Managing Self - Directness

Communicates assertively with others in a non-threatening way.

Self

- Some people might find me threatening

Manager

- I think he can back off a little when it comes to the tough issues

Peers

- Does speak his mind without offending.
- More aggressive than assertive and therefore is often experienced as threatening.
- Always a hint of underlying threat

Direct Reports

- When he is threatened he threatens others
- I would say more aggressive than assertive.
- see earlier comment

Internal Customers

- Pretty good at this but some times backs down when negotiations get nasty
- Is always business like. Very professional.

Question 5 - Managing Self - Directness

Provides timely feedback in an appropriate manner.

Manager

- Pretty good here, but tends to get caught up and you can get feedback on something that happened one month ago!

Peers

- Is good at this even when the feedback may not be welcome.
- Is very timely with feedback, usually instantaneous, but it is not always appropriate.
- Timely but not always appropriate

Direct Reports

- Only as a form of criticism
- He does give a lot of feedback, although some is not well thought through before delivery.

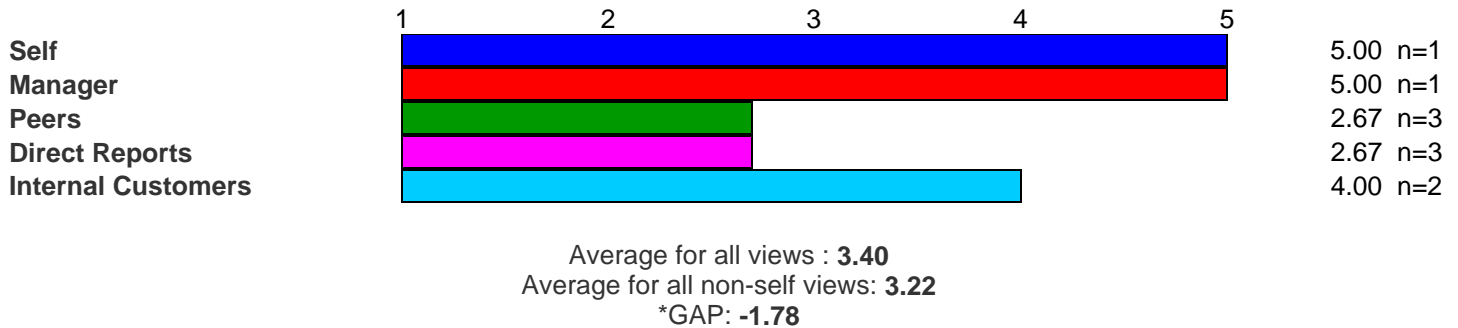
Internal Customers

- Haven't experienced this. Don't know if that's good or bad.

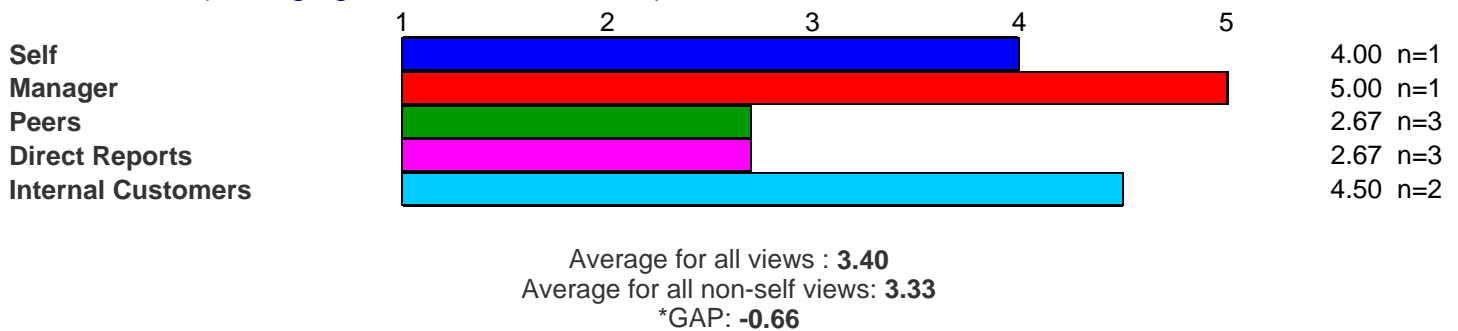
Result Chart - By Question
Leadership Development Assessment
Integro Demonstration Inc
David Smith
16-Mar-2007

