



Barrett Values Centre

Leadership Development Report: Group



Leadership Group (10 Leaders)

| LEVEL | LEADERSHIP GROUP VALUES (LG) | OBSERVED VALUES (OV) | REQUESTED VALUES (RV) |
|---------|---------------------------------------|--|--|
| 7 | | | |
| | IROS (P)= 5-7-1-0 IROS (L)= 0-0-0-0 | IROS (P)= 7-1-1-0 IROS (L)= 1-0-0-0 | IROS (P)= 3-5-1-0 IROS (L)= 0-0-0-0 |
| Matches | collaborative working 5 6(R) | goals orientation 7 4(O) | communication skills 7 2(R) |
| LG-OV 4 | accountability 4 4(R) | <u>integrity</u> 6 5(I) | strategic thinker 7 4(I) |
| OV-RV 1 | <u>analytical</u> 4 3(I) | positive attitude 6 5(I) | team builder 6 4(R) |
| LG-RV 2 | coaching/ mentoring 4 6(R) | attention to detail 5 3(I) | <i>business/ industry knowledge</i> 4 4(I) |
| | high standards 4 3(I) | <u>ethical</u> 5 7(I) | inspiring 4 5(R) |
| | <u>integrity</u> 4 5(I) | <u>accessible</u> 4 2(R) | empowerment 3 4(R) |
| | <u>accessible</u> 3 2(R) | <u>analytical</u> 4 3(I) | listening 3 2(R) |
| | developing others 3 4(R) | <i>business/ industry knowledge</i> 4 4(I) | long-term perspective 3 7(O) |
| | <u>ethical</u> 3 7(I) | honesty 4 5(I) | vision 3 7(I) |
| | servant leader 3 6(R) | long hours (L) 4 3(I) | |
| | shared vision 3 5(O) | | |
| | strategic thinker 3 4(I) | | |
| | team builder 3 4(R) | | |

Black Underline = Self & Assessor OV

Orange = Assessor OV & RV

P = Positive

I = Individual

O = Organisational

Orange = Self & Assessor OV & RV

Blue = Self & Assessor RV

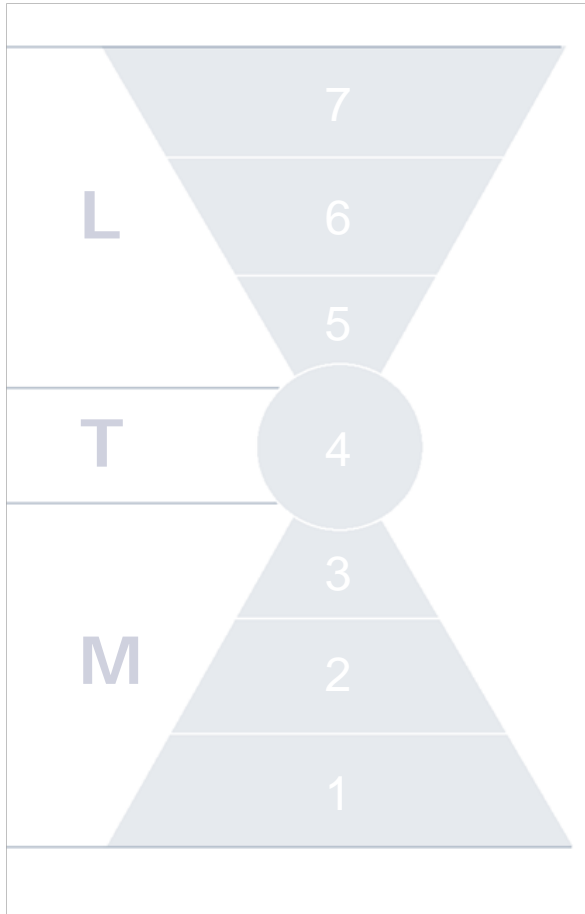
L = Potentially Limiting (White Circle)

