



## Strategic Leadership Review

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Company: Facet5 Global



# 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 Darran'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 Darran 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 Darran'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

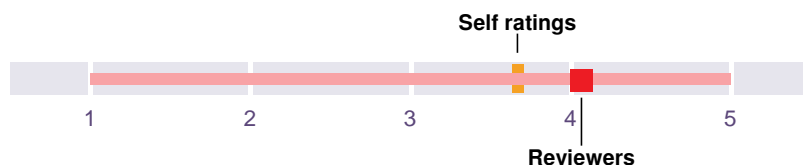
The consistency of perceptions of you is shown in this section. It identifies the degree to which you are under-estimating or over-estimating your leadership skills.

## 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
Donovan, Darran	Self	22/08/2023
Bensi, Stefano	Manager	04/09/2023
Bhangal, Manny	Peer	21/08/2023
Chegwidden, Jacob	Direct Report	15/08/2023
Christensen, Jesper	Peer	21/08/2023
Haywood, Jane	Peer	14/08/2023
Stevenson, Eric	Peer	28/08/2023
Usman-Manzoor, Anam	Direct Report	22/08/2023
Wu, Sean	Peer	25/08/2023

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: Normed Scores using the Default norm

## Reviewers' Comments

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

### Things you feel Darran does well

1. Darran communicates really well about what can be complex situations. He never assumes knowledge from people and speaks to them in a language they can understand.  
Darran is always available to listen to problems and support in resolving them. I always find Darran is happy to take a call, prioritising the right people to support them.  
Darran is also very happy to discuss business planning and where others fit into that planning.
2. Darran is quick on solving problems, always open for discussion (especially in a one to one settings)  
happy to take a stance when an idea is bad and poorly executed
3. Darran is very good at challenging ideas if he does not understand how it is the best possible way forward.
4. Does what is asked and happy to think outside box for short and long term
5. Happy to challenge when disagrees could be more open to the ideas and points of view of others.
6. I appreciate Darran's insight, passion and drive to succeed. He is an integral part of my team and has my complete trust. He has a strong work ethic and is meticulous and timely. Notably, Darran has a great deal of growth potential; he demonstrates a detailed understanding of our strategy, absorbs new information and learnings very quickly. He challenges the status quo and frequently brings forward ideas and suggestions.
7. I feel Darran is a great leader for our team, he is supportive, pushes us to try and challenges us to think outside the box. There is always something new to learn from him and He is happy to hear new ideas and suggestions for smooth running of the business.
8. I sense a positive shift in Darran's attitude over the last 12 months. In the past he at times seemed distant, skeptical and sometimes negative towards other functions. More recently, Darran comes across as more engaged, interested in a wider range of topics and even collegial.

