



leadership multi-rater assessment of personality

LMAP 360 Assessment

Company:	Sample LMAP Reports
Report for:	Pat Smith
Date:	31 January 2017
Norms:	North America

www.lmapinc.com

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Introduction to LMAP

Preface

Professionals spend more hours with work associates than with family or friends. We readily see how a co-worker's personality influences his or her productivity and satisfaction, but typically find it difficult to objectively reflect on our own personality and its impact on our work experience. Co-workers see your preferences, aversions, strengths, weaknesses, and sweet spots and they have a valuable perspective on how your personality affects your work experience. But open, honest, frank conversations about these issues are rare.

These kinds of conversations are rare, in part, because professionals are paid to look ever-competent, not vulnerable or flawed. In addition, consciously or unconsciously, many people respond to feedback by getting defensive. So we learn how not to have open, honest, direct, frank conversations ... while interacting at work.

LMAP provides you with an open, honest and frank analysis of how the people you work with perceive your most prominent behavioral styles. This LMAP Report is not about how good or bad or right or wrong you are but about what the research shows is most effective for a leader. It is about "the lay of the land" of your personality traits and how these are linked to research on leadership effectiveness. Your LMAP Report shows you where your rough spots are and highlights where you already are at your best—so you can be at your best even more often.

Differentiating your strengths from your weaknesses is not as easy as it might sound. David Dunning of Cornell University found that people who are not conscious of their skill deficits grossly overestimate their skills in areas where they are in fact weak. They are *more* confident of these assumed skills than people who actually have the skills.

The opposite is also seen: some leaders are surprised to get feedback that they are held in high regard by the team (when their LMAP Self Profile shows little of the confidence and creativity that others recognize and appreciate). In this way feedback reveals unrecognized assets and the LMAP Report shows how to apply these assets in new ways.

LMAP will help you develop more insight into your strengths and weaknesses so you can better understand the person you are and become even more the person you want to be.

Personality At Work

Most people think *what they know* determines career success; in fact, *who you are as a person*—your personality and character—are more important. Experience shows that personality can propel a person of average intelligence and education to great heights or cause even the smartest people to fail. For most working professionals in most kinds of jobs, personality determines who survives and who thrives.

- Studies by The Gallup Organization show how leadership effectiveness and talent management factor in to turnover: 89% of direct reports who rate their boss' performance as excellent stay in their job; 40% who rate their boss' performance as poor seek employment elsewhere
- Research demonstrates that positive psychological factors including Self-Efficacy, Resilience, and Optimism strongly influence performance. Optimism predicts academic success better than SAT scores and robustly predicts sales success.
- A survey of Fortune 1000 executives ranked leadership and management skills at the top, with technology skills a distant third. The executives said that 33% of current employees cannot work effectively with others and that employment success will increasingly depend on behaviors that foster teamwork.
- Natural talents like intelligence can put you on the fast track to success, but self-management and interpersonal skills are essential for staying on it. Researchers at The Center for Creative Leadership coined the term "derailment" to describe how many high-potential, fast-track managers are skipped over for promotions or terminated because of counterproductive personality traits.

What is Personality?

Lay people think of personality as exclusively *internal* motivations, thoughts and feelings. Psychologists define personality as not just an internal phenomenon, but also as *externalized behavior*—how you act. Gardner Lindzey, in Theory of Personality defines personality as *the most outstanding and salient impressions a person creates on others*. Raymond Cattell, in The Scientific Analysis of Personality defines it as *the pattern and regularity of behavior over time*.

Personality plays a central role in the way people perceive, operate, and are experienced by others at work. Personality operates like a lens and either blurs or focuses a professional's knowledge, skills and abilities. Personality can get in the way of high performance or it can directly promote success.

Using LMAP

LMAP helps you to compare your current behaviors to the behaviors that research identifies are the most effective for leadership. Remember, that your goal is NOT to become a different person—but to *smooth the rough edges*. Studies have shown that even *simple behavior changes* can have major, positive consequences in how others perceive your behavior and effectiveness. Much as a conductor uses a baton to quiet the horn section and bring up the strings, you can learn to consciously orchestrate your behavior.

The LMAP Profile

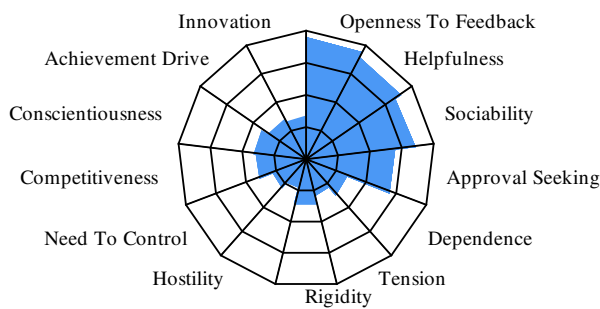
The LMAP Profile is a reliable and valid assessment of personality. Thirteen personality traits are displayed on a circular chart, called the Interpersonal Circumplex¹, with the largest shaded areas representing your most prominent traits. Like a snapshot of your personality, the different combinations of traits reflect a distinctive personality style.

Scores for each of the traits on the LMAP Profile are displayed in percentiles created from a database of highly educated, professionals in a leadership role. The center point of the circle equals zero and the four concentric circles mark the 25th, 50th, 75th, and 100%. Traits with the longest/largest-shaded areas have the greatest impact on your behavior and those with smaller shaded areas have less influence on your behavior.

Sectors in the Profile

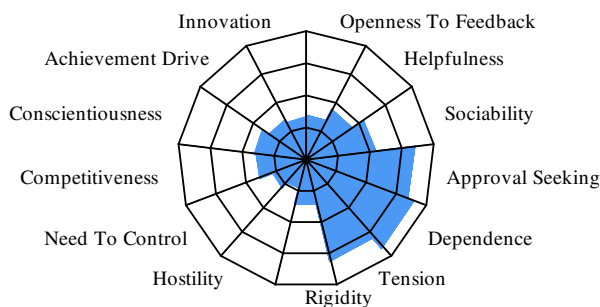
There are four major sectors in the LMAP Profile where related dimensions of behavior can be seen: Teamwork Traits, Deference Traits; Domineering Traits; and Task Mastery Traits.

Teamwork Traits



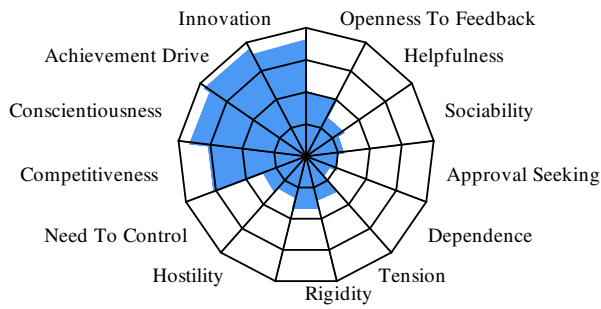
The Teamwork Traits: Openness to Feedback, Helpfulness and Sociability are focused on cooperation and collaboration. Introverts can have strong teamwork skills with high scores on Openness to Feedback and Helpfulness: traits strongly associated with high performance in leaders.

Deference Traits



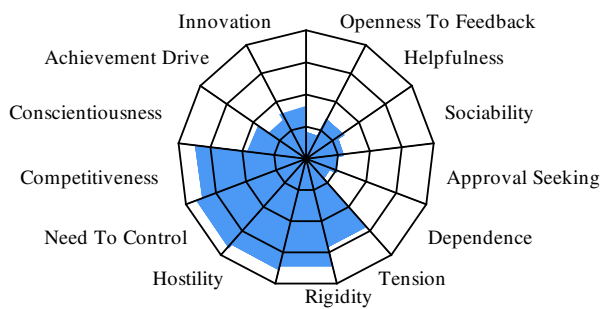
The Deference Traits: Approval Seeking, Dependence, and Tension in combination yield a followership orientation and an unassertive style where conflict and risk are avoided. Humility and loyalty are assets of these traits; indecisiveness and low confidence are liabilities. These traits are all associated with decreased leadership performance.

Task Mastery Traits



The Task Mastery Traits: Competitiveness, Conscientiousness, Achievement Drive, and Innovation in combination focus on achieving goals and doing high quality work and are strongly associated with high performance in leaders.

Domineering Traits



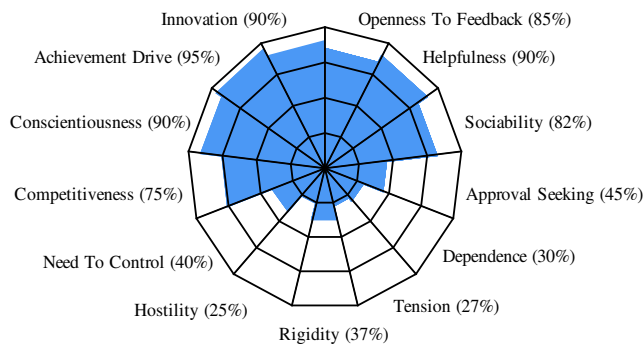
The Domineering Traits: Tension, Rigidity, Hostility and Need for Control in combination focus on getting and maintaining control. Hostility is not required for a dominating, inflexible and aggressive style to emerge. Drive, decisiveness and passion are assets of these traits; self-centeredness and inflexibility are liabilities that cause these traits to decrease leadership effectiveness.

It is important to note that the LMAP traits do not operate in a vacuum; they interact with and are influenced by the presence of the other prominent characteristics. The impact of a counterproductive (or high performance trait) is heightened or diminished by the presence of other prominent traits in your Profile.

The High Performance Traits

A large body of research shows that six LMAP traits, represented in the upper half of the Profile, are consistently associated with high performance: Conscientiousness, Achievement Drive, Innovation, Openness to Feedback, Helpfulness, and Sociability. We call these the High Performance Traits.

The LMAP Profile below is an *idealized example* of a High Performance Profile—with high scores on all the high performance traits and low scores on the counterproductive traits:



- Most people have one or several of the high performance traits and most people also have counterproductive traits.
- **About one in five professionals are rated by other team members as having prominent high performance traits without prominent counterproductive traits.**
- Various combinations of the high performance traits are represented by different types of High Performance Profiles. Some are introverts, some are more or less detail-oriented, some are big-idea conceptual thinkers and some are not. All share a base of strong job specific talents and skills and a blend of initiative and drive, self-management and interpersonal skills.
- The different combinations of the high performance traits result in a unique blend of talents and behaviors that play out in projects and with people.

Competitiveness is less strongly associated with high performance. When complemented by the teamwork traits, Competitiveness can operate as an asset and can be expressed as passion for success. When grouped with Rigidity, Hostility, and/or Need for Control, Competitiveness can operate as an obstacle to teamwork.

The Counterproductive Traits

Research has identified six LMAP traits, called *counterproductive traits*, which interfere with performance: Hostility, Need to Control, Rigidity, Tension, Dependence, and Approval Seeking.

A typical LMAP Profile includes a mix of assets and liabilities. Few people have only high performance traits, and most of us have areas in which we struggle, where desired behaviors do not come naturally, or are hot buttons that can set us off.

¹ The Interpersonal Circumplex was developed in 1957 by Harvard Psychology Professor, Timothy Leary. In the 50 years since Leary, psychologists in industry, the military, government, and academia have defined the role of personality in work performance; including the team that built LMAP, and have decades of research and consulting experience in Organizational Psychology.

Using Your LMAP Report

Your LMAP Report provides you with three different kinds of data:

1. **Personality Profiles:** *Formal, standardized psychological measures.* Your results are plotted in the **LMAP Profiles** and explained in narrative reports in the **Self** and **Feedback Reports** sections. Detailed ratings are shown in the **Item Level Feedback section**.
2. **Effectiveness Ratings:** *Non-psychological measures:* co-workers' ratings of your job performance compared to others in a similar position;
3. **Comments by Raters:** *In their own words, what team members describe as your strengths and development opportunities.* .

Take time to compare and contrast your **LMAP Profiles, Effectiveness Ratings, and Rater Comments.** The interplay of these three rich sources of feedback will help you to better understand how and why you are already effective and where you can become more effective.

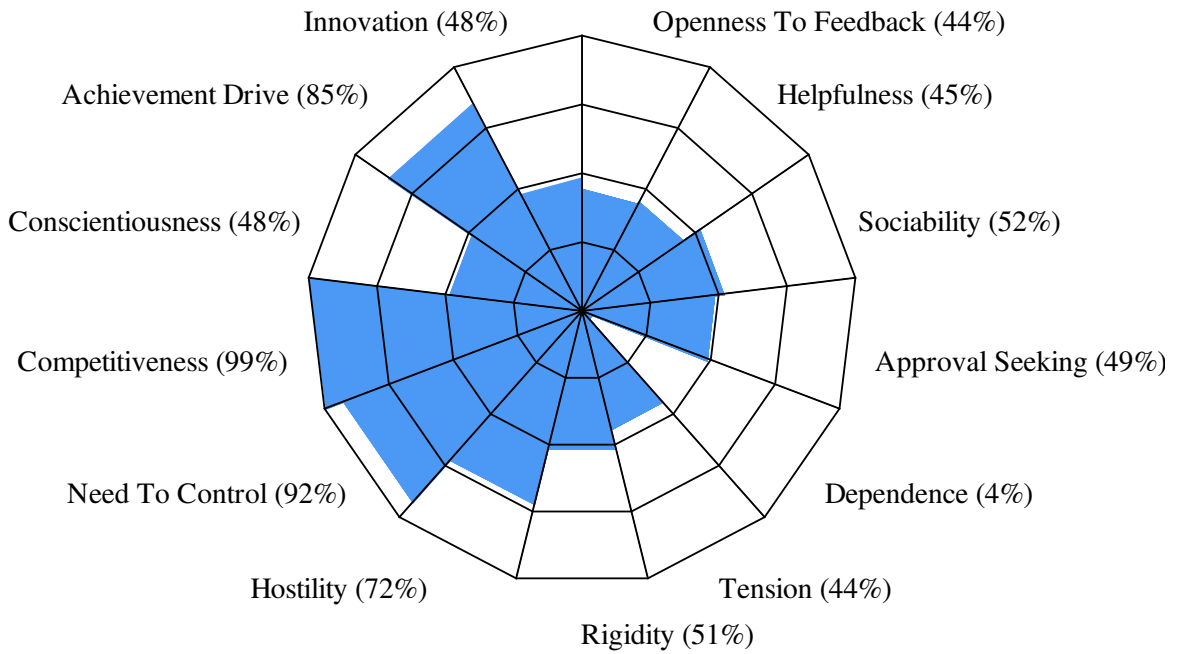
Highlight and Edit Your LMAP Report:

Highlight and make notes on your Report. Highlight key phrases; raise questions or answer questions the Report poses; cite examples that you think support or refute your feedback; identify development suggestions that resonate with you; pick a book or two to read.

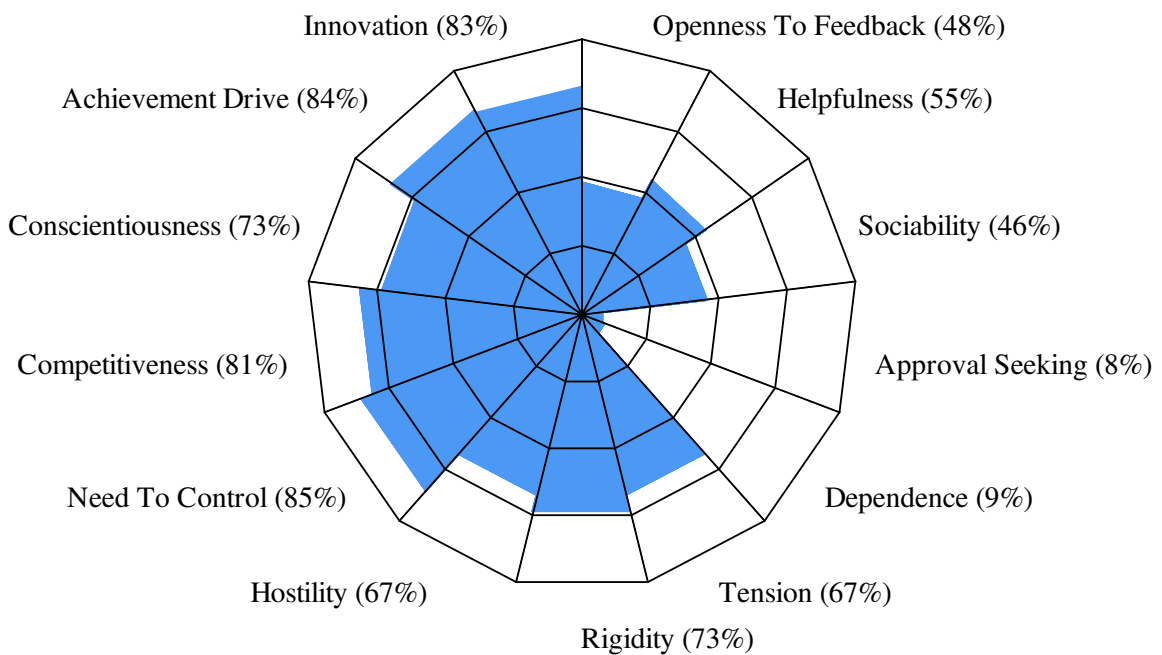
Feel free to edit words or phrases. To make a point, the author may use exaggeration or hyperbole to describe how behaviors play out or how others might experience a particular style or interaction approach. If you can more accurately describe these behaviors by editing a word or phrase—*to hit the nail on the head*—please do so. This Report is solely intended to help *you* think about and better understand your current behaviors and inform decisions on the behaviors you want to demonstrate in the future.

Your LMAP Profiles

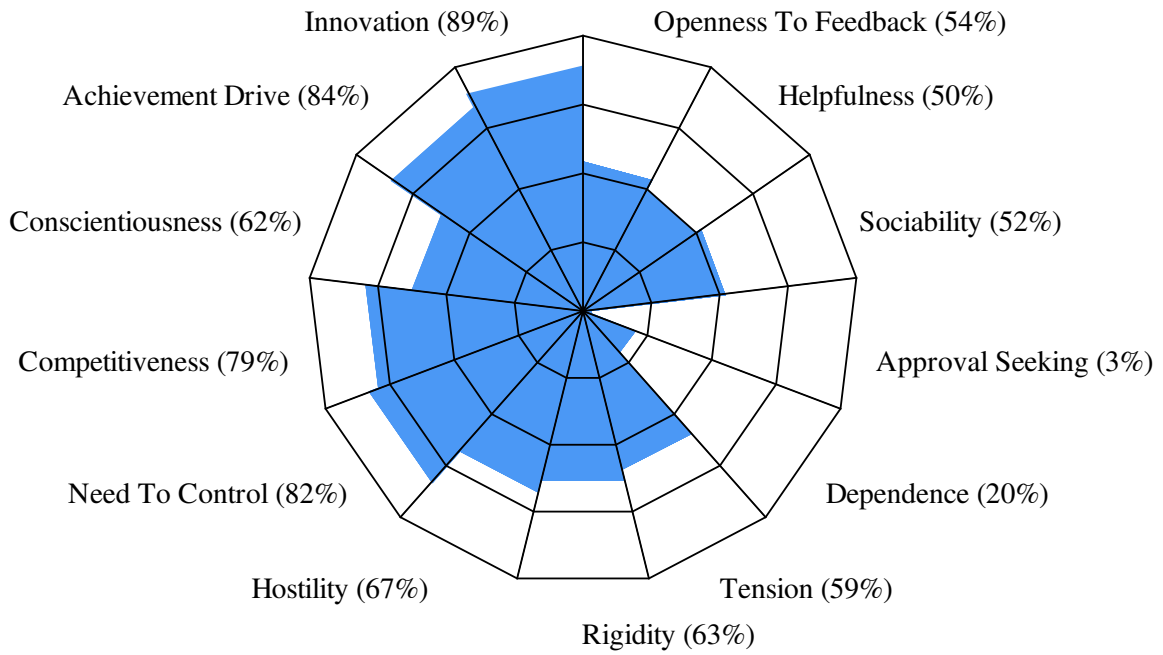
Self Profile



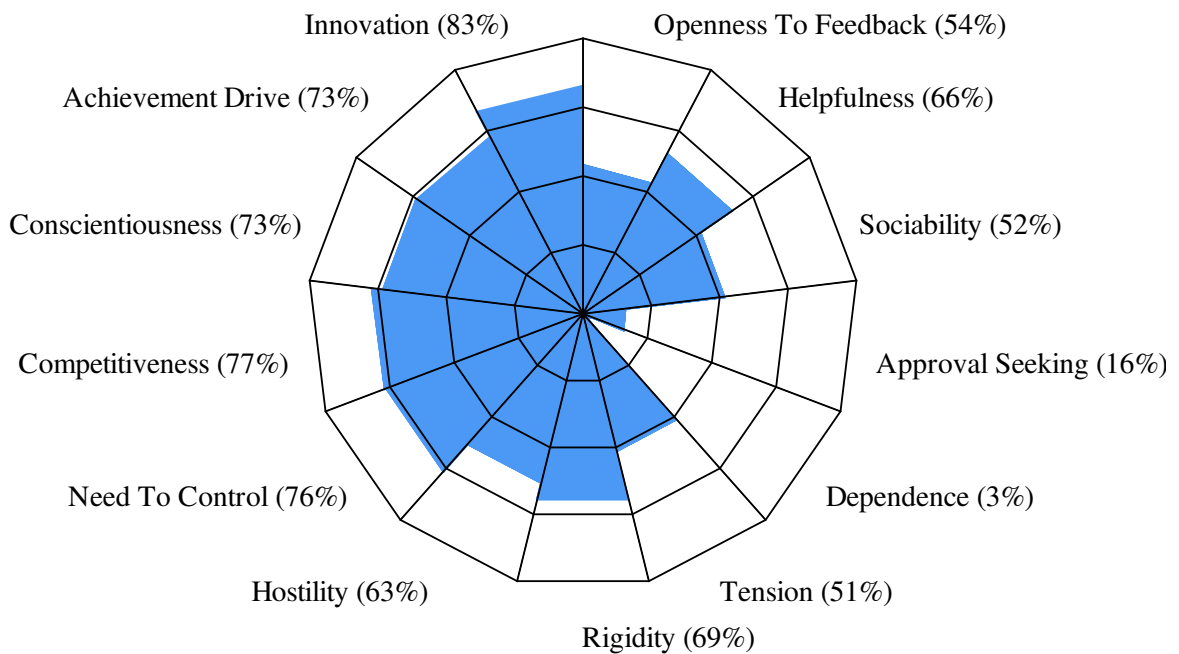
Aggregated Feedback (number of raters: 18)



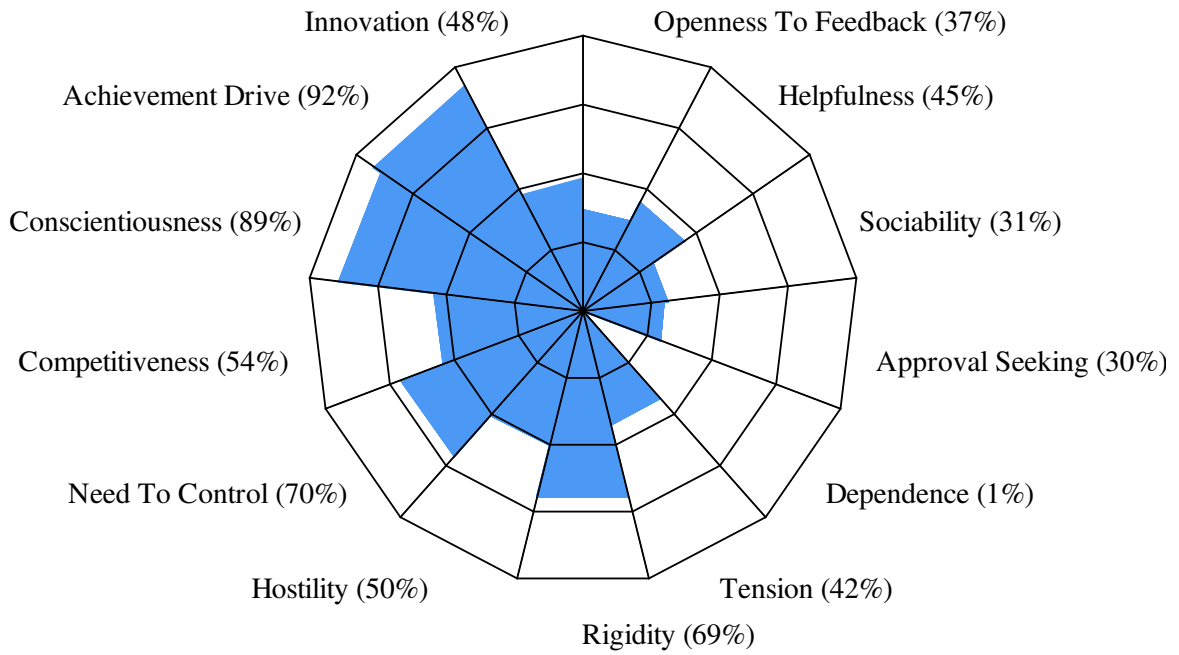
Direct Report (number of raters: 6)



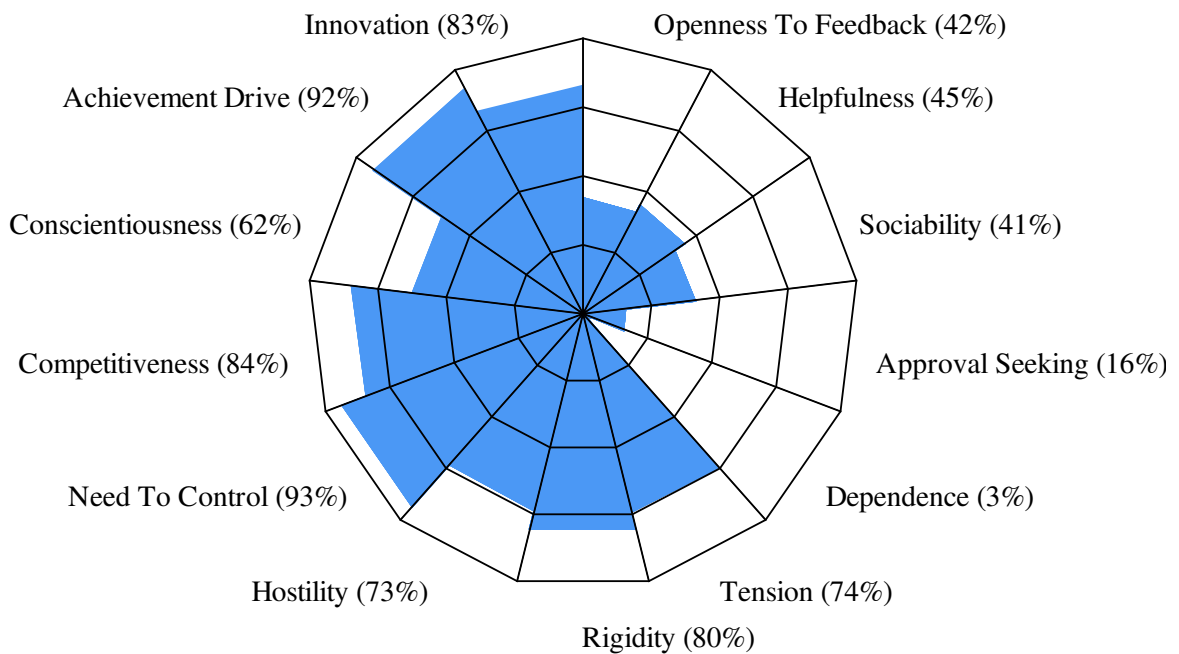
Internal Client (number of raters: 4)



Manager (number of raters: 1)



Peer (number of raters: 7)



Self Report

Your self-profile is of a high energy, driven and competitive person who has high expectations. You portray a person who is motivated to get ahead, but perhaps anxious about it as well. You pride yourself on being independent minded and self-reliant and therefore one might conclude that you would prefer to go it alone ... but, you also describe yourself as having strong intent to be sociable and friendly towards others. On the one hand you describe a person who is competitive and controlling and on the other hand, a person who intends to establish warm and close relationships with others.

Your intense, competitive and controlling nature comes across most strongly in the ratings, but you value other people and intend to be interpersonally warm and a positive force socially. You would like to have friendly, cooperative relationships with others, but may find that difficult when you want to do things the way you think it needs to be done. At your best you may get on well and can work effectively with and through others - but your good intentions around others may not be expressed with consistency.

For your more sociable and collaborative side to emerge, you have some heavy lifting to do, because overall, you seem much more focused on gaining and maintaining control, in jockeying for the lead and more often criticizing what is wrong rather than reinforcing what is right. You describe someone who is quite willing to push for what you believe in and to defend your point of view - with or without others. Remember however, the results described in this section are based exclusively on your self-assessment - others may see you quite differently than you see yourself.

Words and phrases that describe you, according to your self-profile include:

- Intense, passionate, competitive
- Energetic and driven
- Sociable - likes being with others
- Can be abrupt, sarcastic
- Loves to win, hates to lose - wants to be the best
- Cares about people, but more often focused on self
- Independent, rebellious, flouts convention
- Persuasive, assertive and opinionated
- Demanding
- Takes a no-nonsense approach to work ... takes no prisoners
- Strong results-orientation; works hard and expects the same of others
- A high sense of urgency - a person who feels hurried, harried, hassled and as a result, may behave somewhat impulsively
- Though good at problem-solving, can get seduced into focusing more on problems than solutions

These results suggest that you can develop most, professionally and personally, by working to cultivate your very positive intentions to be sociable and friendly and by making it a priority to maintain positive interpersonal relationships. You are a real honey and vinegar person...and one who would do well to reduce the vinegar and stress the honey.

You have strong opinions and are not likely to change them. Your self-assessment portrays a person who will aggressively assert your point of view and try to persuade others why you are right. You are determined and persistent, but a person who probably would accomplish much more if you would make the effort to better manage your sense of urgency and need to get it done now.

While you may be the kind of person who understands - intellectually - that a variety of opinions and perspectives contribute to the best work, you appear to be a person who can be quite resistant to alternative ideas and approaches. Your profile is of a person who can be stubborn and a person who has a strong need to control events - perhaps even more so when you are feeling pressured or stressed. Your profile suggests you are confident of your own perspective and skeptical about the positions of others when they disagree with you. These traits can lead you to:

- See things as black or white, right or wrong, with little gray in between
- Be resistant to other points of view and opinions
- Show a stronger need to be the person who is right rather than searching for points of agreement and working towards a win/win situation
- Use your thinking skills to find fault and criticize others' ideas and suggestions, instead of applying all that intelligence to find the good in their ideas and help make their ideas even better

Overall you portray yourself as focused on doing things your own way and while you see yourself as sociable, you may find in your feedback from others that they see you as short on relationship and teamwork skills. If that is the case, while you may be capable of attaining results - you may leave behind a wake of hurt feelings and soured relationships. You do not describe a person with an easy nature: you can be hard to please and be insensitive about others' needs and feelings.

As noted, you see yourself as a sociable person - interested in people, friendly and pleasant to be around. Your self-profile points to a much more independent person: self-motivated and preoccupied by your work and your own thoughts. Despite seeing yourself as friendly and extroverted with others, behaviorally these desires may be submerged under your more controlling, impatient, and self-absorbed tendencies. Your intentions to have good, strong relationships with others are entirely positive and can be a great asset - if they actually are expressed behaviorally and do not remain your best intentions.

It will be interesting to compare your self-assessment results with your feedback from others. Will others see you as expressing in your behavior your intentions to be sociable? Do they see you as competitive and intense as your self-profile suggests? Do you come across as more or less flexible than your self-profile suggests? In the next section of this report, Overview of Your Feedback Ratings by Others, you will learn how others perceive you and be able to compare their perceptions to your own.

