Ivey Leadership Profile 360 Competencies Report (ILP-360)

Sample Report

Report Date: **Jan 5, 2016**

SIGMA
ASSESSMENT SYSTEMS INC.

Ivey

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Introduction

What is the ILP 360 Competencies Report?

The ILP 360 Competencies Report is designed to provide you with feedback on your leadership effectiveness based on multiple perspectives. You were asked to provide ratings on 58 leadership competencies that were identified as important for leadership effectiveness in your organization or role. This report compares your self-ratings on these leadership competencies with ratings provided by your leaders, colleagues, direct/indirect reports, and those designated as *'others'*. Rater comments are also provided along with action steps and suggested readings designed to help you improve your effectiveness on each leadership competency included in this report.

This report consists of the following sections:

Section 1: Importance of Leadership Competencies

Competencies, Character, and Commitment are important and complementary components that contribute to leadership effectiveness. This section provides information about the larger leadership picture, describes the competency categories you will see in your report, and explains how leadership competencies form a critical component of leadership effectiveness.

Section 2: Results Overview

The **Competency Snapshot** compares your own ratings on each assessed competency with the average ratings provided by all of your raters. Use this section to quickly identify both your strengths and areas for development.

The **Competency Summary** presents your scores organized by category. Use this information to drill down into each category and identify specific competencies that reflect strengths or development areas.

Section 3: Detailed Profile

This section displays detailed charts for each of the leadership competencies assessed as part of this report. These charts list scores from each of your rater groups, including your leaders, colleagues, direct/indirect reports, and those designated as *'others'*, along with your self-rating. Each chart is accompanied by the comments provided by your raters, as well as action steps and suggested readings for development purposes.

In this sample report, only two of the 58 behaviors are presented.

Section 1
Importance of Leadership Competencies

Effective leaders, no matter their level in organizations, are ones who develop strength of Character, Competence and Commitment, as depicted below. Competencies can be divided into 4 categories: Business, Strategic, People, and Organizational. Intellect plays an important foundational role that impacts each of the competency categories. Strong intellect governs when and how we decide to use certain competencies.
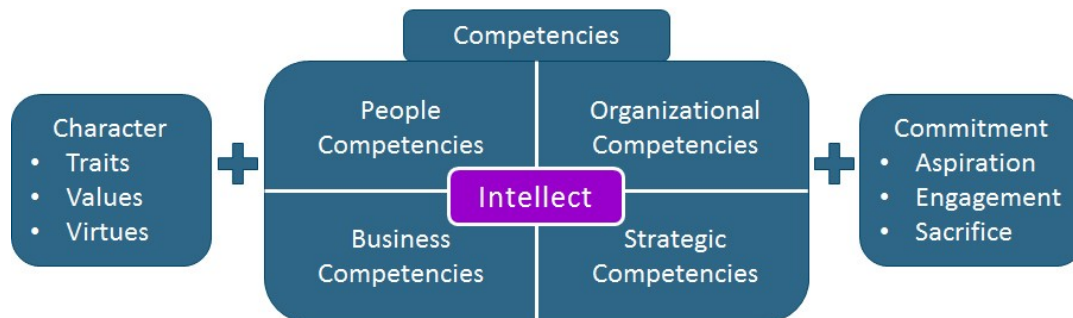
Business Competence

Leadership is not developed in the abstract. Leaders need to understand the nuts and bolts of the business they are in, whether it be a food bank or a commercial bank. Understanding the economics of the business model – how value is created, expertise in key functional areas including finance, accounting, and operations, how these functions relate to each other, competitive dynamics, customer needs, and where the leverage points for improvement reside – are essential leadership components. There is much to know and every business has its nuances. For example, Nick Leeson, the rogue trader whose actions took down Barings Bank, has suggested that leaders in his organization lacked the business competence to question his actions and thus to identify his fraudulent activities.

Strategic Competence

Leaders must have the Business Competence to work *in* the business, but they need the Strategic Competence to work *on* the business. Part of working on the business requires understanding the strategic context in which it is positioned. This tends to go beyond a simple understanding of customers and competitors, to more fundamental elements that drive short- and long-term business success. Leaders have to be able to see opportunities that should be the target of action and, at the same time, see threats before they materialize. Strategic Competence requires the ability to take an expansive view that looks over the horizon well into the future. Consider Apple's transformation under its founder and leader, Steve Jobs. Apple started as a computer company competing with companies like IBM, and became a major player in music and mobile phones, with an entirely different set of competitors.

People Competence

Most of what is written about leadership is about People Competence. Effective leaders understand people and create conditions such that their people are motivated to achieve extraordinary results. Leaders develop a sense of self-efficacy, of value, of worth in their followers who want to be led by such leaders, not because they are blind followers, but because they understand that they can achieve their goals through those leaders. These followers are prepared to exercise leadership themselves under the umbrella of an organizational leader who makes them feel good about themselves. People Competence relies on personal competencies that lie within the leader, such as basic communication, presentation, and listening skills. William Aziz, executive and turnaround leader, describes his experience with People Competence: "I went one time on a truck trip from Toronto to Kingston, switched trucks in Kingston and drove to Montreal. I learned what the truck drivers were talking about, their worries, and found out that if you're a truck driver and you sit in a truck eight hours a day, with a rattle beside your head in the truck, you come out of that truck furious. I came out of that truck in Montreal and I went down to the basement where they had a place where these guys eat breakfast and I sat down by myself, ordered some bacon and eggs. Pretty soon I had about a 100 guys around me, all truck drivers and dock workers who wanted to talk. They'd never seen a president of this company in their little cafeteria." Aziz's strong people competencies facilitated his success.

Organizational Competence

Leaders with strong Organizational Competence understand how organizations work and how to work organizations. They know how and when to use power, influence, and persuasion. They understand the dynamics of complex change and how to lead it. Even those leaders that have high levels of People Competence may not have Organizational Competence because they have not mastered the knowledge and skills to design and change things at the organizational level, which often requires complex systems changes. It is easy for leaders to miss this because the elements of Organizational Competence tend to be less visible. Jack Welch, the former CEO and Chairman of General Electric, used to refer to the "social architecture" that forms the foundation for action. Leaders must consider the structure, procedures, and compensation systems that tend to hardwire what individuals pay attention to and how they do their work. Organizational Competence is fundamental and ultimately drives the culture of the organization.

