

# COACHING REPORT for LEADERS

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## UNDERSTANDING YOUR REPORT

This report will help you better understand your preferences, attitudes, and behaviors in key dimensions of management and leadership. It will help you capitalize on your strengths, target areas for further development, set goals, and plan action steps. It is intended for your use and should not be considered a selection or placement tool.

This report is based on an instrument that has been used and validated in a wide variety of management and leadership development programs. Empirical research extending over five decades demonstrates that a person's responses to the instrument—when taken all together—are highly predictive of managerial competencies as determined by independent observers. Your responses to the items in the Coaching Report for Leaders booklet have been compared to those from a large group of managers and executives, both male and female. It is a group of experienced and by many standards successful individuals who are on track for continued success and career advancement.\*

### WHAT INFORMATION DOES MY REPORT INCLUDE?

In addition to this introductory section, your report contains three sections: Your Leadership Characteristics, the Snapshot page, and Next Steps.

**Your Leadership Characteristics** is the heart of the report. For each Leadership Characteristic, we compare your results on key measures with those of the comparison group of managers and executives. Based on this comparison, the report analyzes your strengths and developmental needs and, where appropriate, offers *Suggested Action Steps* you can take to gather more information or develop a new behavior. Suggested Action Steps may suggest ways to further develop strengths as well as address developmental needs. Not all Leadership Characteristics will have Action Steps related to them.

The Leadership Characteristics are organized into the following Core Performance Areas:

1. SELF-MANAGEMENT
2. ORGANIZATIONAL CAPABILITIES
3. TEAM BUILDING AND TEAMWORK
4. PROBLEM SOLVING
5. SUSTAINING THE VISION

Management and leadership are increasingly complex endeavors, requiring an evolving repertoire of competencies and behaviors. The five Core Performance Areas are not exhaustive but are key indicators of managerial success. While they do not form a rigid hierarchy, competence in one Core Performance Area does tend to underlie effectiveness in the next. They are arranged in this report from the most basic level (Self-Management) to the highest level (Sustaining the Vision).

The **Snapshot** page offers a quick overview of your results.

The **Next Steps** section offers advice on planning your next steps in leadership development.

## WHAT DO THE ICONS MEAN?

In addition to providing comments for each Leadership Characteristic, your Coaching Report for Leaders offers at-a-glance guidance for prioritizing your developmental efforts:



### CHECK THESE OFF AS YOUR STRENGTHS

A **Check Mark** indicates a strength in that your preferences, attitudes, and behaviors on that Leadership Characteristic *compare favorably* to those of the reference group of managers and executives who are generally on track for continued advancement. For *most* people, in *most* situations, the attitudes and behaviors indicated will contribute to effectiveness and be perceived by others as contributing to a strength. These are areas in which you are probably comfortable and in which you perform effectively.



### TAKE A CLOSE LOOK AT THESE POTENTIAL DEVELOPMENTAL NEEDS

A **Magnifying Glass** suggests that you should look closely at the Leadership Characteristic: It may represent a developmental need for you in that your preferences, attitudes, and behaviors seem to *contrast* somewhat unfavorably with those of the comparison group. For *most* people, in *most* situations, the attitudes and behaviors indicated will hamper effectiveness and be perceived negatively by others.



### EXAMINE WHETHER THESE WORK TO YOUR ADVANTAGE OR DISADVANTAGE

An **Arrows** symbol indicates simply that your preferences, attitudes, and behaviors in that Leadership Characteristic *differ* from those of the comparison group. This difference may represent *either* a strength *or* a potential developmental need, depending on your functional area, your role in the organization, and your organizational culture. You may want to assess whether your behavior in this area works to your advantage or disadvantage.

## HOW DO I GET THE MOST OUT OF MY REPORT?

As you examine your Coaching Report for Leaders, keep the following points in mind:

1. Keep your own role and situation at the forefront. What the report characterizes as strengths and limitations is not absolute. An asset in one job, level of management, or organization might be a liability in others.
2. Pay as much attention to your strengths as to possible developmental areas. After all, you have achieved your current position because of your strengths.
3. Remember, above all, that you are the ultimate expert—the only one who can verify these results. This report cannot describe every nuance of your style or capture every competency relevant to your success in your job.

