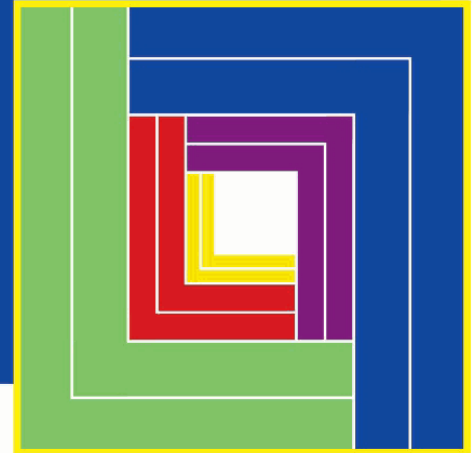# LEGACY LEADERSHIP
COMPETENCY INVENTORY

Jeannine Sandstrom and Lee Smith
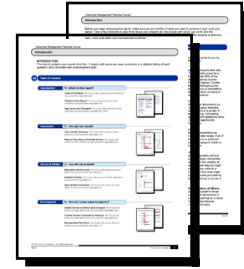
- **HRDQ**
- **Sample Report**
- Legacy Leadership Competency Inventory, Multi-Rater
- December 2010

Table of Contents

Introduction

👉 What's in this report?

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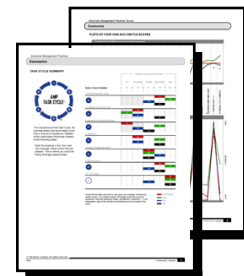
Summaries

👉 How did I do overall?

Legacy Leadership Summary: An overall summary of your scores by Best Practice and averaged by rater group.

Plots of Your Scores: Line plots of your scores for each rater group.

Scores & Details

👉 How did I do in detail?

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

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

Open-Ended Comments: Responses to the Open-ended questions.

Development

👉 How do I create a plan for development?

Strength and Blind Spot Analysis: A ranking of your raw scores for each rater group along with a strength and blind spot analysis for each Best Practice by rater group.

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.
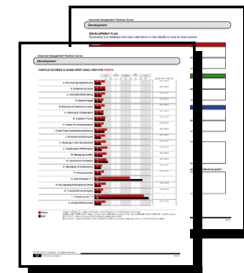
Introduction

What's in this report?

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 as seen by yourself and your raters.

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
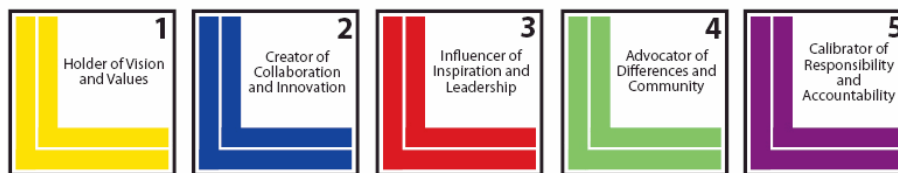
1. **Holder of Vision and Values** - This Best Practice is about **direction** and **commitment.**

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. **Advocator 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 divers 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: Key Terms and Concepts

Raw Score
This is the actual score that was given to you by those who completed the assessment.

Norm
This is the average score for all raters (by rater group) who have completed this assessment.

Average Scores
Average scores are calculated for each Best Practice and for each item (question) in the assessment.

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 the being a high-performing leader. At this level, skills are internalized and unconscious competency has been achieved.

Consistency or Differences Between Raters

Look for distinguishing characteristics such as consistencies between different rater levels. If all of your raters rated you extremely low in particular dimensions, these are good areas in which to focus your plans for development.

Differences between scores, especially self and others, can provide very useful clues. Remember that all of your ratings depend on the visibility of your skills to different raters. Direct Reports might have a better understanding of your skills in a particular area, so their scores in that area might be more important to you than scores provided by Peers.

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.

PLOT OF YOUR RAW SCORES

Your raw scores for each dimension are presented separately for each rater level on the plot at the top of the page. The scores you gave yourself (via your self-survey) are also plotted. Compare different rater levels and look for trends. A legend showing the colors for each rater level is located at the bottom of the page.

Summaries

LEGACY LEADERSHIP SUMMARY

BEST PRACTICE SCORE AVERAGES

	Novice (0 - 1.99)	Proficient (2.00 - 3.99)	Legacy Leader (4.00 - 5.00)

BEST PRACTICES

- Direct Reports
- Peers
- Manager
- Self
- Others

Best Practice 1 - Holder of Vision and Values

		Peers 3.7	
			Manager 4.6
	Self 1.3		
	Others 1.3		

Best Practice 2 - Creator of Collaboration and Innovation

		Direct Reports 3.2	
			Peers 4.3
		Manager 3.4	
			Self 4.6
			Others 4.2

Best Practice 3 - Influencer of Inspiration and Leadership

		Peers 3.9	
		Manager 3.7	
			Self 4.7
			Others 4.2

Best Practice 4 - Advocator of Differences and Community

	Direct Reports 1.8		
		Peers 2.6	
		Manager 2.2	
			Self 4.4
			Others 4.8

Best Practice 5 - Calibrator of Responsibility and Accountability

	Direct Reports 1.4		
		Peers 3.8	
		Manager 2.5	
			Self 4.8
			Others 4.7

Summaries

PLOT OF YOUR RAW SCORES

YOUR RAW SCORES (Actual Survey Responses)

