



leadership multi-rater assessment of personality

## LMAP Pulse

**LMAP Pulse Report for Bria Gormann**

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# Introduction

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Several months ago you received your **LMAP Report** which provided you with feedback on your work behaviors. **LMAP** gave you the opportunity to stop and think about the person you are and the person you want to be at work. The goal of the **LMAP** feedback is to help you better understand your behavior at work so you can make more informed choices about which behaviors to accentuate and which to modify to become a more effective leader.

The last pages of your **LMAP Report** encouraged you to:

1. Discuss your Leadership Development Goal with your raters, solicit their input and feedback, and remain open to fine tuning your goal if needed.
2. Remind your raters that in the coming months they will receive a brief follow-up survey on your Leadership Development Goal progress, called **LMAP Pulse**.

The **LMAP Pulse** process was developed because research shows that leaders who go through a 360-degree feedback process dramatically increase their leadership effectiveness by:

1. Using the 360-feedback to identify specific behaviors to modify to become more effective in their job;
2. Having a brief conversation with each of their raters to discuss their 360-feedback and a specific behavior they will work to modify – their Leadership Development Goal;
3. Holding ongoing follow-up conversations with raters about their progress towards their Leadership Development Goal.

This **LMAP Pulse Report** provides you with a structure and meaningful feedback to use in these follow-up conversations.

# How to use your *LMAP Pulse*

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Note: If you did not discuss highlights from your **LMAP Report** and your Leadership Development Goal, it is not too late. Schedule time to meet with each of your raters to have these conversations. But, first, go back and reread your **LMAP Report** and study the instructions in the last section of your **LMAP Report** called **Next Steps in Your Leadership Development** that describes how to craft a Leadership Development Goal.

## 1. Read through your *LMAP Pulse* results and consider these questions:

- Are your results encouraging? Disappointing? Surprising? Identify your reactions to your **LMAP Pulse** results and take some time to understand your reactions. It's not uncommon for individuals to believe that they have made more progress on their LDG than what others perceive. Behavior change is difficult, and, changing others' perceptions is also challenging.
- Do different reporting relationships view you as making greater or lesser leadership development efforts?
- What do raters comments and suggestions indicate? Do different reporting relationships offer different types of suggestions?
- How do the **LMAP Pulse** comments compare to those in your **LMAP Report**?
- Does your Leadership Development Goal need to be fine-tuned given your **LMAP Pulse** results?
- Which behaviors will you need to start or stop to better the work experience for other team members?
- What changes will facilitate your moving from the leader you are to the leader you want to be?

## 2. At your next leadership development conversation with your raters:

- Thank them for completing the **LMAP Pulse** ratings
- Share some of the **LMAP Pulse** results and your reactions
- Talk about situations where you slipped back into old behavioral habits. Discuss the comments in your **LMAP Pulse** and solicit their input and feedback

As always, genuinely and patiently, thank people for their time and candor.

## Your LMAP Pulse Scores

Your **LMAP Pulse Results** are organized in the following manner: First, the **LMAP Pulse** item is displayed (e.g. To what extent did this person ...), followed by the 4–point rating scale (e.g. 3, Moderate effort). Your Self Rating is shown and is followed by a table that displays your Feedback Ratings.

**Question: How much effort did this person make to follow up with you on their LMAP feedback?**

1. No effort
2. Minimal effort
3. Moderate effort
4. Significant effort

**Self Rating:** You selected 4 – Significant effort

Reporting Relationship	Number of Raters	1	2	3	4
Aggregated Feedback	6	1 (17%)	1 (17%)	2 (33%)	2 (33%)
Peers	2	1 (50%)	1 (50%)	0	0
Direct Reports	2	0	0	0	2 (100%)
Managers	1	0	0	1 (100%)	0
Internal Clients	1	0	0	1 (100%)	0

**Question: To what extent did this person communicate their Leadership Development Goal to you?**

1. No communication
2. Minimal communication
3. Moderate communication
4. Significant communication

**Self Rating:** You selected 4 – Significant communication

Reporting Relationship	Number of Raters	1	2	3	4
Aggregated Feedback	6	1 (17%)	1 (17%)	1 (17%)	3 (50%)
Peers	2	1 (50%)	1 (50%)	0	0
Direct Reports	2	0	0	0	2 (100%)
Managers	1	0	0	0	1 (100%)
Internal Clients	1	0	0	1 (100%)	0

**Question: Rate this person's efforts to implement their Leadership Development Goal.**

1. No effort
2. Minimal effort
3. Moderate effort
4. Significant effort

**Self Rating:** You selected 4 – Significant effort

Reporting Relationship	Number of Raters	1	2	3	4
Aggregated Feedback	6	0	1 (17%)	2 (33%)	3 (50%)
Peers	2	0	1 (50%)	1 (50%)	0
Direct Reports	2	0	0	0	2 (100%)
Managers	1	0	0	0	1 (100%)
Internal Clients	1	0	0	1 (100%)	0

