Facet5
SLR

Strategic Leadership Review

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Company Sample

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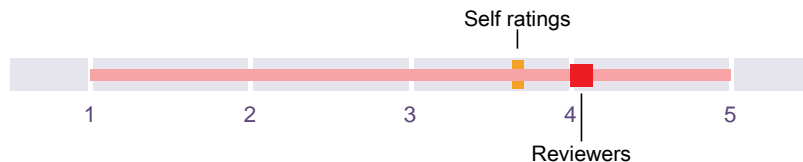
Below that is a list of the specific behaviours in each of the leadership domains. There are 12 behaviours in each domain. The behaviours may be colour coded as follows:

- 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
Malmo, Peter	Self	18/12/2018
Berger, Andrew	Peer	18/12/2018
Eriksson, Lena M	Peer	19/12/2018
Hager, Carina	Peer	22/12/2018
Johanson, Madelene	Peer	18/12/2018
Lind, Kelly	Manager	17/12/2018

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 SLR questionnaire. They are reproduced here verbatim and sic.

Things you feel Peter does well

1. Makes me feel important to the company. Encourages my development. Assists in serious conflicts between employees on his own initiative. Visible among team members. Everyone knows who you are.

2. Peter is a very good and responsive leader. Focuses on the person he is talking to. Always put the other in the center, and builds trust and confidence easily

3. Peter is extremely ambitious and caring. A really nice fellow.

Areas where you feel Peter could improve

1. Become even more clear in their communication. Don't be afraid of honesty in the way you communicate

2. Peter is very aware of his development needs. A stronger focus on written communication and engaging with others on his focus areas.

3. Peter needs to make sure he doesn't take on too much from other people. He is very caring, but needs to maintain his own personal resilience to be effective

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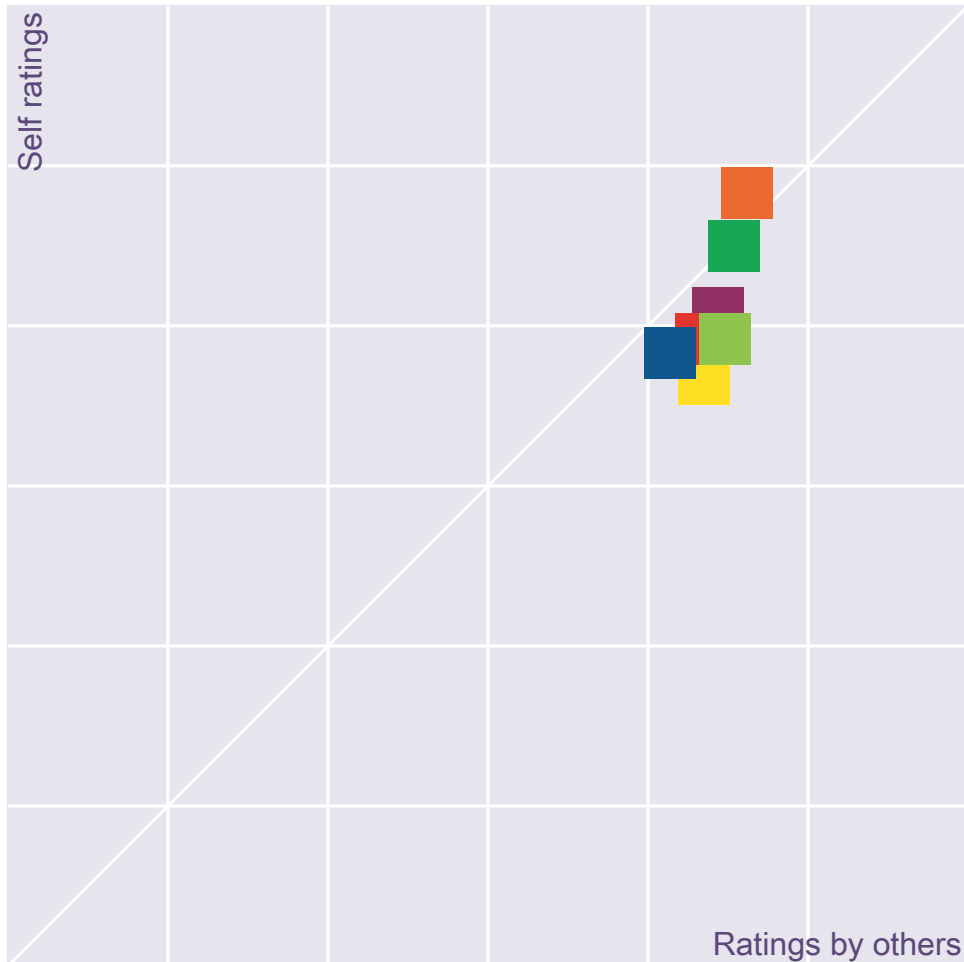
Above the diagonal = Self-enhancement. Below the diagonal = Self-diminishment.

