

LHH

Leading Other Leaders: Development Report

Report For Pat Sample

Date March 11, 2022

Overview

About this Report

This report is designed for individuals in managerial and leadership roles. It is organized around key competencies that have been shown to drive success in these roles. This report will help you better understand your natural potential in each of these areas and can serve as a key input into your development efforts.

Key Reminders

There are a few important things to keep in mind when reading your report:

- **Resist the temptation** to evaluate higher results as "good" and lower results as "bad". Higher results do not necessarily indicate greater competence, nor do lower results necessarily indicate deficiency. Interpretation is context specific. So, when reviewing your results, it is critical to consider the unique context and demands that you face in your role.
- **Higher results may** indicate greater potential, whereas **lower results may** indicate less natural potential in a given area. Your results **do not** represent your actual behavior at work. Your highest and lowest results indicate which aspects tend to be most salient, impactful, and readily noticed by others. Focusing on competencies with lower results may yield the quickest gains, but you may choose to focus on development suggestions from competencies with higher results as well.
- All profiles will indicate areas of strength as well as some development opportunities. It is important to examine your profile holistically and consider how your results interact with each other and in the context of your role. Becoming more aware of your areas of strength and development opportunities can help you understand **how to best leverage your strengths** as well as how you may need to adapt your mindset or approach to meeting situational demands.

Report Contents

This report includes a Summary of your overall results, followed by detailed information for each competency. On the detail pages, you will see the competency name, its definition, your numerical result, typical work behaviors related to that competency, behavioral tendencies associated with lower and higher results, and finally, a series of development suggestions. Note that numerical results are categorized as lower (scores of 0-23), moderate (scores of 24-60), and higher (scores of 61 or greater).

Summary

Remember: Higher results may indicate a higher natural potential to exhibit this competency whereas, lower results may indicate less natural potential to exhibit this competency. Higher scores are not better than lower scores, the scoring is a measurement of natural potential and all skills can be learned.

Competencies	Score	Lower	Moderate	Higher
Is Self-Aware and Accountable	10			
Thinks and Communicates Strategically	21			
Delivers through Collaboration	20			
Influences for Impact	38			
Coaches for Engagement	16			
Builds High Performing Teams	10			
Implements Innovative Solutions	27			
Evolves the Culture	24			
Leads with Resilience	21			

Is Self-Aware and Accountable

Invests time to develop self-awareness; holds self and others to a higher standard of behavior; and takes personal ownership for words, actions, and outcomes, and their impact on diverse stakeholders.



Work behaviors related to this competency typically include:

- Displays self-motivation, self-control and attitude
- Leads with accountability and high standards
- Views the company and its future positively

Behavioral Tendencies

Lower Score:	Higher Score:
• Ignores or denies the relevance of others' feedback, or may seem defensive • Holds low or changing standards of performance for self and others • Presents a pessimistic or critical view about the company and its future	• Demonstrates appropriate level of self-motivation, attitude, and self-control • Holds self and others accountable for high standards of performance • Expresses optimism about the company and its future

Development Suggestions

- Use multiple data sources across several points of time to assess and improve your self-awareness. Review and reflect upon previous assessments, key conversations and performance reviews, and results that can inform your perceptions. What has changed over time? What has remained constant? What new insights about your leadership are emerging? Be accountable for monitoring and acting upon opportunities to grow and develop.
- Choose 1-2 skills and competencies that you wish to develop and be deliberate about asking others in advance for feedback on those items. Do you want to improve the effectiveness of your meetings? Ask fellow participants in advance of an upcoming meeting to observe you and provide you feedback at the end. Need to improve your coaching skills? Choose a team member with a situation that you think would benefit most from a coaching approach. Ask what differences they observe between a usual meetings with you and the meeting where you were intentional about using your coaching skills.
- Request a formal 360° feedback assessment and obtain feedback from a diverse range of stakeholders including superiors, leaders, peers, customers, team members, or others who have worked closely with you to observe your performance and leadership. Not possible through your organization? Then conduct an informal assessment using a simple survey tool or online form. Inform your selected respondents about what you are trying to achieve and ask key questions centered on the competencies required to lead in your organization today and tomorrow. Ask someone you trust to help review the results with you.

