

CPI 260®
CLIENT
FEEDBACK
REPORT

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Report prepared for

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July 29, 2012

Interpreted by

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CPP, Inc. - CPI 260 Certification Program



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This report is based on your answers to the CPI 260® instrument. It includes information about your approach to life, how you see yourself, and how you compare to others on characteristics that are important at work and in everyday living. The goal of the report is to provide as accurate a picture as possible, one that will help you to understand yourself and to achieve your own personal objectives.

YOUR APPROACH TO THE INSTRUMENT

There are certain ways in which most people respond to the instrument. For example, most people answer all or nearly all of the questions and also acknowledge at least a few personal problems and worries. Departures from general tendencies like these can affect the validity of the information presented below. For this reason, your responses are first screened for indications of unusual trends.

No indication of anything unusual was found.

THREE BASIC ORIENTATIONS

Interpretation of the CPI 260 instrument begins with three basic orientations:

1. Toward other people and interpersonal experience
2. Toward conventional rules and values
3. Toward one's inner feelings

The first two orientations are expressed in observable behavior. The third deals with feelings of self-realization and level of satisfaction. Each of these orientations is assessed by a separate measure.

On the first measure, implications range from a liking for social participation, pleasure in the company of others, and an active interpersonal style at one pole, to a desire for privacy and a reserved and quiet social manner at the other. The second goes from rule-testing and even rule-breaking behavior at one end, to rule-respecting and even conformist behavior at the other. The third measure shows how you feel about yourself and how sure or unsure you are about your ability to cope with the problems and opportunities you encounter in your own life.

FOUR WAYS OF LIVING

Scores on the first two measures, when considered together, define four ways of living or lifestyles, as indicated below:

The **IMPLEMENTER LIFESTYLE** includes people who are interpersonally active and comfortable with social rules. *Implementers* step forward, take part, and do not hesitate to act. They believe that social rules are proper and should be obeyed. They are ambitious, goal-directed, strong in leadership potential, and well-organized.

At their best, *Implementers* can be charismatic leaders and initiators of constructive endeavors. At their worst, they can be opportunistic, manipulative, and hostile toward those who behave in rule-violating ways.

The **SUPPORTER LIFESTYLE** includes people who are reserved in their behavior and supportive of social norms. *Supporters* are caring, conscientious, patient, and well-organized. They value and protect their internal, private feelings, avoiding public display or disclosure. Their role is to preserve values and humanize the ways in which social rules are enforced.

At their best, *Supporters* can be inspirational models of goodness, virtue, and tolerance. At their worst, they may be self-denying, lacking in self-esteem and confidence.

The **INNOVATOR LIFESTYLE** includes people who are interpersonally active, but who see flaws and even absurdities in the way many things are done. *Innovators* are imaginative and often creative in their work. Their values are personal, not traditional or conventional.

At their best, *Innovators* are insightful creators of new ideas, new products, and new social forms. At their worst, they are rebellious, intolerant, self-indulgent, and disruptive.

