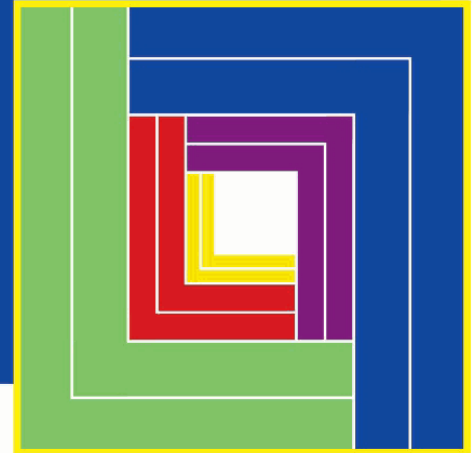


LEGACY LEADERSHIP COMPETENCY INVENTORY

Jeannine Sandstrom and Lee Smith



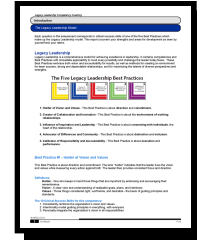
- HRDQ
- Sample Report
- Legacy Leadership Competency Inventory, Self-Rated Version
- December 2010

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Introduction

The Legacy Leadership Model

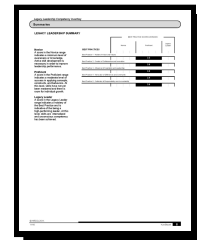
This report provides your results for the Legacy Leadership Competency Inventory, as well as an introduction to the Legacy Leadership methodology.



Summaries

How did I do overall?

Legacy Leadership Summary: An overall summary of your scores by Best Practice.

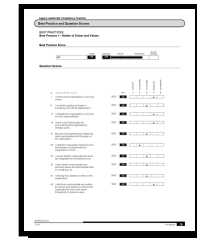


Scores & Details

How did I respond in detail?

Dimension (Skill) Scores: Your overall scores for each Legacy Leadership Best Practice.

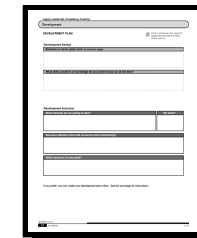
Question Scores: A detailed listing of your responses to each question in the assessment.



Development

How do I create a plan for development?

Development Planning: The development section of this report includes space for creating a development plan. An online development application is also provided in the portal. Before you begin creating your development plan, you'll need to read and understand the results from this report.



Introduction

The Legacy Leadership Model

Each question in the assessment corresponds to critical success skills of one of the five Best Practices which make up the Legacy Leadership model. This report uncovers your strengths and areas for development.

Legacy Leadership

Legacy Leadership is a comprehensive model for achieving excellence in leadership. It contains competencies and Best Practices with immediate applicability to most every possibility and challenge the leader today faces. These Best Practices embrace both vision and accountability for results, as well as methods for creating an environment for team success, strong and dependable relationships, and for maximizing the talents of diverse perspectives and strengths.

The Five Legacy Leadership Best Practices



- 1. Holder of Vision and Values** - This Best Practice is about **direction** and **commitment**.
- 2. Creator of Collaboration and Innovation** - This Best Practice is about the **environment of working relationships**.
- 3. Influence of Inspiration and Leadership** - This Best Practice is about **connecting with individuals**, the heart of the relationship.
- 4. Advocate of Differences and Community** - This Best Practice is about **distinction** and **inclusion**.
- 5. Calibrator of Responsibility and Accountability** - This Best Practice is about **execution** and **performance**.

Best Practice #1 - Holder of Vision and Values

This Best Practice is about direction and commitment. The term “holder” indicates that the leader lives the vision and values while measuring every action against both. The leader then provides consistent focus and direction.

Definitions:

Holder - One who keeps in hand those things that are important by embracing and encouraging their remembrance.

Vision - A clear view and understanding of realizable goals, plans, and intentions.

Values - Those things considered right, worthwhile, and desirable - the basis of guiding principles and standards.