Feedback Report

You may already have some sense about how others see you after reviewing your **LMAP Feedback Profile**. Knowing how others see you is important professionally, because your co-workers, customers, suppliers ... all work with you based on their perceptions of you. Not based on your intentions or your self-concept.

The **Feedback Report** gives an overview of how others see you, and then examines how your personality influences your behavior in projects, teamwork, and communications.

Considerations

Considerations are development suggestions and resources for you to consider in thinking through the feedback and in developing an Action Plan. There are *many* more ideas and resources provided than you'll need; use those that appeal most to you.

Remember

When reading your feedback, remember that everyone has some assets and very few people have no room to improve.

*You cannot get it by taking thought;
You cannot seek it by not taking thought.*

- Zenrin poem

Others describe you as an opinionated, controlling person, with an abundance of drive and creativity. They see an intense person who primarily focuses your attention on thinking, figuring things out, discovering and uncovering solutions to problems. Not the kind of person others typically rate as helpful or encouraging. Yet, that is exactly what people are saying about you. While you can be very controlling and inflexible, your raters still credit you with being a relatively good listener and someone who communicates that you consider it important to be supportive and available to help others.

Raters say you have strong leadership skills, like to innovate and see things from different angles, yet can be obstinate, inflexible, and get bossy - and this is what comes across most strongly in the feedback ratings. But at your best, you can also be supportive and encouraging of others and a pleasure to be around. They describe someone who perhaps is a good coach and who can help others develop their skills further, when you are in this "helping mode." But the ratings suggest that you are not in this mode consistently. You are a real honey and vinegar person...and one who would do well reduce the vinegar and stress the honey.

I sidestep the either/or choices of logic and choose both.

- Ken Feit

Your needs for achievement and your dominating style comes across most strongly in the feedback ratings, but others also say that at your best, you can be an upbeat, encouraging and positive force. A true leader who can develop followers, not "dictatorial." At your best, you can pull people along by your passion and charm.

Unfortunately, for your collaborative and trusting side to emerge, you have some heavy lifting to do, because overall, raters see you as focused on gaining and maintaining control, in jockeying for the lead, and more often criticizing what is wrong rather than reinforcing what is right. They see you as someone who is quite willing to fight for what you believe in and to defend your point of view - with or without others. But, they do see you as having a preference to get what you want with others support and consent.

While raters also credit you with an ability to be open-minded and intellectually flexible, they nonetheless perceive you as someone who can be quite stubborn. At your worst, you can be a formidable opponent; at your best you are a clever, quick, and trusting ally. While others see you as stubborn and picky and sometimes thinking you know all the answers, their ratings also suggest that you know you don't have all the answers, and do sometimes seek out the input and perspectives of others. Your profile suggests you would accomplish more if you would make the effort to better manage your sense of urgency and need to get do it your way. Consciously call on your social skills more often to help in this. Get counsel from others in planning things out to balance your impulsive nature. The ready, fire, aim school of thought may be one of your greatest assets, but does not work in all situations. In some situations you need to slow down; create an environment where you can complement your own skills by taking the counsel of others; then act with thoughtful deliberation. ...exemplified in the expression, "measure a thousand times, cut once."

Words and phrases that others might use to describe you:

- Cares about people, but more often focused on self.
- Needs to be in control, in charge.
- Impatient, sometimes impulsive.
- Stubborn.
- Can be surprisingly helpful, kind, generous at times.
- Intense, passionate, charismatic.
- Can be a great coach when focused on that task.
- Clever, inventive.
- Great at problem-solving.
- Persuasive, assertive and opinionated.
- Persistent, persistent, persistent.
- Takes a no-nonsense approach to work ... takes no prisoners.
- Very strong results-orientation; works hard and expects the same of others.
- A strong sense of urgency - a person who feels hurried, harried, hassled.
- Though good at problem-solving, can get seduced into focusing more on problems than solutions.

On this last point, you are an individual who may be preoccupied by potential problems - what can go wrong - but you also are seen as someone who is pretty good at solutions ... all your worries and concerns about the problems often lead you to find solutions. In a word, your "vigilance" often pays off.

*There is no shortcut to life. To the end of our days,
life is a lesson imperfectly learned.*

- Harrison Salisbury

Sound Familiar?

Raters see you as a person with valuable motivational assets, and the odds are that you identified some of these attributes in your self-assessment. Why? Usually people who are seen by others as expressive, assertive, opinionated, and controlling have some sense of this internally. If your self-assessment identified some of these attributes, you will clearly have some knowledge and insight about both the assets and liabilities of your personality and behavioral styles. This report will offer key lessons for you to tune in to and learn from. If, on the other hand, your self-assessment described a calm, collected, and socially oriented person, this feedback from others will come as a surprise ... perhaps even a shock. Even given the fact that others say you can be supportive and patient at times, they do not describe-overall-a patient and supportive, friendly person. If you described yourself in that way...this report will provide some great lessons. You would be one of the many who has human blind spots and is not aware of the impact of your behavior on yourself and/or others.

*Choice of attention - to pay attention to this and ignore that -
is to the inner life what choice of action is to the outer.
In both cases, a man is responsible for his choice
and must accept the consequences.*

- W.H. Auden

PROJECT ORIENTATIONS

*Vitality shows not only in the ability to persist
but in the ability to start over.*

- F. Scott Fitzgerald

An Individual with Talent and Passion

Your **LMAP** profile is of a passionate person who is driven around work. You are seen as creative, controlling, and determined - and both stubborn and somewhat open-minded! You are interested in the details and the big picture. Creativity, innovation, and breaking new ground are core drives. Others describe a person who wants to see things from different perspectives. You are a person who likely has many interests and who enjoys working creatively to integrate ideas and to arrive at new ways to do things. You want to do things in your own way and typically are not too concerned with what others think. You have a strong internal set of drives, and are able to sustain disapproval.

Your profile is that of a person who wants to take charge and act decisively and assertively. You are a maverick and you get a kick from thinking out of the box. This **LMAP** is of a person who can be very productive when self-reliance and independent action are called for, but may experience more difficulties and challenges when teamwork is required and authority, politics, and status get involved.

Others credit you with being a person who cares about results, quality, productivity, and hard work. They see a driven, dedicated professional who takes work seriously AND also has the ability to play with work. There are likely to be few more determined and persistent people who are so focused on quality and results. Your initiative and need to honestly state your point of view are key assets. Further, your passion for your work is a big-time plus. Other assets:

- A quick study. You impress others as being able to break down a problem and assemble a solution. Able to see the big picture and attend to details. At your best you are clear thinking, decisive, clever, and quick.
- Leadership and a preference to take charge. You want authority and responsibility. You want the opportunity to put your initiative to work and aggressively pursue goals and objectives. When taking the lead is not an option, you will nonetheless want to have an impact and make good things happen. You are no idle bystander but a person who will confront challenges and seek to master them.
- Advocacy. You have a definite point of view. Clearly there are times when you are perhaps too opinionated and dogmatic - but no one ever doubts that you DO have a point of view and that you are more than willing to assert it.
- Purpose and direction. Unlike many people who do not know who or what they believe in or what they want, you seem quite focused on what you want, how you want it, and when.
- You have high standards and will work hard and conscientiously to achieve your goals. No one needs to give you permission, get you started, or keep you at it. Others see you as focused and disciplined.
- You are an effective devil's advocate. You don't take things at face value. You dig beneath the surface and want to know the facts, the strengths, and the weaknesses of a situation or position. You have good discrimination skills and a definite talent for identifying and analyzing similarities and differences. It is almost as if you want to avoid problems before they start.

- When you are comfortable, trusting, and at ease with others, you are capable of exercising flexibility and using brainstorming techniques to see problems, issues, and challenges from different perspectives.

Intellectual Curiosity

Nothing will ever be attempted if all possible objections must first be overcome.

- Samuel Johnson

Earlier in this report you were described as both open-minded and flexible at your best and stubborn and inflexible when you are not at your best. It seems clear that you are a person who appreciates that a variety of opinions and perspectives contribute to the best work, and you obviously are sometimes successful in behaving accordingly. Others credit you with being intellectually curious, focused on finding the best solutions, and enjoying the diverse challenges that work provides. This is offset by what others also see as a strong tendency to be inflexible - to be resistant to alternative ideas and approaches. People describe you as being confident of your own perspective and sometimes acting skeptical about the positions of others when they disagree with you. This kind of rigid thinking is not effective. It can lead to

- Seeing things as black or white, right or wrong, with little gray in between.
- Being resistant to other points of view and opinions.
- Showing a stronger need to be the person who is right (which automatically makes the other person "wrong"), than searching for points of agreement and working towards a win/win situation.
- Misuse of your highly discriminating thinking skills to find fault and criticize others' ideas and suggestions instead of applying all that intelligence to find the good in their ideas and help make their ideas even better.

Again, it is important for you to remember that others see elements of both flexibility and inflexibility in your style. You obviously have the ability to get beyond black and white thinking, to be open-minded with others, and to focus on the best solution for a given situation. That is fabulous and ought to be what you do more and more. The research could not be clearer: flexibility and open-mindedness are highly associated with effectiveness on the job. Especially in today's work world where things are changing so fast, the ability to take in and process new information and change one's way of looking at situations, events, markets, is essential for success. Without flexibility and a willingness to consider the perspectives of others, you will find it impossible to take full advantage of the varieties of knowledge and experience that members of the team bring.

The art of being wise is the art of knowing what to overlook.

- William James

Considerations: Project Orientations

Winning debates . Keep track of all the disagreements, debates, and arguments you win. The best score in this little exercise is a low score, because regularly winning debates and arguments usually means that you are not collaborating with others, not fully understanding their point of view and using it to expand your thinking. Your more likely behavior is to debate and disagree with others, perhaps winning the short-term argument but sabotaging a long-term relationship that needs to be managed much more delicately. Your

interests are much better served by spending time and energy finding win/win solutions that incorporate what your basic needs require and by making sure nobody comes out looking like a "winner" (because that implies a "loser").

Read *Good To GREAT: Why Some Companies Make the Leap and Others Don't* , by Jim Collins (HarperBusiness, 2001). In this empirical study of elite companies that made the leap to great results and sustained those results for at least fifteen years, Collins research team uncovers key leadership characteristics of a Level 5 Leader that are "required to achieve greatness." In contrast to charismatic/egocentric leadership, Collins finds that a combination of professional will and personal humility are the characteristics that lead to enduring great performance. "They are ambitious to be sure, but ambitious first and foremost for the company, not themselves."

The research found that every good-to-great company had Level 5 leadership during pivotal transition years. Level 5 leaders display a

- "Compelling modesty," are self-effacing and understated.
- Tendency to "look out the window" and to attribute success to factors other than themselves and the tendency to "look in the mirror" and take full responsibility when things go poorly. Level 5 leaders take responsibility for leadership decisions by never blaming others, external factors or bad luck.
- Resolve that is unwavering to produce sustained results - no matter how big or hard the decisions.
- Commitment to setting up successors even greater success in the future.
- Workmanlike diligence typified by a "plow horse more than show horse" mentality.

Build upon your creativity and thinking skills. A core competency in many organizations and for many professionals is the ability to be creative and make non-operational contributions to the team. One good way to stimulate new thoughts is to meet with others who will bring diverse thoughts and orientations.

You can also read about creative thinking in books which are also fun reading. *A Whack on the Side of the Head* (1983) is full of great exercises and games. Other good books include: *Brain Power: Learn to Improve Your Thinking Skills* (1987), *Breakthrough Thinking: The Seven Principles of Creative Problem Solving* (1994), and *Creative Problem Solving* (1993). Think about what these books are saying about the creative process and how you do and do not engage in these processes personally and professionally; make use of their suggestions.

Learn about empowerment. Given your controlling style, it would be useful for you to learn about empowerment and how trusting others with decision-making is a key competency. Sensitize yourself to empowerment by reading some of the good books on the topic: *How to Spark Exceptional Performance* (1990); *The Power of People, or Empowerment in Organizations* . Other excellent books on sharing power and control are *Discovering Common Ground* and *Getting Together* (1988).

Read about doing things in new ways . Build upon your open-mindedness by learning more about doing things differently than convention might dictate. Read *If It Ain't Broke ... BREAK IT!* (1991) and *The Flexibility Factor* (1989). Either of these books provide practical ideas on how to increase your personal flexibility in the work environment.

TEAMWORK

I would rather have goodwill and cooperation than logic.

- Jawaharlal Nehru

Your profile presents a dilemma in terms of analyzing your skills in teamwork. While your **LMAP** profile is of a person who is focused on doing things your own way and who can be short on relationship skills, under the best conditions you have a capacity to work well with others. Your profile is unusual because when raters describe someone as controlling and opinionated, they rarely say that individual is also helpful, concerned for others, someone who may be good at teaching or coaching others.

So while you are certainly capable of attaining results - and high quality results at that - you are much more likely to do so because of your individual abilities and skills, not as the result of great teamwork skills. Further, given your driven and inflexible nature, you may unwittingly leave behind a wake of hurt feelings and soured relationships.

Fine friendship requires duration rather than fitful intensity.

- Aristotle

You are not one with an easy nature: you are seen as hard to please, perhaps even a "difficult person" who can be insensitive about others' needs and feelings. This can include being picky, demanding, and pushy - under the banner of "God is in the details." At your best, you are obviously a delightful person who will go out of your way to help people, but think about if perhaps too often you are in too big of a hurry to stop for others?

Overall, others see you as an independent person: self-motivated and preoccupied by your work and your own thoughts. While others recognize a motivated and talented individual, they also see you as **very** assertive and **very** focused on having your way.

Effectively dealing with those outside one's chain of command means being able and willing to overcome a lot of resistance and gain cooperation without formal authority.

- John Kotter

You may have heard complaints from some people who feel your style is too unyielding, demanding, and controlling. While you can be fun, you can also damage relationships by being so intense and this can be hard on others ... most of whom are sensitive creatures. Others definitely see you as wanting to do things in your own way, but also as a pretty capable, reasonable, and motivated person who generally has good judgment.

However, in your drive for results and in being "capable and competent" you may become so preoccupied with your own agenda, your work, your needs ... that you won't take the time and show the support and encouragement that are needed to foster better relationships. It may be that your social skills are simply not as well developed as your natural drives and skills for work on projects. Whatever the cause, if you are in a work environment that demands teamwork, these ratings suggest that taking the time and energy necessary

to cultivate, develop, and maintain your interpersonal skills would be a useful asset to add to your already formidable human capital.

Not Easy

*It is well to remember that the entire population of the universe,
with one trifling exception, is composed of others .*

- John Andrew Holmes

Others see you as a determined, potentially adversarial character. You are someone who gets emotionally charged. You can leave a wake behind. Chances are that others see you as a driven, no-nonsense person who wants hard facts and data on situations but may do little data collection when it comes to the feelings of others. Others would describe you as having an abrupt manner that may leave others wondering whether or not you care about others in general and are interested in them and value their contributions in particular.

To fully leverage whatever other human capital you bring to your work - your IQ, technical skills, your connections, politics, street smarts - your professional excellence would only be enhanced by efforts on your part to be more generous to, nice around, and easier on others.

Ratings from others suggest that if you could just ease off, relax, turn it down a notch, focus on positives not negatives ... you and others would have a better time. Whatever the cause, anyone with a **LMAP** profile like this needs to learn to relax, perhaps take up the practice of meditation, and learn some lessons from Goethe.

*Treat people as if they were what they ought to be
and you help them to become what they are capable of being.*

- Goethe

Low Needs for Approval

Others do not see you as someone who needs a lot of approval, encouragement, and support from others. You probably do want and perhaps even crave others' admiration and respect ... but you are more internally motivated to perform and outperform others than to look to them for support, approval and agreement. This strong internal motivation, combined with your desire for results, appreciation of quality, and willingness to work, are a powerful combination of assets. The flip side to this independence is that you are not consistently sensitive to providing the support and reinforcement that some others may seek from you. In your independence, you can be distant, not empathetic, and not make enough effort to be interpersonally sensitive - a key component of what has been called Emotional Intelligence. While others clearly see that you have this capability in you, it probably surfaces too little.

Considerations: Teamwork

Talk with your teammates about your successes. One excellent way to learn how to be more cooperative and demonstrate good teamwork skills is to ask others for examples when you demonstrated these skills successfully. Your ratings suggest that while you are inconsistent in collaborating with others, it is not a totally foreign concept. They see in you an ability to be supportive, to encourage others, to show the social

skills associated with teamwork. Ask those you work with for examples of when you showed the kind of cooperation and collaboration that made them engage with you more effectively. What specifically did they see you doing - in words or deeds - that made you appear more available, more collaborative? Keep your conversation focused on what worked and what could work for you in your future efforts to be a more effective team player and put this knowledge into action.

Take time to interact informally with others. Take time to be with others informally - not in meetings where the focus is on projects. Take some time to focus on people as people. Ask a co-worker to lunch. Wander around and spend some time with associates in their office space. The place is not as important as the focus: make the focus *them*. Ask what they are thinking about. Probe about their interests, their worries, their likes and dislikes. Avoid talking about yourself - focus on them. Find out about their hobbies, their family, how things are going for them. Make it a point to learn two new things about the person in each conversation and then get back to them about their interests/concerns/likes in your next conversation to show them you listened to them and care.

Take a course to develop your skills for teamwork. There are many vendors that offer public seminars in assertiveness training and large organizations often offer in-house courses for their employees to develop assertiveness skills. Three well-known public seminars are:

- 1) *Leadership and Teamwork* ; by the Center for Creative Leadership. 1-910-545-2810.
- 2) *Teams in Action* ; by Interaction Associates. 1- 415-241-8000.
- 3) *Team Building and Conflict Management* ; by Arthur Andersen and Co. 1-212-708-8080

Hear what you sound like. Listen to your language and your tone of voice by tape recording yourself during a meeting, in a one on one situation, or on the phone (of course, always ask permission to tape record!). During the conversation, be yourself. After the meeting you will have a record of what you sound like, and you will be able to hear yourself and what you sound like to others much more clearly. What kind of tone do you have? Are you friendly or aggressive? Patient or rushed? Do you sound confident or emotionally wound up? Do you come across as optimistic or pessimistic? How does the tape recording jibe with the feedback in this report?

Read Patrick Lencioni's book *The Five Dysfunctions of a Team* (Jossey-Bass, 2002). This delightful book is a very easy read and looks at how common personality styles interfere with high performance teamwork. The book opens with the story of a woman who, as CEO of a struggling Silicon Valley firm, takes control of a dysfunctional executive committee and helped its members succeed as a team. Then, in the second half of the book, Lencioni offers explicit instructions for overcoming the human behavioral tendencies that he says corrupt teams (absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results). Through realistic dialogue and good story telling, Lencioni provides insights and suggestions that are readily applied to cultivating leadership and teamwork skills.

Read *Crucial Conversations: Tools for talking when the stakes are high* (McGraw-Hill, 2002) by Kerry Patterson, Joseph Grenny, Ron McMillian and Al Switzler. The authors' define "crucial" conversations as interpersonal exchanges at work or at home that we dread having but know we cannot avoid. *Crucial Conversations* offers a seven-point strategy for achieving their goals in all those emotionally, psychologically, or legally charged situations that can arise in their professional and personal lives. The techniques are geared toward getting people to lower their defenses, creating mutual respect and understanding, increasing emotional safety, and encouraging freedom of expression.

Ask for feedback. Ask your work associates about your work style and how it impacts cooperation and collaboration on the team. Ask team members about their impressions of your results-orientation and how it includes or excludes other team members. Get some feedback from co-workers: How do they think you could use their input and skills more? Do they think you should be showing more flexibility in your approach to work - particularly work that involves other team members? If they think you could be more effective through collaboration, ask for some examples from the past where you did not show the kind of cooperation that would help you (or them) be more effective. Ask for specific suggestions for how and when you would do better by including others more in your work efforts.

Use a time-out system. In this system, whenever anyone becomes angry, defensive, or aggressive and it seriously interferes with teamwork and cooperation, call a time-out and meet again later, when cooler and smarter heads will prevail and destructive communications are not being made. The goal of business communications is to have all players make their best effort to create a positive environment, stick to facts, consider the objectives, and reach good solutions. Business communications require a step up from what might be acceptable outside of a formal work environment.

When problems arise, rather than focusing on what went wrong and fixing blame, **ask people what they think they might do differently and more effectively the next time.** Make disciplined efforts to focus on the positive outcomes of failed experiences: the lessons learned. Always seek out and reinforce the potentially fruitful aspects of others ideas. Remember to use balanced feedback.

Take an inventory of your personal relationships at work. Carefully think through the state of the union of your relationships with your co-workers and teammates. Would you characterize them as friendly and warm? Trusting or suspicious? Pleasant or Argumentative? Satisfying or Dissatisfying? Perhaps your relationships are all business with an absolute minimum of "personal relationship?" Look at the different kinds of relationships you have with different kinds of people at work. Who are you most comfortable / uncomfortable around? How do these different relationships help or get in the way of your being productive and satisfied on the job? What could you do *more of* or *less of* around others to have better relationships at work. One way to immediately learn more about your relationships are to ask co-workers for their ideas, perceptions and suggestions around your relationship with them. Ask each of your team members what you could do more of or less of to make them more productive on the job.

What do happy people know? Read about positive psychology and the new science of happiness and learn to develop the thoughts, feelings and behavior skills associated with higher levels of happiness and satisfaction. Why? Because studies of happiness show that interpersonal relationships are a critical component of ongoing happiness (versus short-term pleasures) and the interests and skills that help to build interpersonal relationships are those used in teamwork. Two books to **read:**

- *What Happy People Know*, by Dan Baker, Ph.D. and Cameron Stauth (St. Martin 's Griffen, 2003). Dr. Baker is the Director for the Life Enhancement Program at Canyon Ranch, where he works with company leaders to uncover the "happiness traps," to avoid the five doomed ways we try to make ourselves happy, and six simple tools, called the Happiness Tools, that when practiced lead to increased optimism, courage, good humor, and fulfillment.
- *Authentic Happiness* by [Martin Seligman](#), Ph.D. (Free Press, 2004). Seligman says that psychology has devised a classification system for describing abnormal behavior and mental diseases, but for years lacked a language to describe human effectiveness and happiness. Lest you think this is a heavy

academic research book, Seligman (Leadership Professor of Psychology at the University of Pennsylvania), has written in a personal and honest style that makes for an easy read. For instance, Seligman exclaims on page 24: "I am a hideous example of my own theory." In *Authentic Happiness* Seligman shows that happiness arises from three factors:

1. *Your Set Range* (a biologically determined range within which your happiness normally will be)
2. *The Circumstances of Your Life* (some conditions - like being married and living in a democratic country - contribute to happiness)
3. *Your Voluntary Control* (things you can do to move your happiness to the upper part of your set range)

Seligman explains that happiness exists in different forms in three domains: the Past (satisfaction, contentment, pride), the Present (joy, ecstasy, calm, flow) and the Future (optimism, hope, faith, trust). Using a combination of these factors, Seligman helps the reader discover ways to increase their happiness.

COMMUNICATIONS

Assertiveness

Many things are lost for want of asking.

- English proverb

They have rights who dare defend them.

- Roger Baldwin

You are seen as an articulate and assertive person who feels comfortable advocating your position and point of view. Others see you as a passionate and energetic communicator who projects a sense of knowing and confidence-perhaps even charisma.

Your **LMAP** profile suggests a direct person, who is not afraid to say what is on their mind and is often able to communicate effectively. One asset of this style is that you will inquire and ask questions whenever feeling the need to do so-you are what some call a "BS sniffer." And you seem to be someone who enjoys asking questions and inquiring.

On the other hand, your intensity and drive to get answers may intimidate others who are less secure and assertive. In situations where there is any chance that the interaction has become intimidating for others, it is important for you to slow down, rebuild a sense of trust and partnership, and then proceed with the topic under discussion.

Others see you as a person with a high level of self-focus, a preoccupation with task-related issues, and little focus on interpersonal issues. Your communications are probably centered around task-related issues and your thoughts, feelings, and worries about projects. Your **LMAP** profile suggests you are a person who does not communicate much interest around relationship and interpersonal issues. You are likely to be someone who is in a hurry to provide the other person with information on your point of view, and probably dedicates less thought to what the other person is attempting to communicate.

You are a person who needs to particularly remember that being assertive is not the same as being aggressive and being results oriented does not entitle you to become pushy and tough on others. Others see in you an aggressive and controlling person-one who needs to turn it down a notch to make yourself **assertive**. "Assertive" means to be clear and direct, but **not forceful or aggressive** (though to be fair, your feedback does not say you are inappropriately forceful, just very controlling and inflexible).

Be especially careful to watch for the following:

- Portraying your position as right and others' positions as wrong. This creates adversarial situations - your ally has become your opponent.

- Never think of another team member as an opponent. Learn to view others with differing opinions and perspectives as sources of new and different information. As a strong, creative, analytic thinker, you are in a perfect position to reinforce others by finding the value in what they say and do. Make an effort to acknowledge and communicate back to others that you see the value in their contributions. Just a small improvement in this area of communications can provide huge dividends for you and those around you.
- Tone your assertive style down a few notches when you find that it intimidates others or inhibits others around you who are less assertive or who are especially sensitive or nervous. Some people may be reluctant to speak up if they fear you will criticize them. Your presence can overwhelm others and then limit, rather than stimulate, new ideas, better communications. Make an effort to solicit and then look for the value in ideas set forth by others. Acknowledge to others that you heard their suggestions and consider their input valuable. This can facilitate a more friendly, less threatening pattern of communications.

Listening

You should not have your own idea when you listen to someone...

To have nothing in your mind is naturalness.

Then you will understand what he says .

- Shunryu Suzuki

Others characterize you as much more interested in talking than listening. While you are clearly talented in terms of assertiveness, you have more challenges in the arena of listening. Certainly you have the capacity to listen well, because at your best, raters say you can be a patient and responsive listener. But this does not appear to be the norm for you.

Listening takes patience, and a high level of patience does not (generally) characterize your **LMAP** profile - you tend to be more hurried and driven. This can play out in your interrupting others, not allowing them to complete their ideas or comments. This may be because you are so enthusiastic about your own ideas, think you know more than others and do not want to risk losing precious time - or perhaps you just don't care. Others are not likely to feel that you are truly hearing them. Often, you may act like you are listening, but chances are that you are a distracted listener unless you think it is important. Most likely you are inconsistent in demonstrating genuine empathy and devoting yourself to careful listening.

On the other hand, when the task of listening is about something you are interested in or is important for your work and productivity, you are likely to be tuned in. Where the listening calls on analytic skills and a capability to clarify and discriminate between issues, you are likely to show a high level of talent. Others describe you as able to apply your attention and conscientiousness to hear and analyze what has been communicated. Others see you as having the ability to be an excellent critical listener when you make the effort to do so. When you do not make a concerted effort, your style of listening can be intolerant of others - particularly if you perceive them as slow or too detail-oriented.

*A good listener is not only popular everywhere,
but after a while he knows something .*

- Wilson Mizner

Considerations: Communications

*You cannot teach (people) anything.
You can only help (them) discover it within themselves.*

- Galileo

Read *Fierce Conversations : Achieving Success at Work and in Life, One Conversation at a Time*, by Susan Scott (Berkley Books, 2002). This book will help you gain the insight and skills to make every conversation count. Scott outlines 7 principles that will help you develop communication skills that get to the heart of the matter. In Principle 3: *Be here, prepared to be nowhere else* , she says, "Our work, our relationships, and our lives succeed or fail one conversation at a time. While no single conversation is guaranteed to transform a company, a relationship, or a life, any single conversation can. Speak and listen as if this is the most important conversation you will ever have with this person. It could be."

Especially germane to your particular profile, is Principle 6: *Take responsibility for your emotional wake* . Scott says, "For a leader, there is no trivial comment. Something you don't remember saying may have had a devastating impact on someone who looked to you for guidance and approval. The conversation is not about the relationship; the conversation *is* the relationship. Learning to deliver the message without the load allows you to speak with clarity, conviction, and compassion." Others see that clarity and conviction come more naturally to you, but compassion may need more conscious effort.

Be very generous in sharing information with others. One way to develop discipline in this area is to keep a log or journal of events and developments that occur each day and that contain some kind of information that you think others would like to know. You may also read a newspaper, magazine or journal article that you know would be of interest to others on the team. At the end of the day, pass on any developments to others on the team who may have interest. There are many mediums to pass on this information: email, handwritten memos, voicemail or a trip to their office to tell them what is happening. This information-sharing practice lays a foundation for good communications and concretely shows others that you are thinking of them and are not restricting communications to face-to-face interactions.

Stress commonalities, not differences. Avoid becoming emotionally hassled, worried, or upset. Use your conscientiousness and discipline to focus on the big picture, the objectives, the problems and the solutions. Practice, practice, and practice presenting rational, objective data - preparing for tough questions with rational answers, rather than simply worrying about the questions.

Humility. In general a key to more successful communications lies with your ability and effort to say, "I want to hear and listen and know more from you ... I would like to understand better" rather than an attitude that communicates, "I already know ... I'm right."

Yes, and. Avoid using the expression, "Yes, but" when responding to someone else's idea or observation. "Yes, but" is actually an indirect way to say, "No." When you respond to someone else by saying "Yes, but" it is almost always followed by criticism or faultfinding, some explanation of why they are wrong and usually a reconfirmation of your own point of view.

The expression, "Yes, but" is a communication-breaker-it interferes with two-way, reciprocal communications. Replace "Yes, but" with "Yes, and" and you will find yourself making more positive and affirming responses. Whereas "Yes, but" tends to lead to negative, faultfinding statements, "Yes, and"

conveys much more of a sense of building upon and adding to what another person has suggested. Test it out in some conversations and you will see and feel the difference. Tune in and listen to yourself and keep track of the number of times you are tempted to say "Yes, but" and then don't. Say "Yes, and." If you are really brave, ask your co-workers to correct you when you fall into the "Yes, but" habit. Ask them to gently remind you of "Yes, and."

Read a few books on managing negotiations and conflict. Some books that can help you understand others and work with them more effectively include: *Getting Together: Building Relationships as We Negotiate* (1988) by Fisher and Brown; and *Person to Person: The Problem of Being Human* (1967) by Rogers and Stevens.

Take notes. One method to increase your listening skills is to take notes. Information that is written down is retained more effectively than information that is passively processed by trying to remember what someone has said. You don't need to write down every word or point presented - instead focus on hearing and then being able to write down a few words and the major points of what someone is saying. Taking notes makes you pay attention and listen to what the other person is saying...otherwise you don't know what to write down. Taking notes provides a framework for improving your listening skills and decreases the odds of being distracted by other things. Note taking non-verbally communicates that you are paying attention to what others have to say and that you find value in hearing another person's point of view.

Send non-verbal messages that you are listening. Besides demonstrating verbally that you are listening to others, show them non-verbally. A great deal of research has shown that a large percentage of communications is non-verbal. Research by Albert Mehrabian has pegged the percentages at 7% words, 38% in intonation and tone and 55% in non-verbal communications! So things like looking at the person who is talking to you and not fidgeting or acting distracted carries lots of weight in communicating whether you are listening or not. To behaviorally demonstrate your posture of listening and being tuned in: maintain eye contact, face the person you are speaking with and maintain an open posture (versus your hands crossed over your chest).

Clearly the developmental opportunity-the challenge-for individuals with this type of **LMAP** profile is to be more consistently supportive and positive in communications. Articulate and affirm areas of agreement. Stress commonalities, not differences. Avoid becoming too emotional, too passionate, or you will lose your audience. Practice, practice, and practice presenting rational, objective data rather than becoming emotionally charged and perhaps aggressive. Communicate to others, "I want to hear and listen and know ... I would like to understand better ..."

Finally, **learn about ten common cognitive distortions** - simple patterns of thinking - that dramatically influence how you see things, how you feel, how you interact with others, and how you manage the daily stresses and strains that are sure to arise.