## YOUR LEADERSHIP CHARACTERISTICS

### SELF-MANAGEMENT

Effective leaders are first of all effective in managing themselves—their time, their focus of attention, and their emotions. They know their strengths and weaknesses, their habits of thought and biases, their likes and dislikes.



#### 1. SELF-AWARENESS

Because they are able to monitor and manage their own feelings and their effect on others, successful leaders can respond to people and events in an authentic, appropriate, and genuine manner.

- You are likely to come across as even more self-aware, confident, and self-assured than the average executive or manager. You are probably very comfortable in positions of high visibility and power, and others may experience you as a warm and dynamic leader.
- More so than other leaders, you tend to be sensitive to the needs and feelings of other people, with an unusually well developed capacity to understand them intuitively. You can be highly effective in social and interpersonal interactions.
- Despite your sensitivity, others might see you as self-centered, opportunistic, and self-promoting; also, you may have overly optimistic, even grandiose, expectations for yourself or your part of the organization.
- **SUGGESTED ACTION STEP:** Solicit informal feedback from trusted colleagues as to whether others see you as overly self-absorbed or self-promotional at work. Ask for ways to improve any perceptions that you are not adequately focused on the needs and best interests of the overall enterprise.



#### 2. SELF-CONTROL

Effective leaders are disciplined and think before acting. Their self-control may come at the expense of some spontaneity and the free expression of feelings and emotional reactions, but it does not mean they are overly reserved or inflexible. See also *4. Use of Power and Authority*.

- You likely exercise less self-control than most other leaders. As a result, your colleagues may complain that you speak and act impulsively at times and that your interpersonal style creates conflict, hurts people's feelings, and, in the extreme, might reflect poor judgment or a disregard for political and organizational realities.
- You are probably not as bound by written and unwritten rules and policies as other executives or managers, and you may be willing to push hard against conventions and to find ways around administrative and bureaucratic processes.
- **SUGGESTED ACTION STEP:** Solicit feedback that allows you to compare how you see yourself with how others see you. Particularly focus on the degree to which others express concern about your attention to details, follow-through, and self-control. You may want to assess whether your self-image is consistently more favorable than the way others see you.



### 3. RESILIENCE

**Leaders who succeed are able to manage stress, bounce back from frustration and setbacks, and devote time to important areas of life outside work. They are realistically optimistic and show a healthy degree of independence and self-reliance.**

- You likely tend to be extremely positive and optimistic about the future and able to overcome obstacles and drive events to a positive outcome.
- Like other executives and managers, you probably understand the importance of good morale and can generally keep doubt or worries from draining your reserves of energy. Others would likely describe you as alert and energetic and able to handle high amounts of pressure and stress.
- You probably seek out opportunities to perform well, but you may sometimes not accurately assess a project's likelihood of success or failure because of your high expectation of being successful. In addition, you may have difficulty hearing critical or negative feedback and may perceive people providing such feedback as being overly negative.
- **SUGGESTED ACTION STEP:** Ask trusted coworkers if they see you as being resistant to hearing critical feedback or overly optimistic in your perceptions and judgments.

## ORGANIZATIONAL CAPABILITIES

An important requirement for effective leadership is skill in handling the roles, rules, and structures of organizational life: using power and authority appropriately, holding others (and oneself) accountable, working within a framework of policies and established procedures, making tough decisions, and the like.



### 4. USE OF POWER AND AUTHORITY

Effective leaders exercise formal and informal power, influence, and authority without overwhelming coworkers. They adapt the style and intensity of their leadership to fit the situation and are able to function in a subordinate role when necessary.

