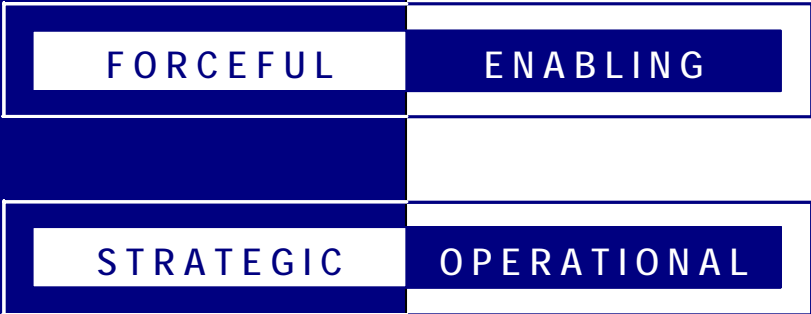


Leadership Versatility Index®

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Robert E. Kaplan
Robert B. Kaiser

Pat Sample
February 2008



Leadership Versatility Index®

Robert E. Kaplan and Robert B. Kaiser

Feedback for:

Pat Sample

February 2008

General Manager (Line)
Business - privately held

Managerial experience:
13 years

Time in current job:
6 months

Feedback from:

14 Total Coworkers

2 Superiors

4 Peers

8 Direct Reports

Note: Results for Peers and Direct Reports are presented separately only if three or more individuals from that group provide ratings. However, if only one or two individuals from that group provide ratings, their data will be included in the results reported for All Coworkers.

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The method of assessment used by the Leadership Versatility Index® is protected by U.S. Patent No. 7,121,830.

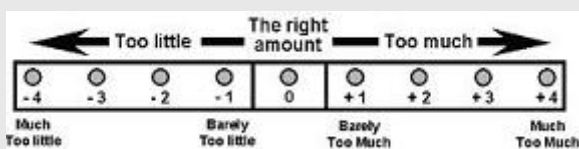
The **Leadership Versatility Index (LVI)** measures versatility on two complementary pairs of leadership dimensions:

Forceful & Enabling Strategic & Operational

Each pair is a combination of opposites. To be good at both sides of oppositions or dualities like these is to be versatile. Many leaders, however, are better at one side than the other. They are lopsided. Your scores on this instrument will give you a reading on the extent to which you are versatile or lopsided.

Overdoing and Underdoing

The LVI's rating scale is shown below. As you noted in filling out the survey on yourself, this is not the typical kind of rating scale, where higher scores are "better." The most desirable score on this instrument falls right in the middle of the scale, a score of "0".



The scale was designed on the premise that suboptimal performance is often a result of either overdoing a behavior or underdoing it. Any "minus scores" (negative numbers) you receive indicate that your raters think you do too little of the behavior—that you either don't do it frequently enough or with enough intensity. "Plus scores" (positive numbers) indicate that they think you do too much of the behavior—that you either do it too often or with too much intensity. Again, scores close to "0" (zero) are ideal.

Pairing Opposites

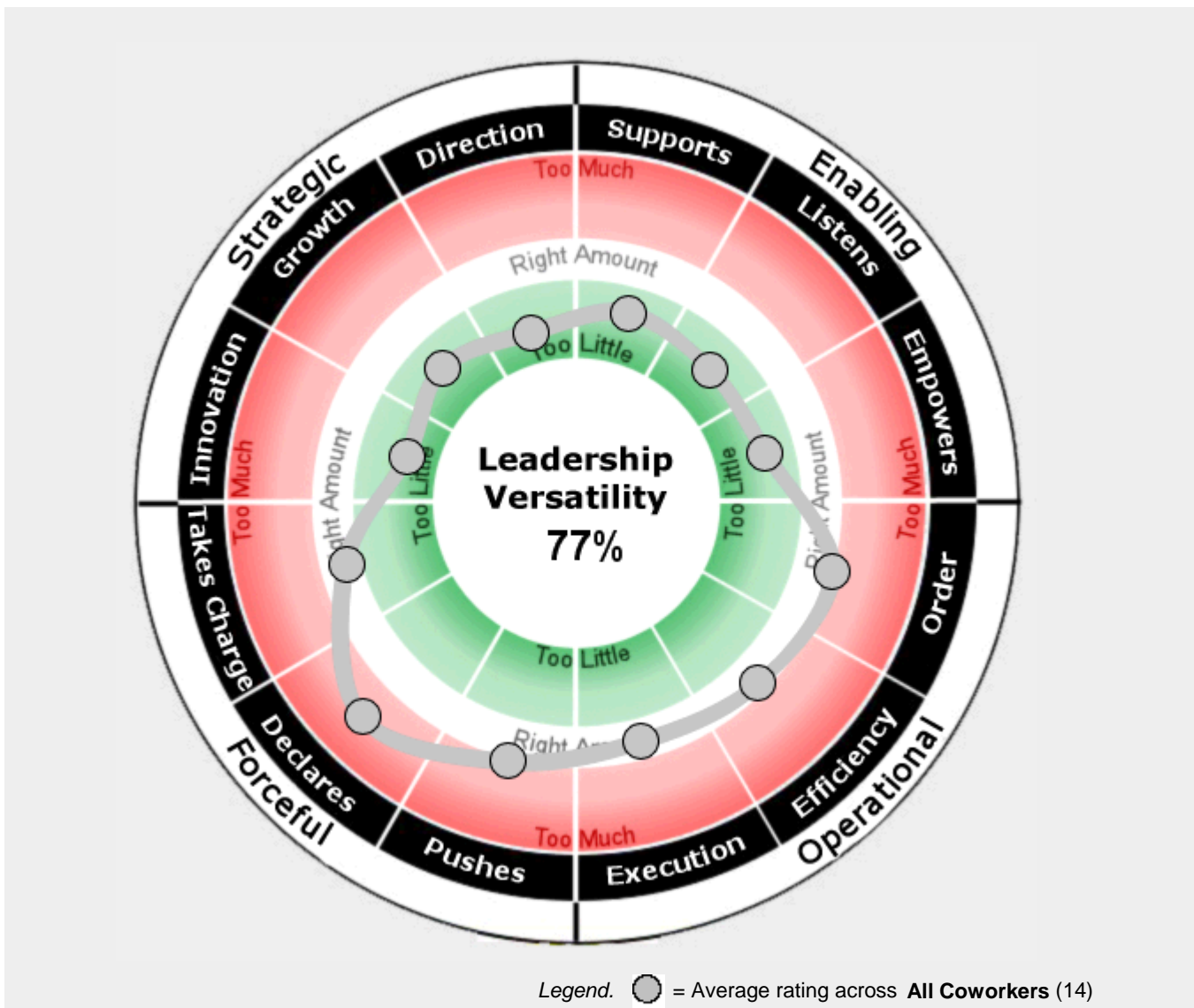
Although the survey had you and your coworkers rate each item individually, it was actually designed as a series of pairs, intended to be complements. For example:

"Steps in. Gets personally involved when problems arise."