Thinks and Communicates Strategically

Applies diverse business and industry knowledge to achieve organizational goals and communicates in a clear and compelling way.



Work behaviors related to this competency typically include:

- Thinks about the role of their unit/department relative to others in the organization
- Recognizes external factors and trends with organizational impact
- Collects relevant information to facilitate understanding
- Communicates with clarity and adapts messages to meet audience needs effectively
- Considers the amount of detail to use in communication

Behavioral Tendencies

Lower Score:	Higher Score:
• Thinks narrowly about their unit/department or organization • Awaits impact of industry and market factors and trends that have implications for the organization • Neglects to connect disparate information to arrive at a broader understanding of issues • Lacks a clear point of view in spoken and written forms • Uses the same message, nonverbal behaviors, and style of communicating regardless of audience • Lacks nuance in providing or omitting detail in communications	• Thinks holistically about their unit/department or organization • Seeks to understand industry and market factors and trends that have implications for the organization • Synthesizes information to arrive at a broader understanding of issues • Clearly communicates point of view in spoken and written forms • Adapts message, style, and nonverbal behaviors of communicating for audience • Uses appropriate level of detail in communications

Development Suggestions

- Today, companies are easily disrupted by trends that are at first prevalent and powerful in other industries. Diversify your inputs to develop more strategic outputs. Seek out magazines, newspapers, channels, thought leaders, social media accounts, etc. from industries that you know little about or think are entirely disconnected from your own. Read or listen to points of view that inform you about other occurrences in the market and make connections between them and your own role and organization.
- Request to attend an internal meeting that you normally wouldn't be invited to so you can broaden your understanding of the project or department and how it connects to your own. Do some research before you attend the meeting. Find some information online or on your company intranet to help prepare yourself. Try to connect the dots yourself. Meet with the leader of the meeting in advance. Ask them to confirm or expand on your understanding.
- Volunteer to represent a peer who cannot attend in a cross-functional or complex project meeting. Meet with your peer and their team members/manager to help inform you so that you represent the required information clearly and strategically. See the meeting as an opportunity to connect the dots between your role and your peer's and how it impacts the organization in a concrete way.

Delivers through Collaboration

Achieves mutually beneficial outcomes by leveraging a strong network and acting upon opportunities to strengthen strategic relationships.



Work behaviors related to this competency typically include:

- Builds internal and external relationships
- Manages conflicts and resolves disagreements
- Works with others and removes obstacles to collaboration
- Values openness and diversity in the environment

Behavioral Tendencies

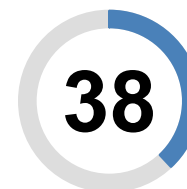
Lower Score:	Higher Score:
• Builds relationships only as required • Allows conflict to develop into unproductive interactions or unresolved issues • Is impeded by or works within existing organizational barriers • Creates an environment where individual differences are not respected	• Takes initiative to build productive relationships inside/ outside team and business • Manages healthy debate and conflict to allow for productive discussions and timely resolution to disagreements • Collaborates and removes barriers to collaboration within/across organizational boundaries • Fosters an open and accepting environment with respect to differences (e.g., culture, religion) as a role model and advocate

Development Suggestions

- Examine your current relationships and standards of performance. Do you have the relationships and network required to complete what you need to achieve at the level you desire? Be honest about the individual, team, and even organizational gaps that may exist and be deliberate about filling those gaps. Identify 2-3 relationships you need to develop in order to get the job done well. Remember that both strong and loose ties enable you to learn something from or about the other person, while learning something about yourself. Liking the other person is simply a bonus.
- Identify the personal and professional qualities that you feel are most important for someone to have a good personal or working relationship with you. Then seek out others who you know or believe to have different personal and professional qualities than what you have identified. Have a tea or coffee and seek to understand what strengths and interests they have that you find interesting or unexpected. Identify one action you will take based on the information you discover.
- Volunteer to lead or participate in a high-stakes project that you know has inherent challenges such as not enough resources, a great deal of resistance, or mostly new people working together as part of the package. Identify the value you can bring and map out how you will foster collaboration to produce desired outcomes.

