

INTERPRETATION

This is a report based on the perceived behaviour GAP between SHOULD DO (Ideal) and DOES DO (Actual) behaviour in your role. The 'notional' significance of the gap for each behaviour is as follows:

Gap < 1 = Keep doing



Gap 1 to 2 or -1 to -2 = Possible development opportunity



Gap > 2 = Priority development opportunity



Gap < -2 = Probable development opportunity



BEHAVIOURS	SELF					MANAGER					TEAM					PEERS				
	Not at all	To a little extent	To some extent	To a large extent	To a great extent	Not at all	To a little extent	To some extent	To a large extent	To a great extent	Not at all	To a little extent	To some extent	To a large extent	To a great extent	Not at all	To a little extent	To some extent	To a large extent	To a great extent
MONITORING EXTERNAL CONTEXT																				
Social	1 2 3 4 5 0.67					1 2 3 4 5 1.00					1 2 3 4 5 0.67					1 2 3 4 5 0.50				
A.1 Constantly monitors key trends in social and community behaviour	5.00					5.00					4.50					4.00				
	4.00					4.00					3.50					3.50				
A.2 Understands and complies with legal and ethical requirements	4.00					5.00					4.50					4.00				
	4.00					5.00					4.50					3.50				
A.3 Fully aware of the factors that attract and retain key people	5.00					5.00					4.50					4.50				
	4.00					3.00					3.50					4.00				
Technology	1 2 3 4 5 1.67					1 2 3 4 5 0.67					1 2 3 4 5 0.67					1 2 3 4 5 0.67				
B.1 Understands the nature and potential impact of emerging technologies	5.00					4.00					4.50					4.00				
	3.00					4.00					3.50					3.00				
B.2 Participates in forums/networks that explore future technology trends	5.00					4.00					4.50					4.00				
	4.00					5.00					4.00					4.00				
B.3 Can explain the connection between technology, markets and culture	4.00					4.00					4.50					4.00				
	2.00					3.00					4.00					3.00				
Market	1 2 3 4 5 0.67					1 2 3 4 5 1.67					1 2 3 4 5 0.83					1 2 3 4 5 0.33				
C.1 Has a deep understanding of the unique qualities that differentiate us in the minds of our clients/customers	5.00					5.00					5.00					4.00				
	4.00					4.00					3.50					3.50				
C.2 Understands the expectations of our communities of interest and others who influence our reputation	5.00					5.00					4.50					4.00				
	5.00					3.00					4.00					3.50				
C.3 Monitors the critical success criteria of those who provide us with funds and financial resources	4.00					5.00					4.50					3.50				
	3.00					3.00					4.00					3.50				

INSPIRING SHARED INTENT

Personal Vision

- D.1 Has own personal vision and shares it with others
- D.2 Appeals to others by sharing an exciting picture of the future
- D.3 Shows others how their long term future can be realized by adopting a shared sense of purpose

	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
						1.33						2.00						0.50						1.50
D.1	5.00					1.00	5.00					1.00	4.00					-0.50	5.00					1.50
D.2	4.00					1.00	4.00					1.00	4.50					0.50	3.50					1.50
D.3	5.00					1.00	5.00					2.00	4.50					0.50	5.00					1.50
	4.00					2.00	3.00					3.00	4.00					0.50	3.50					1.50
	5.00					2.00	5.00					3.00	4.00					0.50	5.00					1.50
	3.00					2.00	2.00					3.00	3.50					0.50	3.50					1.50

Vision Modeling

- E.1 Describes a compelling image of what our future can be like
- E.2 Speaks with conviction about the meaning and purpose of what we do
- E.3 Enthusiastic and positive about what we intend to achieve

	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
						1.00						1.00						0.50						0.83
E.1	5.00					1.00	5.00					2.00	4.50					1.00	4.50					0.50
E.2	4.00					2.00	3.00					1.00	3.50					-0.50	4.00					1.00
E.3	5.00					2.00	5.00					1.00	4.00					-0.50	5.00					1.00
	3.00					2.00	4.00					1.00	4.50					0.00	4.00					1.00
	5.00					0.00	5.00					0.00	4.50					0.00	4.50					1.00
	5.00					0.00	5.00					0.00	4.50					0.00	3.50					1.00

Vision Building

- F.1 Invites others to share their personal vision and aspirations
- F.2 Involves others in creating a shared vision of our future
- F.3 Builds on our existing vision so that it remains challenging