R = Relationship

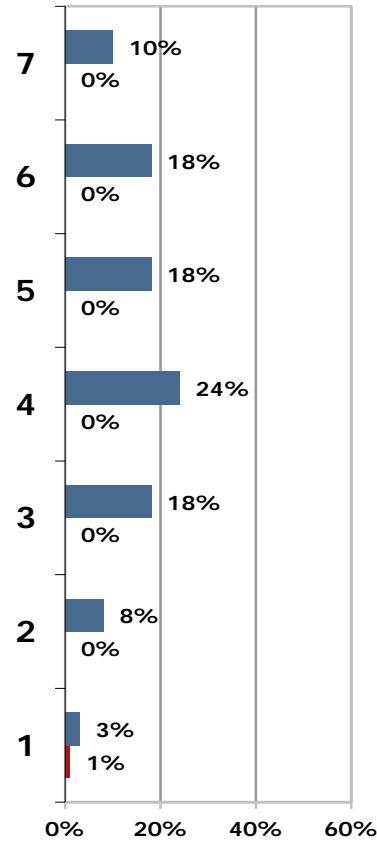
S = Societal



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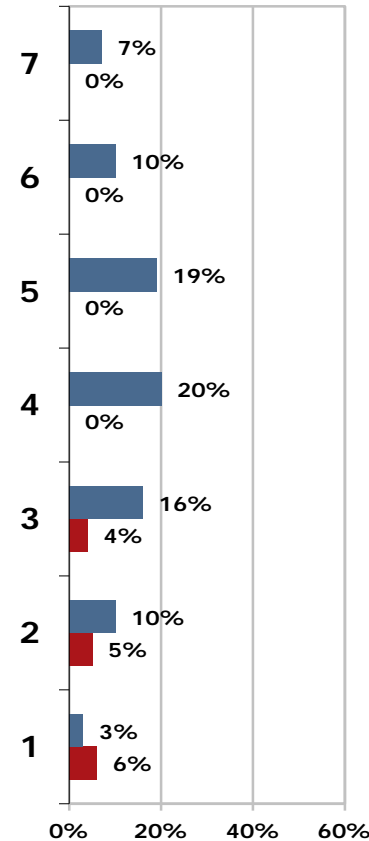
LEADERSHIP GROUP VALUES



LTM = 46-24-30

Leadership Entropy = 1%

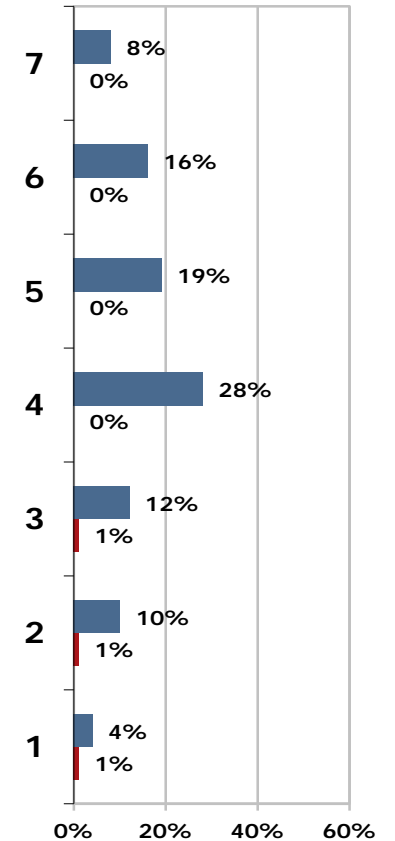
OBSERVED VALUES



LTM = 36-20-44

Leadership Entropy = 15%

REQUESTED VALUES



LTM = 43-28-29

Leadership Entropy = 3%

L=Leadership
T=Transformation
M=Management

■ Positive Values
■ Potentially Limiting Values



Leadership Group (10 Leaders)