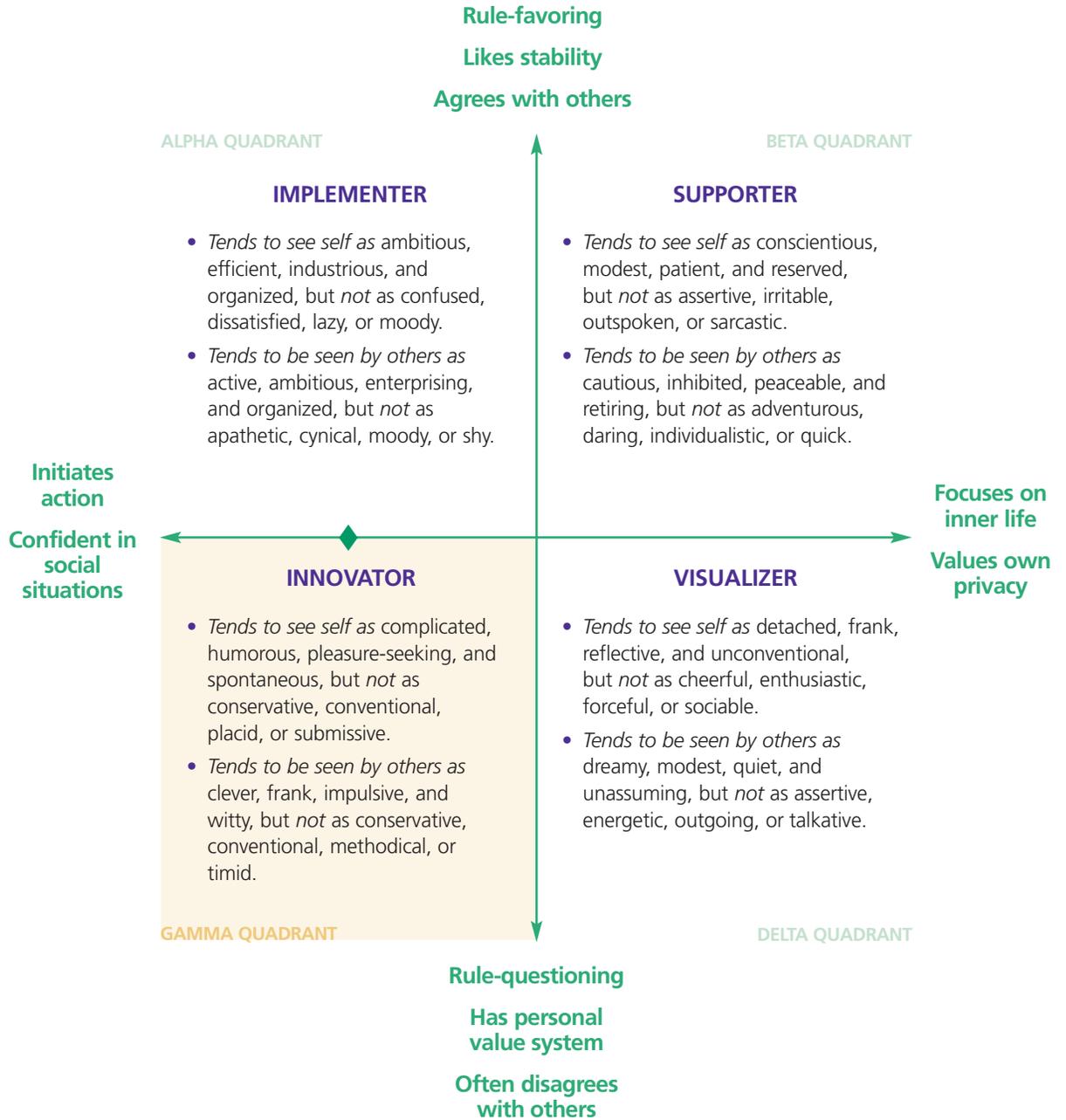
The **VISUALIZER LIFESTYLE** includes people who value their own privacy and who see many of society's conventions as arbitrary and unduly restrictive. *Visualizers* are reflective and nonconforming. They see things differently from others, but for the most part keep these perspectives private. They are most comfortable working alone in fields such as the arts and abstract sciences.

At their best, *Visualizers* are imaginative, are aesthetically perceptive, and have a rich inner life. At their worst, they feel fragmented, alienated from others, and internally in conflict.

In the general population, approximately 25 percent of the people are classified in each of the four ways of living.

LIFESTYLE DIAGRAM

The following diagram gives specific information as to how persons in each lifestyle see themselves and as to how they are viewed by others. The diagram also shows how the interpersonal and norm-favoring orientations are combined to define the four ways of living. Your answers to the instrument place you in the Gamma quadrant, where the basic lifestyle is that of the *Innovator*. The plotting of your lifestyle score is shown by the diamond in that quadrant.



YOUR LIFESTYLE

Innovators have strong, individualized systems of values, and tend to be critical of ordinary, conventional beliefs. They are self-confident and persuasive in presenting their own ideas.

Innovators want things to change and to improve and at their best are capable of creative thinking about new products and new ways of doing things. When under stress or functioning poorly, *Innovators* can be rebellious, self-indulgent, and prone to rule-breaking behavior.

LEVEL OF SATISFACTION

The third basic theme of this instrument pertains to one's sense of satisfaction in living and feelings of self-realization or fulfillment. Those who rank low on this measure tend to be dissatisfied with their current status and feel that their potentialities are not being fulfilled or realized. Those who score high tend to feel that they are living up to their own potentialities and also that they can cope effectively with the demands of living. Your score on this dimension is indicated by the blue triangle on the line below.



This score suggests that you are fairly well satisfied with your current circumstances and with your lifestyle.

The information above gives an overview of your way of living and of broad, general trends in your personal style. In the next section, more detailed and specific information will be presented.

