

Leadership Potential Indicator

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Introduction

The LPI Leadership Potential Indicator measures aspects of your leadership style by asking you questions about your behaviors, attitudes and reactions in various management and leadership situations. Groups of questions relate to different aspects of leadership behavior called competencies. It is the particular combination of competencies possessed by a person that shapes their style and contributes to their job performance.

Competencies are not the only influence on your leadership ability, however, as your personality, your particular talents, your interests, your values, your pattern of intellectual abilities, your life experience and your current situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment:

- your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring here is your own perception of what you are like;
- the results can also be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you were very frank, whether you were very self-critical or whether you felt under pressure to convey a more than usually positive impression of yourself;
- the report presents your results drawing on some of the latest research on leadership such as Jim Collins' model of Level 5 Leadership and the SHL Corporate Leadership Model (Bartram 2002) developed by SHL Group plc;
- remember that this assessment is intended to help you clarify your view of yourself and help you to develop and achieve personal growth. If you do not recognize yourself in the following pages, check what other

people think by taking views from bosses, peers and direct reports.

The framework below provides a way of analyzing how your leadership style along with your personality, abilities and motivations may be influencing your current job performance. Taking each competency area in turn, think about the tasks that you find come easily to you and those that you find harder to perform consistently to a high standard. Use the report alongside your organization's competency framework to identify your strengths and areas where further development would improve your performance.

In deciding where to put your development efforts, focus on one or two areas that are likely to have the biggest impact on your work performance. Set yourself specific learning goals for these development areas.

Leadership Profile Summary

This table summarizes your leadership competencies and style.

Style	Description
Level 3: Competent Manager	Organizes people and resources toward the effective and efficient pursuit of predetermined objectives.
	Developing the Vision
Originator	Originators come up with new ideas for research or technology or production for the organization. They operate best in environments that call for idea generation and creativity. They differ from Modernizers in lacking the planning and organizational skills to translate concepts and ideas into firm proposals for change.
	Sharing the Goals
Director	Directors build understanding and ownership of the organisation's vision and objectives through a blend of strong leadership and communication skills. Directors provide direction and control but they also have the interpersonal skills to inspire, persuade and cajole employees to deliver the vision and strategy.
	Gaining Support
Catalyst	Catalysts increase the rate of change in an organisation because they are people-oriented innovators. Catalysts are change agents who possess a creative style along with empathy and good interpersonal skills. Their empathy and interpersonal skills mean that they deal skilfully with other people's concerns and/or resistance to change.
	Delivering Success
Individual Contributor	Individual Contributors operate best outside or on the fringes of traditional management structures. They are like entrepreneurs bringing creative proposals and ideas to projects. They operate best like consultants moving between different things rather than managing a large team or business unit. The individual contributor prefers to operate on his or her own and tends to get frustrated by project governance structures where decisions are made by committees and steering groups.

Level 5 Leadership

What distinguishes good from great companies? Jim Collins selected 11 companies from more than 1400 that had been listed in the Fortune 500 from 1965 to 1995. Each of the selected companies had mediocre results for 15 years and then went through a transition point. From that point they outperformed the market by at least 3 to 1 and sustained that performance for at least 15 years. Each of these was compared with companies in the same industry and about the same size.

Collins identified the key factors that enable a company to move from mediocre to great organizations. The comparison companies lacked these factors and failed to become great. The most important component of the transition from good-to-great is what he calls "Level 5 Leadership".

Level 1 is a highly capable individual who makes productive contributions through talent, knowledge, skills and good work habits.

Level 2 is a contributing team member who contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.

Level 3 is a competent manager who organizes people and resources toward the effective and efficient pursuit of predetermined objectives.

Level 4 is an effective leader who catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.

Level 5 is an executive who builds enduring greatness through a paradoxical blend of personal humility and professional will.

Every one of the good-to-great companies has level 5 leaders in the critical transition phase. None of the comparison companies did. These leaders are described as being timid and ferocious, shy and fearless and modest with a fierce, unwavering commitment to high standards.

What Level Are You? 1, 2, 3, 4, or 5?