VALUES JUMPS

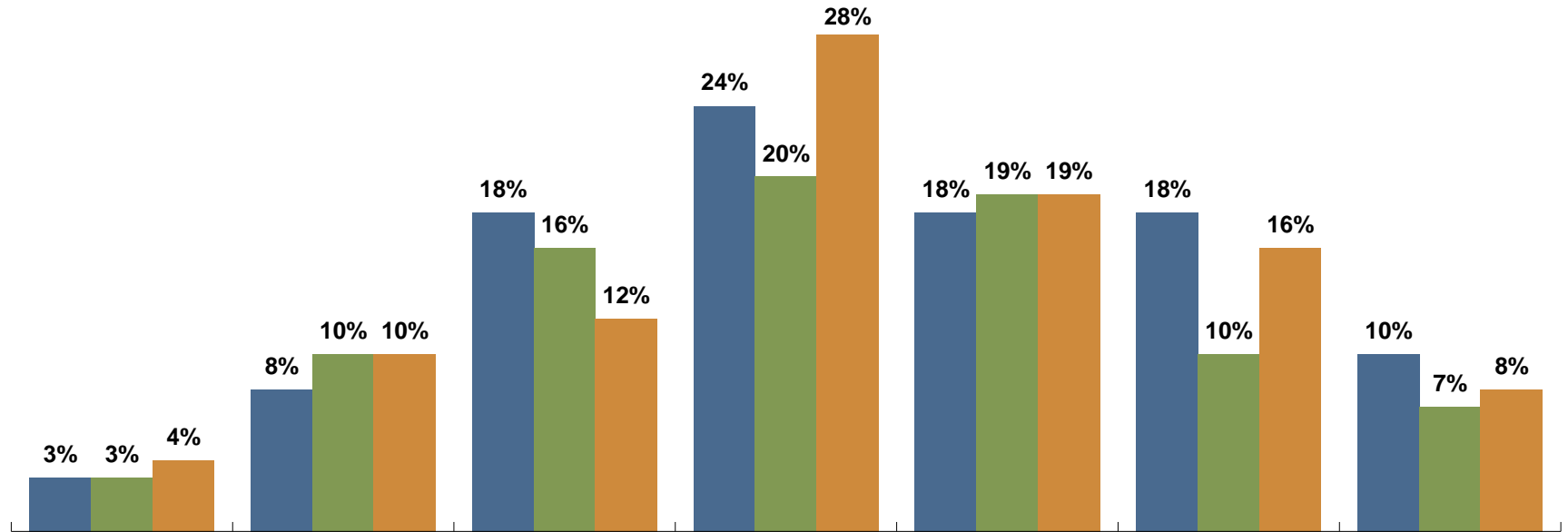
A value jump occurs when there are more votes for a requested value than an observed value. Listed below are the values with the largest increase in votes. The values in **bold** are listed in the top requested values on the values plot.

| | OBSERVED VALUES VOTES | REQUESTED VALUES VOTES | VALUES JUMP |
|------------------------------|-----------------------|------------------------|-------------|
| team builder | 17 | 50 | 33 |
| communication skills | 24 | 55 | 31 |
| strategic thinker | 35 | 62 | 27 |
| vision | 5 | 31 | 26 |
| developing others | 15 | 37 | 22 |
| organisational growth | 8 | 30 | 22 |
| long-term perspective | 15 | 36 | 21 |
| shared vision | 6 | 27 | 21 |
| making a difference | 16 | 36 | 20 |
| servant leader | 12 | 30 | 18 |
| continuous improvement | 10 | 28 | 18 |



Leadership Group (10 Leaders)

This diagram shows the percentage of positive values appearing at each level, comparing self-assessments with the observed and requested values chosen by assessors. The values in the table provide clarity around the desired direction for change in leadership style.



| LEVEL | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----------------------------|-----------------------|-----------------------------------|---|---|---|---------------------------------------|---------------------------------|
| Top Requested Values | | communication skills listening | | strategic thinker team builder business/ industry knowledge empowerment | | | long-term perspective vision |
| Values Jumps | organisational growth | | | developing others continuous improvement | | making a difference servant leader | |

Leadership Group Values ■ Observed Values ■ Requested Values ■



Leadership Group (10 Leaders)