Intellect

Intellect plays an important role in leadership. It enables individuals to analyze cause-and-effect relationships, to understand multivariate models with complex interactions, to operate in uncertain conditions, to isolate the effects on some important dependent variables (e.g., return on investment [ROI]), and to isolate the effects of independent variables (e.g., currency fluctuations, commodity prices, competitive actions, changing consumer demands, etc.). Strong intellect gives leaders confidence that they can understand complex issues and can encourage them to use their intuition. Although necessary, being intellectually smart is not a *sufficient* condition for leadership; intellect can easily drive out the development of the other dimensions. We have encountered too many people in leadership positions who think leadership is all about how bright they are. Their very brightness is then used as an excuse or apology for not developing the other competencies.

Growing and Developing Leaders

Although many books have been written that focus on specific competencies, few highlight the importance of having all of them. This is not surprising, since each has evolved from different disciplines. For example, the psychological base of People Competence is quite different from the economic and political base of Strategic Competence. Organizational Competence finds its roots in sociology and anthropology, and Business Competence tends to arise from specialized knowledge in areas such as operations, finance, marketing, and IT. The point is that it takes enormous breadth to understand each of these areas. Therefore it is not surprising that they are usually compartmentalized when it comes to articles, books, and even many leadership development programs.

But make no mistake about this: considering or having just one type of competence without the others is not only sub-optimal, it can be dangerous. For example, having great People Competence without Strategic and Business Competence generally means that people are engaged, but about the wrong things! Strategic Competence without Organizational Competence is what we tend to call good industry analysis without any understanding of how the organization will execute it. Many strategies fail due to poor execution, because leaders don't understand the organizational capabilities and resources required to execute the strategy. Leaders need both Strategic and Business Competence as they need to see both the forest and the trees to be effective.

The good news is that these competencies can be learned and good leaders are constant learners. Almost every minute of every day is an opportunity to deepen these competencies. While acting to achieve results, leaders have the opportunity to learn and develop. It is important to note that developing many of these areas may be a pain-free process in that it involves acquiring more competence and capability based on the learning experiences arising from day-to-day activities. However, a lot of learning comes from the uncomfortable stretch and difficult experiences that challenge us. Although there is an opportunity to develop through ordinary every day decisions, it is often significant decisions and life experiences that both test us and develop us.

Section 2
Results Overview

Please keep the following points in mind as you review your results:

- This assessment was designed as a **development** tool, not a complete review of your work performance.

- Your raters were asked to be **fair and accurate** and to base their ratings on their **observations** of your work.

- *Your leader ratings are handled differently* than the other rater categories. **Leader ratings are <u>not</u> suppressed**; leader ratings do not have the same confidentiality as the other rater categories. Your leaders have been informed that their ratings are not anonymous.

This section begins with your **Competency Snapshot**, a ranked list of all your scores to help you quickly identify your strengths and development areas.

The snapshot is followed by your **Competency Summary**, which presents your scores grouped into the following categories:

- Business Competence
- Strategic Competence
- People Competence
- Organizational Competence
- Intellect

The **Category Summary Charts** at the end of this section present your average scores for each category, as well as a ranking of competencies that make up each category. See the **Category Summary Example** page to help you understand these summary charts.

Your Competency Snapshot

Listed below are the 58 competencies measured by this assessment, ranked from highest to lowest average score. Triangles indicate your self-ratings.

	Page	Score	Low 1	2	3	4	5	6	High 7
Environmental Scanning	--	6.6							
Talent Acquisition and Retention	--	6.5							
Leading Change	--	6.4							
Managing Conflict	--	6.3							
Monitoring and Measuring Organizational Performance	--	6.1							
Situational Judgment	--	6.1							
Enterprise-Wide Perspective	--	6.0							
Leveraging Diversity	--	6.0							
Managing Performance	--	6.0							
Short-Term Planning	--	6.0							
Strategic Planning	--	6.0							
Creative Strategic Thinking	--	5.9							
Delegating and Empowering	--	5.9							
Facilitating Teamwork	22	5.9							
Leveraging Others' Expertise	--	5.9							
Persuasiveness	--	5.9							
Emotional Depth	--	5.8							
Organizational Stewardship	--	5.8							
Selling the Vision	--	5.8							
Strategic Agility	--	5.8							
Subject Matter Expertise	--	5.8							
Aligning Operations and Strategy	--	5.6							
Developing and Coaching Others	--	5.6							
Formal Presentation	--	5.6							
Industry Awareness	--	5.6							
Objectivity	--	5.6							
Operating Upwards	--	5.6							
Prioritizing	--	5.6							
Talent Development and Planning	--	5.6							
First Impression	--	5.5							
Informing Others	--	5.5							
Intellectual Horsepower	--	5.5							
Knowledge of the Business	20	5.5							
Mental Agility	--	5.5							
Project Management	--	5.5							
Achieving Objectives	--	5.4							
Active Listening	--	5.4							
Assignment Adaptability	--	5.4							
Building Trust	--	5.4							
Client/Customer Focus	--	5.4							
Dealing with Ambiguity	--	5.4							
Organizational Learning	--	5.4							
Work-Life Balance	--	5.4							
Cross-Cultural Resourcefulness and Agility	--	5.3							
Global Business Acumen	--	5.3							
Motivating Others	--	5.3							
Risk Assessment	--	5.3							
Aligning Culture and Strategy	--	5.1							
Cross-Cultural Sensitivity	--	5.1							
Cross-Functional Collaboration	--	5.1							
Intellectual Acuity	--	5.1							
Liaising with Headquarters	--	5.1							
Making Tough Calls	--	5.1							
Organizing the Work of Others	--	5.1							
Social Astuteness	--	5.1							
Managing Paradox	--	5.0							
Understanding Performance Metrics and Measurement	--	5.0							
Involving Direct Reports	--	4.8							

Your Competency Summary

The following information is the same as the information found on the previous page, but with competencies grouped according to category.