- You seemingly are significantly more assertive, confident, and forceful than other executives and managers and strive harder to increase your power and authority.
- It is possible that your strong desire to exercise power leads others to experience your leadership as overwhelming, dominating, or even authoritarian. In addition, when confronted with the power and authority of others, you may be inclined to take a rebellious or resistant position.
- You seem to be less adept at managing your emotions, behaviors, and general manner of interacting with people than other executives and managers; as a result, you may often be seen as impulsive or inconsistent. Others may think of you as a maverick or rebel, but you may be able to leverage this view to effectively lead change, transition, or turnaround situations.
- **SUGGESTED ACTION STEP:** Solicit your coworkers' perceptions of your current manner and style of expressing and managing your behavior, feelings, and emotions. Evaluate the strengths and limitations inherent in your leadership style, given your role, your organization, and your career aspirations and goals.



### 5. COMFORT WITH ORGANIZATIONAL STRUCTURES

Effective managers and executives work productively within organizational structures, such as formal policies and rules, chains of command, organizational processes, and unwritten norms. They must articulate and support these structures while at the same time supporting individual initiative and the need for flexibility. See also *2. Self-Control*.

- Like other effective executives and managers, you are likely conscientious, dependable, and careful to respect and support the prevailing customs of the organization.
- Your effectiveness may be heavily dependent on a highly structured work environment with clear lines of authority and accountability and specific standards for acceptable performance. The more ambiguous and unstructured the organization, the more stress you will likely experience.
- **SUGGESTED ACTION STEP:** Solicit feedback from the person to whom you report and your coworkers as to the degree to which your endorsement and support of rules, policies, and procedures might sometimes interfere with efficiency and innovation.



## 6. RESPONSIBILITY AND ACCOUNTABILITY

Successful leaders welcome the personal responsibility and accountability that go with positions of authority. Valuing dependability, honesty, and forthrightness, they hold others accountable for the commitments they have made, accept fault or criticism when it is deserved, and expect others to do the same.

- Like most other executives and managers, you are apt to think it is important to accept responsibility and to be honest and forthright; hence, you will likely think less favorably of those who avoid taking responsibility and tend to inappropriately blame others.
- You are probably even more inclined than other executives and managers toward accepting leadership roles with significant responsibility, and others tend to see you as extremely well suited to such positions.
- **SUGGESTED ACTION STEP:** If you are not currently in a leadership role, consider seeking out such an opportunity, as you seem particularly talented or inclined in that direction.



## 7. DECISIVENESS

Effective managers and executives make decisions expediently and take appropriate action. In making their decisions, they take into account a large number of potentially contradictory factors and bits of information, seek and accept the participation of others when appropriate, and are not overly burdened by the effect of their decisions on others. See also *4. Use of Power and Authority* and *14. Action Orientation*.

- You are likely more willing than most other executives and managers to make unpopular decisions or decisions that go against the prevailing sentiment.
- You tend to be more independent, initiating, and aggressive in your decision making than most other executives and managers and less inclined to invite or allow others to participate. Others may experience you as being overly competitive or lacking a compromising and cooperative spirit.
- You might not be as inclusive, democratic, or participatory in your decision-making style as are other executives and managers. You may be reluctant to delegate, invite input, and share decision-making authority.
- **SUGGESTED ACTION STEP:** Look for opportunities to delegate decision making downward, to engage others in your decision-making process, and to seek compromise and win-win solutions.

## TEAM BUILDING AND TEAMWORK

Whether leading a project team or sharing leadership with others on an executive team, today's managers and executives must possess the people skills needed to forge united, smoothly functioning, goal-oriented teams made up of people with disparate skills, motivations, and personalities.



### 8. INTERPERSONAL SKILL

In their interactions with team members, effective leaders listen attentively, send clear signals, and convey openness, friendliness, and cooperation. They are approachable, in spite of the formal or informal authority that goes with a management position. See also *17. Influence*.

- Although you tend to be seen as extremely outgoing and socially active, others may not experience you as either friendly or inviting and may perceive you as acting competitively or out of self-interest.
- Coworkers, especially other team members, may tend to see you as more inclined to talk than to listen; in their view, you may often use your strong verbal and social skills to control, dominate, or possibly even manipulate situations and relationships.
- You appear to be unlike other executives and managers in that members of your team are not likely to experience you as invested in teamwork or in acting with cooperation and mutual respect.
- **SUGGESTED ACTION STEP:** Ask each of several trusted coworkers to suggest three specific ways you can become a better team player, and then act on the two most common suggestions.