### Areas where you feel Darran could improve

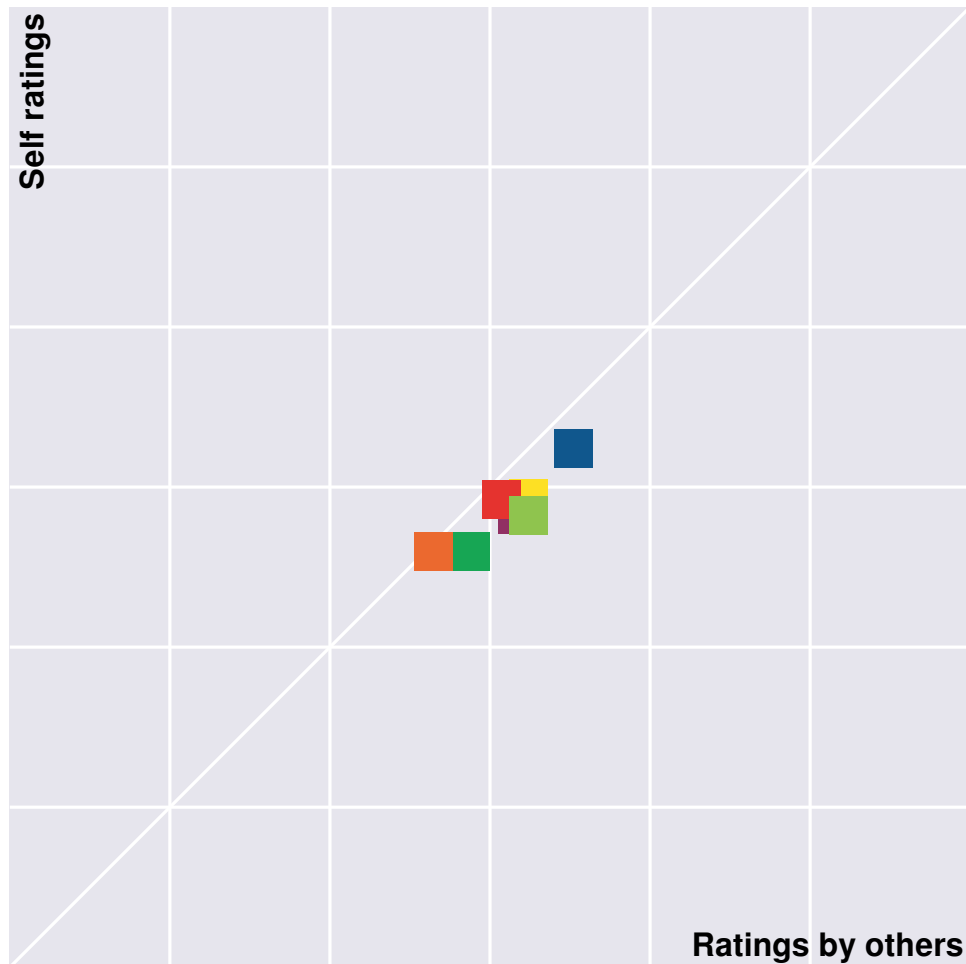
1. Being better able to realise that the role he is doing is as much responsibility as can be allowed.
2. Darran could be more open to advice from others.
3. Darran has the potential to take on larger financial roles and/or broader CEO roles in the future. On this journey, Darran would benefit from increased experience in client facing (revenue generating) engagements, such as sales or similar business development commercial negotiations. Separately, on a professional/personal development level, Darran would benefit from developing techniques to manage criticism. Being exposed to criticism becomes increasingly common as the visibility and responsibility of roles increase. Being able to receive, consider and adapt to criticism graciously (when justified) is an extremely difficult but valuable skill.
4. Darran likes to keep his comments quite short. When there is disagreement in group setting, he can get quite upset. Without much context from him, it sometimes can be difficult to understand the reason behind the frustration.  
On some occasions, I think tension could be reduced if he also understand the context from others too. i.e. I think everyone is all trying quite hard, so maybe turn criticism into constructive feedback would help us to improve faster.
5. Setting goals and reviewing performance of team and helping them achieve their career aspirations.
6. Structured development and assessment hasn't been something Darran has done, albeit it hasn't been asked of him yet. Darran could provide more feedback and areas of development to allow the continued development of other members of the team.
7. The SLT occasionally has dinners together and Darran usually chooses not to attend. I wish he would, as a way of creating more cohesion among the SLT.