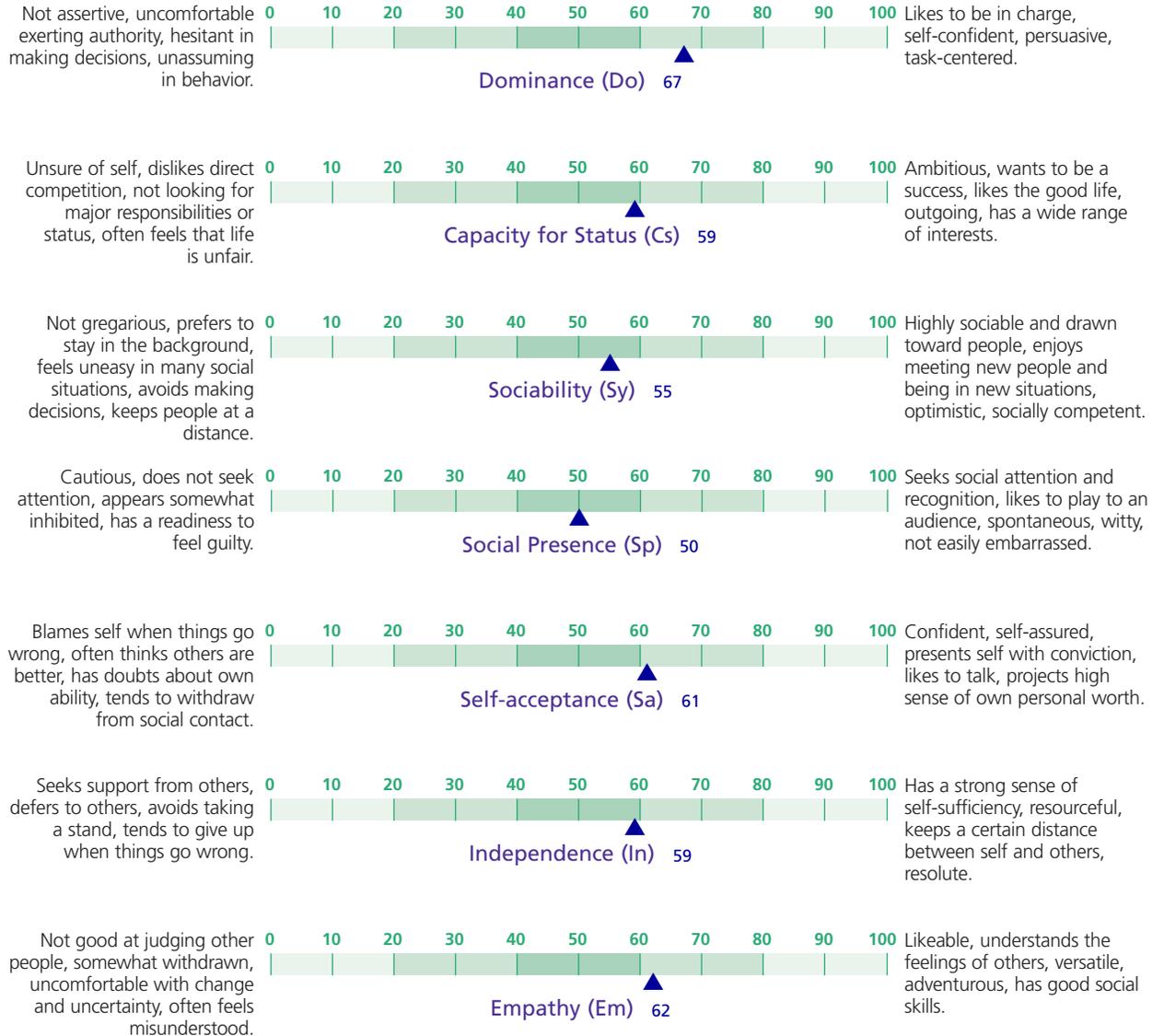
DETAILED RESULTS

In this section, your scores on 26 separate measures are reported, grouped into five broad categories:

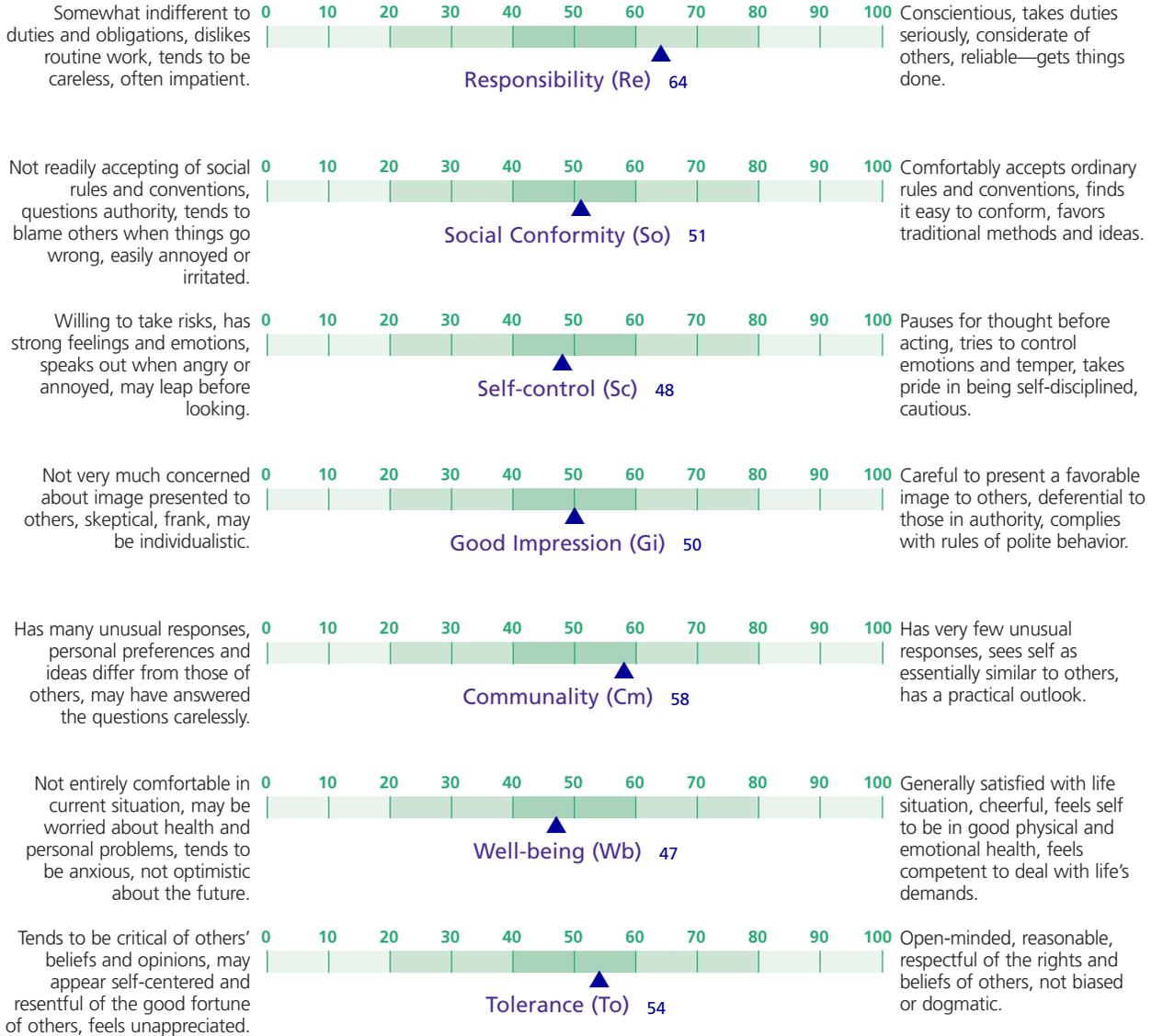
1. Dealing with others
2. Self-management
3. Motivations and thinking style
4. Personal characteristics
5. Work-related measures

Scores are reported in standardized form, based on a norm sample of 6,000 persons (3,000 men, 3,000 women). For each scale, 50 is the norm-based midpoint. The lower the score, the more relevant the comments to the left of the graph will be; the higher the score, the more relevant those to the right of the graph will be.