External events influence how we feel, but our own attitudes and thoughts have an even greater impact on our emotional states. David Burns, M.D., a leading cognitive behavioral theorist who teaches at Stanford University, wrote *The Feeling Good Handbook* (Plume, Penguin Putnam Books, 1999) and in this book he examines each of the 10 cognitive distortions:

1. **All-or-Nothing Thinking:** You see things in black-and white categories. If your performance falls short of perfect, you see yourself as a total failure.

2. **Overgeneralization:** You see a single negative event as a never-ending pattern of defeat.
3. **Mental Filter:** You pick out a single negative detail and dwell on it exclusively so that your vision of reality becomes darkened, like the drop of ink that discolors the entire beaker of water.
4. **Disqualifying the Positive:** You reject positive experiences by insisting they "don't count" for some reason or other. In this way you can maintain a negative belief that is contradicted by your everyday experiences.
5. **Jumping to Conclusions:** You make a negative interpretation even though there are no definite facts that convincingly support your conclusion.
 1. *Mind reading.* You arbitrarily conclude that someone is reacting negatively to you, and you don't bother to check this out.
 2. *The Fortune Teller Error.* You anticipate that things will turn out badly, and you feel convinced that your prediction is an already-established fact.
6. **Magnification (Catastrophizing) or Minimization:** You exaggerate the importance of things (such as your goof-up or someone else's achievement), or you inappropriately shrink things until they appear tiny (your own desirable qualities or the other fellow's imperfections). This is also called the "binocular trick."
7. **Emotional Reasoning:** You assume that your negative emotions necessarily reflect the way things really are: "I feel it, therefore it must be true."
8. **Should Statements:** You try to motivate yourself with shoulds and shouldn'ts, as if you had to be whipped and punished before you could be expected to do anything. "Musts" and "oughts" are also offenders. The emotional consequence is guilt. When you direct should statements at others, you feel anger, frustration, and resentment.
9. **Labeling and Mislabeled:** This is an extreme form of overgeneralization. Instead of describing your error, you attach a negative label to yourself: "I'm a loser." when someone else's behavior rubs you the wrong way, you attach a negative label to him: "He's a damn louse." Mislabeled involves describing an event with language that is highly colored and emotionally loaded.
10. **Personalization:** You see yourself as the cause of some negative external event which in fact you were not primarily responsible for.

Recognize any of these patterns of thought? You can take a look at this book and learn more about if these kinds of thinking patterns get in your way. They are called common because they are widely seen in "normal" thinking.

These are patterns of thought that cause people to think in extremes, versus thinking in a more balanced and neutral and less personalized manner. Dr. Burns offers great practical strategies and tactics for moderating the common cognitive distortions to develop more realistic and healthy ways of looking at everyday life events.

This is not a zero-sum equation

Overall, you are seen as a formidable person: determined, focused, driven, detail-oriented, and willing to take some risks and work hard to make them a reality. Do not lose sight of this list of strengths, assets, behaviors, and personality traits that others see as favorable and of value. Why? Because life is not a zero-sum equation where your good traits and attributes are somehow negated by the challenges you (and most of us) face to be more effective and satisfied. You in particular need to be careful not to become your own worst critic. Be sure to remember your assets, your value. Don't get irritated by these challenges, master them. Understand that like a majority of the professional population, you have developmental needs that, when properly addressed, could radically add value to who you are, others' experience of you, your effectiveness at work, and your life experiences.

Item Level Results

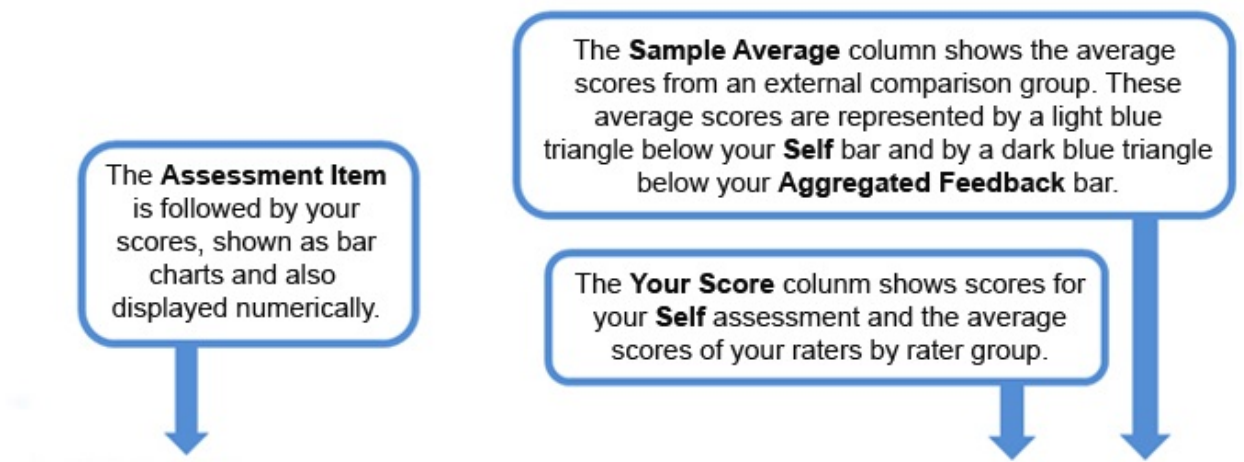
The **Item Level Results** display your Self and Feedback ratings for each of the 135+ assessment items that compose the 13 LMAP Assessment Scales (e.g. Helpfulness, Sociability, ...). Your results for each assessment item are displayed on bar charts and raw scores.

The Bar Charts

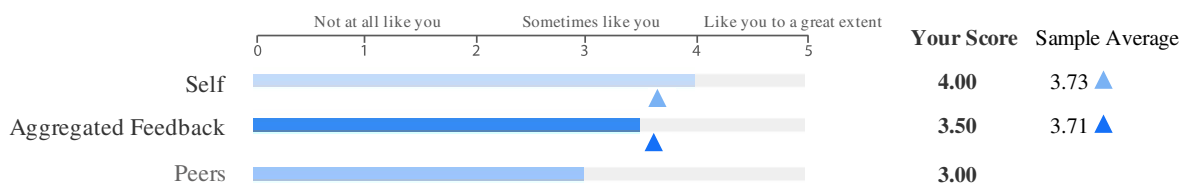
Item results are displayed on a bar chart like the one below and show:

- Self-Ratings
- Aggregated Feedback (all your feedback raters combined; no self-ratings)
- Other Rater Groups as selected

To assure anonymity, except for your Manager's Ratings, three or more raters are required for their ratings to be displayed separate from the Aggregate Feedback.



Readily uses praise



Reverse Scoring

Some assessment items are "reverse scored." For example, on the Dependence Scale, the assessment item *Independent* is reverse scored. A high score on the behavioral item *independent* indicates lower dependence.

Reverse scored items are marked by an asterisk (*Independent) and are the last items listed in each scale.

Item Level Results Are Raw Scores

Remember that the Item Level Results are the *raw* scores. The round **LMAP Profile** show *standardized scores* or *percentiles*, converted from your raw scores. A few things to keep in mind:

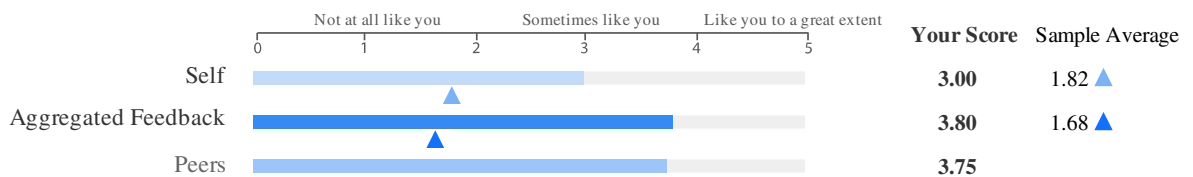
- Because the 3 rating is in the middle of the 5-point rating scale, it is easy to think of 3 as about average. But that is not how it works: ratings reflect how much an attitude or behavior is like you:
 1 = Not at all 3 = Some of the time 5 = To a great extent

Some of the time can equate to *not much* for some behaviors (Cooperative, Listens to others patiently, Aspires to excel, Confident) and *some of the time* can equate to *more than enough* for other behaviors (Stubborn, Arrogant, Submissive, Anxious, Brags about winning).
- The Sample Average Score for a particular item provides you with important information as the following two examples illustrate:

Example 1:

Your score on the Need to Control Scale is high, yet you see your item ratings are all in the 2.5 to 4.2 range, which seem moderate and "average". The following item from the Need to Control Scale illustrates this point:

Bossy, dictatorial

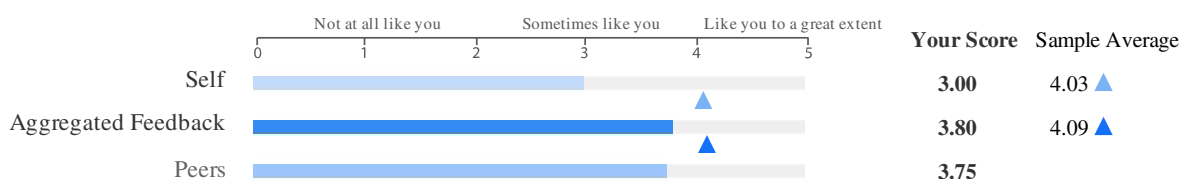


The Sample Average scores for the Need to Control items are in the 1.55 to 2.73 range and, by comparison, show why ratings of 2.5 to 4.2 are indeed high compared to the mean scores and translate into a high percentile score on Need to Control Scale on the **LMAP Profile**.

Example 2:

Your score on the Innovation Scale is below average, yet you see your item ratings are all in the 3.1 to 4.1 range, which seem to be "average" or even "high average." The Sample Average scores for the Innovation Scale items range from 3.39 to 4.43 and, by comparison, show why ratings of 3.1 to 4.1 translate into a low average score on Innovation Scale on the **LMAP Profile**. The following item from the Innovation Scale illustrates this point:

Generates new ideas



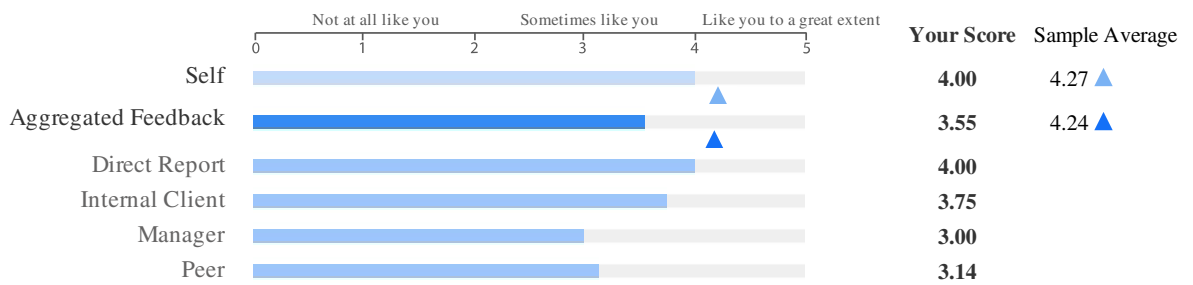
Helpfulness

Only those who have the patience to do simple things perfectly will acquire the skill to do difficult things easily.

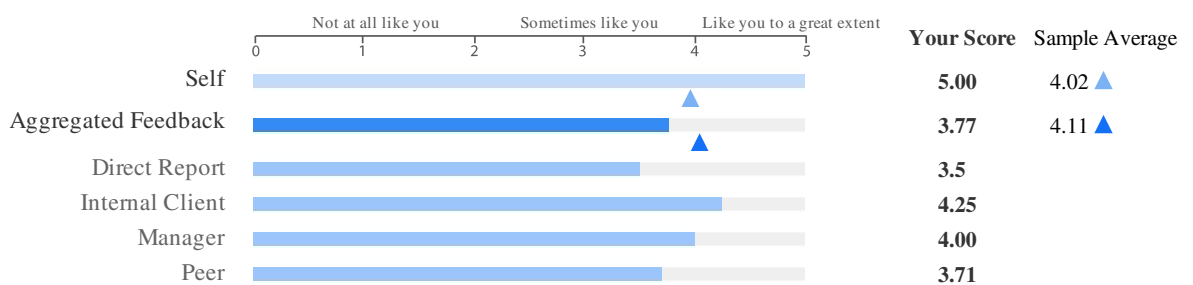
-Schiller

The Helpfulness Scale measures interpersonal sensitivity, consensus building, and an interest in working with and through others. Individuals with high scores on Helpfulness are patient, good listeners, and use encouragement to motivate performance. The Helpfulness Scale measures some key components of "emotional intelligence." Studies show that Helpfulness is associated with high performance on the job. Helpfulness is associated with excellence in most skill areas - from "soft" skills like building relationships and listening to "hard" skills like planning, quality improvement, and problem solving. Warren Bennis, in the book *Organizing Genius*, describes the attributes measured in Helpfulness as critical success factors for high performance in environments that require creativity and collaboration.

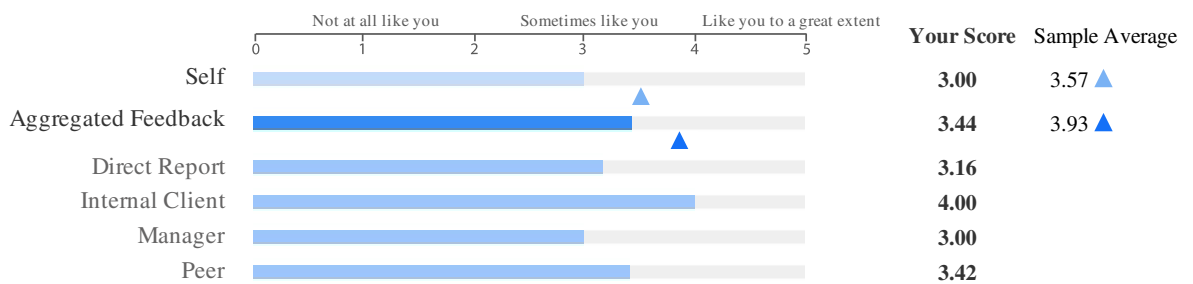
Has concern for others



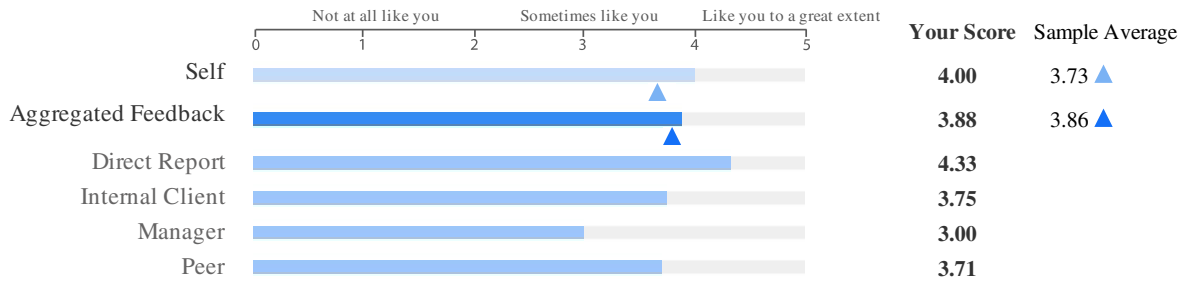
Expresses confidence in others



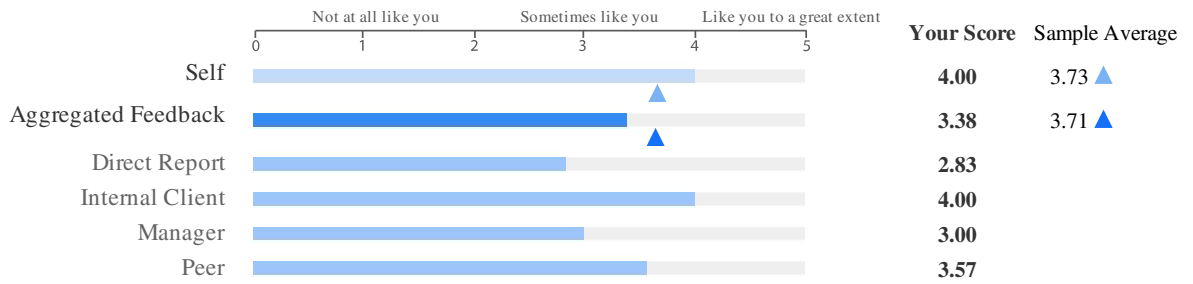
Listens to others patiently



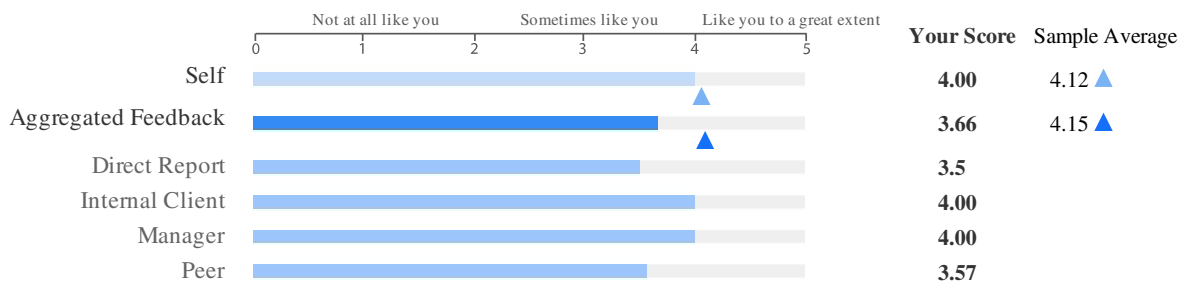
Trusts others



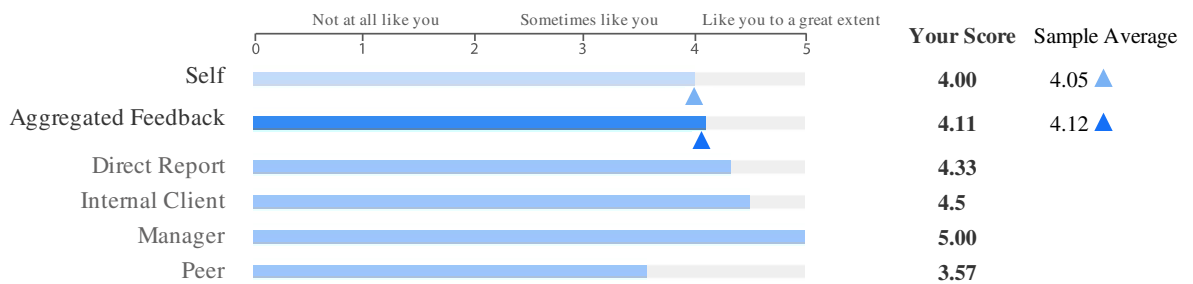
Readily uses praise



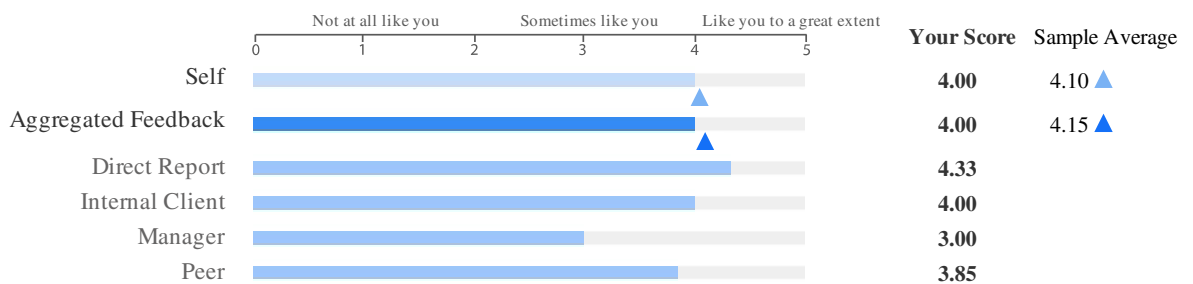
A good role model for how people should treat others



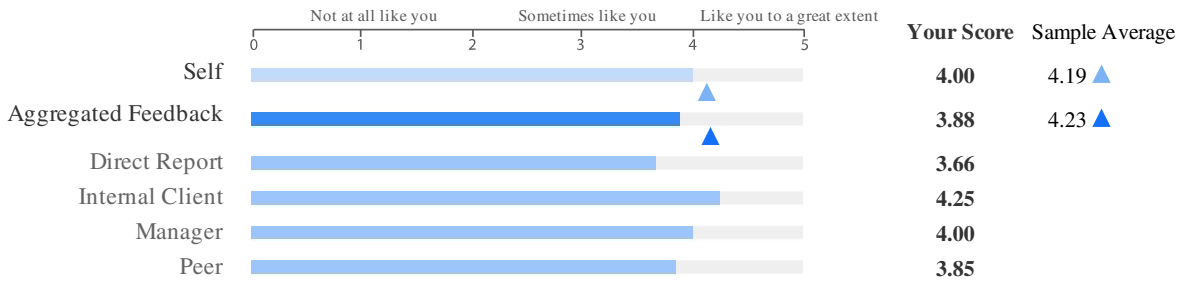
Available to others



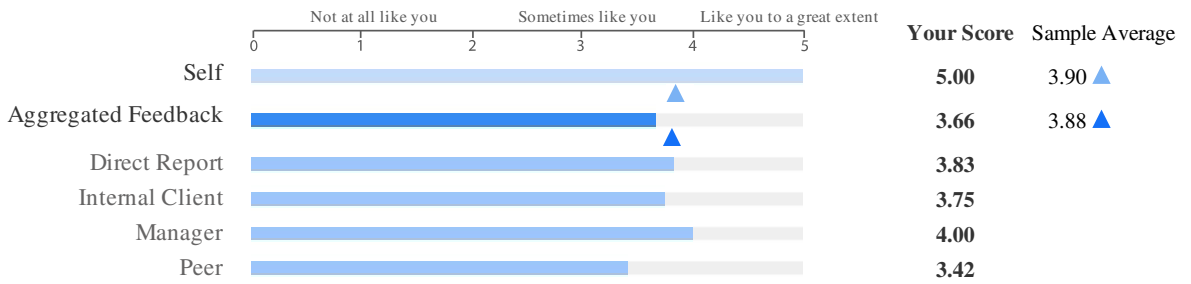
Supportive and encouraging



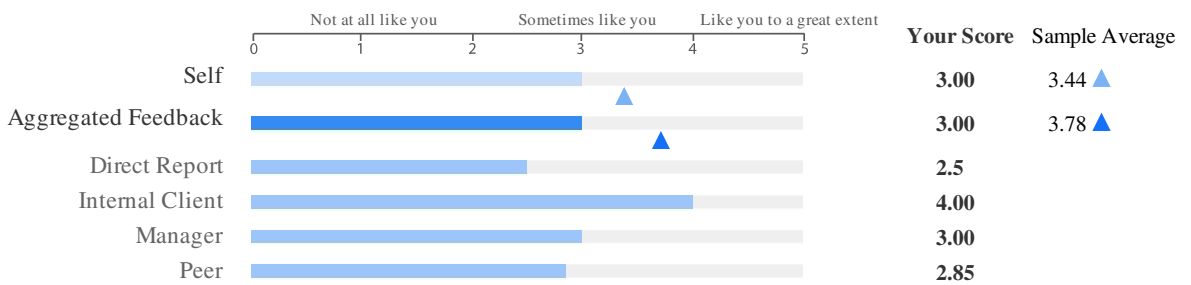
Cooperative



Empathetic



Patient



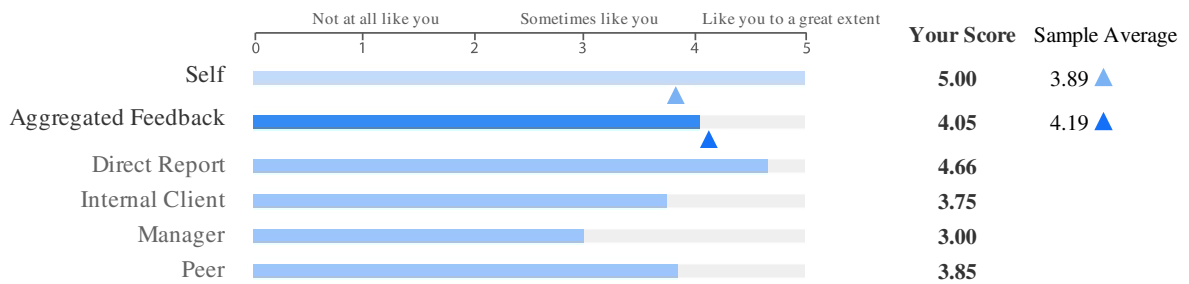
Sociability

*Let us endeavor so to live that when we come to die
even the undertaker will be sorry.*

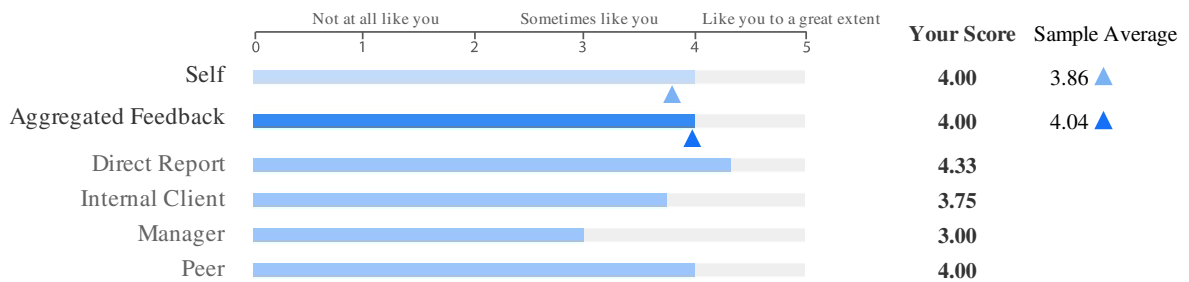
-Mark Twain

The Sociability Scale measures your interest and ability to maintain social relationships. People who score high on the Sociability Scale are friendly, warm, and interpersonally savvy. They are people persons. Research has been mixed on the relationship between sociability and work effectiveness. Though not a strong predictor of professional effectiveness - a moderate degree of sociability is an asset when complemented by a drive for results. Information-age workplaces demand teamwork skills and the ability to exchange ideas, so some social skills and graces are needed. Perhaps even more important, sociable people report greater engagement and job satisfaction than professionals who are short on sociability.

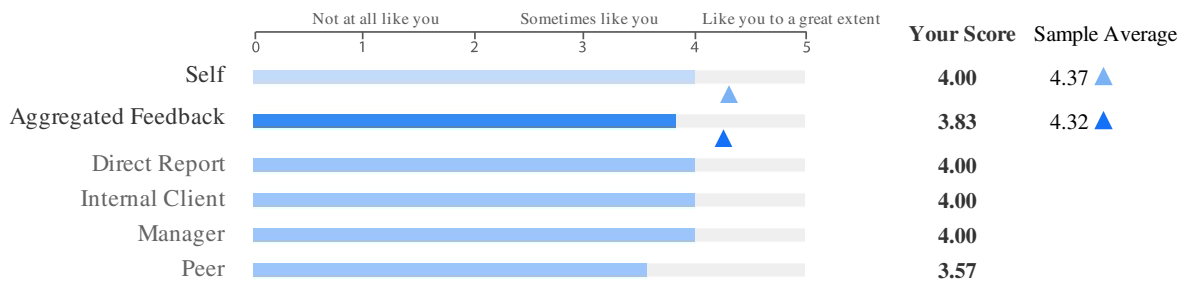
Likes meeting new people



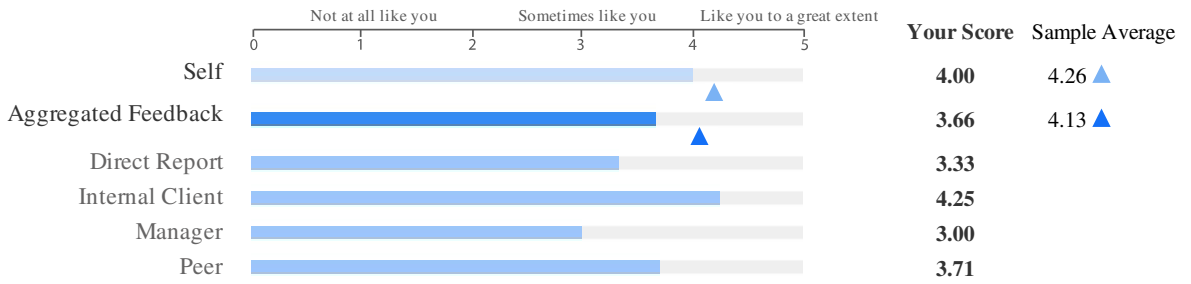
Loves to interact with others



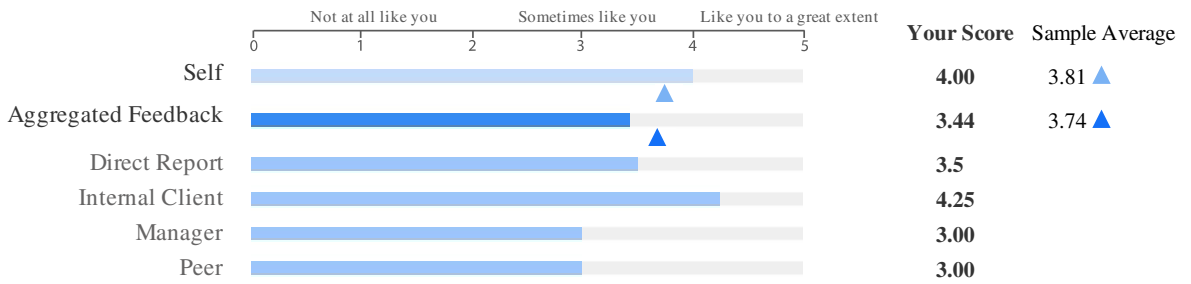
Develops positive relationships



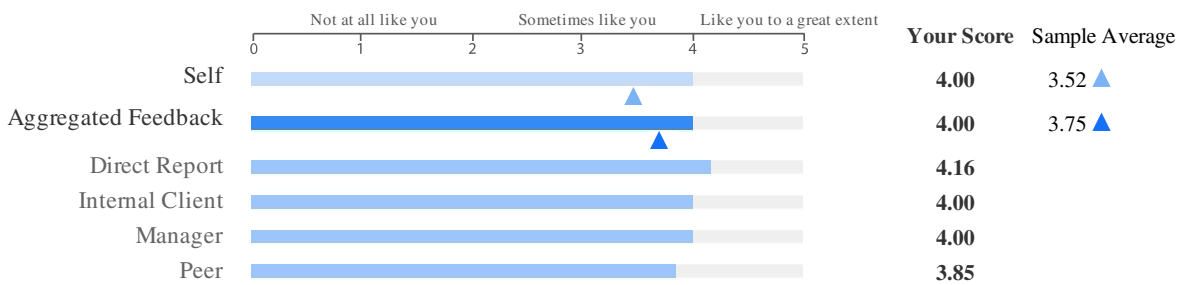
Promotes a sense of cohesion and loyalty on the team



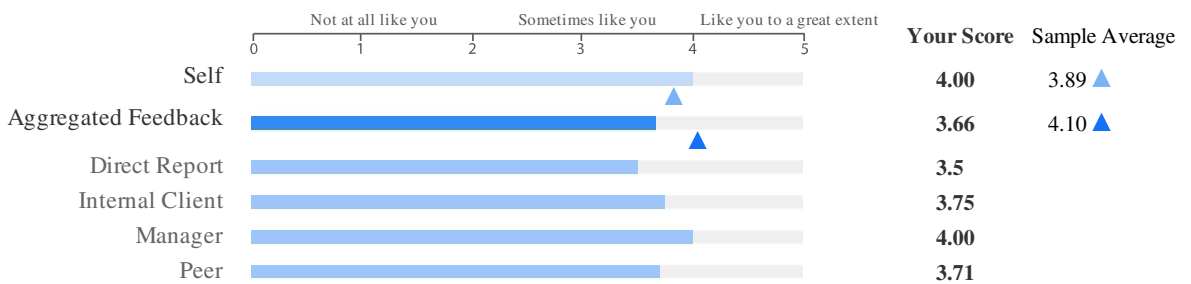
Makes work fun



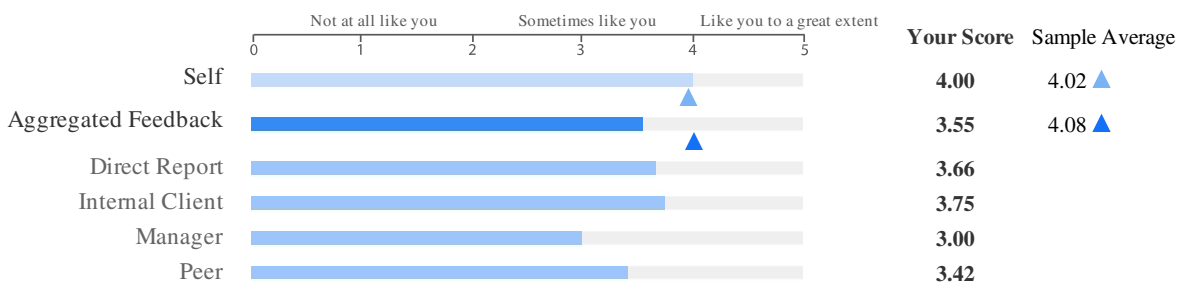
More open than reserved



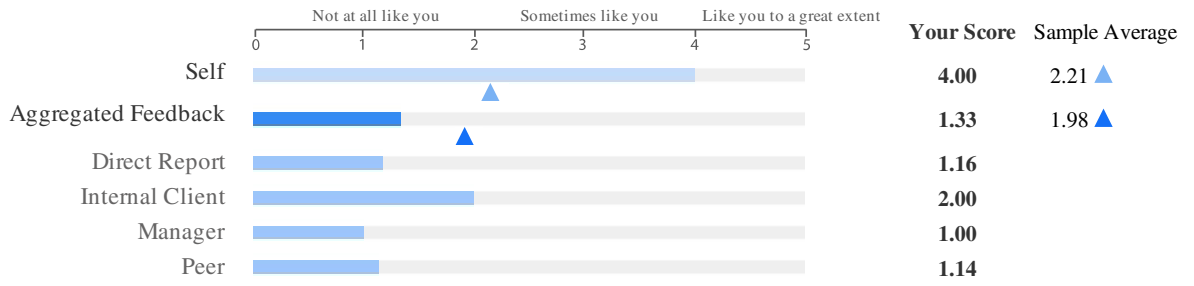
Gregarious and friendly



Warmhearted



*** Introverted**



Approval Seeking

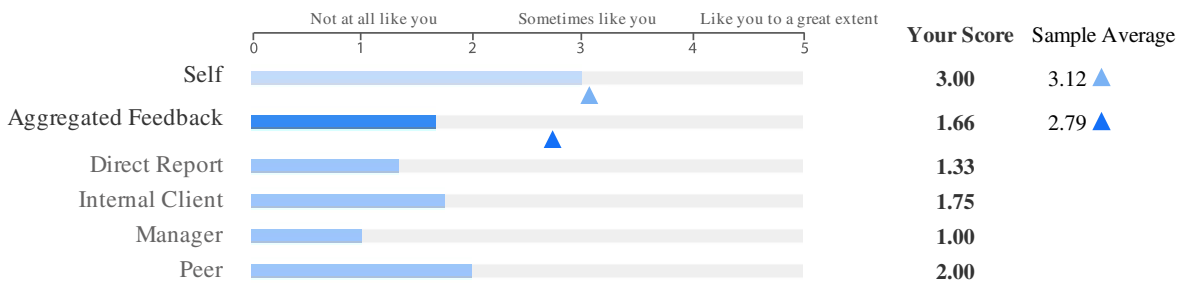
Let us train our minds to desire what the situation demands.