- **BEST PRACTICE 1 - HOLDER OF VISION AND VALUES**
- **BEST PRACTICE 2 - CREATOR OF COLLABORATION AND INNOVATION**
- **BEST PRACTICE 3 - INFLUENCER OF INSPIRATION AND LEADERSHIP**
- **BEST PRACTICE 4 - ADVOCATOR OF DIFFERENCES AND COMMUNITY**
- **BEST PRACTICE 5 - CALIBRATOR OF RESPONSIBILITY AND ACCOUNTABILITY**

DIRECT REPORTS PEERS MANAGER SELF OTHERS
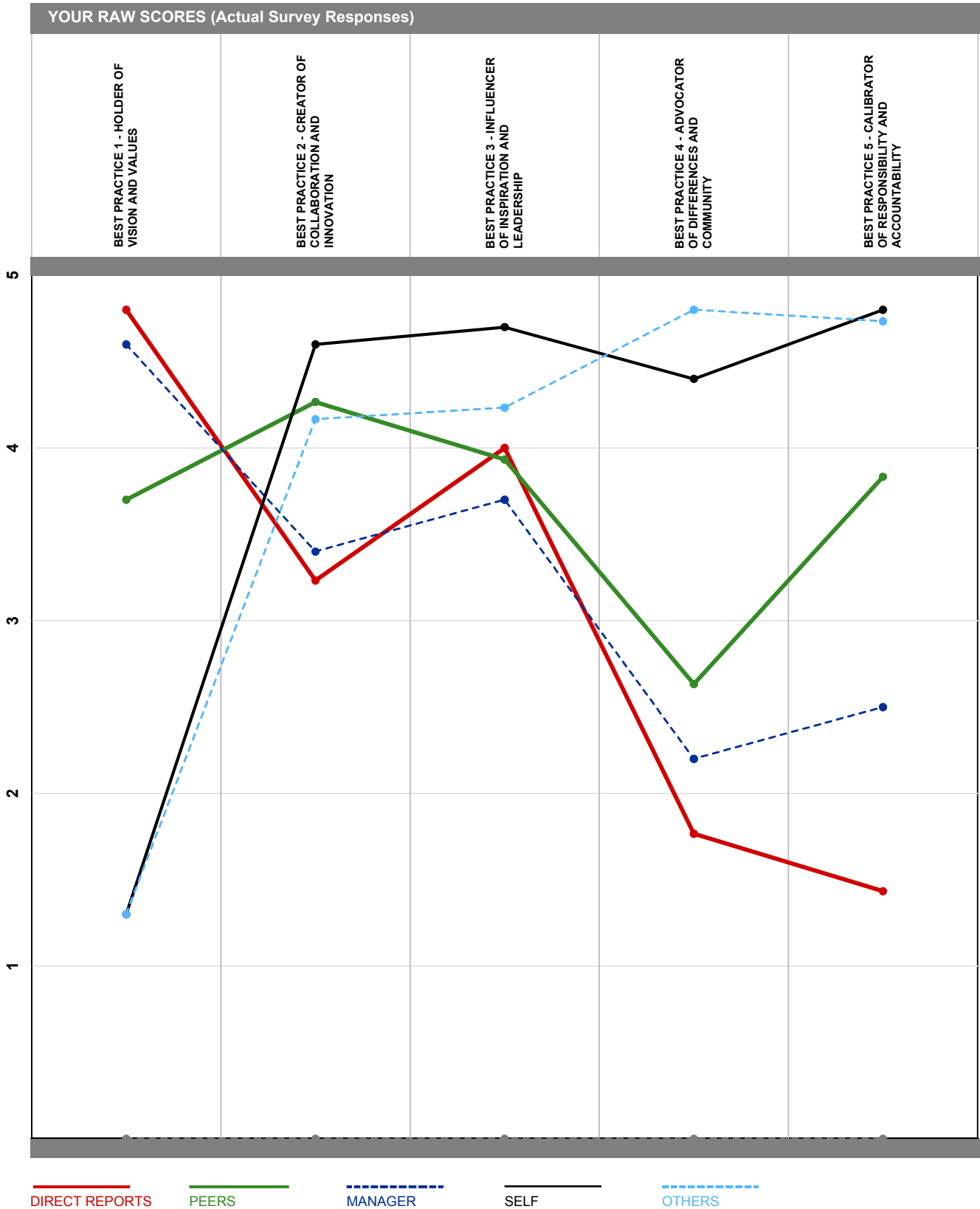
Best Practice and Question Scores

How did I do in detail?

BEST PRACTICE AND QUESTION SCORES

Best Practice Scores
The table allows you to compare your rankings on each dimension from each rater group.

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

The numbers in the boxes below the ratings represent the number of raters that gave you each response. If there is a "2," then 2 raters in that reporting group chose that response for you. If there is no number, no raters chose that response for you.