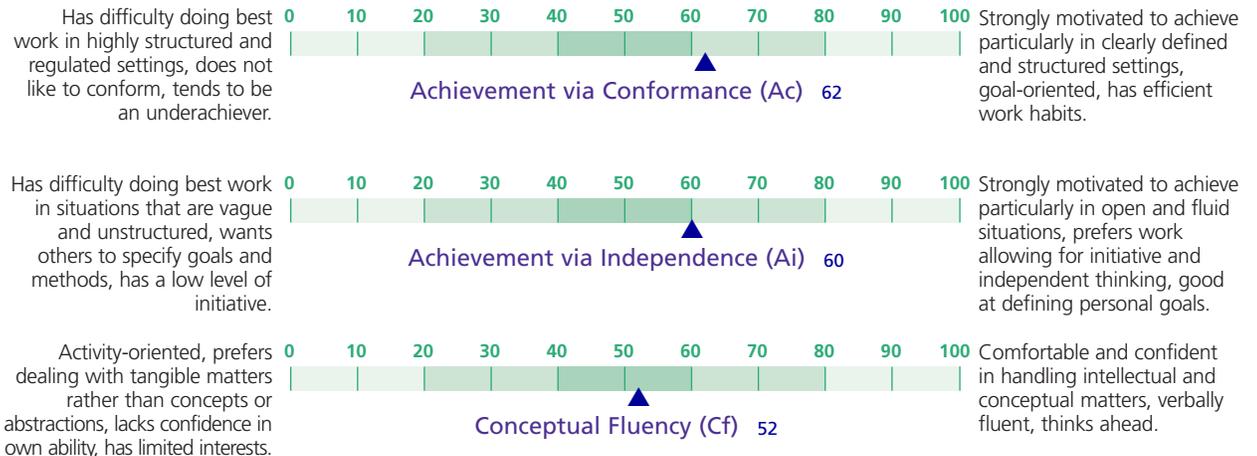
DEALING WITH OTHERS



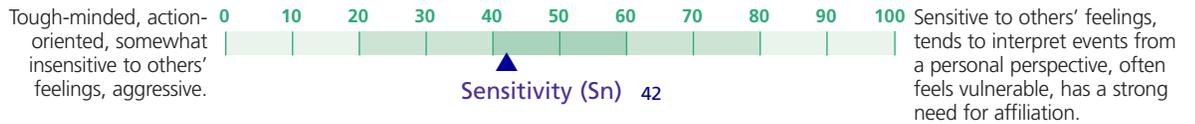
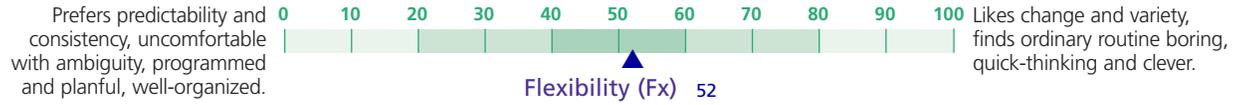
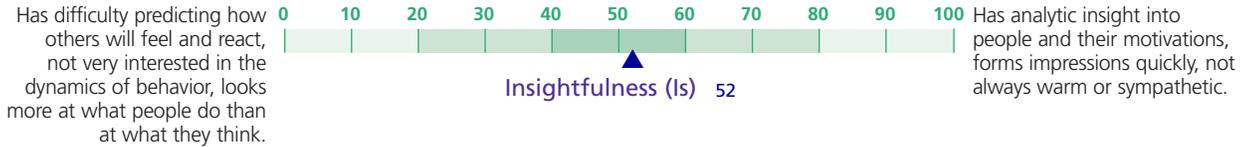
SELF-MANAGEMENT



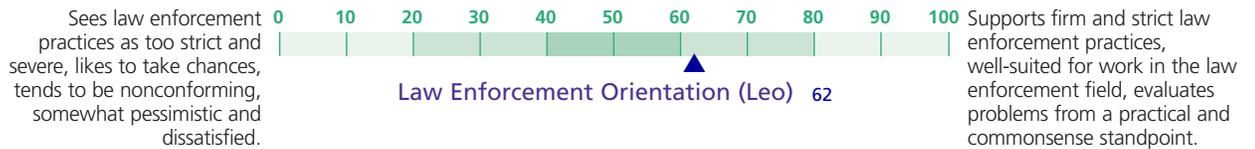
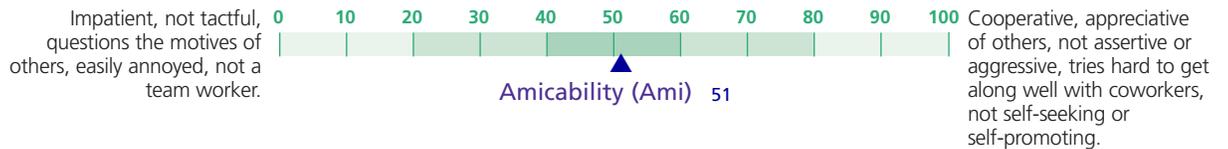
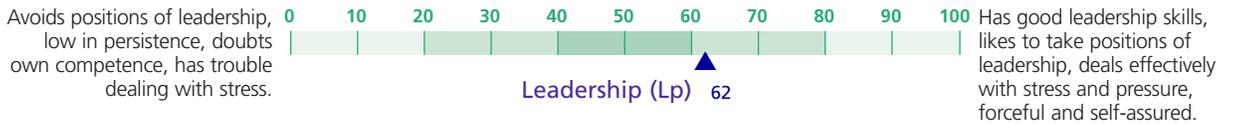
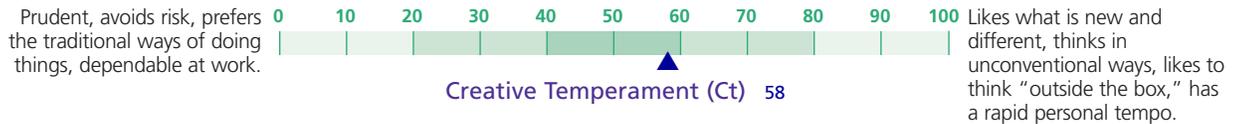
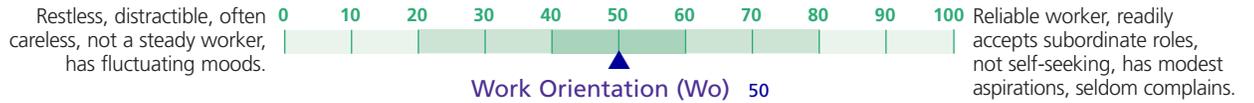
MOTIVATIONS AND THINKING STYLE



