

MEASURING LEADERSHIP CULTURE

PERSONAL FEEDBACK AND DEVELOPMENT REPORT

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INTRODUCTION

Measuring Leadership Culture (MLC) is a process designed to assist organisations and individuals to enhance their leadership performance in a more systematic and professional way. Irrespective of whether you work in a management, supervisory, technical or professional role, the ability to influence and build relationships is an integral part of leadership.

This report provides feedback on 8 core leadership behavioural characteristics that form the framework of MLC. These are:

Developing Expertise; Thinking & Planning; Communicating Expectations; Structuring Tasks; Leading the Team; Building Relationships; Focusing on Quality and Achieving Results.

HOW TO USE THIS REPORT FOR SELF-DEVELOPMENT PURPOSES

The Personal Feedback and Development report identifies how you currently approach the leadership dimension of your role. It describes those behavioural characteristics where more or less emphasis should be given in order to increase personal effectiveness in a variety of business situations.

The report provides a 'snapshot' of the current emphasis given to each of the behaviours. The feedback is based on leadership behaviour – not personality. Leadership behaviour can be changed or modified; therefore you do have control over your future development and performance in this important area.

The next page shows summary of results with your Self-assessment scores denoted by a number along each scale. Higher scores indicate where you have been focusing your time and energy in the last 3-6 months and low scores indicate the opposite. Often, the priorities within your organisation will determine where you invest your time and energy.

The Benchmarks or shaded area along each scale will assist you to compare your scores with the 'ideal' ranges associated with the role. An overall Development 'Gap' score is also provided which calculates how far your scores are from the centre of each Benchmark range.

Further detailed information is provided on the following pages. The profile gives examples of possible behavioural indicators associated with each score so the results can be anchored to the real 'world of work'.

Development Activities are also provided to enhance performance. These Development Activities are intended as prompts or suggestions – they are not comprehensive and other ways of helping you to develop may also be appropriate.

The report may also provide feedback on the 8 behavioural characteristics from the perspective of an individual's Boss, Peers and Direct Reports. This feedback data provides a different view of how an individual is perceived to operate in their current role.

If Observers data is provided their scores will be denoted by a solid black line at the bottom of each scale. Their scores are also included in the overall Development 'Gap' score calculation.

An observer agreement rating is generated for Peers and Direct Reports scores only:

High: All observer ratings fall within a 30% Range

Medium: All observer ratings fall within a 50% Range

Low: Observer ratings fall outside a 50% Range.

HOW TO USE THIS REPORT FOR COACHING PURPOSES

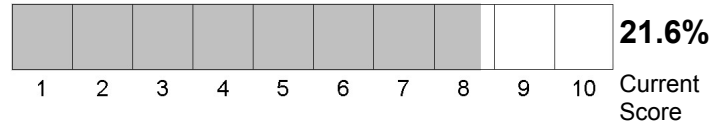
This report provides only one source of information about leadership performance and it is important to recognise that other forms of evidence will exist. The report should be interpreted within this wider context.

Before implementing the Development Opportunities that are based on the results presented here, it is important to check the report and ensure that its comments are supported by observations of the individual at work.

This report be used in conjunction with other 'best practices' within an organisation.

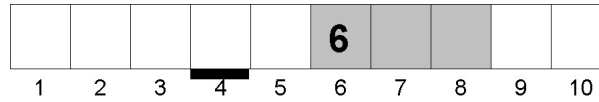
PROFILE SUMMARY

DEVELOPMENT GAP SCORE



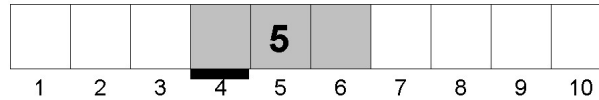
Developing Expertise

Keeps up to date with products, services, systems and procedures.



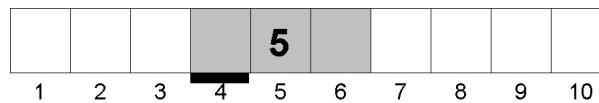
Thinking and Planning

Anticipates potential problems and opportunities within the planning process.



