

REPORT

The Inspiring Leader (Sample Report)

Tina Imagination

Date: 14th February 2006

Self: 1

Managers: 1

Reports: 4

Peers: 6



TALENT INNOVATIONS

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Your Profile

All parts of the report, including this page, can be written and ordered however you want. You can also include graphics (e.g. diagrams, signatures, etc). Even the typeface and colour-scheme of the visual displays can be changed.

The front page can have whatever graphics and logos you wish.

The contents page is automatically-generated, with each line also acting as a hyperlink to the relevant page - try it!

Thank you for participating in your TalentFocus™ survey. The ratings provided by you and your raters are shown in this report for your review, reflection and understanding. Please take this opportunity to see how others see you and to understand how you have recently been expressing yourself as a professional.

In discussion with your facilitator, you will find that you learn where others see you differently from how you see yourself. You may see where you have:

- 1) a facade - an aspect over which you are misleading others into thinking you are better or worse than you really are,
- 2) a blind-spot - an aspect only others see,
- 3) an opportunity to stop doing things you are currently doing but should not, and/or
- 4) a suggestion to do things you could easily start to do but you do not.

Expanding your understanding of how you are being portrayed to others will empower you to understand better your current impact and power at work. Once you have explored why your behaviours are perceived in this way you will be able to create possibilities for yourself in the future for personal and business success.

The Model for Inspiring Leadership

It is often useful to have a page giving an overview of the competency model used in the instrument. Here is just one way of showing the model which works well when the competencies are structured into groups.

Action



Inspiring Leadership
Transforming Teams
Initiative & Decisiveness
Drive for Results

People



Empowering Others
Building Relationships
Communicating Powerfully
Customer-centric

Intellect



Grasping Complexities
Applying Specialist Knowledge
Strategic Planning
Creative Thinking

Personal



Personal Impact
Resilience & Drive
Learning & Growth
Integrity & Commitment

Highlights and Hidden Strengths

A good way of capturing the defining behaviours of an individual is to display the top- or bottom-rated individual items in a table. We often put the highlights near the start of the report to help them appreciate their strengths, and save the lowest-rated items till later on. (It is important to manage people's self-esteem as they are absorbing the information.)

Item Text	Rating
Celebrates team success	4.5
Maintains high ethical standards	4.5
Notices how others are feeling	4.5
Is readily accessible by team members	4.5
Shows care and empathy for others	4.5
Talks openly and honestly	4.4
Works well with other people	4.3
Takes customer complaints seriously	4.3

The data can be based on all raters, all raters excluding self, or even, as below, showing both self and non-self.

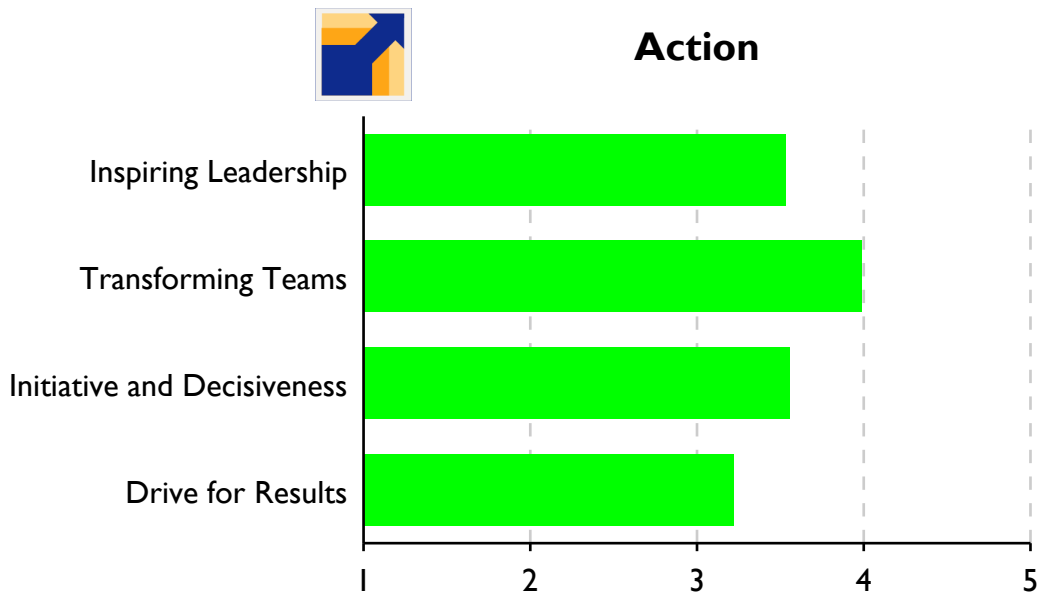
Item Text	Self	Others
Celebrates team success	4.0	4.5
Maintains high ethical standards	4.0	4.5
Notices how others are feeling	4.0	4.5
Is readily accessible by team members	4.0	4.5
Shows care and empathy for others	5.0	4.5