Influences for Impact

Understands stakeholders and the environment and acts appropriately to navigate personal agendas and organizational dynamics.



Work behaviors related to this competency typically include:

- Pays attention and responds effectively to various cues
- Presents the potential for win-win outcomes in order to persuade others
- Uses a multi-step process to effectively influence others

Behavioral Tendencies

Lower Score:	Higher Score:
• Finds it difficult to read and adjust to individual, social, or cultural cues • Uses the same approach to convince others to follow their direction using a variety of influence tactics • Infrequently informs influence approach by considering agendas, concerns, needs, and motivations of others and by using political dynamics to inform influence approach	• Accurately reads individual, social, or cultural cues and behaves or adjusts in accordance with those cues • Convinces others to follow their direction using a variety of influence tactics, including compelling language • Builds buy-in by identifying agendas, concerns, needs, and motivations of others and political dynamics to inform influence approach

Development Suggestions

- Get clear on your own agenda, concerns, needs and motivations, and political dynamics that will play a role in your influence approach. Don't assume that others will share the same perspectives and points of view on the same topic. In fact, once you are clear on what it is you are trying to achieve, do your best to counter each thought you have generated and prepare an effective counter response.
- To influence for impact, reduce as much uncertainty as you can. Next time you have to meet with an important stakeholder for the first time, look online to see if you can uncover some work history, accomplishments, education, or life experience that may play a role in being receptive to your ideas or building a connection. Identify others who know the person well and ask questions that will help you understand their agendas, concerns, needs, motivations, and other relevant information that can help inform your approach. Be specific—get details about specific situations and results that may be good indicators of what to expect when you get into contact with the person.
- As your priorities evolve or you take on new projects, be proactive and get to know the stakeholders before you need to influence them. Are you influencing up? Try to go to the places where you may run into those individuals—town halls, charity events, receptions, etc. Are you influencing across? If it's possible, go visit their precise location, internal or external coffee areas, or meeting rooms that they likely frequent and request a meeting to get to know individuals better. It's harder to turn someone down face-to-face than by email or when on a call. And of course, social media is an easy and commonly accepted way to facilitate online social connections with individuals at all levels.

Coaches for Engagement

Individualizes coaching conversations to effectively address team member and organizational needs.



Work behaviors related to this competency typically include:

- Demonstrates skill in holding coaching conversations
- Incorporates understanding of reactions to change into conversations and actions
- Provides what is available and required to support development

Behavioral Tendencies

Lower Score:	Higher Score:
• Holds task-focused conversations when others experience difficulty with continuous change • Does not apply knowledge of change curve to effectively help others cope • Is uncertain how to provide support, resources, and opportunities to meet team member needs and enable their development	• Asks the right questions and holds developmentally focused conversations to help others through continuous change • Uses knowledge of change curve to effectively help others cope • Offers ongoing support, resources and opportunities to meet team member needs and enable their development

Development Suggestions

- In your role, it might feel like second nature to rely on your experience and/or education to lead others. Instead of telling someone what to do, or giving direction, practice asking more open-ended questions. Think of the typical interactions you have with your team members and identify ones that you think would make good coaching opportunities. The next time you are engaged in one of those conversations, practice your coaching skills. Let the person you are speaking to find their own answers and take a higher level of personal accountability to follow through on the actions they come up with.
- While continuous change is the new normal, the way each person handles continuous change will vary. Develop your listening skills by listening at multiple levels. The easiest level to listen for is the data and information. The next level is listening for emotions and feelings. The third level of listening, the deepest level, is values and beliefs. The next time you are listening to someone, ignore your phone and your computer and focus in on the person you are talking to. Afterwards, take some notes and see if you can recall the details, how you perceived them to be feeling and what might be driving their actions.
- Identify an opportunity you have to help someone move from confused and unfocused to committed and performing. Use your knowledge about and experience with the individual to incite curiosity and help them explore possibilities. What insight and ideas can you provide? What feedback can you provide or remind them of to show them that they are on the right track to making it through? Use your coaching interactions as an opportunity to help your team members not only cope, but also commit to the desired level of performance that you both know is possible.

