

CPI 260®
COACHING
REPORT for
LEADERS

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Report prepared for
Ann Example



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UNDERSTANDING YOUR REPORT

This report will help you to better understand your preferences, attitudes, and behaviours in key dimensions of management and leadership. It will help you capitalise on your strengths, target areas for further development, set goals and plan action steps. It is intended for your use and should not be considered a selection or placement tool.

This report is based on an instrument that has been used and validated in a wide variety of management and leadership development programmes. Empirical research extending over five decades demonstrates that a person's responses to the instrument—when taken all together—are highly predictive of managerial competencies as determined by independent observers. Your responses to the items in the Coaching Report for Leaders booklet have been compared to those from a large group of managers and executives, both male and female. It is a group of experienced and, by many standards, successful individuals who are on track for continued success and career advancement.*

WHAT INFORMATION DOES MY REPORT INCLUDE?

In addition to this introductory section, your report contains three sections: Your Leadership Characteristics, the Snapshot page, and Next Steps.

Your Leadership Characteristics is the heart of the report. For each Leadership Characteristic, we compare your results on key measures with those of the comparison group of managers and executives. Based on this comparison, the report analyses your strengths and developmental needs and, where appropriate, offers *Suggested Action Steps* you can take to gather more information or develop a new behaviour. Suggested Action Steps may suggest ways to further develop strengths as well as address developmental needs. Not all Leadership Characteristics will have Action Steps related to them.

The Leadership Characteristics are organised into the following Core Performance Areas:

1. SELF-MANAGEMENT
2. ORGANISATIONAL CAPABILITIES
3. TEAM BUILDING AND TEAMWORK
4. PROBLEM SOLVING
5. SUSTAINING THE VISION

Management and leadership are increasingly complex endeavours, requiring an evolving repertoire of competencies and behaviours. The five Core Performance Areas are not exhaustive, but are key indicators of managerial success. While they do not form a rigid hierarchy, competence in one Core Performance Area does tend to underlie effectiveness in the next. They are arranged in this report from the most basic level (Self-Management) to the highest level (Sustaining the Vision).

The **Snapshot** page offers a quick overview of your results.

The **Next Steps** section offers advice on planning your next steps in leadership development.

WHAT DO THE ICONS MEAN?

In addition to providing comments for each Leadership Characteristic, your Coaching Report for Leaders offers at-a-glance guidance for prioritising your developmental efforts:



CHECK THESE OFF AS YOUR STRENGTHS

A **Check Mark** indicates a strength in your preferences, attitudes and behaviours on that Leadership Characteristic which *compares favourably* to those of the reference group of managers and executives who are generally on track for continued advancement. For *most* people, in *most* situations, the attitudes and behaviours indicated will contribute to effectiveness and be perceived by others as contributing to a strength. These are areas in which you are probably comfortable and in which you perform effectively.



TAKE A CLOSE LOOK AT THESE POTENTIAL DEVELOPMENTAL NEEDS

A **Magnifying Glass** suggests that you should look closely at the Leadership Characteristic. It may represent a developmental need for you in that your preferences, attitudes and behaviours seem to *contrast* somewhat *unfavourably* with those of the comparison group. For *most* people, in *most* situations, the attitudes and behaviours indicated will hamper effectiveness and be perceived negatively by others.



EXAMINE WHETHER THESE WORK TO YOUR ADVANTAGE OR DISADVANTAGE

An **Arrows** symbol indicates simply that your preferences, attitudes and behaviours in that Leadership Characteristic *differ* from those of the comparison group. This difference may represent *either* a strength *or* a potential developmental need, depending on your functional area, your role in the organisation and your organisational culture. You may want to assess whether your behaviour in this area works to your advantage or disadvantage.

HOW DO I GET THE MOST OUT OF MY REPORT?

