

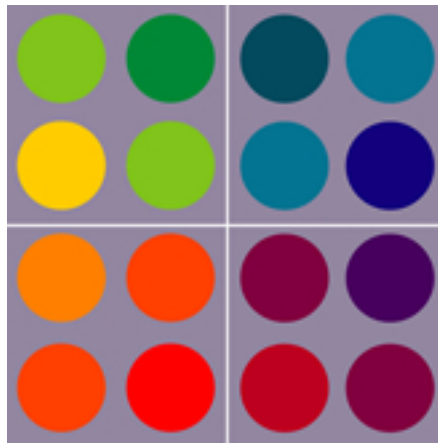


❖ Strategic Leadership Review

James McDonald

Printed: 27.1.2012

Organisation: Hewitt Hong Kong



Introduction

This report is created from the basic Facet5 data and suggests a management development agenda for managerial roles at any level in the organisation. The report compares JamesJames's responses to the Facet5 questionnaire with those of a large group of professional managers in industry. It highlights the behaviours from each of the seven elements of leadership in which people like JamesJames are expected to excel and those in which there may be room for improvement. The report shows these behaviour predictions alongside the actual observations of JamesJames's colleagues. The Leadership Review uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision - Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse

and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm and conviction.

Intellectual Stimulation - People who do well are able to provide a positive and challenging environment for others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Individual Consideration - Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

Goal Setting - Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know

whether they are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Performance Monitoring - There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Providing Feedback - Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

- What are we expecting?
- How are we doing?

And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

Developing Careers - The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.

Reading your Strategic Leadership Review

Your SLR is divided into a number of sections as follows:

Cover page

Apart from your name this shows when the report was printed and the Organisation name

Introduction

This section explains what the SLR is measuring and defines each of the seven domains

Contributors

This gives a list of the reviewers who contributed information to be used in this review. Reviewers who were invited to contribute but who did not do so are not shown in the list.

This page also shows whether the review is constructed using Raw Scores or Normed Scores.

Reviewers Comments

These are the comments made by your reviewers when asked what they see you doing well and those areas where they think you could improve. These comments are not edited in any way so you see exactly what was written.

Self Perception

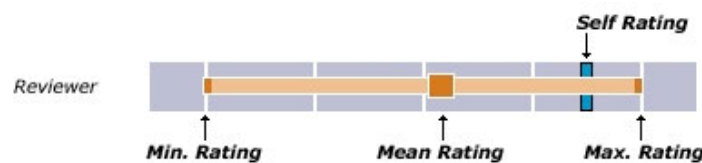
The consistency of perceptions of you is shown in this section. It identifies the degree to which you are under-estimating or over-estimating your leadership skills.

Overall Leadership Pattern

This summarises all the reviews in the two broad leadership domains. It is split by viewpoint to show the consistency of view.

Detailed Leadership reviews

These pages show the detailed ratings given for each of the seven leadership domains. They are summarised at the top of the page as follows:



Below that is a list of the specific behaviours in each of the leadership domains. There are 12 behaviours in each domain. The behaviours may be colour coded as follows:

- Items in Blue are identified as possible strengths based compared to other people
- Items in Red are identified as possible improvement areas compared to other people
- Items in Black are identified as neither strengths nor improvement areas compared to other people

Development Guide

This is a powerful summary since it combines your actual ratings with the ratings to be expected for people with your personality profile. This table shows which areas are easiest to develop and which might require more effort.

Overall Top and Bottom ratings

These pages show the highest and lowest rated behaviours as identified by each viewpoint.

Contributors

The following reviewers provided feedback for this Strategic Leadership Review:

Reviewer Name	Viewpoint	Completed Date
McDonald, James	Self	03/09/2009
Baker, Melissa	Direct Report	06/08/2009
Favaloro, Yuri	Peer	31/08/2009
Lehman, Richard	Manager	11/08/2009
Markham, Rolf	Peer	20/08/2009
Redding, Darryl	Direct Report	06/08/2009
Robinson, Terry	Manager	09/08/2009
Wyatt, Alannah	Direct Report	14/08/2009

The Strategic Leadership Review can be reported in two different ways: Raw Scores or Normed Scores. When reported as Raw Scores the results reported are exactly the values given by the raters. When Normed Scores are reported then the scores given by the reviewers are compared to ratings given to a large database of other people. These comparison ratings are referred to as a "Baseline".