Builds High Performing Teams

Creates high performing teams and an inclusive environment by assembling the best talent and leveraging their unique talents to maximize results.



Work behaviors related to this competency typically include:

- Builds teams with an emphasis on performance
- Confirms team's understanding of strategy and makes it meaningful for all members
- Considers accountability and high standards as essential to team leadership

Behavioral Tendencies

Lower Score:	Higher Score:
• Achieves inconsistent performance from team • Communicates strategy without setting clear direction, mandate, or objectives for the team • Fails to hold self and team members accountable for meeting expectations	• Assembles the right team, maximizing their input and strengths to drive team performance • Translates strategy and sets a clear direction, mandate, and set of objectives for the team • Holds self and team members accountable for meeting high standards of performance

Development Suggestions

- Create clarity and set high standards through Frequently discussed, Ambitious, Specific and Transparent (FAST) goals. Check in with your team regularly to track progress, set stretch yet achievable goals that contain details and specificities. Ensure all team members are aware of all of the goals set on the team. Direction and strategy come to life for your team members through the use of FAST goals.
- Communicate your plans for rewarding and recognizing team members in a transparent way. Celebrate team members who exceed expectations and recognize those who meet your expectations. Look for ways to highlight team accomplishments as well. You must do what you say and say what you do. There is no better way to diminish your team's enthusiasm than by not following through on what you have communicated.
- Review the connection between the organizational strategy and your team's direction on at least a quarterly basis. Are you still working on the right things? Do you still have the right team in place? Are you missing out on talent or holding on to talent because you haven't had the tough but necessary conversations? Your talent needs today may not be urgent, but they are important: make plans to get the talent you need in order to meet your long-term objectives. Make this a priority by blocking time in your calendar to complete the review.

Implements Innovative Solutions

Uses diverse tools and sources of information to understand organizational issues, generate ideas beyond the obvious, or act on opportunities in a way that creates value and solves problems



Work behaviors related to this competency typically include:

- Encourages the creation of new ideas
- Seeks out information as required in order to understand problems and develop solutions
- Considers sustainability in the process of solving problems

Behavioral Tendencies

Lower Score:	Higher Score:
• Relies on proven methods and encourages others to do the same • Analyzes problems from a narrow perspective and arrives at common solutions • Implements solutions to problems regardless of sustainability	• Generates and implements original ideas and encourages others to do the same • Analyzes problems from different perspectives to understand their implications and arrives at appropriate solutions • Implements novel and sustainable solutions to problems

Development Suggestions

- In today's digitally disrupted world, many lines are blurring, and great ideas can come from industries other than your own. Pick an industry that is more digitally advanced from yours and research how they create, deliver, and capture value. From your research, pick something you could apply within your business.
- Sometimes the best idea seems the most outrageous. When attempting to solve organizational problems, make a list of outrageous ideas. For example, let your customers decide when they want to pay you for what they buy or use crowdsourcing to set compensation and benefits. Pick one of the outrageous ideas to explore and determine how you could turn the concept into something that delivers business value.
- Use the 10/10/10 rule to help you assess the sustainability of your novel solutions: How will we feel about the solution 10 minutes from now? How about 10 months from now? How about 10 years from now?
- Seek out different perspectives outside of your typical stakeholder map. What does a preteen think about your proposed solution? A ballerina? People who use different mental models to solve problems and who see the world may have just the insight you need to take your solution to the next level.

Evolves the Culture

Articulates, and where necessary, evolves organizational values, norms, and practices required to achieve and sustain the desired future state (i.e., transformation vision and goals).