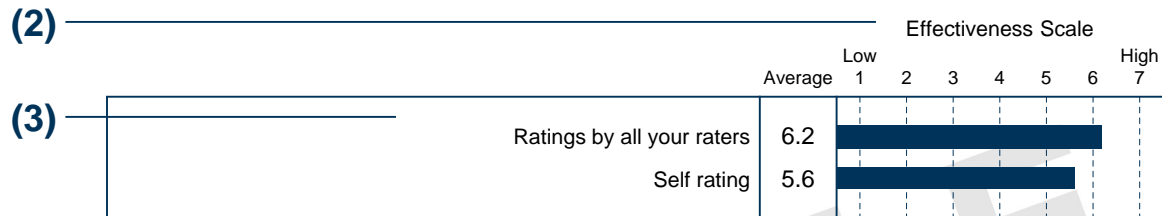|	Page	Score	Low 1	2	3	4	5	6	High 7
Business Competence									
Monitoring and Measuring Organizational Performance	--	6.1							
Short-Term Planning	--	6.0							
Leveraging Others' Expertise	--	5.9							
Subject Matter Expertise	--	5.8							
Knowledge of the Business	20	5.5							
Organizing the Work of Others	--	5.1							
Understanding Performance Metrics and Measurement	--	5.0							
Strategic Competence									
Environmental Scanning	--	6.6							
Enterprise-Wide Perspective	--	6.0							
Strategic Planning	--	6.0							
Creative Strategic Thinking	--	5.9							
Selling the Vision	--	5.8							
Strategic Agility	--	5.8							
Aligning Operations and Strategy	--	5.6							
Industry Awareness	--	5.6							
Global Business Acumen	--	5.3							
Risk Assessment	--	5.3							
Aligning Culture and Strategy	--	5.1							
People Competence									
Managing Conflict	--	6.3							
Managing Performance	--	6.0							
Delegating and Empowering	--	5.9							
Facilitating Teamwork	22	5.9							
Persuasiveness	--	5.9							
Developing and Coaching Others	--	5.6							
Formal Presentation	--	5.6							
Operating Upwards	--	5.6							
Prioritizing	--	5.6							
First Impression	--	5.5							
Informing Others	--	5.5							
Active Listening	--	5.4							
Building Trust	--	5.4							
Work-Life Balance	--	5.4							
Motivating Others	--	5.3							
Cross-Cultural Sensitivity	--	5.1							
Liaising with Headquarters	--	5.1							
Social Astuteness	--	5.1							
Involving Direct Reports	--	4.8							
Organizational Competence									
Talent Acquisition and Retention	--	6.5							
Leading Change	--	6.4							
Leveraging Diversity	--	6.0							
Organizational Stewardship	--	5.8							
Talent Development and Planning	--	5.6							
Project Management	--	5.5							
Achieving Objectives	--	5.4							
Assignment Adaptability	--	5.4							
Client/Customer Focus	--	5.4							
Organizational Learning	--	5.4							
Cross-Cultural Resourcefulness and Agility	--	5.3							
Cross-Functional Collaboration	--	5.1							
Intellect									
Situational Judgment	--	6.1							
Emotional Depth	--	5.8							
Objectivity	--	5.6							
Intellectual Horsepower	--	5.5							
Mental Agility	--	5.5							
Dealing with Ambiguity	--	5.4							
Intellectual Acuity	--	5.1							
Making Tough Calls	--	5.1							
Managing Paradox	--	5.0							

Category Summary Example

The example below summarizes the results for a fictitious person on the "Business Competence" category. Captions on the next page explain the meaning of each component of the summary.

(1) Part A. Business Competence

Understanding the key success factors associated with the enterprise, business units, and functions they lead, and leveraging this knowledge to develop and execute solid action plans.

The chart below shows your average scores for the competencies that make up this category.

(2)

	Effectiveness Scale

	Average	Low 1	2	3	4	5	6	High 7
(3) Ratings by all your raters	6.2							
Self rating	5.6							

Ranked below are the 7 competencies that make up the Business Competence category. Use this chart to determine your strengths and development areas as seen by others. Your self-rating is indicated by the triangle in each row.

	Score	Low 1	2	3	4	5	6	High 7
(4) Knowledge of the Business	6.8							
Understanding Performance Metrics and Measurement	6.5							
Subject Matter Expertise	6.5							
Leveraging Others' Expertise	6.2							
Monitoring and Measuring Organizational Performance	6.1							
Organizing the Work of Others	5.5							
Short-Term Planning	5.0							

Category Summary Example - Captions

(1) Category Label and Definition

> This is the name and description of the competency category.

(2) Effectiveness Scale

> This is the scale used in the assessment to measure your effectiveness on each competency. A "1" represents low effectiveness, "4" moderate effectiveness, and "7" high effectiveness.

(3) Average Scores for the Category

> The first box in this example shows your average scores on the competencies that make up this category.

> The first score in the Average column and the solid bar beside it represent your average scores on the competencies that make up this category. This score is based on the ratings by all raters excluding your self-rating.

> The second score in the Average column and the solid bar beside it represent your average self-ratings on the competencies that make up this category.

(4) Ranking of Competency Scores

> The second box in this example displays your scores on each of the competencies that belong to this category.

> Each row in this chart represents your score on a particular competency. The scores are ranked from highest to lowest and are based on the ratings provided by all your raters (excluding your self-rating). Your self-ratings are indicated by the triangle in each row.

Your Category Summary Charts

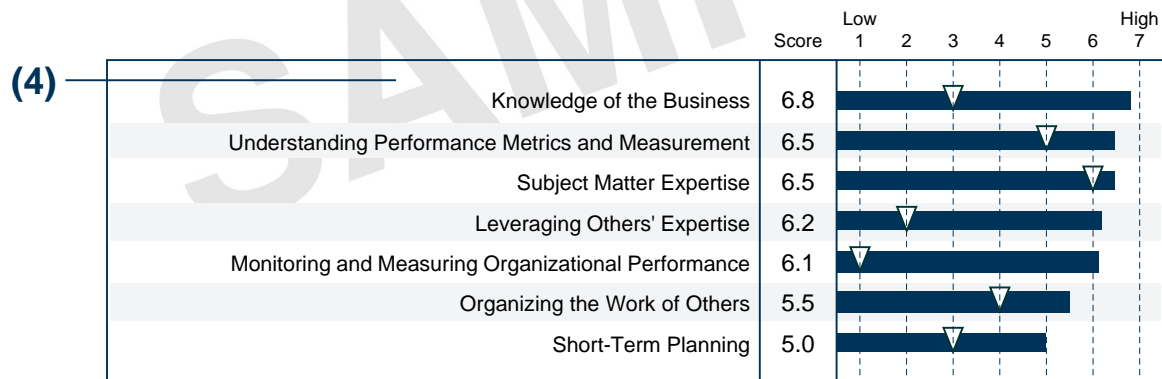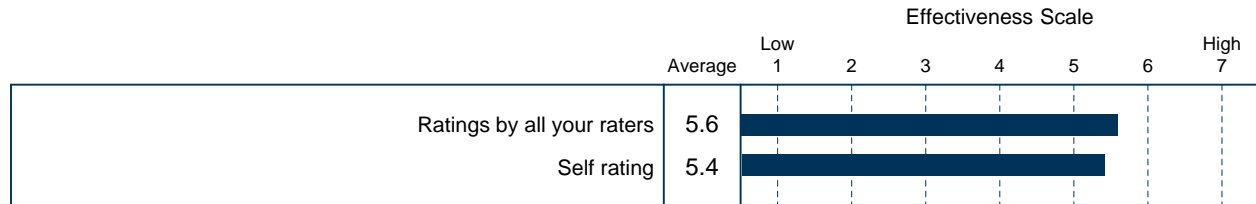## Part A. Business Competence

Understanding the key success factors associated with the enterprise, business units, and functions they lead, and leveraging this knowledge to develop and execute solid action plans.