-Seneca

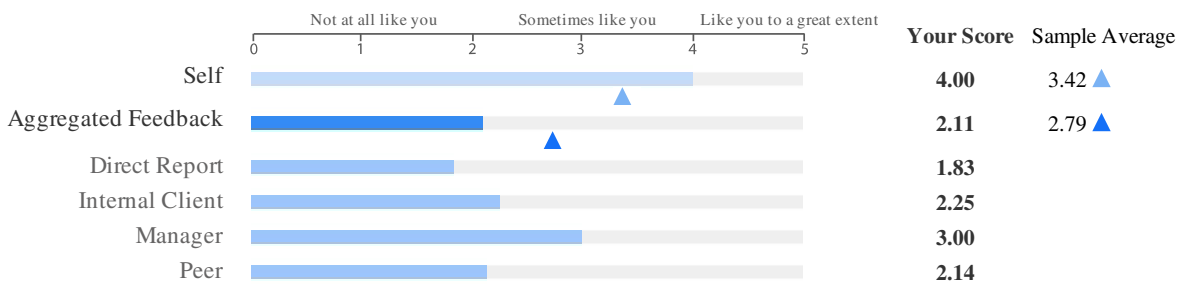
The Approval Seeking Scale measures your interest in and drive to gain the favor and approval of others. People with high needs for approval place a priority on "getting along" and solicit assurance from others that things are "okay." Rebels do not score high on this scale.

People with very high needs for approval compromise too easily and are reticent to take a firm stand when appropriate. They tend to be generous to a fault. They will bend over backwards to meet the needs of others, sometimes in lieu of their own best interests and needs. Conflict avoidance, an aversion to disagreement, and a tendency towards naiveté are characteristics of people with high needs for approval.

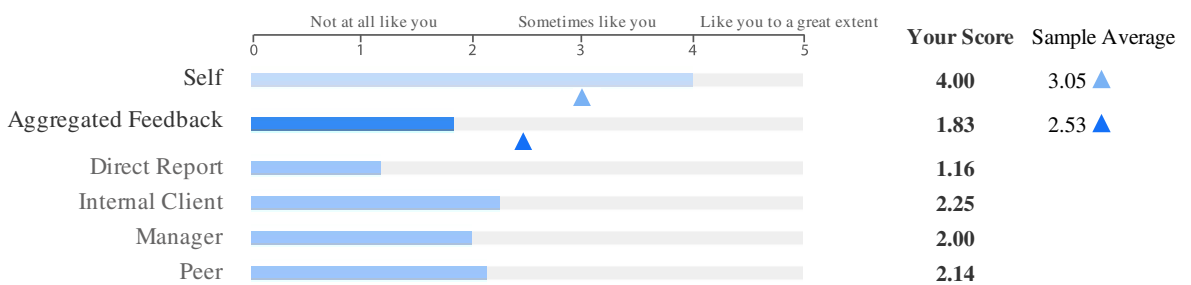
Wants to please everyone



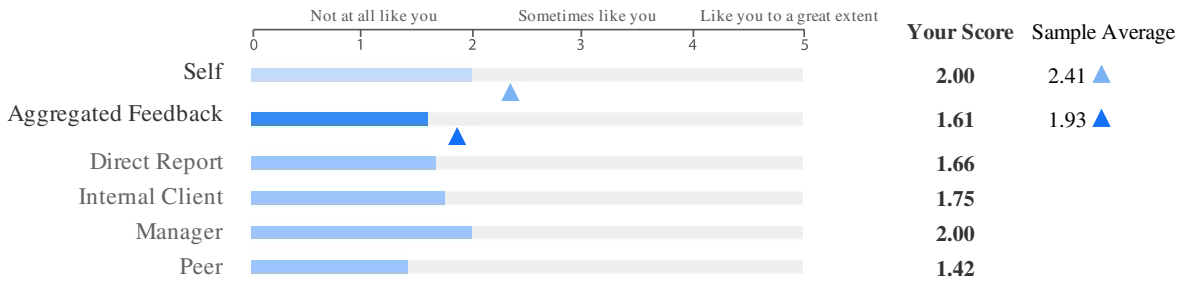
Wants the approval of others



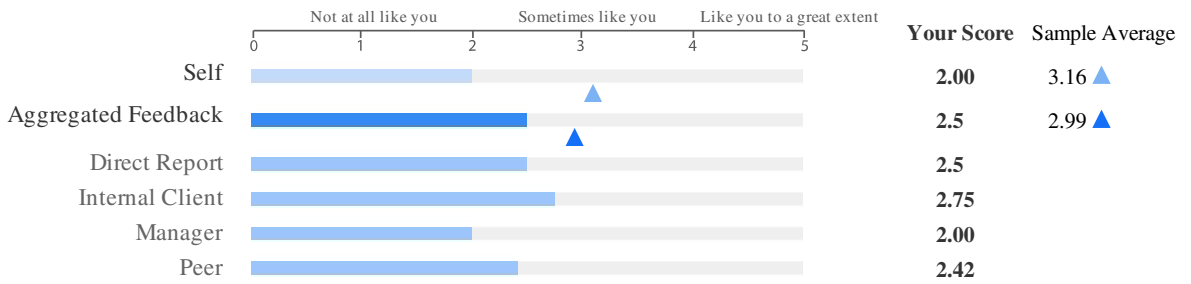
Needs to be liked by others



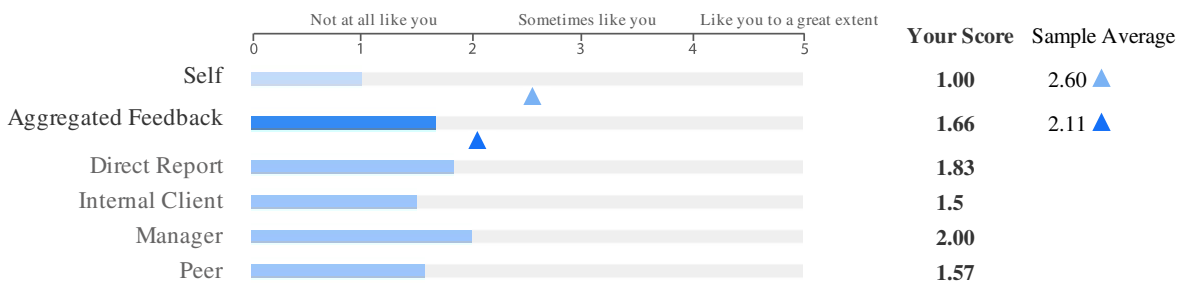
Compromises too easily



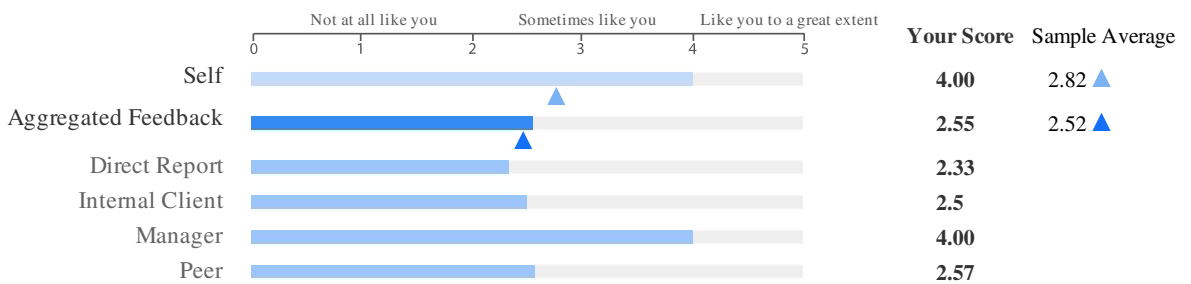
Works hard to be liked by others



Too accommodating to others



Very concerned with what others think



Dependence

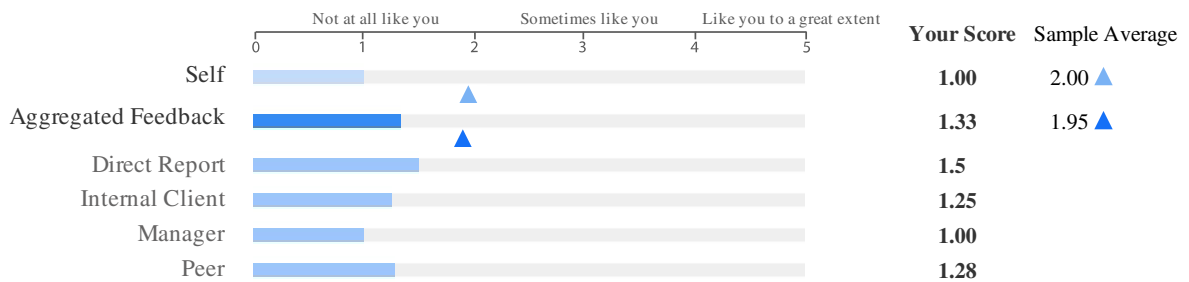
Too many people overvalue what they are not and undervalue what they are .

-Malcolm Forbes

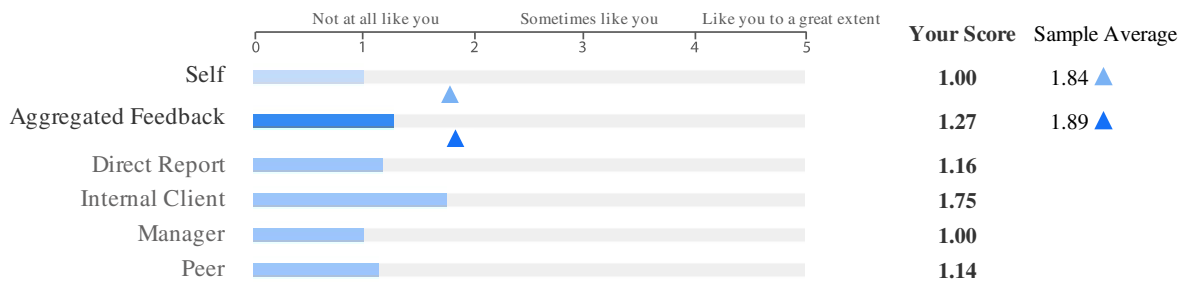
The Dependence Scale measures the need to look to others for direction and guidance. Hallmarks of this attribute are deference, appeasing others, and letting others make decisions. High scores on the Dependence Scale reflect a preference to maintain the status quo, play it safe and limit risks. This conflicts with today's global marketplace that places a premium on the ability to foster and deal with change.

Very dependent people feel *at the mercy of events*: events happen to them. They have an "external locus of control" and do not feel in control of events. They react to events rather than feeling able to make things happen. Dependent people need to implement the first habit in Stephen Covey's *Seven Habits of Highly Effective People*: Be Proactive.

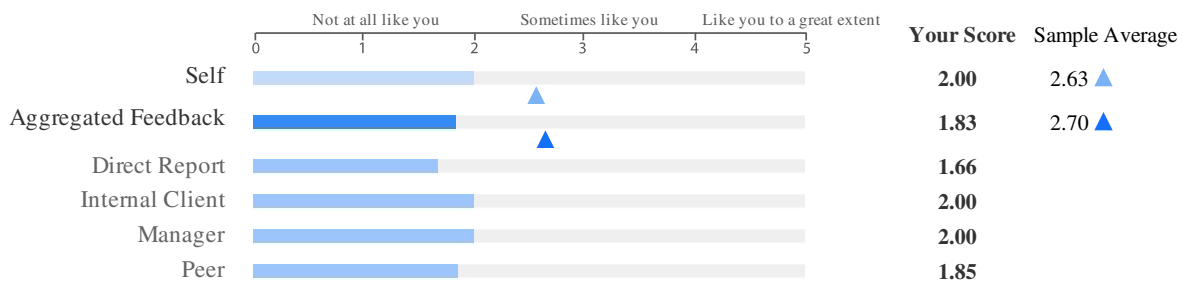
Prefers to follow



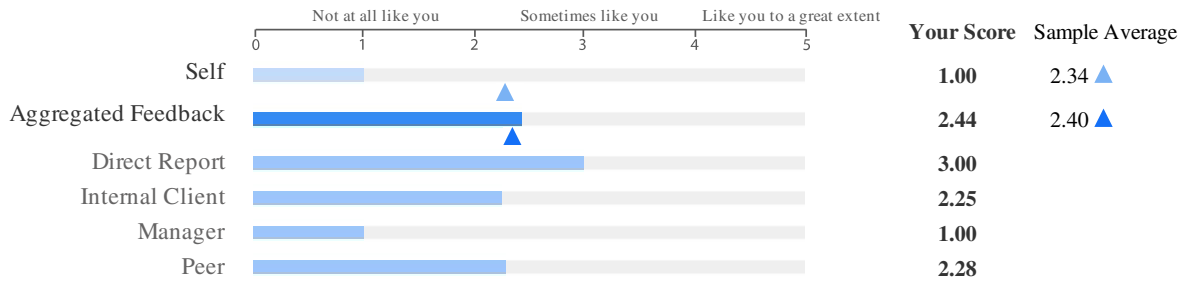
Likes to be told exactly how to do something



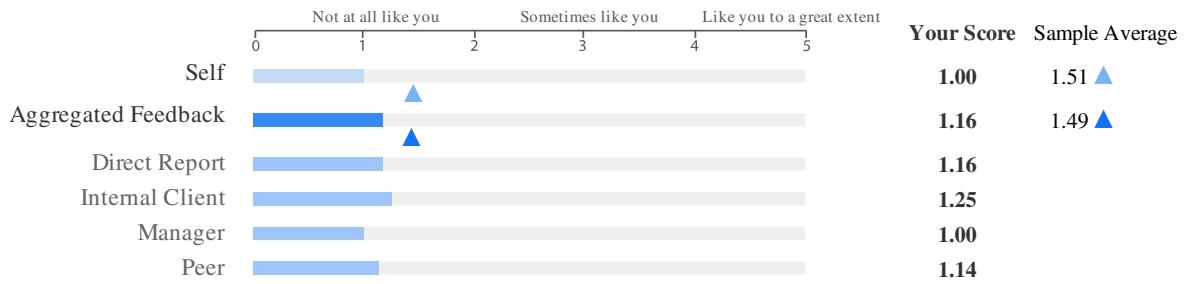
Prefers a low-risk approach



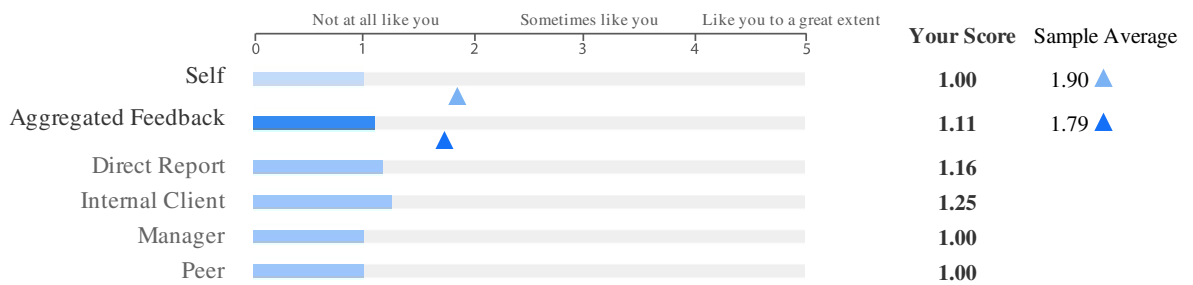
Defers to others eagerly



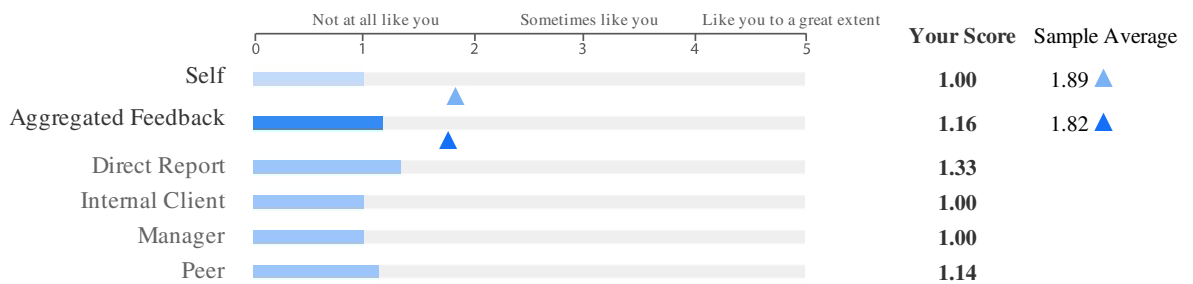
Very needy: relies on others too much



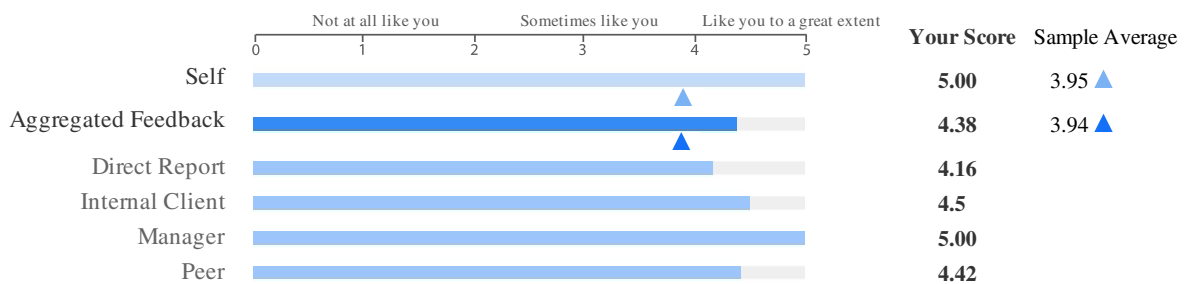
Not assertive



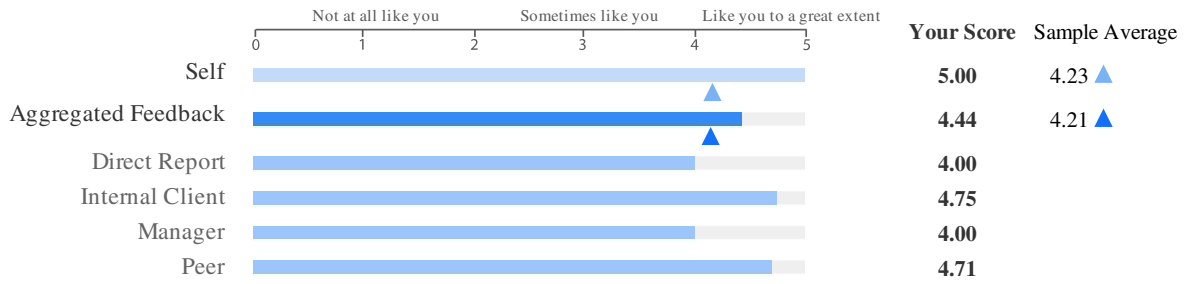
Submissive



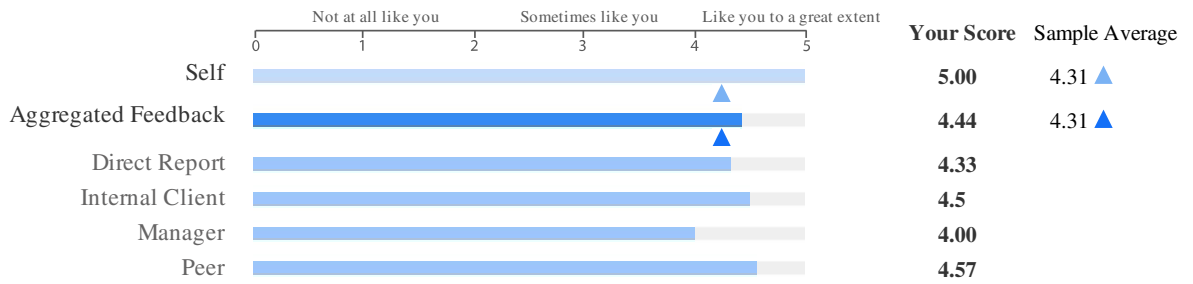
* Holds people accountable



*** Independent**



*** Self-sufficient**



Tension

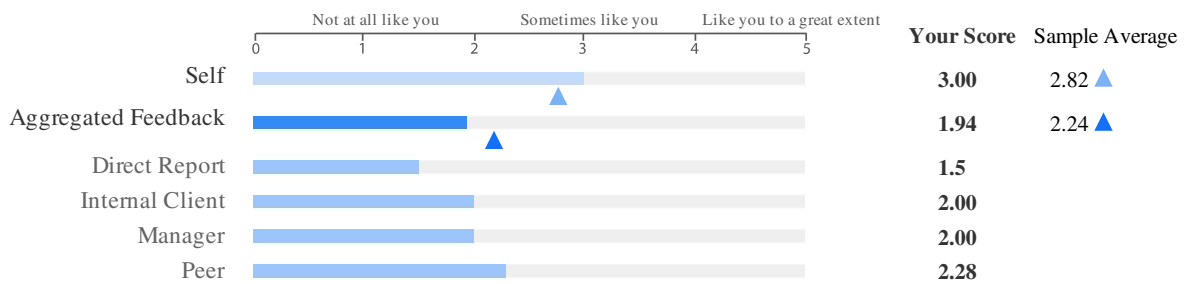
*If you keep on saying things are going to be bad,
you have a good chance of being a prophet.*

-Isaac Bashevis Singer

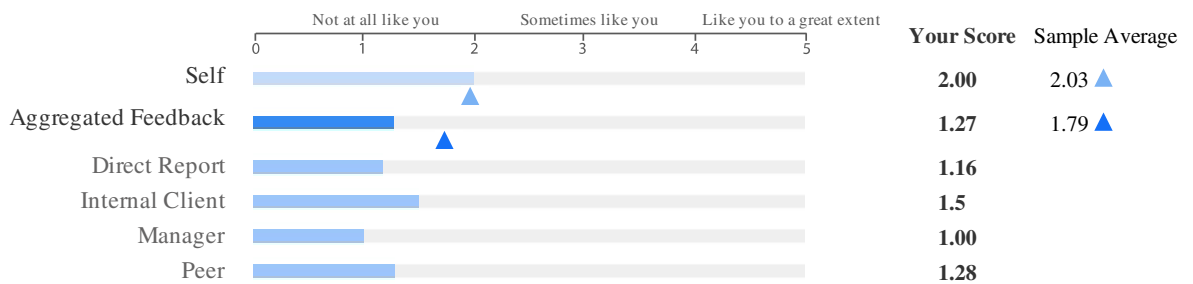
The Tension Scale measures the tendency to worry and feel anxious. Some anxiety and apprehension are part of the human condition and function to keep us alert, but very tense people are often unhappy and discontent. They see problems rather than opportunities.

Harrison Salisbury said, "There is no shortcut to life. To the end of our days, life is a lesson imperfectly learned." While an optimist can see lessons in this statement, an anxious person probably does not like the sound of this quote. Tension interacts with other attitudes and behaviors. Being very tense can further inhibit the shy person or push a results-oriented person into being bossy and over-aggressive. Tension ruins many a good day for those who worry about worst-case scenarios that never happen.