Looking at all your responses, you have scored 69% of the maximum possible total score on the questionnaire. This puts you in the top third of managers who have completed the Leadership Potential Questionnaire. If your questionnaire responses are a true reflection of the way you handle yourself at work, then you are operating as a competent manager - what Jim Collins, the originator of the Level 5 Leadership concept, calls a Level 3 Executive. You are skilled at

organizing people and resources toward the effective and efficient pursuit of predetermined objectives. Your next step should be to focus on getting to Level 4 - that is, shifting from operating as a competent manager to operating as an effective leader. In order to achieve this, you must focus on how to achieve commitment to and vigorous pursuit of a clear and compelling vision, and how to stimulate your people to high performance standards. When you have achieved this, you can concentrate on how to join that relatively unique class of Level 5 Leaders who possess the ability to build enduring greatness through a paradoxical combination of personal humility and professional will. So you have not yet reached the end of the road of personal development and you should continue to try to become better qualified for the job.

Where are You on Will and Humility?

According to Jim Collins, Level 5 leaders channel their ego needs away from themselves and into the larger goals of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious - but their ambition is first and foremost for the organization, not themselves. Level 5 CEOs "build enduring greatness through a paradoxical combination of personal humility plus professional will."

You have average overall scores on transformational and people management competencies. This indicates that you possess as much 'will and humility' as the average executive. If your CLQ scores are a true reflection of your behaviour and achievements, you have some way to go before you reach Level 5 Leadership. Jim Collins suggests that if you want to transform your current level of performance, you should organize your time, energy and resources around learning instead of around performance. Think about how to carve out more time for self-reflection and learning activity and focus on one or two areas that will 'tip' you into a higher level of performance. The next section considers these issues in more detail.

Developing the Vision

Creating and living a vision is the role of leaders in organisations. A successful vision gives a sense of the future, guides decision making and strategy, creates a shared purpose, provides guidelines that determine behaviour, inspires emotion and connects to values. Developing a vision, mission and values is the foundation for long term success but it takes time and commitment. Our leadership model identifies four approaches to vision building based on an individual's competencies in managing change and planning and organizing. These styles are illustrated in the graphic below.

Modernizer

Modernizers challenge the old order and its way of doing things. Combining competencies in managing change and planning and organizing, modernizers come up with a specific vision for organisational change along with a plan with milestones for implementation.

Originator

Originators come up with new ideas for research or technology or production for the organization. They operate best in environments that call for idea generation and creativity. They differ from Modernizers in lacking the planning and organizational skills to translate concepts and ideas into firm proposals for change.

Implementer

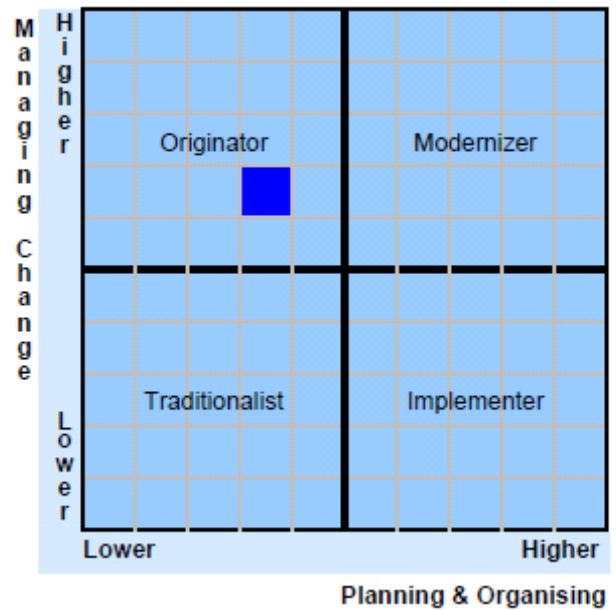
Implementers are skilled at setting up, scheduling and tracking projects. They have the skills and attributes to define tasks, identify dependencies between tasks and critical paths, produce Gantt charts and manage resources. They differ from Modernizers and Originators in finding it difficult to generate original ideas about new markets or products or technologies that provide the basis for vision building.

Traditionalist

Traditionalists are generally only comfortable in stable organizations that utilize tried and tested technologies. Traditionalists lack the competencies to lead the development of a vision in organizations operating in fast moving business environments.