## 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.

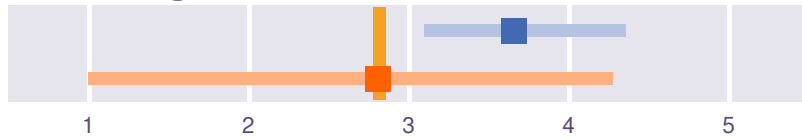
### Legend

	Self
	Other
	Manager

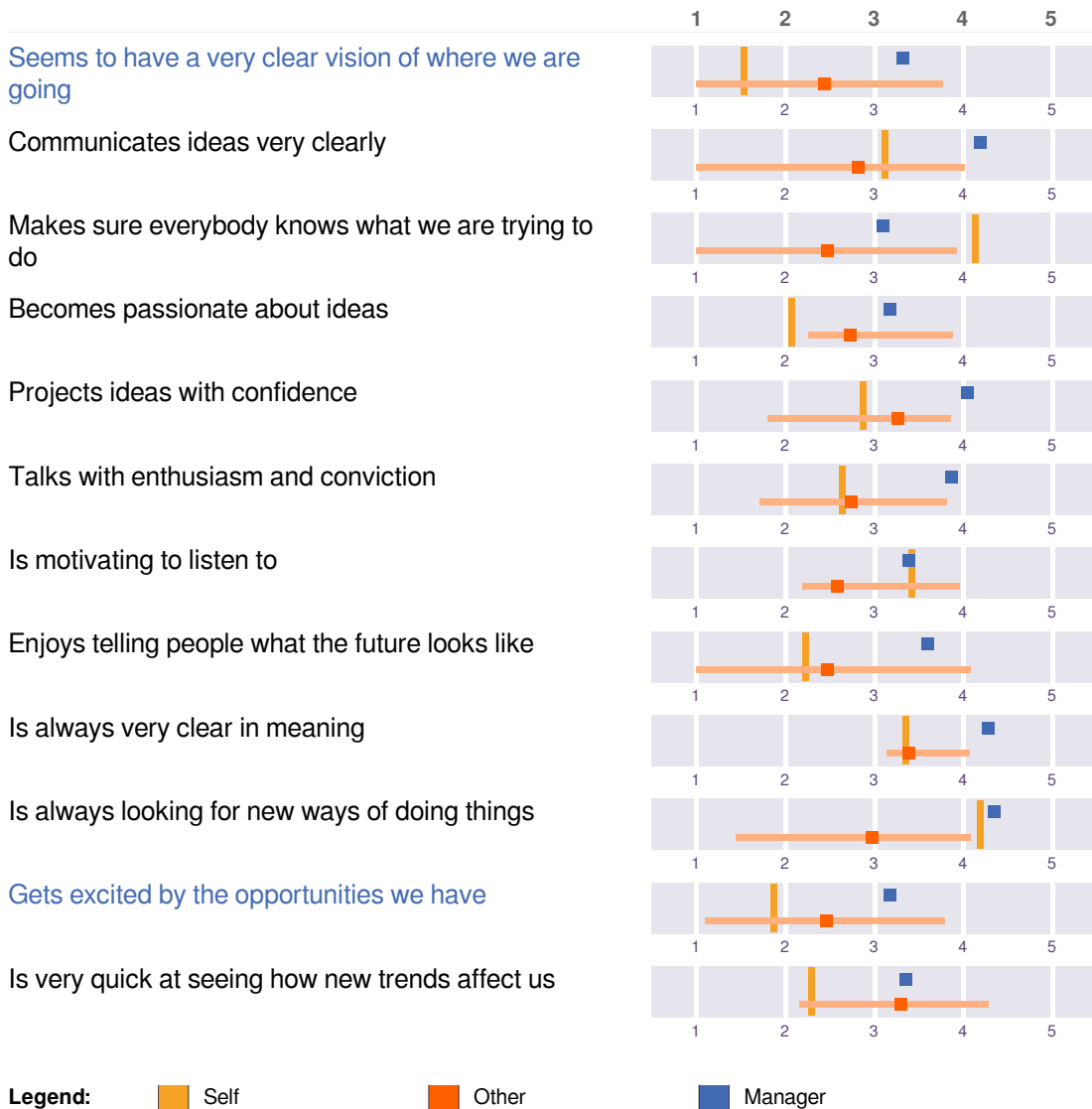


# Creating a Vision

2.9

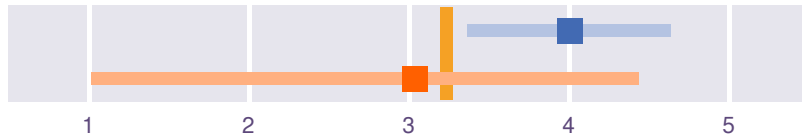


Communicating a sense of purpose , make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, to convey a sense of purpose and focus, appear to be passionate and committed to the work.

