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Leadership Practices Survey

Assessment Data Report

Personal Data For: John Doe

Competitive Human Resources Strategies, LLC

Feb 2001

Company Name

Leadership Practices

Assessment Data Report Format

Leadership Practices Survey

1. Clear Direction
2. High Performance Standards
3. Alignment and Learning
4. Trust Building
5. Motivating
6. Change Leadership
7. Influence
8. Coaching
9. Continuous Improvement

Explanation of Data

Clear Direction	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report	
					1	2	3	4	5					
1 Is consistent when setting priorities.	14	3.56	4.00	3.00			●	◆	□		4.33	4.00	3.80	4.00
3 Demonstrates actions that are consistent with words.	13	3.49	3.92	4.00				◆	●		3.67	‡5.00	4.00	3.75
5 Creates a clear compelling vision for the future.	14	3.51	3.77	4.00				◆	□	●	4.33	4.00	3.60	3.50
9 Makes decisions in a timely manner.	13	3.48	3.77	5.00				◆	□	●	4.00	5.00	4.00	3.00

Number of people rating you on the question.

The mean across all companies participating in the Leadership Practices Survey.

Average score of all people rating you.

The score that you gave yourself.

Breakdown of results by respondents' relationship to you.

Explanation

- ◆ = Norm response
- = Personal Average
- = Self-report response
- ▬ = Range of Raters' responses

▬ Significantly above Norm □ Significantly below Norm ‡ Denotes High Importance

Your Data

Categories	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
High-Performance Standards		3.69	4.30	4.80							4.60	4.35	4.00
Change Leadership		3.51	4.06	4.67							4.83	4.10	3.94
Continuous Improvement		3.64	4.00	4.50							4.67	3.96	3.84
Coaching		3.32	3.88										3.88
Clear Direction		3.51	3.82	4.50							4.00	3.88	3.57
Alignment and Learning		3.51	3.75	4.25							3.75	3.89	3.44
Motivating		3.68	3.60	3.60							4.20	3.58	3.40
Trust Building		3.78	3.53	3.80							3.80	3.57	3.52
Influence		3.59	3.07	3.00							3.00	3.07	3.08

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Your Data

Clear Direction	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
1 Is consistent when setting priorities.	19	3.60	4.05	4.00							5.00	4.00	3.80
9 Makes decisions in a timely manner.	20	3.60	4.05	5.00							4.00	4.00	4.00
23 Provides clear direction to his/her organization.	19	3.41	4.00	5.00							4.00	4.17	3.40
5 Creates a clear, compelling vision for the future.	19	3.27	4.00	5.00							4.00	4.08	3.80
3 Demonstrates actions that are consistent with words.	19	3.67	3.84	5.00							4.00	4.00	3.40
24 Stays focused on the big picture.	20	3.00	3.00	3.00							3.00	3.00	3.00

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High-Performance Standards	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
38 Is tough-minded on issues when necessary, without being overly concerned about reactions.	20	3.59	4.40	5.00			3	4	5		5.00	4.38	4.20
11 Insists on high standards of performance, consistently.	20	3.71	4.35	5.00			3	4	5		5.00	4.46	3.80
26 Naturally expects top performance from direct reports and others.	20	3.80	4.30	5.00			3	4	5		4.00	4.38	4.00
39 Faces difficult decisions rather than avoiding them.	20	3.62	4.25	5.00			3	4	5		5.00	4.23	4.00
28 Holds people accountable for results.	20	3.73	4.20	‡ 4.00			3	4	5		4.00	4.31	4.00

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Alignment and Learning	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
17 Shares his or her own business objectives with us.	18	3.52	4.06	5.00			3.5	4.0	4.5		4.00	4.27	3.60
31 Helps people understand the strategy of the business.	20	3.47	4.05	5.00		2.5	3.5	4.0	4.5		4.00	4.08	4.20
48 Demonstrates a genuine interest in the development of people.	4	3.33	4.00				3.5	4.0					4.00
33 Meets regularly with direct reports and others to discuss objectives, business philosophy, and major business challenges.	17	3.58	3.35	‡ 3.00		2.5	3.5	4.0	4.5		4.00	3.80	‡ 2.20
25 Takes time to share expertise and information with people.	19	3.66	3.32	4.00	1.5	2.5	3.5	4.0	4.5		‡ 3.00	3.42	3.20

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Trust Building	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
27 Gives people responsibility to carry out direction on their own.	20	3.84	3.95	4.00			3.5	4.0			4.00	4.00	3.80
6 Accepts responsibility for his/her own mistakes.	18	3.85	3.72	5.00		2.0	3.0	4.0	5.0		4.00	3.73	3.60
16 Avoids negative or threatening forms of motivation and influence.	18	3.84	3.67	‡ 4.00		2.0	3.0	4.0			4.00	3.64	3.80
4 Behaves in a way that builds trust.	19	3.71	3.47	‡ 3.00	1.0	2.0	3.0	4.0	5.0		‡ 4.00	3.58	3.40
18 Listens to others with empathy.	20	3.64	‡ 2.85	‡ 3.00	1.0	2.0	3.0	4.0	5.0		‡ 3.00	‡ 2.92	3.00

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Motivating	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
32 Shares credit with those who are responsible for the work.	18	3.84	3.78	5.00							5.00	3.73	3.60
8 Gives recognition to those who exceed quality standards.	18	3.66	3.72	‡ 2.00							4.00	3.64	3.60
12 Is available and accessible when support is needed.	20	3.65	3.55	4.00							4.00	3.69	‡ 2.80
13 Builds ownership by getting people involved in decision-making.	19	3.60	3.53	‡ 3.00							4.00	3.33	3.80
22 Recognizes people for exceptional performance.	19	3.62	3.42	‡ 4.00							4.00	3.50	3.20