Work behaviors related to this competency typically include:

- Motivates others to drive change
- Questions and re-examines existing ideas, approaches and experiences
- Contributes to organization's cultural transformation

Behavioral Tendencies

Lower Score:	Higher Score:
• Does not push self beyond imagined possibilities • Upholds the status quo and is reluctant to embrace new ideas, approaches, and experiences • Goes along with cultural transformation of organization from its current state to desired state	• Motivates others to push beyond what they thought possible • Appropriately challenges the status quo and embraces new ideas, approaches, and experiences • Intentionally contributes to cultural transformation of organization from its current state to desired state

Development Suggestions

- Make a list of commonly held beliefs, norms, and behaviors that define your organization. Get input from others to ensure that you have an accurate view. Identify cultural elements that you can leverage and would help evolve the culture. Next, make a list of what cultural elements could hurt your transformation and identify ideas to change them.
- Identify attributes of your culture that must evolve. Think about one or two behaviors of people that, if changed, would evolve the culture. Next, define practical steps that people—including yourself—can take to adopt those behaviors. Finally, find a small group that is most likely to adopt the behaviors and get them involved. Share successes using cross-organizational social and communication tools—try to get their stories to go viral to drive change.
- Culture changes when people adjust their mindset and adapt their behavior to reflect new values, norms, or beliefs. Showing people how to act is critical. As a leader who champions change, you need to be acutely aware of when your behaviors are not aligned to the desired culture in the future. You must be prepared to provide feedback to other leaders when you see them acting in contrary ways to such a culture as well.

Leads with Resilience



Takes action to minimize negative impacts of pressure, enhance performance, and respond to change with minimal effort and delay.

Work behaviors related to this competency typically include:

- Handles leadership challenges and associated stress
- Recovers from setbacks
- Handles ambiguity and adapts as required

Behavioral Tendencies	
Lower Score:	Higher Score:
• Succumbs to challenging and stressful situations • Recovers eventually from setbacks • Attempts to eliminate ambiguity or reduce need to adapt in changing circumstances	• Perseveres during challenging or stressful situations • Recovers quickly from setbacks • Demonstrates comfort with ambiguity, readily adapting and role modelling as circumstances change

Development Suggestions
• Get clear or remind yourself of what is important to you personally. When you have a clear perspective about what gives you strength and purpose, you have an increased ability to persevere beyond a particular moment, project, or sustained challenge. It is also important for you to role model and communicate that you expect the same from others. People with less experience, clarity of purpose, or passion can quickly succumb to the pressures of a challenge that has gone off track. Show yourself and them how to remain centered amidst the highs and lows. • Pay deliberate attention to your energy and to that of others. During periods of intensity, respond quickly and healthily to your emotional, physical, and mental wellbeing. Don't wait for opportunities to arise—make opportunities to exercise, eat healthily, and seek support from others especially during the times that you think that you don't have any time to spare. Notice when others around you are neglecting their needs. Encourage them to take care of themselves in order to perform at the level that is necessary. Quality becomes more critical than quantity during times of intense pressure. • Anticipate the need to handle criticism and negative input with tact and grace while under pressure. How can you respond in the moment while minimizing the likelihood of a 'fight or flight' response? Visualize yourself handling a negative interaction gracefully and openly. Practice receiving critical feedback without communicating defensiveness and disdain with someone you trust. Know your triggers and develop a plan to not be caught off guard. Use your proactivity to prevent detractors to your credibility. • View failure as an inherent element of accountable leadership. Accept responsibility for the positive outcomes but also the negative outcomes, and ensure that you avoid repeating repeatable mistakes. The road to success is littered with learning experiments for you and your team. Coupled with reflection and analysis, failures serve as critical springboards for growth, development, and leadership.

Assessment Model Summary

This individual participated in an assessment process to assist in identifying key strengths and potential development opportunities. This report provides a summary of the assessment findings based on completion of the following assessments:

- **Hogan Personality Inventory (HPI).** The HPI measures 7 personality-based dimensions that can impact behavior and leadership performance. The assessment provides detailed information regarding characteristics that facilitate or inhibit a person's ability to get along with others and to achieve his/her educational and occupational goals.
- **Hogan Development Survey (HDS).** The HDS measures 11 personality-based dimensions that represent potential 'derailers' for an individual. The assessment identifies qualities that emerge in times of increased strain and can disrupt relationships, damage reputations, and derail peoples' chances of success. By understanding these qualities, leaders can recognize and mitigate performance risks before they become a problem.