# CPI 260™

# COACHING REPORT for LEADERS

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Report prepared for

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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.

*This report is based on data collected at the Center for Creative Leadership® (CCL®). Data from more than 5,600 workshop participants enrolled in CCL's Leadership Development Program from 1995 to 1996. Center for Creative Leadership and CCL are registered trademarks owned by the Center for Creative Leadership.

## 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 probably less aware of your own thoughts and feelings than most other executives and managers or less self-accepting, possibly leading you to doubt your own abilities. You may be experienced by others as lacking in self-assertiveness, or others may see you as overly conventional and unlikely to challenge the status quo.

- Your ability to be aware of and respond to the needs and feelings of others may be less developed than that of other leaders. As a result, others may experience you as unresponsive or nonsupportive in understanding or helping them solve their problems.

- SUGGESTED ACTION STEP:   Attend one of the many extended leadership development programs that focus on and help enhance self-awareness and interpersonal sensitivity. If this is not possible, discuss with your Human Resources Department what available resources might fit your needs.

### 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 may be an effective turnaround or change agent; you may be effective in working around organizational bottlenecks and administrative bureaucracy.

- Others may see you as self-centered and insufficiently attentive or responsive to the needs, feelings, and agendas of coworkers; further, you may be seen by others as careless and unconcerned about deadlines, details, and commitments.

- There may be significant gaps between your current interests, skills, and abilities and the interpersonal style and behaviors of most other successful executives and managers, as well as the demands and expectations of most organizations.

- SUGGESTED ACTION STEP:   You can improve your overall effectiveness by learning to act and express your emotions with more regard for the effect they have on the perceptions, reactions, and resistance of other people and the organization.

### 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.

- 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.

- You appear to be more pessimistic, more self-critical, and less self-assured than most other executives and managers.

- You may have a limited appetite for additional stress, pressure, or responsibility at the present time, and others may see you as tentative, unsure of your ability to contribute, and reluctant to "step up to the plate."

- 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 address 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 seem to be significantly less confident, assertive, and forceful than most other executives and managers.

- You are probably less inclined than most others in leadership positions to manage your emotions and general manner of interacting with people; as a result, others may perceive you as either impulsive and self-indulgent or rebellious and undisciplined, especially when leadership situations or positions of authority are forced on you.

- You appear to be less willing than other leaders to make decisions or to use authority to command the attention of other people, and you may either too readily accept a subordinate position or take a rebellious, resistant stance to the authority of others.

- SUGGESTED ACTION STEP:   With the assistance of your Human Resources Department or an external consultant, evaluate the fit between your personality and career goals and your current job and career path.

### 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.*

- You are likely to have less respect for the prevailing customs of the organization than most other managers and executives. Your willingness to take chances or bend the rules may lead others to question your value as a team player.

- Others may question your commitment to the organization and your willingness to fit into its culture because of your tendency to push back against what you view as the constraints of organizational structure and convention.

- Others may have difficulty predicting what you will do in many situations, and they may have reservations about your value as a work-group member.

- SUGGESTED ACTION STEP:   With the help of performance feedback, your Human Resources Department, or an external consultant, assess the fit between your motivation for career advancement and your job satisfaction in relation to your personality, current job and employer, and management style.

## 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 likely consider yourself less willing and less able than most other executives and managers to assume leadership roles with significant responsibility, and others probably see you in a similar light.

- You may be personally responsible, conscientious, and dependable, but you seem to be less so than other executives and managers and less willing to assume responsibility for the actions of those under your managerial direction.

- Others may see you as immature, impulsive, or undisciplined, and they may complain that you avoid taking responsibility for your own actions.

- SUGGESTED ACTION STEP:   Ask others who know your work style whether issues of responsibility, conscientiousness, or dependability may be affecting your effectiveness and potential for leadership advancement.

## 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 appear to be less willing and able than other executives and managers to make decisions that affect other people and less inclined to defend the decisions you do make.

- Your decisions may be more influenced by the opinions of others than are those of most other executives and managers, and you may be more inclined to alter your decisions in the face of external pressures or challenges.

- SUGGESTED ACTION STEP:   Look for opportunities to take on more leadership roles, both at work and in the community, so that you can practice and refine your leadership and decision-making skills. Discuss with other leaders, especially more seasoned ones, how they learned to make decisions and be comfortable doing so.

## 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.*

- You appear to be unlike most other executives and managers in that your coworkers are likely to experience you as argumentative and challenging rather than friendly, approachable, and conciliatory. Others may perceive you as acting competitively or out of self-interest, not in the best interests of the team or work group.

- You can probably confront people and tackle task-related issues without concern for how your actions will affect your popularity or likability.

- You may be more comfortable working alone or with a small number of coworkers than on teams; you may experience many of the social and interpersonal demands of team and leadership activities as burdensome or stressful.

- SUGGESTED ACTION STEP:  Ask each of several trusted coworkers to suggest three specific ways you can become a better, more cooperative, and more approachable 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.*

- You may be less likely than other executives and managers to be described by team members or colleagues as compassionate, considerate, and caring.

- You may experience stress or discomfort in work environments that involve a team mentality, interpersonal closeness, or a heavy reliance on interdependence.

- Others likely experience you as more task oriented than people oriented. You may not be interested in or able to easily grasp interpersonal dynamics.

- SUGGESTED ACTION STEP:  Consider participating in a leadership development course or program targeted at increasing your interpersonal sensitivity, awareness, and understanding. Evaluate whether you are more satisfied as an individual contributor than in a management role.