**Question: Rate this person's leadership development progress over the last three months.**

1. No progress
2. Minimal progress
3. Moderate progress
4. Significant progress

**Self Rating:** You selected 4 – Significant progress

Reporting Relationship	Number of Raters	1	2	3	4
Aggregated Feedback	6	0	2 (33%)	1 (17%)	3 (50%)
Peers	2	0	2 (100%)	0	0
Direct Reports	2	0	0	0	2 (100%)
Managers	1	0	0	0	1 (100%)
Internal Clients	1	0	0	1 (100%)	0

# Comments

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Rater comments are organized in the following manner: First, the comment cue that was asked on the **LMAP Pulse** survey is displayed (e.g., Please describe a time you observed this individual successfully demonstrate the behavior described in their Leadership Development Goal). This is followed by your self-response and then the responses of your feedback raters.

Note: you were asked to respond to comments 1 and 2; your raters were asked to respond to comment cues 1, 3 and 4.

**Comment: Please describe a time you observed this individual successfully demonstrate the behavior described in their Leadership Development Goal.**

**Self:**

- I formally scheduled time with one of my staff members by acknowledging to them I wanted to give the conversation they requested is due consideration (and patience). My formal scheduling and communication about the matter was very favorably received and she even made note of it to me.

**Feedback:**

Manager(s):

- I've seen effort towards achieving the goal in almost every interaction we have. It especially comes through when we discuss how to approach or address a specific issue or challenge. It's very clear to me that Bria takes the goal seriously, and is proactively working to achieve it.

Others:

- I have observed more "patient" listening in one-on-one or group conversations with Bria.
- While I have not worked directly with Bria since her EL training activities, I feel that Bria does make every effort to be a team player and use her skills derived from her EL training.
- In several situations Bria has demonstrated devoting her time directly to me when I have sought her guidance on taking on a new project. Working directly one on one, physically moving to her conference table she has shown interest, listening skills and provides support or other options to complete the project.
- During a review of materials, errors were discovered, these errors could be far reaching and involve at least two other organizations. Bria constructed an overall plan to identify, document and implement changes to prevent these types of errors in the future – this is not an unusual approach for her, what was new and refreshing was her delivery of the overall plan. She was patient when explaining her plan and expectations.
- Minimal interaction on projects or activities, so unable to accurately provide an assessment to answer

these questions from my viewpoint.

**Comment: Describe a time when you acted in a manner inconsistent with your Leadership Development Goal, limiting your effectiveness as a leader.**

**Self:**

- I have done my very best to catch myself and not be either impatient or perceived to be impatient. When I do catch myself, I formally and publically have acknowledged it to those present and it seems they very much appreciate my honesty and work on this goal.

**Comment: What behaviors do you suggest this leader start to make further progress towards their Leadership Development Goal?**

Note: for this comment, only your feedback raters were asked to respond.

**Feedback:**

## Manager(s):

- As indicated in the previous response, I've already seen significant progress. The more Bria can detach herself from an issue and look at it objectively, the more progress she'll make towards her goal. It will also help to continually try to look at issues from the other parties perspective (suggested reading – "Leadership and Self Deception").

## Others:

- As part of patient listening, demonstrate more openness and less judgement to encourage input and discussion.
- Bria could be more visible to a larger group of her peers so we are aware of her focus and interests.
- Remain true to herself. Continue to hear what others have to contribute respecting their opinion.
- Carve out dedicated time to update staff on ongoing projects. Continue with the plan to "listen, pause to think about it, and then answer" – its a great formula and it's working.
- N/A

**Comment: What behaviors do you suggest this leader stop to make additional progress towards their Leadership Development Goal?**

Note: for this comment, only your feedback raters were asked to respond.

**Feedback:**

Manager(s):

- No specific behaviors I suggest be stopped – stay on this path!

Others:

- N/A
- I can not immediately think of a issues Bria should stop. Following my comment above, she could possibly consider not being isolated her work activities with myself and her peers.
- In some situations being to anxious with a request or response.
- Continue to remember that if you do not have the time to stop and address an issue/question/situation simply let us know and suggest a specific time to go over issue/question/situation.
- N/A

## List of Raters

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For your reference, here is the list of email addresses of people who provided ratings for you.

- RaterOne@XCompany.com
- RaterTwo@XCompany.com
- RaterThree@XCompany.com
- RaterFour@XCompany.com
- RaterFive@Xcompany.com
- RaterSix@Xcompany.com

## About LMAP

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**LMAP** was developed in 2000–2001, by a team of 6 Organizational Psychologists, all experts in web–based personality testing for employee selection and development. **LMAP** has been used to educate and develop leaders across industries and by commercial airline pilots in FAA–mandated Crew Resource Management training programs. We continually improve **LMAP** with major upgrades in 2004, 2006, 2008 and 2009.

Have a suggestion? e–mail us at [info@LMapInc.com](mailto:info@LMapInc.com)

The **LMAP Methods and Statistical Findings** is available by request at [info@LMapInc.com](mailto:info@LMapInc.com)

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