&

"Trusts people to handle problems that come up in their area of responsibility."

This feedback report presents the results in terms of pairs of opposing behaviors like the one above so that you can see how versatile or lopsided you are at a very concrete level.



Note: The results that appear on this graphic are based on your coworkers' ratings and do not include your self-ratings.

Interpretation

1. Color Coding

- A score in the **green** zone indicates a shortcoming (**green** is for "go" or do more).
- A score in the **red** zone is a strength taken too far (**red** is for "stop" or do less).
- A score that falls in the **white band** between the green and red areas is a strength.

2. The shape of your profile. The closer to a circle your profile is, the more well-rounded it is, as seen by your coworkers. Bulges or flat spots indicate strengths overused and shortcomings.

3. The versatility percentage is an overall index of your versatility. The higher the percentage, the greater your versatility on both forceful-enabling leadership and strategic-operational leadership. The percentage can range from 0 to 100. The majority of leaders score between 70 percent and 90 percent.

Forceful & Enabling *overview*

Forceful Leadership

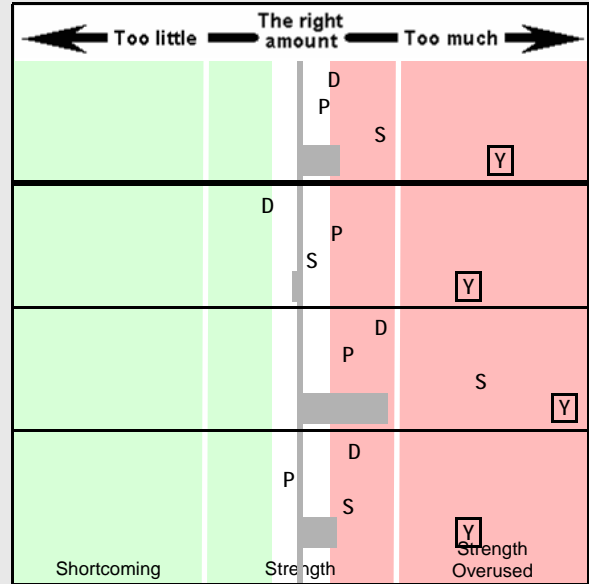
exercising power and authority to push for performance.

Overall

Takes Charge

Declares

Pushes



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Enabling Leadership

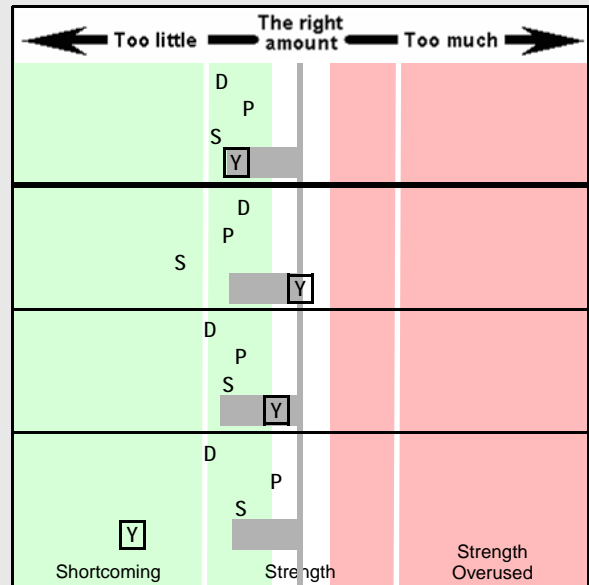
creating conditions for other people to be influential and to contribute.