OPEN-ENDED COMMENTS

Written comments from your raters shown exactly as they were entered into the web survey, without editing.

- Comments are organized according to rater levels.
- Raters were discouraged from referring to events or using language that would identify them.
- Comments are randomized within the different rating groups.

Best Practice and Question Scores

BEST PRACTICES
Best Practice 1 - Holder of Vision and Values

Best Practice Scores

RATER(S)	NORM		AVERAGE	NOVICE (0 -1.99)	PROFICIENT (2.00 - 3.99)	LEGACY LEADER (4.00 - 5.00)
DIRECT REPORTS (3)	3.81		4.80			
PEERS (3)	3.63		3.70			
MANAGER (1)	3.84		4.60			
SELF (1)	3.80		1.30			
OTHERS (3)	3.70		1.30			

(scale 0 1 2 3 4 5)

Question Scores

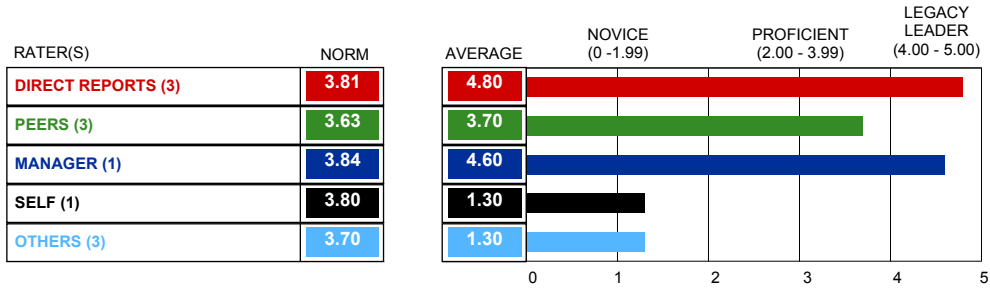| ↓ Question # within survey		AVG	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
1. This person reinforces the organization's vision and values.	DIRECT REPORTS	4.7	.	.	.	1	2
	PEERS	5.0	.	.	.	.	3
	MANAGER	5.0	.	.	.	.	1
	SELF	1.0	1	.	.	.	.
	OTHERS	1.3	2	1	.	.	.
6. This person models the guiding principles in everything he or she does with all stakeholders.	DIRECT REPORTS	4.7	.	.	.	1	2
	PEERS	2.7	.	2	.	1	.
	MANAGER	3.0	.	.	1	.	.
	SELF	1.0	1	.	.	.	.
	OTHERS	1.3	2	1	.	.	.
11. This person integrates the organization's vision into all of his or her responsibilities.	DIRECT REPORTS	5.0	.	.	.	.	3
	PEERS	3.0	1	.	1	.	1
	MANAGER	5.0	.	.	.	.	1
	SELF	2.0	.	1	.	.	.
	OTHERS	1.7	2	.	1	.	.
16. This person has a well-defined plan for accomplishing the organization's strategic goals.	DIRECT REPORTS	4.7	.	.	.	1	2
	PEERS	4.0	.	.	1	1	1
	MANAGER	4.0	.	.	.	1	.
	SELF	1.0	1	.	.	.	.
	OTHERS	1.3	2	1	.	.	.
21. This person's team has translated and aligned its daily responsibilities with the goals of the organization.	DIRECT REPORTS	5.0	.	.	.	.	3
	PEERS	3.0	1	.	1	.	1
	MANAGER	5.0	.	.	.	.	1
	SELF	1.0	1	.	.	.	.
	OTHERS	1.0	3	.	.	.	.

Best Practice and Question Scores

26. This person establishes measurable milestones and benchmarks consistent with the organization's vision.

DIRECT REPORTS	**4.7**	.	.	.	1	2
PEERS	**4.0**	.	.	1	1	1
MANAGER	**5.0**	.	.	.	.	1
SELF	**2.0**	.	1	.	.	.
OTHERS	**1.7**	1	2	.	.	.

31. This person ensures that the organizational values are integrated into everything we do.

DIRECT REPORTS	**5.0**	.	.	.	.	3
PEERS	**4.7**	.	.	.	1	2
MANAGER	**5.0**	.	.	.	.	1
SELF	**1.0**	1	.	.	.	.
OTHERS	**1.0**	3	.	.	.	.

36. This person has clearly communicated his or her personal values and demonstrates them in everything he or she does.

DIRECT REPORTS	**4.3**	.	.	.	2	1
PEERS	**4.7**	.	.	.	1	2
MANAGER	**4.0**	.	.	.	1	.
SELF	**1.0**	1	.	.	.	.
OTHERS	**1.7**	2	.	1	.	.

41. This person develops the potential of others in the organization.

DIRECT REPORTS	**5.0**	.	.	.	.	3
PEERS	**2.7**	1	1	.	.	1
MANAGER	**5.0**	.	.	.	.	1
SELF	**1.0**	1	.	.	.	.
OTHERS	**1.0**	3	.	.	.	.

46. This person effectively communicates and sustains processes and systems to achieve the organizational vision and values throughout his or her business area.