The chart below shows your average scores for the competencies that make up this category.

	Average	Effectiveness Scale
Ratings by all your raters	5.6	
Self rating	5.4	

Ranked below are the 7 competencies that make up the Business Competence category. Use this chart to determine your strengths and development areas as seen by others. Your self-rating is indicated by the triangle in each row.

	Score	Low — High
Monitoring and Measuring Organizational Performance	6.1	
Short-Term Planning	6.0	
Leveraging Others' Expertise	5.9	
Subject Matter Expertise	5.8	
Knowledge of the Business	5.5	
Organizing the Work of Others	5.1	
Understanding Performance Metrics and Measurement	5.0	
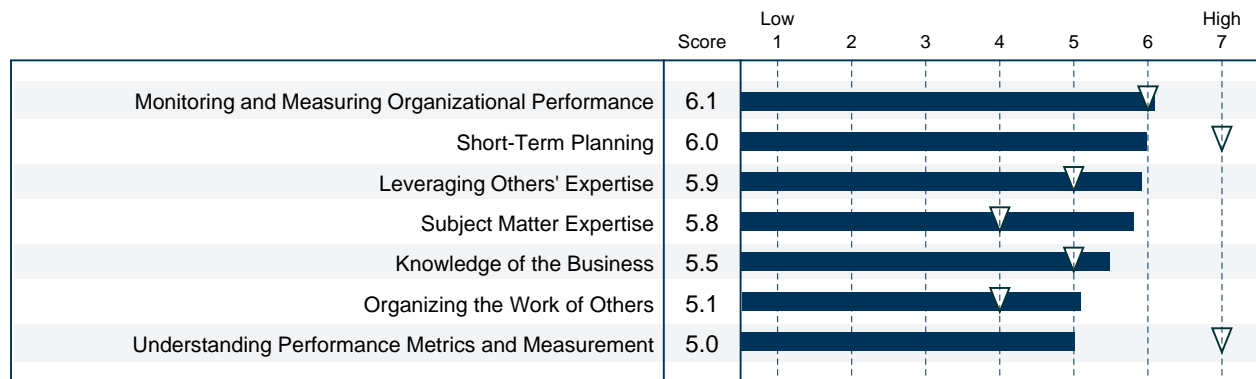
Part B. Strategic Competence

Sizing up the environment to assess organizational capabilities, formulate strategic options, articulate a compelling vision and develop realistic plans for execution.

The chart below shows your average scores for the competencies that make up this category.

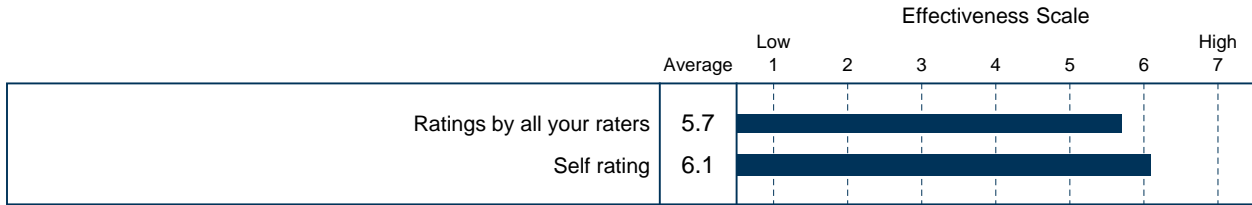|		Effectiveness Scale							
		Low							High
	Average	1	2	3	4	5	6		7
Ratings by all your raters	5.7								
Self rating	6.1								

Ranked below are the 11 competencies that make up the Strategic Competence category. Use this chart to determine your strengths and development areas as seen by others. Your self-rating is indicated by the triangle in each row.

		Low						High
	Score	1	2	3	4	5	6	7
Environmental Scanning	6.6							
Enterprise-Wide Perspective	6.0							
Strategic Planning	6.0							
Creative Strategic Thinking	5.9							
Selling the Vision	5.8							
Strategic Agility	5.8							
Aligning Operations and Strategy	5.6							
Industry Awareness	5.6							
Global Business Acumen	5.3							
Risk Assessment	5.3							
Aligning Culture and Strategy	5.1							

Part C. People Competence

Managing oneself and others, individually or in teams, to achieve sustainable high performance and development.

The chart below shows your average scores for the competencies that make up this category.

Effectiveness Scale

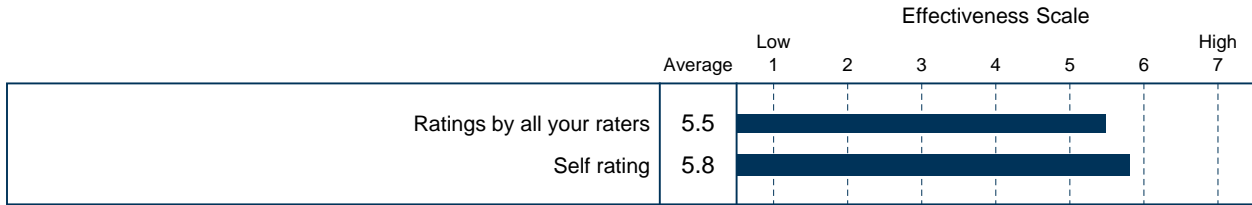|	Average	Low 1	2	3	4	5	6	High 7
Ratings by all your raters	5.5							
Self rating	5.8							