Overall

Empowers

Listens

Supports



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

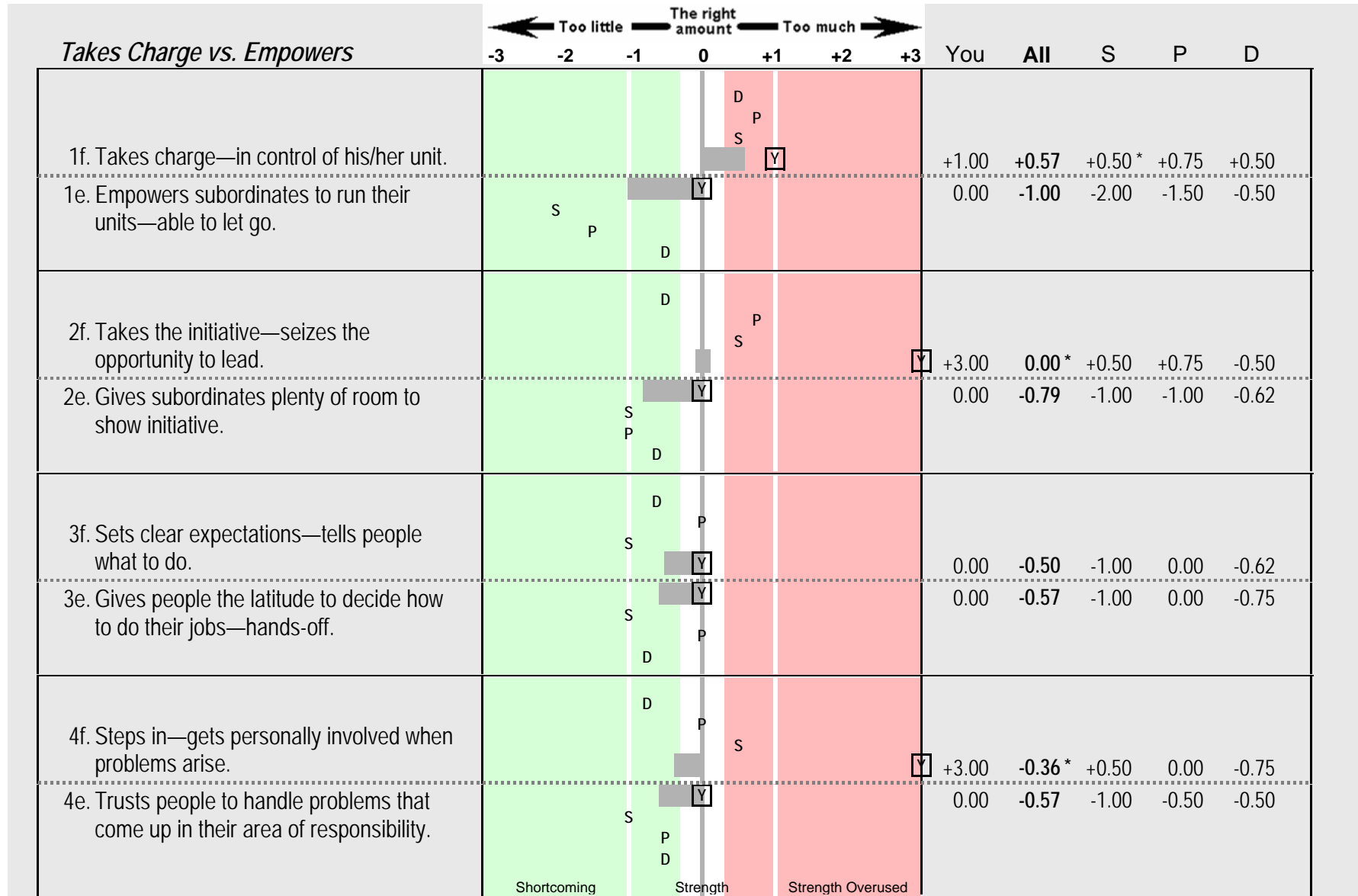
Forceful-Enabling Versatility

the ability to freely draw upon these two opposites, unrestricted by bias in favor of one side and prejudice against the other side. The higher the percentage, the greater your versatility on this important duality.

	F-E Versatility
You	57%
All Coworkers	77%
Superiors	68%
Peers	82%
Direct Reports	78%

The average F-E Versatility score is 79% (SD=9%).

Forceful & Enabling *item averages*



Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 8 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Forceful & Enabling *item averages*

<i>Declares vs. Listens</i>	← Too little The right amount Too much →							You	All	S	P	D	
	-3	-2	-1	0	+1	+2	+3						
5f. Decisive—makes up his/her mind quickly.	D P S							Y	+3.00	+1.07	+1.50	+1.25	+0.88
5e. Participative—includes people in making decisions.	S D P							Y	0.00	-0.71	-1.00	-0.50	-0.75
6f. Lets people know clearly where he/she stands on issues—declares him-/herself.	P D S							Y	0.00	+0.79	+2.50	+0.25	+0.62
6e. Draws people out—wants to know where they stand.	S P D							Y	0.00	-0.36	-0.50	-0.50	-0.25
7f. Forthcoming—tells people what is on his/her mind.	P D S							Y	+4.00	+0.64	+0.50 *	0.00	+1.00
7e. Open to influence—can be persuaded to change his/her mind.	D P S							Y	-1.00	-0.86	0.00 *	-0.50	-1.25
8f. Defends his/her position—doesn't back down easily.	D P							Y	+4.00	+1.07	+3.00	+0.50	+0.88
8e. Makes it easy for people to challenge his/her thinking—to push back.	S D P							Y	0.00	-1.36	-1.50	-1.00	-1.50
	Shortcoming			Strength		Strength Overused							

Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 8 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Forceful & Enabling *distribution of ratings*

Pat Sample
February 2008

FORCEFUL	Too Little				Right Amount	Too Much			
	S	P	D	All	All	All	S	P	D
<i>Takes Charge</i>									
1f. Takes charge	1	0	0	1	6	7	1	3	3
2f. Takes the initiative	0	0	3	3	7	4	1	3	0
3f. Sets clear expectations	1	0	4	5	9	0	0	0	0
4f. Steps in	0	0	4	4	9	1	1	0	0
<i>Declares</i>									
5f. Decisive	0	0	0	0	5	9	2	3	4
6f. Declares self	0	0	0	0	7	7	2	1	4
7f. Forthcoming	1	0	0	1	8	5	1	0	4
8f. Doesn't back down easily	0	0	0	0	6	8	2	2	4
<i>Pushes</i>									
9f. Pushes people hard	0	0	0	0	4	10	2	2	6
10f. Expects a lot	0	0	0	0	7	7	1	2	4
11f. Direct when dissatisfied	1	2	1	4	8	2	0	0	2
12f. Holds people accountable	1	3	2	6	5	3	1	1	1
Total	5	5	14	24	81	63	14	17	32
Proportion	.21	.10	.15	.14	.48	.38	.58	.35	.33
ENABLING	Too Little				Right Amount	Too Much			
	S	P	D	All	All	All	S	P	D
<i>Empowers</i>									
1e. Empowers subordinates	2	4	3	9	5	0	0	0	0
2e. Allows subs to take initiative	2	4	4	10	4	0	0	0	0
3e. Hands-off	2	0	4	6	8	0	0	0	0
4e. Trusts people	1	2	2	5	9	0	0	0	0
<i>Listens</i>									
5e. Participative	1	2	5	8	6	0	0	0	0
6e. Draws people out	1	2	2	5	9	0	0	0	0
7e. Open to influence	1	2	6	9	4	1	1	0	0
8e. Makes it easy to push back	2	2	5	9	5	0	0	0	0
<i>Supports</i>									
9e. Shows appreciation	2	0	4	6	8	0	0	0	0
10e. Treats people well	1	2	6	9	5	0	0	0	0
11e. Sensitive to people's feelings	2	2	6	10	3	1	0	0	1
12e. Cuts people slack	0	0	3	3	11	0	0	0	0
Total	17	22	50	89	77	2	1	0	1
Proportion	.71	.46	.52	.53	.46	.01	.04	.00	.01

