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HARRISON

THE LEADERSHIP CONTRACT™

Development Report

Report For TestUser_1111111111111111_0001 TestUser_0000000000000000_0001

ID HF918860

Date 4.17.2019



The Leadership Contract Development Report¹Overview

About this Report

This report is designed for individuals in managerial and leadership roles. It is organized around key elements that have been shown to help drive successful and accountable leadership. 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.

The Leadership Contract

Organizations today need leaders who are fully committed to their roles and prepared to be truly accountable. The Leadership Contract presents four terms for leaders at all levels to consider and commit to every single day.



- Accountable leaders make the decision to lead. They consciously commit to being the best leader they can be and set the bar high for themselves.
- Accountable leaders are clear on their obligations. They put what's best for the organization ahead of self-interest. They rise to a new standard of behavior and uphold responsibilities to customers, employees, the company and the communities in which they do business.
- Accountable leaders commit to tackling hard work and difficult issues. Simply put – they are not wimps. They understand if they avoid the hard work that they must do as leaders, they become weak. Accountable leaders strive to build their resilience, resolve and determination.
- Accountable leaders connect and build community. They build a network of relationships and connections that foster high levels of trust and mutual support. They are not afraid to ask for help and, if another leader asks for help, accountable leaders give it without hesitation.

¹The Leadership Contract Development Report is based on ideas from Molinaro, Vince (2018). *The Leadership Contract – The Fine Print to Becoming an Accountable Leader* (Third Edition). John Wiley & Sons. Hoboken, New Jersey, USA. © 2018 Vince Molinaro.

Report Assessments

You completed the Hogan Personality Inventory (HPI), the Hogan Development Survey (HDS) and the Hogan Motivation, Values, and Preferences Inventory (MVPI). These assessments were used to evaluate each capability within this report. Below is a description of each.

- **HPI** - The HPI evaluates everyday characteristics that influence a person's general work and leadership performance.
- **HDS** - The HDS evaluates derailment tendencies that can put relationships, performance and leadership effectiveness at risk.
- **MVPI** - The MVPI evaluates the core motives and values that determine the work environment and leadership culture a person promotes.

Key Reminders

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

- Higher results can indicate greater potential, whereas lower results can indicate less natural potential in a given area. If you scored higher, your natural tendencies should make it easier for you to demonstrate that element at work. If you scored lower, you may need to put in more effort as your natural tendencies may counter the behaviors required to demonstrate it. For example, lower results related to "Leadership is a Decision – Make It" but higher on those related to "Leadership is a Community – Connect" dimensions indicate less natural tendency for wanting to take on the responsibilities and challenges associated with leadership, but a stronger tendency to drive to develop self and others.
- All profiles are likely to indicate both areas of strength and some potential development opportunities. It is important to examine your profile holistically and consider how your results interact with each other as well as with 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 & Results

This report is organized around four constructs found to enable success. You will see an executive summary that provides overall results, followed by more detail, including development suggestions for each.

Higher results indicate greater natural potential, whereas lower results indicate less natural potential in that area. Your highest and lowest results indicate which aspects tend to be most salient, impactful, and readily noticed by others.

For each of the four elements, you will find a percentile score, which is categorized as follows:

0-34 Developmental Need



This capability may not come easily to you and you will need to work harder to demonstrate these skills to be an accountable leader

35-64 Emerging Strength



Some aspects of this capability will come naturally to you, however other aspects may require more work

65-100 Clear Strength



This capability will be a natural tendency for you and will likely be something you can demonstrate without much effort



Result Example

The example below shows the construct of “Leadership is a Decision – Make It.” You will see its definition, your numerical result, typical work behaviors related to that element (including high and low indicators) and, finally, a series of development tips.

Your results include insight from the HPI, HDS, and MVPI (described above) and your high and low indicators provide further information around how each assessment connects to these elements. For example, when you see indicators discussing, “Natural tendencies...” these insights come from the HPI. When you see, “Stress behavior...” these insights come from the HDS. Finally, when you see “Values that...” these insights come from the MVPI. One or more of each assessment may be relevant for each element. Reviewing these indicators can help you further understand how your natural tendencies, your behavior when under stress, and your values can impact your ability to be an accountable leader.