DIRECT REPORTS	**5.0**	.	.	.	.	3
PEERS	**3.3**	.	.	2	1	.
MANAGER	**5.0**	.	.	.	.	1
SELF	**2.0**	.	1	.	.	.
OTHERS	**1.0**	3	.	.	.	.

Best Practice and Question Scores

BEST PRACTICES
Best Practice 2 - Creator of Collaboration and Innovation

Best Practice Scores
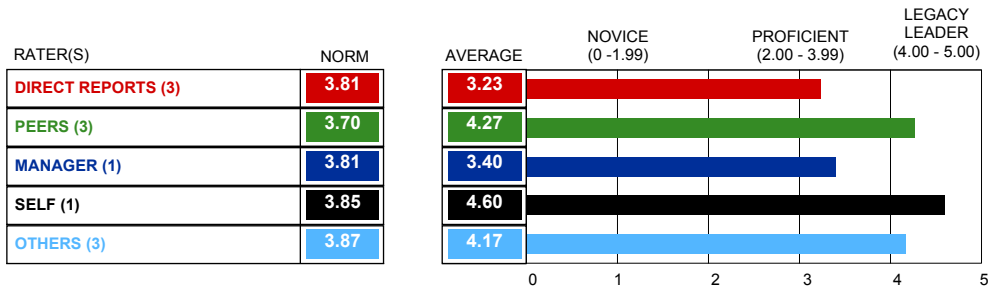
RATER(S)	NORM		AVERAGE
DIRECT REPORTS (3)	3.81		3.23
PEERS (3)	3.70		4.27
MANAGER (1)	3.81		3.40
SELF (1)	3.85		4.60
OTHERS (3)	3.87		4.17

NOVICE (0 -1.99) · PROFICIENT (2.00 - 3.99) · LEGACY LEADER (4.00 - 5.00)

Question Scores

↓ Question # within survey		AVG	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
2. This person creates possibilities that are both innovative and sound for the organization.	DIRECT REPORTS	3.3	.	1	.	2	.
	PEERS	4.0	.	.	1	1	1
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	4.3	.	.	.	2	1
7. This person fosters a trusting environment.	DIRECT REPORTS	2.0	.	3	.	.	.
	PEERS	4.3	.	.	1	.	2
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	4.7	.	.	.	1	2
12. This person is a good listener, and pays attention to both what is said and what is not said.	DIRECT REPORTS	3.7	.	.	2	.	1
	PEERS	4.7	.	.	.	1	2
	MANAGER	5.0	.	.	.	.	1
	SELF	4.0	.	.	.	1	.
	OTHERS	3.7	.	.	2	.	1
17. This person is comfortable not knowing "the answers" and learning from others.	DIRECT REPORTS	4.3	.	.	.	2	1
	PEERS	4.7	.	.	.	1	2
	MANAGER	5.0	.	.	.	.	1
	SELF	4.0	.	.	.	1	.
	OTHERS	4.0	.	.	1	1	1
22. This person draws out differing perspectives and considers disagreement a learning opportunity.	DIRECT REPORTS	3.7	.	1	.	1	1
	PEERS	4.3	.	.	1	.	2
	MANAGER	3.0	.	.	1	.	.
	SELF	4.0	.	.	.	1	.
	OTHERS	4.0	.	.	1	1	1

Best Practice and Question Scores

27. This person asks timely, tough questions.	DIRECT REPORTS	4.0	.	.	1	1	1	
	PEERS	4.3	.	.	1	.	2	
	MANAGER	2.0	.	1	.	.	.	
	SELF	5.0	.	.	.	.	1	
	OTHERS	4.0	.	.	1	1	1	

32. This person sets the tone for thinking beyond where we are presently to innovate for the future.	DIRECT REPORTS	3.0	.	2	.	.	1	
	PEERS	3.3	.	1	.	2	.	
	MANAGER	2.0	.	1	.	.	.	
	SELF	5.0	.	.	.	.	1	
	OTHERS	4.3	.	.	.	2	1	

37. This person projects how ideas may play out in the organization and marketplace.	DIRECT REPORTS	3.3	.	1	.	2	.	
	PEERS	3.7	.	1	.	1	1	
	MANAGER	3.0	.	.	1	.	.	
	SELF	4.0	.	.	.	1	.	
	OTHERS	3.3	.	1	.	2	.	

42. This person assists others in understanding when change needs to occur and when it does not.	DIRECT REPORTS	2.0	.	3	.	.	.	
	PEERS	5.0	.	.	.	.	3	
	MANAGER	2.0	.	1	.	.	.	
	SELF	5.0	.	.	.	.	1	
	OTHERS	4.7	.	.	.	1	2	

47. This person facilitates conversations so that everyone contributes his or her best thinking toward the task/issue at hand.	DIRECT REPORTS	3.0	.	1	1	1	.	
	PEERS	4.3	.	.	.	2	1	
	MANAGER	2.0	.	1	.	.	.	
	SELF	5.0	.	.	.	.	1	
	OTHERS	4.7	.	.	.	1	2	