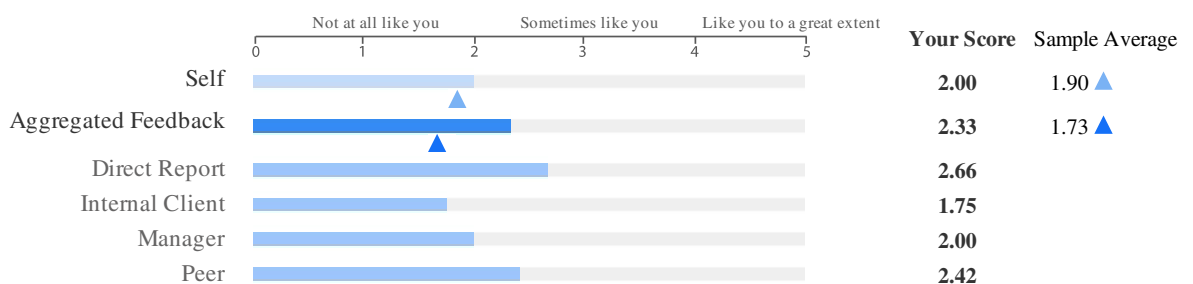
Tends to worry excessively



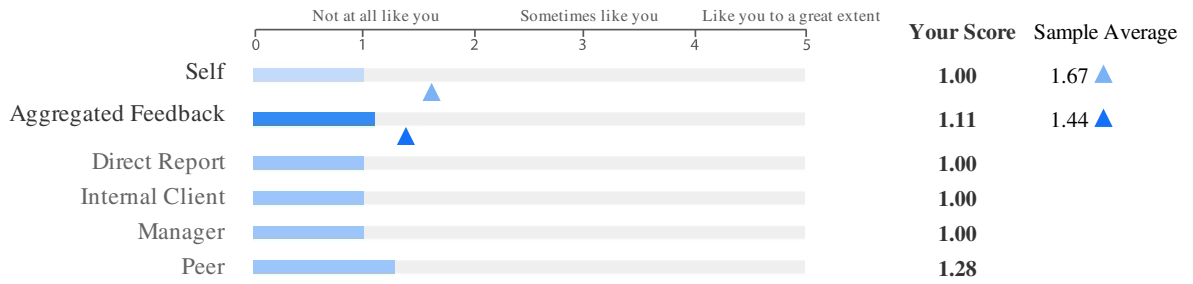
Gets overwhelmed easily



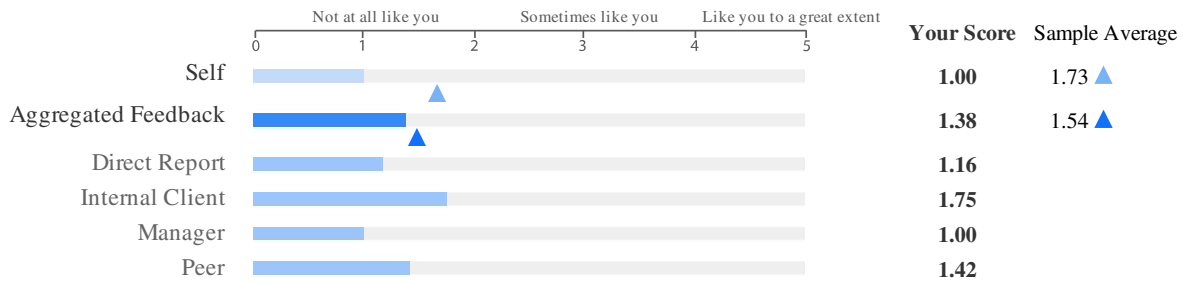
Tense and uneasy



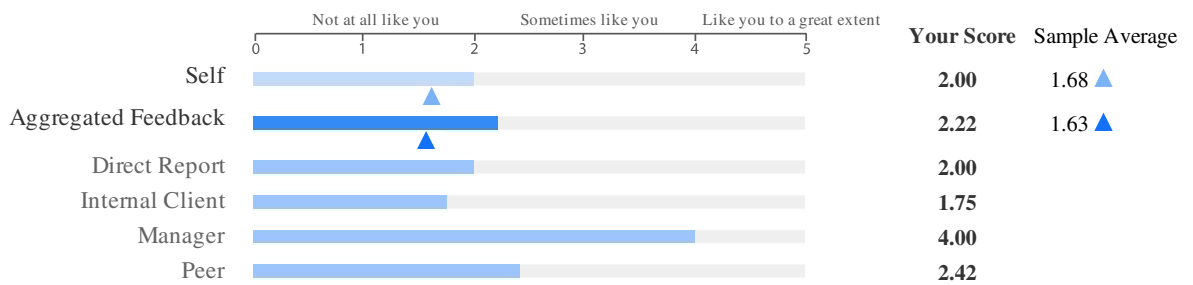
Insecure, lacks self-confidence



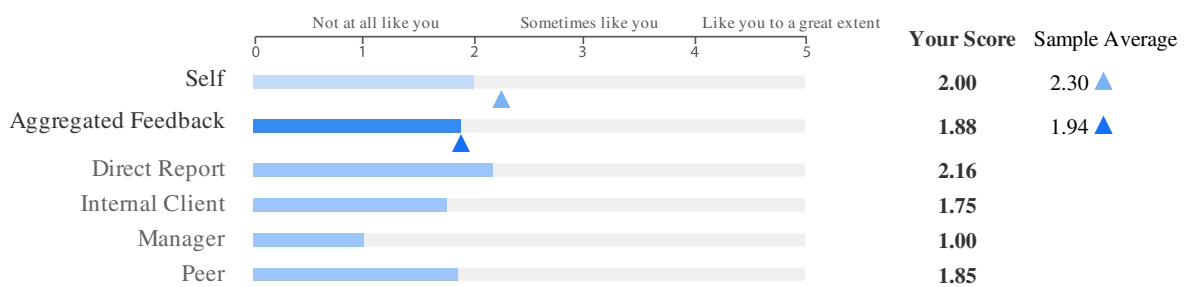
Apprehensive and unsure



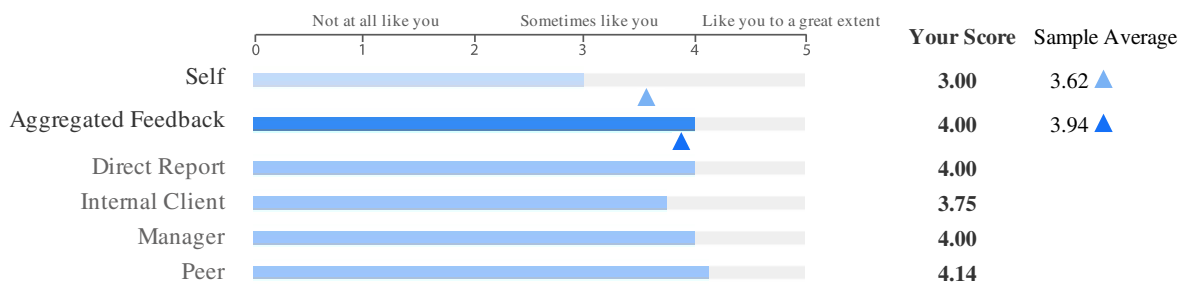
Easily unnerved



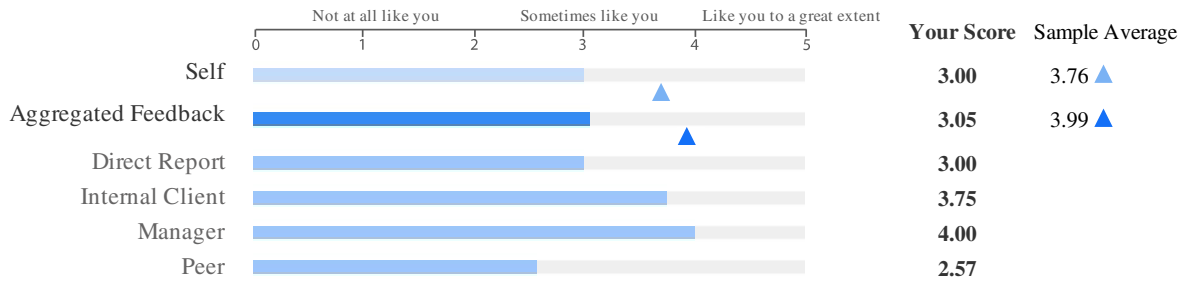
Anxious



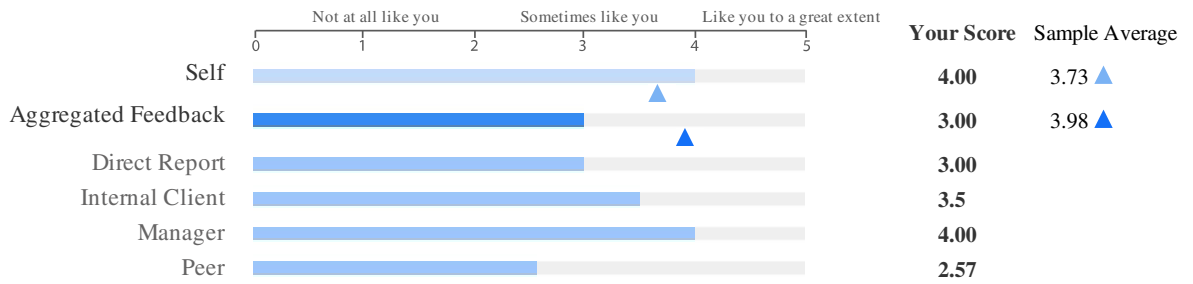
* Manages stress well



*** Calm and collected**



*** Even-tempered**



Rigidity

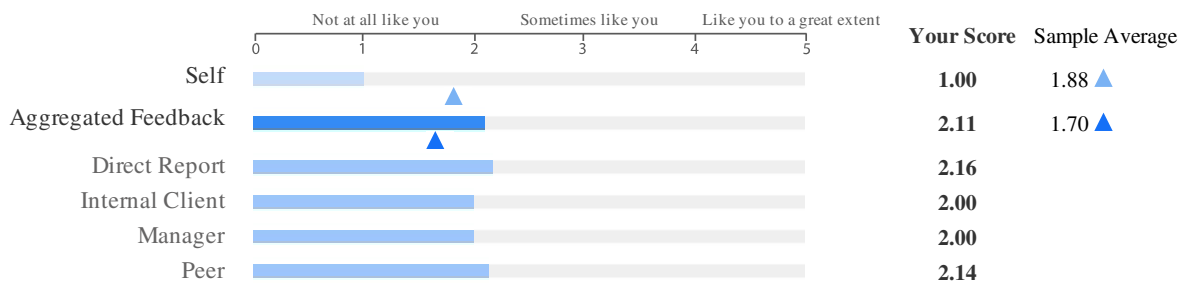
*Nothing will ever be attempted
if all possible objections must first be overcome.*

-Samuel Johnson

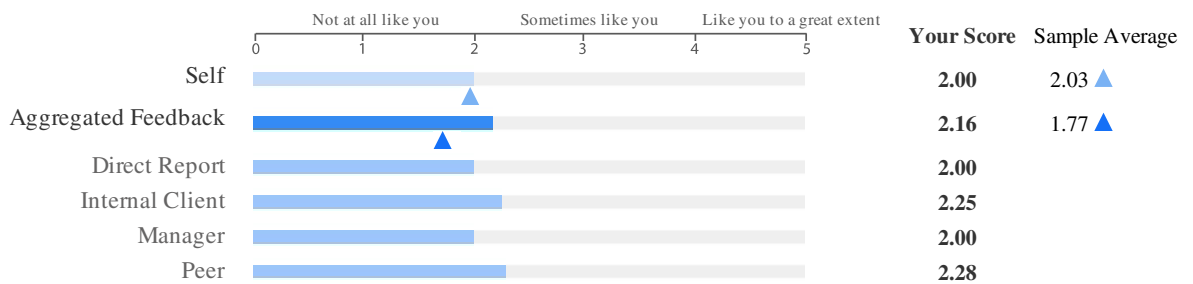
The Rigidity Scale measures the tendency to be inflexible, stubborn, and resistant to new ideas. A rigid person has strong opinions and is not willing to entertain alternative points of view. Rigid thinkers enjoy arguments and debates and ask lots of questions. They like being a devil's advocate, and tend to focus on finding problems rather than solutions.

Professionals with a profile where rigidity is prominent experience difficulties in social and work situations. Socially, they are perceived as stubborn, argumentative people, and poor listeners. In a work setting, rigidity impedes creativity and stifles open communication by focusing on what is wrong rather than building on what is right.

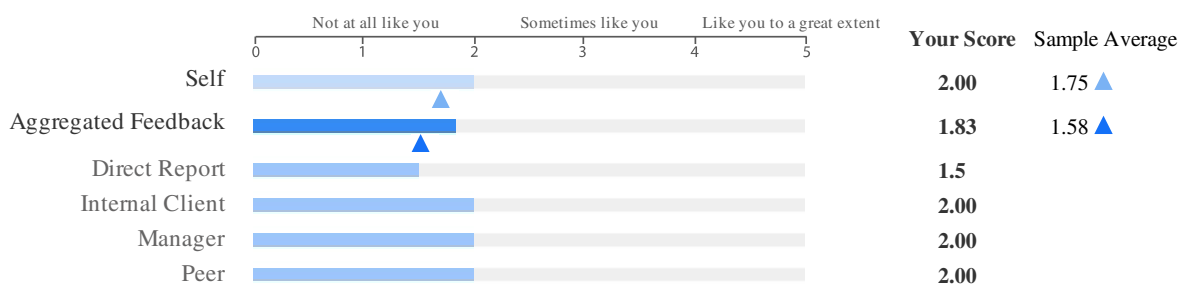
Does not listen



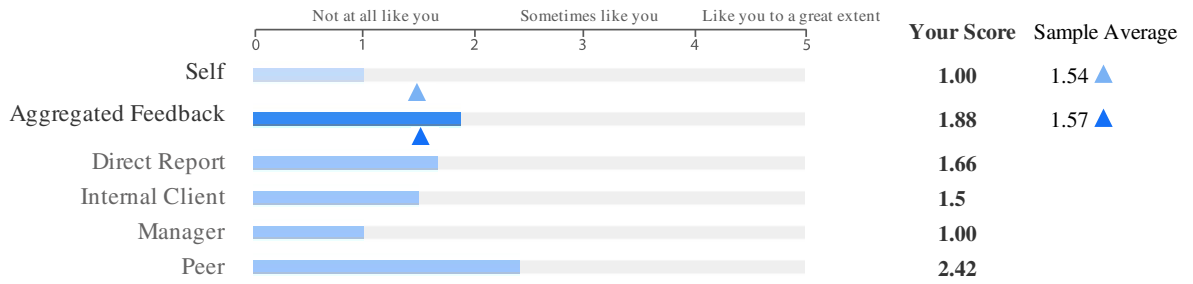
Quick to find fault in other's suggestions



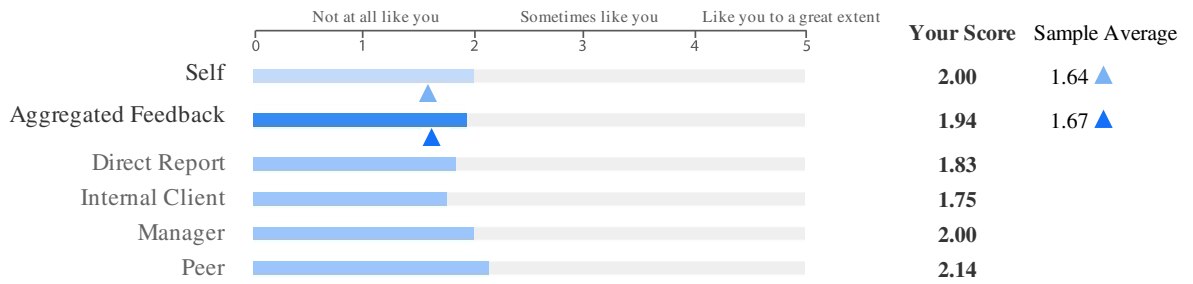
Mistrustful



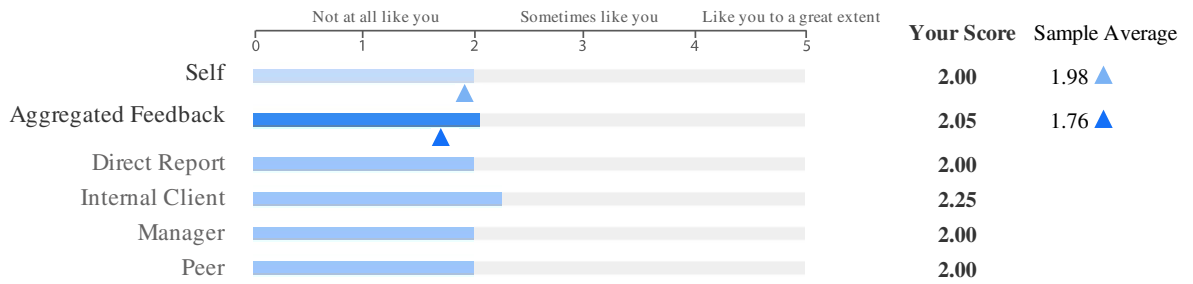
Narrow-minded



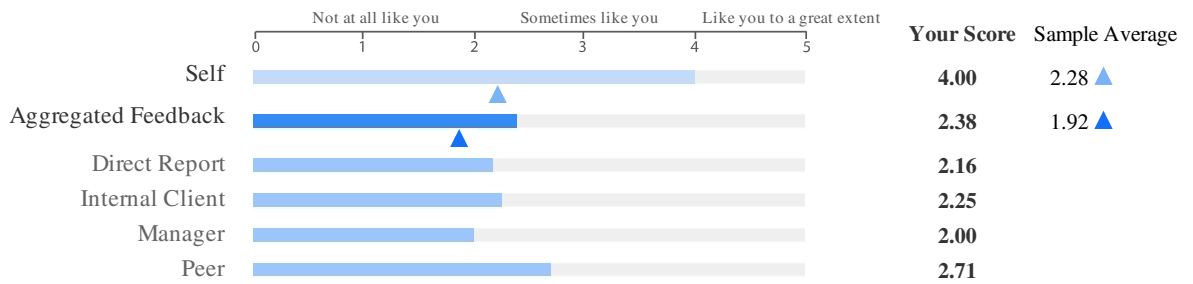
Inflexible



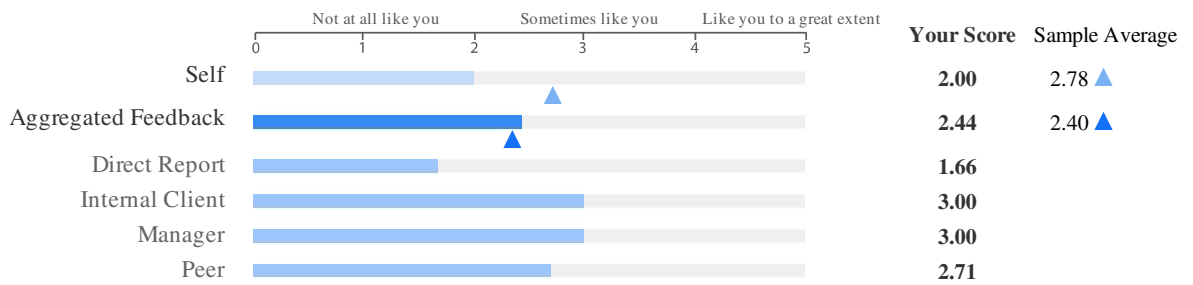
Pessimistic



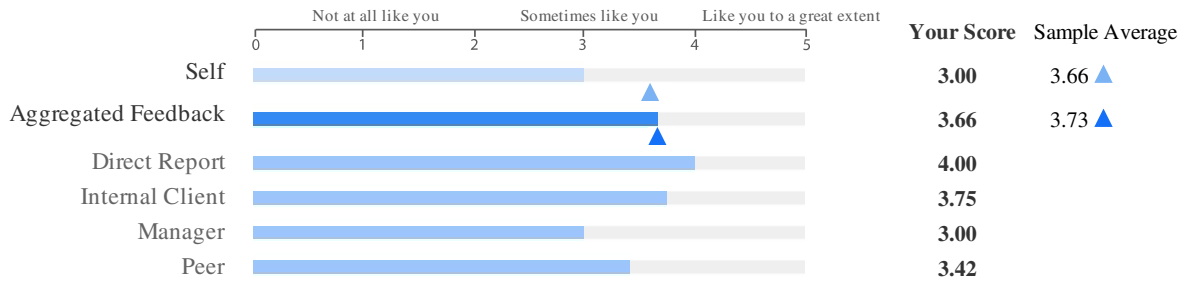
Stubborn



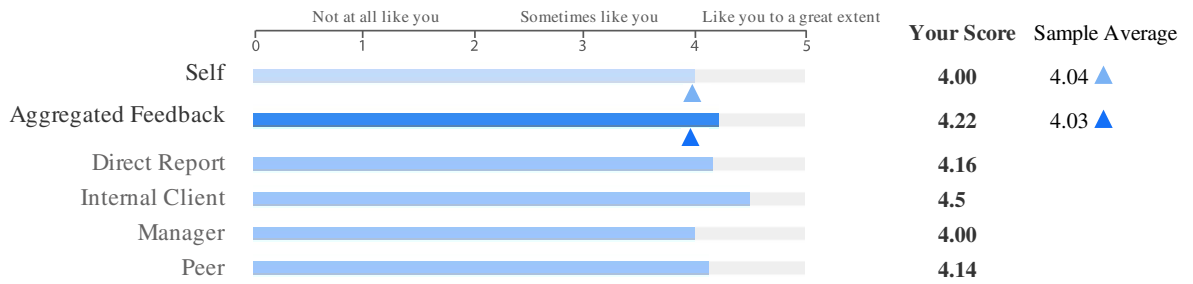
Skeptical



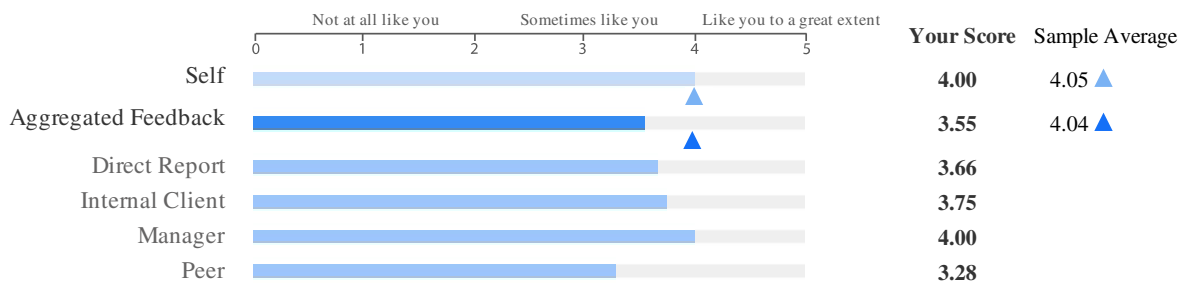
*** Accepts criticism and acts on it appropriately**



*** Open to doing things in new ways**



*** Open-minded**



Hostility

*Anyone can become angry - that is easy.
But to be angry with the right person, to the right degree,
at the right time, for the right purpose, and in the right way
- this is not easy.*

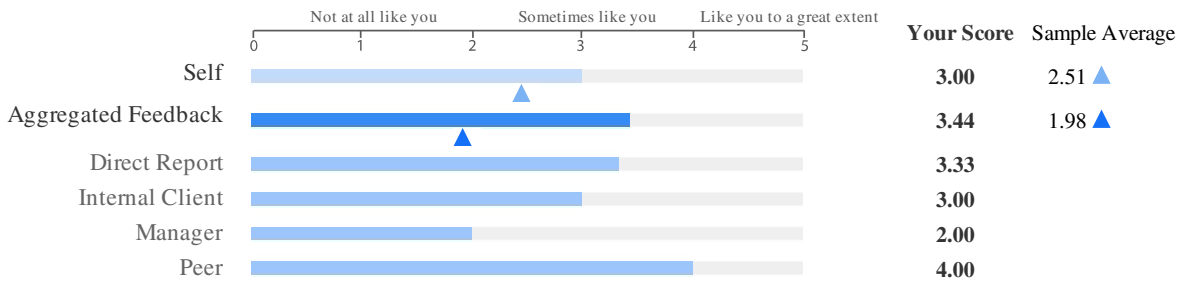
- Aristotle

The Hostility Scale measures the tendency for a person to become irritable and angry when things are not as they wish. Rather than finding ways to reduce conflict, they let their emotional reactions escalate the confrontation. They go on the offensive.

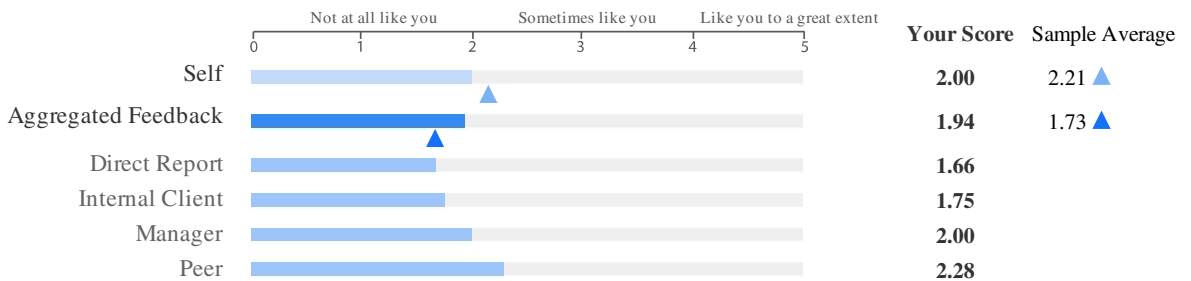
A low to average score shows the ability to tolerate life's ups-and-downs without losing composure and perspective. High scores reflect intolerance of people or situations that are not to their liking and respond by getting angry. They are big on blame and short on humility. They often feel offended and antagonized and justified to react to these "provocations" by becoming forceful and aggressive.

Research shows that anger and hostility are deadly for health and careers. Anger is the mortality factor in Type A personality, associated with heart attack and stroke. Anger is a career derailment factor; often the reason why fast-track managers are skipped over for promotions or are terminated.

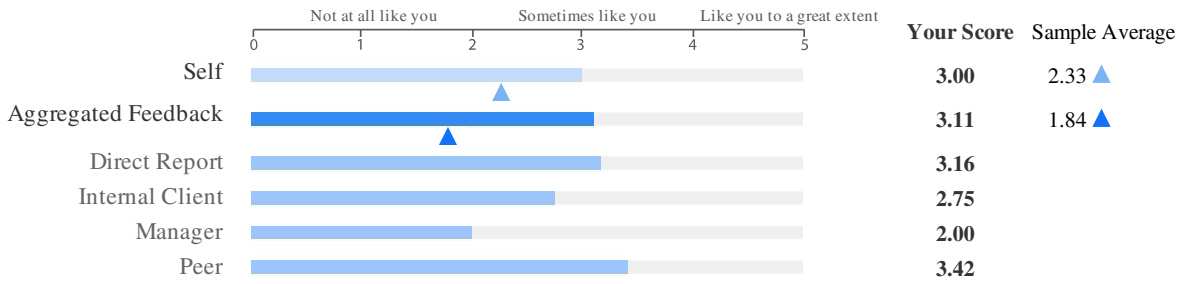
Raises voice in disagreements



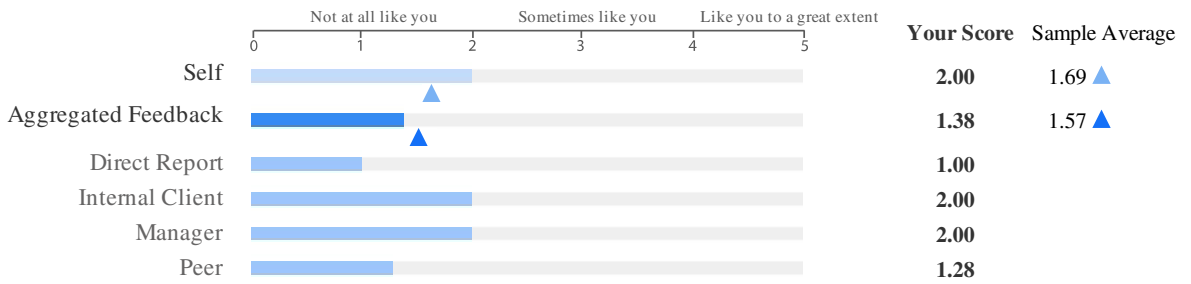
Makes conflict personal



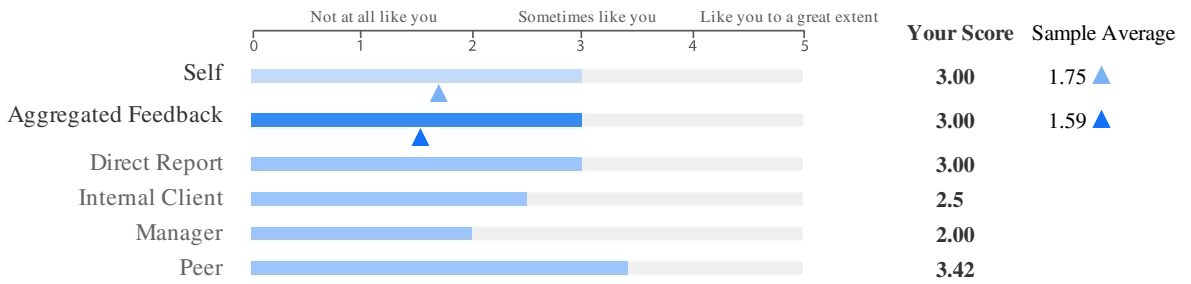
Gets irritated easily



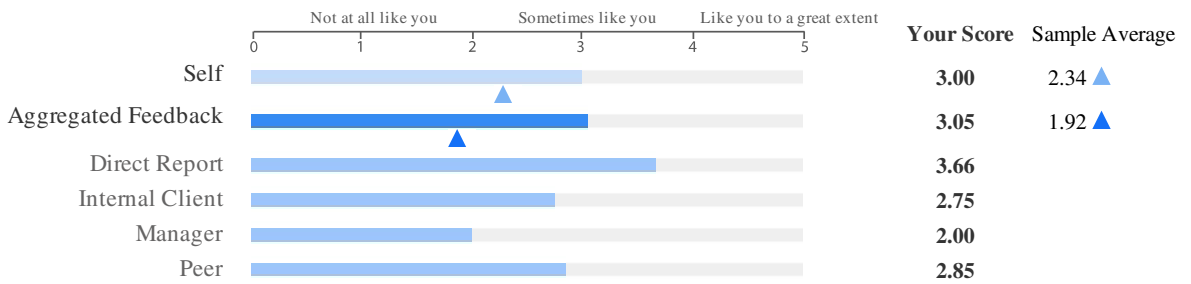
Blames others for problems or mistakes



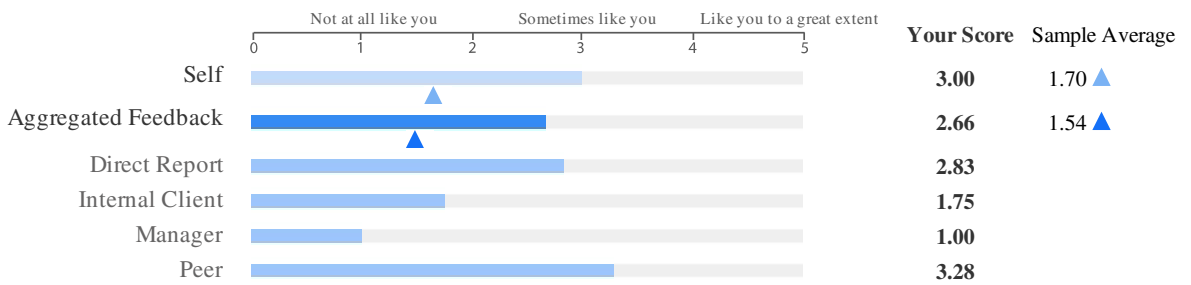
Has heated conflicts and arguments



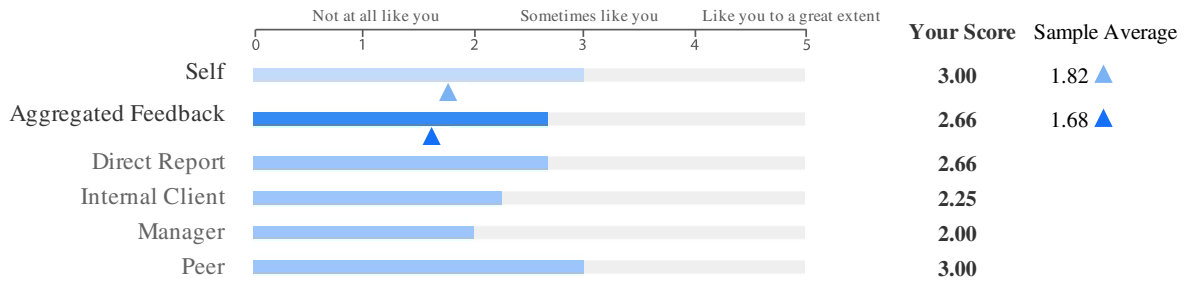
Easily annoyed



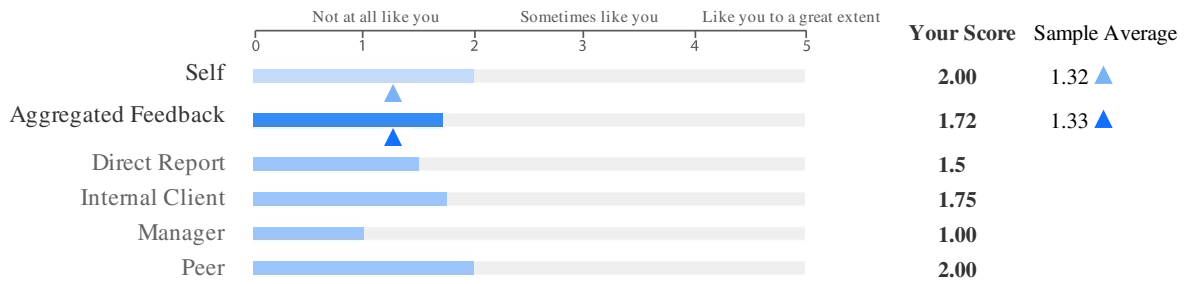
Quick to anger



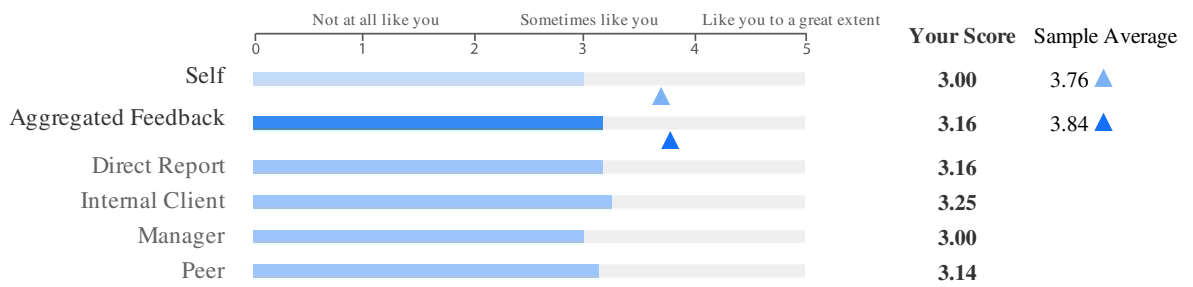
Confrontational



Hostile



* Tolerant



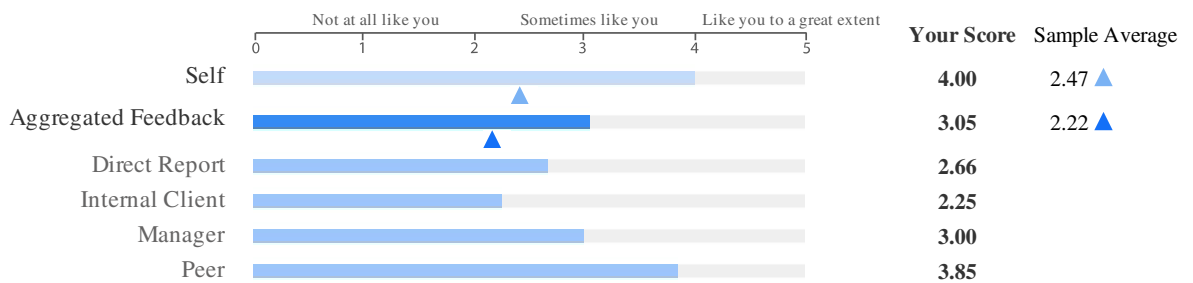
Need To Control

*Great leaders never tell people how to do their jobs.
Great leaders tell people what to do and establish a framework within which it must be done.
Then they let people on the front lines, who know best, figure out how to get it done.*

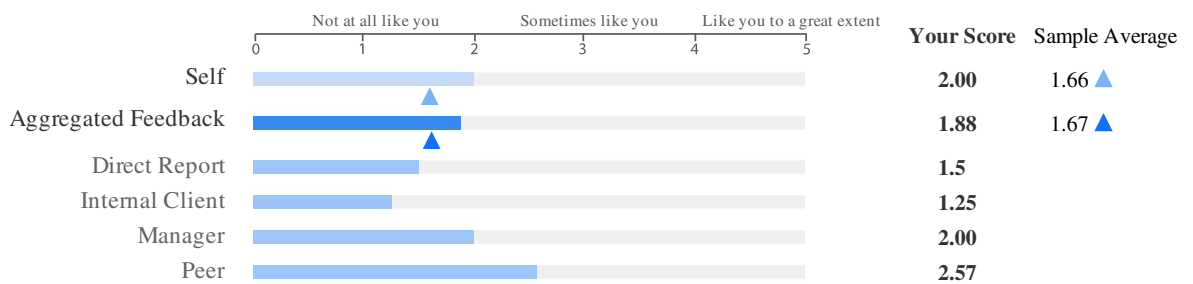
-General H. Norman Schwarzkopf

The Need to Control Scale measures the tendency to be authoritarian, adversarial, and pushy. Controlling people feel a need to dominate situations and exercise/flex their power and influence. They are opinionated and very direct in stating their opinions. They take things personally and make things personal - a counterproductive style for teamwork. Controlling people have difficulty cooperating.