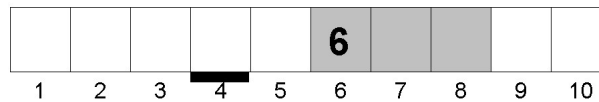
Communicating Expectations

Sets measurable performance standards, objectives and goals to be achieved.



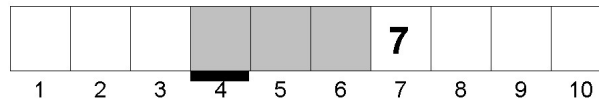
Structuring Tasks

Demonstrates a systematic approach to organisation and administration



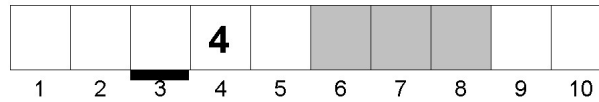
Leading the Team

Provides leadership which utilises the full potential of the team.



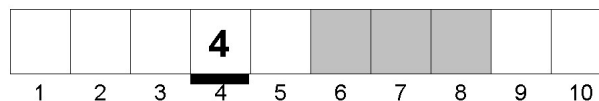
Building Relationships

Works closely with other departments to build effective relations.



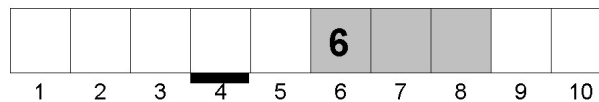
Focusing on Quality

Improves quality and service standards by paying attention to detail.



Achieving Results

Focuses on producing results through encouraging high achievement.

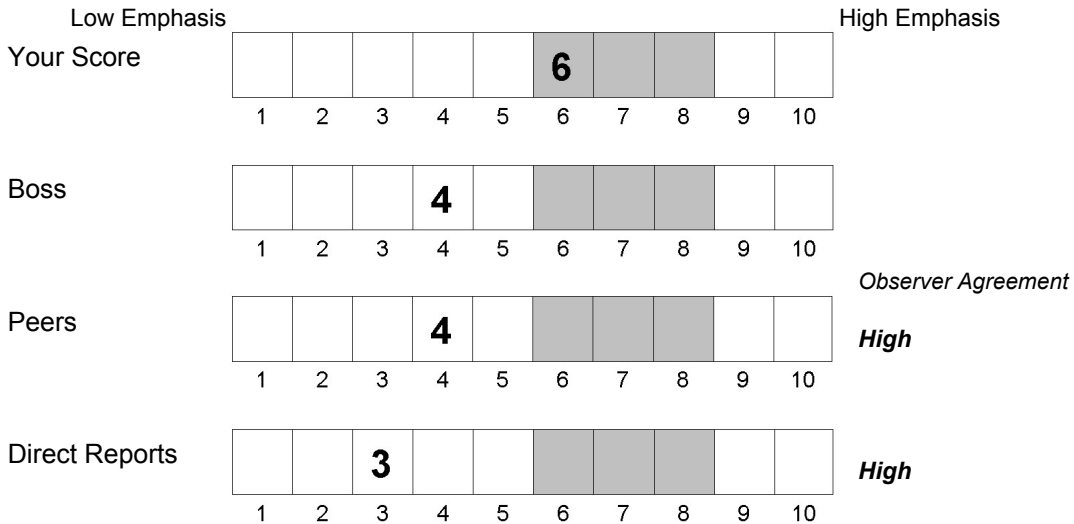


The benchmark or shaded areas illustrate the 'ideal' range for the given role based on research. The number along the scale of each behavioural characteristic denotes the self assessment score and the black bar below the scale, a combination of observer scores. The gap score percentage figure is calculated by comparing the self and observer assessment scores with the benchmarks.

Please note that the 1-10 scale used for the Report is called a Sten Scale. Sten simply means the standard tenth of a normal distribution. Approximately 16% of the population would score in Stens 1-3 and 16% in the range 8-10. The other 68% of the population will score in the middle range of Stens 4-7.

Developing Expertise:

Keeps up to date with products, services, systems and procedures.