The 10 Critical Success Skills for this competency:

1. Consistently reinforce the organization’s vision and values
2. Intentionally model guiding principles in everything, with everyone
3. Personally integrate the organization’s vision in all responsibilities

Introduction

4. Have a well-defined strategic plan for accomplishing the vision
5. Enable the team to translate organizational vision, and align daily responsibilities with organizational goals
6. Establish measurable milestones congruent with the vision
7. Ensure that organizational values are integrated into how the organization does business
8. Clearly identify personal values; “walk the talk” in everything
9. Place importance on developing others
10. Effectively communicate, sustain processes to achieve vision and values

Best Practice #2 - Creator of Collaboration and Innovation

This Best Practice is about creating a positive environment for working relationships. The term “creator” indicates the leader’s ability to create a trusting environment where collaboration and innovation can occur.

Definitions:

Creator - One who causes something to come into being through original or inventive means.

Collaboration - The process of working together to achieve common goals instead of a personal agenda.

Innovation - The introduction of something new and different to the process of achieving goals.

The 10 Critical Success Skills for this competency:

1. Create innovative and sound possibilities for the organization
2. Foster a learning, trusting environment for true collaboration and innovation
3. Masterfully listen for what is said and what is not said
4. Be comfortable not knowing “the answers” and learn from individual perspectives
5. Draw out differing perspectives and believe disagreement is a learning opportunity
6. Ask timely, tough questions while keeping in mind the big picture
7. Set the tone for thinking beyond the present for an innovative future
8. Project how ideas will play out in the organization and marketplace
9. Discern and assist others to understand when change needs to happen and when it does not
10. Masterfully facilitate conversations where everyone contributes their best thinking towards a task or goal

Best Practice #3 - Influencer of Inspiration and Leadership

This Best Practice is about making connections with individuals. The term “influencer” indicates the leader’s ability to influence and inspire creating positive relationships. An influencer understands that whether we are aware of it or not, all they do has an effect on others, and therefore becomes an intentional influencer. This leader makes a choice to BE an influencer in a positive way, both personally and professionally.

Definitions:

Influencer - One who brings about a desired effect in others, by direct or indirect means.

Inspiration - The process of animating, motivating, or encouraging others to reach new levels of achievement.

Leadership - The process of guiding and directing others to shared success.

The 10 Critical Success Skills for this competency:

1. Be adept at developing and maintaining relationships
2. Use emotional intelligence and positive energy to influence others
3. Choose to model a positive perspective in all situations
4. Bring out the best in people
5. Constantly acknowledge and recognize the attributes and contributions of others
6. Intentionally delegate for the development of others
7. Lead with constant focus on showcasing others, rather than themselves
8. Have the ability and courage to take risks and inspire others to follow
9. Be able to make tough decisions with minimal negative impact
10. Lead with humility and fierce resolve to accomplish goals through others

Introduction

Best Practice #4 - Advocator of Differences and Community

This Best Practice is about both acknowledging the importance and benefits of differences, and being open to diverse perspectives. Being an advocator is about being someone who is courageous enough to take a stand, and stay standing. It means having a well-defined sense of right, and wrong, and the internal strength to defend it. It is an unfortunate truth in business today that we do not find too many people who are clear enough about who they are to take a firm stand regardless of the consequences.

Definitions:

Advocator - One who stands in support of a cause, a practice, or a person on its or their behalf.

Differences - Those qualities that distinguish people or things from other people or things.

Community - A group of people with shared interest working together to achieve shared success.

The 10 Critical Success Skills for this competency:

1. Be able to take a stand for a person, practice, or cause
2. Constantly raise visibility of individuals by mentoring and developing them
3. Advocate for a strengths-based culture
4. Be a connoisseur of talent, recognizing, valuing, and utilizing the best each person has to offer
5. Insist on building teams with diverse approaches and capabilities
6. Look for and create cross-functional opportunities to develop unique talent
7. Promote inter-departmental collaboration, rather than "silo" orientation
8. Consider the impact of actions on the greater community beyond the organization
9. Maintain ongoing dialogue and involvement with internal and external communities
10. Promote an inclusive environment to unite toward a common focus

Best Practice #5 - Calibrator of Responsibility and Accountability

This Best Practice is about execution and performance measured against vision and values. The term "calibrator" indicates constant vigilance, with possible adjustments, of progress toward accomplishing responsibilities and accountabilities.

Definitions:

Calibrator - One who sets the mark for the quantitative measurement of success/acceptance.

Responsibility - The ability to respond correctly to-and meet-stated expectations.

Accountability - The obligation to justify conduct, conditions, or circumstances.