### 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 less inclined than other executives and managers to be trusting of and receptive to other people.

- You may be less willing than other executives and managers to entertain and seriously consider new ideas, new approaches, and nontraditional data sources.

- Most other people are likely to experience you as conservative and conventional; some may see you as consistently challenging or rejecting innovative, or possibly merely different, ideas.

- SUGGESTED ACTION STEP:   Solicit feedback from the person to whom you report and your coworkers as to whether your effectiveness could be enhanced if you were more open to alternative ideas of others or more open to listening to and working with a wider range of coworkers or approaches.

### 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 may not express a real interest in a managerial role or derive much satisfaction from taking on managerial responsibility for others.

- Others may sense your hesitation to assert yourself, take confident action, and assume managerial duties. Superiors may be inclined to give you less managerial or supervisory responsibility; further, your direct reports may be unsure about getting behind initiatives under your direction.

- SUGGESTED ACTION STEP:   If you are currently in a managerial role over other people, assess your degree of job satisfaction. If you are less satisfied than you want to be, consider whether this may be due to a poor fit between the demands of managerial tasks and your needs, interests, and skills. You might either work to enhance your fundamental managerial skills or find a role for yourself as an individual contributor.

## 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 tend to be practical, conservative, and conventional, preferring the status quo over innovation. As a result, you are not likely to be seen as a creative problem solver; indeed, others may see you as inflexible and resistant to change.

- You likely strive for harmony and may not enjoy or tolerate even moderate levels of tension and conflict that might be necessary to increase the level of creativity as more alternatives are generated and debated.

- You appear to be less confident than most other managers and executives in assertively presenting and defending your ideas in the absence of group support.

- SUGGESTED ACTION STEP:  Seek out coworkers you respect and view as creative and ask them to suggest ways you can improve your ability to generate creative solutions to problems. One suggestion: Try to brainstorm about options before you impose the limits and constraints of pragmatic concerns; before discarding a solution, spend some time considering how any possible limitations might be overcome.

### 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 less willing than other executives and managers to confront employees´ performance problems and other sensitive issues. You likely take a passive approach or delay getting involved.

- You are probably less likely than other executives and managers to convey to others a sense that you are sensitive to and considerate of their needs and feelings. Some may describe you as distant, unconcerned, and not involved in dealing with and solving personnel problems.

- SUGGESTED ACTION STEP:   Through your Human Resources Department, seek training in performance management issues and in handling difficult personnel situations.

## 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 less inclined than other executives and managers to take actions that deviate from established paths. You more likely act to maintain the status quo than to effect change.

- Others likely experience you as persistent and more inclined than other leaders to "work the plan" without change or deviation. When forced to act in response to change, you may feel uncomfortable moving out of your usual style, even when it is less than effective.

- You may be especially slow to act in unpredictable or uncertain situations or may require more information than other executives and managers to feel ready to take action.

- **SUGGESTED ACTION STEP:** With the help of feedback from coworkers, evaluate the fit between your work and leadership styles and the demands and expectations of your current role. Solicit feedback from the person to whom you report and your coworkers that will allow you to evaluate how well you balance reflection, analysis, and deliberation with taking action.

## 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 may be less self-assured, poised, and assertive than other executives and managers. In many situations you may appear hesitant and less willing than they to express your thoughts, opinions, and views.

- You may be able to work cooperatively in a team situation but may be reluctant to act independently without supervision and support.

- You may not project self-confidence consistently enough to convince others in the organization that you can fill positions of significant responsibility, high visibility, and decision-making authority over other people.

- SUGGESTED ACTION STEP: To build your self-confidence, consider working with a mentor who knows your organization well or become involved in a community-based organization and volunteer to serve in a leadership capacity that would be a "stretch assignment" for you. Work with your Human Resources Department or an external consultant to assess the fit between your personality and work style, your career goals and expectations, and your current job/career path.

### 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 seem to be less comfortable than other executives and managers taking new and different approaches to problems and doing things differently, while at the same time you seem to be more comfortable being demonstrative and more inclined to act on or express your thoughts and feelings.

- Others may see you as skeptical or even resistant to change. When change occurs, they may criticize you for being slow to adapt to it. In the extreme, others may find you rigid and stubborn, especially during times of flux or crisis.

- Others may consider you a "loose cannon" or immature, impulsive, and self-indulgent; in the extreme, you might be seen as overly emotional or self-absorbed in your resistance to 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 may be less assertive than most other executives and managers and less inclined to work to influence or persuade others.

- Others are not likely to see you as confident or poised; hence, they may not be strongly influenced by your words, actions, and ideas.

- SUGGESTED ACTION STEP:  Complete a leadership development course or program designed for your current level of experience and responsibility.

### 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.

- You seem to be less comfortable than other executives and managers with work and social settings that require you to constantly meet new people, sustain relationships, and make formal and informal presentations.

- You are probably less comfortable than most other executives and managers being at the center of action. Your low-key approach and avoidance of the limelight may give the indication that you lack ambition and confidence.

- You may be uncertain about your long-term goals and aspirations, less driven by the traditional incentives of pay and position than other executives and managers, and less willing to make personal sacrifices to advance your career.

- SUGGESTED ACTION STEP:  Understand and accept that you are motivated or driven by somewhat different personal needs, expectations, and aspirations than most of your executive or managerial colleagues and that this may influence what kinds of jobs, duties, and organizations will best meet your needs. Your discomfort with visibility might suggest that you are more comfortable either as an individual contributor or in a more subordinate role at the present time.

# 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.