Ranked below are the 19 competencies that make up the People Competence category. Use this chart to determine your strengths and development areas as seen by others. Your self-rating is indicated by the triangle in each row.
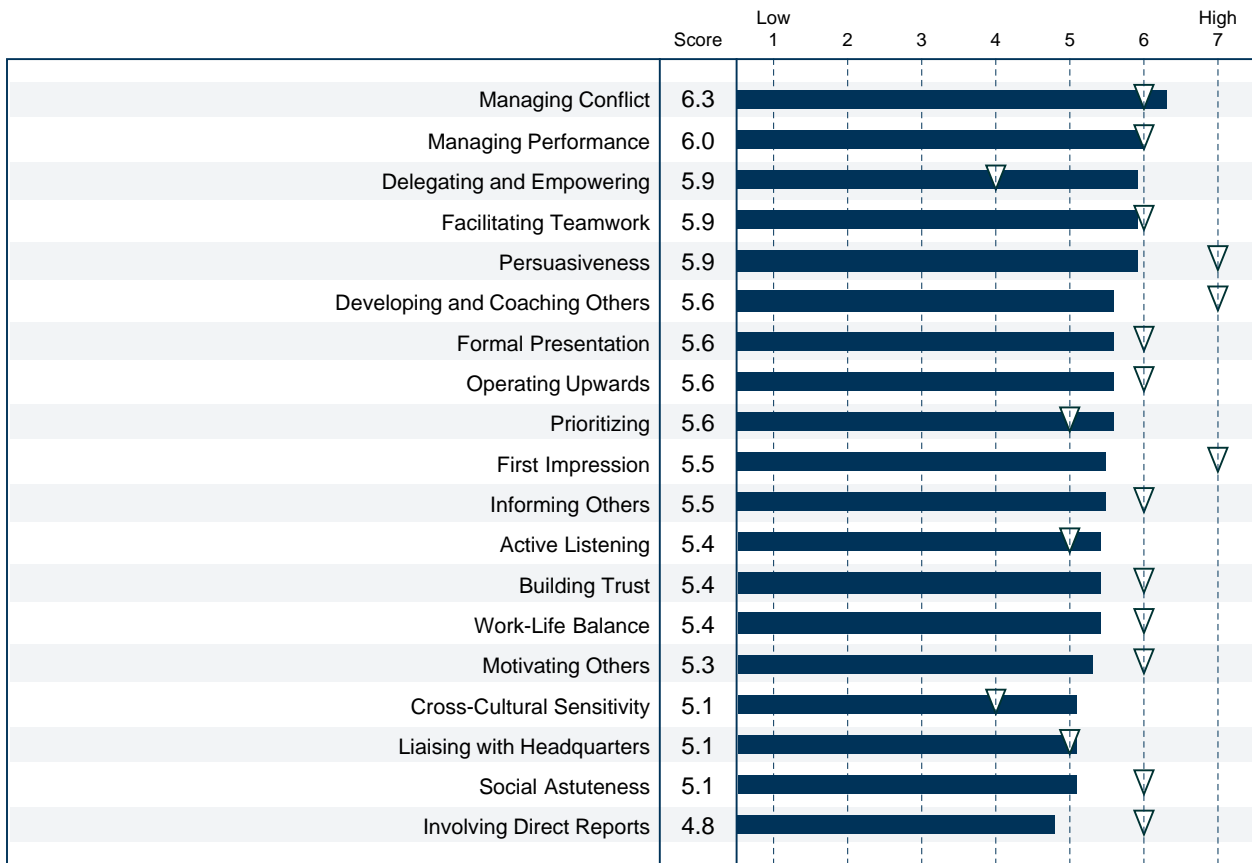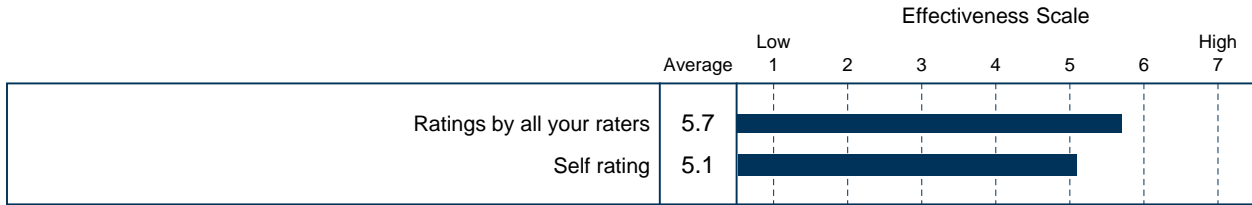
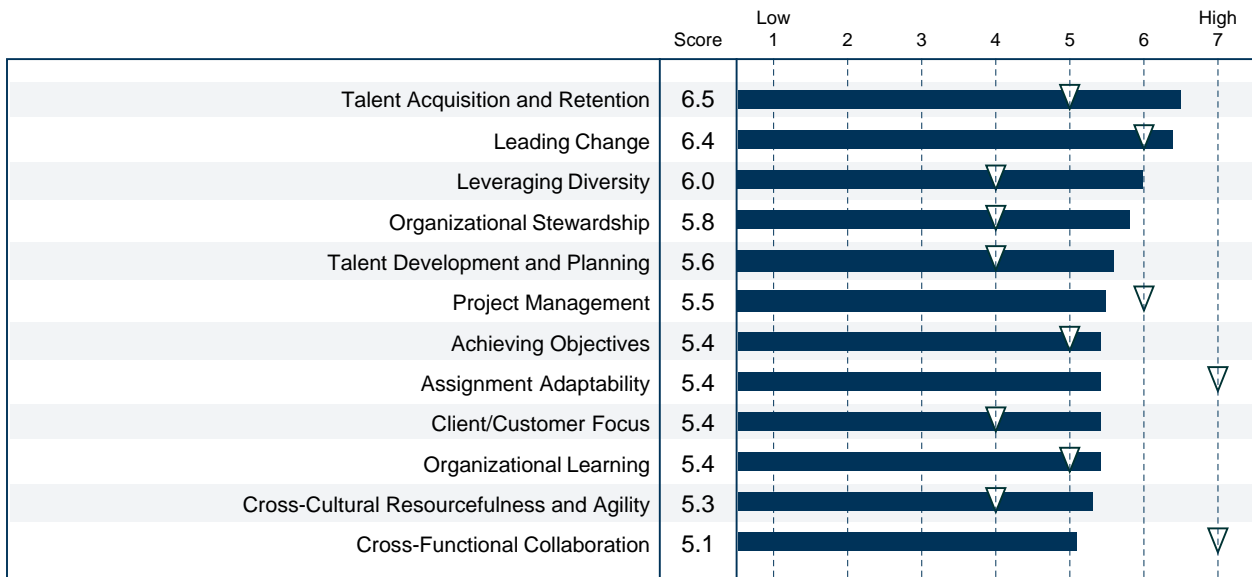|	Score	Low 1	2	3	4	5	6	High 7
Managing Conflict	6.3							
Managing Performance	6.0							
Delegating and Empowering	5.9							
Facilitating Teamwork	5.9							
Persuasiveness	5.9							
Developing and Coaching Others	5.6							
Formal Presentation	5.6							
Operating Upwards	5.6							
Prioritizing	5.6							
First Impression	5.5							
Informing Others	5.5							
Active Listening	5.4							
Building Trust	5.4							
Work-Life Balance	5.4							
Motivating Others	5.3							
Cross-Cultural Sensitivity	5.1							
Liaising with Headquarters	5.1							
Social Astuteness	5.1							
Involving Direct Reports	4.8							

Part D. Organizational Competence

Building, transforming, and leveraging organizational culture and capability to achieve organizational goals.