The 10 Critical Success Skills for this competency:

1. Execute a strategic plan; using appropriate checks and balances to reach goals
2. Have a "finger on the pulse" of the organization, and be aware of the status of milestones
3. Ensure that team members are clear about their position and responsibilities and how they fit into the organization's direction and deliverables
4. Require peak performance from all and support them with the appropriate resources
5. Provide regular feedback and coaching, taking action with low performance
6. Have clearly defined personal and organizational accountabilities
7. Have a clearly developed action plan with benchmarks, milestones, and provisions for adjustments
8. Model a sense of urgency for accomplishment and response to change
9. Be alert to trends which may affect results; recalibrate where necessary
10. Gain commitment from the team with established accountabilities, and appropriate consequences and rewards

Introduction

Interpreting this report

Raw Score

Actual scores from the online assessment.

Norm

This is the average score for all participants who have completed this assessment.

Average Scores

Average scores are calculated for each Best Practice.

Rating Levels

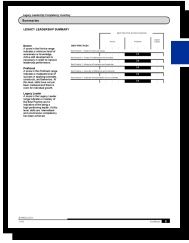
Novice - A score in the Novice range indicates a minimum level of awareness or knowledge. Active skill development is necessary in order to improve leadership performance.

Proficient - A score in the Proficient range indicates a moderate level of success in applying concepts, constructs, and behaviors. At this level, skills have not yet been mastered and there is room for individual growth.

Legacy Leader - A score in the Legacy Leader range indicates a mastery of the Best Practice and is indicative of a high-performing leader. At this level, skills are internalized and unconscious competency has been achieved.

Summaries

How did I do overall?



LEGACY LEADERSHIP SUMMARY

Your raw scores are averaged and are shown for each Best Practice. Keep in mind that all Best Practices are equally important. You will see which Best Practices come easily to you, resulting in a higher score, and those areas which may require some development, resulting in lower scores.

Summaries

LEGACY LEADERSHIP SUMMARY

Novice

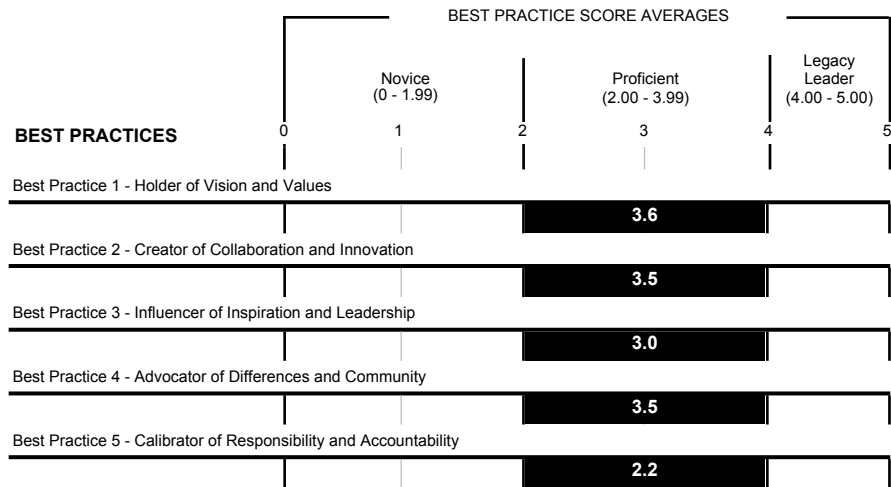
A score in the Novice range indicates a minimum level of awareness or knowledge. Active skill development is necessary in order to improve leadership performance.

Proficient

A score in the Proficient range indicates a moderate level of success in applying concepts, constructs, and behaviors. At this level, skills have not yet been mastered and there is room for individual growth.

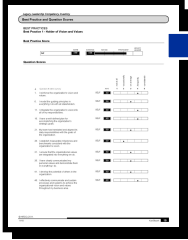
Legacy Leader

A score in the Legacy Leader range indicates a mastery of the Best Practice and is indicative of a high-performing leader. At this level, skills are internalized and unconscious competency has been achieved.



Best Practice and Question Scores

How did I do in detail?



BEST PRACTICE AND QUESTION SCORES

Best Practice Scores

Your overall scores for each Legacy Leadership Best Practice.