Where are You?

You seem to possess the style and characteristics of an Originator as you appear to have pretty well developed competencies in managing change but less well-developed competencies in planning and organizing. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend you concentrate on developing further your planning and organizational competencies in order to help you translate ideas and proposals into implementation plans for change.



Sharing the Goals

Today's leaders need to be able to share information and build understanding with bosses, peers, subordinates and other groups of stakeholders such as shareholders and financial institutions. This includes information about the company's vision, goals, strategies, services and financial performance. Sharing the goals requires leadership skills and interpersonal skills.

Director

Directors build understanding and ownership of the organisation's vision and objectives through a blend of strong leadership and communication skills. Directors provide direction and control but they also have the interpersonal skills to inspire, persuade and cajole employees to deliver the vision and strategy.

Presenter

Presenters have strong oral communication skills and make good public speakers and chairpersons. They have the skills to communicate the vision and build a shared understanding of company goals based on an agreed script. Presenters can struggle, however, when employees look for direction and there is not an agreed company position.

Regulator

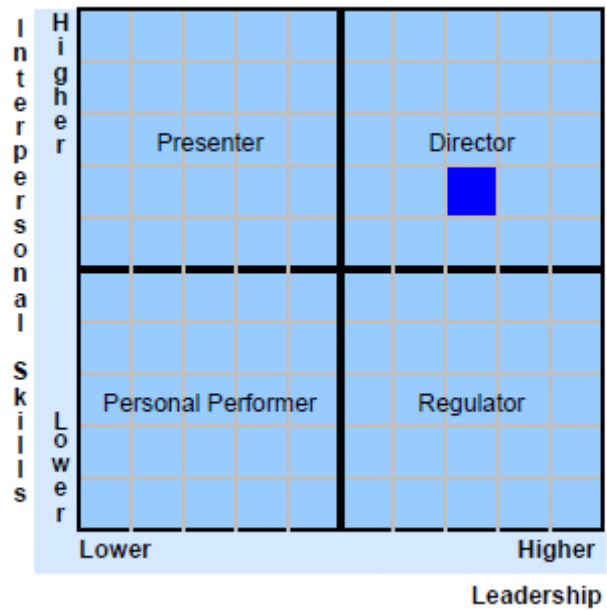
Regulators are strong on setting the direction of travel and exercising control but weaknesses on the interpersonal side mean they lack the ability to share the vision, goal and objectives with others. Independent and socially reserved, regulators often rely on a task-oriented management style to achieve objectives and deliverables.

Personal Performer

Personal performers operate best in independent positions without managerial responsibilities. In managerial and leadership positions, personal performers require considerable support to combat their natural reserve and unwillingness to exercise leadership and control.

Where are You?

You seem to possess the style and characteristics of a Director as you appear to have pretty well-developed competencies in both leadership and interpersonal skills. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend that you focus your development efforts on areas where you got lower scores.



Gaining Support

Today's leaders have to build support for change among their employees, their customers and their stakeholders such as shareholders and financial institutions. While the management team may be positive about change, more junior staff often feel threatened by change and worry about the implications for their jobs. Managing change requires initiating, scoping, communicating and project managing with other people. Leaders need good interpersonal skills to carry out these tasks successfully dealing with people's feelings and emotions.

Catalyst

Catalysts increase the rate of change in an organisation because they are people-oriented innovators. Catalysts are change agents who possess a creative style along with empathy and good interpersonal skills. Their empathy and interpersonal skills mean that they deal skilfully with other people's concerns and/or resistance to change.

Explorer

Explorers thrive on change and enjoying venturing into new territories. They are strongly focused on opening up new markets and taking the organisation in new directions. Being very independent-minded, Explorers tend to expect others to see things the way they do and tend to underestimate the amount of effort needed to gain support for change.