Legend: All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *overview*

Strategic Leadership

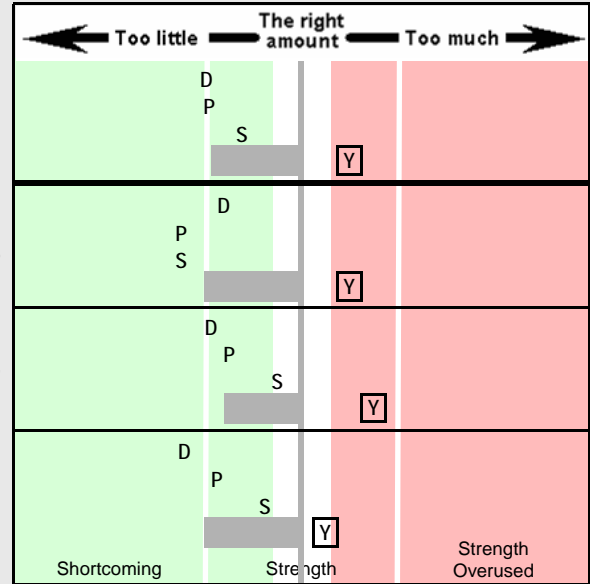
positioning the organization to be competitive in the future.

Overall

Direction

Growth

Innovation



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Operational Leadership

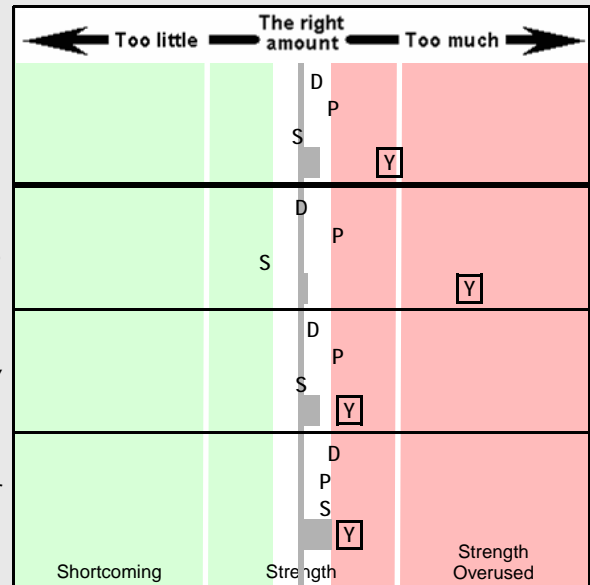
driving the organization to get results in the near term.

Overall

Execution

Efficiency

Order



Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

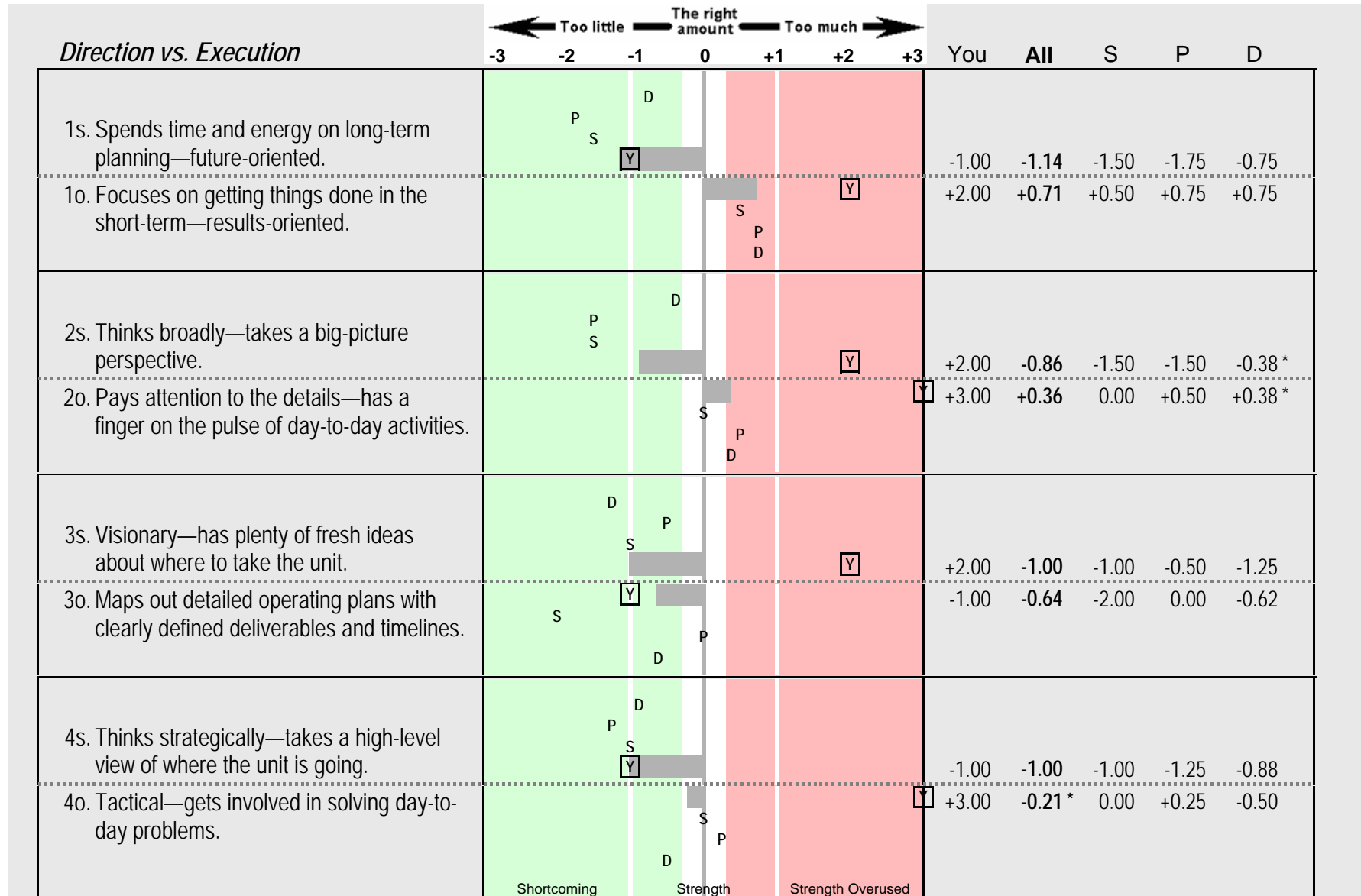
Strategic-Operational Versatility

the ability to freely draw upon these two opposites, unrestricted by bias in favor of one side and prejudice against the other side. The higher the percentage, the greater your versatility on this important duality.