And below are the person's 'hidden strengths' - where their raters gave relatively higher scores than they gave themselves.

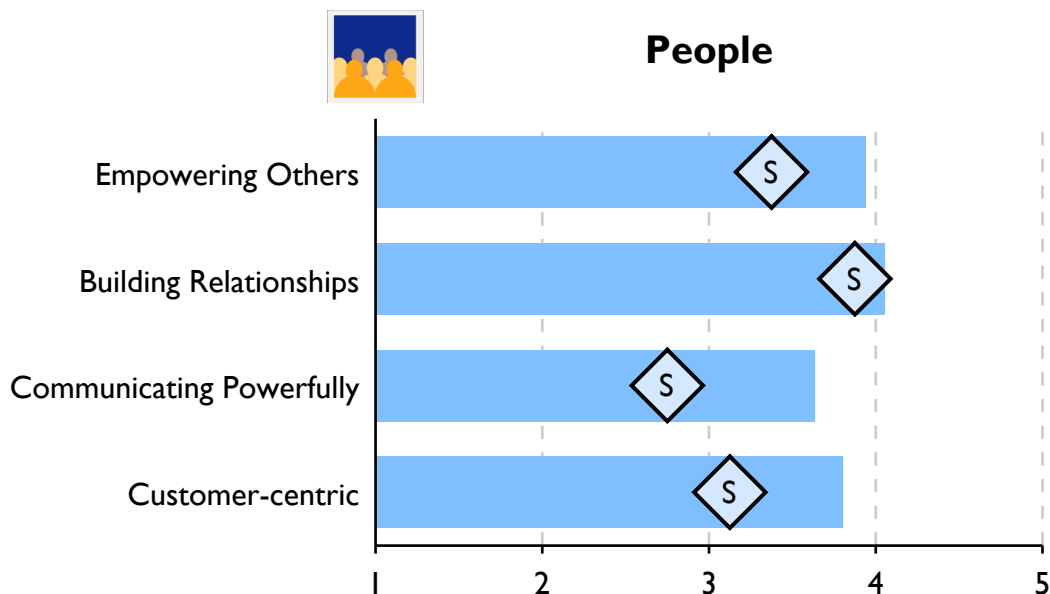
Item Text	Self	Others
Strives to manage key financial measures	1.0	3.4
Seeks out innovative approaches	1.0	3.3
Identifies commercial opportunities	1.0	3.2
Stays calm in stressful situations	1.0	3.2
Proactively networks	1.0	3.2
Has strong commercial instincts	1.0	3.1
Expresses views with confidence	1.0	3.1
Seeks feedback on own behaviour	2.0	4.1

Competency Results

To give an overview of the focus's strengths and weaknesses it is useful to show overall competency-level average scores. These can be based on all raters or can exclude self.