### 9. UNDERSTANDING OTHERS

Strong team leaders have a cognitive understanding of personality differences, individual behavior, interpersonal dynamics, and group process, as well as an ability to empathize with others—to understand their feelings and subjective reactions on an intuitive level. See also *1. Self-Awareness*.

- Most people probably really enjoy working with and for you because of your exceptional skills at understanding and empathizing with them and for your ability to express this knowledge and feeling.
- Others likely see you as the kind of manager and team leader who values serving as coach, mentor, and teacher to others.
- Coworkers may see you as overly accepting of employee problems, including performance problems. You may be less willing than other executives and managers to hold team members accountable, and you may spend a relatively larger chunk of your time with people issues, at the cost of neglecting team tasks and objectives.
- **SUGGESTED ACTION STEP:** Through self-assessment and feedback from colleagues, determine whether your empathy and focus on people create challenges in the areas of time management, managerial objectivity, and meeting business goals and objectives.



### 10. CAPACITY FOR COLLABORATION

Aware that the input of diverse ideas can facilitate problem solving, effective leaders welcome the participation of others. They encourage the open discussion of ideas, opinions, and suggestions while maintaining a healthy skepticism and keeping the pressure on for results. See also *4. Use of Power and Authority*, *7. Decisiveness*, and *15. Self-Confidence*.

- You are probably as open, trusting of other people, and receptive to their ideas as most other executives and managers.
- Compared with other executives and managers, you tend to be more encouraging of the open discussion of ideas as a way of facilitating creative problem solving; you are apt to be more inclined than other leaders to endorse the novel or unusual solutions that result from group discussions.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers as to whether you are too focused on innovative, unusual, or nontraditional and "out of the box" ideas that are not sufficiently balanced by practical and logistical constraints.



### 11. WORKING WITH AND THROUGH OTHERS

To accomplish bigger and more complex tasks than any one person could hope to do alone, effective leaders work both with others, by soliciting input and sharing decision making, and through others, by delegating work and responsibility.

- You are apt to be confident about your views, beliefs, and opinions, forcefully asserting them even in the face of resistance or challenge from others. You are probably not as inclined as other executives and managers to consider and do what others suggest.
- Although you likely can delegate many tasks and accept in theory the need to delegate, you may be more inclined to do important things yourself. When you do delegate, you may struggle with providing the appropriate degree of ongoing management or oversight, and others may not feel fully empowered.
- **SUGGESTED ACTION STEP:** Solicit feedback from the person to whom you report and your coworkers as to whether you are maximally effective with your current style of delegation. Ask your direct reports whether they would like you to delegate differently.

## PROBLEM SOLVING

Handling problems well and finding effective solutions for them demand a multifaceted array of talents and skills, including political finesse, and an understanding of the motivations and feelings of others. Many of the skills assessed in this report bear on solving problems, but here we focus on three areas most directly related to problem solving: being creative, handling sensitive issues, and taking decisive action.



### 12. CREATIVITY

Effective managers and executives are willing and able to generate creative and innovative ideas and to take calculated risks. When necessary, they challenge standard procedures or the status quo, and they formulate novel actions or solutions.

- You are likely very imaginative and independent, able to put forth unpopular or unusual ideas even when group support is absent; others probably experience you as clever and resourceful.
- You may prefer a higher rate of change and innovation than others within the organization. When others challenge your ideas, you may react impatiently.
- You may not fully appreciate the need to manage the politics of innovation and persuasively sell your ideas and suggestions to key constituents.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers as to whether you adequately and effectively sell your ideas. If necessary, solicit suggestions for ways to enhance your persuasiveness and thus more fully leverage your high creativity.