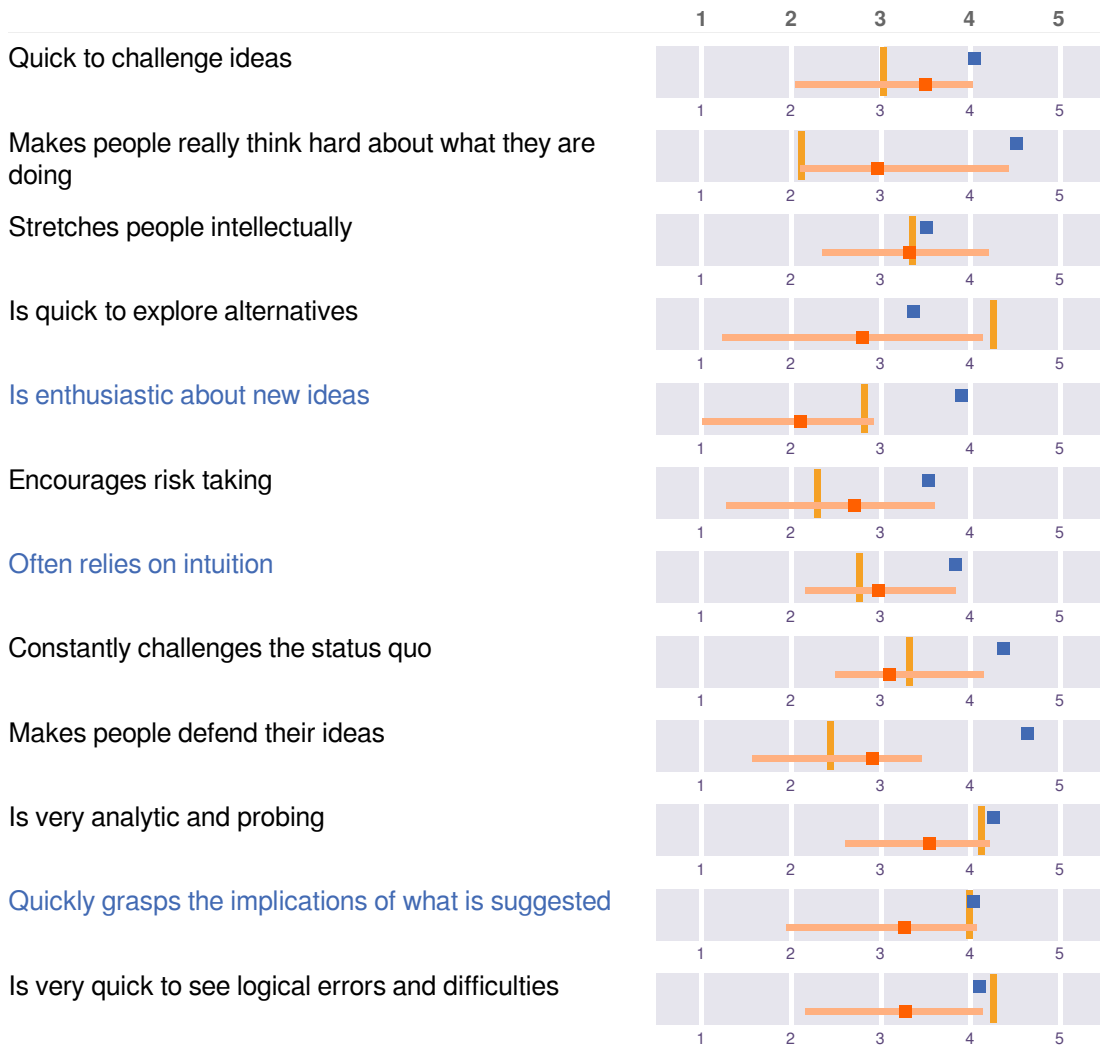


# Intellectual Stimulation

3.2



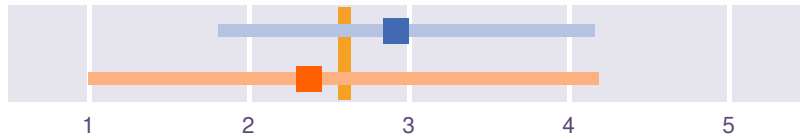
The ability to show the benefits of new ways and to encourage others to rethink their ideas results in a more motivated and positive work place.



**Legend:** Self Other Manager

# Individual Consideration

2.5



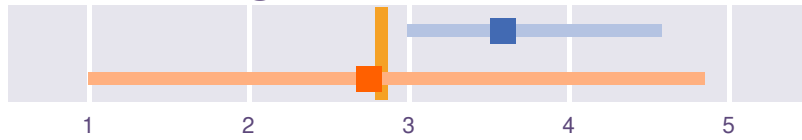
The creation of an environment in which people feel valued and encouraged to contribute, where people can explore their own talents and utilise their individual strengths.