This review was created using: Raw Scores

Reviewers' Comments

These comments were entered by the reviewers whilst completing the 3DV questionnaire. They are reproduced here verbatim and sic.

Things you feel JamesJames does well

- 1.Ambitious, motivating, tremendous energy level..Has a clear idea of the direction that he wants the organization to head to..Clear about communicating objectives..very very smart..Great people skills
- 2.Creates ideas and pushes to accomplish them
- 3.decides quickly after listening and analysing ideas gets people involved in the ideas and the risks
- 4.Developing the business/getting the appropriate resources/trading/making money/understanding fundamentals/being point person/managing upwards & expectations/enthusiasm!/bringing teams together/idea generation
- 5.I am very driven and have a vision for where the business should be in order to deliver success and profitability, understnad that this is a team activity and keen to make sure we have a team capable of delivering the vision.
- 6.Proactive,good communicator,inspirational,bottom line focus
- 7.Very motivational, and is very willing to help people and develop their knowledge.

Areas where you feel JamesJames could improve

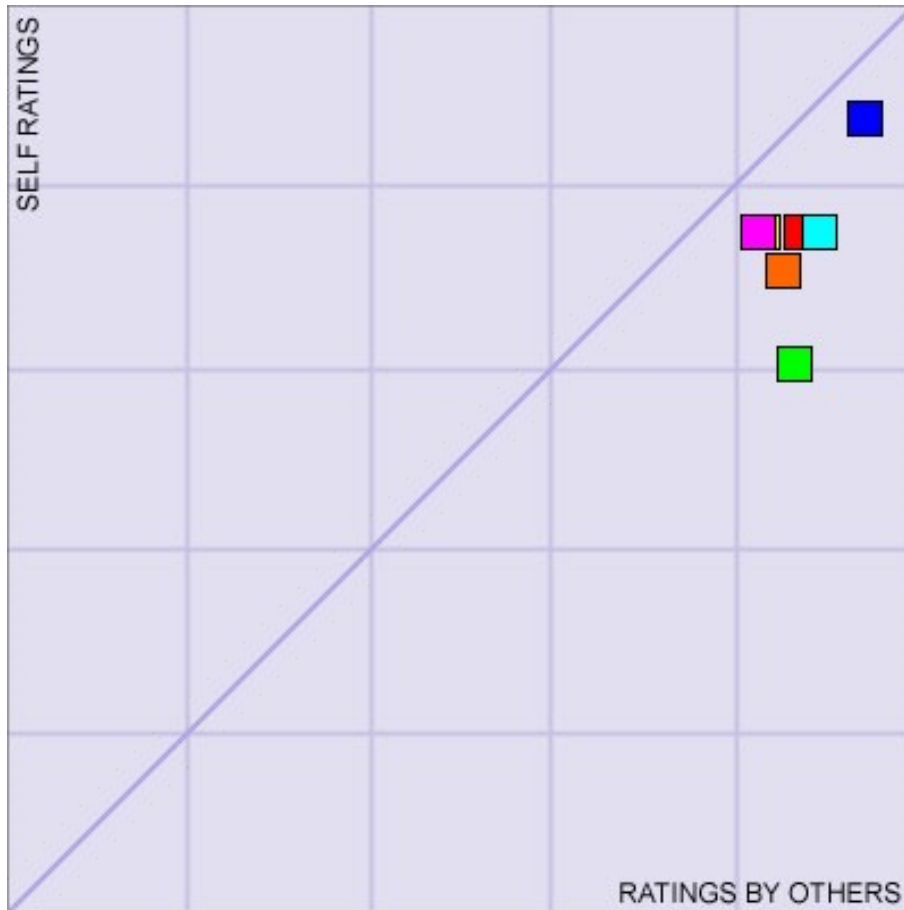
- 1.abrasiveness,involving peers,getting buy in
- 2.Given what we have taken on he is handling the physical and mental challenge very well. With a new gasoline trader on the desk he can give a bit more time to discussing strategy and origination and managing upwards.
- 3.Involve others in decision making. Take pause before confronting alternate positions.
- 4.Needs to be a little more tolerant of people..Also, feel that sometimes can be equivocal in stating "facts"..Need to be clearer on that.
- 5.Sometimes acts without enlisting the support of colleagues and before consensus is reached, can create some lack of buy in from others.
- 6.Wor with deals desk to review book on more formal/regular basis