As you examine your Coaching Report for Leaders, keep the following points in mind:

1. Keep your own role and situation at the forefront. What the report characterises as strengths and limitations is not absolute. An asset in one job, level of management or organisation might be a liability in others.
2. Pay as much attention to your strengths as to possible developmental areas. After all, you have achieved your current position because of your strengths.
3. Remember, above all, that you are the ultimate expert—the only one who can verify these results. This report cannot describe every nuance of your style or capture every competency relevant to your success in your job.

YOUR LEADERSHIP CHARACTERISTICS

SELF-MANAGEMENT

Effective leaders are first of all effective in managing themselves—their time, their focus of attention and their emotions. They know their strengths and weaknesses, their habits of thought and biases, and their likes and dislikes.



1. SELF-AWARENESS

Because they are able to monitor and manage their own feelings and their effect on others, successful leaders can respond to people and events in an authentic, appropriate and genuine manner.

- You are probably less aware of your own thoughts and feelings, as well as less self-accepting than most other executives and managers, possibly leading you to doubt your own abilities. This lack of confidence may be experienced by others as a lack of self-assertiveness, and others may see you as overly conventional and unlikely to challenge the status quo.
- In some situations—such as when the stress and stakes are high—you may be unwilling, or unlikely, to express opinions, or you may not do so in an effectively self-promoting manner.
- **SUGGESTED ACTION STEP:** Attend one of the many extended leadership development programmes that focus on, and help enhance, self-awareness. If this is not possible, work through your Human Resources Department to address this need.



2. SELF-CONTROL

Effective leaders are disciplined and think before acting. Their self-control may come at the expense of some spontaneity and the free expression of feelings and emotional reactions, but it does not mean they are overly reserved or inflexible. See also *4. Use of Power and Authority*.

- You are likely to exercise less self-control than most other leaders. As a result, your colleagues may complain that you speak and act impulsively at times, and that your interpersonal style creates conflict, hurts people's feelings, and, in the extreme, might reflect poor judgment or a disregard for political and organisational realities.
- You are probably not as bound by written and unwritten rules and policies as other executives or managers, and you may be willing to push hard against conventions, and to find ways around administrative and bureaucratic processes.
- **SUGGESTED ACTION STEP:** Solicit feedback that allows you to compare how you see yourself with how others see you. Particularly focus on the degree to which others express concern about your attention to detail, follow-through and self-control. You may want to assess whether your self-image is consistently more favourable than the way others see you.



3. RESILIENCE

Leaders who succeed are able to manage stress, bounce back from frustration and setbacks, and devote time to important areas of life outside work. They are realistically optimistic and show a healthy degree of independence and self-reliance.

- You seem to have a similar level of enthusiasm and optimism as other managers and executives, but you may have a history or pattern of worry, doubt or self-criticism that negatively affects your confidence and self-esteem.
- You may be overly critical of yourself. You may have a limited appetite for additional stress, pressure or responsibility at the present time, and others may see you as tentative, unsure of your ability to contribute, and reluctant to "step up to the plate".
- **SUGGESTED ACTION STEP:** Consider what might be negatively affecting your comfort with yourself or what might help enhance your self-confidence and self-acceptance. Solicit feedback from others as to whether this lack of self-acceptance negatively affects your work performance.

ORGANISATIONAL CAPABILITIES

An important requirement for effective leadership is skill in handling the roles, rules and structures of organisational life: using power and authority appropriately, holding others (and oneself) accountable, working within a framework of policies and established procedures, making tough decisions, and the like.



4. USE OF POWER AND AUTHORITY

Effective leaders exercise formal and informal power, influence and authority without overwhelming colleagues. They adapt the style and intensity of their leadership to fit the situation, and are able to function in a subordinate role when necessary.