Best Practice and Question Scores

BEST PRACTICES
Best Practice 3 - Influencer of Inspiration and Leadership

Best Practice Scores
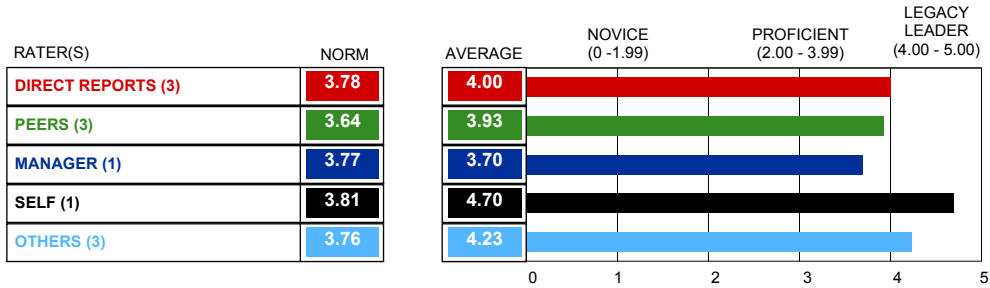
RATER(S)	NORM		AVERAGE
DIRECT REPORTS (3)	3.78		4.00
PEERS (3)	3.64		3.93
MANAGER (1)	3.77		3.70
SELF (1)	3.81		4.70
OTHERS (3)	3.76		4.23

NOVICE (0 -1.99) PROFICIENT (2.00 - 3.99) LEGACY LEADER (4.00 - 5.00)

Question Scores

↓ Question # within survey		AVG	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
3. This person develops and maintains strong relationships.	DIRECT REPORTS	4.0	.	1	.	.	2
	PEERS	4.7	.	.	.	1	2
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	4.3	.	.	.	2	1
8. This person uses positive energy to influence others.	DIRECT REPORTS	4.3	.	.	.	2	1
	PEERS	4.0	.	1	.	.	2
	MANAGER	5.0	.	.	.	.	1
	SELF	4.0	.	.	.	1	.
	OTHERS	4.7	.	.	.	1	2
13. This person models the positive perspective in all situations.	DIRECT REPORTS	4.0	.	1	.	.	2
	PEERS	4.7	.	.	.	1	2
	MANAGER	4.0	.	.	.	1	.
	SELF	5.0	.	.	.	.	1
	OTHERS	4.0	.	.	1	1	1
18. This person brings out the best in people.	DIRECT REPORTS	4.7	.	.	.	1	2
	PEERS	3.0	.	1	1	1	.
	MANAGER	3.0	.	.	1	.	.
	SELF	5.0	.	.	.	.	1
	OTHERS	4.0	.	.	1	1	1
23. This person acknowledges and recognizes the attributes and contributions of others.	DIRECT REPORTS	3.7	.	1	.	1	1
	PEERS	4.0	.	.	.	3	.
	MANAGER	4.0	.	.	.	1	.
	SELF	5.0	.	.	.	.	1
	OTHERS	3.7	.	.	1	2	.

Best Practice and Question Scores

28. This person delegates for the development of others.

	Score	1	2	3	4	5
DIRECT REPORTS	4.0	.	.	1	1	1
PEERS	4.0	.	.	1	1	1
MANAGER	4.0	.	.	.	1	.
SELF	5.0	.	.	.	.	1
OTHERS	4.7	.	.	.	1	2

33. This person leads with a focus on showcasing others rather than him- or herself.

	Score	1	2	3	4	5
DIRECT REPORTS	3.3	.	1	1	.	1
PEERS	3.7	1	.	.	.	2
MANAGER	3.0	.	.	1	.	.
SELF	5.0	.	.	.	.	1
OTHERS	4.3	.	.	.	2	1

38. This person's courage and risk-taking inspire others to follow.

	Score	1	2	3	4	5
DIRECT REPORTS	4.7	.	.	.	1	2
PEERS	4.3	.	.	1	.	2
MANAGER	2.0	.	1	.	.	.
SELF	4.0	.	.	.	1	.
OTHERS	4.0	.	1	.	.	2

43. This person is known for making tough decisions.

	Score	1	2	3	4	5
DIRECT REPORTS	3.3	1	.	.	1	1
PEERS	3.0	1	.	1	.	1
MANAGER	4.0	.	.	.	1	.
SELF	5.0	.	.	.	.	1
OTHERS	4.3	.	.	1	.	2

48. This person leads with humility and fierce resolve to accomplish the goals of the organization.

	Score	1	2	3	4	5
DIRECT REPORTS	4.0	.	1	.	.	2
PEERS	4.0	.	.	1	1	1
MANAGER	3.0	.	.	1	.	.
SELF	4.0	.	.	.	1	.
OTHERS	4.3	.	.	1	.	2

Best Practice and Question Scores

BEST PRACTICES
Best Practice 4 - Advocator of Differences and Community

Best Practice Scores

RATER(S)	NORM	AVERAGE
DIRECT REPORTS (3)	3.77	1.77
PEERS (3)	3.60	2.63
MANAGER (1)	3.79	2.20
SELF (1)	3.89	4.40
OTHERS (3)	3.66	4.80

NOVICE (0 -1.99)   PROFICIENT (2.00 - 3.99)   LEGACY LEADER (4.00 - 5.00)