	S-O Versatility
You	66%
All Coworkers	77%
Superiors	82%
Peers	78%
Direct Reports	75%

The average S-O Versatility score is 81% (SD=8%).

Strategic & Operational *item averages*



Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 13 for an explanation of these scores.

Legend: Y = You, Gray Bar = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *item averages*

<i>Growth vs. Efficiency</i>	← Too little The right amount Too much →							You	All	S	P	D
	-3	-2	-1	0	+1	+2	+3					
5s. Expansive—aggressive about growing the business.								-2.00	-0.71	-1.50	0.00	-0.88
5o. Careful not to outstrip the organization's capacity.								0.00	-0.50	0.00	0.00	-0.88*
6s. Ambitious to improve the organization—launches many change initiatives.								+2.00	-0.79	0.00	-1.00	-0.88
6o. Selective—realistic about how much change the organization can absorb.								0.00	+0.43	0.00	+0.50	+0.50
7s. Willing to make bold moves.								+1.00	-0.79	0.00	-0.75	-1.00*
7o. Introduces change in small increments.								+1.00	+0.21	0.00	0.00	+0.38*
8s. Invests in the organization's capacity—puts resources into IT, R&D, talent, etc.								+2.00	-0.86*	+0.50	-1.25	-1.00*
8o. Seeks efficiencies—looks for ways to contain or reduce costs.								+1.00	+0.57	0.00	+1.00	+0.50*
	Shortcoming			Strength		Strength Overused						

Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 13 for an explanation of these scores.

Legend: Y = You, **Gray Bar** = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Strategic & Operational *distribution of ratings*

Pat Sample
February 2008

STRATEGIC	Too Little				Right Amount	Too Much			
	S	P	D	All	All	All	S	P	D
Direction									
1s. Future-oriented	1	4	4	9	5	0	0	0	0
2s. Big-picture perspective	2	2	4	8	5	1	0	0	1
3s. Visionary	2	2	5	9	5	0	0	0	0
4s. Thinks strategically	2	2	4	8	6	0	0	0	0
Growth									
5s. Aggressive about growth	2	0	4	6	8	0	0	0	0
6s. Launches many changes	0	2	3	5	9	0	0	0	0
7s. Bold moves	0	2	5	7	6	1	0	0	1
8s. Invests in capacity	0	4	5	9	3	2	1	0	1
Innovation									
9s. Questions the status quo	1	0	4	5	9	0	0	0	0
10s. Embraces change	2	4	4	10	3	1	0	0	1
11s. Unstructured discussions	0	2	5	7	6	1	1	0	0
12s. Encourages innovation	1	4	5	10	3	1	0	0	1
Total	13	28	52	93	68	7	2	0	5
Proportion	.54	.58	.54	.55	.40	.04	.08	.00	.05
OPERATIONAL	Too Little				Right Amount	Too Much			
	S	P	D	All	All	All	S	P	D
Execution									
10. Results-oriented	0	0	0	0	7	7	1	2	4
20. Pays attention to the details	0	0	1	1	8	5	0	2	3
30. Maps out detailed plans	2	0	4	6	8	0	0	0	0
40. Tactical	0	0	4	4	9	1	0	1	0
Efficiency									
50. Careful about capacity	0	0	4	4	9	1	0	0	1
60. Selective	0	0	0	0	9	5	0	2	3
70. Incremental change	0	0	1	1	10	3	0	0	3
80. Seeks efficiencies	0	0	1	1	8	5	0	2	3
Order									
90. Goes by the book	0	0	0	0	11	3	0	0	3
100. Stays with tried and true	0	0	1	1	9	4	0	0	4
110. Runs disciplined meetings	1	2	2	5	5	4	1	2	1
120. Manages workflow	0	0	3	3	5	6	2	4	0
Total	3	2	21	26	98	44	4	15	25
Proportion	.13	.04	.22	.15	.58	.26	.17	.31	.26

Legend: All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Rank Order of Items