# Goal Setting

2.9

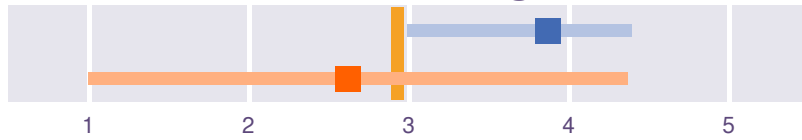
People with high scores are able to identify and agree what must be achieved, specify what has to be done and define performance measures.



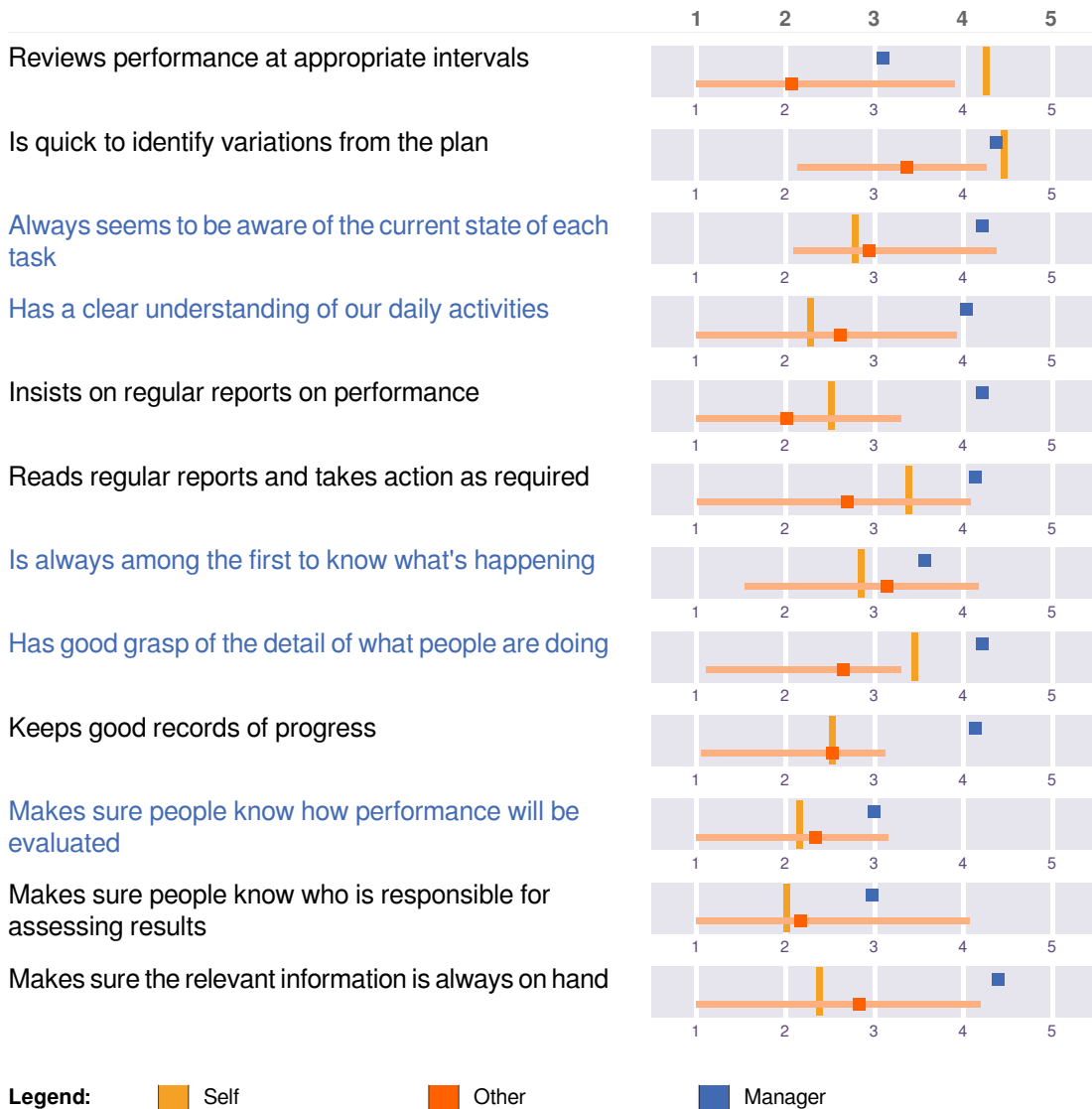
**Legend:** Self Other Manager

# Performance Monitoring

2.8

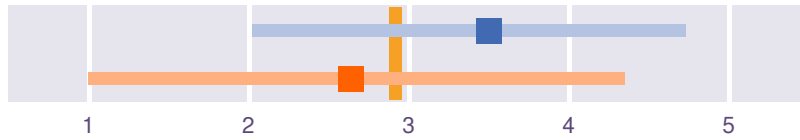


Defining the process to determine whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility.