LEADERSHIP ENTROPY TABLE

This table shows, by level, the Potentially Limiting Values that were chosen by assessors. The number of votes each value received determines whether or not they show up in the Observed Values Plot, and these numbers are shown in parenthesis. Potentially Limiting Values are found only at levels 1, 2 and 3.

| LEVEL | 1 | 2 | 3 |
|---|--|--|--|
| Votes for Potentially Limiting Values: 262 out of 1770 | cautious (30) controlling (27) authoritarian (23) over-managing (16) short-term focus (11) | demanding (30) conflict avoider (17) being liked (14) blame (12) internally competitive (11) | long hours (33) power (18) jumping to conclusions (11) lack of confidence (9) |
| Percentage of Total Votes: 15% | 6% | 5% | 4% |



Leadership Group (10 Leaders)

OBSERVED BEHAVIOURS

This table highlights how leaders and assessors perceive strengths and areas for improvement in relation to each of the Seven Levels of Leadership.

| LEVEL | BEHAVIOUR | ASSESSORS (%) | | | | LEADERS (10) | | | |
|-------|--------------------------------|--|-------------------------------|------------------------|----------------------|--|-------------------------------|------------------------|----------------------|
| | | Not relevant to role/unable to comment | Needs significant development | Needs some development | An existing strength | Not relevant to role/unable to comment | Needs significant development | Needs some development | An existing strength |
| 1 | Financial Performance | 14% | 2% | 20% | 64% | 1 | 1 | 1 | 7 |
| | Caution/Control | 6% | 1% | 22% | 71% | | | 4 | 6 |
| 2 | Accessible/Supportive | 2% | 9% | 36% | 53% | | | 2 | 8 |
| | Communication Skills | 1% | 9% | 37% | 53% | | | 5 | 5 |
| | Customer/Stakeholder | 12% | 5% | 23% | 60% | | | 3 | 7 |
| 3 | Reliable/Achievement | 2% | 2% | 23% | 73% | | | 3 | 7 |
| | Skill/Experience | 2% | 2% | 18% | 78% | | | 3 | 7 |
| | Visibility | 7% | 5% | 31% | 57% | | 1 | 3 | 6 |
| | Order/Efficiency/Quality | 7% | 3% | 34% | 56% | | | 1 | 9 |
| 4 | Adaptability/Open to new ideas | 2% | 11% | 37% | 50% | | 1 | 3 | 6 |
| | Learning/Growth | 11% | 2% | 20% | 67% | | | 1 | 9 |
| | Accountability/Empowerment | 8% | 10% | 33% | 49% | | | 4 | 6 |
| | Innovative | 11% | 7% | 37% | 45% | | 1 | 5 | 4 |
| | Strategic thinking/Goals | 5% | 7% | 38% | 50% | | | 5 | 5 |
| | Teamwork | 4% | 7% | 31% | 58% | | | 3 | 7 |
| | Feedback/Employee Development | 17% | 8% | 40% | 35% | 1 | 1 | 6 | 2 |
| 5 | Work/Life Balance | 11% | 8% | 31% | 50% | | 1 | 3 | 6 |
| | Shared Vision | 7% | 5% | 35% | 53% | 1 | | 3 | 6 |
| | Enthusiasm/Positive Attitude | 4% | 3% | 15% | 78% | | | 1 | 9 |
| | Authenticity/Trust | 2% | 5% | 24% | 69% | | | 2 | 8 |
| 6 | Patience/Cooperation | 2% | 5% | 28% | 65% | 1 | | 3 | 6 |
| | Empathy | 8% | 5% | 27% | 60% | | 1 | 5 | 4 |
| | Employee Fulfilment | 15% | 8% | 40% | 37% | 1 | 1 | 6 | 2 |
| 7 | Coaching/Mentoring | 11% | 5% | 33% | 51% | | | 4 | 6 |
| | Humility/Compassion | 7% | 5% | 32% | 56% | | 1 | 3 | 6 |
| | Wisdom | 9% | 2% | 25% | 64% | | 1 | 4 | 5 |



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