Self Perception

Do you see what I see? Research has shown that accurate self perception is important to both effective work performance and constructive personal relationships. A mismatch between your perception of yourself and the perceptions of other people may be either self-diminishment (where you underrate yourself) or self-enhancement (where you overrate yourself).

The way you see yourself is the result of the self-image you have and the feedback you have had from others. The way others see you is a result of their personal pre-dispositions and the perspective that they have of your actions.

The chart below shows the balance between your self-ratings and those of your raters for each of the seven main leadership domains.



Above the diagonal = Self-enhancement. Below the diagonal = Self-diminishment.

Legend

- Creating a Vision
- Intellectual Stimulation
- Individual Consideration
- Goal Setting
- Performance Monitoring
- Feedback
- Developing Careers

Overall Leadership Style

Research has identified different styles of leadership, all of which are important. But you may be stronger in some areas than others. Perhaps this is based on your personality; perhaps it is a result of the experiences and opportunities that you have been offered. It is rare to find someone who is equally effective in all leadership areas. It is even rarer to find that everybody you work with has the same view because they see different aspects of you and see you under different circumstances.

This chart shows the balance between your Transformational skills and your Transactional skills as seen from each different viewpoint.



Note: these scores are computed as follows:

- Transformational skills: the average across all three Transformational domains
- Transactional skills: the average across all four Transactional domains.

Legend

- Self
- Direct Report
- Peer
- Manager

V1 Creating a Vision

4.6



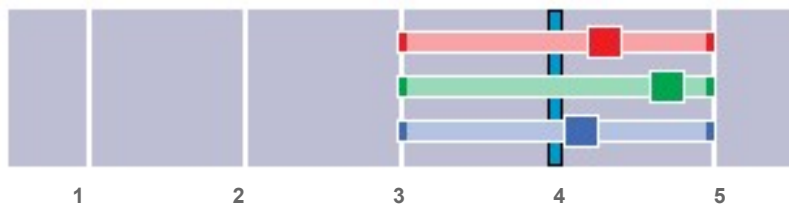
Communicating a sense of purpose , make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, to convey a sense of purpose and focus, appear to be passionate and committed to the work.

Item Responses



Legend: Self (red), Direct Report (green), Peer (blue), Manager (orange)

V2 Intellectual Stimulation 4.3



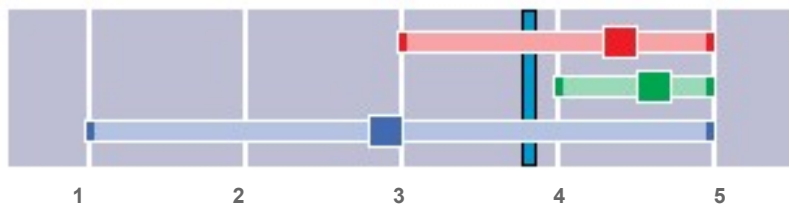
The ability to show the benefits of new ways and to encourage others to rethink their ideas results in a more motivated and positive work place.

Item Responses



Legend: Self (teal), Direct Report (red), Peer (green), Manager (blue)

V3 Individual Consideration 3.9



The creation of an environment in which people feel valued and encouraged to contribute, where people can explore their own talents and utilise their individual strengths.