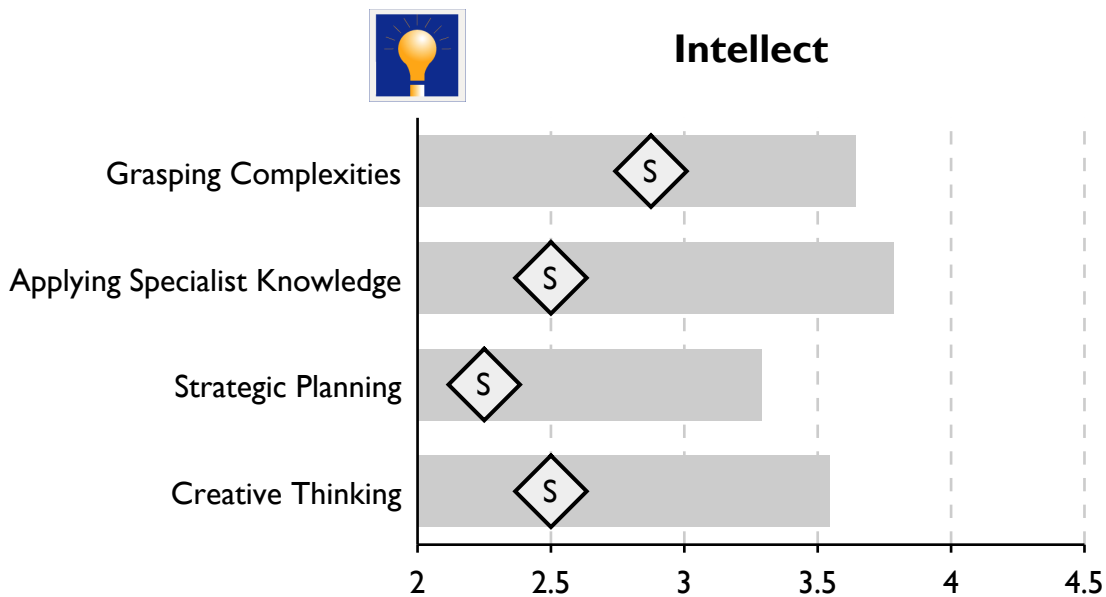


It is often useful to show 'self' separately from all others. Here we show this by overlaying the 'self' score as a diamond:

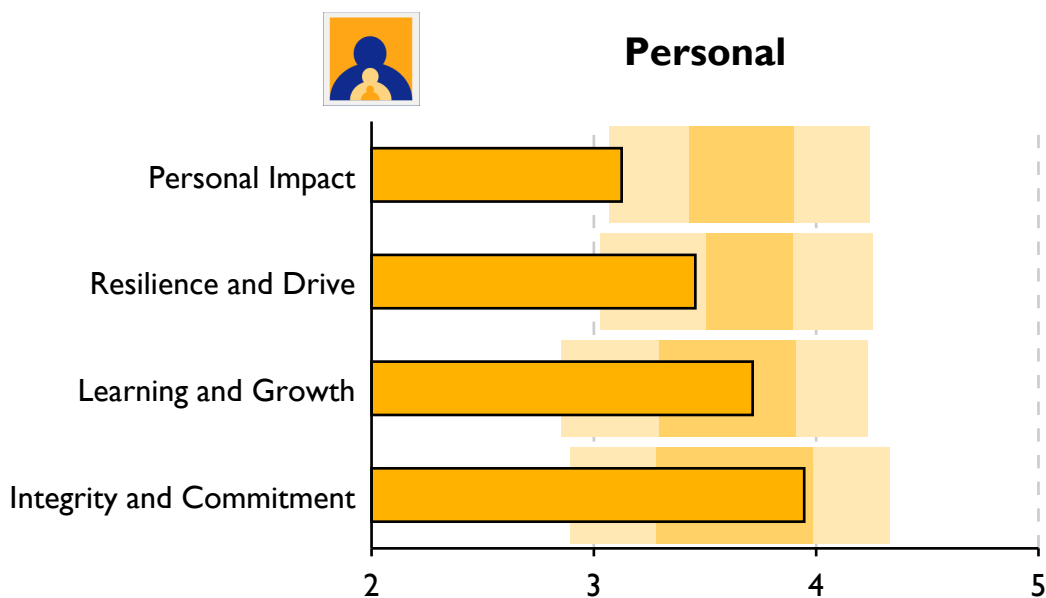


Competency Results (cont'd)

We can also vary the scale to ensure that the chart clearly shows differences.



And, if you have already collected data from lots of 360 reports, you can display this norm data on the chart. Here this is shown by boxes which represent the central 50% of scores given by other people and the central 90% of scores. This gives an indication of both the average, but also a sense of how much the scores vary and where you sit relative to others.