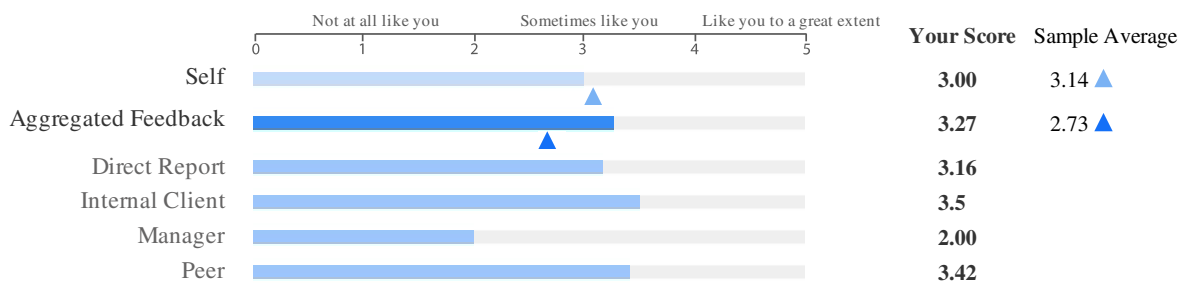
Has to have own way



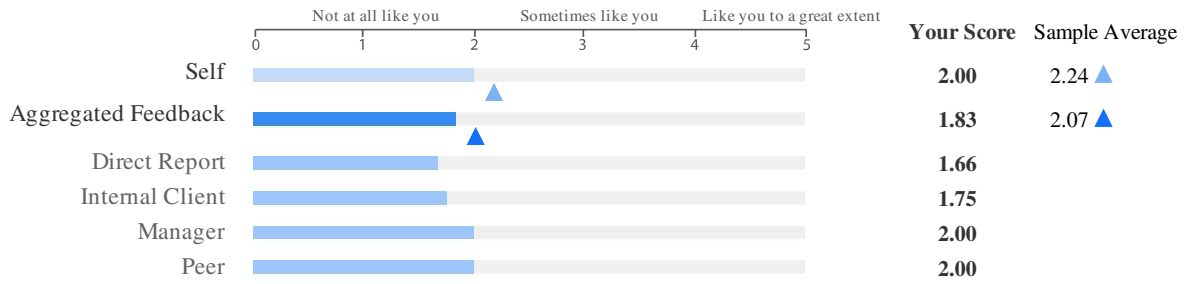
Has difficulty collaborating



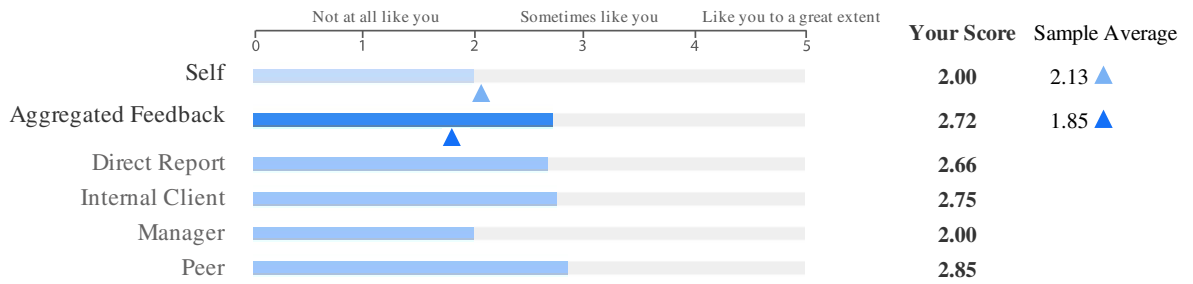
Needs to be in charge



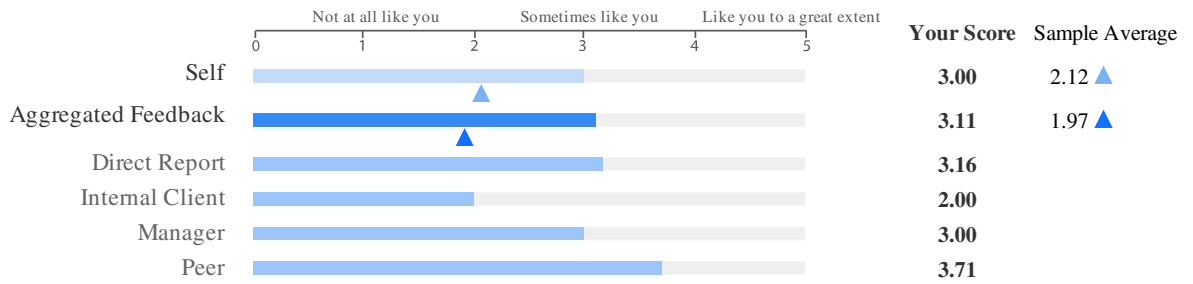
Micromanages: wants to control everything



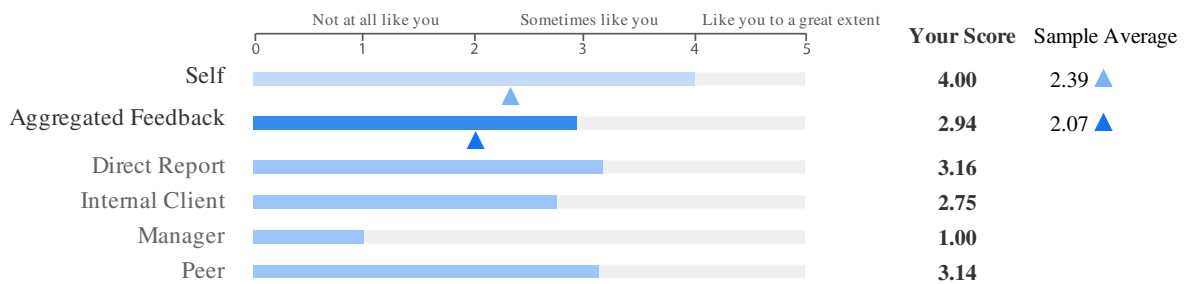
Criticizes others



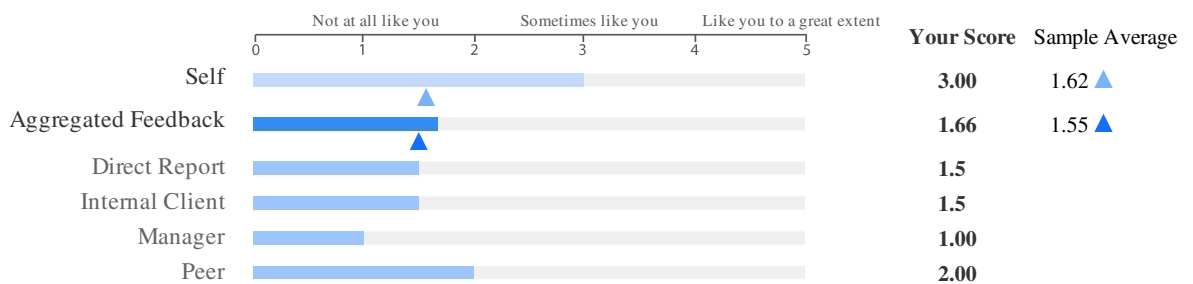
Forceful, pushy



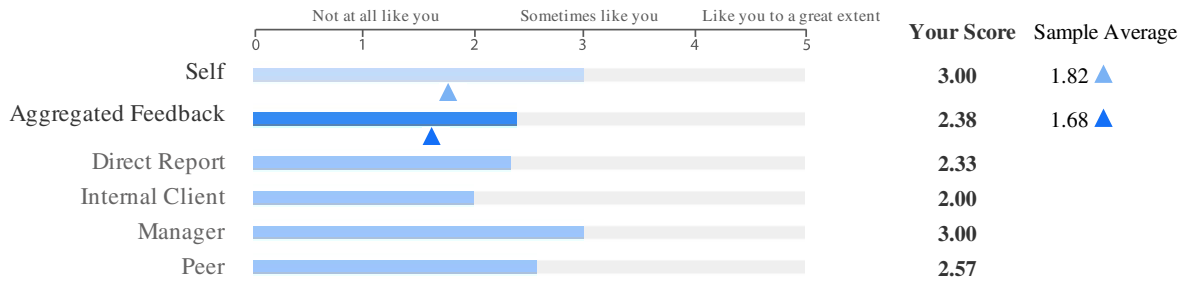
Controlling, dominating



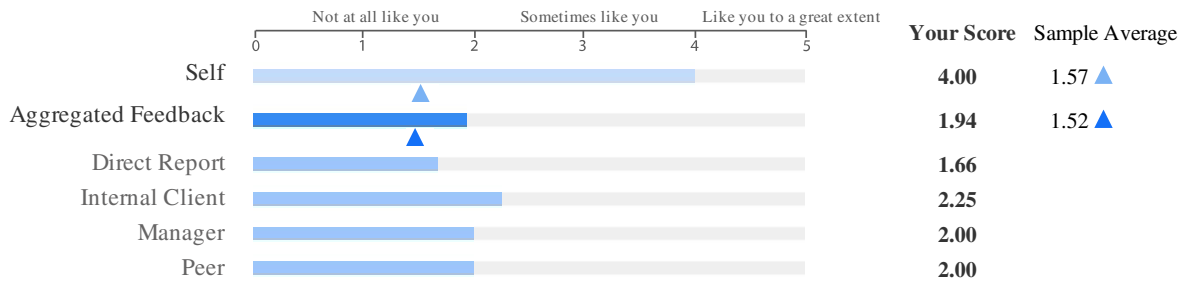
Self-centered, egotistical



Bossy, dictatorial



Arrogant

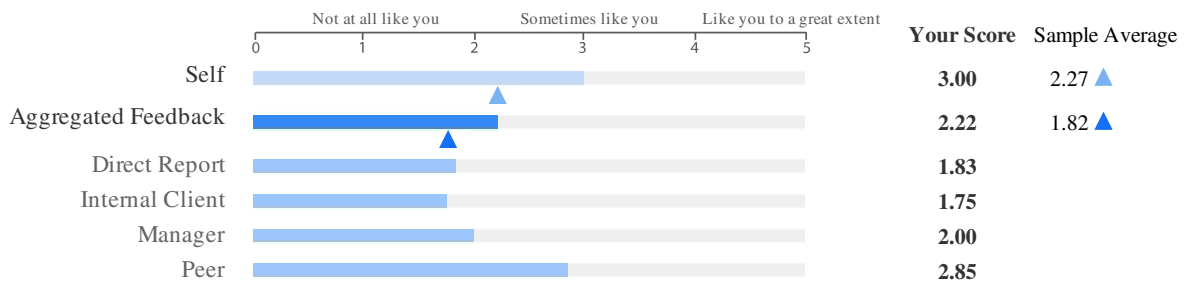


Competitiveness

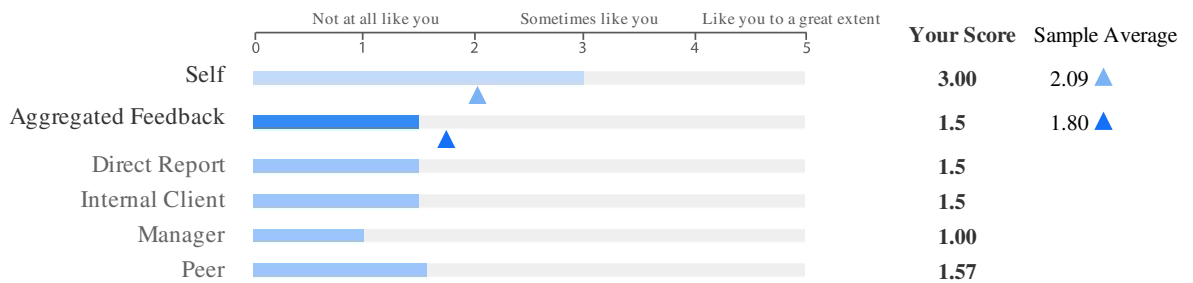
The Competitiveness Scale measures the need to compete with and outdo other people. While many forms of competition are totally appropriate and healthy, this scale measures the tendency to set up win/lose situations rather than create win/win scenarios. The ability to create win/win scenarios is essential for collaboration and cooperation.

Stephen Covey describes the win/win approach as one of the *Seven Habits of Highly Effective People*. That is because most businesses operate as teams and team members must count on others to focus on team wins-not individual victories. A focus on outdoing others and being the winner means that some others must be losers: not a good strategy for motivating others towards collaboration and high performance.

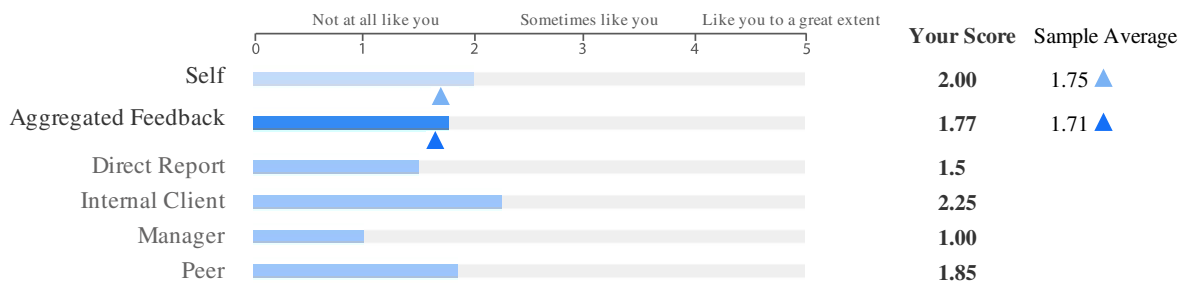
Makes everything a competition



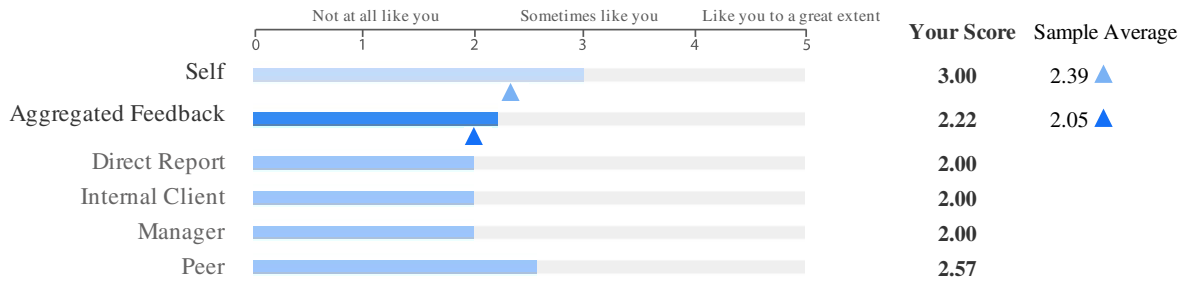
Brags about winning



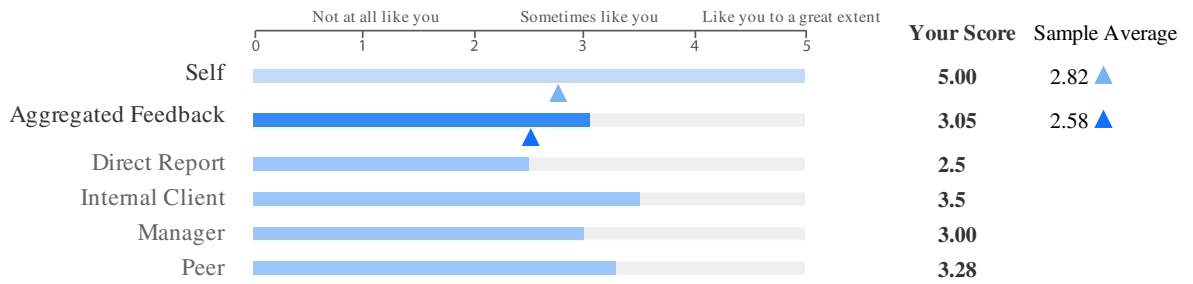
Lets everyone know who won and who lost



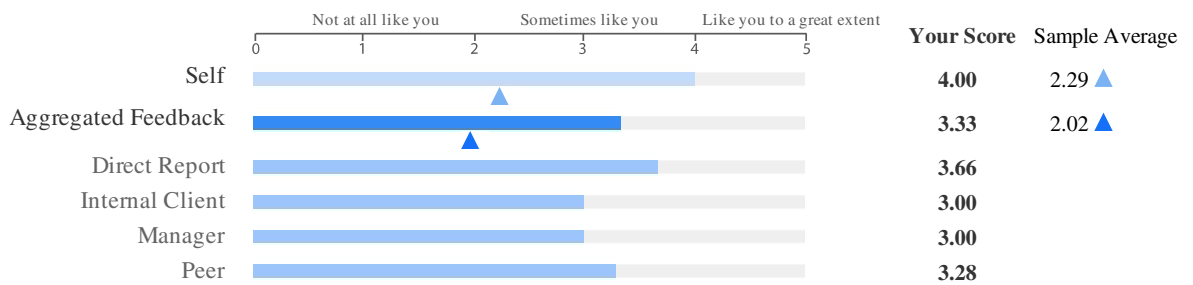
Works to outdo others



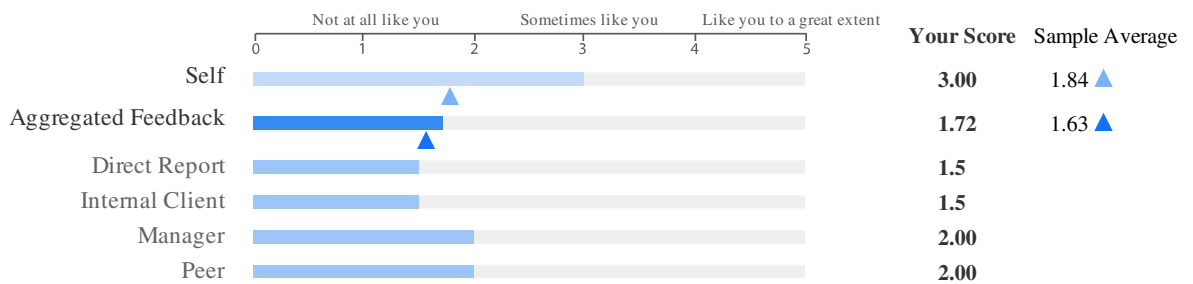
Measures success by wins



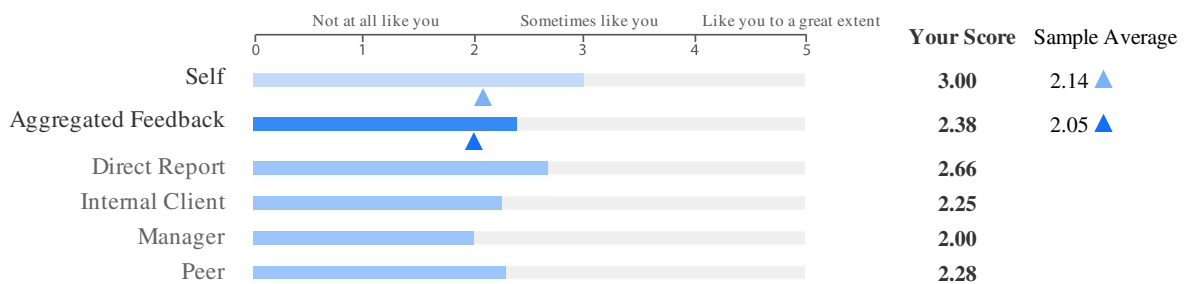
Needs to bury the competition



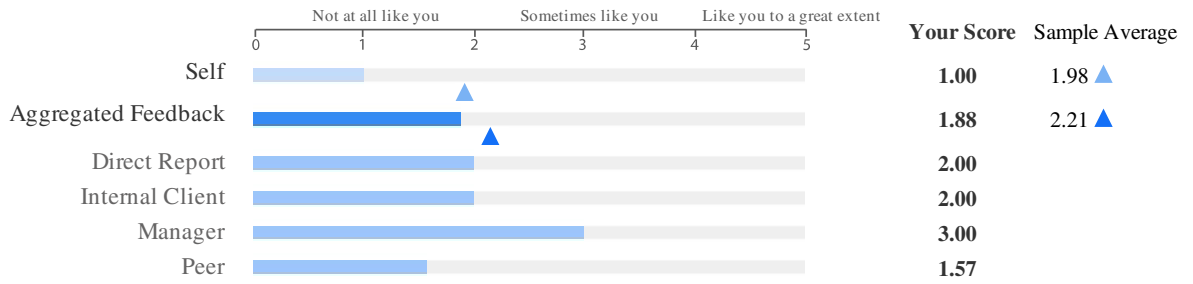
Shows off



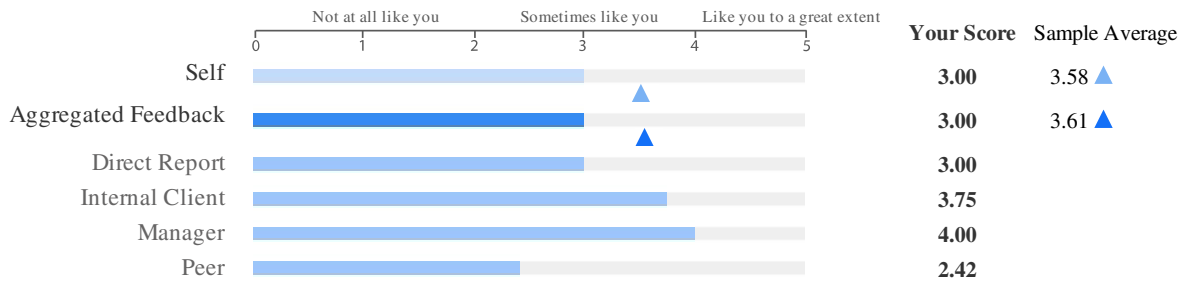
Self-promoting



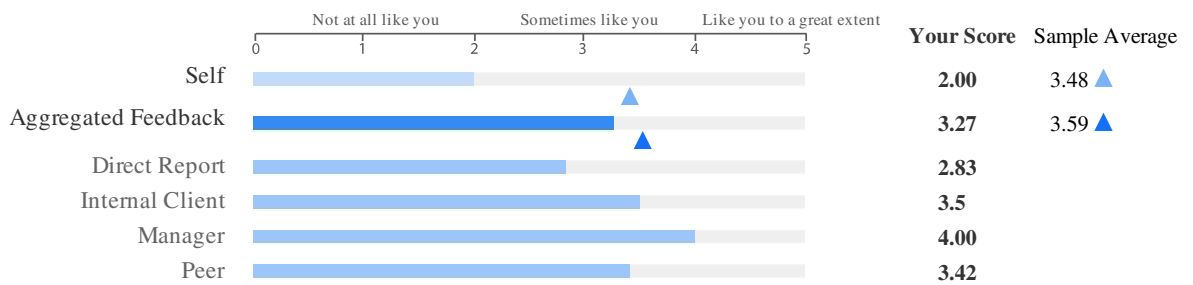
*** Not competitive at all**



*** Humble**



*** Modest**



Conscientiousness

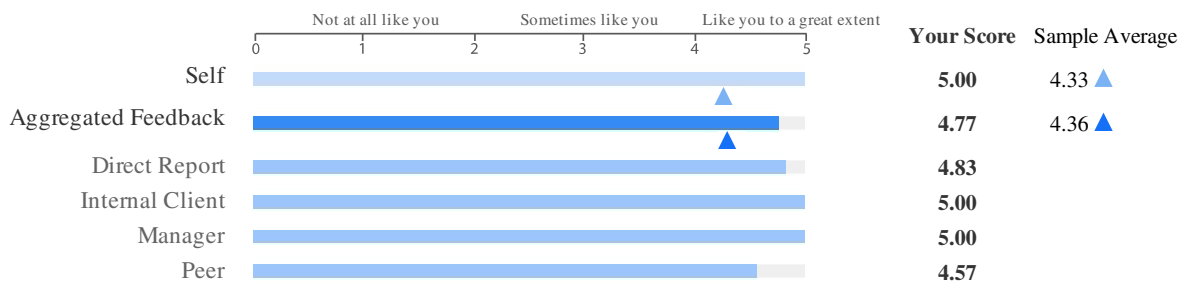
Every difficulty slurred over will be a ghost to disturb your repose later on.

-Friedrich Chopin

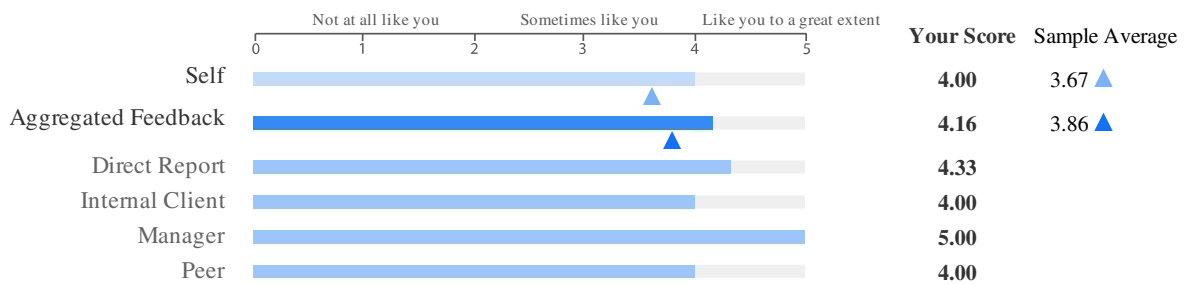
The Conscientiousness Scale measures the need to produce high quality results, to attend to details, and to want to do things the right way the first time. Conscientious people focus on their work and work very hard to achieve quality results. That is why professionals who are conscientious tend to be more effective on the job. At the extremes, conscientious can be problematic. Too much conscientiousness can lead to perfectionism and a sense that "good enough never is." Low scores suggest the absence of attention to details and a lack of discipline.

High scores on the Helpfulness and Sociability Scales are the perfect complements to conscientiousness. However, when accompanied by rigid and controlling attitudes, conscientiousness becomes part of the formula for a discontent micro-manager.