The chart below shows your average scores for the competencies that make up this category.

Effectiveness Scale		

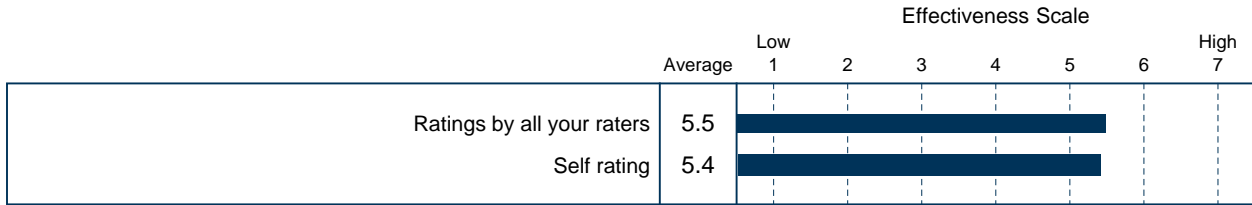| Average	Low 1	2	3	4	5	6	High 7
Ratings by all your raters	5.7						
Self rating	5.1						

Ranked below are the 12 competencies that make up the Organizational Competence category. Use this chart to determine your strengths and development areas as seen by others. Your self-rating is indicated by the triangle in each row.
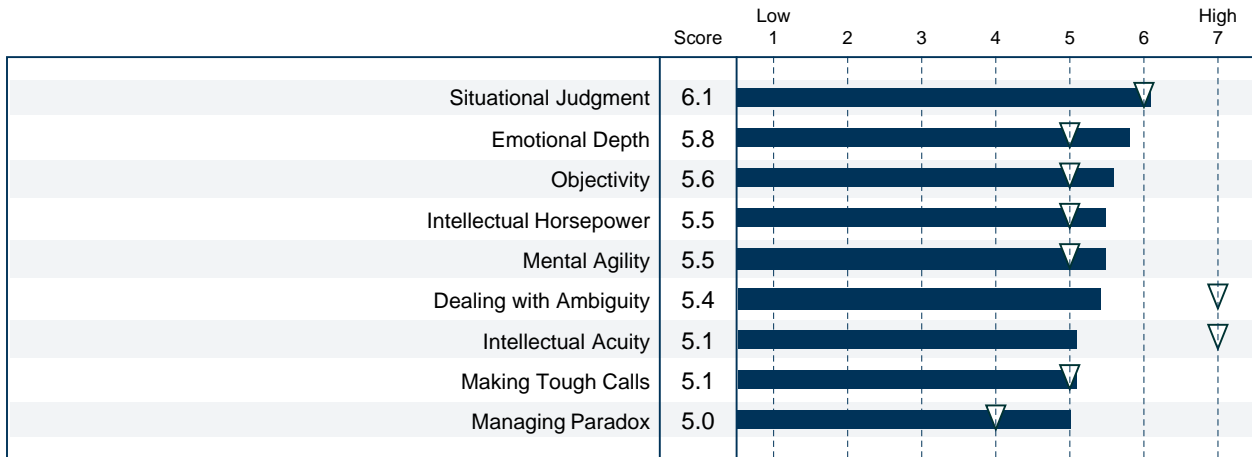
	Score	Low 1	2	3	4	5	6	High 7
Talent Acquisition and Retention	6.5							
Leading Change	6.4							
Leveraging Diversity	6.0							
Organizational Stewardship	5.8							
Talent Development and Planning	5.6							
Project Management	5.5							
Achieving Objectives	5.4							
Assignment Adaptability	5.4							
Client/Customer Focus	5.4							
Organizational Learning	5.4							
Cross-Cultural Resourcefulness and Agility	5.3							
Cross-Functional Collaboration	5.1							

Part E. Intellect

Demonstrating the general intellectual capacity and critical thinking skills required to effectively lead others in the pursuit of organizational goals.

The chart below shows your average scores for the competencies that make up this category.

Effectiveness Scale

	Average	Low 1	2	3	4	5	6	High 7
Ratings by all your raters	5.5							
Self rating	5.4							

Ranked below are the 9 competencies that make up the Intellect category. Use this chart to determine your strengths and development areas as seen by others. Your self-rating is indicated by the triangle in each row.

	Score	Low 1	2	3	4	5	6	High 7
Situational Judgment	6.1							
Emotional Depth	5.8							
Objectivity	5.6							
Intellectual Horsepower	5.5							
Mental Agility	5.5							
Dealing with Ambiguity	5.4							
Intellectual Acuity	5.1							
Making Tough Calls	5.1							
Managing Paradox	5.0							