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.
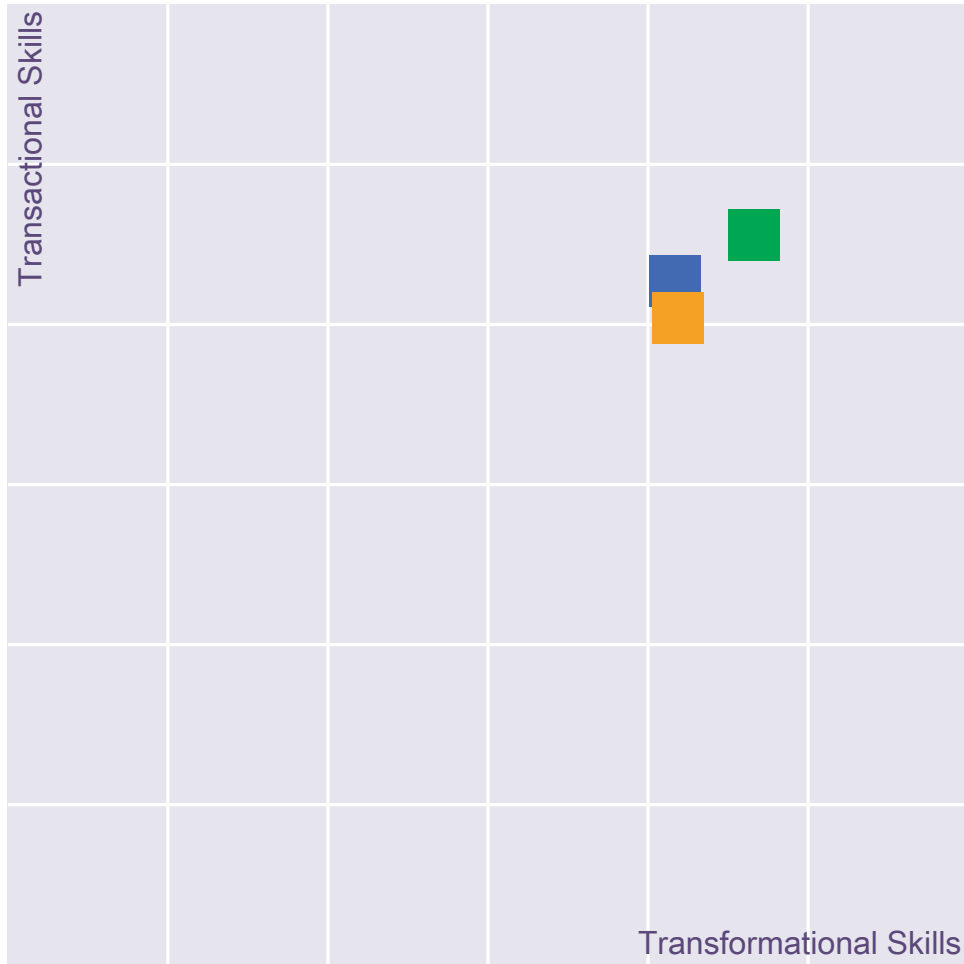
Note: these scores are computed as follows:

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

Legend

- 🟧 Self
- 🟩 Peer
- 🟦 Manager

Creating a Vision   4.7

| 1 | 2 | 3 | 4 | 5 |
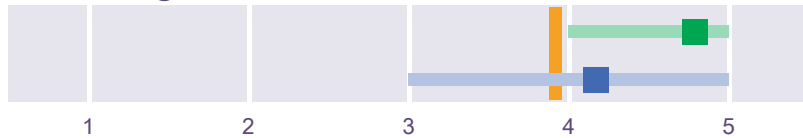
Communicating a sense of purpose , make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, to convey a sense of purpose and focus, appear to be passionate and committed to the work.

Seems to have a very clear vision of where we are going

Communicates ideas very clearly

Makes sure everybody knows what we are trying to do

Becomes passionate about ideas

Projects ideas with confidence

Talks with enthusiasm and conviction

Is motivating to listen to

Enjoys telling people what the future looks like

Is always very clear in meaning

Is always looking for new ways of doing things

Gets excited by the opportunities we have

Is very quick at seeing how new trends affect us

Legend: Self   Peer   Manager

Intellectual Stimulation   4.3
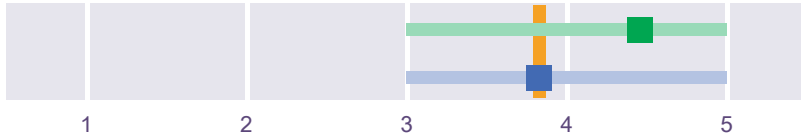
The ability to show the benefits of new ways and to encourage others to rethink their ideas results in a more motivated and positive work place.

	1	2	3	4	5
Quick to challenge ideas					
Makes people really think hard about what they are doing					
Stretches people intellectually					
Is quick to explore alternatives					
Is enthusiastic about new ideas					
Encourages risk taking					
Often relies on intuition					
Constantly challenges the status quo					
Makes people defend their ideas					
Is very analytic and probing					
Quickly grasps the implications of what is suggested					
Is very quick to see logical errors and difficulties					

Legend: Self   Peer   Manager

Individual Consideration   4.7

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.

Always careful not to override other people

Is happy for people to challenge ideas put forward

Treats people as individuals

Is quick to make new people feel accepted

Is sensitive to people's feelings

Keeps the door open - is accessible

Establishes rapport easily

Always seems to be able to put people at ease

Makes sure people feel involved

Ensures everybody pulls their weight

Makes people feel valued for what they are

Tolerant of individualists

Legend: ■ Self   ■ Peer   ■ Manager

Goal Setting   4.5

| 1 | 2 | 3 | 4 | 5 |

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

Sets very clear objectives for people

People know how they will be measured

Sets objectives which are stretching but achievable

Explains the relevance of different activities

Makes the expected time frame very clear

Ensures people understand what is required of them

Helps people to see how they will achieve their targets

Demonstrates the effects of work clearly

Is demanding but doesn't ask for the impossible

Makes it very clear when things need to be done by

Involves people in setting their own objectives

Clearly shows how individual goals link to corporate goals

Legend: Self   Peer   Manager

Performance Monitoring　　4.4

1	2	3	4	5

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

Reviews performance at appropriate intervals

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

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　Peer　Manager

Feedback   4.5

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

	1	2	3	4	5	

Is always fair and objective in comments about performance

Takes time to discuss results with the people involved

Gives constructive advice on improving performance

Is always positive and constructive in criticism

Makes people see performance reviews positively

Is as willing to listen as talk

Never seems to prejudge issues of performance

Gives people the opportunity to say how they feel

Always tries to understand before commenting

Quickly lets people know if there's a problem

Is always able to illustrate ideas with clear examples

Makes points clearly and unambiguously

Legend: ▮ Self   ▮ Peer   ▮ Manager

Developing Careers   4.6

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.