Understand Your Raters

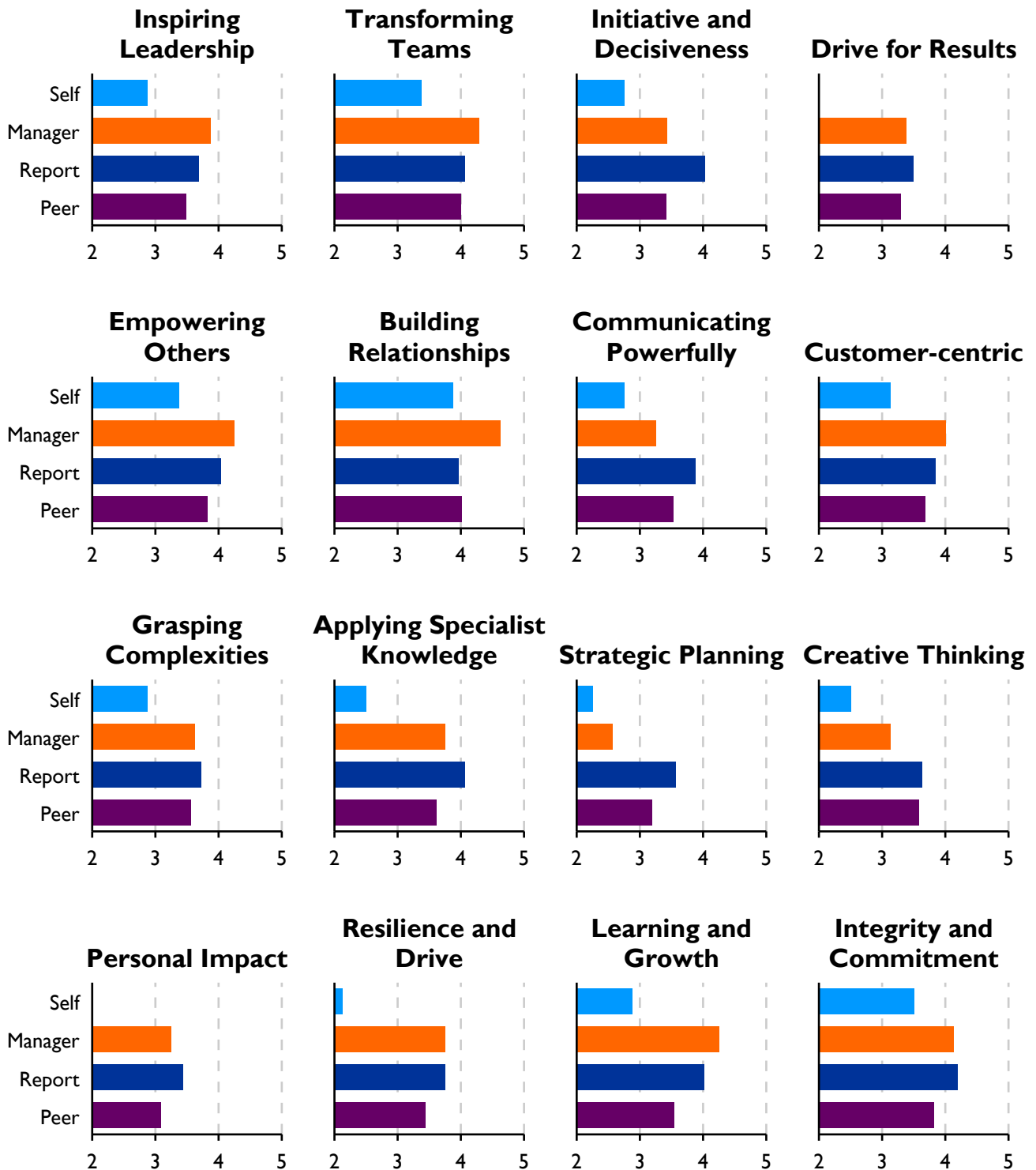
This chart is unique to TalentFocus, and is very powerful for understanding the range of opinions your raters have of you. It is useful for seeing the degree of agreement between raters of a single relationship (e.g. do all of your direct reports rate you higher than your manager?), as well as revealing when one rater hasn't tried to differentiate (e.g. by just putting '4' for every question).