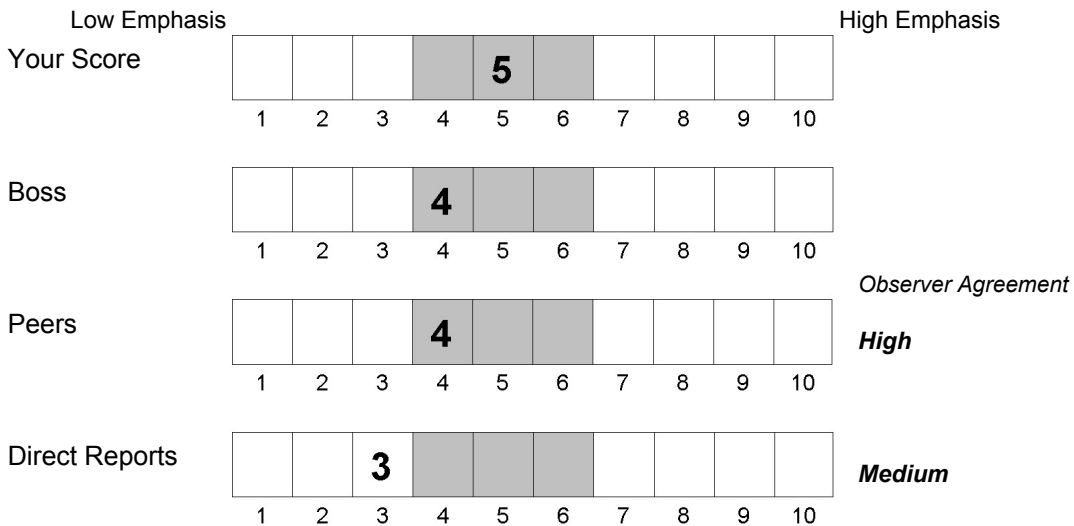


Possible Behavioural Indicators:

- May invest time keeping up to date with company information.
- May be able to answer most standard questions relating to non-technical issues.
- May have an 'eye for detail'.
- May refer others to known technical 'experts' within the organisation.
- May have a good understanding of how other departments or functions operate.

Thinking and Planning:

Anticipates potential problems and opportunities within the planning process.

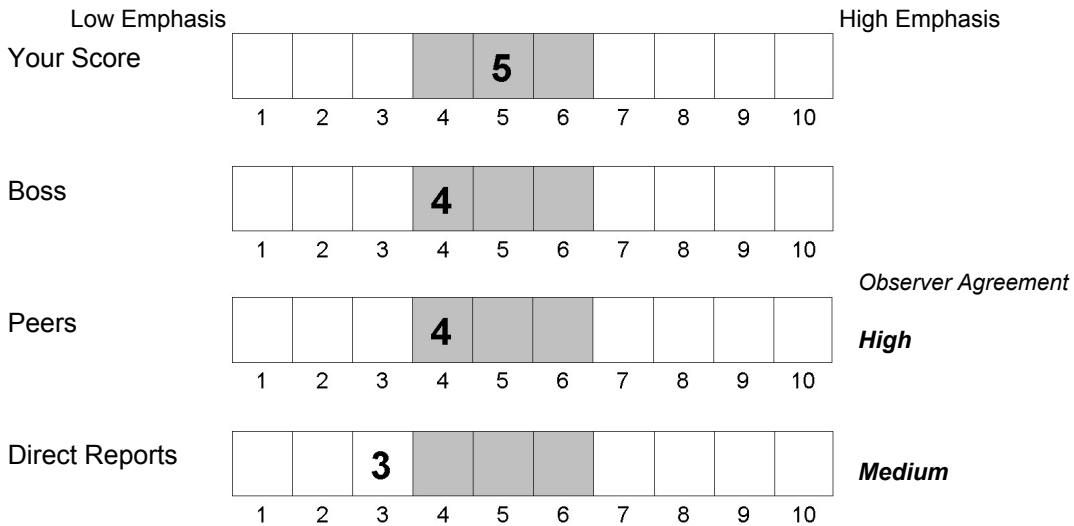


Possible Behavioural Indicators:

- May anticipate problems or issues before they arise.
- May ask 'what if' type questions to identify potential risks.
- May adopt a logical approach to achieving results.
- May be an analytical problem solver and decision maker.
- May validate information before taking action.