Question Scores

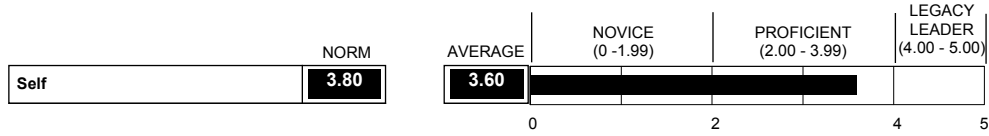
Below the Best Practices table you will see data for each question making up the rating for that Best Practice.

Best Practice and Question Scores

BEST PRACTICES

Best Practice 1 - Holder of Vision and Values

Best Practice Score



Question Scores

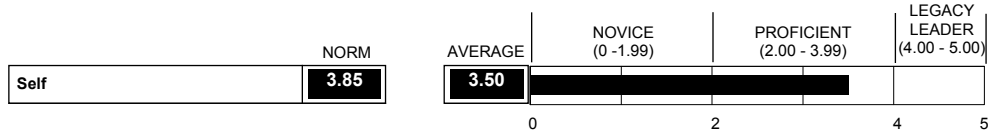
Question # within survey	Frequency				
	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
1. I reinforce the organization's vision and values.				◆	
6. I model the guiding principles in everything I do with all stakeholders.	◆				
11. I integrate the organization's vision into all of my responsibilities.			◆		
16. I have a well-defined plan for accomplishing the organization's strategic goals.				◆	
21. My team has translated and aligned its daily responsibilities with the goals of the organization.				◆	
26. I establish measurable milestones and benchmarks consistent with the organization's vision.					◆
31. I ensure that the organizational values are integrated into everything we do.					◆
36. I have clearly communicated my personal values and demonstrate them in everything I do.		◆			
41. I develop the potential of others in the organization.					◆
46. I effectively communicate and sustain processes and systems to achieve the organizational vision and values throughout my business area.			◆		

Best Practice and Question Scores

BEST PRACTICES

Best Practice 2 - Creator of Collaboration and Innovation

Best Practice Score



Question Scores

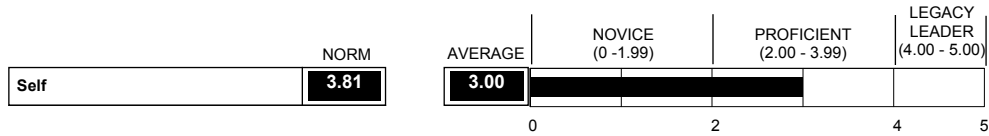
Question # within survey	Frequency				
	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
2. I create possibilities that are both innovative and sound for the organization.		◆			
7. I foster a trusting environment.					◆
12. I am a good listener, and pay attention to both what is said and what is not said.			◆		
17. I am comfortable not knowing "the answers" and learning from others.			◆		
22. I draw out differing perspectives and consider disagreement as a learning opportunity.			◆		
27. I ask timely, tough questions.					◆
32. I set the tone for thinking beyond where we are presently to innovate for the future.			◆		
37. I project how ideas may play out in the organization and marketplace.				◆	
42. I assist others in understanding when change needs to occur and when it does not.				◆	
47. I facilitate conversations so that everyone contributes their best thinking toward the task/issue at hand.			◆		

Best Practice and Question Scores

BEST PRACTICES

Best Practice 3 - Influencer of Inspiration and Leadership

Best Practice Score



Question Scores

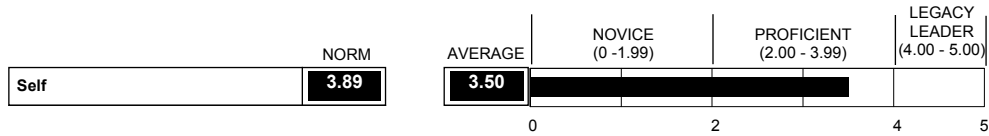
Question # within survey	Frequency				
	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
3. I develop and maintain strong relationships.				◆	
8. I use positive energy to influence others.				◆	
13. I model the positive perspective in all situations.			◆		
18. I bring out the best in people.		◆			
23. I acknowledge and recognize the attributes and contributions of others.		◆			
28. I delegate for the development of others.					◆
33. I lead with a focus on showcasing others rather than myself.			◆		
38. My courage and risk-taking inspire others to follow.	◆				
43. I am known for making tough decisions.			◆		
48. I lead with humility and fierce resolve to accomplish the goals of the organization.			◆		