The shaded blocks on these graphs illustrate the distribution of ratings for each of your selected raters. The figure in the middle of the shaded area is the average rating given by that rater.



Competency Breakdown

This is a very effective page for getting an overview of all of the competencies for all of the relationships - there's a lot of information on this one page.



Differences of Opinion

An alternative to the previous page of charts is to focus on revealing where there are differences of opinion, as with the table below. Another advantage of this table is that it is possible to suppress the information when the differences are not significant - this stops untrained readers of the report from focussing on things which are unimportant.

Competency	Biggest Difference	Highest Rater	Lowest Rater
Inspiring Leadership	1.0	Manager	Self
Transforming Teams	0.9		
Initiative and Decisiveness	1.3	Report	Self
Drive for Results	1.7	Report	Self
Empowering Others	0.9		
Building Relationships	0.8		
Communicating Powerfully	1.1	Report	Self
Customer-centric	0.9		
Grasping Complexities	0.9		
Applying Specialist Knowledge	1.6	Report	Self
Strategic Planning	1.4	Report	Self
Creative Thinking	1.1	Report	Self
Personal Impact	1.4	Report	Self
Resilience and Drive	1.6	Report	Self
Learning and Growth	1.4	Manager	Self
Integrity and Commitment	0.7		

Lowlights and Blindspots

Below are your eight lowest-rated questions, as produced from all of your raters excluding yourself. **This is the counterpart to the top-rated items shown at the start.**

Item Text	Rating
Inspires an audience when speaking	2.7
Visible across the organisation	2.8
Has an inspiring vision for the future of the organisation	2.8
Makes a strong positive first impression	3.0
Creates a strategic plan	3.0
Is forward looking and strategic in approach	3.0
Steps back from current issues and considers the "big picture"	3.1
Builds in milestones and controls when planning	3.1

And below are your 'blindspots' - where your raters gave relatively lower scores than you gave yourself.

Item Text	Self	Others
Shows respect for others	5.0	4.0
Shares information with others	5.0	4.3
Shows care and empathy for others	5.0	4.5
Can see both sides of an argument	4.0	3.5
Builds rapport easily	4.0	3.7
Demonstrates effective listening	4.0	3.7
Apologises for mistakes	4.0	3.8
Facilitates the resolution of conflicts	4.0	3.9

Development Discussion Points

This page can show all competencies and/or items that had a score below a certain threshold. For example, if your questionnaire used a 1-5 scale, then any score below 3 effectively means that the balance of opinion was actually negative. As such, all such items / areas are a potential source of concern and should be looked at.

Categories

All competencies were rated above 3.