- You seem to be significantly less confident, assertive and forceful than most other executives and managers.
- You are probably less inclined than most others in leadership positions to manage your emotions and general manner of interacting with people; as a result, others may perceive you as either impulsive and self-indulgent or rebellious and undisciplined, especially when leadership situations or positions of authority are forced on you.
- You appear to be less willing than other leaders to make decisions or to use authority to command the attention of other people, and you may either too readily accept a subordinate position or take a rebellious, resistant stance to the authority of others.
- **SUGGESTED ACTION STEP:** With the assistance of your Human Resources Department or an external consultant, evaluate the fit between your personality and career goals, and your current job and career path.



5. COMFORT WITH ORGANISATIONAL STRUCTURES

Effective managers and executives work productively within organisational structures, such as formal policies and rules, chains of command, organisational processes and unwritten norms. They must articulate and support these structures while at the same time supporting individual initiative and the need for flexibility. See also *2. Self-Control*.

- Like other executives and managers, you can probably function comfortably in organisations, but more so than most you may tend to resent and resist work environments that are highly structured and regimented. Alternatively, you may need the structure of an organisation to function well but not like or value it.
- You may be an effective agent of organisational culture change if other skills are well developed and you are sufficiently invested in the organisation.
- Your preference for loose structure may lead others to experience you as somewhat uncooperative, rebellious or not enough of a team player.
- **SUGGESTED ACTION STEP:** With the help of performance feedback, your Human Resources Department, or an external consultant, assess the fit between your motivation for career advancement and your job satisfaction in relation to your personality, current job and employer, and management style.



6. RESPONSIBILITY AND ACCOUNTABILITY

Successful leaders welcome the personal responsibility and accountability that go with positions of authority. Valuing dependability, honesty and forthrightness, they hold others accountable for the commitments they have made, accept fault or criticism when it is deserved, and expect others to do the same.

- You are likely to consider yourself less willing and less able than most other executives and managers to assume leadership roles with significant responsibility, and others probably see you in a similar light.
- You may be personally responsible, conscientious and dependable, but you seem to be less so than other executives and managers, and less willing to assume responsibility for the actions of those under your managerial direction.
- Others may see you as immature, impulsive or undisciplined, and they may complain that you avoid taking responsibility for your own actions.
- **SUGGESTED ACTION STEP:** Ask others who know your work style whether issues of responsibility, conscientiousness or dependability may be affecting your effectiveness and potential for leadership advancement.



7. DECISIVENESS

Effective managers and executives make decisions expediently and take appropriate action. In making their decisions, they take into account a large number of potentially contradictory factors and bits of information, seek and accept the participation of others when appropriate, and are not overly burdened by the effect of their decisions on others. See also *4. Use of Power and Authority* and *14. Action Orientation*.

- You are probably assertive, confident and independent at times, but not consistently so.
- Others are likely to experience you as determined and goal oriented, but you may be less confident and assertive in your decision making than most other executives and managers, and less willing to defend your decisions.
- You tend to be less comfortable than other executives and managers making decisions with far-reaching effects, even though you may be comfortable making decisions that involve only yourself.
- **SUGGESTED ACTION STEP:** Look for opportunities to take on more leadership roles, both at work and in the community, so that you can practise and refine your leadership and decision-making skills. Discuss with other leaders, especially more experienced ones, how they learned to make decisions and be comfortable doing so.

TEAM BUILDING AND TEAMWORK

Whether leading a project team or sharing leadership with others on an executive team, today's managers and executives must possess the people skills needed to forge united, smoothly functioning, goal-oriented teams made up of people with disparate skills, motivations and personalities.



8. INTERPERSONAL SKILL

In their interactions with team members, effective leaders listen attentively, send clear signals, and convey openness, friendliness and cooperation. They are approachable, in spite of the formal or informal authority that goes with a management position. See also *17. Influence*.

- Like most other executives and managers, you are probably reasonably comfortable meeting other people, and others are likely to experience you as outgoing and sociable.
- As a colleague and team player, you probably attempt to fit in and be considerate of others to the same extent as most other executives and managers; others tend to see you as cooperative, approachable and friendly.