### 13. HANDLING SENSITIVE PROBLEMS

Successful leaders confront rather than avoid sensitive issues and problems, such as infringements of corporate policy or subpar work performance. They deliver difficult messages or critical feedback directly and frankly while maintaining a sensitivity and concern for those receiving the news. See also *1. Self-Awareness*.

- You seem to be even more willing than other executives and managers to confront employees' performance problems and other sensitive issues.
- You are probably more inclined than other executives and managers to be aware of and sensitive to the needs, feelings, and sensitivities of employees and to adjust your message accordingly.
- You may occasionally be too aggressive in finding problems or too forceful in addressing them even though you have good skills for sensitively handling most situations.
- **SUGGESTED ACTION STEP:** Consider asking direct reports if they think you are too ready to find fault or sometimes too blunt in delivering your message.



#### 14. ACTION ORIENTATION

Effective leaders take action after reflecting on the pros and cons of all the available options, often without resolving every unanswered question. Although they are curious and patient, and take into account the effects their decisions may have on people, they have a bias for results and act decisively.

- You appear to be more inclined than most other executives and managers to enjoy change and more likely to seek out new ideas and innovative solutions to problems. You probably have skills appropriate for leading a major change initiative.
- Because you are probably an innovator who is always testing new ideas, it may be particularly important for you to clearly and routinely communicate your decisions, plans, and contingencies to direct reports, peers, and superiors in the organization.
- **SUGGESTED ACTION STEP:** Solicit feedback from coworkers as to what, if any, changes in your communication style might increase your effectiveness in taking action and moving initiatives along.

## SUSTAINING THE VISION

Strong leaders have a clear vision for the organization and a coherent set of organizational goals. They are able to sustain the vision by inspiring the confidence of others through their own self-confidence, by using well developed communication skills to influence and motivate others, and by being visible embodiments of organizational values and goals.



### 15. SELF-CONFIDENCE

Leaders who can rally others to pursue a vision are self-confident and optimistic. They project this confidence and optimism and use it to inspire others, despite having normal doubts, worries, and stress.

- You seem to be extremely self-confident, probably more dominant, assertive, forceful, and self-initiating than most other executives and managers. You probably have the confidence to go against the prevailing or majority view and to stand alone for an idea, project, or direction that you are committed to; in the extreme, others might see you as a maverick.
- You likely have the confidence to thrive in competitive, challenging, and fast-paced environments; you are probably entrepreneurial and may excel as either an individual contributor or a leader within the organization.
- Others are apt to see you as highly poised and outspoken, but some may also see you as possibly too strong willed, independent, or self-promoting.
- **SUGGESTED ACTION STEP:** Solicit informal feedback from trusted colleagues about others' view of you as a team player: Are you sufficiently compromising, collaborative, and cooperative? Are you so self-confident that you tend not to value other people's ideas? Are you sufficiently in tune with the needs of others and the best interests of the overall enterprise?



### 16. MANAGING CHANGE

Most managers and executives face a constantly changing environment. To be effective, they balance the benefits of order and stability with the benefits of flexibility, change, and growth. Leaders maintain focus while remaining open to exploring new approaches and new priorities.

- You are probably even more adept than most executives and managers at approaching situations from many different perspectives. You seem to be flexible, open to change, and able to easily generate a variety of different solutions to problems.
- You are likely less inhibited than other executives and managers and more inclined to act on, or express, your thoughts, feelings, or ideas—possibly in your own self-interest. You are apt to be more inclined toward risk than reflectivity, possibly even boldly or dramatically so.
- Others might perceive you as an effective agent of change, but they may also see you as a "loose cannon" or as unpredictable, impulsive, and self-indulgent; in the extreme you might be seen as exercising poor judgment in your efforts at bringing about change.
- **SUGGESTED ACTION STEP:** You might survey your direct reports, team members, and other coworkers to find out if they perceive your management of and reaction to change positively or negatively.