Question Scores

Question # within survey		AVG	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
4. This person is willing to take a stand for a person, practice, or cause.	DIRECT REPORTS	2.3	1	1	.	1	.
	PEERS	2.7	1	1	.	.	1
	MANAGER	4.0	.	.	.	1	.
	SELF	5.0	.	.	.	.	1
	OTHERS	4.3	.	.	.	2	1
9. This person raises the visibility of individuals by mentoring and developing them.	DIRECT REPORTS	1.7	1	2	.	.	.
	PEERS	4.7	.	.	.	1	2
	MANAGER	2.0	.	1	.	.	.
	SELF	5.0	.	.	.	.	1
	OTHERS	5.0	.	.	.	.	3
14. This person is an advocate for a strengths-based culture.	DIRECT REPORTS	1.7	2	.	1	.	.
	PEERS	2.0	1	1	1	.	.
	MANAGER	3.0	.	.	1	.	.
	SELF	4.0	.	.	.	1	.
	OTHERS	4.7	.	.	.	1	2
19. This person is a connoisseur of talent, recognizing, valuing, and utilizing the best each person has to offer.	DIRECT REPORTS	2.3	1	1	.	1	.
	PEERS	3.7	.	.	2	.	1
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	4.7	.	.	.	1	2
24. This person insists on having teams of individuals with diverse approaches and capabilities.	DIRECT REPORTS	2.0	1	1	1	.	.
	PEERS	2.3	.	2	1	.	.
	MANAGER	2.0	.	1	.	.	.
	SELF	4.0	.	.	.	1	.
	OTHERS	4.7	.	.	.	1	2

Best Practice and Question Scores

29. This person looks for cross-functional opportunities to develop talent.	DIRECT REPORTS	**2.0**	1	1	1	.	.
	PEERS	**1.3**	2	1	.	.	.
	MANAGER	**1.0**	1	.	.	.	.
	SELF	**4.0**	.	.	.	1	.
	OTHERS	**4.7**	.	.	.	1	2

34. This person promotes cross-functional collaboration rather than "silo" orientation.	DIRECT REPORTS	**1.0**	3	.	.	.	.
	PEERS	**2.7**	1	1	.	.	1
	MANAGER	**1.0**	1	.	.	.	.
	SELF	**4.0**	.	.	.	1	.
	OTHERS	**5.0**	.	.	.	.	3

39. This person considers the impact of actions on the greater community beyond organizational boundaries.	DIRECT REPORTS	**1.7**	1	2	.	.	.
	PEERS	**3.0**	.	1	1	1	.
	MANAGER	**1.0**	1	.	.	.	.
	SELF	**5.0**	.	.	.	.	1
	OTHERS	**5.0**	.	.	.	.	3

44. This person has ongoing dialogue and involvement with internal and external communities.	DIRECT REPORTS	**1.3**	2	1	.	.	.
	PEERS	**2.3**	2	.	.	.	1
	MANAGER	**2.0**	.	1	.	.	.
	SELF	**4.0**	.	.	.	1	.
	OTHERS	**5.0**	.	.	.	.	3

49. This person promotes an inclusive environment that unites towards a common focus.	DIRECT REPORTS	**1.7**	1	2	.	.	.
	PEERS	**1.7**	2	.	1	.	.
	MANAGER	**1.0**	1	.	.	.	.
	SELF	**4.0**	.	.	.	1	.
	OTHERS	**5.0**	.	.	.	.	3

Best Practice and Question Scores

BEST PRACTICES
Best Practice 5 - Calibrator of Responsibility and Accountability

Best Practice Scores

RATER(S)	NORM		AVERAGE
DIRECT REPORTS (3)	3.76		1.43
PEERS (3)	3.58		3.83
MANAGER (1)	3.77		2.50
SELF (1)	3.69		4.80
OTHERS (3)	3.60		4.73

Question Scores

↓ Question # within survey		AVG	1 - not at all	2 - occasionally	3 - on average	4 - frequently	5 - consistently
5. This person uses appropriate checks and balances to reach the organization's strategic goals.	DIRECT REPORTS	2.0	.	3	.	.	.
	PEERS	5.0	.	.	.	.	3
	MANAGER	4.0	.	.	.	1	.
	SELF	5.0	.	.	.	.	1
	OTHERS	4.7	.	.	.	1	2
10. This person knows how the organization is performing at any given time.	DIRECT REPORTS	1.3	2	1	.	.	.
	PEERS	3.3	.	1	1	.	1
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	5.0	.	.	.	.	3
15. People on this person's team are clear about their individual responsibilities.	DIRECT REPORTS	1.0	3	.	.	.	.
	PEERS	3.3	.	.	2	1	.
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	4.7	.	.	.	1	2
20. This person requires peak performance and supports everyone with appropriate resources.	DIRECT REPORTS	1.0	3	.	.	.	.
	PEERS	2.7	1	.	1	1	.
	MANAGER	5.0	.	.	.	.	1
	SELF	5.0	.	.	.	.	1
	OTHERS	5.0	.	.	.	.	3
25. This person provides regular feedback and coaching, and takes action when performance does not meet stated expectations.	DIRECT REPORTS	1.7	2	.	1	.	.
	PEERS	3.3	1	.	.	1	1
	MANAGER	1.0	1	.	.	.	.
	SELF	5.0	.	.	.	.	1
	OTHERS	4.3	.	.	.	2	1