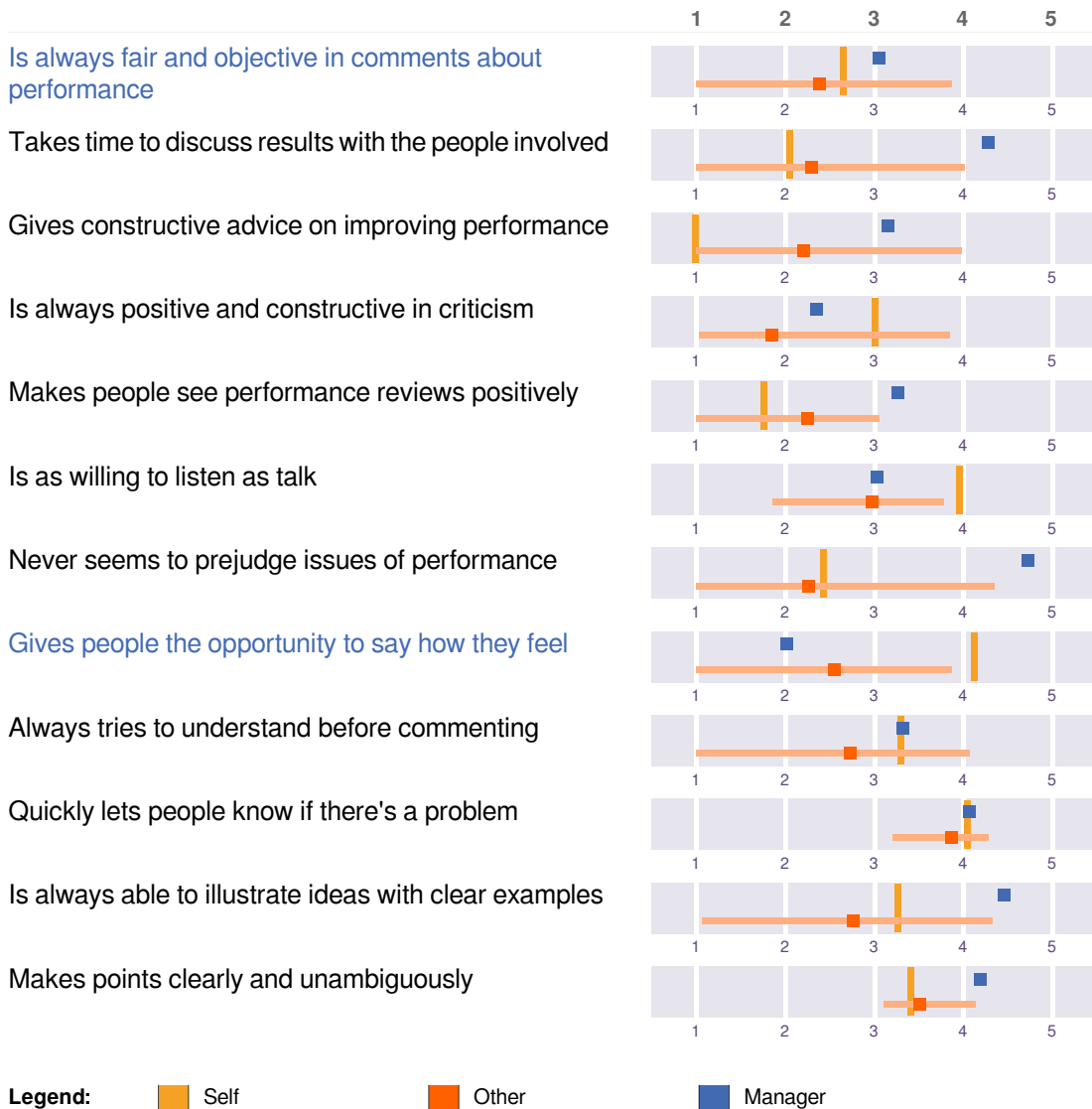


# Feedback

2.8

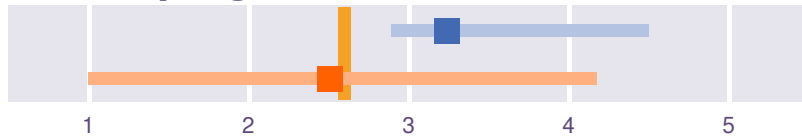


Providing feedback in such a way that it is understood, believed and accepted, so that change can be effected.



## Developing Careers

2.6



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.



# 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
<b>Above average</b>	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