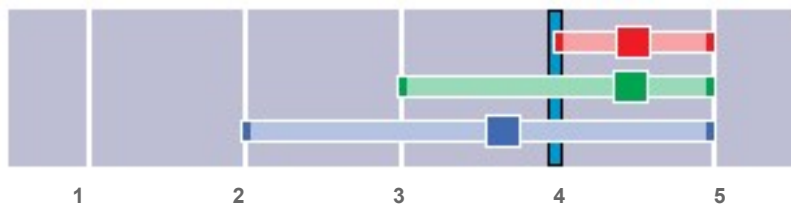
Item Responses



Legend: ■ Self ■ Direct Report ■ Peer ■ Manager

T1 Goal Setting

4.2



People with high scores are able to identify and agree what must be achieved, specify what has to be done and define performance measures.

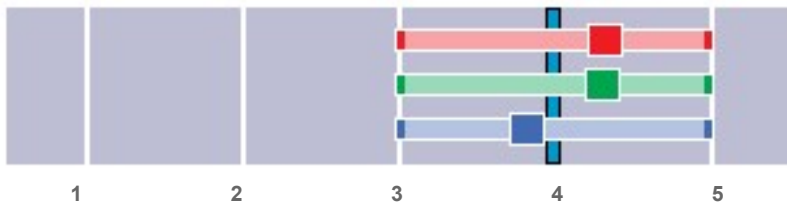
Item Responses



This item was skipped by 1 reviewer

Legend: ■ Self ■ Direct Report ■ Peer ■ Manager

T2 Performance Monitoring 4.1



Defining the process to determine whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility.

Item Responses

Reviews performance at appropriate intervals



This item was skipped by 1 reviewer

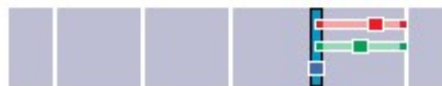
Is quick to identify variations from the plan



Always seems to be aware of the current state of each task



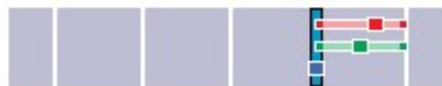
Has a clear understanding of our daily activities



Insists on regular reports on performance



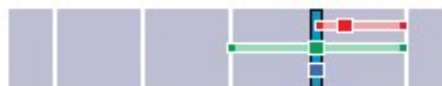
Reads regular reports and takes action as required



Is always among the first to know what's happening



Has good grasp of the detail of what people are doing

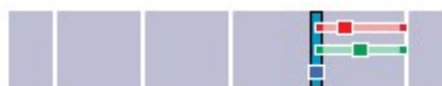


Keeps good records of progress

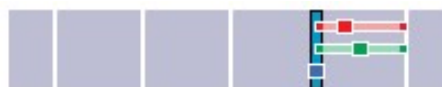


This item was skipped by 1 reviewer

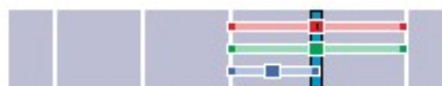
Makes sure people know how performance will be evaluated



Makes sure people know who is responsible for assessing results



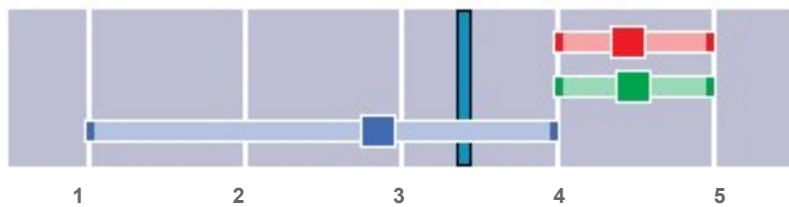
Makes sure the relevant information is always on hand



Legend: Self Direct Report Peer Manager

T3 Feedback

3.8



Providing feedback in such a way that it is understood, believed and accepted, so that change can be effected.