Communicating Expectations:

Sets measurable performance standards, objectives and goals to be achieved.

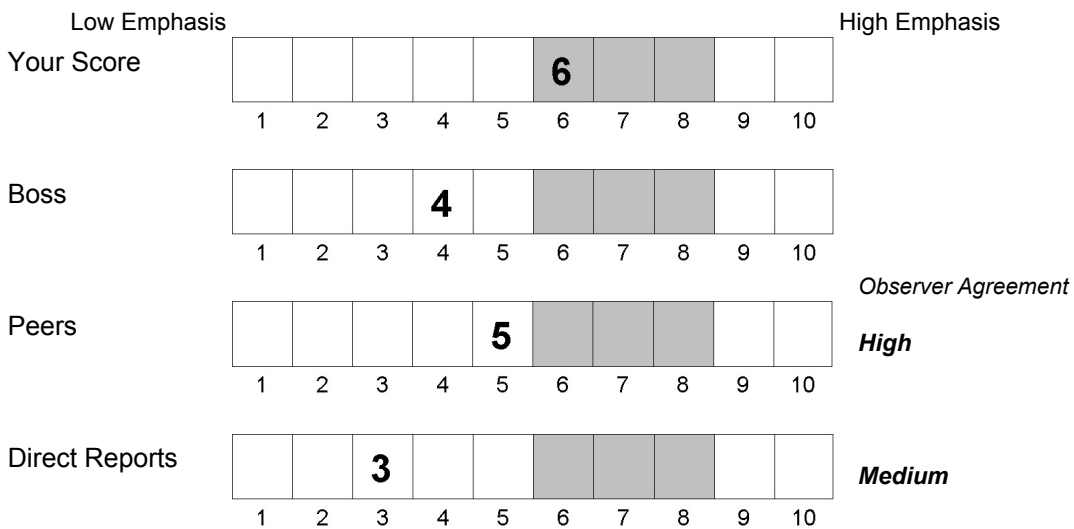


Possible Behavioural Indicators:

- *Maybe comfortable articulating performance standards.*
- *May keep others informed about important changes.*
- *May check understanding of information given or received.*
- *May be recognised as an 'effective' two-way communicator.*
- *May provide a constant flow of information.*

Structuring Tasks:

Demonstrates a systematic approach to organisation and administration

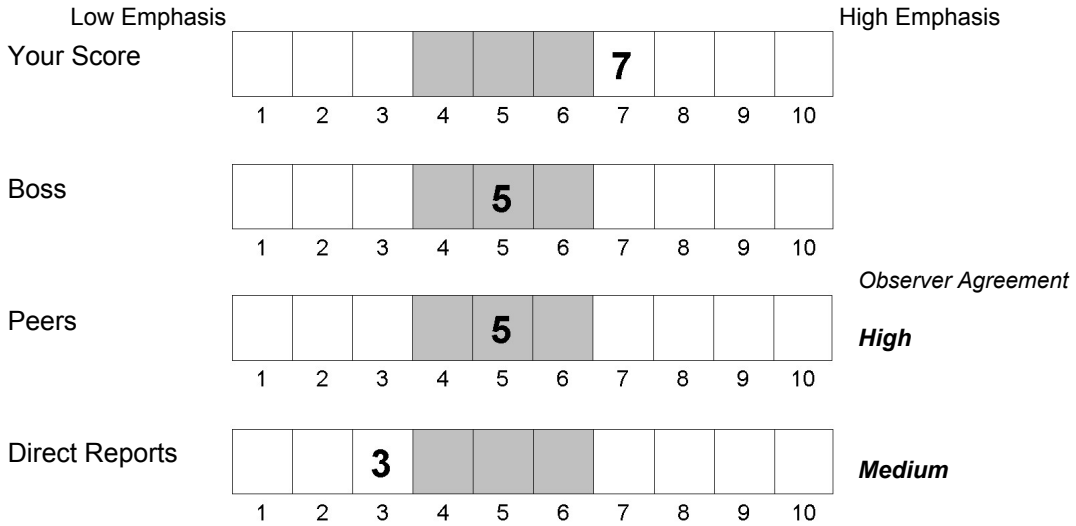


Possible Behavioural Indicators:

- *May take an organised and systematic approach.*
- *May adhere to policies, systems and procedures.*
- *May enjoy dealing with administration and paperwork.*
- *May be an effective time manager.*
- *May prioritise tasks to be achieved.*

Leading the Team:

Provides leadership which utilises the full potential of the team.

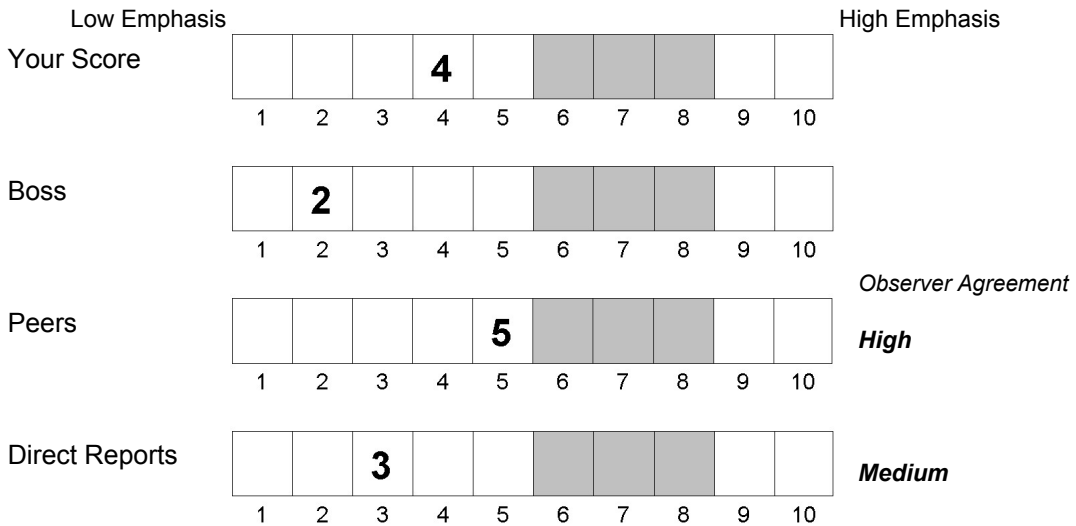


Possible Behavioural Indicators:

- May encourage others to participate in problem solving and decision-making.
- May value the opinions of others.
- May be willing to delegate on a selective basis.
- May promote individual initiative.
- May utilise the unique talents within the team.

Building Relationships:

Works closely with other departments to build effective relations.