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Your Data

Change Leadership	Response Count	Norm	Personal Average	Self	1 2 3 4 5					Partner	Supv	Peer	Direct Report
14 Has made it a priority to lead change in this organization.	4	3.88	4.25										4.25
34 Will take a risk on a proposal if it looks promising.	19	3.60	4.21	5.00						5.00	4.08	4.20	
21 Is willing to rock the boat when change is needed.	19	3.39	4.21	5.00						5.00	4.17	4.00	
7 Will challenge higher management when it's appropriate.	20	3.51	4.20	5.00						5.00	4.08	4.20	
15 Is effective in getting needed support from higher management.	20	3.53	4.15	4.00						‡ 4.00	4.31	3.60	
40 Challenges people to think differently about issues.	19	3.56	4.05	5.00						5.00	4.08	4.00	
20 Encourages people to take risks for the sake of innovation.	18	3.36	3.94	4.00						5.00	3.91	3.80	
37 Is helping people to redirect our resources into the new priorities [by discontinuing some old work, making hard decision, etc.].	4	3.27	3.50										3.50

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Your Data

Influence	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
41 Has a personal style that helps win others' support for his/her point of view.	19	3.59	3.37	‡ 3.00						‡ 3.00	3.33	3.40	
29 Is effective in influencing others.	18		3.00	3.00						3.00	3.00	3.00	
30 Is persuasive at selling ideas.	18		3.00	3.00						3.00	3.00	3.00	
43 Manages internal politics effectively to get things done.	10		3.00									3.00	3.00
44 Effectively uses relationships across the organization to get things done.	10		3.00									3.00	3.00

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Coaching	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
45 Provides a thorough evaluation of my performance at least once a year.	4	3.81	4.00				3.81	4.00					4.00
49 Has helped me understand how I will need to improve my skills in order to be fully effective in the future.	3	3.03	4.00				3.03	4.00					4.00
46 Discusses with me ways in which I might improve my leadership or management skills.	4	3.31	3.75				3.31	3.75					3.75
47 Discusses specific things I might do to better qualify for assuming greater responsibilities.	4	3.16	3.75				3.16	3.75					3.75

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Your Data

Continuous Improvement	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
35 Has a strong desire to excel and expects others to feel the same.	20	3.91	4.35	5.00							5.00	4.31	4.20
19 Demonstrates through actions that continuous improvement is a critical priority.	20	3.64	4.30	5.00							5.00	4.23	4.20
2 Acts like the customer is top priority.	20	3.84	4.30	5.00							5.00	4.31	4.00
10 Communicates a strong sense of urgency to improve quality.	20	3.67	3.95	‡ 4.00							5.00	3.92	3.60
42 Challenges people to be informed about what's happening outside the company [markets, competitors, best practices, etc.].	19	3.21	3.63	5.00							4.00	3.58	3.80
36 Makes a real effort to create teamwork across departments or areas.	18	3.57	3.44	‡ 3.00							‡ 4.00	3.42	3.25

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10 Most Favorable

All Items	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
38 Is tough-minded on issues when necessary, without being overly concerned about reactions.	20	3.59	4.40	5.00							5.00	4.38	4.20
11 Insists on high standards of performance, consistently.	20	3.71	4.35	5.00							5.00	4.46	3.80
35 Has a strong desire to excel and expects others to feel the same.	20	3.91	4.35	5.00							5.00	4.31	4.20
2 Acts like the customer is top priority.	20	3.84	4.30	5.00							5.00	4.31	4.00
19 Demonstrates through actions that continuous improvement is a critical priority.	20	3.64	4.30	5.00							5.00	4.23	4.20
26 Naturally expects top performance from direct reports and others.	20	3.80	4.30	5.00							4.00	4.38	4.00
39 Faces difficult decisions rather than avoiding them.	20	3.62	4.25	5.00							5.00	4.23	4.00
14 Has made it a priority to lead change in this organization.	4	3.88	4.25										4.25
34 Will take a risk on a proposal if it looks promising.	19	3.60	4.21	5.00							5.00	4.08	4.20
21 Is willing to rock the boat when change is needed.	19	3.39	4.21	5.00							5.00	4.17	4.00

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10 Most Unfavorable

All Items	Response Count	Norm	Personal Average	Self						Partner	Supv	Peer	Direct Report
					1	2	3	4	5				
18 Listens to others with empathy.	20	3.64	‡2.85	‡ 3.00						‡ 3.00	‡2.92	3.00	
30 Is persuasive at selling ideas.	18	3.00	3.00	3.00						3.00	3.00	3.00	
29 Is effective in influencing others.	18	3.00	3.00	3.00						3.00	3.00	3.00	
24 Stays focused on the big picture.	20	3.00	3.00	3.00						3.00	3.00	3.00	
43 Manages internal politics effectively to get things done.	10	3.00									3.00	3.00	
44 Effectively uses relationships across the organization to get things done.	10	3.00									3.00	3.00	
25 Takes time to share expertise and information with people.	19	3.66	3.32	4.00						‡ 3.00	3.42	3.20	
33 Meets regularly with direct reports and others to discuss objectives, business philosophy, and major business challenges.	17	3.58	3.35	‡ 3.00						4.00	3.80	‡2.20	
41 Has a personal style that helps win others' support for his/her point of view.	19	3.59	3.37	‡ 3.00						‡ 3.00	3.33	3.40	
22 Recognizes people for exceptional performance.	19	3.62	3.42	‡ 4.00						4.00	3.50	3.20	

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Comments

Verbatim Report

This Verbatim Report contains the text of the write-in comments from the people in your organization. To ensure anonymity, write-in comments are only reported at the top levels of the division/company.

The comments in this report are typed as written except for the removal of individuals' names and obscene language.