<b>Below average</b>	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".
<b>People like me usually score:</b>	<b>Below average</b>	<b>Above average</b>

## How the columns are constructed

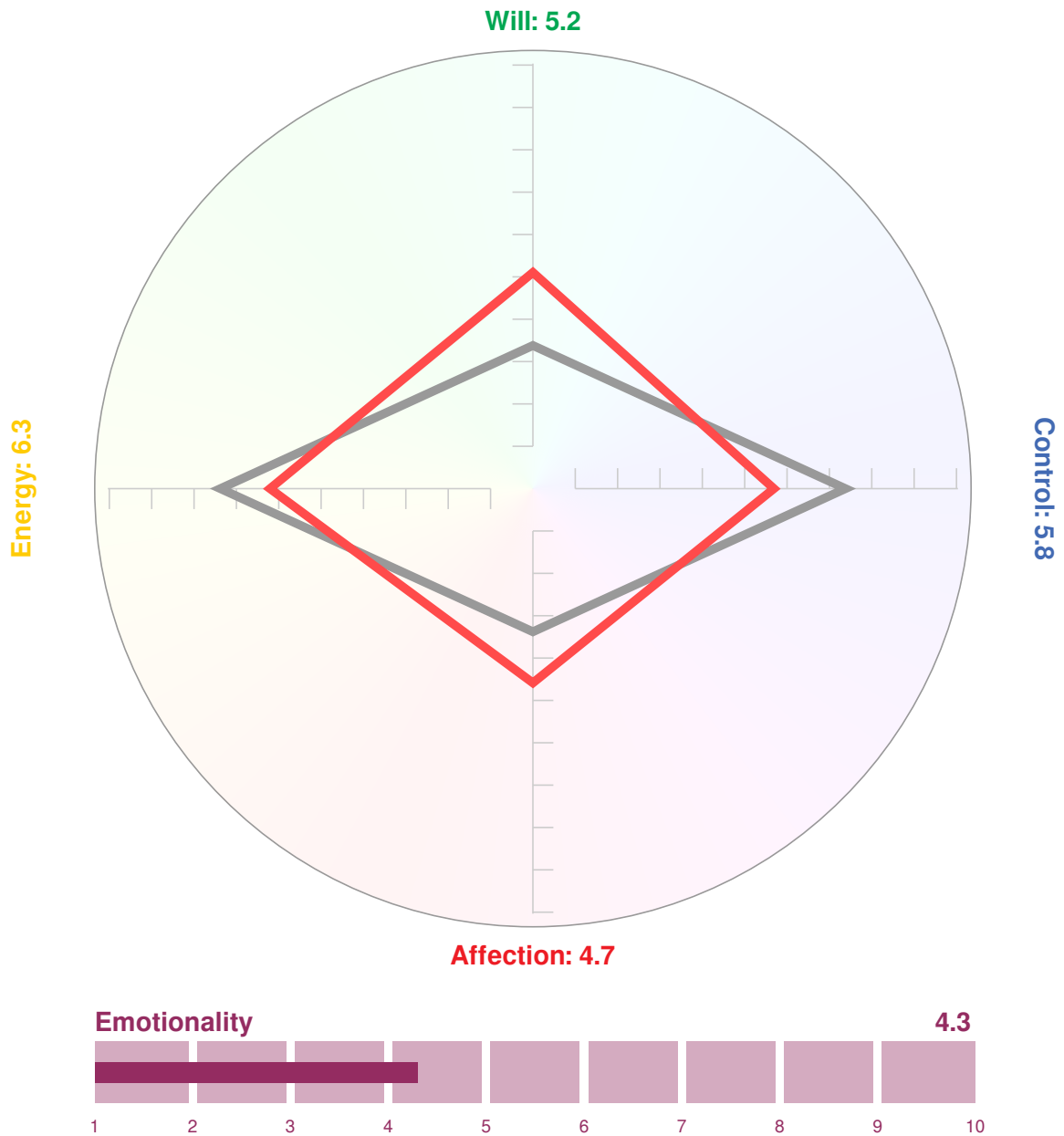
Items in the right hand column (Natural and Latent skills) are those where the "Like you" group get above average ratings whereas the items in the left column (Learned and Barriers) are those where the "Like you" group typically get below average ratings.