Pat Sample
February 2008

Item	Sub-dimension	You	All	S	P	D	
9f.	Pushes people hard	Pushes	+4.00	+1.43	+2.00	+1.00	+1.50
5f.	Decisive	Declares	+3.00	+1.07	+1.50	+1.25	+0.88
8f.	Doesn't back down easily	Declares	+4.00	+1.07	+3.00	+0.50	+0.88
6f.	Declares self	Declares	0.00	+0.79	+2.50	+0.25	+0.62
1o.	Results-oriented	Execution	+2.00	+0.71	+0.50	+0.75	+0.75
7f.	Forthcoming	Declares	+4.00	+0.64	+0.50 *	0.00	+1.00
1f.	Takes charge	Takes Charge	+1.00	+0.57	+0.50 *	+0.75	+0.50
8o.	Seeks efficiencies	Efficiency	+1.00	+0.57	0.00	+1.00	+0.50 *
10f.	Expects a lot	Pushes	+3.00	+0.50	+0.50	+0.50	+0.50
9o.	Goes by the book	Order	0.00	+0.50	0.00	0.00	+0.88
10o.	Stays with tried and true	Order	+2.00	+0.43	0.00	0.00	+0.75 *
6o.	Selective	Efficiency	0.00	+0.43	0.00	+0.50	+0.50
2o.	Pays attention to the details	Execution	+3.00	+0.36	0.00	+0.50	+0.38 *
12o.	Manages workflow	Order	+1.00	+0.29 *	+1.00	+1.50	-0.50
7o.	Incremental change	Efficiency	+1.00	+0.21	0.00	0.00	+0.38 *
11o.	Runs disciplined meetings	Order	-1.00	0.00 *	0.00 *	-0.50 *	+0.25 *
2f.	Takes the initiative	Takes Charge	+3.00	0.00 *	+0.50	+0.75	-0.50
11f.	Direct when dissatisfied	Pushes	0.00	-0.14 *	-0.50	-1.00	+0.38 *
4o.	Tactical	Execution	+3.00	-0.21 *	0.00	+0.25	-0.50
12e.	Cuts people slack	Supports	-1.00	-0.29	0.00	0.00	-0.50
12f.	Holds people accountable	Pushes	0.00	-0.36	0.00 *	-1.00 *	-0.12 *
4f.	Steps in	Takes Charge	+3.00	-0.36 *	+0.50	0.00	-0.75
6e.	Draws people out	Listens	0.00	-0.36	-0.50	-0.50	-0.25
3f.	Sets clear expectations	Takes Charge	0.00	-0.50	-1.00	0.00	-0.62
5o.	Careful about capacity	Efficiency	0.00	-0.50	0.00	0.00	-0.88 *
3e.	Hands-off	Empowers	0.00	-0.57	-1.00	0.00	-0.75
4e.	Trusts people	Empowers	0.00	-0.57	-1.00	-0.50	-0.50
3o.	Maps out detailed plans	Execution	-1.00	-0.64	-2.00	0.00	-0.62
9e.	Shows appreciation	Supports	-2.00	-0.64	-1.00	0.00	-0.88
5e.	Participative	Listens	0.00	-0.71	-1.00	-0.50	-0.75
5s.	Aggressive about growth	Growth	-2.00	-0.71	-1.50	0.00	-0.88
2e.	Allows subs to take initiative	Empowers	0.00	-0.79	-1.00	-1.00	-0.62
6s.	Launches many changes	Growth	+2.00	-0.79	0.00	-1.00	-0.88
7s.	Bold moves	Growth	+1.00	-0.79	0.00	-0.75	-1.00 *
9s.	Questions the status quo	Innovation	0.00	-0.79	-0.50	0.00	-1.25
2s.	Big-picture perspective	Direction	+2.00	-0.86	-1.50	-1.50	-0.38 *
7e.	Open to influence	Listens	-1.00	-0.86	0.00 *	-0.50	-1.25
8s.	Invests in capacity	Growth	+2.00	-0.86 *	+0.50	-1.25	-1.00 *
10e.	Treats people well	Supports	-2.00	-0.93	-0.50	-0.50	-1.25
11e.	Sensitive to people's feelings	Supports	-2.00	-0.93	-1.00	-0.50	-1.12 *
11s.	Unstructured discussions	Innovation	+1.00	-0.93 *	+0.50	-0.75	-1.38
1e.	Empowers subordinates	Empowers	0.00	-1.00	-2.00	-1.50	-0.50
3s.	Visionary	Direction	+2.00	-1.00	-1.00	-0.50	-1.25
4s.	Thinks strategically	Direction	-1.00	-1.00	-1.00	-1.25	-0.88
12s.	Encourages innovation	Innovation	0.00	-1.07	-0.50	-1.00	-1.25 *
1s.	Future-oriented	Direction	-1.00	-1.14	-1.50	-1.75	-0.75
10s.	Embraces change	Innovation	0.00	-1.21	-1.00	-1.75	-1.00 *
8e.	Makes it easy to push back	Listens	0.00	-1.36	-1.50	-1.00	-1.50

Note: Scores that are flagged with an * are difficult to interpret; they are based on a mix of "too much" and "too little" ratings.

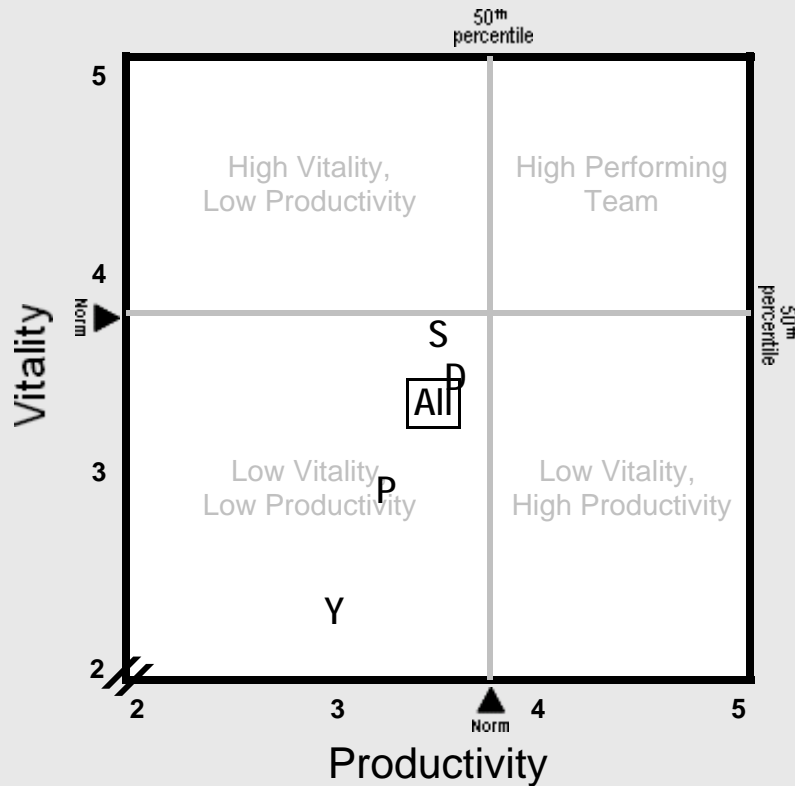
Legend: All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Effective leaders build teams that get stellar results and can keep it up over time. Their teams are characterized by two things:

Productivity refers to the volume and quality of the team's output

Vitality concerns how team members feel about the work and about each other.

You and your coworkers rated your team on a 3-item measure of productivity and a separate 3-item measure of vitality. Below are the overall results. The results for the specific items appear on the next page.



Legend: Y = You, All = All Coworkers (14), S = Superiors (2), P = Peers (4), D = Direct Reports (8).

Scale Item	You	All Coworkers (14)	S (2)	P (4)	D (8)
Productivity	3.00	3.48	3.50	3.25	3.58
Quantity of output	3.00	3.57	3.50	3.50	3.63
Quality of output	3.00	3.07	3.00	2.75	3.25
Overall productivity	3.00	3.79	4.00	3.50	3.88
Vitality	2.33	3.33	3.67	2.92	3.46
Morale	2.00	3.50	3.50	3.75	3.38
Engagement with the work	3.00	3.21	3.50	2.50	3.50
Cohesiveness	2.00	3.29	4.00	2.50	3.50

Note: Raters rated each item on a 1-to-5 scale where higher scores indicate more of the attribute in question.