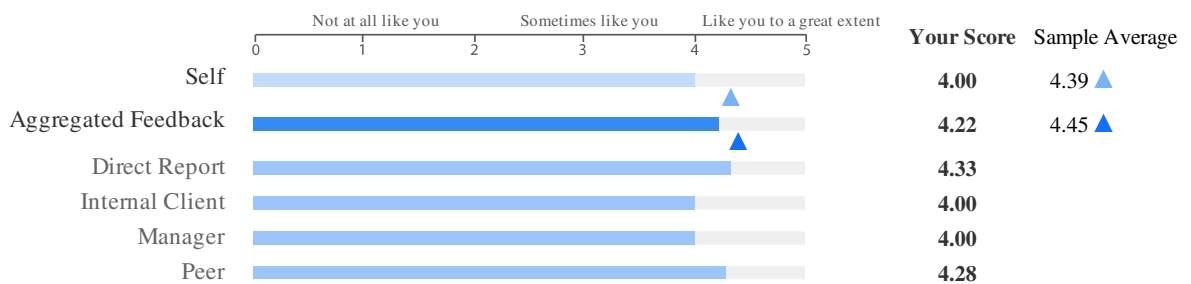
Follows through and delivers on work commitments



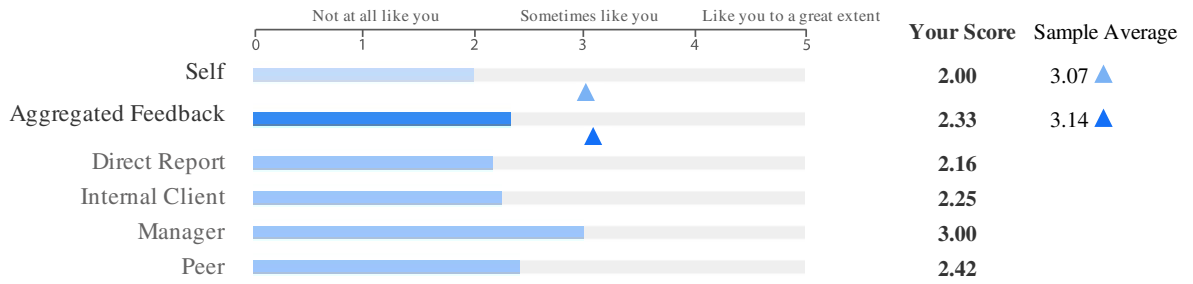
Conscientious



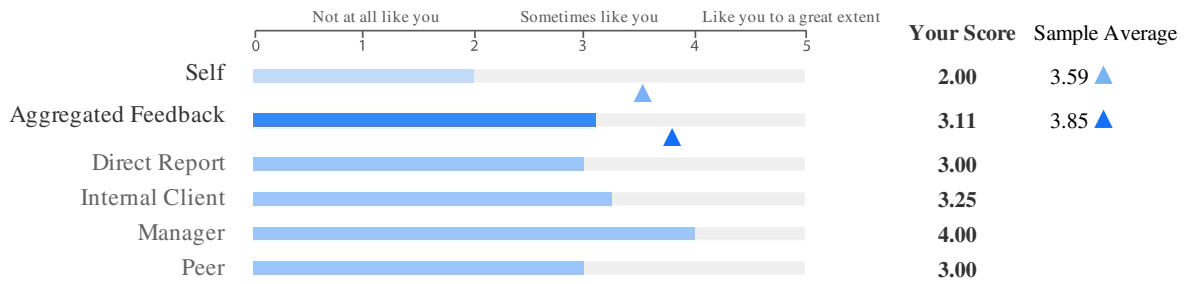
Takes care to do a job well



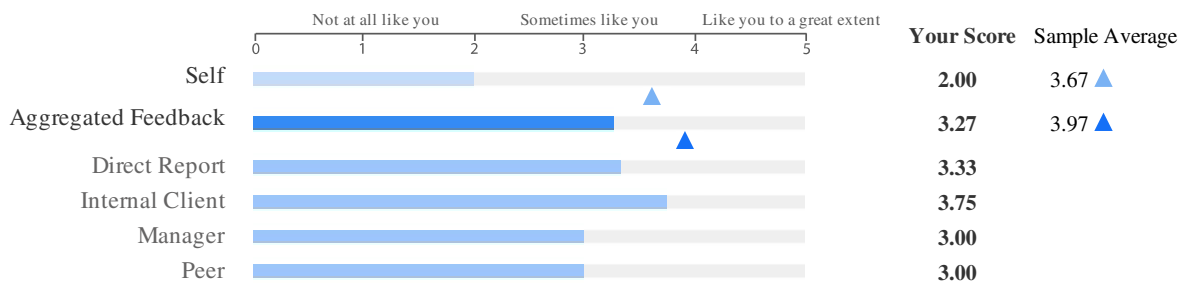
Needs everything in order



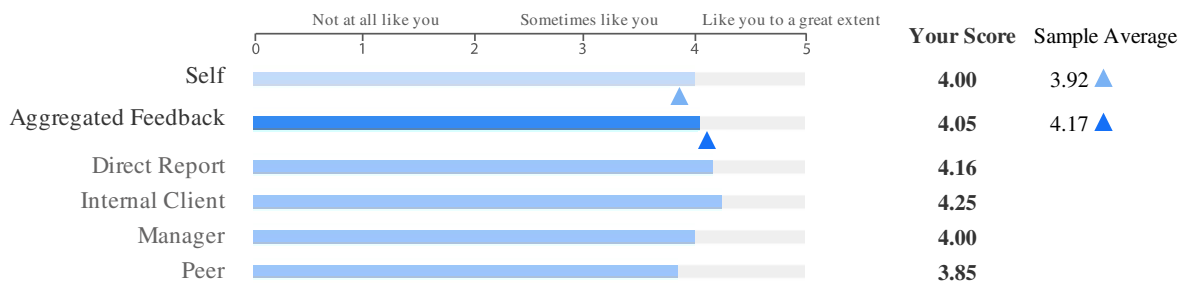
Detail oriented



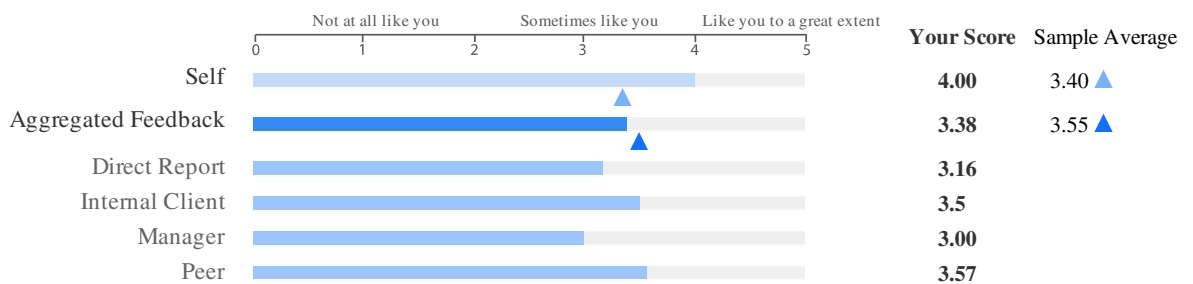
Careful, precise



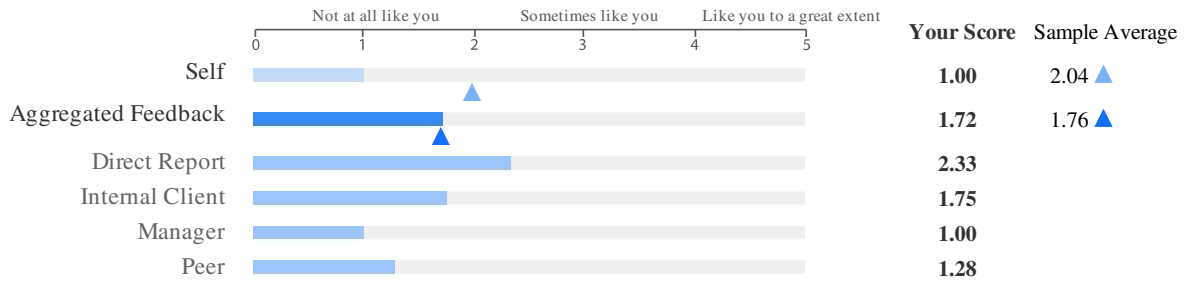
Disciplined



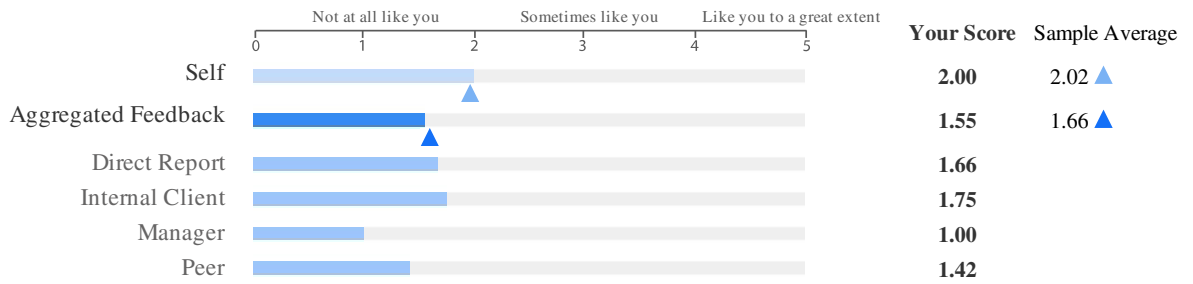
Very deliberate



*** Does not plan ahead**



*** Disorganized**



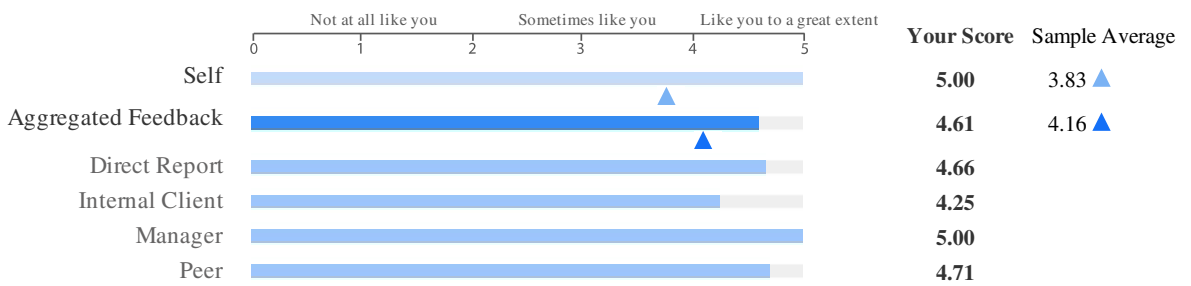
Achievement Drive

Inspiration is the impact of a fact on a prepared mind.

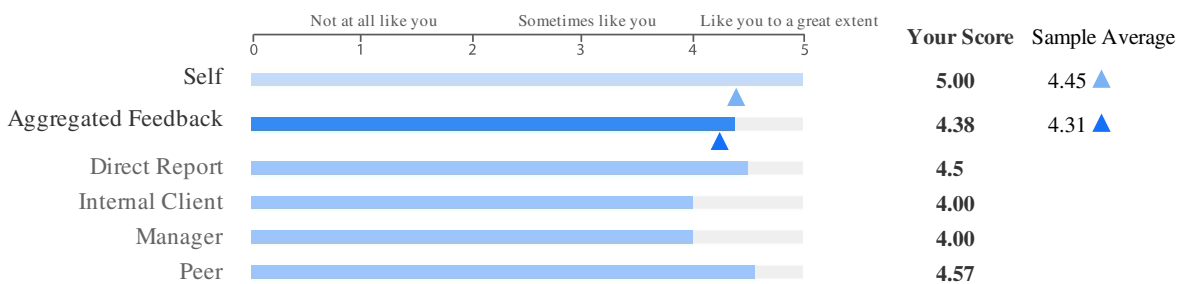
-Louis Pasteur

The Achievement Drive Scale measures interest in working on challenging tasks. High achievers are ambitious, self-directed, and passionate about their ideas and work. They are pragmatic and realistic, set stretch goals, and have clear ideas about their standards of excellence. Not surprisingly, high scores on achieving are associated with leadership and professional excellence and are strongly related to success and satisfaction at work.

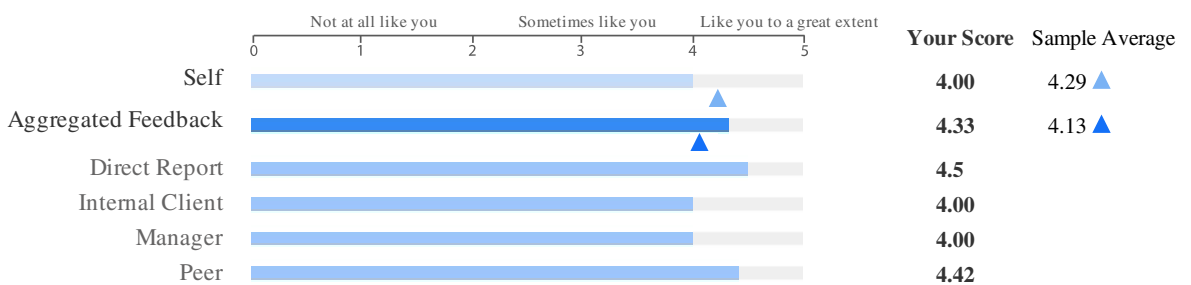
Communicates with certainty



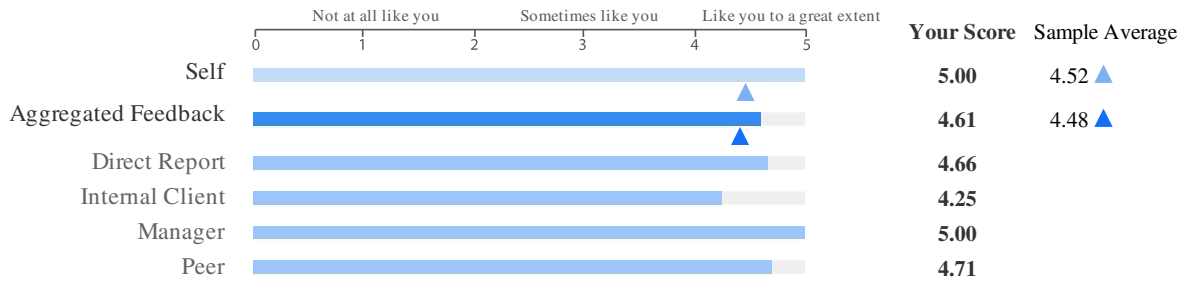
Likes to learn



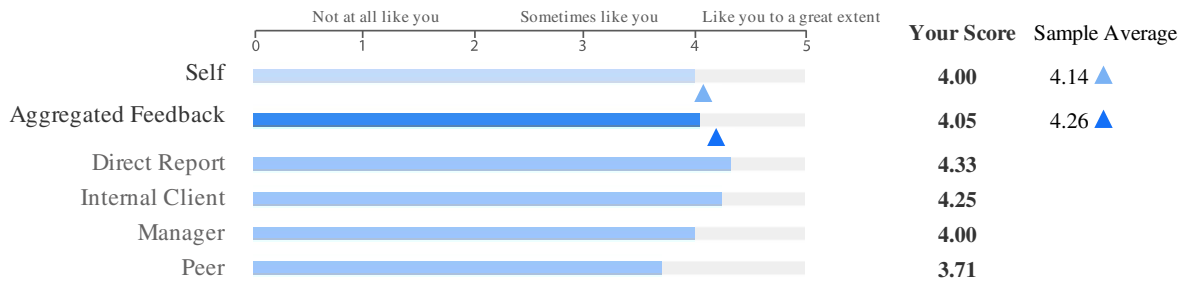
Likes to solve complex problems



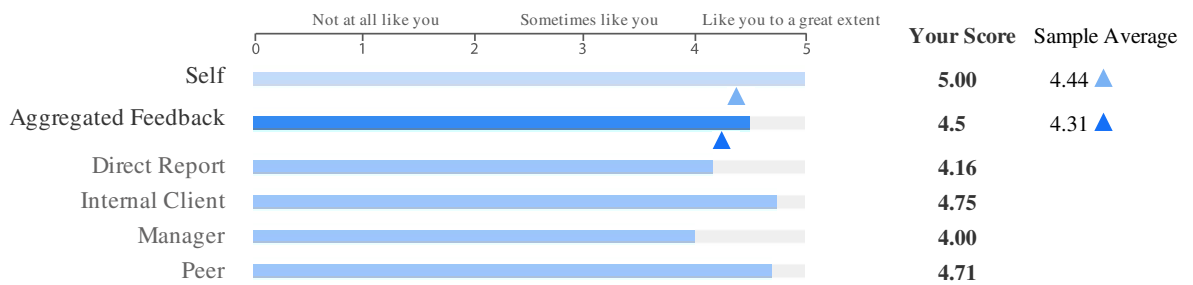
Aspires to excel



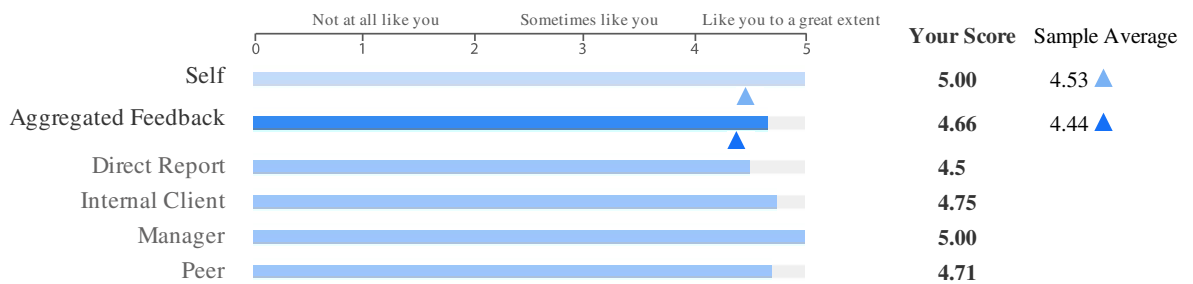
Enjoys work



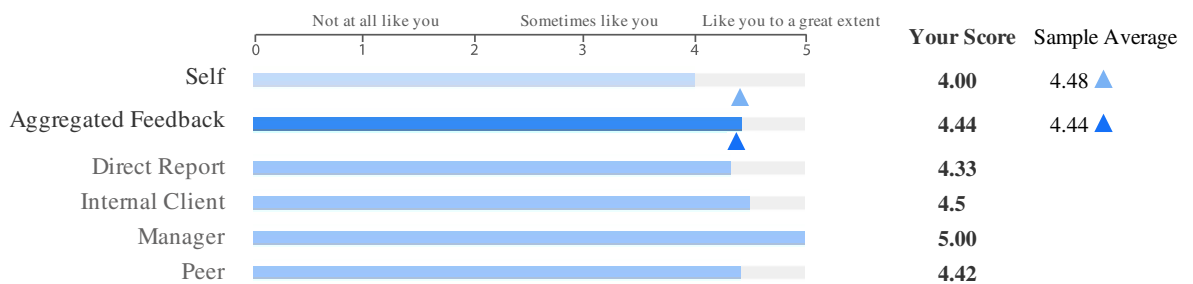
Likes challenges



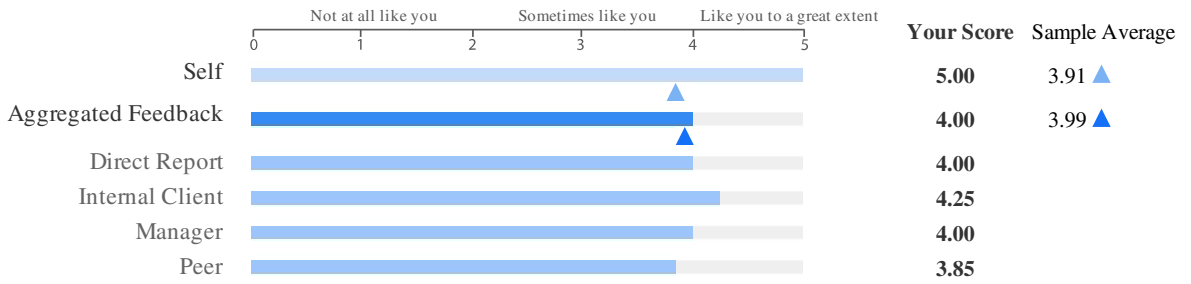
Sets own high standards



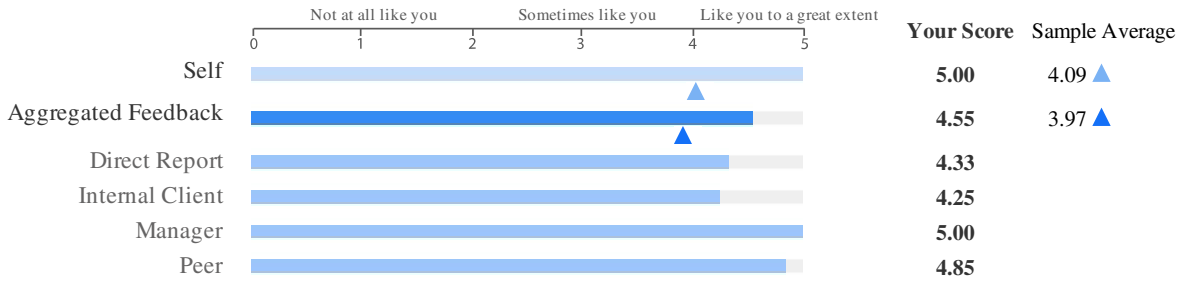
Has high standards



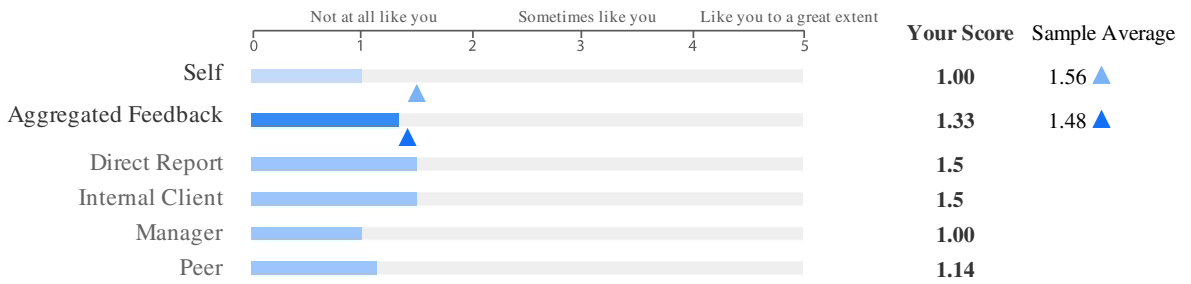
Provides the right kind of leadership at the right time as situations warrant



Ambitious



*** Does not seem interested in things**



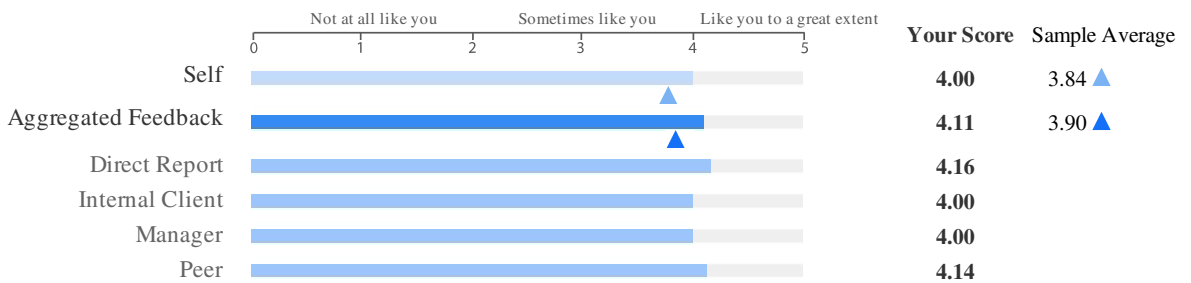
Innovation

Discovery consists of looking at the same thing as everyone else and thinking something different.

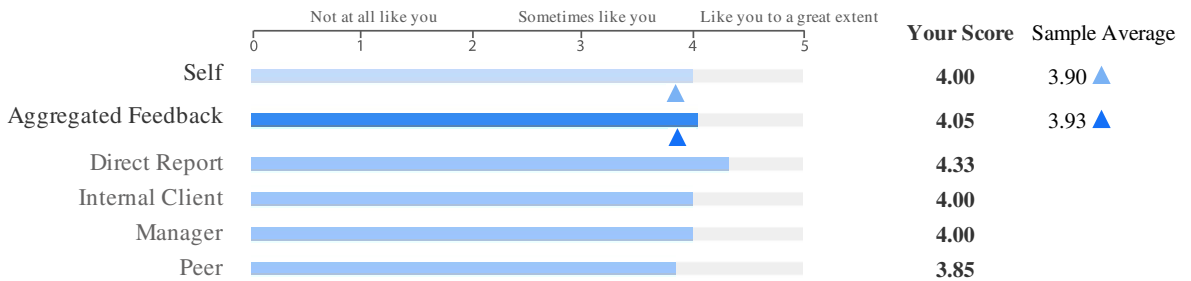
-Albert Szent-Gyorgyi

The Innovation Scale measures an individual's inquisitiveness, curiosity, and confidence to try new things. Innovative people are independent-minded and have a strong sense of commitment and satisfaction. They are interested in learning and seek out situations to develop their interests and knowledge. They are enthusiastic and highly motivated to turn possibilities into realities.

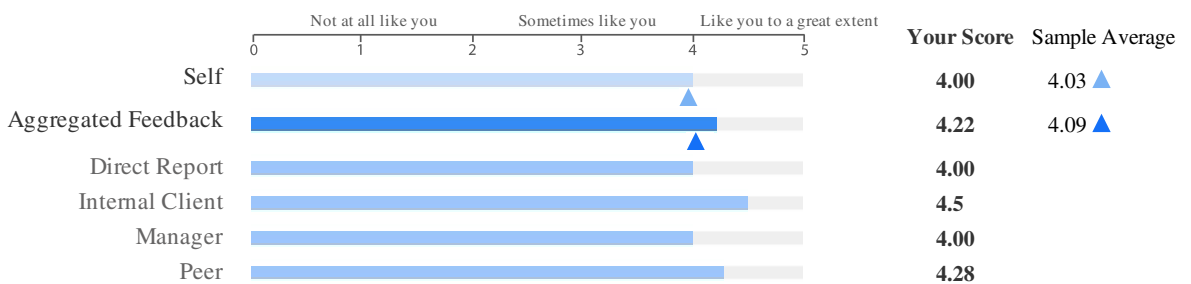
Thinks out-of-the-box



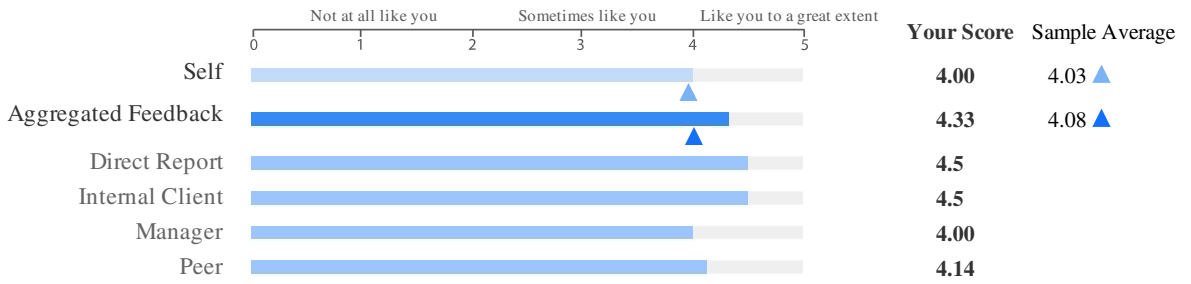
Has visionary ideas about our business



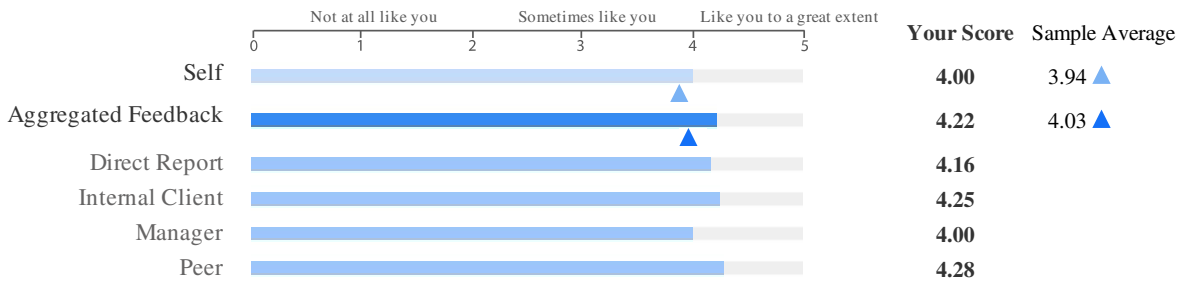
Generates new ideas



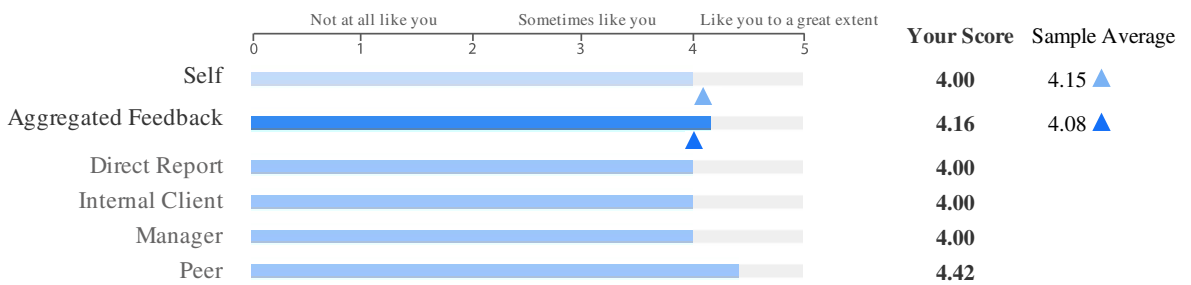
Champions new ideas



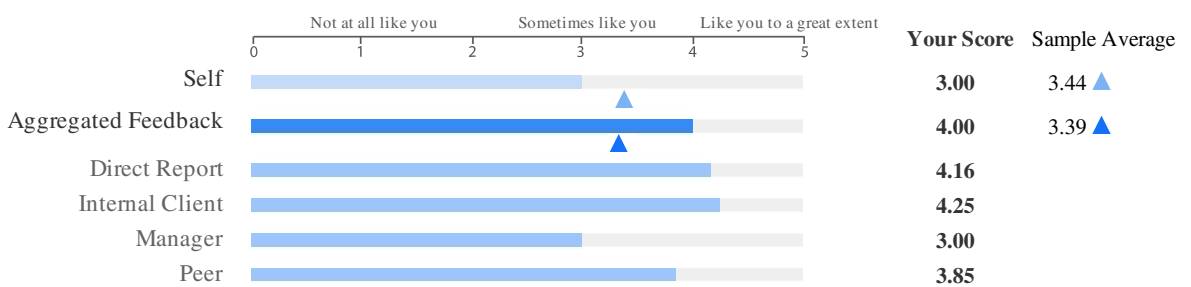
Finds new, useful ways of looking at things



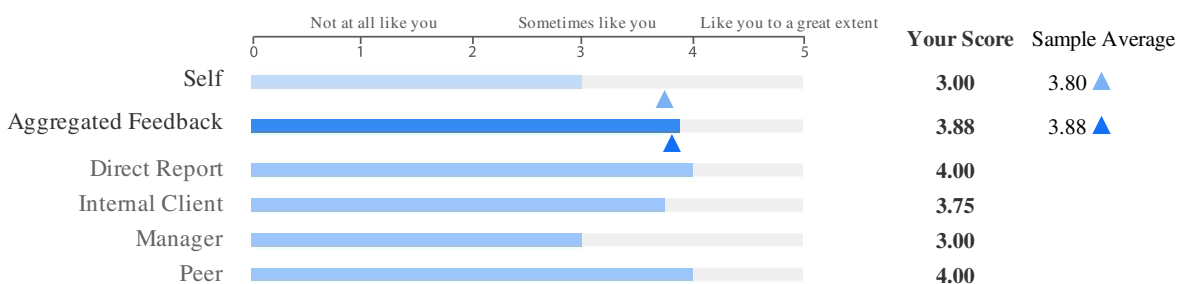
Inquisitive, curious about things



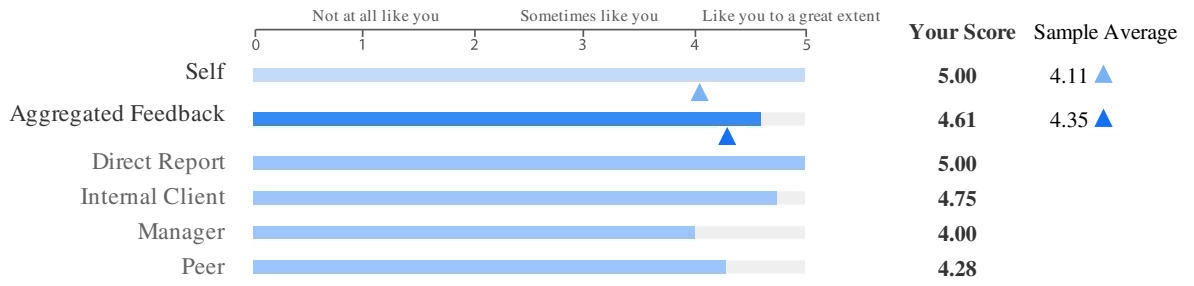
An unconventional thinker



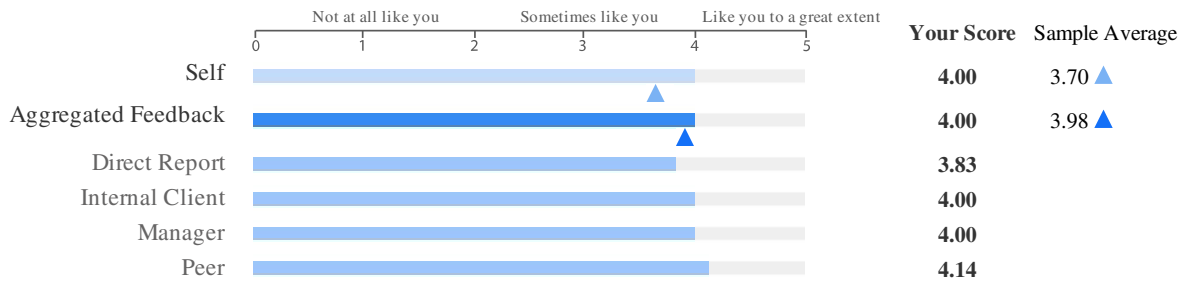
Imaginative, creative



Confident



Clever



Openness To Feedback

*The leader of the past was a person who knew how to tell.
The leader of the future will be a person who knows how to ask.*

-Peter Drucker

Most leaders need feedback from team members to improve performance. Quality improvement efforts in leadership are no different from other quality improvement programs: feedback is essential for understanding where the system works well and where to make improvements.