### 17. INFLUENCE

**Strong leaders naturally want to influence others and are skilled in doing so. They are generally poised, outgoing, and socially and professionally confident and have well developed communication skills that allow them to be persuasive without being overbearing. See also 4. *Use of Power and Authority*.**

- You seem to be more likely than other executives and managers to seek out and accept roles in which you can have influence over others. You are probably confident and poised in dealing with others, with strong or potentially strong persuasive skills.
- Most other people likely experience your influence positively, but you may sometimes overpower people with your strengths.
- Others who are less extroverted, assertive, or confident may experience you as controlling conversations or meetings too much; they may wish that you would ask more questions and listen more attentively to others.
- **SUGGESTED ACTION STEP:** Obtain feedback from colleagues and direct reports that will allow you to assess whether others perceive you as overbearing or too controlling. If they do, consider working to improve your listening and facilitating skills.



### 18. COMFORT WITH VISIBILITY

**Leaders seek out responsibility and enjoy the visibility that comes with it. Comfortable speaking in public and acting to exemplify the organization's values, they confidently meet new people, sustain working relationships, and seek out opportunities to make formal and informal presentations to people in high positions.**

- Your ambitions for positions of high visibility—in terms of level, title, salary, and size of organization—are apt to be stronger than those of most other executives and managers.
- Others likely describe you as charismatic or having a commanding presence. You are probably comfortable being "center stage," but others may see you as needing to be the center of attention.
- With your well-developed communication skills, you are likely an effective networker and presenter of both yourself and your vision. Less extroverted, verbal, or confident people might experience your communication style as too verbal or forceful.
- **SUGGESTED ACTION STEP:** With the help of informal feedback from coworkers, consider whether you need to better manage your visibility. Can you enhance your effectiveness by asking more questions of others and actively listening to their responses? Are there times when you should share the spotlight with others?

## SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

YOUR LEADERSHIP CHARACTERISTICS	 CONSIDER THESE YOUR STRENGTHS	 EXAMINE THESE POTENTIAL DEVELOPMENTAL OPPORTUNITIES	 ASSESS WHETHER THESE BEHAVIORS WORK TO YOUR ADVANTAGE
<b>SELF-MANAGEMENT</b>			
1. Self-Awareness	■		
2. Self-Control		■	
3. Resilience	■		
<b>ORGANIZATIONAL CAPABILITIES</b>			
4. Use of Power and Authority			■
5. Comfort with Organizational Structures	■		
6. Responsibility and Accountability	■		
7. Decisiveness			■
<b>TEAM BUILDING AND TEAMWORK</b>			
8. Interpersonal Skill		■	
9. Understanding Others	■		
10. Capacity for Collaboration	■		
11. Working with and Through Others			■
<b>PROBLEM SOLVING</b>			
12. Creativity	■		
13. Handling Sensitive Problems	■		
14. Action Orientation	■		
<b>SUSTAINING THE VISION</b>			
15. Self-Confidence	■		
16. Managing Change			■
17. Influence	■		
18. Comfort with Visibility	■		

## NEXT STEPS

So what does all this mean? How can you further develop yourself as a manager or executive? There are two alternative ways to begin planning your next steps: (1) You can start with what you have learned about yourself from this report and then move on from there. (2) You can start with the challenges you are currently facing as a leader and then look to this report for some insight in meeting these challenges. Below, we offer some guidance on both approaches. They are not mutually exclusive, and you may want to consider both.

### STARTING WITH YOURSELF

#### CONSIDER YOUR STRENGTHS

First, look at your strengths as indicated on your Snapshot page. In addition to the Leadership Characteristics listed in the Check Mark column, which of the characteristics in the Arrows column do you consider to be personal strengths?

In the left column of the table below, list the three strengths that you tend to rely on most. These represent skills or competencies that you exercise frequently and comfortably. In the right column, list three characteristics that you were surprised to discover were strengths or that you use less comfortably or less frequently.

STRENGTHS I RELY ON	STRENGTHS I COULD USE MORE
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

The strengths in the first column are those that, in your own judgment, already work well for you. Most managers and executives will realize the greatest benefit by focusing on those areas of strength that they are *less* comfortable using—those in the right column.