Legend: S = Superiors (2), P = Peers (4), D = Direct Reports (8).

1. What are this person's major strengths as a leader—what do you most appreciate or respect about him/her?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I am honest and ethical with high principles. I take my responsibility as a leader very seriously. I give everything to my job. And I have deep technical expertise in my functional area with a lot of experience.

Superiors

- Pat knows operations like the back of her hand. And she is a reliable, go-to manager; I know I can count on her to get the job done.
- Pat is a hard-charger who will go the extra mile to get results. She knows her business very well and knows how to get things done. She isn't afraid to step up and take responsibility for fixing problems either. She is very clear where she stands on issues and speaks her mind.

Peers

- When a decision is made, she takes detailed care in its implementation.
- Understands how the business works, at an intimate, detailed level. She is a natural leader. Has a big presence.
- She knows what she wants and does everything to achieve her goals. She is also a great sparring partner to help someone better understand complex situations. She is not afraid of making decisions. She shows courage in her management.
- Willing to understand any trouble (big or small) or activity and be involved to learn more from it. Pat is really good at understanding problems and avoids going into small details that are tangential to the difficulties. She is quick to establish a clear view of alternatives.

Direct Reports

- Pat is pragmatic, fast, and focused on results.
- One of the best improvisors and problem-solvers I have ever met!
- A sense of urgency and drive for results. Pat will do whatever it takes to deliver.
- Great with numbers, really quick on her feet, a masterful problem solver. Very analytical.
- Pat is very knowledgeable in her area of expertise; she has a very deep understanding of operations and the supply chain.
- Pat is very clear about what she expects and what she believes should be done. She always takes a position and is quick to let you know where she stands.
- Pat is clear about expectations, is a hands-on leader who really knows the business. She also has deep technical smarts and is a great resource to her team.

1. (Major strengths *continued*)

Direct Reports

- Pat is a natural leader, who knows exactly where she wants her team to go and never gives up until she reaches her targets. She has tremendous drive and focus on results, and she really knows her stuff.

2. Does this leader overuse any of his or her strengths? Briefly explain how, by taking them to an extreme, the "strengths become weaknesses."

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I can put too much pressure on the team in order to deliver results. Very demanding, which can bring some loss of confidence from coworkers. Speed can become impatience and too much pressure.

Superiors

- She is a bit opinionated, especially on matters related to her experience. The problem is sometimes she can be off-putting, like she doesn't care what anyone else thinks because she has all the answers. And sometimes her confidence is misguided, especially in areas outside her expertise. A little humility could go a long way.
- Pat is a bit impatient—impatient to meet her objectives or the objectives of her unit. She is clearly results-oriented. This orientation could put high pressure on the members of her team. It could be a risk of over-management.

Peers

- Because she is a quick and intelligent person, some people on her team might not follow her mind as fast as expected. They feel frustrated due to the fact that they don't understand what Pat says and don't dare to ask for explanations. Pat should be more careful in this situation and ensure that everybody understands her point.
- Pat wants to achieve her goals and has difficulties accepting others' points of view. She can be very dogmatic if she thinks she is right.
- Sometimes too detail-oriented. Thinks she can manage with an Excel file and a few action plans.
- Sometimes Pat can be a little bit too aggressive during discussion.

Direct Reports

- She is a great problem-solver and knows the technical side of the business inside and out; however, she tends to get too involved in solving technical problems, to the point of micromanaging some times.
- Pat is really strong in operations, but she also has a tendency to swoop in and take over on tactical matters that are frankly beneath her.
- Too impatient—changes are not so easily accomplished in the reality of that on the spread sheet. Could burn people out.
- Too worried about cutting costs. Sometimes we cut just to cut, never mind the long-term ramifications.
- Pat can sometimes be aggressive toward her team in her willingness to get the best out of them.
- Very principled but sometimes inflexible or dogmatic.
- Can be very arrogant, especially toward weak people.

2. (Strengths overused *continued*)

Direct Reports

- As results-oriented, she can be a bit too direct.

3. Does this leader have any shortcomings—areas where he or she needs to be stronger or do more?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I need to develop more of a strategic mindset. It is difficult because so much of our results depend on execution. And there is a lot of pressure to deliver in the near term. I could also delegate more.

Superiors

- Pat needs to show more interest in other people's ideas, among her peers and especially on her team. I sometimes think she leaves money on the table by teeing up an issue and offering her solutions and ideas out of the gate. If she could slow down, introduce a problem, and solicit input, she would have greater buy-in and probably better quality solutions. This is especially so in areas outside her realm of expertise and experience.
- Pat needs to learn how to get more out of her people. That is, she needs to draw them out more, invite their ideas and participation more. Her organization is centered around her and this limits how much her people can contribute.

Peers

- I'm not sure that Pat is a strategic thinker. Most of her concerns are minute-by-minute. I sometimes think she sacrifices the long term for short-term results.
- Pat sometimes doesn't know what she doesn't know. Sometimes she could be more humble and seek more information rather than appear like she has all the answers.
- Pat could sharpen her people skills. She could especially be a better, more active listener.
- Collaboration. She is too focused on her team and shows little interest in lateral teams.

Direct Reports

- Pat is kind of a loner in that she doesn't seek input. She could also show more appreciation. Her team has a lot on its plate and is doing a great job trying to get it all done, but Pat doesn't always acknowledge the effort.
- Pat could be more realistic about what can and can't be done. Her expectations are too high and this has her issuing too many priorities. A more realistic appraisal of what is feasible would give us greater focus.
- I don't Pat fully understands the business, especially the sales and marketing functions. She has little experience in these areas and tends to avoid them, to the point of being out of the loop.
- It sometimes feels as if she doesn't appreciate the way a business functions. It is obvious that she favors Ops and is not interested in the marketing side.
- Pat could be more patient. Her urgency is appreciated, but sometimes she charges on without all the information.