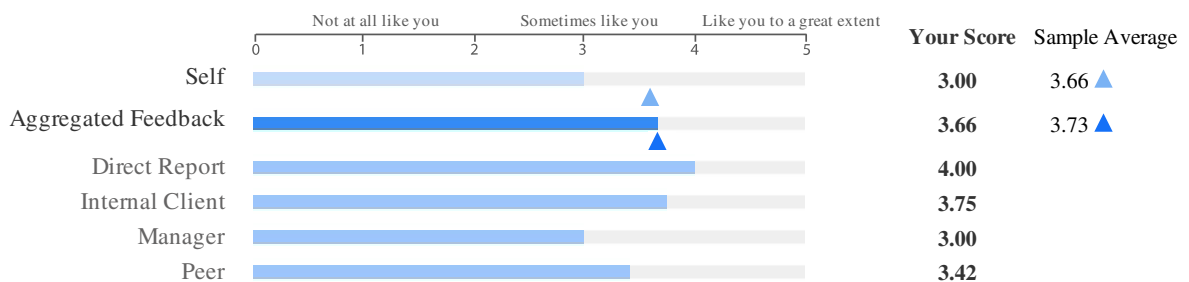
Research with 8,000+ Fortune 100 leaders who had received multi-rater feedback showed strong relationships between following up on feedback and success in developing leadership skills. (M. Goldsmith, "The Impact of Direct Report Feedback and Follow-Up on Leadership," 2006, at: www.marshallgoldsmith.com/articles). After receiving their multi-rater feedback, leaders were asked to respond to direct reports by spending 5 to 15 minutes in a focused, two-way dialogue on leadership development goals, and to later follow-up with a few minute of dialogue with direct reports on their progress. Eighteen months later these results emerged:

1. 52% of the unresponsive leaders were rated as unchanged or less effective than 18 months earlier;
2. 53% of the responsive leaders who did not follow-up were rated as unchanged or less effective;
3. 66% of the leaders who did "a little follow-up" showed improvement;
4. 95% of the leaders who did "a lot of follow-up" were rated as dramatically improved.

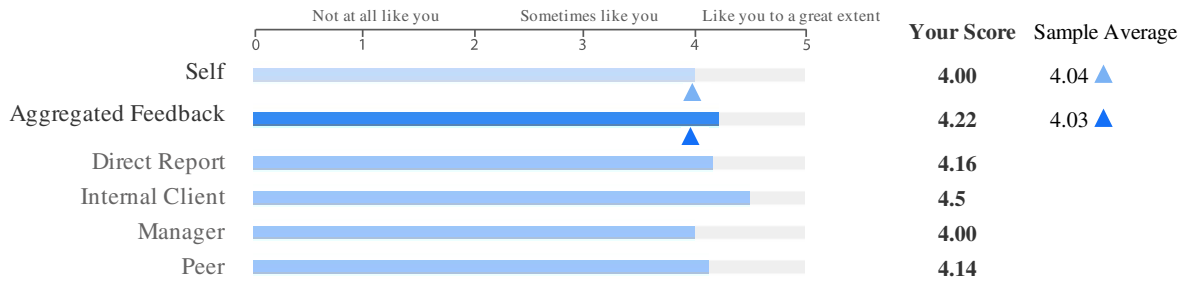
These are stunning results: ***being open to feedback about your leadership behaviors and conscientiously following up on the feedback almost always leads to dramatic improvements.*** And the time required for these dramatic improvements: a series of 5 to 15 minute conversations totaling about two to three hours of your time. Can you think of any more efficient method to radically improve your leadership?

Think about this research as you review your Openness to Feedback item feedback listed below:

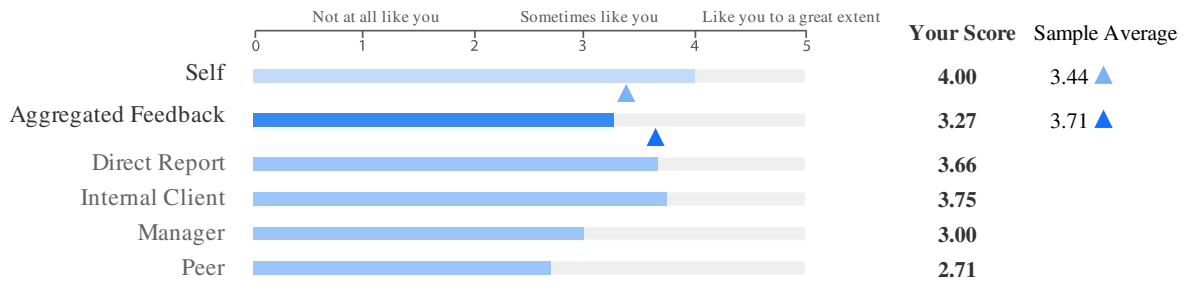
Accepts criticism and acts on it appropriately



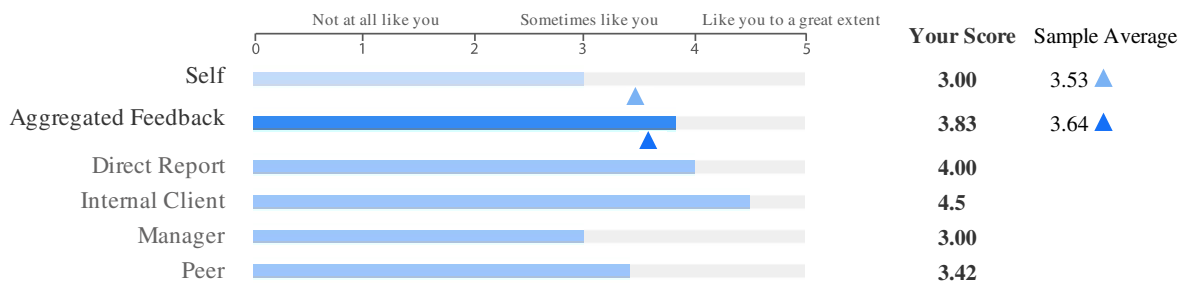
Open to doing things in new ways



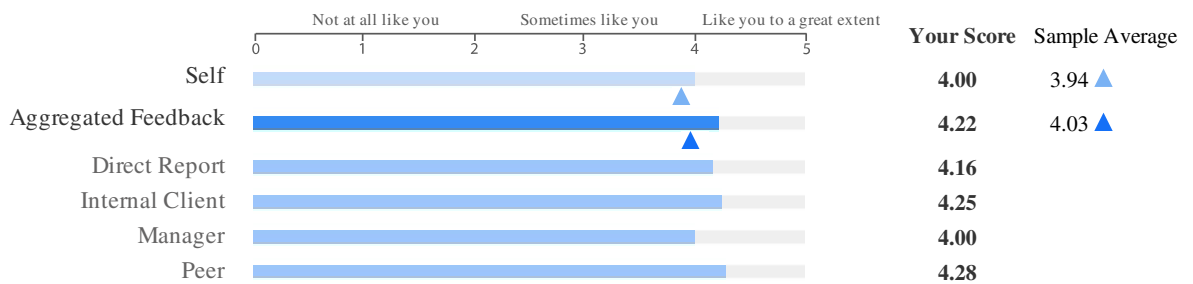
Seeks out and listens to criticism



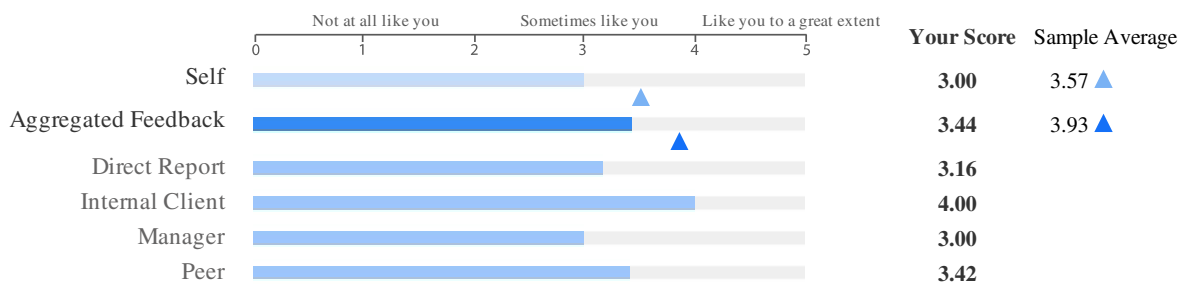
Treats disagreement as an opportunity to view things differently



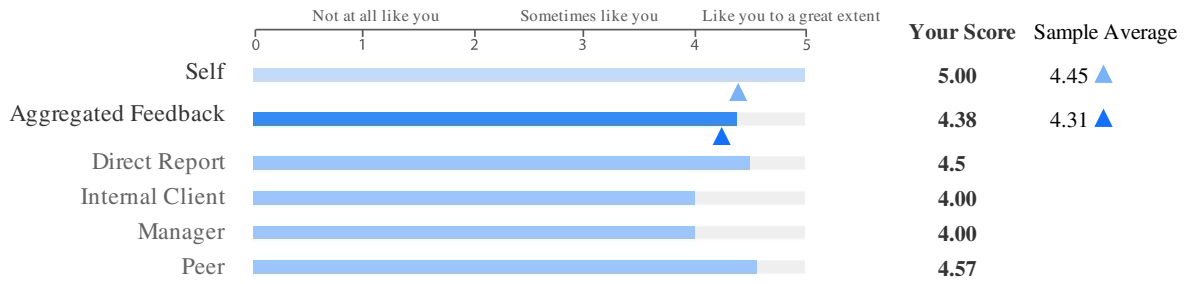
Finds new, useful ways of looking at things



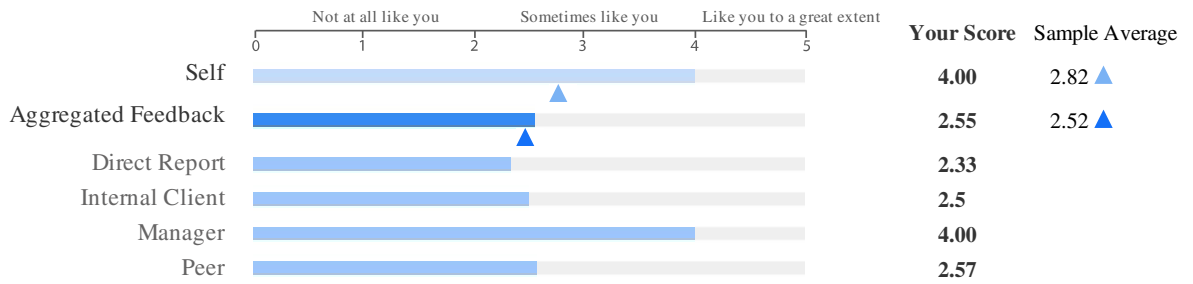
Listens to others patiently



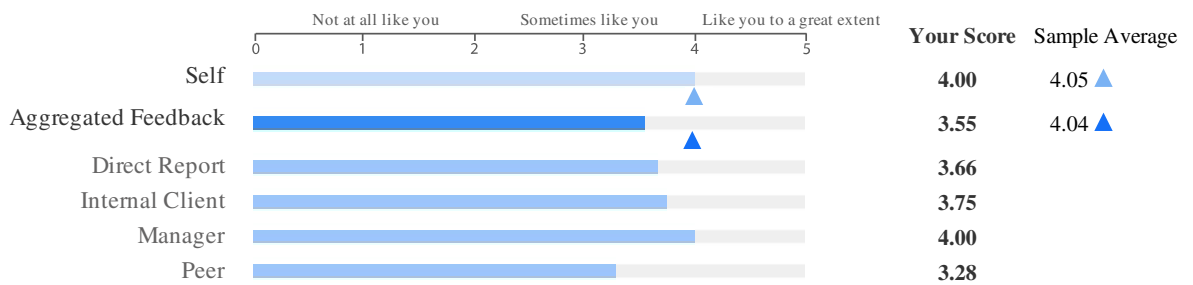
Likes to learn



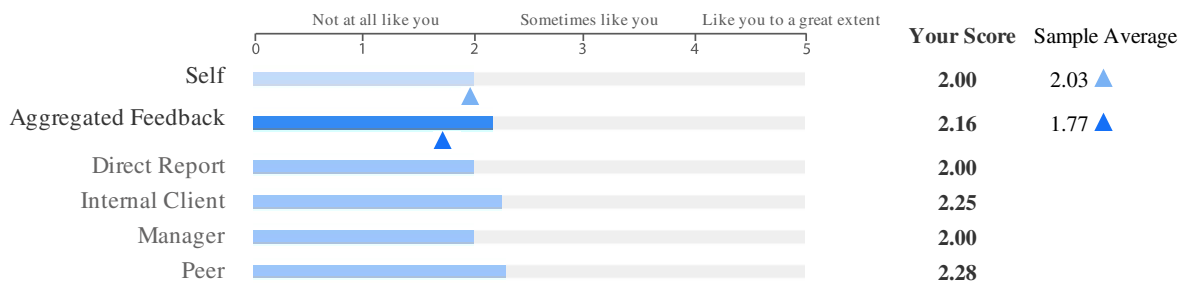
Very concerned with what others think



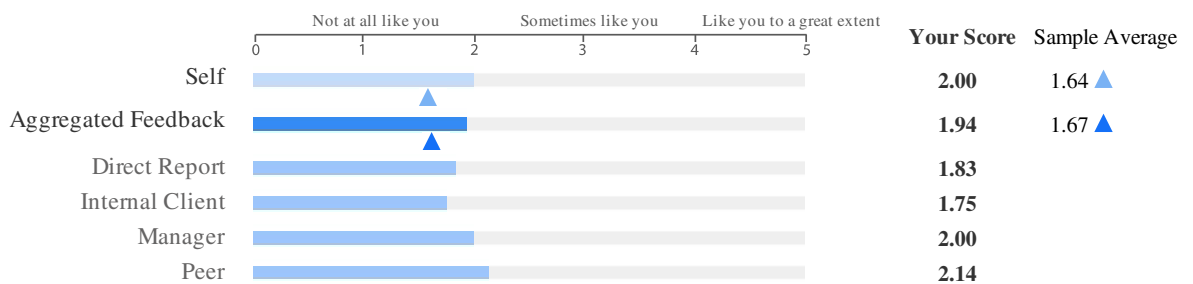
Open-minded



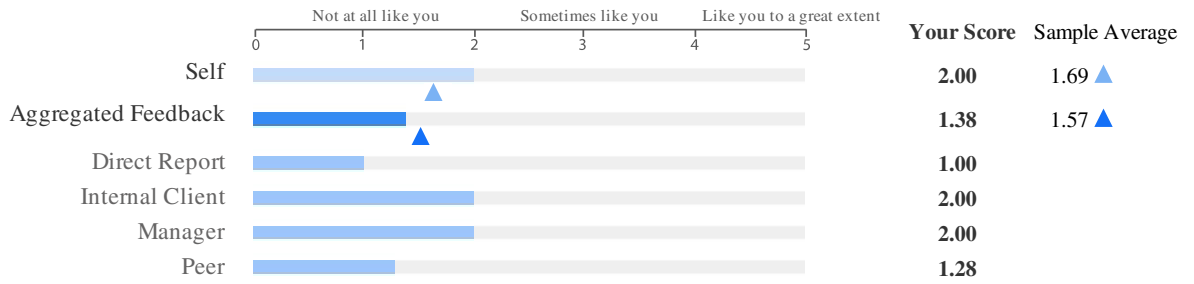
* Quick to find fault in other's suggestions



* Inflexible



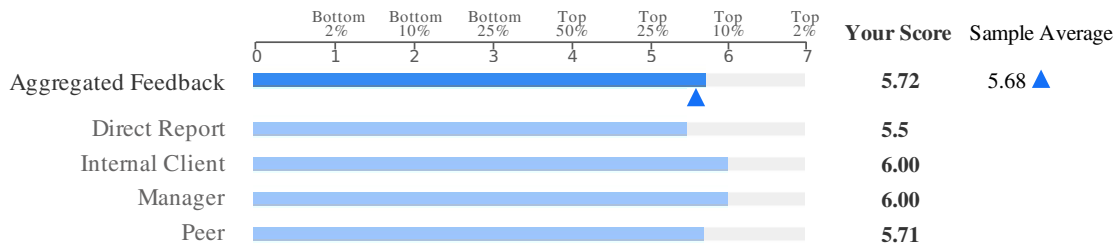
*** Blames others for problems or mistakes**



Effectiveness Ratings

Your raters were asked to provide ratings on your effectiveness in the domains shown below. A 7-point scale was used for this section. Comments associated with the overall effectiveness rating are shown on the next page.

Performance compared to others in a similar position



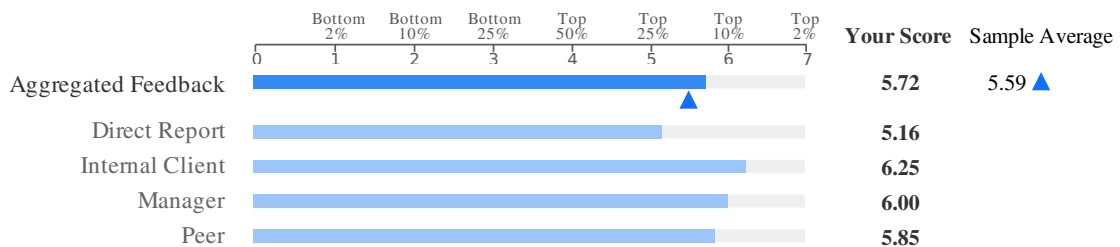
Ability to get along with others



Ability to produce results



Leadership ability



Overall effectiveness in his/her current job



Comments

This section of the report provides you the verbatim comments of your raters. Keep in mind that each comment represents the opinion of one person so it often makes sense to look for patterns that emerge across the comments.

To maintain the anonymity of raters (except Managers), this report combines comments from rater groups of Peers, Direct Reports, and other rater groups if there are fewer than three responses. The group is called "Combined rater comments."

135. Your raters were asked to rate your overall effectiveness in your current job using a 7-point scale and then to explain their ratings. Your overall effectiveness score is 5.88. Their explanations of their ratings of your overall effectiveness are below:

Combined rater comments:

- Pat's ability to drive group performance is enhanced by his ability to hold his staff accountable. He demands excellence and people know it.
- Pat is a goal-oriented leader with strength in execution.
- Pat takes a very comprehensive approach to his position and his career. He works hard to build very good relationships with his employees, peers and senior management. He thinks concretely and critically about our challenges and opportunities and puts forward actionable plans to grow the business. He does a nice job of blurring the lines between sales and operations and creates the right team dynamics for collaboration.
- Pat is able to manage his team effectively across multiple product categories and operational laboratories. Given the scope of coverage, he often has to delegate many initiatives and stay involved in select efforts. These efforts can involve multiple roles from different groups and continued collaboration and leadership opportunities will increase his effectiveness.
- Pat has demonstrated effectiveness in his role in other industries and is beginning to drive similar transformations in his current role. Overall he is effective in leading people and delivering results.
- Pat is a very competent leader with a strong focus on execution and results while being fair to his employees.

Direct Report:

- Pat has chosen a staff and trusts them to do a good job and let's them take care of business. Pat is accessible for discussion and advice when needed. Pat networks with others and makes great collaborations with his peers which benefits our operation. Pat can be "Hands-on" if needed and has the right amount of experience to interact with staff and clients alike. Pat is an unconventional thinker and this is valuable. Sometimes communications are rushed or cryptic.
- Has a strong vision to succeed. Does not look for excuses, rather looks for improvements.
- Strong Leader, provides vision and direction and allows team to find solutions to meet goals.
- Pat works hard. He is committed to the organization, the mission and the team. He leads by example, providing direction and supports his direct reports in making decisions.

- Pat sets clear expectations, and trusts in his team in order to carry out those expectations. He is supportive but let's you know when improvement is needed. He does not get bogged down in minutia and cuts to the important points.
- Sometimes opinions and thoughts from others do not get the consideration that they deserve if he already has a preconceived notion as to how something should be done. This limits the desire of individuals to think about the best possible solution, instead thinking how would he want it done. Sometimes does not let someone complete a thought or voice an opinion if he has a fundamental disagreement. Tends to cut them off midway through, sometimes harshly. This significantly limits the desire of this staff to voice other opinions later. Thought process for the most routine things is unique, and when he shares his perspective, really makes others think. Seems to easily cut through fluff to get at the heart of the matter. Absolutely no hesitation in expressing an opinion, and backing it up.

Manager:

- Works effectively with personnel to accomplish goals and strategies. Is not afraid to try new things and has high expectations.

136. What are the strengths of this person's leadership? What do you most appreciate or respect about him or her?

Direct Report:

- Sharing of information, allowing direct reports to lead, open and honest, supports when needed, outspoken, not afraid to disagree, has the best interests of the company in mind.
- Trust.
- Pat has a clear, vivid picture of where to go, as well as a firm grasp on what success looks like and how to achieve it.
- Pat does not "micro-manage". Pat supports the team, enabling others to lead and seek support/direction when needed. He's firm in his expectations and direction and it's up to his direct reports to "make it happen".
- Setting an expectation, and then giving freedom to execute in the best manner possible to achieve the target.
- Thought process for the most routine things is unique, and when he shares his perspective, really makes others think. Seems to easily cut through fluff to get at the heart of the matter. Absolutely no hesitation in expressing an opinion, and backing it up.

Internal Client:

- Pat has been here long enough to have a good handle on the challenges we face. When he comes up with ideas, they are practical and actionable. He is on balance a positive person, and while skeptical continues to drive for improvement and brings his team along with him. He is not afraid to fight city hall but is adept enough to know when and how to do so.
- Pat is willing to commit to a direction and see it through to execution; adjusting resources or pathways along the way.
- Calm, collected, has a clear vision of where he wants to go. Effective at dealing with non-performers and under-performers. Has a strong vision for his business and is driving change for that business. He has the courage of his convictions and does what he believes is right, even if it isn't always popular or the politically correct thing.
- His ability to turn an operation around and turning under-performers into getting results. He is also a good listener.

Manager:

- Looks for others input to solve problems but understands that decisions need to be made and is willing and able to make those decisions to move forward.

Peer:

- Great business mind and strong analytical skills. Focused on results for our customers and holds team to high standards.
- His commanding nature and drive for excellence.
- Pat is always willing to try new ideas and suggestions. He has empowered his team to continuously learn and improve.
- Direct. Holds people accountable. Does not accept the status quo.

- Goal-oriented; open for challenges; deals easily with ambiguity; ambitious.

137. If you could change one thing about the way this person leads or interacts with you, what would you change?

Direct Report:

- Just a little more clarity and structure with communications.
- Listen more with an open mind.
- I would be good for more "one-on-one" time. Currently, we have limited access to Pat, based on being remote.
- More communication on what is happening/coming that may affect the business, more communication on how his expectations are being met or (hopefully) exceeded.
- Very quick to say thanks for something he asked you do do (individually or as a group). However broader feedback tends to be heavily slanted to the negative, with not enough positive feedback.

Internal Client:

- I would recommend that Pat continue to engage with colleagues from different regions to improve his cultural understanding and how to incorporate that understanding as a tool in his leadership efforts.
- When talking with Pat, sometimes I feel like I'm being quizzed. He doesn't often provide a lot of context for some of his questions or comments, so I have to think about his deeper intent as we have more surface level discussions. Said more simply, he can be hard to read.
- Nothing...he is doing fine.

Manager:

- Insure he takes the lead to advise more frequently about activities.

Peer:

- Could be more patient during conflict/disagreements.
- Sometimes Pat comes across as dismissive of others ideas. Being a little more open to others ideas or highlighting the positives of others arguments may help.
- Sometimes Pat can appear that he is angry when he is not. This is only a concern if someone is not familiar with Pat.
- More open dialogue.
- Be more open minded; Hear people out; Acknowledge others opinions; Listen to both sides of a story.

138. What behaviors do you recommend this person stop to be more effective as a leader?**Direct Report:**

- I think Pat's behaviors are all purposeful.
- At times can be high-strung.
- Pat is a good decision-maker, but sometimes he makes a decision based on part of the story. He should take a little more time on the background.
- I do not think he should stop anything. However (sometimes) tempering the way he disagrees with others' may solicit better collaboration in the future.

Internal Client:

- Sometimes I think Pat finds it difficult to know how to balance supporting corporate initiatives with following his own instincts. I would encourage him to be more confident in speaking his mind. That being said, I don't often have the opportunity to observe him directly when doing so, but it is my impression that Pat is respected by senior leadership and that senior leadership is more interested to tough messages delivered the right way than Pat may necessarily realize.
- I would recommend that Pat be more open to reconsidering people's past behavior in terms of current opportunities to collaborate.
- Pat's tendency is to defer to his team and delegate. This is often effective, but there are times when he as a leader may need to put a stake in the ground and share an opinion.
- Sometimes Pat comes across as being impatient while in a meeting with a large group, especially if he feels like progress is not being made or if the conversation takes a different turn. Very smart people tend to be this way. He has to understand, that people process information differently and his overt impatience could send the unintendedly wrong message to the team.

Manager:

- Occasionally, Pat shows frustration with others who fail to plan and execute things correctly. There is no outward confrontation but his disappointment is obvious.

Peer:

- Less aggressive during conflict.
- Stop being the occasional bully.
- Nothing.
- Be less impulsive /more open to other opinions.

139. What behaviors do you recommend this person start to be more effective as a leader?**Direct Report:**

- I like Pat's leadership style, perhaps gaining more accountability or more engagement with overseas counterparts.
- Patience.
- Meetings should have more structure with an outlined agenda.

Internal Client:

- Increased active listening coupled with more exploratory questions before coming to a conclusion would increase Pat's effectiveness.
- Don't be so shy - open up more, share more about your perspectives, thoughts, ideas.
- Nothing he isn't already doing.

Manager:

- None

Peer:

- Acceptance of others' methods.
- Be more visible to all of your staff.
- Nothing.
- Active listening; Value other opinions.

140. What behaviors do you recommend this person continue that add to their effectiveness?**Direct Report:**

- Repeat - Sharing of information, allowing direct reports to lead, open and honest, supports when needed, outspoken, not afraid to disagree, has the best interests of the company in mind.
- Honest person who tells you like it is.
- Continue to allow others to lead. Define the expectations, set milestones and metrics and measure the success.
- Continue communicating a clear vision of what is expected and allow the freedom to execute without micro-managing.
- Ability to size up a situation and see it for what it is, then drive toward resolution. (how do you teach that to others?)

Internal Client:

- Pat has good intuition when it comes to complex-problem solving and when analytics can improve an approach or situation.
- Relentless focus on doing the right thing. It's very encouraging!
- Continue his focus on accountability and delivering results.

Manager:

- Increase dialogue with business partners about real objectives to get everyone on the same page.

Peer:

- Using data to make decisions and influence.
- Continue demanding excellence from your team.
- Drive accountability.
- Drive for results; goal oriented.

Next Steps in Your Leadership Development

You have received a rich mix of feedback about your leadership style in this LMAP Report: a comprehensive overview of how others perceive your personality, your on-the-job effectiveness, and their verbatim comments. As you begin to take the next steps in your leadership development, consider the following.

- What are the main themes in your LMAP Report?
- What do you see as your behavioral assets and liabilities?
- Compare and contrast your **LMAP Profiles**, your **Effectiveness Ratings**, and your **Rater Comments**. What patterns emerge from these three sources of information on your behavioral styles and your effectiveness on the job?
- Which strengths can you leverage to increase your effectiveness?
- Which behaviors would you need to change to be at your best more often?
- Is there a behavior you can simply stop doing to become a better leader?
- Who do you know who can serve as role models for the kinds of behaviors you want to develop? What is it they do and say that you can emulate?

Remember, the goal of this LMAP exercise is not to *transform* your personality, but to add a behavior that complements your existing behavioral repertoire to raise your effectiveness as a leader.

Identify a Leadership Development Goal

Reflect on the core messages in your LMAP Report, and identify the ONE behavior to start, stop or improve which will raise your effectiveness as a leader. This behavior does not have to sound transformational to have a dramatic impact on your performance. Here are several examples:

1. I will stop interrupting others and listen so that others have their full say.
2. I'll start to ask the tough questions that I feel uncomfortable asking because I want to be "nice" to everyone.
3. To be more helpful to my direct reports, I will ask them weekly how their projects are progressing and ask if they need my additional support.
4. I won't yell at work—I will speak to others with respect and consideration.
5. I will stop overanalyzing things and start taking more calculated risks.
6. I will be more tolerant and listen more to others and do this in a way that people feel valued versus diminished.

A Leadership Development Goal (LDG) often requires cultivating behavioral skills that are outside a leader's natural comfort zone, but skills that any person can rightly *feel proud of*: to be a great listener; to empower direct reports; to be more assertive because people think you have something to say, ... This is not a trivial point: leaders who positively position behavioral changes to raise their effectiveness are more comfortable about sharing their Leadership Development Goal and are more effective in developing a new behavior.

While your LMAP Report may be treated as confidential; your *Leadership Development Goal* is best attained by making it public and sharing it with other team members. The upcoming LMAP Pulse follow up survey (see below) will measure your progress in implementing your LDG as perceived by your feedback raters. If they don't know what behavior you are focusing on developing, they cannot rate your progress on Pulse or provide you with informal feedback to help you develop the behavior.

How Do Adults Change Behavior?

Recent adult development literature has highlighted the importance of practice—and particularly ongoing practice of skills that don't come easily or naturally—in differentiating the best performing from the average or very good performing professionals (see *Outliers* by Malcolm Gladwell, or *Talent is Overrated* by Geoff Colvin, or *Bounce: The Myth of Talent and the Power of Practice* by Mathew Syed). Studies show that *purposeful practice* underlies the development of skills that differentiate the average or even good performers from the best performers. The old adage *practice makes perfect* has credibility and reflects what psychologists have discovered about how people develop new behaviors and skills.

What to Share With Your Raters: 3-3-1

Less than ten percent of feedback raters hear back from the person they rated about lessons learned from the feedback or a development goal for the future—rather ironic for a feedback exercise. Research by Goldsmith (1999) has shown it is essential to reinforce to your raters what you learned from their feedback. We recommend a 3-3-1 method to share with others what you've learned from their feedback:

- 3 leadership behaviors where your LMAP feedback indicates you excel;
- 3 leadership behaviors where your feedback indicates you can improve;
- 1 behavior to start, to stop or to improve that will be the focus of your leadership development efforts in the next twelve months—your LDG.

Research shows that what you do after receiving your 360-feedback determines the efficacy of a 360 for leadership development. These follow up steps are simply a series of conversations about your leadership development, done with humility and sincerity.

- Promptly thank all your raters for taking the time to provide the feedback;
- Share your 3-3-1: what others said are behaviors where you excel, where you can improve and your LDG;
- Ask for their input and feedback and be open to fine-tune your LDG;
- Ask for examples of when your raters observed you demonstrating the behavior in your LDG effectively—so that if you were to replicate those behaviors in the future (perhaps more frequently) you'd be even more effective;
- Tell your raters you want to continue the conversation with them about your leadership development. To assist in this, in the coming months you will invite their feedback on your progress using LMAP Pulse, a follow up survey that takes 5 minutes to complete.

LMAP Pulse

LMAP Pulse is a brief survey that takes five minutes to complete and measures your progress in implementing your LDG. LMAP Pulse was developed to support and reinforce ongoing leadership

development feedback and conversation. The survey solicits four ratings including: *extent you communicated your Leadership Development Goal; efforts to implement your Leadership Development Goal; and your leadership development progress over the last months.* Raters are asked to *describe a time you observed this individual successfully demonstrate the behavior described in their Leadership Development Goal.*

Three to six months after receiving your LMAP Report, you will be sent an email invitation and complete instructions to complete LMAP Pulse survey (exact timing for Pulse intervals are set by your organization). In addition to formal feedback with LMAP Pulse, we encourage you to have ongoing, informal conversations with your co-workers about your leadership journey.

List of Your LMAP Raters

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

- rater01@lmapinc.com
- Rater02@lmapinc.com
- Rater03@lmapinc.com
- Rater04@lmapinc.com
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- rater11@lmapinc.com
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About LMAP

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 across the globe. We continually improve LMAP with major upgrades in 2004, 2006, 2008, 2009, 2011, and 2013

Have a suggestion? E-mail us at info@LMapInc.com

The **LMAP Methods and Statistical Findings** is available by request at info@LMapInc.com

To contact LMAP, please call (415) 479-3208 or e-mail us at info@LMapInc.com

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