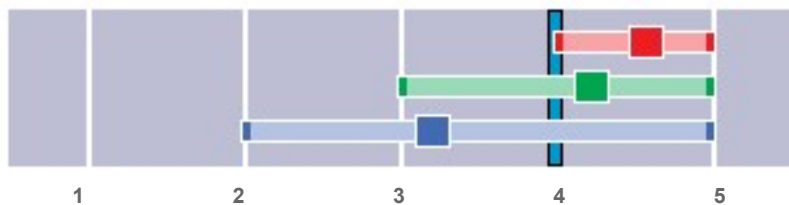
Item Responses



Legend: ■ Self ■ Direct Report ■ Peer ■ Manager

T4 Developing Careers

4.0



Understanding the individual needs of others and looking out for ways to help others to reach the goals they set themselves. Taking time to work with others and show how work can improve.

Item Responses



Legend: Self (blue), Direct Report (red), Peer (green), Manager (dark blue)

SLR Development Guide

To help you structure and focus your development planning, the following table is presented. It is to help you understand how significant your ratings are, when compared to others in the database. In order to do this, the system first compares your Facet5 profile to others in the data base and identifies those that are similar to you. It then divides the database into 2 groups: "like you" and "not like you".

Once the two groups are determined, the SLR prediction engine looks at all of your ratings given for the 84 SLR behaviours compared to the ratings contained in both groups. It then tests to see which, if any, of the 84 sets of ratings differ significantly between both groups. For example, the "like you" group may rate one behaviour as a 1 and the "not like you" group may rate the behaviour as a 5. these would be considered significantly different. On another behaviour, the "like me" group might rate it "2" and the "not like me" group may rate it "2.5" which is not significantly different. Those behaviours are then categorised and represented in the SLR Development guide in the table below:

		SLR Development Guide	
		Learned Skills	Natural Skills or Talents
My actual scores were	Above average ↗	These are those items where people "Like You" got below average ratings but your actual ratings were above average. These are skills you have developed even though they may not have come naturally.	These are behaviours where people "Like You" achieved above average ratings and your actual ratings were also above average. There would appear to be little need for development in these areas.
	↘ Below Average	These are the skills where people "Like You" obtained below average ratings and your actual ratings were also below average. These may be hard to develop since you are not "playing to your strengths".	These are those areas where people "Like You" obtained above average ratings but in fact your actual ratings were below average. These should be easy to develop since they, to a large extent, "come naturally".
		↔ Below Average	↔ Above average →