3. (Shortcomings *continued*)

Direct Reports

- Pat isn't a very good listener. Sometimes when you raise an issue, you can tell her mind is somewhere else.
- She is not very inclusive. She doesn't involve people in the major decisions that affect them.
- Sometimes I wonder if Pat trusts us. She doesn't delegate as much as she should.

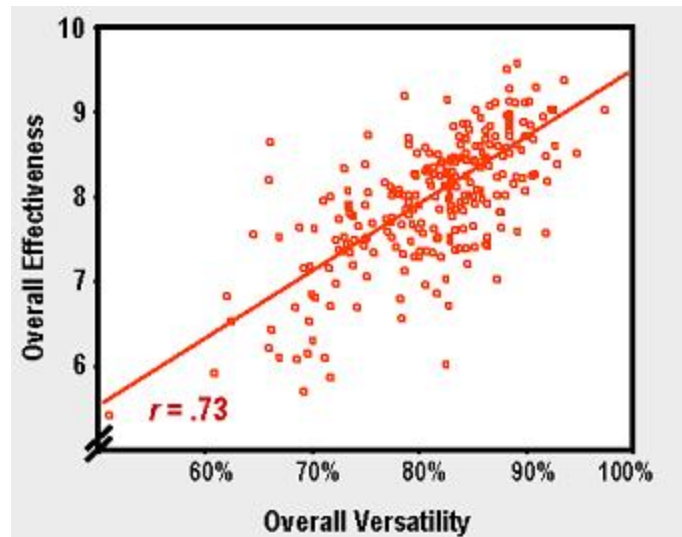
4. Please provide a rating of this person's overall effectiveness as a leader on a ten-point scale where 5 is adequate and 10 is outstanding.

	Average	Lowest	Highest
You	7.00		
All Coworkers (14)	7.68	6.00	9.00
Superiors (2)	7.75	7.50	8.00
Peers (4)	7.63	7.00	8.00
Direct Reports (8)	7.69	6.00	9.00

Note: The average effectiveness rating in our normative database (over 500 senior managers) is 7.80 (standard deviation = 1.00). Self-ratings and peer ratings tend to be a little lower than the average while direct report ratings tend to be a little higher—and these differences are statistically significant.

Versatility: A Key to Leadership Effectiveness

Our research has found a strong association between overall effectiveness and versatility on forceful-enabling leadership and strategic-operational leadership. Across seven samples including ratings for over 500 senior managers, the average correlation is .70—a very strong relationship. To the right is a scatterplot showing the correlation based on All Coworker ratings for a sample of 260 senior managers. Since versatility is powerfully linked to overall effectiveness, it follows that if you can boost your versatility on the fundamental dualities assessed by the LVI, you will increase your overall effectiveness.



(Overall effectiveness, *continued*)

Please explain what is effective about his/her leadership and what it would take to get a higher rating.

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- 7.00. Because of speed, reactivity, strong focus, and good results. Increasing trust and delegation and intensifying coaching would enable me to do more and bring more effectiveness.

Superiors

- 7.50. Pat is a driver and pushes for results, which are usually good. She could do better at forming peer relationships. And she could delegate and involve her staff more in key decisions. Her efforts at cost-cutting have been great, but she also needs to generate more revenue.
- 8.00. With her business knowledge and her people skills, she is easily accepted by the team and can focus on real issues rather than on conflicts. This allows her to quickly turn the work toward improvement rather than problem solving. Encourages people to exceed and creates a positive climate.

Peers

- 8.00. I think Pat is already a far better-than-average manager. She still needs to create some distance from the team's work in order to better empower her staff.
- 8.00. Pat is overall a good manager. To improve, she will have to get a wider picture and learn to manage high-level people.
- 7.00. Be more constructive and cooperative with the staff, be more trusting of the team, clarify the ground rules for the team (who decides what, based on what information, for what aim or objective), and control your feelings more in public. Also, manage using criticism and praise at right time (praise in public and, critique in private).
- 7.50. A challenging leader that will help us to progress in many fields. Could reach the same results by more consensual ways. Be more supportive when people are in trouble. Let them have time to work on the issues: additional reporting doesn't help to solve the problems.

Direct Reports

- 9.00. I think Pat is a great leader as is. We need more of her kind of drive and relentless pursuit of results.
- 8.50. She is a great operational leader. She could soften up a bit and show more appreciation for everyone's efforts.
- 7.50. Pat doesn't treat people with the respect they deserve. She pushes hard, but could get more done with less churn if she used a softer touch.
- 7.50. To get a higher range, Pat has to improve her way of treating people and has to learn to sometimes be more comprehensive for her direct reports who are not always as smart/quick as she is.
- 6.00. I think she could increase her effectiveness by showing more interest in every functional area, especially sales and marketing.

(Overall effectiveness, *continued*)

Direct Reports

- 7.00. Because she is so intense and keen on delivering and she knows a lot about the business. She needs to focus on fewer priorities and give her people more room to decide how to do their jobs.
- 8.00. Pat is a very good manager. Efficiency, rapidity, and courage are her greatest strengths.
- 8.00. Because she is able to run her business in every aspect of it. She could include people more.

5. What words of encouragement do you have to offer this individual?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- Trust myself and lighten up a bit. Learn to trust others and step back.

Superiors

- Pat has her heart in the right place. She is making strides in the right direction. She could benefit from working with a coach to develop more on the soft side.
- Pat continues to be someone we can count on. Just know that we believe in you, Pat.

Peers

- Pat has a lot of gifts, and I admire her deep smarts.
- Trust your team, Pat. We're on your side.
- Take the leap of faith, Pat: take a chance, trust people, and see what happens. You'll be surprised by how much people can do if you show you believe in them.
- I like working with Pat and think she adds a lot to our team.

Direct Reports

- I hope Pat isn't discouraged by this feedback. It may not all be positive, but if you can take it in, you'll be the stronger leader for it.
- I have a lot of respect for Pat. She knows more than I will ever know about this business.
- Just remember what you already know: treat people like you want to be treated. You already have our respect.
- Trust yourself, Pat. You know what you are doing.
- I think Pat is one of the best leaders in the company. Keep it up!
- Pat has a very bright future. If she can add on the strategic and people-skills pieces, she will be an extraordinary leader.
- Pat, you don't have to always know everything. We already know you know a lot!