PERSONAL CHARACTERISTICS



WORK-RELATED MEASURES



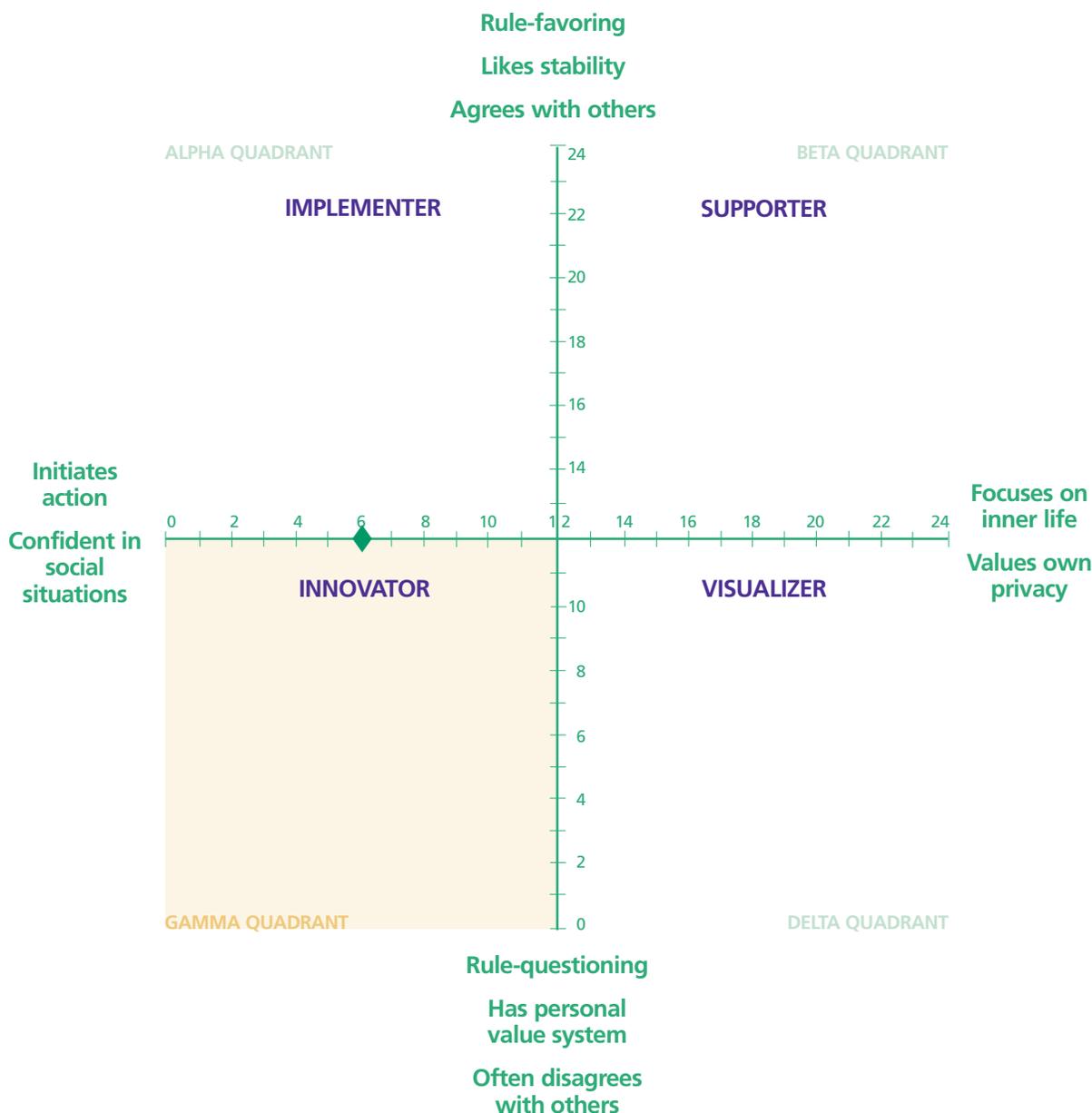
RECOGNIZING YOUR PERSONAL PERSPECTIVE

Psychological measurements are always approximations and estimates, not precise indicators. Because of this margin of uncertainty, you should use your own judgment as you review your results on this instrument. The report suggests what higher and lower scores on each scale signify about your temperament and behavior, but these remarks must be viewed in the context of what you know about yourself. Of course, there would be no reason to take the inventory if nothing new or unanticipated turned up. The goal of this report is to give a balanced, true-to-life picture to help you in gaining a better understanding of yourself. If anything in the report seems strange or incorrect, you should discuss these matters with the person who arranged for you to take the CPI 260 instrument.