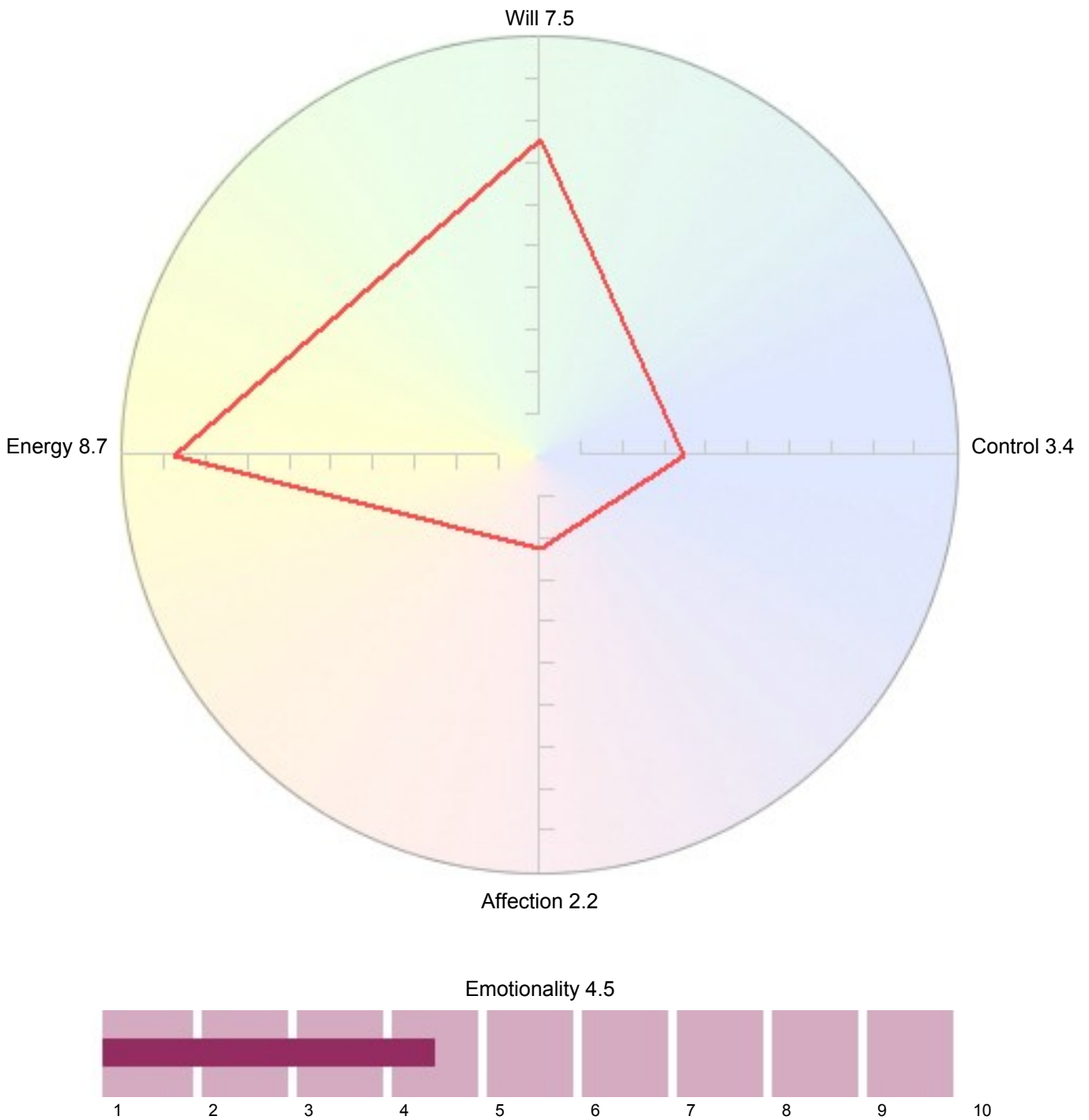
How the columns are constructed

Items in the right hand column (Natural and Latent skills) are those where the "Like you" group get above average ratings whereas the items in the left column (Learned and Barriers) are those where the "Like you" group typically get below average ratings.

How the rows are constructed

The SLR then allocates the selected items across the two rows of the table by looking at the actual ratings you were given. Take, for example, a review where your average for all 84 ratings given was 2.5. Then we look at the score for an individual item. If you scored less than 2.5 on this item SLR then reaches the conclusion that, compared to the ratings you received on other items, this one was "below average" and therefore this item should go in the bottom row. If the rating for an item is greater than 2.5 then the item would go on the top row.

Your Facet5 Profile that was used in this construction is shown on the next page.



English Speaking

Norms are based on a sample of over 18500 Facet5 profiles completed in English. 65% completed the profile on paper. 65% were male. The profiles were collected from the UK, USA, Australia, Singapore and NZ. The largest numbers were from IT, Manufacturing, Financial services and the Public Sector. For full details contact your Facet5 distributor.

SLR Development Guide

This table shows the match between the predicted strengths and the ratings given by others.