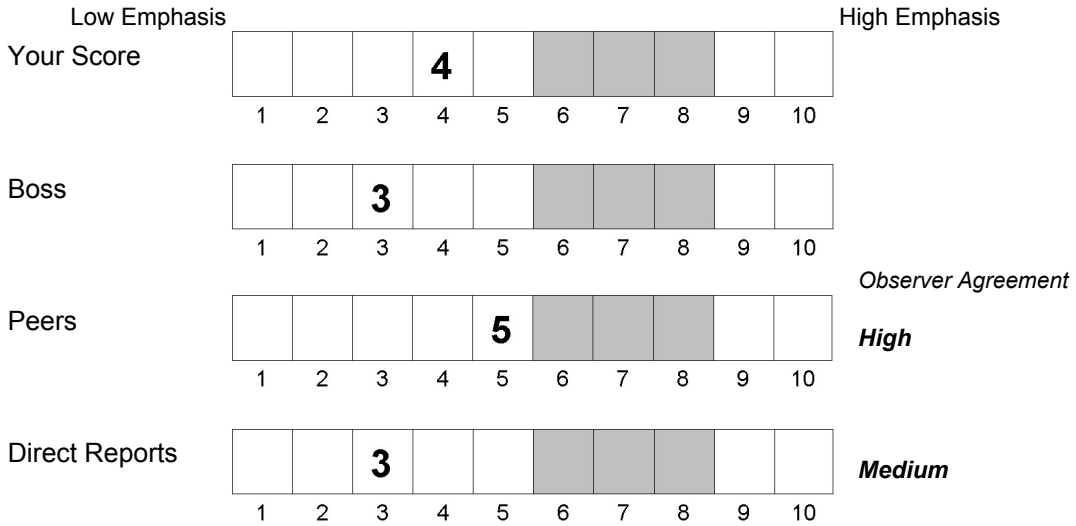


Possible Behavioural Indicators:

- May be co-operative and supportive towards others.
- May offer assistance without being asked.
- May actively listen and accommodate differing views.
- May adopt a proactive approach to relationship building.
- May sacrifice self-interest for others.

Focusing on Quality:

Improves quality and service standards by paying attention to detail.

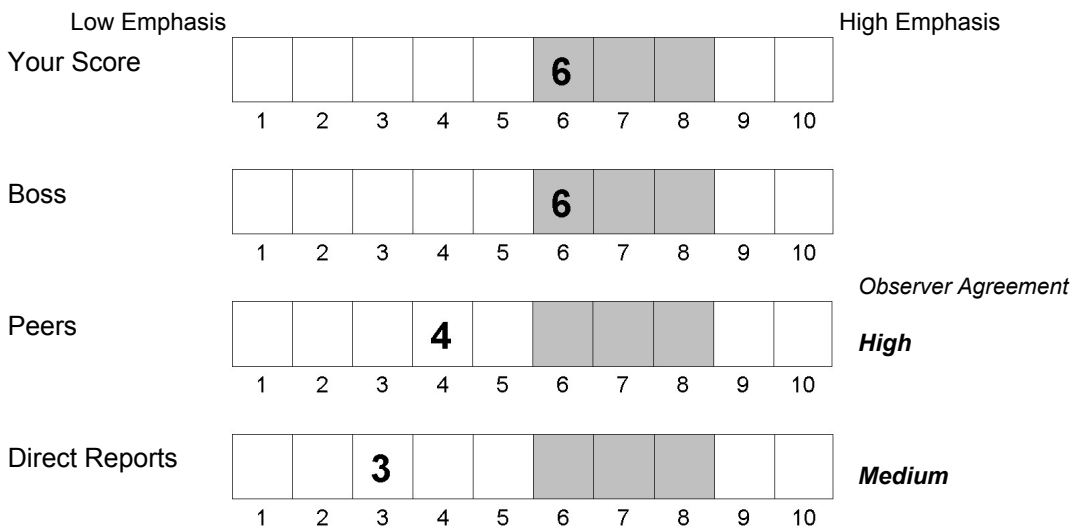


Possible Behavioural Indicators:

- May recognise the impact of quality on the 'bottom line'.
- May strive to achieve service excellence.
- May try to get things right the first time.
- May attend to important detail.
- May not be satisfied with 'yesterday's' performance

Achieving Results:

Focuses on producing results through encouraging high achievement.



Possible Behavioural Indicators:

- May motivate others to achieve.
- May be comfortable in a leadership role.
- May be a 'doer' rather than a 'thinker'.
- May focus on achieving performance related results.
- May provide both positive and negative feedback when required.

DEVELOPMENT OPTIONS

Developing Expertise:

Keeps up to date with products, services, systems and procedures.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - Spend a period of time each month in another department to learn what they do. Make sure you have a check-list of areas to cover.
 - Invite 'experts' from other departments to undertake regular presentations at your meetings e.g. 'A day the life of the Marketing department'
 - Invest time to read the relevant literature about your company's products and services; i.e. technical and product manuals, promotional materials, product brochures, leaflets, bulletins, in-house magazines, computer databases etc.
 - Let the company know that you are interested in attending seminars or courses that will enhance your level of expertise.
 - Ask technical 'experts' to test your product, service, systems or procedure knowledge on a regular basis and provide you with feedback.
-

DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively, there may be some development implications that need to be addressed. For example:

- *You may use technical 'jargon' or buzz words that people don't understand.*
- *You may have inadequate focus on non-technical areas which require attention.*
- *You may over complicate issues where there are simpler solutions to the problem.*
- *You may be perceived by others as too much of an academic in your approach.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.