Specific Questions

Rated 2.7: Inspires an audience when speaking

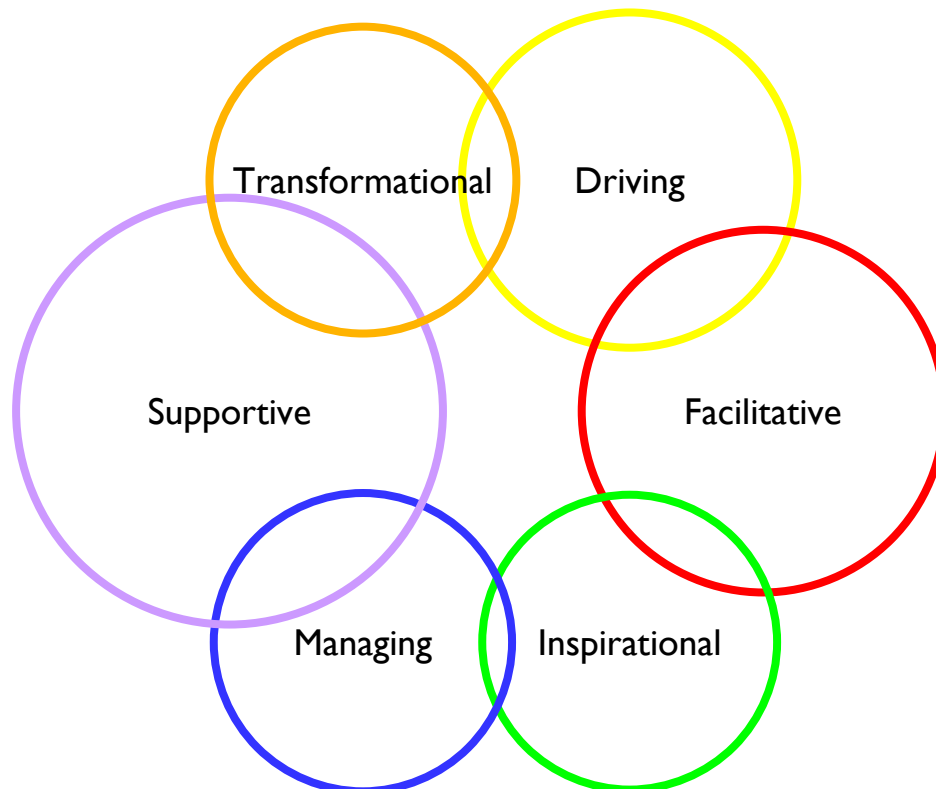
Rated 2.8: Has an inspiring vision for the future of the organisation

Rated 2.8: Visible across the organisation

How inspiring are you?

This page demonstrates a unique feature of TalentFocus - the ability to have multiple interpretive structures for a single set of items. In this case, our competency model (as illustrated on page 2) didn't relate directly to 'management style'. However, many of the items in our instrument relate to such differences, and so this additional management style structure was 'overlaid' onto the items.

This particular visual display is deliberately designed to be abstract and have no 'scale' - the intention is merely to convey the *relative differences*.



Transformational - Sees possibilities, creative, innovative, fresh approaches, into development, coaching, makes an impact, accessible.

Supportive - Respectful, listening, supporting, empathic, sensitive to others' feelings, works well with others

Facilitative - Objective, unbiased, asks questions, encourages others to talk and produce ideas, enables others to solve problems

Inspirational - Inspires, energises, excites and enthuses, passionate, positive, arouses desire and motivation

Managing - Monitoring, planning, clarifying standards, checking, organising, prioritising

Driving - Driving performance, challenging, confronting, drive and determination

Your reviewers have specifically said

It is very valuable to show the reviewers' specific comments, which can give lots of rich feedback. Normally we show all comments in random order in one group, as there is a real danger of individuals inadvertently revealing their identity.

However, we can split comments by relationship, or even, as here, separate managers (who ought to be comfortable with their comments being identifiable) from 'everyone else'.

What do you think she is particularly good at?

Manager:

"Tina is the most excellent 'man' manager. She is very caring individual who looks after and protects her staff. She is a very pleasant and supportive person who add a very valuable dynamic to my management team. She is a very open and honest person who is not afraid to have discussion on difficult topics"

Others:

"Extremely ethical, very interested in people, a very good people manager with a proven track record. Has built very effective, loyal, high level teams, good at rewarding success but equally has a reputation as nobody's fool."

"Tina looks after her team extremely well, she defends their position but is prepared to make the hard decisions when she needs to."

"Issue management"

+ Engaging and open management style

+ Understanding and dealing with people.

+ Cascading/communicating relevant information and keeping team and staff up to date on activities

+ Supportive & Encouraging."

"Tina is particularly good at supporting and developing more junior staff (both Consultants and Manager). Tina is always there for her team.

Tina is very good at expressing personal view and sticking to her guns, but is not afraid of admitting if she is wrong.

I have always viewed Tina as a very honest, trustworthy and reliable colleague."

"Tina is an 'expert' in her domain. She 'knows the business' and is focused. She has great enthusiasm and passion and has demonstrated flexibility."

"Protecting her team

Being tough on her team when they are in the wrong and have caused an issue.

Being aware of how people are feeling (if low) and helping them with this.

Seeing the positives when the team are down about an issue or a result."

"Tina looks after her team extremely well, she defends their position but is prepared to make the hard decisions when she needs to."