Best Practice and Question Scores

30. This person has clearly defined his or her accountability to the organization.

		1	2	3	4	5
DIRECT REPORTS	1.3	2	1	.	.	.
PEERS	4.3	.	.	.	2	1
MANAGER	1.0	1	.	.	.	.
SELF	5.0	.	.	.	.	1
OTHERS	5.0	.	.	.	.	3

35. This person has a clearly developed action plan with benchmarks and milestones, and provisions for making adjustments along the way.

		1	2	3	4	5
DIRECT REPORTS	1.3	2	1	.	.	.
PEERS	4.3	.	.	.	2	1
MANAGER	1.0	1	.	.	.	.
SELF	4.0	.	.	.	1	.
OTHERS	4.7	.	.	.	1	2

40. This person models a sense of urgency both in getting things done and responding to change.

		1	2	3	4	5
DIRECT REPORTS	1.0	3	.	.	.	.
PEERS	3.3	1	.	.	1	1
MANAGER	1.0	1	.	.	.	.
SELF	5.0	.	.	.	.	1
OTHERS	4.0	.	.	.	3	.

45. This person is alert to trends that potentially affect results, and re-calibrates action plans where necessary.

		1	2	3	4	5
DIRECT REPORTS	1.7	1	2	.	.	.
PEERS	4.3	.	.	1	.	2
MANAGER	1.0	1	.	.	.	.
SELF	5.0	.	.	.	.	1
OTHERS	5.0	.	.	.	.	3

50. This person has gained commitment from everyone in his or her areas of responsibility, and has established accountability with appropriate consequences and rewards.

		1	2	3	4	5
DIRECT REPORTS	2.0	1	1	1	.	.
PEERS	4.3	.	.	1	.	2
MANAGER	1.0	1	.	.	.	.
SELF	4.0	.	.	.	1	.
OTHERS	5.0	.	.	.	.	3

Best Practice and Question Scores

OPEN-ENDED COMMENTS

What are the strengths that this leader holds?

Direct Reports

- ▸ Acts as an advocate for the customer
- ▸ On top of trends in the industry
- ▸ A very warm and caring person

Peers

- ▸ Does a great job conveying information to clients
- ▸ Technical wizard!
- ▸ Very technically competent

Manager

- ▸ Very intelligent and means well

Others

- ▸ Treats clients with the utmost respect
- ▸ Great personality
- ▸ Very direct and straightforward; honest

Best Practice and Question Scores

OPEN-ENDED COMMENTS

What behaviors make this leader less effective?

Direct Reports
- Does not always respond quickly to problems
- Needs to delegate more work
- Can be forgetful at times

Peers
- Can get testy at times
- Gets frustrated with employees' mistakes
- Sometimes loses temper

Manager
- Loses focus and drops the ball on important projects

Others
- Needs to work on people skills
- Can be too honest at times
- Gets too caught up in the details and loses the big picture

Best Practice and Question Scores

OPEN-ENDED COMMENTS

How might this leader be more effective?

Direct Reports

- ► Delegating more often
- ► Learn more about how we do our jobs
- ► Make tough decisions quickly

Peers

- ► Calm down and think things through before speaking to staff
- ► Put yourself in your employees' shoes
- ► Think clearly about issues before jumping to conclusions

Manager

- ► Needs to be more committed to the job

Others

- ► A more diplomatic approach to coworkers
- ► Focus more on how each project affects the company's plan
- ► Be a little more diplomatic in your truth-telling

Development

STRENGTH AND BLIND SPOT ANALYSIS

This chart shows your raw scores broken out by rater group. Shading and ranking designations help you identify whether your scores fall into the Novice, Proficient, or Legacy Leader level.

A strength and blind spot analysis is shown to the right of each dimension. This analysis compares the specified rater group's scores with your self scores. This comparison will help you determine whether or not a particular Best Practice is considered a Strength or Blind Spot (see explanations below the chart).

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

STRENGTH & BLIND SPOT ANALYSIS FOR DIRECT REPORTS

		NOVICE	PROFICIENT	LEGACY LEADER	STRENGTH AND BLIND SPOT ANALYSIS
Best Practice 1 - Holder of Vision and Values	4.8 / 1.3				UNREALIZED STRENGTH
Best Practice 2 - Creator of Collaboration and Innovation	3.2 / 4.6				---
Best Practice 3 - Influencer of Inspiration and Leadership	4.0 / 4.7				VISIBLE STRENGTH
Best Practice 4 - Advocator of Differences and Community	1.8 / 4.4				BLIND SPOT
Best Practice 5 - Calibrator of Responsibility and Accountability	1.4 / 4.8				BLIND SPOT