	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
						0.67						1.33						0.83						0.67
F.1	4.00					1.00	4.00					2.00	4.50					0.50	4.00					0.50
F.2	3.00					1.00	2.00					1.00	4.00					1.00	3.50					1.00
F.3	5.00					1.00	4.00					1.00	4.50					1.00	4.50					1.00
	4.00					0.00	3.00					1.00	3.50					1.00	3.50					0.50
	5.00					0.00	4.00					1.00	4.50					1.00	4.00					0.50
	5.00					0.00	3.00					1.00	3.50					1.00	3.50					0.50

CREATING PERSONAL MEANING

Personal Engagement

- G.1 Encourages people to find personal meaning in what they do
- G.2 Shares thoughts and feelings with others and encourages them to share theirs
- G.3 Maintains a positive, enthusiastic can do approach to day to day issues

	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
						1.33						1.00						1.83						1.17
G.1	5.00					2.00	5.00					2.00	5.00					2.00	5.00					1.50
G.2	3.00					2.00	3.00					1.00	3.00					1.50	5.00					1.00
G.3	5.00					2.00	4.00					1.00	3.50					1.50	4.00					1.00
	3.00					2.00	3.00					1.00	5.00					2.00	5.00					1.00
	5.00					0.00	5.00					0.00	5.00					2.00	5.00					1.00
	5.00					0.00	5.00					0.00	3.00					2.00	4.00					1.00

Personal Recognition

- H.1 Recognizes people for a job well done
- H.2 Finds ways to celebrate personal contributions to our success
- H.3 Makes a point to confirm his/her confidence in people's abilities

	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
						1.33						2.00						1.83						1.83
H.1	5.00					1.00	5.00					1.00	5.00					2.00	5.00					2.00
H.2	4.00					2.00	4.00					1.00	3.00					2.00	3.00					2.00
H.3	5.00					2.00	5.00					3.00	4.50					1.50	5.00					2.00
	3.00					2.00	2.00					3.00	3.00					2.00	3.00					1.50
	5.00					1.00	5.00					2.00	5.00					2.00	5.00					1.50
	4.00					1.00	3.00					2.00	3.00					2.00	3.50					1.50

Personal Growth

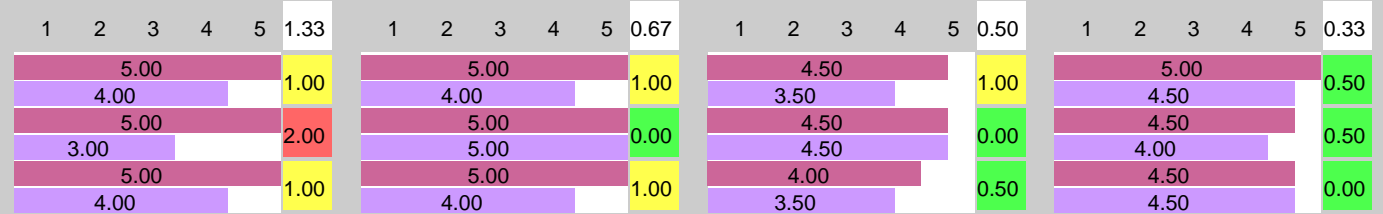
- I.1 Provides opportunities for others to grow and learn
- I.2 Ensures that individual differences in the way people contribute are valued
- I.3 Provides constructive behavioural feedback to others

	1	2	3	4	5		1	2	3	4	5		1	2	3	4	5		1	2	3	4	5	
						0.33						0.67						1.67						1.67
I.1	5.00					0.00	5.00					1.00	5.00					1.50	5.00					1.00
I.2	5.00					0.00	4.00					1.00	5.00					1.50	5.00					2.00
I.3	4.00					0.00	4.00					1.00	3.50					1.50	3.00					2.00
	4.00					1.00	5.00					0.00	5.00					2.00	5.00					2.00
	4.00					1.00	5.00					0.00	3.00					2.00	3.00					2.00
	4.00					1.00	5.00					0.00	3.00					2.00	3.00					2.00

CHALLENGING CURRENT RESULTS

Continuous Improvement

J.1 Challenges people to find new and innovative ways to improve our processes and tools