*Gap value shown is the average of all non-self views minus the self view

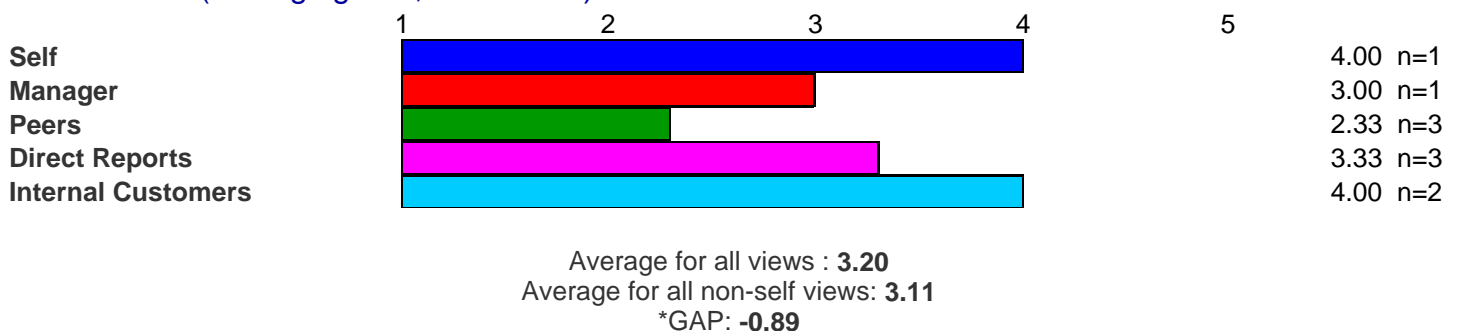
Question 2: Is aware of how their behavior affects others.
 (Managing Self, Self Awareness)



Question 3: Behaves appropriately when experiencing potentially disruptive emotions.
 (Managing Self, Self Awareness)

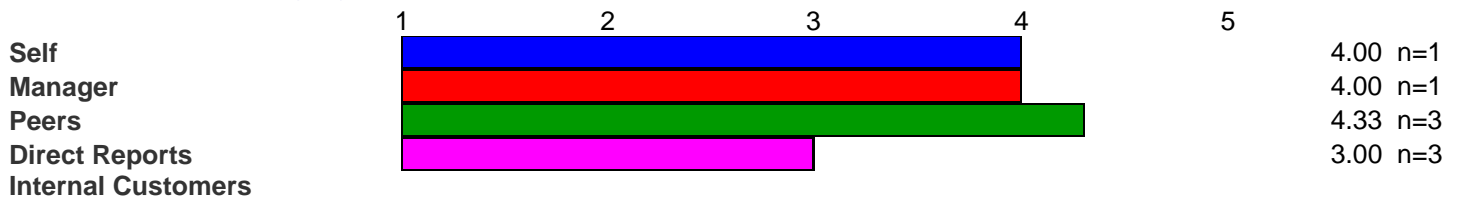


Question 4: Communicates assertively with others in a non-threatening way.
 (Managing Self, Directness)



Question 5: Provides timely feedback in an appropriate manner.

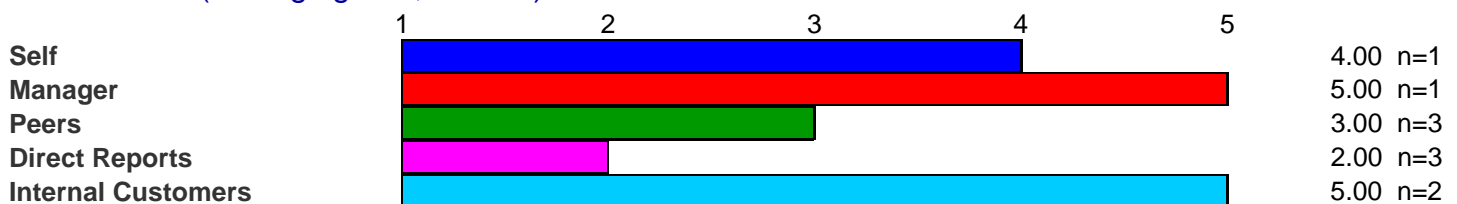
(Managing Self, Directness)



Average for all views : **3.75**
 Average for all non-self views: **3.71**
 *GAP: **-0.29**

Question 6: Listens effectively with an open mind and demonstrates a focus on listening to understand.

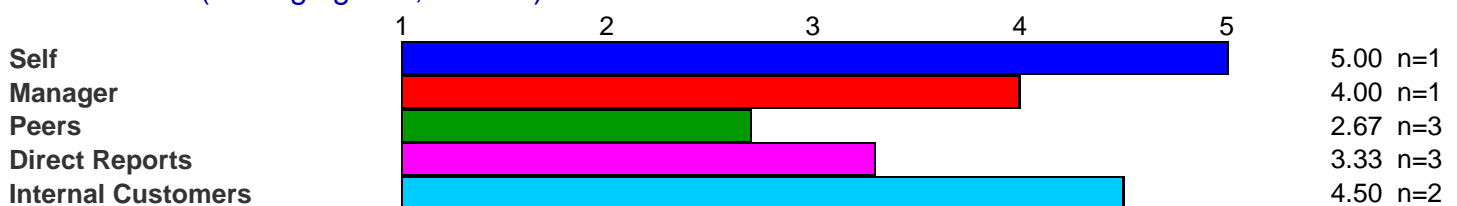
(Managing Self, Listens)



Average for all views : **3.40**
 Average for all non-self views: **3.33**
 *GAP: **-0.67**

Question 7: Uses open questions effectively to clarify other people's points of view.

(Managing Self, Listens)



Average for all views : **3.60**
 Average for all non-self views: **3.44**
 *GAP: **-1.56**