Section 3
Detailed Profile

In this section, your scores on the 58 leadership competencies are presented in greater detail. Your leaders' scores are always listed separately, and where possible, your other scores are broken down by the type of rater: colleague, direct/indirect report, and others. In addition, this section presents comments from your raters, action steps, and suggested readings for your development.
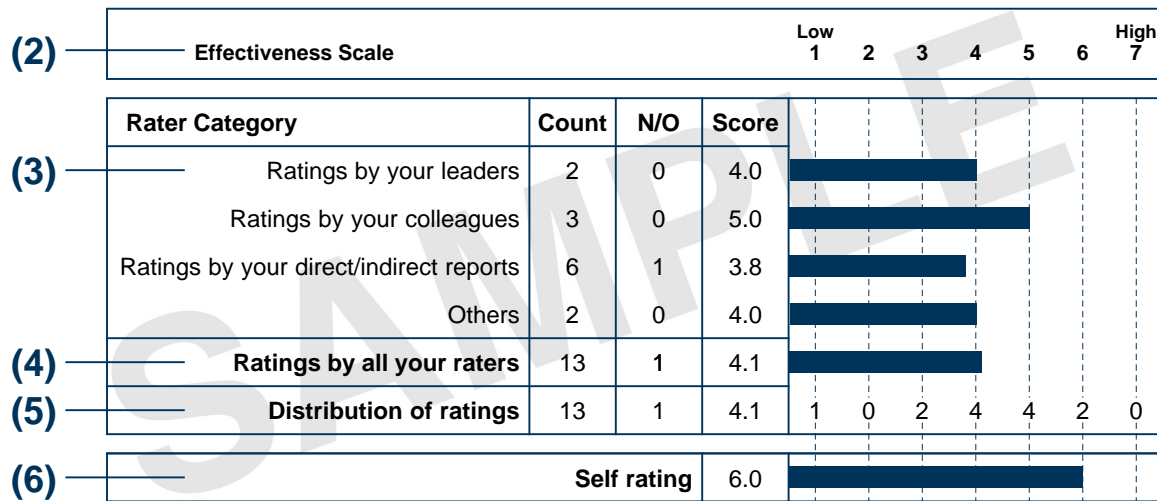
Before examining your results, review the **Detailed Profile Example** on the following page. This example includes a sample profile with explanations of each component, and information helpful in interpreting your profile and in preparing your leadership development plan.

Detailed Profile Example

The example below summarizes the results for a fictitious person on the competency "Knowledge of the Business". Captions on the next page explain the meaning of each part of the profile.

(1) — Knowledge of the Business

Applying knowledge of the business and previous experience to cut through complexity and focus on key leverage points.

(2) — **Effectiveness Scale**

| | | | Low 1 | 2 | 3 | 4 | 5 | 6 | High 7 |

Rater Category	Count	N/O	Score							
(3) Ratings by your leaders	2	0	4.0							
Ratings by your colleagues	3	0	5.0							
Ratings by your direct/indirect reports	6	1	3.8							
Others	2	0	4.0							
(4) Ratings by all your raters	13	1	4.1							
(5) Distribution of ratings	13	1	4.1	1	0	2	4	4	2	0
(6) **Self rating**			6.0							

Detailed Profile Example - Captions

(1) Competency Label and Definition

This is the name and description of the competency, as presented in the actual assessment completed by you and your raters.

(2) Effectiveness Scale

This is the scale used in the assessment to measure your effectiveness on each competency. A "1" represents low effectiveness, "4" moderate effectiveness, and "7" high effectiveness.

(3) Ratings By Rater Category

The scores in the Score column and the solid bars beside them represent the average ratings given to you by the raters belonging to a specific rater category (leaders, colleagues, direct/indirect reports and others).

The numbers in the Count column indicate the number of raters in each rater category. The numbers in the N/O column indicate how many raters had not observed this particular leadership competency.

Note: Your leaders' scores will always be listed. Scores for other categories will be suppressed when there are less than 2 valid ratings for that category. Look for the following messages in your profiles:

Not enough ratings in category: This message indicates that the score for this rater category was suppressed, because there were not enough valid ratings in the rater category.

Not enough ratings in competency: This message indicates that all scores but your leader score for this competency were suppressed, because there were not enough valid non-leader ratings for the entire competency. When this occurs, the overall score for this competency will be the same as the leader score.

Not observed: All the raters in this rater category reported not being in a position to observe this competency.

(4) Ratings By All Raters

The score in the Score column and the solid bar beside it represent the average rating. This average rating was calculated by summing up all ratings and dividing by the number of ratings. Your self-rating is not included in the calculation of this score.

(5) Distribution of Ratings

This scale shows the number of ratings you received for each level of the Effectiveness Scale. Your self-rating is not included in these counts. The number in the Count column indicates the total number of ratings received for this competency, while the number in the N/O column indicates the total number of raters who had not observed this leadership competency. The overall score is repeated in the Score column. In this example, you were rated at "1" by 1 person, "3" by 2 people, "4" by 4 people, "5" by 4 people, and "6" by 2 people.

(6) Self Rating

The score in the Score column and the solid bar beside it represent the rating you gave yourself.

Interpreting your Results

The most important thing to remember when interpreting your results is the purpose of the exercise: **your development as a leader**. Here are some important points to consider as you interpret your results.

- Remember that your results are based on your raters' **observations** of your work. The results are usually more **accurate** when your raters have observed you on several occasions.

- The value of your results will tend to increase as the **number of raters** increases.

- Your raters may differ in their accuracy when assessing different competencies. Different raters **see different aspects** of your work behavior, and your behavior likely differs in subtle ways as you interact with them.

- Pay particular attention to those competencies in which there is a "gap" – in other words, a relatively **large point spread** between your own self-rating and the rating provided by others. Gaps reflect areas for which you are **unaware of the magnitude** of your strength or development need.

- **Try not to focus on any one rating or comment in isolation.** Take it for what it is – one person's perspective on your performance. It is more productive to look at the bigger picture, and examine **themes and patterns** that emerge from your results.

- Your feedback from others provides the **first step** in your development as a leader. The data and comments in this report provide you with the information you need to **enhance your performance** on key areas. Ask yourself:
  - What were some of the **key messages** I took away from the results?
  - What connected or **resonated** with me?
  - What was **surprising** or unexpected?
  - What are some steps I can take to **improve** as a leader?

- Set **specific and realistic** goals for development. To start, identify one priority area. Review the **Action Steps to Consider** and use these to build a development plan.

- **Follow up with raters** after a reasonable amount of time has passed (e.g., 1 year), by administering a 360 feedback assessment to measure your **progress** on development goals.

Your Detailed Profile

Part A. Business Competence

5. Knowledge of the Business

Applying knowledge of the business and previous experience to cut through complexity and focus on key leverage points.

Effectiveness Scale				Low 1	2	3	4	5	6	High 7
Rater Category	**Count**	**N/O**	**Score**							
Ratings by your leaders	1	0	4.0							
Louise Leader	*1*	*0*	*4.0*							
Ratings by your colleagues	2	0	6.0							
Ratings by your direct/indirect reports	3	0	5.3							
Others	2	0	6.0							
Ratings by all your raters	**8**	**0**	**5.5**							
Distribution of ratings	**8**	**0**	**5.5**	0	0	0	1	3	3	1
Self rating			5.0							

Leader Comments

Louise Leader: Sam has a desire to learn new things and he is quick to pick up on technical advances in his field.

Other Comments

Sam seems to have a firm grasp on his area of expertise, but he could spend more time helping others adapt to technical changes at work.