Leadership is a Decision –*Make It*

Takes the initiative to become an accountable leader



Leadership behaviors related to this element typically include:

- Accepts and demonstrates the confidence and effort needed to take on the responsibilities required of a leadership role
- Leverages one's career experiences to become a purposeful and deliberate leader



Low Score:

- Natural tendencies that would lead you to be more comfortable following than leading others, and as a result, you may not take initiative unless asked to do so
- Stress behaviour that would cause you to be slow to take initiative because of your concern in what might go wrong
- Values that lead you to prefer to follow orders instead of taking the lead



High Score:

- Natural tendencies that would lead you to be comfortable in high-profile positions, and as a result, be perceived as leaderlike, driven, and able to take initiative
- Stress behaviour that allows you to be decisive, unafraid to make mistakes, and willing to accept challenges
- Values that lead you to enjoy seeking leadership positions and being in charge

To maintain or improve in this area, consider these developmental suggestions:

- Take small and calculated risks that help you demonstrate more initiative. Start in safe situations, such as in team meetings or within a group of trusted colleagues. Ask for feedback on the steps you've taken and use that information to increase your confidence to take initiative in other situations.
- Proactively think about solutions to chronic challenges faced by your organization and present them to your manager. Select one challenge together and then create a plan for how you will go about implementing that solution. Be specific regarding whom to involve, roles and accountabilities, time lines, and creating measures of success. Commit to reporting back to your manager on the process and outcomes.
- Actively demonstrate your support for organizational change initiatives and make the future sound exciting. It's important to create objectives together so that everyone feels included in the agenda. Frame challenges as something inspiring and empowering. Focus the message on the big picture, above day-to-day worries.

Focusing on areas with lower results may yield the quickest gains, but you may still choose to focus some effort on development suggestions from areas with higher results.



Results Summary

The Four Terms of the Leadership Contract	Definition	Summary Result
Leadership is a Decision <i>-Make It</i>	Takes the initiative to become an accountable leader	Clear Strength
Leadership is an Obligation <i>-Step Up</i>	Brings an enterprise perspective that understands how leadership impacts the entire eco-system	Emerging Strength
Leadership is Hard Work <i>-Get Tough</i>	Provides direct and honest feedback regarding self and others	Developmental Need
Leadership is a Community <i>-Connect</i>	Proactively builds relationships both internally and externally that benefit the organization	Emerging Strength





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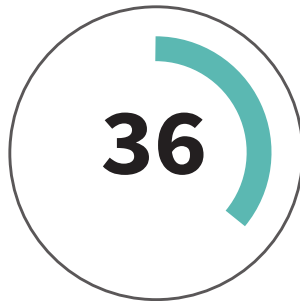
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Leadership is an Obligation –Step Up

Brings an enterprise perspective that understands how leadership impacts the entire eco-system



Leadership behaviors related to this element typically include:

- Understands the interdependencies and connections between one's own role and others in the company
- Fosters productive interactions among customers, the company, its employees, and the community in which the organization exists



Low Score:

- Natural tendencies that would lead you to focus on details and operational matters, and as a result, may sometimes miss the bigger picture
- Stress behaviour that would cause you to prefer working according to your own timeline, and may put off tasks that you do not see as being important
- Stress behaviour that would cause you to be reluctant to make decisions and may withdraw from politically charged situations



High Score:

- Natural tendencies that would lead you to be a strategic “outside the box” thinker focused on the bigger picture
- Stress behaviour that allows you to be a good corporate citizen who will show support for the organization and will honor your commitments
- Stress behaviour that allows you to be willing to challenge the status quo, when necessary and be perceived as self-starting

To maintain or improve in this area, consider these developmental suggestions:

- Read your company's annual report to stay current on its strategy and priorities. Take that information to your manager and spend time understanding how to apply it to better focus your efforts and those of others with whom you work.
- Identify those (both within your team and on other teams) who are responsible for each part of the business processes in which you take part. You are dependent on these people and should work to understand their goals and what motivates them. Invite them to your team meetings to better understand their priorities and forge more positive, efficient relationships.
- Develop a clear picture of your company's business goals and how your work fits into that picture. View this alignment as an ongoing process rather than as an event. Include time for regular discussion and updates at staff meetings and make a point to discuss these topics with others across the business.