DEVELOPMENT OPTIONS

Thinking and Planning:

Anticipates potential problems and opportunities within the planning process.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - Develop contingency plans for the most commonly occurring problems or issues. Produce a check list for future reference.
 - Agree with the team on a daily, weekly or monthly basis, an action plan for tasks to be completed. Keep comparing 'actual' versus plan.
 - Find out what planning methods and techniques are used by the most successful people in other areas of the organisation. Ask them to share with you any techniques or materials they use in the planning process and implement 'best practice'.
 - Let the company know that you are interested in attending seminars or courses that will enhance your problem-solving and decision-making skills.
 - Ask experienced people in this area to assess your planning and forecasting skills on a regular basis and provide you with feedback.
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DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively there may be some development implications that need to be addressed. For example:

- *You may get immersed in too much detail surrounding planning issues.*
- *You may be perceived as inflexible when dealing with people.*
- *You may spend too much time anticipating problems rather than dealing with the here and now.*
- *You may be perceived as impractical or an 'ivory tower' thinker.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.

DEVELOPMENT OPTIONS

Communicating Expectations:

Sets measurable performance standards, objectives and goals to be achieved.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - Provide feedback to team members on a regular basis in terms of their communication style and their level of skill in this area. Suggest actions to improve performance.
 - Ensure team members are involved in agreeing standards of performance, objectives and goals to be achieved.
 - Schedule regular meetings with individual team members to review their achievements and agree new or revised performance standards.
 - Find out what methods are used by the most successful people in other areas of the business. Ask them to share with you any techniques or materials they use in the planning process and implement 'best practice'.
 - Read books or articles relating to objective setting and performance management systems
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DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively, there may be some development implications that need to be addressed. For example:

- *You may spend insufficient time on people related issues.*
- *You may over- burden people with too much information relating to performance issues.*
- *You may organise too many communication meetings which can be unproductive for some.*
- *You may be perceived by others as 'achiever of results' at any cost.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.

DEVELOPMENT OPTIONS

Structuring Tasks:

Demonstrates a systematic approach to organisation and administration

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - Recognise that time is your most important asset by placing more value on it. Keep a record of how you spend your time and analyse if you have been productive.
 - Ensure you understand all the administration and systems connected with your role e.g. where the work comes from and goes to so you can support timetables and priorities. Undertake a weekly administration review to ensure accuracy and adherence to time tables.
 - Develop a system for making sure that you utilise your time effectively by prioritising actions to be undertaken, e.g. 'A' (action immediately); 'B' (action today) or 'C' (action tomorrow). Repeat morning and evening.
 - Let the company know that you are interested in attending seminars or courses that will enhance your time management skills.
 - Become more detailed orientated. Identify the most common recurring issues within your area of responsibility and develop contingencies plans.
-

DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively, there may be some development implications that need to be addressed. For example:

- *You may be unreceptive to new ideas that could disrupt routine or systems.*
- *You may demonstrate inflexibility or bureaucracy in your dealings with others.*
- *You may discourage individual initiative through promoting conformity.*
- *You may be perceived by others as investing too much time on the administration side of the business and getting immersed in detail.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.