## 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.





### Global 2022

Sample includes 260220 people from a variety of countries. 58% were male and 42% were female. Questionnaire languages were mixed. Industries include finance, electronics, telecommunications, manufacturing, local, state and federal government, military, property, services, pharmaceuticals, charities, engineering, shipping and transportation. Functions include sales, administration, logistics, finance.

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

Learned Skills		Natural Skills	
	V2		Quickly grasps the implications of what is suggested
	V3		Ensures everybody pulls their weight
	T1		Is demanding but doesn't ask for the impossible
	T2		Always seems to be aware of the current state of each task
	T2		Has a clear understanding of our daily activities
	T2		Is always among the first to know what's happening
Not Really You		Latent Skills	
	V1		Seems to have a very clear vision of where we are going
	V1		Gets excited by the opportunities we have
	V2		Is enthusiastic about new ideas
	V2		Often relies on intuition
	V3		Is happy for people to challenge ideas put forward
	V3		Treats people as individuals
	V3		Is sensitive to people's feelings
	V3		Always seems to be able to put people at ease
	V3		Makes people feel valued for what they are
	T1		Sets objectives which are stretching but achievable
	T1		Helps people to see how they will achieve their targets
	T2		Has good grasp of the detail of what people are doing
	T2		Makes sure people know how performance will be evaluated
	T3		Is always fair and objective in comments about performance
	T3		Gives people the opportunity to say how they feel
	T4		Takes time to find out what people want from their jobs
	T4		Encourages people to think about what they want to do
	T4		Helps people to see what they need to do to develop
	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: Other

### Top 5 Responses



### Bottom 5 Responses



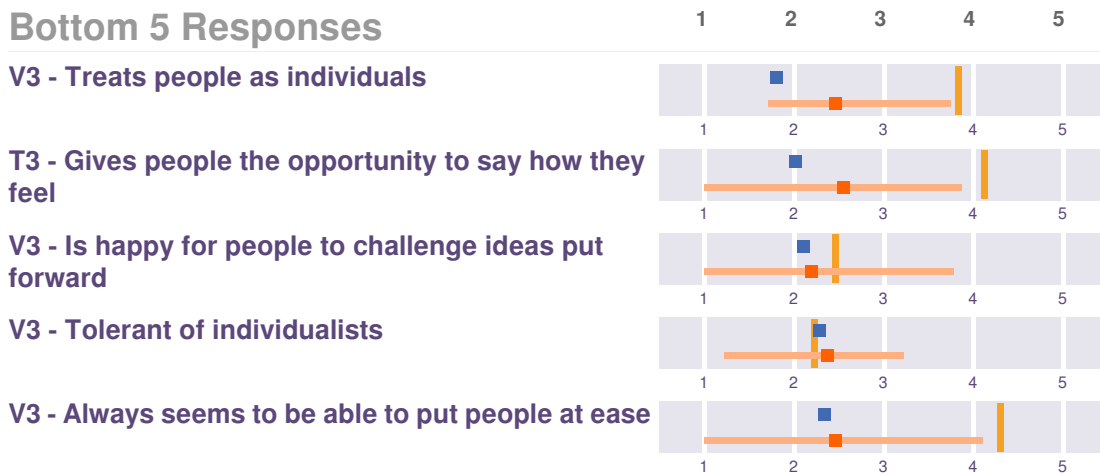
**Legend:** ■ Self ■ Other ■ Manager

## Viewpoint: Manager

### Top 5 Responses



### Bottom 5 Responses



**Legend:** ■ Self ■ Other ■ Manager