Leadership is Hard Work –Get Tough

Provides direct and honest feedback regarding self and others



Leadership behaviors related to this element typically include:

- Has the courage to provide feedback to others in a way that makes performance expectations clear
- Accepts personal feedback and acts on it to continue to develop and improve as a leader



Low Score:

- Natural tendencies that may cause you to be less proactive or confident in tackling challenges
- Stress behaviour that would cause you to not communicate as effectively as you could, given a tendency to withdrawal or pull away
- Stress behaviour that would cause you to be cooperative on the surface, however less willing to confront others (e.g., may tend to say yes, when you should say no)



High Score:

- Natural tendencies that may cause you to be more proactive and confidently take initiative in addressing challenges head on
- Stress behaviour that would allow you to be insightful to interpersonal issues, perceptive about social cues, and able to understand the perspectives of others
- Stress behaviour that would cause you to seek constructive feedback and be straightforward in your communications with others

To maintain or improve in this area, consider these developmental suggestions:

- Develop the ability to provide balanced and honest feedback to others. Delivering direct feedback to others about them missing performance expectations can be uncomfortable; work to provide it without alienating people. Test feedback messages with a trusted colleague to make sure they are received with the appropriate power and intention.
- Periodic assessment of progress on goals ensures plans are achievable, which impacts others' effectiveness. Establish a regular practice of observing others in action and, in turn, using the data to provide feedback (strengths and development) to them.
- Avoid the temptation to “sugar coat” issues when in conversations with others. You can practice by asking people provocative questions and challenging their assumptions. Use tact to raise sensitive issues that others avoid. Start challenging others whose performance is not where it should be. Feel free to disagree with others during meetings that involve higher-stakes planning.





Leadership is a Community –Connect

Proactively builds relationships both internally and externally that benefit the organization



Leadership behaviors related to this element typically include:

- Builds rapport and camaraderie, and creates a sense of community across the organization that increases the effectiveness of individuals, teams, and the organization
- Builds a network of external contacts that provides insight, guidance, and sharing of best practices that can benefit the organization



Low Score:

- Natural tendencies that would lead you to be more direct and impulsive, potentially saying things without realizing the consequences of your words on others
- Stress behaviour that would cause you to be mistrustful of others' actions and intentions, which may impact your ability to build relationships
- Values that lead you to enjoy working independently more so than working within a team environment



High Score:

- Natural tendencies that would lead you to be seen as diplomatic, considerate, and able to build and maintain coalitions with others
- Stress behaviour that would allow you to form long-term relationships that are seen as trustworthy and reliable
- Values that lead you to enjoy working with others, being highly visible in the organization, and creating a sense of commitment to groups

To maintain or improve in this area, consider these developmental suggestions:

- Make time to cultivate external relationships to help broaden your perspective on the business. Identify contacts in companies or industries that are ahead of your organization in a key area. Find time to connect with these people to start learning from them and to share your own best practices.
- Leverage the expertise of others to help solve business challenges and bring new and fresh ideas into the organization. Consider a current or recent challenge you faced. Reflect on how you decided to meet this challenge (e.g., what information did you use, how many sources of information did you examine, etc.) and what risks arose that you did or did not consider. Ask others for feedback on what you could have done differently. Apply these lessons to future challenges.
- Remember that maintaining and improving existing relationships within your network can be just as important as expanding it. If you have relationships that have gone stagnant or deteriorated, identify the barriers or problems in them. Determine what you can do to resolve these issues. Set a date (e.g., within three to six months) by which you can reasonably accomplish your goal of improving your working relationships. After this date, re-evaluate each relationship.