"Combining her excellent interpersonal skills with her team members and peers to inspire people to get things done. She has wise counsel for her peer group and shares this well."

How can she increase her current effectiveness?

Manager:

"Certain situations overly stress Tina out so anything she can do to identify and prepare for those situations through identifying them in the first place can only help. Stop helping so much sometimes. Think of what Tina needs sometimes"

Others:

“Be bolder in approach”

“Needs to not 'fly off the handle' when she believes someone is in the wrong and needs to try to understand and listen more”

“Tina is very effective, so the only comment I would make would be to network more within the company at the senior levels.”

“25 hour days, 2 heads and 3 hands”

“By striving to improve her communication skills I think Tina would increase the impact she has on others and on the organisation.”

“+ Delegate more to free up time, enabling her to gain greater control on the multitude of activities she is juggling.”

“Needs to not 'fly off the handle' when she believes someone is in the wrong and needs to try to understand and listen more”

“Create more space to spend time on strategic thinking/reflection. Apply her empathetic and interpersonal skills when she deals with senior mgt.”

“I was hard on one comment re her team. Tina needs to accept that her team can make mistakes (I know she knows this) but she needs to ease off protecting her team so much when an issue does occur...Tina's typical response is no, can't be my team which can raise barriers, feel Tina would gain a better response (and more credibility within the Business) by not being so protective

Get out and about a bit more within the business, I regularly see Bill and Ben when I'm in the office, not just on the second floor either. I also think it would be good for Tina to get involved with a customer...could she be an exec sponsor for a customer?”

What should she work on to assist her career in the future?

Manager:

“She should understand the stress she puts herself under and be aware that if she feels under stress to not take overly reactive actions which have a habit for Tina to be in the wrong place at the wrong time. She needs to be a little more politically savvy”

Others:

“Handling emotion and occasionally aggressive responses better. Handling stress better, learning to say 'no' especially to management or at least managing expectation, turning off both her PC and phone out of working hours - and also mentally tuning off from work”

“Tina needs to take a more balanced approach, she is an intelligent, diligent employee with a lot to offer. She needs to build credibility with senior management particularly outside consulting”

“Reflect on her achievements more and build her self confidence from recognising how good she is.”

“+ Less confrontation with senior management !!

+ Gain wider business experience.”

“Tina needs to take a more balanced approach, she is an intelligent, diligent employee with a lot to offer. She needs to build credibility with senior management particularly outside consulting”

“Personal confidence”

“Financial & Commercial awareness, not sure what actions could be taken here...perhaps work with one of the bidders during the development of a proposal, maybe have a monthly review with them to see what Commercial activity they've been involved with and why decisions were made?...”

Be seen more within the business activities

Depends where Tina sees herself going though.”

“Presenting ideas and strategy of how to move Consulting forward to senior management (ie Manhattan program)”

Your own thoughts before

It is often illuminating to show what the focus had thought their strengths and weaknesses were at the end of the report, as it allows reflection on whether their previous opinions agreed with the information they have now seen from their colleagues.

What do you think you are particularly good at?

“Supporting other people. Helping them especially when they are upset or in trouble. Smoothing out disputes. Ethical and fair. Decision making.”

What are you currently working on to improve?

“Leadership and inspirational skills with my team.”

What obstacles do you have in your learning?

“Lack of time and confidence.”

How can you increase your current effectiveness?

“Prioritise better to gain more time. Increase confidence. Think more strategically.”

How can the company better support your growth and development?

“Not sure that it can. This is up to me.”

Now what are your thoughts?

It is very straightforward to create 'worksheet' pages with space to allow the focus to make notes and reflect on what they have learned.

What conclusions do you draw on:

1) Your relationships with your raters?

Manager:

Peers:

Reports:

Clients:

2) Your blind-spots (ie. aspects of your behaviour you have not been aware of before now?)

3) What you are particularly good at?

4) What you are not so good at?

5) Things about your behaviour you want to work on?

Next Steps

If you have any further questions, please contact **Elva Ainsworth**, Occupational Psychologist:

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Item Responses

The following pages show the real detail of the results.