■ **Direct Reports**
■ **Self**

VISIBLE STRENGTH = Rated LEGACY LEADER by yourself and others
UNREALIZED STRENGTH = Rated NOVICE by yourself and PROFICIENT or LEGACY LEADER by others
SOFT SPOT = Rated NOVICE by yourself and others
BLIND SPOT = Rated PROFICIENT or LEGACY LEADER by yourself and NOVICE by others
--- = Rating indicates this is neither a strength nor blind spot

STRENGTH & BLIND SPOT ANALYSIS FOR PEERS

		NOVICE	PROFICIENT	LEGACY LEADER	STRENGTH AND BLIND SPOT ANALYSIS
Best Practice 1 - Holder of Vision and Values	3.7 / 1.3				UNREALIZED STRENGTH
Best Practice 2 - Creator of Collaboration and Innovation	4.3 / 4.6				VISIBLE STRENGTH
Best Practice 3 - Influencer of Inspiration and Leadership	3.9 / 4.7				---
Best Practice 4 - Advocator of Differences and Community	2.6 / 4.4				---
Best Practice 5 - Calibrator of Responsibility and Accountability	3.8 / 4.8				---

■ **Peers**
■ **Self**

VISIBLE STRENGTH = Rated LEGACY LEADER by yourself and others
UNREALIZED STRENGTH = Rated NOVICE by yourself and PROFICIENT or LEGACY LEADER by others
SOFT SPOT = Rated NOVICE by yourself and others
BLIND SPOT = Rated PROFICIENT or LEGACY LEADER by yourself and NOVICE by others
--- = Rating indicates this is neither a strength nor blind spot

STRENGTH & BLIND SPOT ANALYSIS FOR MANAGER

		NOVICE	PROFICIENT	LEGACY LEADER	STRENGTH AND BLIND SPOT ANALYSIS
Best Practice 1 - Holder of Vision and Values	4.6 / 1.3				UNREALIZED STRENGTH
Best Practice 2 - Creator of Collaboration and Innovation	3.4 / 4.6				---
Best Practice 3 - Influencer of Inspiration and Leadership	3.7 / 4.7				---
Best Practice 4 - Advocator of Differences and Community	2.2 / 4.4				---
Best Practice 5 - Calibrator of Responsibility and Accountability	2.5 / 4.8				---

■ **Manager**
■ **Self**

VISIBLE STRENGTH = Rated LEGACY LEADER by yourself and others
UNREALIZED STRENGTH = Rated NOVICE by yourself and PROFICIENT or LEGACY LEADER by others
SOFT SPOT = Rated NOVICE by yourself and others
BLIND SPOT = Rated PROFICIENT or LEGACY LEADER by yourself and NOVICE by others
--- = Rating indicates this is neither a strength nor blind spot

Development

STRENGTH & BLIND SPOT ANALYSIS FOR OTHERS

		NOVICE	PROFICIENT	LEGACY LEADER	STRENGTH AND BLIND SPOT ANALYSIS
Best Practice 1 - Holder of Vision and Values	1.3 / 1.3				SOFT SPOT
Best Practice 2 - Creator of Collaboration and Innovation	4.2 / 4.6				VISIBLE STRENGTH
Best Practice 3 - Influencer of Inspiration and Leadership	4.2 / 4.7				VISIBLE STRENGTH
Best Practice 4 - Advocator of Differences and Community	4.8 / 4.4				VISIBLE STRENGTH
Best Practice 5 - Calibrator of Responsibility and Accountability	4.7 / 4.8				VISIBLE STRENGTH

Others

Self

VISIBLE STRENGTH = Rated LEGACY LEADER by yourself and others
UNREALIZED STRENGTH = Rated NOVICE by yourself and PROFICIENT or LEGACY LEADER by others
SOFT SPOT = Rated NOVICE by yourself and others
BLIND SPOT = Rated PROFICIENT or LEGACY LEADER by yourself and NOVICE by others
--- = Rating indicates this is neither a strength nor blind spot

Development

DEVELOPMENT PLAN
Summarize your feedback from each rater below to help identify an area for improvement.

DIRECT REPORTS
List Key Strengths
List Key Challenges

PEERS
List Key Strengths
List Key Challenges

MANAGER
List Key Strengths
List Key Challenges

Others
List Key Strengths
List Key Challenges

From all the groups' summaries, what are the main themes you identified? Identify both strength and challenge themes.

Development

List your most important business objectives and career goals.

Given the above objectives and goals, which of the identified themes 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?

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 portal.

To access the online development application:

1.   Login in to the assessment center

2.   Select this 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 comprise 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

About HRDQ
HRDQ is a trusted developer of soft-skills learning solutions that help to improve the performance of individuals, teams, and organizations. We offer a wide range of resources and services including assessments, reproducible training programs, digital learning resources, and hands-on experiential games.

Our primary audience includes corporate trainers, human resource professionals, educational institutions, and independent consultants who look to us for research-based solutions to develop key skills such as leadership, communication, coaching, and team building.

At HRDQ, we believe an experiential approach is the best catalyst for adult learning. Our unique Experiential Learning Model has been the core of what we do for more than 30 years. Combining the best of organizational learning theory and proven facilitation methods with an appreciation for adult learning styles, our philosophy initiates and inspires lasting change.