9. UNDERSTANDING OTHERS

Strong team leaders have a cognitive understanding of personality differences, individual behaviour, interpersonal dynamics and group process, as well as an ability to empathise with others—to understand their feelings and subjective reactions on an intuitive level. See also *1. Self-Awareness*.

- You tend to be more insightful about human behaviour, interpersonal dynamics, and office politics than most executives and managers, especially when it comes to understanding the more subtle and less well intentioned actions of others.
- You are probably able to focus on the interpersonal dynamics of a team while at the same time keeping the team focused on objectives and results.
- Others may not fully experience the degree of care, concern and empathy you feel because you may be somewhat reluctant to act warmly and spontaneously toward others.
- **SUGGESTED ACTION STEP:** Use discussions with colleagues and team members to assess whether they perceive you to be as understanding, empathic, and concerned as other leaders; if not, work to change the behaviour at the root of these perceptions.



10. CAPACITY FOR COLLABORATION

Aware that the input of diverse ideas can facilitate problem solving, effective leaders welcome the participation of others. They encourage the open discussion of ideas, opinions and suggestions while maintaining a healthy scepticism, and keeping the pressure on for results. See also *4. Use of Power and Authority*, *7. Decisiveness*, and *15. Self-Confidence*.

- You are probably as open, trusting of other people, and receptive to their ideas as most other executives and managers.
- Compared with other executives and managers, you tend to be more encouraging of the open discussion of ideas as a way of facilitating creative problem solving; you are apt to be more inclined than other leaders to endorse the novel or unusual solutions that result from group discussions.
- **SUGGESTED ACTION STEP:** Solicit feedback from colleagues as to whether you are too focused on innovative, unusual, or non-traditional and "out of the box" ideas that are not sufficiently balanced by practical and logistical constraints.



11. WORKING WITH AND THROUGH OTHERS

To accomplish bigger and more complex tasks than any one person could hope to do alone, effective leaders work both with others, by soliciting input and sharing decision making, and through others, by delegating work and responsibility.

- You are apt to be reasonably assertive, confident, and able to present your views, opinions, and decisions to colleagues, and are probably inclined to take on tasks and responsibilities for yourself.
- However, you are probably less inclined than most other managers and executives to get work done through and with other people, especially when you are in the role of manager.
- You may see yourself as lacking in some of the skills, abilities or preferences that are usually associated with managerial success and competence, and may therefore hesitate to seek out or accept managerial responsibility.
- **SUGGESTED ACTION STEP:** Work with your Human Resources Department to remedy any gaps between skill level and what you need to manage effectively. Learn more about performance management skills and techniques, and participate in workshops geared to developing skills in managing the work of others.

PROBLEM SOLVING

Handling problems well and finding effective solutions for them demand a multifaceted array of talents and skills, including political finesse, and an understanding of the motivations and feelings of others. Many of the skills assessed in this report bear on solving problems, but here we focus on three areas most directly related to problem solving: being creative, handling sensitive issues and taking decisive action.



12. CREATIVITY

Effective managers and executives are willing and able to generate creative and innovative ideas, and to take calculated risks. When necessary, they challenge standard procedures or the status quo, and they formulate novel actions or solutions.

- You are likely to be very imaginative and independent, able to put forth unpopular or unusual ideas even when group support is absent; others probably experience you as clever and resourceful.
- You may prefer a higher rate of change and innovation than others within the organisation. When others challenge your ideas, you may react impatiently.
- You may not fully appreciate the need to manage the politics of innovation, and persuasively sell your ideas and suggestions to key constituents.
- **SUGGESTED ACTION STEP:** Solicit feedback from colleagues as to whether you adequately and effectively sell your ideas. If necessary, solicit suggestions for ways to enhance your persuasiveness and thus more fully leverage your high creativity.