Adaptor

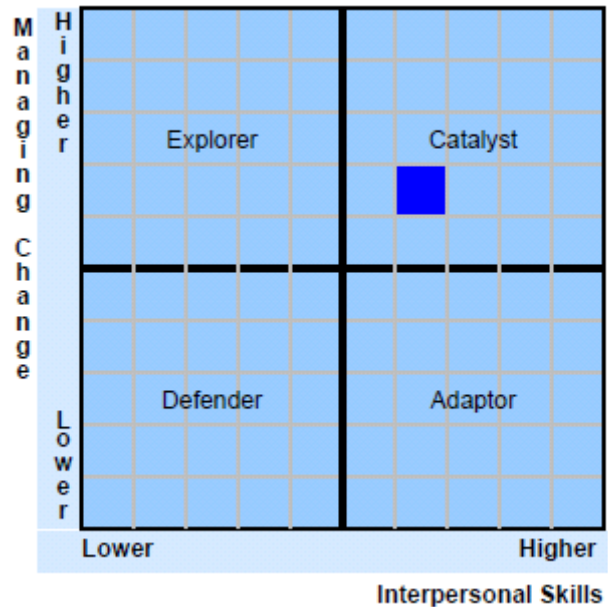
Adaptors are people managers who are most comfortable implementing change programmes initiated by other managers, for example, by headquarters. Adaptive leaders have the people skills to gain support for change but tend to lack the creativity and drive to personally initiate radical change in an organisation.

Defender

Defenders tend to be slightly more resistant to new ideas and initiatives particularly those brought about by new technology. In leadership positions, Defenders need to be convinced about the benefits of technology led change before they embrace it. Defenders tend to worry about our dependency on technology and that modern technology has evolved to control us rather than to serve us.

Where are You?

You seem to possess the style and characteristics of a Catalyst as you appear to have pretty well-developed competencies in both managing change and interpersonal skills. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend that you focus your development efforts on areas where you got lower scores.



Delivering Success

Delivering success requires a combination of careful planning and energy, dedication and commitment. Neither set of competencies is sufficient by itself. A carefully crafted strategy will not succeed without people with ambition and drive to implement it. Similarly, without planning and organisation, energy and drive can be wasted on the wrong tasks. At the individual level, a person's scores on these two dimensions result in four characteristic styles.

Corporate Manager

Corporate Managers are used to operating in large organisations where new initiatives tend to be planned by groups of people. They understand the importance of achieving corporate objectives targets and deadlines in order to advance in the organization. This type of manager tends to operate in a systematic and organised manner and presents himself or herself as "a safe pair of hands". Corporate managers can find it unsettling to work in a fast moving environment where decisions need to be made on instinct and intuition and without the support of committees and steering groups.

Individual Contributor

Individual Contributors operate best outside or on the fringes of traditional management structures. They are like entrepreneurs bringing creative proposals and ideas to projects. They operate best like consultants moving between different things rather than managing a large team or business unit. The individual contributor prefers to operate on his or her own and tends to get frustrated by project governance structures where decisions are made by committees and steering groups.

Planner

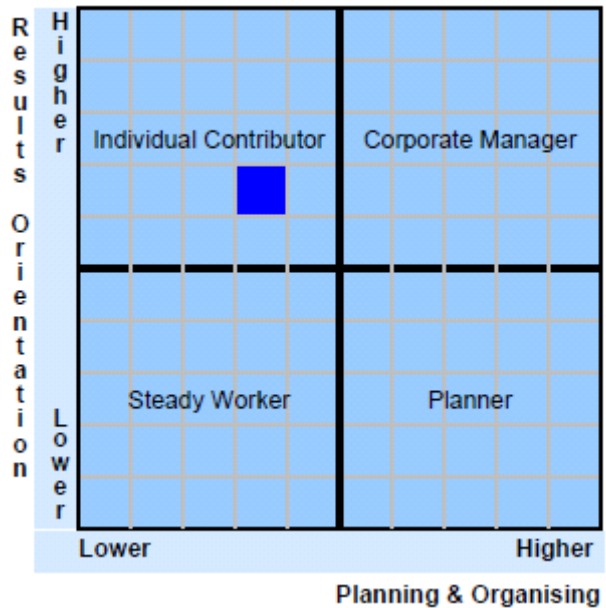
Planners specialise in scheduling the implementation of new business processes and systems. They are good at working in groups drawing up project plans and organizing work activities in a methodical manner. They are at home working in corporate environments where decisions are taken in groups and alterations are subject to change control procedures. Planners are unsettled when people deviate from company policies and procedures or want to cut corners. They also lack the drive to identify new and innovative ways of doing things.