Learned Skills		Natural Skills	
T1	Makes the expected time frame very clear	V1	Seems to have a very clear vision of where we are going
T2	Reads regular reports and takes action as required	V1	Becomes passionate about ideas
T2	Keeps good records of progress	V1	Projects ideas with confidence
T4	Seems happy to see other people develop and advance	V1	Talks with enthusiasm and conviction
		V1	Is motivating to listen to
		V1	Enjoys telling people what the future looks like
		V1	Is always looking for new ways of doing things
		V1	Gets excited by the opportunities we have
		V1	Is very quick at seeing how new trends affect us
		V2	Quick to challenge ideas
		V2	Stretches people intellectually
		V2	Is quick to explore alternatives
		V2	Is enthusiastic about new ideas
		V2	Encourages risk taking
		V2	Quickly grasps the implications of what is suggested
		V2	Is very quick to see logical errors and difficulties
		V3	Is happy for people to challenge ideas put forward
		T1	Sets objectives which are stretching but achievable
		T1	Is demanding but doesn't ask for the impossible
		T2	Is always among the first to know what's happening

Not Really You		Latent Skills	
T2	Reviews performance at appropriate intervals	V2	Makes people really think hard about what they are doing
T2	Insists on regular reports on performance	V2	Often relies on intuition
T2	Makes sure the relevant information is always on hand	V2	Constantly challenges the status quo
T3	Is as willing to listen as talk	V3	Establishes rapport easily
T3	Always tries to understand before commenting	T2	Is quick to identify variations from the plan
T4	Listens carefully to what people want		
T4	Spends time helping people to improve their skills		
T4	Makes resources available so people can improve		
T4	Takes interest in developing the careers of others		

V1 - Creating a Vision
V2 - Intellectual Stimulation
V3 - Individual Consideration

T1 - Goal Setting
T2 - Performance Monitoring
T3 - Feedback
T4 - Developing Careers

Learned Skills: Not predicted as strengths by Facet5 but rated as strengths by others.
Natural Skills: Predicted as strengths by Facet5 and rated as strengths by others.
Not Really You: Not predicted as strengths by Facet5 and not rated as strengths by others.
Latent Skills: Predicted as strengths by Facet5 but not rated as strengths by others.