	1	2	3	4	5

Takes time to find out what people want from their jobs

Offers to help people develop their careers

Is happy to open doors for people

Encourages people to think about what they want to do

Is a good advocate on colleagues behalf

Tries to find opportunities for people to try something new

Listens carefully to what people want

Spends time helping people to improve their skills

Makes resources available so people can improve

Helps people to see what they need to do to develop

Takes interest in developing the careers of others

Seems happy to see other people develop and advance

Legend: Self   Peer   Manager

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:

| My actual scores were:	Learned skills		Natural skills or talents	
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.	
	Not really you or barriers		Latent skills	
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".	
People like me usually score:	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.

Will: 4.9

Control: 6.4

Energy: 4.6

Affection: 7.7

Emotionality   5.2

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
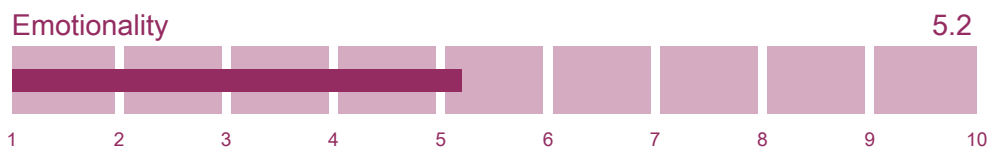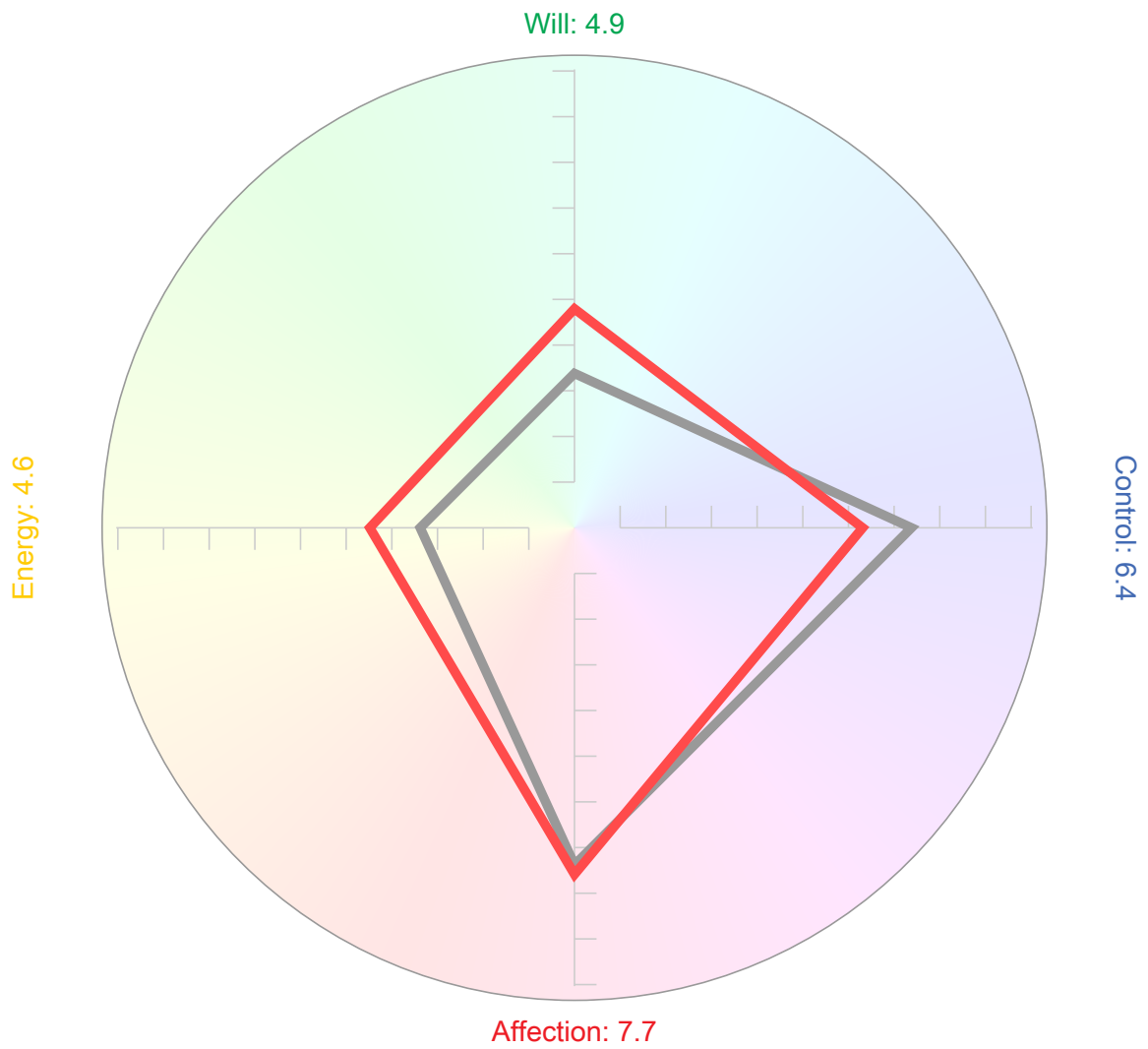
Norm Group Sample