- Mark these strengths from the right column on your Snapshot page and then go back and read the detailed comments printed for you in the body of this report.
- Consider your functional area, your role and level in the organization, and the written and unwritten rules in your organization as you assess the analysis presented. Do you agree with the observations and descriptions as reasonably accurate?
- Consider ways in which you can develop these strengths further. For example, you can accept a new assignment, find a mentor or role model, or just make a mental note to yourself to practice the skills or behaviors conscientiously.

### CONSIDER YOUR DEVELOPMENTAL NEEDS

In addition to exercising underused strengths, you may also want to consider addressing certain skills or behaviors that may be currently limiting your effectiveness as an executive or manager. Look again at your Snapshot page, and examine the Leadership Characteristics listed in the Magnifying Glass column. Also consider those characteristics listed in the Arrows column that you consider to be limitations or developmental needs.

On the left side of the table below, list up to three characteristics that you were least surprised to find were not your strengths. On the right side, list up to three characteristics that you were most surprised to see described as areas of developmental need.

LEAST-SURPRISING DEVELOPMENTAL NEEDS	MOST-SURPRISING DEVELOPMENTAL NEEDS
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

These two categories of developmental needs represent very different challenges for most leaders. Your least-surprising developmental areas are, by definition, ones you know very well. You may have developed strategies that compensate for them; perhaps you have moved to a position in which they seem less important or less critical. In any case, they are probably known quantities for you.

Your most-surprising developmental areas, in contrast, are potentially more troubling in that they could represent blind spots. Your preferences, attitudes, and behavior in such an area may be somewhat hidden from you but visible to others and may hamper your effectiveness.

- Mark your potential blind spots on your Snapshot page and then go back and read the detailed comments printed for each of these Leadership Characteristics.
- Consider the formal and informal feedback you have received from others (especially the person to whom you report) and your career aspirations. How do the behaviors related to your potential blind spots show up in your work? How do others react to you when they do show up? What can you do to change?
- Read the Action Step suggested for each potential blind spot. If it fits your own assessment, consider what practical measures you can take to act on it.

## STARTING WITH YOUR CURRENT SITUATION

Another way to use this report is to consider some of the major challenges you are facing at work. Perhaps you are trying to pull together a new team for an important project. Or maybe you are leading or assisting in a major change initiative. Or perhaps your challenge is to be effective in an organization whose structures and lines of authority are hazy and indistinct (or rigid and bureaucratic). You can use this report to help you gain some insights into meeting some of these key challenges.

### CONSIDER THE FOLLOWING STEPS

1. Write down the major challenge you are facing. (Pick only one challenge at first and repeat this process to consider others.)
2. Scan this report and mark the Core Performance Areas and/or Leadership Characteristics that seem most relevant to your challenge.
3. Among the areas you marked, identify the Leadership Characteristics for which you received a Check Mark. These are generally your strengths. It may be more advantageous to you to capitalize on one of these strengths than to strengthen a less-developed characteristic. Make a list of the strengths you want to capitalize on.
4. Go back and carefully reread the areas you marked, paying most attention to those in which you have a Magnifying Glass. Do you agree that the observations and descriptions are reasonably accurate? Do you see the behaviors playing out as developmental areas for you?
5. Next, reread any marked areas in which you have an Arrows symbol. Do you agree with the observations and descriptions? Do you see the behaviors playing out as strengths for you, or do you see developmental areas? Where mixed, does the behavior generally serve you more as a strength than a limitation? Make a list of the Suggested Action Steps that seem most relevant.
6. As you reflect on your list, does it seem reasonably accurate and descriptive? Are the results or descriptors relatively consistent with each other? Are the results consistent with what you have heard before in the way of formal and informal feedback?
7. Focus on the two or three key action areas that you want to pursue.

We hope that by reading this report you have gained some added personal awareness and insight and have grown more sensitive to some of the unique strengths and limitations of your particular style and how they affect your work as an executive or manager. We encourage you to use your enhanced self-awareness to embark on a self-directed process of continual personal and professional development.