LIFESTYLE DIAGRAM SUPPLEMENT

The Lifestyle diagram plots the respondent's scores on two measures of the CPI 260® instrument. On the first measure, vector 1, lower scores indicate that the respondent tends to be more self-confident, sociable, and gregarious, while higher scores on this measure suggest that the respondent is more detached and protective of his or her privacy. On the second, vector 2, lower scores indicate that the respondent is more adventurous, unconventional, and independent, whereas higher scores indicate a respondent who is more rule oriented, conscientious, and cautious. The intersection of these two vectors creates four quadrants, or lifestyles, into which the respondent's scores can be plotted. The scores for the vectors are in raw score units ranging from 0 to 24, while most other measures on the CPI 260 are reported in standardized scores, ranging from 0 to 100.



CPI 260™
COACHING
REPORT for
LEADERS

B Y S A M M A N O O G I A N

IN CONSULTATION WITH

HARRISON GOUGH • ROBERT DEVINE • DAVID DONNAY



Report prepared for
Harry Redinger
August 06, 2012

Interpreted by **Rob Devine**
CPP, Inc. - CPI 260 Certification Program



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.

- Like most successful leaders, you probably demonstrate a perceptive understanding of your own feelings and behavior and insight into the nuances of interpersonal behavior. You likely are well aware of how your behavior is interpreted and experienced by others and can adjust your actions accordingly for maximum effect.
- You are generally in touch with and accepting of who you are. You generally display a secure-with-yourself style of interacting, and this style makes it easy for others to know what to expect from you and to work with you.



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 tend to be self-disciplined but nonetheless able to express your emotions in the appropriate situations. Others likely experience you as genuine and dependable, seeing you as someone who does not act out of self-interest or take advantage of others.
- You are likely seen as a team player who supports organizational norms and goals. You probably like to anticipate and plan for the unexpected and to carefully execute and monitor strategies you have mapped out beforehand. Others likely see you as being accomplished at keeping systems running smoothly.



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.

- Like other effective leaders, you generally have displayed a confident and mostly optimistic approach to work and working with others; you tend to recover quickly from setbacks and persist even in the face of adversity and roadblocks.
- However, your current physical and emotional resources appear to be depleted for some reason; you seem to have low levels of energy, interest, or engagement. It is possible that you are feeling the effects of excessive pressure, such that worries and doubts are distracting you and draining your energy.
- **SUGGESTED ACTION STEP:** Evaluate your current health, work-life balance, and potential for burnout; if appropriate, consider working with your Human Resources Department to identify and correct the causes of your low energy and high stress.

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.
- Others may experience you as extremely willing, able, and inclined to make decisions, take control, and exercise authority over other people.
- You may have difficulty sharing power with others or delegating authority, and others may see you as not flexible enough to vary your leadership and interpersonal style to fit different situations.
- **SUGGESTED ACTION STEP:** Ask trusted colleagues if they think you could improve your effectiveness by moderating the forcefulness or intensity of your style or by placing a greater emphasis on cooperation.



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.
- Like other leaders, you probably attempt to work within the rules, policies, and procedures that are part of organizational life; you generally plan the work and work the plan.



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.

- You appear to have an even stronger sense of responsibility than most leaders and place a very high value on honesty and forthrightness; hence, you likely consider it very important that you and others accept fault or criticism when deserved. You probably think harshly of those who shirk responsibility.
- Others are likely to see you as extremely well suited to positions of leadership and decision-making responsibility.
- You likely display high, even exacting, standards for yourself and others, even though some people may experience you as rigid, critical, and judgmental. Your discomfort with risk, ambiguity, and imperfection may lead you to be overly cautious.
- **SUGGESTED ACTION STEP:** Given your role and responsibilities, consider whether your strict ethical and critical style negatively affects your leadership effectiveness and whether you appropriately balance risk and reward.



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 tend to be about as willing as other executives and managers to make unpopular decisions or decisions that go against the prevailing sentiments.
- You are likely more confident, assertive, and initiating in your decision making than most other executives and managers. Some people may experience your decisiveness as forceful, dominant, direct, urgent, and uncompromising.
- You may not be as inclusive, democratic, or participatory in your decision-making style as are other executives and managers.
- **SUGGESTED ACTION STEP:** Look for ways to engage others in your decision-making process, especially less vocal and less assertive coworkers and the ones who typically have views and opinions different from your own.

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*.

- Like most other executives and managers, you are probably reasonably comfortable meeting other people, and others likely experience you as outgoing and sociable.
- As a coworker and team player, you probably attempt to fit in and be considerate of others to the same extent as most other executives and managers; others tend to see you as cooperative, approachable, and friendly.



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*.

- Others likely experience you as being about as friendly and easy to be around as other executives and managers, and you are apt to demonstrate about the same level of care and concern for others.
- You tend to take a "what you see is what you get" view of other people's behavior, and therefore you may not be aware of or interested in the underlying or less obvious psychological dynamics at play.
- Coworkers, especially direct reports, may not share with you the real reasons for certain problems because they experience you as uninterested or as unwilling to respond to certain issues of a subjective but interpersonal nature.
- **SUGGESTED ACTION STEP:** Consider participating in a leadership development course or program targeted at increasing your interpersonal sensitivity, awareness, and understanding.



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 likely less inclined than other executives and managers to be trusting of and receptive to other people.
- Some people or groups may feel that you are particularly unreceptive to their suggestions or ideas.
- Like other executives and managers, you probably strive to balance creativity with practicality by encouraging a wide array of inputs, ideas, and suggestions while keeping discussions moving ahead toward practical results.
- **SUGGESTED ACTION STEP:** Ask coworkers if they think you are sufficiently open and receptive to the ideas and inputs of others. Try to identify any pattern of bias for or against types and sources of information, and work on taking other people's ideas more seriously by trying to determine why you might previously have rejected them out of hand.



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 reasonably assertive, confident, and able to present your views, opinions, and decisions to coworkers and are probably inclined to take on tasks and responsibilities for yourself.
- Like most other executives and managers, you may be effective in balancing self-directed actions with trusting and depending on others. When delegating, you may provide clear direction but be flexible and adaptable in allowing other people to give input and share in the decision-making process.
- You likely are interpersonally effective and use this ability to win the cooperation of others and motivate them to contribute their energies and get behind the mutual effort.

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 probably can usually generate original and innovative ideas and solutions; others likely see you as being as creative and innovative as most other executives and managers.
- You appear to be willing and able to confidently offer innovative ideas and suggestions, even without support from others.



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, and you likely do so more assertively.
- You probably are reasonably sensitive to other people's situations and emotional states and readily able to modify the delivery, tone, and timing of difficult news.
- You may have an assertive, direct manner that intimidates others, and this may affect people's willingness to actively participate in problem resolution.
- **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 are probably as willing as other executives and managers to discuss and consider alternative or novel solutions and courses of action and are likely able to make timely decisions both when entering new territory and when following established paths.
- Like other leaders, you seem to be inclined to take action in a way that balances patience and interpersonal sensitivity with a concern for meeting business goals and achieving results.

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.

- Like most other managers and executives, you are apt to generally display a self-assured, autonomous style of thinking and operating. You likely communicate to others that you are confident in your ideas, but not so forcefully as to seem unable or unwilling to listen, discuss, and negotiate alternatives.
- Others probably see you as positive, poised, and assertive. Your self-confidence may allow you to hold up under the pressures of taking on responsibilities and to bounce back from setbacks and hurdles you encounter in pursuing the organization's vision.



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.

- Like most other executives and managers, you seem to be comfortable taking new and different approaches to problems or situations and receptive to changing the way the work gets done. You also seem to be like other leaders in how you balance risk and potential reward.
- You are probably as comfortable as other executives and managers discussing your own and others' emotional or subjective reactions to change and transitions.



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, assertive, and forceful in dealing with others.
- Your confidence and assertiveness likely allow you to influence and persuade others, but they may at times see you as harsh, overbearing, or pressuring.
- You may be less inclined than other managers and executives to look for compromises and seek win-win solutions. Others may experience you as pushing your own agenda too hard and not valuing or appreciating the views, beliefs, and opinions of others.
- **SUGGESTED ACTION STEP:** Solicit feedback from the person to whom you report and your coworkers to determine whether you need to moderate your dominating style and wield influence more subtly. You might consider looking for compromise and win-win solutions.



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 probably similar to those of most other executives and managers.
- Like most other executives and managers, you likely enjoy meeting new people, are able to sustain relationships, and are skilled in making formal and informal presentations. You seem to have the necessary spontaneity, poise, and verbal fluency to do well in a wide variety of social situations.
- You are probably comfortable being in the limelight and being seen as responsible and in charge.

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
SELF-MANAGEMENT			
1. Self-Awareness	■		
2. Self-Control	■		
3. Resilience		■	
ORGANIZATIONAL CAPABILITIES			
4. Use of Power and Authority	■		
5. Comfort with Organizational Structures	■		
6. Responsibility and Accountability	■		
7. Decisiveness	■		
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill	■		
9. Understanding Others			■
10. Capacity for Collaboration			■
11. Working with and Through Others	■		
PROBLEM SOLVING			
12. Creativity	■		
13. Handling Sensitive Problems	■		
14. Action Orientation	■		
SUSTAINING THE VISION			
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.