Norms derived from 1283 people who completed the profile in a Language. 70% of the sample was from Sweden with the balance from other countries including Norway and Denmark. 54% of the sample is male.Profiles came from manufacturing, retail, electronics, shipping, banking and technology.

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

Learned Skills	Natural Skills
V1 Becomes passionate about ideas	V3 Treats people as individuals
V1 Talks with enthusiasm and conviction	V3 Is sensitive to people's feelings
V1 Is motivating to listen to	T2 Reads regular reports and takes action as required
V1 Enjoys telling people what the future looks like	T3 Is always positive and constructive in criticism
V1 Is always looking for new ways of doing things	
V1 Gets excited by the opportunities we have	
V2 Constantly challenges the status quo	
T4 Takes time to find out what people want from their jobs	

Not Really You	Latent Skills
V2 Is enthusiastic about new ideas	V2 Is very analytic and probing
V2 Encourages risk taking	V3 Always careful not to override other people
	T1 Makes it very clear when things need to be done by
	T2 Has good grasp of the detail of what people are doing
	T2 Keeps good records of progress
	T3 Is always fair and objective in comments about performance
	T3 Is as willing to listen as talk
	T3 Never seems to prejudge issues of performance
	T3 Always tries to understand before commenting
	T4 Listens carefully to what people want

<div align="center">

V1 - Creating a Vision   T1 - Goal Setting

V2 - Intellectual Stimulation   T2 - Performance Monitoring

V3 - Individual Consideration   T3 - Feedback

T4 - Developing Careers

</div>

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: Peer

Top 5 Responses

	1	2	3	4	5

T1 - Sets very clear objectives for people

T1 - Sets objectives which are stretching but achievable

T1 - Involves people in setting their own objectives

T3 - Gives constructive advice on improving performance

T3 - Is always positive and constructive in criticism

Bottom 5 Responses

	1	2	3	4	5

T1 - Is demanding but doesn't ask for the impossible

T1 - Makes the expected time frame very clear

T3 - Is as willing to listen as talk

V2 - Makes people defend their ideas

T1 - Makes it very clear when things need to be done by

Legend: Self   Peer   Manager

Viewpoint: Manager

Top 5 Responses

	1	2	3	4	5

T1 - Sets very clear objectives for people

T1 - People know how they will be measured

T1 - Sets objectives which are stretching but achievable

T1 - Helps people to see how they will achieve their targets

T1 - Involves people in setting their own objectives

Bottom 5 Responses

	1	2	3	4	5

T1 - Explains the relevance of different activities

T2 - Makes sure the relevant information is always on hand

T3 - Makes people see performance reviews positively

T3 - Quickly lets people know if there's a problem

V1 - Projects ideas with confidence

Legend: ▮ Self   ▮ Peer   ▮ Manager