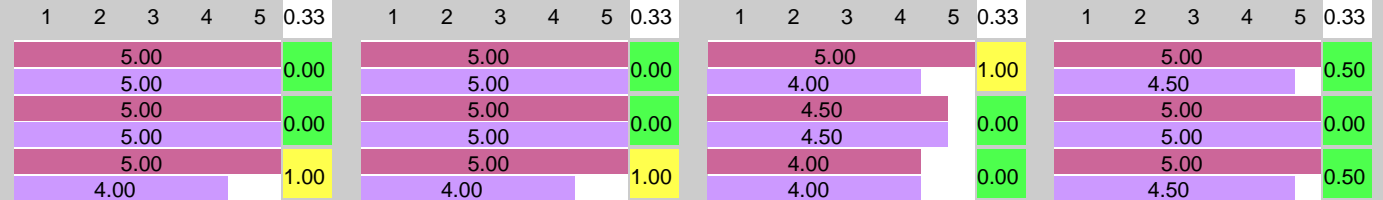


Reputation

K.1 Understands the results we achieve from a customer/client viewpoint

K.2 Seeks feedback from customers/clients on what we could do better

K.3 Models the key behaviours that enhance our reputation

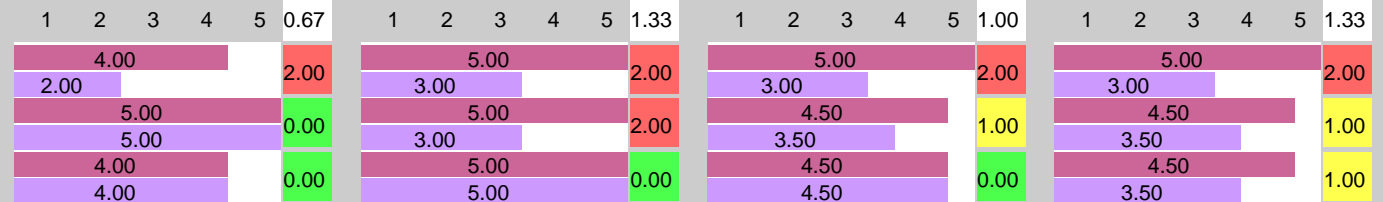


Risk Taking

L.1 Experiments and take risks even when there is a chance of failure

L.2 Takes the initiative to overcome obstacles even when outcomes are uncertain

L.3 Tackles challenging problems that test skills and abilities



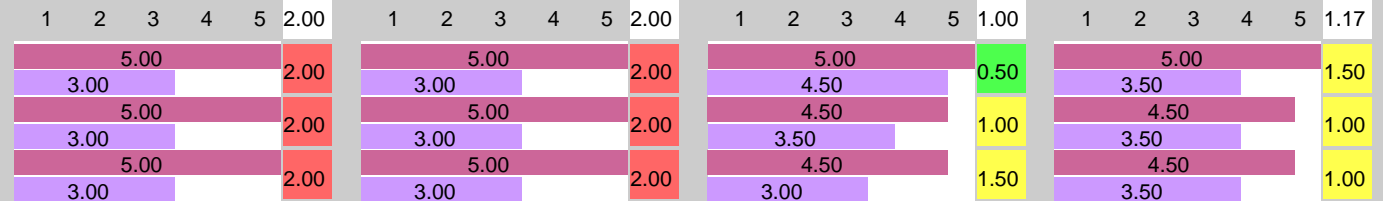
ENCOURAGING COLLECTIVE LEARNING

Collaborative Relationships

M.1 Develops collaborative relationships among people at work

M.2 Actively engages a range of differing viewpoints in dealing with complex problems

M.3 Well connected to a variety of sources of knowledge that broaden the approach to issues