Although Sam is quite knowledgeable in his field, he does not always take the time to explain important concepts to the rest of the work group.

Sam actively participates in courses and seminars in order to increase his technical proficiency.

Action Steps to Consider

- *Network within your company.*

  Spend time with people from other departments like finance, human resources, marketing, or operations. Ask them to explain their function to you. By expanding your circle of contacts you will be better able to see how all aspects and components of a business need to work together to function efficiently and effectively.

Knowledge of the Business (continued)

- *Acquire cross-functional experience.*

  Look for opportunities to broaden your experience in other functional areas within the organization – even through a lateral move or secondment. Gaining new skills and broadening your experience, capabilities, and accomplishments in other areas of the business will better position you for upward mobility within and outside your organization.

- *Read, listen, and watch.*

  There is an abundance of high quality media content, including articles, books, podcasts, and news reports that will help you understand today's business environment and give you a deeper understanding of the industry you work in. Staying well-informed will help you to be aware of what trends are currently affecting business, identify emerging trends, and form a strong foundation for astute business practice.

- *Join professional or industry associations.*

  It is easier to stay abreast of the latest industry or professional trends when you are a part of an association. It keeps you connected and allows you to develop a professional network locally, regionally, and even globally. You might also want to join association groups on social media platforms like LinkedIn.

- *Be a lifelong learner.*

  You don't have to pursue another degree or even go back to school full-time to significantly enhance your knowledge. Look into continuing education programs offered by your local college or university, or sign up for an online course. A good strategy can be to take multiple courses with related but unique content like one on general business practices, followed by one on finance or marketing. This will give you a wealth of knowledge to apply to your industry.

Suggested Readings:

O'Dell, C., & Hubert, C. (2011). *The New Edge in Knowledge: How Knowledge Management Is Changing the Way We Do Business.* John Wiley & Sons.

Leistner, M. (2010). *Mastering Organizational Knowledge Flow: How to Make Knowledge Sharing Work.* John Wiley & Sons.

Charan, R. (2001). *What the CEO Wants You to Know: Using Your Business Acumen to Understand How Your Company Really Works.* Crown Business Publishing.

Cope, K. (2012). *Seeing the Big Picture: Business Acumen to Build Your Credibility, Career, and Company.* Greenleaf Book Group Press.

Part C. People Competence

22. Facilitating Teamwork

Promoting teamwork, cooperation, and identification within the work group.

Effectiveness Scale				Low 1	2	3	4	5	6	High 7

Rater Category	Count	N/O	Score							
Ratings by your leaders	1	0	6.0							
Louise Leader	*1*	*0*	*6.0*							
Ratings by your colleagues	2	0	5.0							
Ratings by your direct/indirect reports	3	0	6.0							
Others	2	0	6.5							
Ratings by all your raters	**8**	**0**	**5.9**							
Distribution of ratings	**8**	**0**	**5.9**	0	0	0	1	1	4	2

	Self rating	6.0							

Leader Comments

Louise Leader: Sam is considered a good team player by those who work with him on a regular basis.

Other Comments

Given the challenges of the work environment, Sam is able to adapt to many different situations. He is able to work well with other people.

Sam tends to challenge ideas and stimulate creative thinking. It's helpful to have him on the team because he offers a different point of view.

Although Sam may not always share the same perspective as other members of his work group, he is still able to work cooperatively with team members.

Action Steps to Consider

- *Use teams for appropriate tasks.*

  Do not use a team for tasks better done by individuals. In general, teams are beneficial when members have different areas of expertise that are all required to solve a problem. Consider your objective and the areas of expertise that are required by team members.

- *Study the characteristics of team members and identify potential barriers to team cohesion.*

  This will allow you to identify individuals who work more effectively on their own and those who may benefit from team work.

Facilitating Teamwork (continued)

- *Apply goal setting strategies to teams.*

  Work with group members to set challenging but attainable group goals. This includes providing feedback regarding progress and goal attainment and providing positive feedback when you see cooperation that generates results.

- *Direct team members toward the desired outcome, but give the team authority over the process.*

  Team members will usually be more motivated to accomplish a project if they have some autonomy over the work process.

- *Promote teamwork.*

  Employ human resource strategies that are conducive to teamwork (e.g., participative management, group goals, group rewards, 360-degree feedback).

- *Promote communication among team members.*

  Create regular opportunities for open, informal communication. Try to break down barriers to communication between work groups. Place high value on information sharing and group problem solving.

- *Promote equality of group members.*

  Try to encourage equality among team members and discourage power relations within the group. Ensure that success and recognition are shared equally among team members when goals are met.

- *Discourage social loafing.*

  Emphasize the importance of every member's contributions, and make all members accountable for their actions. Evaluate both individual and team performance.

Suggested Readings:

Hackman, J. R. (2002). *Leading Teams: Setting the Stage for Great Performances.* Harvard Business School Press.

PLEASE NOTE

This is an abbreviated sample report that contains sample results from two Leadership Effectiveness competencies. The actual reports contain 58 competencies. These are listed below.

Leadership and Work Effectiveness Competencies

Knowledge of the Business	Understanding Performance Metrics and Measurement
Subject Matter Expertise	Leveraging Others' Expertise
Monitoring and Measuring Organizational Performance	
Organizing the Work of Others	Short-Term Planning
Environmental Scanning	Industry Awareness
Creative Strategic Thinking	Strategic Planning
Selling the Vision	Strategic Agility
Risk Assessment	Enterprise-Wide Perspective
Aligning Operations and Strategy	Aligning Culture and Strategy
Global Business Acumen	Informing Others
Facilitating Teamwork	Managing Performance
Developing and Coaching Others	Building Trust
Managing Conflict	Involving Direct Reports
Delegating and Empowering	Motivating Others
Cross-Cultural Sensitivity	Liaising with Headquarters
Prioritizing	Formal Presentation
First Impression	Social Astuteness
Persuasiveness	Operating Upwards
Active Listening	Work-Life Balance
Cross-Functional Collaboration	Leading Change
Project Management	Organizational Learning
Leveraging Diversity	Talent Acquisition and Retention
Achieving Objectives	Talent Development and Planning
Client/Customer Focus	Organizational Stewardship
Cross-Cultural Resourcefulness and Agility	Assignment Adaptability
Intellectual Acuity	Managing Paradox
Dealing with Ambiguity	Mental Agility
Intellectual Horsepower	Emotional Depth
Situational Judgment	Objectivity
Making Tough Calls	