When a report is being fed back by a trained facilitator it is often useful to 'hold back' this information to prevent the recipient of the feedback being distracted by the detail. This is why it is at the end of this report. However, it could easily be placed at any point in the flow of the report.

NB. TalentFocus allows individuals to add comments against each individual rated item in the questionnaire, not just the open-text questions shown already. Most raters tend to leave these blank, but these comments can sometimes be very valuable, particularly when explaining a particularly high or low score.

On the next page is a simple display with just results and comments.

On the final page is the same but also with a chart to show the average scores visually, and in which the numerical scores are shifted left or right to give a visual impression of how they vary. Behind these numbers is also a subtle visual representation of the *distribution* of scores.

Question Responses - Action



Inspiring Leadership

	Self	Mgr	Rpt	Peer
1) Inspires a positive attitude to work	3.0	5.0	4.3	4.2
2) Gives a clear sense of direction	3.0	3.0	3.8	3.5
3) Energises people to work towards goals	3.0	5.0	4.3	3.8
4) Has an inspiring vision for the future of the organisation	2.0	2.0	3.3	2.7
5) Engages others in the team goals	4.0	5.0	4.0	3.8
6) Excites people in their vision	2.0	4.0	3.0	3.0
7) Has a compelling vision for success	3.0	3.0	3.3	3.4
8) Demonstrates belief in the vision	3.0	4.0	3.8	3.5
Average	2.9	3.9	3.7	3.5

Comments: Q4: "Excellent within the team, good within Consulting", "Is getting better but but will take a given rather than sometimes create her own"
 Q5: "Behaviour not observed enough to comment"

Transforming Teams

	Self	Mgr	Rpt	Peer
1) Is readily accessible by team members	4.0	5.0	4.3	4.5
2) Takes the team to a new level of performance	3.0	4.0	3.8	4.2
3) Acknowledges efforts and contributions	4.0	-	4.5	4.2
4) Celebrates team success	4.0	5.0	4.3	4.5
5) Gains team commitment to ideas	4.0	5.0	4.0	3.8
6) Allows possibilities to be seen by others	2.0	3.0	3.7	3.2
7) Challenges people to aim for outstanding performance	3.0	4.0	4.0	3.8
8) Motivates the team to achieve previously unreachd goals	3.0	4.0	4.0	3.8
Average	3.4	4.3	4.1	4.0

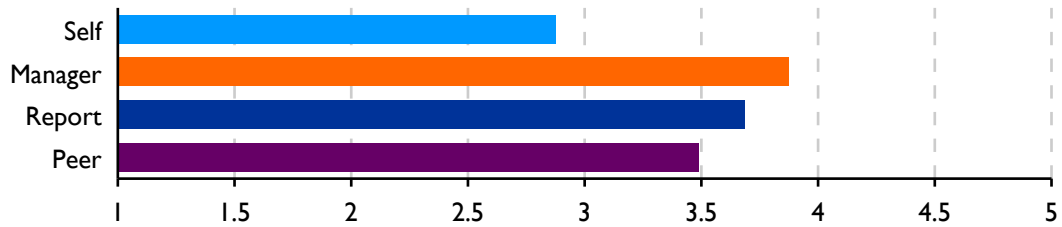
Comments: Q1: "Behaviour not observed enough to comment", "One of Tina's great strength is she is there for her people.", "Too Accessable 24/7"
 Q3: "Tina is always the first to give credit where credit is due", "Yes, very good at doing this, and is good at pushing her team (real and virtual) forward for recognition"
 Q4: "Always wants people to get recognised and celebrate the positive things", "Behaviour not observed enough to comment"

Question Responses - Action



Inspiring Leadership

	Self	Mgr	Rpt	Peer
1) Inspires a positive attitude to work	3.0	5.0	4.3	4.2
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6) Excites people in their vision	2.0	4.0	3.0	3.0
7) Has a compelling vision for success	3.0	3.0	3.3	3.4
8) Demonstrates belief in the vision	3.0	4.0	3.8	3.5
Average	2.9	3.9	3.7	3.5



Comments: Q4: "Excellent within the team, good within Consulting", "Is getting better but but will take a given rather than sometimes create her own"
 Q5: "Behaviour not observed enough to comment"