Best Practice and Question Scores

BEST PRACTICES

Best Practice 4 - Advocator of Differences and Community

Best Practice Score



Question Scores

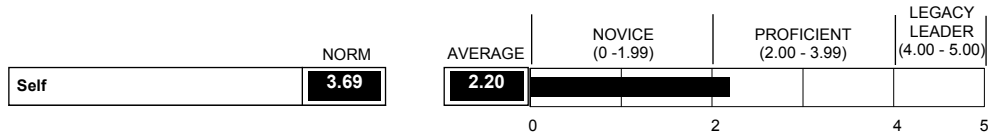
Question # within survey	Frequency				
	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
4. I am willing to take a stand for a person, practice, or cause.			◆		
9. I raise the visibility of individuals by mentoring and developing them.		◆			
14. I am an advocate for a strengths-based culture			◆		
19. I am a connoisseur of talent, recognizing, valuing, and utilizing the best each person has to offer.				◆	
24. I insist on having teams of individuals with diverse approaches and capabilities.					◆
29. I look for cross-functional opportunities to develop talent.		◆			
34. I promote cross-functional collaboration rather than "silo" orientation.				◆	
39. I consider the impact of actions on the greater community beyond organizational boundaries.				◆	
44. I have ongoing dialogue and involvement with internal and external communities.				◆	
49. I promote an inclusive environment that unites towards a common focus.				◆	

Best Practice and Question Scores

BEST PRACTICES

Best Practice 5 - Calibrator of Responsibility and Accountability

Best Practice Score

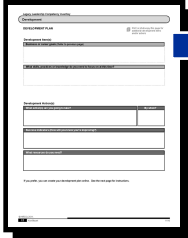


Question Scores

Question # within survey	Frequency				
	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
5. I use appropriate checks and balances to reach the organization's strategic goals.	◆				
10. I know how my organization is performing at any given time.		◆			
15. People on my team are clear about their individual responsibilities.			◆		
20. I require peak performance and support everyone with appropriate resources.	◆				
25. I provide regular feedback and coaching, and take action when performance does not meet stated expectations.		◆			
30. I have clearly defined my accountability to the organization.			◆		
35. I have a clearly developed action plan with benchmarks and milestones, and provisions for making adjustments along the way.				◆	
40. I model a sense of urgency both in getting things done and responding to change.		◆			
45. I am alert to trends that potentially affect results and re-calibrate action plans where necessary.	◆				
50. I have gained commitment from everyone in my areas of responsibility, and have established accountability with appropriate consequences and rewards.			◆		

Development

How do I create a plan to improve?



DEVELOPMENT PLAN TEMPLATE

The development section of this report includes space for creating a development plan. An online development application is also provided in the portal. Before you begin creating your development plan, you'll need to read and understand the results from this report.

Development

List your most important business objectives and career goals.

Given the above objectives and goals, which of the Legacy Leadership Best Practices would be most useful to focus on first? Next?

Development

DEVELOPMENT PLAN



Print or photocopy this page for additional development items and/or actions

Development Item(s)

Business or career goals (Refer to previous page)

What skills, practices or knowledge do you need to focus on at this time?

Development Action(s)

What action(s) are you going to take?	By when?

Success Indicators (How will you know you're improving?)

What resources do you need?

If you prefer, you can create your development plan online. See the next page for instructions.

Development

DEVELOPMENT PLAN

Your assessment results are just a starting point to becoming a more effective leader. We strongly recommend that you use what you have learned from this assessment to create a personalized development plan either on paper or online in the Assessment Center.

To access the online development application:

1. Log in to the Assessment Center
2. Select the Legacy Leadership assessment
3. Select "Create a Development Plan"

Start by adding a Development Goal, and then create one or more Actions that you wish to take to achieve this goal. You can create multiple Development Goals, and assign multiple Actions for each goal. For each Action you create, you have the option to set a milestone or completion date, and export the Action directly into your calendar application.

As you create each Action you'll see an option to view development resources. These resources are comprised of ideas, tips and suggestions, organized by competency or behavior. You can copy and paste the development resources directly into the Action window.

Once you have completed your development plan you can, if you choose, email the plan to yourself and/or others.

Development

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