Steady Worker

Steady Workers work reliably and steadily and make systematic progress towards their goals over a long period of time. Most organizations need people who are sensible and dependable to carry out tasks that some people with a high level of ambition and drive struggle to find interesting and satisfying. Organizations need steady workers to grow progressively over a long time.

Where are You?

You seem to possess the style and characteristics of an Individual Contributor as you appear to have pretty well developed competencies in achieving results but less well-developed competencies in planning and organising. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend you concentrate on developing further your planning and organising skills in order to help you deliver



Development Advice

You don't need to completely change your style to become a more effective leader. Mull over this report and identify one or two areas that are likely to have the most impact on your performance. The following kinds of modest changes have been suggested by experts in the field of leadership.

- Consistent use of the same criteria in decision making builds respect and trust as people know what to expect from their bosses. Try to make your decisions transparent and try to be reliable and genuine when you discuss your reasons for decisions. If you are inconsistent in your thinking and/or behavior, people will distrust you.
- Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and stir them to work harder.
- Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals - "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions. People like to be involved in discussions and decisions.
- Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favorites. Personally thank subordinates for their efforts - face-to-face communication is best but written notes and emails will also do.

LPI

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Dimension	Stens										Description	
	1	2	3	4	5	6	7	8	9	10		
Initiating Activity	< ... >	Shows initiative, has positive attitude, self starter	M a n a g i n g
Taking Risks	< ... >	.	.	.	Takes risks, challenges accepted practice, bends rules to make progress	
Creating & Innovating	< ... >	.	.	Originates change, makes things better, produces creative ideas and solutions	
Adapting to change	< ... >	.	Adapts quickly to change, responds flexibly to people and situations	
Analysing & Interpreting	< ... >	Analyses situations carefully, makes rational judgments and logical decisions	O r g a n i s i n g &
Making Decisions	< ... >	.	.	Decides quickly, displays confidence, acts independently when necessary	
Planning & Prioritising	.	.	< ... >	Plans and prioritises work activities, manages time effectively	
Monitoring Quality	< ... >	Takes pride in work, does job well, gets the detail correct	
Communicating	< ... >	.	.	Expresses views clearly, makes impact with presentations	I n t e r p e r s o n a l
Listening & Supporting	< ... >	.	Sensitive to people's needs, involves people in plans and decisions	
Relating & Networking	< ... >	Develops strong working relationships, builds rapport quickly	
Teamworking	< ... >	Strong team player, works effectively with people	
Achieving Goals	< ... >	.	Self motivated, driven to get ahead, prepared to do whatever it takes	O r i e n t a t i o n
Meeting Customer Needs	< ... >	Applies customer concepts, focuses on quality and service	
Focusing on the Business	< ... >	Focuses on bottom line, controls costs, sets ambitious targets	
Learning & Developing	< ... >	Exploits opportunities for self development, energetic, self aware	
Persuading & Influencing	< ... >	Has presence and authority, enjoys being in charge, takes lead	L e a d e r s h i p
Motivating & Empowering	< ... >	Empowers and motivates team members, delegates tasks effectively	
Coaching Others	< ... >	Coaches and develops team, gives regular feedback	
Coping with Pressure	< ... >	Handles pressure and stress, stays calm and in control	
Key Factor	1	2	3	4	5	6	7	8	9	10	Description	
Managing Change	< ... >	.	.	.	Initiating Activity, Taking Risks, Creating & Innovating, Adapting to change	
Planning & Organising	.	.	< ... >	Analysing & Interpreting, Making Decisions, Planning & Prioritising, Monitoring Quality	
Interpersonal Skills	< ... >	Communicating, Listening & Supporting, Relating & Networking, Teamworking	
Results Orientation	< ... >	Achieving Goals, Meeting Customer Needs, Focusing on Business, Learning & Developing	
Leadership	< ... >	Persuading & Influencing, Coaching Others, Coping with Pressure, Motivating & Empowering	