DEVELOPMENT OPTIONS

Leading the Team:

Provides leadership which utilises the full potential of the team.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - 'Walk the job'. Take the initiative and speak to people in their working environment. Discuss new or better ways to utilise their full potential.
 - Analyse the strengths and weaknesses of the team. Use this information for training and development or recruitment purposes.
 - Ensure key people within the team are involved in the problem solving and decision making process.
 - Listen and value the opinions of others even if their ideas conflict with your own. Sometimes, their ideas may be more relevant.
 - Seek opportunities to delegate tasks to key people within the department and monitor their progress and provide support.
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DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively, there may be some development implications that need to be addressed. For example:

- *You may be overly concerned about the sensitivity or feelings of others.*
- *You may be indecisive by resolving problems based on consensus.*
- *You may be unable to take tough people decisions.*
- *You may be perceived by others as compliant and unable act independently.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.,

DEVELOPMENT OPTIONS

Building Relationships:

Works closely with other departments to build effective relations.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - Sometimes small misunderstandings can impact on relationships. If you are encountering difficulties working with peers or another department, ask them what actions you could take to improve the situation.
 - Actively encourage team members to understand what goes on in other departments. By appreciating other people's problems and issues they will recognise how inter-departmental teamwork contributes to building effective relationships.
 - An important message to get across to the team is that individuals can rarely be effective working on their own. If they go out of their way to help others they can usually call upon the co-operation of others in the future.
 - Let the company know that you are interested in attending seminars or courses that will enhance your interpersonal relationship skills.
 - Read books or articles on 'high performance teams'. Research specialist publications on the subject and share your learning with others.
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DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively, there may be some development implications that need to be addressed. For example:

- *You may spend too much time focusing on what's happening elsewhere.*
- *You may be too accommodating to the needs of others.*
- *You may over sell the department's performance and their ability to contribute to others.*
- *You may be perceived by others as 'political' in your relationships*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.

DEVELOPMENT OPTIONS

Focusing on Quality:

Improves quality and service standards by paying attention to detail.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - When dealing with internal or external customers, if you or the department makes a mistake, have a debriefing session. Identify those things that went wrong and the reasons why. Develop plans to avoid similar situations.
 - Utilise the company's quality and customer service performance data. Share the information with the team and encourage them to accept ownership for future changes.
 - Look at new and better ways to improve quality and customer service performance from a department and organisational perspective. Discuss your ideas with your manager and the team.
 - Ask other departments or customers to provide feedback on how effective your team is in providing quality and service. Agree specific areas for improvement with the team.
 - Encourage the team to treat colleagues in other departments as internal customers and support them in all aspects of the work they do. It is the minor detail that contributes to service excellence.
-

DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively there may be some development implications that need to be addressed. For example:

- *You may provide levels of quality and service which are unrealistic and unsustainable.*
- *You may identify too much with the customer to the detriment of the department or organisation.*
- *You may provide excessive quality or service standards without realising the cost implications to the organisation.*
- *You may be perceived by others as too much of a perfectionist in everything you undertake.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.

DEVELOPMENT OPTIONS

Achieving Results:

Focuses on producing results through encouraging high achievement.

DEVELOPMENT ACTIVITIES: Scores below the Benchmark:

To increase your personal effectiveness in this area, choose at least one of the actions below as part of your personal development:

- If your Boss, Peers or Direct Reports have assessed you below the Benchmark requirement for the role and if any of the observer ratings are high, establish their ideas and thoughts on areas for improvement with time scales.
 - Set stretching but achievable targets to be achieved. Explain the reasons behind any sudden changes or increases in the levels to be achieved.
 - Establish performance standards for each person within the team irrespective of their role. Review on a regular basis and agree new ones.
 - Talk to people who are successful in utilising Performance Management Systems. Ask them to share with you any techniques or materials they use which encourages high achievement and implement 'best practice'.
 - Arrange regular assessment and feedback on the performance standards achieved and agree an action plan if necessary.
 - Attend courses or research books or articles on achieving results or productivity through people etc.
-

DEVELOPMENT ACTIVITIES: Scores above the Benchmark:

A high score in this behaviour will not generally be detrimental to performance. However, practised excessively there may be some development implications that need to be addressed. For example:

- *You may become too immersed in achieving results at any cost.*
- *You may not focus on thinking through the implications of actions taken.*
- *You may create unnecessary stress for self and others.*
- *You may be perceived by others as being unrealistic and too demanding.*

Ask your manager or a colleague to observe you in action and provide you with feedback in these areas so that you can adapt your approach accordingly. Undertake the review on a regular basis as part of your personal development plan.