13. HANDLING SENSITIVE PROBLEMS

Successful leaders confront, rather than avoid, sensitive issues and problems, such as infringements of corporate policy or subpar work performance. They deliver difficult messages or critical feedback directly and frankly while maintaining a sensitivity and concern for those receiving the news. See also *1. Self-Awareness*.

- You seem to be reasonably sensitive to other people's situations and emotional states, and you probably convey a sincere effort to understand their feelings and views.
- You are probably less willing than other executives and managers to confront employees' performance problems and other sensitive issues. You are likely to take a passive approach or delay getting involved.
- When you do deliver critical feedback, you probably do so in an adequately caring and sensitive manner.
- **SUGGESTED ACTION STEP:** Consider asking direct reports if you would be more effective if you delivered critical feedback in a more forthright or frequent manner. When delivering difficult feedback, make an effort to describe explicitly the seriousness of the problem and how needed changes will be measured. Through your Human Resources Department, seek training in performance management issues and in handling difficult personnel situations.



14. ACTION ORIENTATION

Effective leaders take action after reflecting on the pros and cons of all the available options, often without resolving every unanswered question. Although they are curious and patient, and take into account the effects their decisions may have on people, they have a bias for results and act decisively.

- You appear to be more inclined than most other executives and managers to enjoy change and are more likely to seek out new ideas and innovative solutions to problems.
- You are probably more likely than other managers and executives to be concerned about how others will evaluate or criticise your actions.
- Your flexibility, adaptability and openness to new ideas may challenge you to set priorities and to stay focused on one set course of action.
- **SUGGESTED ACTION STEP:** Solicit feedback from colleagues that will allow you to evaluate what, if any, changes might be needed to improve the effectiveness of your decision making: Do you focus too much on analysing problems and generating creative solutions? Does it take too long for you to make up your mind and act?

SUSTAINING THE VISION

Strong leaders have a clear vision for the organisation and a coherent set of organisational goals. They are able to sustain the vision by inspiring the confidence of others through their own self-confidence, by using well-developed communication skills to influence and motivate others, and by being visible embodiments of organisational values and goals.



15. SELF-CONFIDENCE

Leaders who can rally others to pursue a vision are self-confident and optimistic. They project this confidence and optimism, and use it to inspire others, despite having normal doubts, worries and stress.

- In small groups or with those who know you well, you are apt to generally display a self-assured style of communicating and acting, but in less supportive situations or within the larger organisational context, you may be reluctant to present and promote your ideas convincingly or to act in a leadership role.
- You may not project self-confidence consistently enough to convince others in the organisation that you can fill positions of significant responsibility, high visibility and decision-making authority over other people.
- **SUGGESTED ACTION STEP:** To build your self-confidence, consider working with a mentor or coach who knows your organisation well, or become involved in a community-based organisation and volunteer to serve in a leadership capacity that would be a "stretch assignment" for you.



16. MANAGING CHANGE

Most managers and executives face a constantly changing environment. To be effective, they balance the benefits of order and stability with the benefits of flexibility, change and growth. Leaders maintain focus while remaining open to exploring new approaches and new priorities.

- You are probably even more adept than most executives and managers at approaching situations from many different perspectives. You seem to be flexible, open to change and able to easily generate a variety of different solutions to problems.
- You are likely to be less inhibited than other executives and managers, and more inclined to act on, or express, your thoughts, feelings, or ideas—possibly in your own self-interest. You are apt to be more inclined toward risk than reflectivity, possibly even boldly or dramatically so.
- Others might perceive you as an effective agent of change, but they may also see you as a "loose cannon" or as unpredictable, impulsive and self-indulgent; in the extreme you might be seen as exercising poor judgment in your efforts at bringing about change.
- **SUGGESTED ACTION STEP:** You might survey your direct reports, team members and other colleagues to find out if they perceive your management of, and reaction to, change positively or negatively.



17. INFLUENCE

Strong leaders naturally want to influence others and are skilled in doing so. They are generally poised, outgoing, socially and professionally confident, and have well-developed communication skills that allow them to be persuasive without being overbearing. See also *4. Use of Power and Authority*.

- You seem to be as sociable and outgoing as other leaders, but you may be less confident, poised and assertive. As a result, you may be less effective than most other executives and managers in extending your sphere of influence beyond your immediate work group.
- When your ideas are challenged, you may withdraw, concede or not respond, rather than assertively defending your positions and views.
- **SUGGESTED ACTION STEP:** Work with your Human Resources Department, a mentor or an external coach to assess and improve your leadership presence. Develop a strategy to extend your network within the organisation.






18. COMFORT WITH VISIBILITY

Leaders seek out responsibility and enjoy the visibility that comes with it. Comfortable speaking in public and acting to exemplify the organisation's values, they confidently meet new people, sustain working relationships, and seek out opportunities to make formal and informal presentations to people in high positions.

- Your ambitions for positions of high visibility—in terms of level, title, salary and size of organisation—are probably similar to those of most other executives and managers.
- Your level of comfort with meeting new people, sustaining relationships, and making formal and informal presentations seems to be equal to or higher than that of most other executives and managers.
- With your well-developed communication skills, you are likely to be an effective networker and presenter of both yourself and your vision. Less extroverted, verbal or confident people might experience your communication style as too verbal or forceful, or see you as needing to be the centre of attention.
- **SUGGESTED ACTION STEP:** Solicit feedback to assess whether you need to manage your visibility better. Can you enhance your effectiveness by asking more questions of others and actively listening to their responses? Are there times when you should share the spotlight with others?

SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

YOUR LEADERSHIP CHARACTERISTICS	 CONSIDER THESE YOUR STRENGTHS	 EXAMINE THESE POTENTIAL DEVELOPMENTAL OPPORTUNITIES	 ASSESS WHETHER THESE BEHAVIOURS WORK TO YOUR ADVANTAGE
SELF-MANAGEMENT			
1. Self-Awareness		■	
2. Self-Control		■	
3. Resilience			■
ORGANISATIONAL CAPABILITIES			
4. Use of Power and Authority		■	
5. Comfort with Organisational Structures			■
6. Responsibility and Accountability		■	
7. Decisiveness		■	
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill	■		
9. Understanding Others			■
10. Capacity for Collaboration	■		
11. Working with and Through Others		■	
PROBLEM SOLVING			
12. Creativity	■		
13. Handling Sensitive Problems		■	
14. Action Orientation			■
SUSTAINING THE VISION			
15. Self-Confidence		■	
16. Managing Change			■
17. Influence		■	
18. Comfort with Visibility	■		

NEXT STEPS

So what does all this mean? How can you further develop yourself as a manager or executive? There are two alternative ways to begin planning your next steps: (1) You can start with what you have learned about yourself from this report and then move on from there. (2) You can start with the challenges you are currently facing as a leader and then look to this report for some insight in meeting these challenges. Below, we offer some guidance on both approaches. They are not mutually exclusive, and you may want to consider both.

STARTING WITH YOURSELF

CONSIDER YOUR STRENGTHS

First, look at your strengths as indicated on your Snapshot page. In addition to the Leadership Characteristics listed in the Check Mark column, which of the characteristics in the Arrows column do you consider to be personal strengths?

In the left column of the table below, list the three strengths that you tend to rely on most. These represent skills or competencies that you exercise frequently and comfortably. In the right column, list three characteristics that you were surprised to discover were strengths or that you use less comfortably or less frequently.

STRENGTHS I RELY ON	STRENGTHS I COULD USE MORE
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

The strengths in the first column are those that, in your own judgment, already work well for you. Most managers and executives will realise the greatest benefit by focusing on those areas of strength that they are *less* comfortable using—those in the right column.

- Mark these strengths from the right column on your Snapshot page and then go back and read the detailed comments printed for you in the body of this report.
- Consider your functional area, your role and level in the organisation, and the written and unwritten rules in your organisation as you assess the analysis presented. Do you agree with the observations and descriptions as reasonably accurate?
- Consider ways in which you can develop these strengths further. For example, you can accept a new assignment, find a mentor or role model, or just make a mental note to yourself to practise the skills or behaviours conscientiously.

CONSIDER YOUR DEVELOPMENTAL NEEDS

In addition to exercising underused strengths, you may also want to consider addressing certain skills or behaviours that may be currently limiting your effectiveness as an executive or manager. Look again at your Snapshot page and examine the Leadership Characteristics listed in the Magnifying Glass column. Also consider those characteristics listed in the Arrows column that you consider to be limitations or developmental needs.

On the left side of the table below, list up to three characteristics that you were least surprised to find were not your strengths. On the right side, list up to three characteristics that you were most surprised to see described as areas of developmental need.

LEAST-SURPRISING DEVELOPMENTAL NEEDS	MOST-SURPRISING DEVELOPMENTAL NEEDS
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

These two categories of developmental needs represent very different challenges for most leaders. Your least-surprising developmental areas are, by definition, ones you know very well. You may have developed strategies that compensate for them; perhaps you have moved to a position in which they seem less important or less critical. In any case, they are probably known quantities for you.

Your most-surprising developmental areas, in contrast, are potentially more troubling in that they could represent blind spots. Your preferences, attitudes and behaviour in such an area may be somewhat hidden from you but visible to others and may hamper your effectiveness.

- Mark your potential blind spots on your Snapshot page and then go back and read the detailed comments printed for each of these Leadership Characteristics.
- Consider the formal and informal feedback you have received from others (especially the person to whom you report) and your career aspirations. How do the behaviours related to your potential blind spots show up in your work? How do others react to you when they do show up? What can you do to change?
- Read the Action Step suggested for each potential blind spot. If it fits your own assessment, consider what practical measures you can take to act on it.

STARTING WITH YOUR CURRENT SITUATION

Another way to use this report is to consider some of the major challenges you are facing at work. Perhaps you are trying to pull together a new team for an important project. Or maybe you are leading or assisting in a major change initiative. Or perhaps your challenge is to be effective in an organisation whose structures and lines of authority are hazy and indistinct (or rigid and bureaucratic). You can use this report to help you gain some insights into meeting some of these key challenges.

CONSIDER THE FOLLOWING STEPS

1. Write down the major challenge you are facing. (Pick only one challenge at first and repeat this process to consider others.)
2. Scan this report and mark the Core Performance Areas and/or Leadership Characteristics that seem most relevant to your challenge.
3. Among the areas you marked, identify the Leadership Characteristics for which you received a Check Mark. These are generally your strengths. It may be more advantageous to you to capitalise on one of these strengths than to strengthen a less-developed characteristic. Make a list of the strengths you want to capitalise on.
4. Go back and carefully reread the areas you marked, paying most attention to those in which you have a Magnifying Glass. Do you agree that the observations and descriptions are reasonably accurate? Do you see the behaviours playing out as developmental areas for you?
5. Next, reread any marked areas in which you have an Arrows symbol. Do you agree with the observations and descriptions? Do you see the behaviours playing out as strengths for you, or do you see developmental areas? Where mixed, does the behaviour generally serve you more as a strength than a limitation? Make a list of the Suggested Action Steps that seem most relevant.
6. As you reflect on your list, does it seem reasonably accurate and descriptive? Are the results or descriptors relatively consistent with each other? Are the results consistent with what you have heard before in the way of formal and informal feedback?
7. Focus on the two or three key action areas that you want to pursue.

We hope that by reading this report you have gained some added personal awareness and insight, and have grown more sensitive to some of the unique strengths and limitations of your particular style and how they affect your work as an executive or manager. We encourage you to use your enhanced self-awareness to embark on a self-directed process of continual personal and professional development.



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