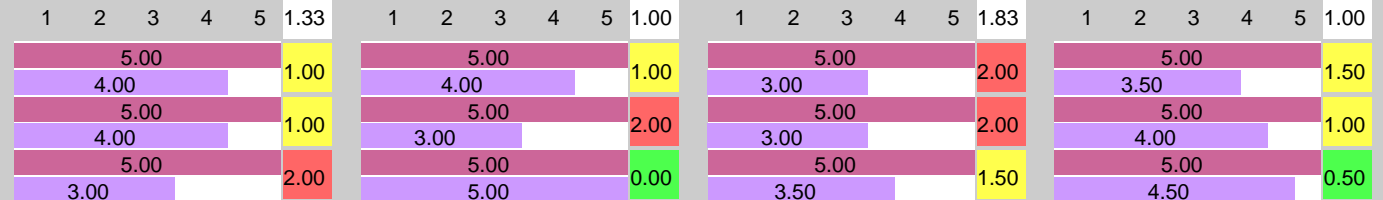


Learning Orientation

N.1 Asks "what can I learn?" when things do not go as expected

N.2 Encourages sharing of knowledge and ideas

N.3 Recognises people who coach and support the learning of others

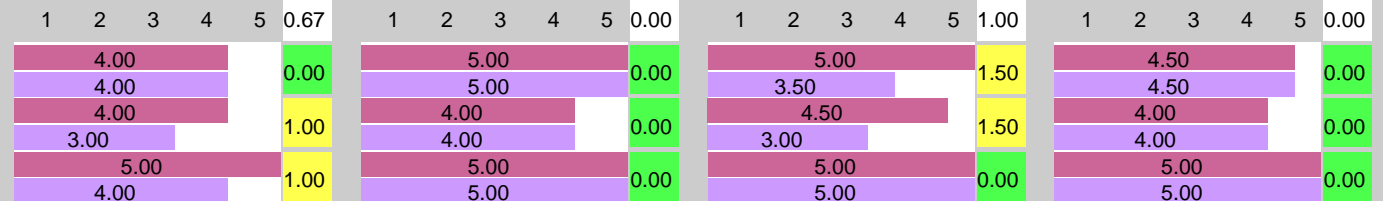


Role Growth

O.1 Ensures people grow their roles by learning new skills and behaviours

O.2 Encourages self-directed learning by others

O.3 Coaches, facilitates and supports learning and development of others



Leadership Practices Questionnaire Report Conversation Summary

Role Growth Opportunities

Where we differed most on the 'should do' behaviours in the job	Gap
G2. Shares thoughts and feelings with others and encourages them to share theirs	1
I2. Ensures that individual differences in the way people contribute are valued	-1
F3. Builds on our existing vision so that it remains challenging	1
B2. Participates in forums/networks that explore future technology trends	1
O1. Ensures people grow their roles by learning new skills and behaviours	-1
F2. Involves others in creating a shared vision of our future	1
B1. Understands the nature and potential impact of emerging technologies	1

My Development Needs

The most significant gaps between 'should do' and 'does do' behaviours	Manager
D3. Shows others how their long term future can be realized by adopting a shared sense of purpose	3
H2. Finds ways to celebrate personal contributions to our success	3
G1. Encourages people to find personal meaning in what they do	2
F1. Invites others to share their personal vision and aspirations	2
E1. Describes a compelling image of what our future can be like	2

My Development Needs

The most significant gaps between 'should do' and 'does do' behaviours	Self
B3. Can explain the connection between technology, markets and culture	2
G2. Shares thoughts and feelings with others and encourages them to share theirs	2
G1. Encourages people to find personal meaning in what they do	2
H2. Finds ways to celebrate personal contributions to our success	2
J2. Encourages people to identify underlying causes of problems rather than working harder	2

My Talents

The 'does do' behaviours ranked highest by both you and me	Total
K2. Seeks feedback from customers/clients on what we could do better	10
K1. Understands the results we achieve from a customer/client viewpoint	10
E3. Enthusiastic and positive about what we intend to achieve	10
G3. Maintains a positive, enthusiastic can do approach to day to day issues	10
I3. Provides constructive behavioural feedback to others	9
O3. Coaches, facilitates and supports learning and development of others	9
I1. Provides opportunities for others to grow and learn	9

Appraisal Gaps

The 'does do' behaviour where we had the biggest gaps	Gap
F3. Builds on our existing vision so that it remains challenging	2
N3. Recognises people who coach and support the learning of others	-2
J2. Encourages people to identify underlying causes of problems rather than working harder	-2
L2. Takes the initiative to overcome obstacles even when outcomes are uncertain	2
C2. Understands the expectations of our communities of interest and others who influence our reputation	2

Leadership Practices Questionnaire Report Conversation Summary - "Should do"

Top Combined "Should do" Scores

Behaviours we both rated high 'should do'

Score

D3. Shows others how their long term future can be realized by adopting a shared sense of purpose	10
J1. Challenges people to find new and innovative ways to improve our processes and tools	10
A1. Constantly monitors key trends in social and community behaviour	10
K3. Models the key behaviours that enhance our reputation	10
H1. Recognizes people for a job well done	10
M2. Actively engages a range of differing viewpoints in dealing with complex problems	10
D2. Appeals to others by sharing an exciting picture of the future	10
I3. Provides constructive behavioural feedback to others	10
K2. Seeks feedback from customers/clients on what we could do better	10
G3. Maintains a positive, enthusiastic can do approach to day to day issues	10
M1. Develops collaborative relationships among people at work	10
D1. Has own personal vision and shares it with others	10
N3. Recognises people who coach and support the learning of others	10
E3. Enthusiastic and positive about what we intend to achieve	10
K1. Understands the results we achieve from a customer/client viewpoint	10
I1. Provides opportunities for others to grow and learn	10
N2. Encourages sharing of knowledge and ideas	10
E2. Speaks with conviction about the meaning and purpose of what we do	10
J3. Uses measures of achievement against agreed goals as a basis for improving skills, tools and processes	10
A3. Fully aware of the factors that attract and retain key people	10