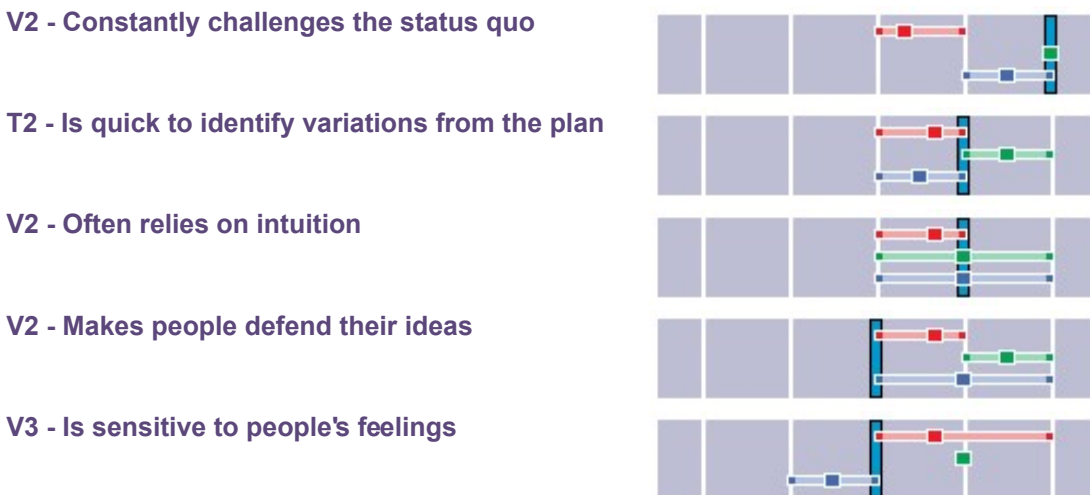
Overall Ratings

Viewpoint: Direct Report

Top 5 Responses



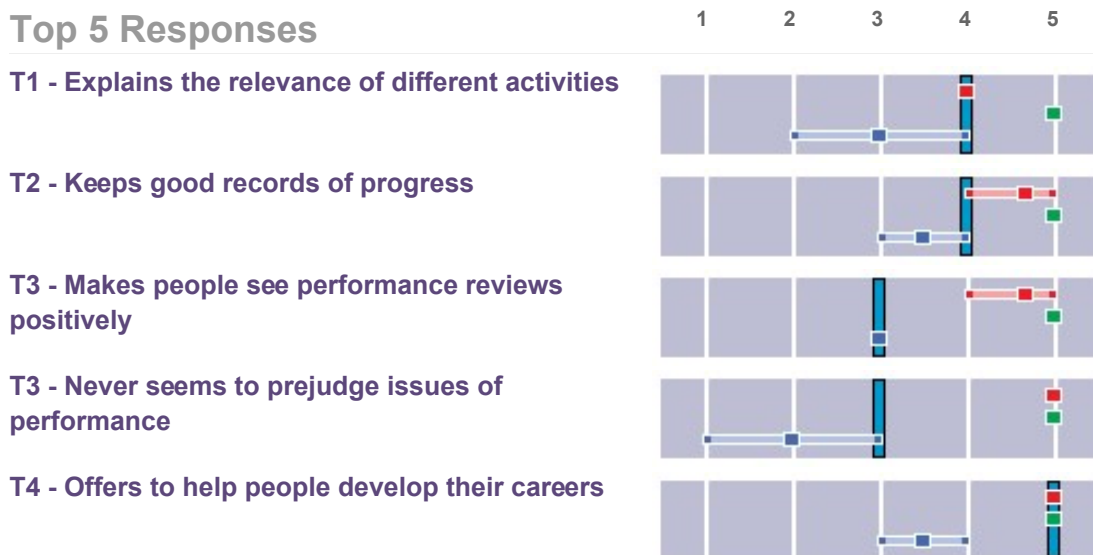
Bottom 5 Responses



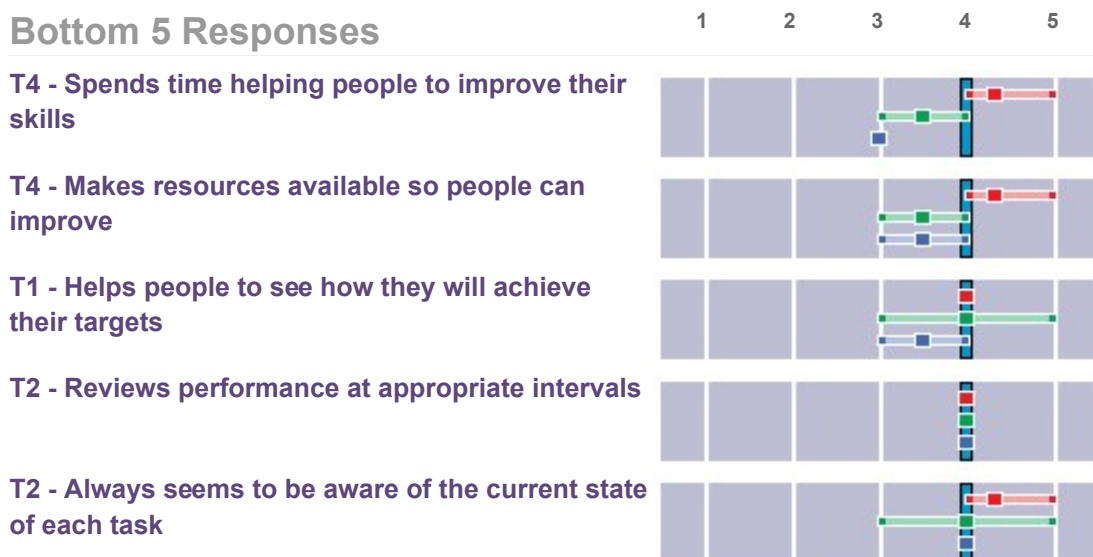
Legend: ■ Self ■ Direct Report ■ Peer ■ Manager

Viewpoint: Peer

Top 5 Responses



Bottom 5 Responses



Legend: ■ Self ■ Direct Report ■ Peer ■ Manager

Viewpoint: Manager

Top 5 Responses



Bottom 5 Responses



Legend: ■ Self ■ Direct Report ■ Peer ■ Manager

Notes: