



Barrett Values Centre

Leadership Evolution Report: Leader A



Leader A 2015 (12 Assessors)

ALIGNMENT WITH ASSESSORS

Values Matches: 3

5+: Many of your values are coming across effectively. You walk your talk and demonstrate authenticity in these areas.

3-4: A fair number of your values are coming across effectively. You have a reasonable level of authenticity.

1-2: The majority of your values are not coming across. People do not experience what is most important to you.

0: None of your values are coming across. You are not connecting with people. What might be the reason for this?

ALIGNMENT OF OBSERVED AND REQUESTED VALUES

Values Matches: 4

6+: Assessors think you are on the right track.

4-5: You are doing well but people want you to make some changes.

2-3: You are somewhat on the right track but change is necessary.

0-1: People are asking you to make significant changes.

PERSONAL MASTERY

If you have more than 6% Leadership Entropy and one or more limiting values, you need to improve your personal mastery—the ability to manage or overcome limiting behaviours caused by your fear-based beliefs.

Leadership Entropy: 5%

<7%: Your behaviour is not sourced from fear.

7-10%: You may need to monitor or adjust your behaviour when you are upset or out of balance.

11-15%: Your behaviour is counter-productive to your desired outcomes.

16-20%: Your personal integrity is compromised by your fears.

21%+: You require coaching support to improve your leadership/management style.

Potentially Limiting Values: 0

0: Your leadership/management style is primarily positive.

1-2: There may be some element of fear behind how you make decisions and the way you manage people.

3+: Fear is a factor in how you lead/manage others.

NEW VALUES TO FOCUS ON

developing others
coaching/ mentoring
shared vision
team builder
accountability
information sharer

What themes do you see and what action could you take to live these new values more fully?

To what extent are the new values an enhancement to how you currently lead/manage others, or corrective measures to personal mastery issues that need to be addressed?



Leader A 2015 (12 Assessors)

Level	LEADER A: 10 VALUES (Self)	OBSERVED VALUES (OV)	REQUESTED VALUES (RV)
7			
6			
5			
4			
3			
2			
1			
	IROS (P)= 3-5-2-0 IROS (L)= 0-0-0-0	IROS (P)= 5-4-3-0 IROS (L)= 0-0-0-0	IROS (P)= 1-7-2-0 IROS (L)= 0-0-0-0
Matches Self-OV 3 OV-RV 4 Self-RV 5	<u>coaching/ mentoring</u> 6(R)	connecting with customers 8 6(O)	<u>developing others</u> 7 4(R)
	<u>collaborative working</u> 6(R)	accessible 6 2(R)	<u>strategic thinker</u> 6 4(I)
	continuous improvement 4(O)	ambitious 6 3(I)	<u>building trust</u> 5 5(R)
	<u>developing others</u> 4(R)	achievement 5 3(I)	<u>coaching/ mentoring</u> 5 6(R)
	empowerment 4(R)	<u>building trust</u> 5 5(R)	<u>collaborative working</u> 5 6(R)
	<u>enthusiasm</u> 5(I)	relationship builder 5 2(R)	shared vision 5 5(O)
	<u>goals orientation</u> 4(O)	<u>strategic thinker</u> 5 4(I)	<u>team builder</u> 5 4(R)
	honesty 5(I)	<u>collaborative working</u> 4 6(R)	accountability 4 4(R)
	positive attitude 5(I)	drive and determination 4 4(I)	<u>goals orientation</u> 4 4(O)
	<u>team builder</u> 4(R)	<u>enthusiasm</u> 4 5(I)	information sharer 4 4(R)
		<u>goals orientation</u> 4 4(O)	
		solution focus 4 3(O)	

Black Underline = Self & Assessor OV

Orange = Assessor OV & RV

P = Positive

I = Individual

Orange = Self & Assessor OV & RV

Blue = Self & Assessor RV

L = Potentially Limiting (White Circle)

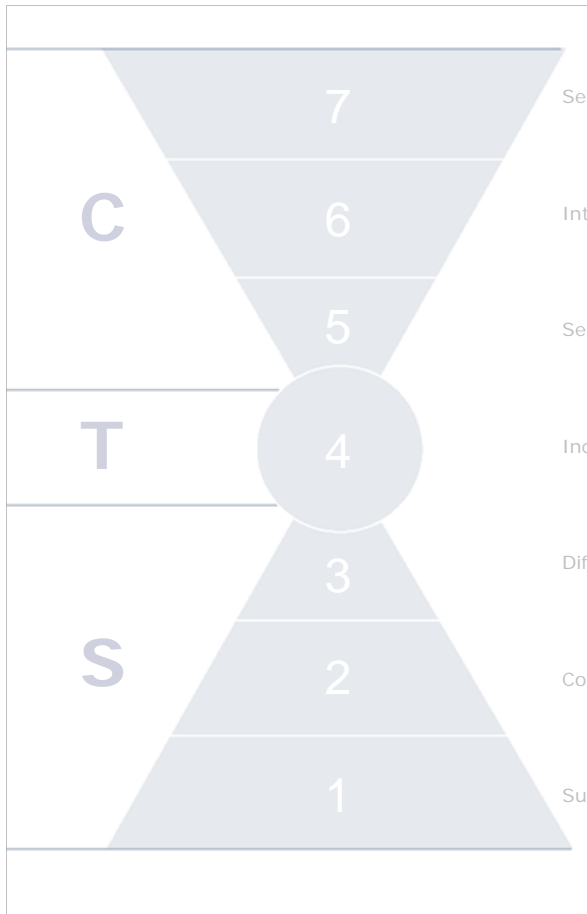
R = Relationship

O = Organisational

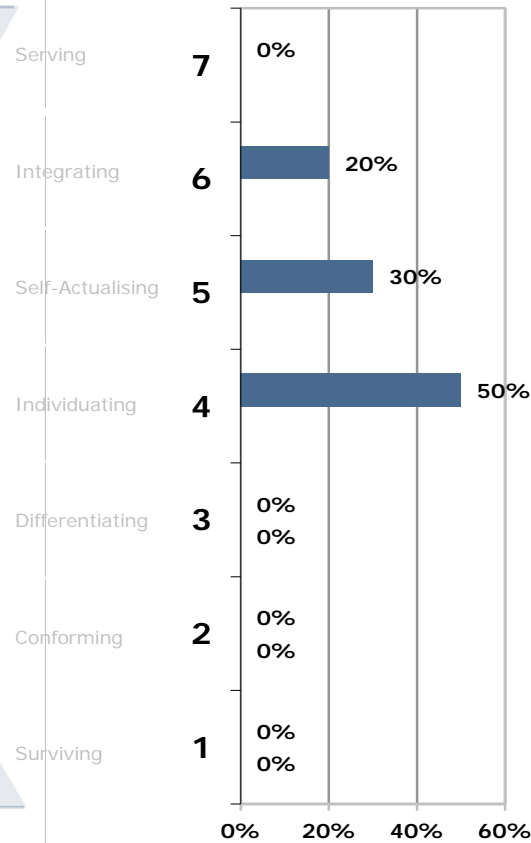
S = Societal



Leader A 2015 (12 Assessors)



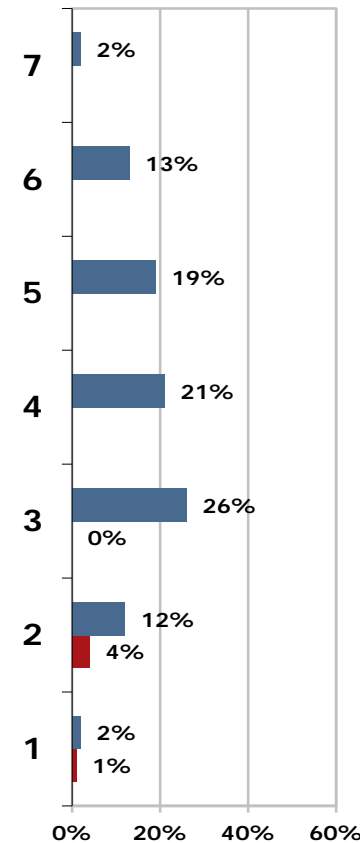
LEADER A: 10 VALUES



CTS = 50-50-0

Leadership Entropy = 0%

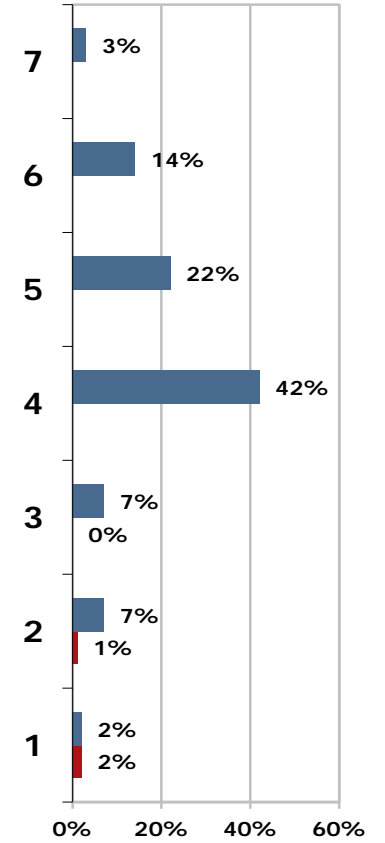
OBSERVED VALUES



CTS = 34-21-45

Leadership Entropy = 5%

REQUESTED VALUES



CTS = 39-42-19

Leadership Entropy = 3%

C=Common Good
T=Transformation
S=Self-Interest

■ Positive Values
■ Potentially Limiting Values



Leader A 2015 (12 Assessors)

VALUES JUMPS

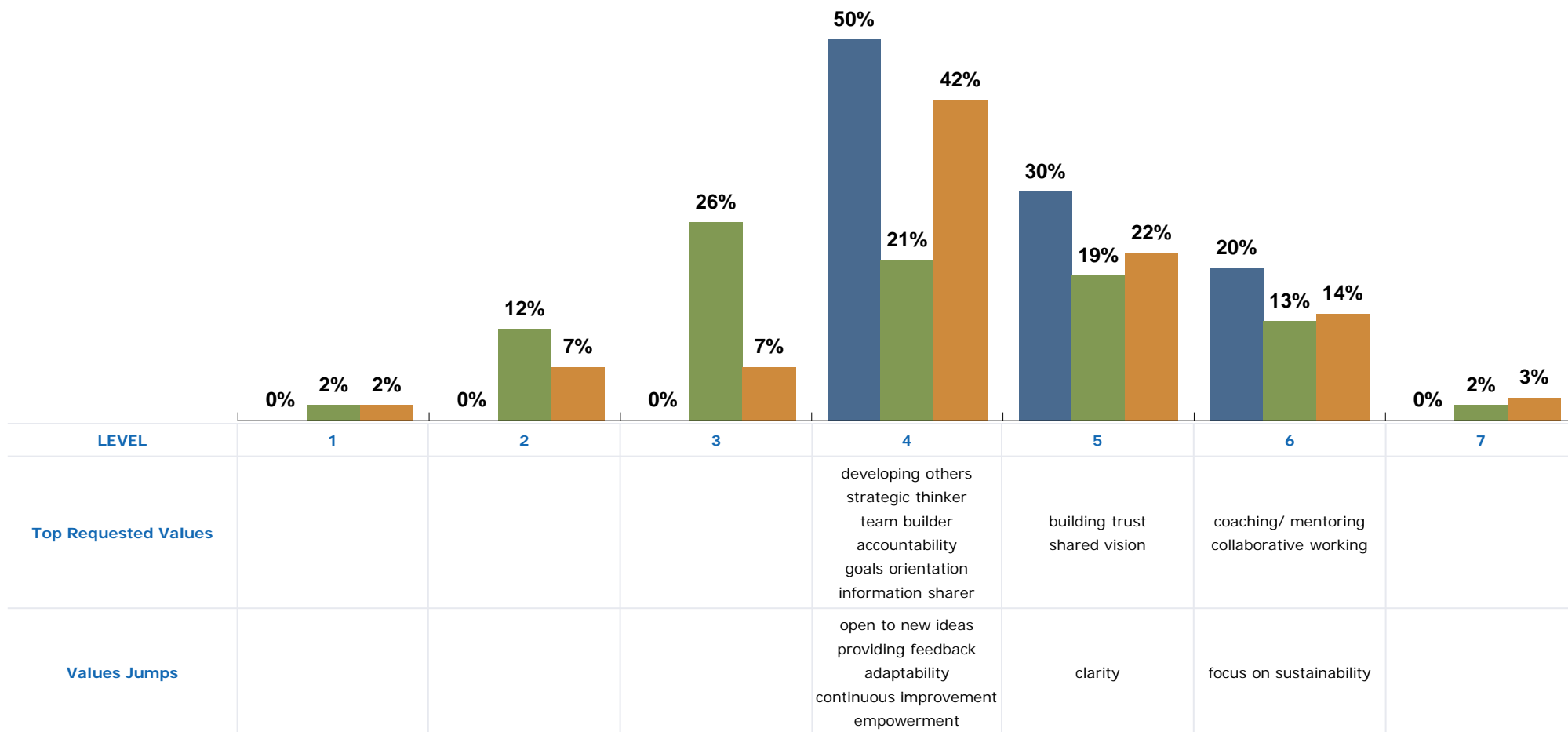
A value jump occurs when there are more votes for a requested value than an observed value. Listed below are the values with the largest increase in votes. The values in **bold** are listed in the top requested values on the values plot.

	OBSERVED VALUES VOTES	REQUESTED VALUES VOTES	VALUES JUMP
developing others	0	7	7
coaching/ mentoring	0	5	5
shared vision	1	5	4
information sharer	1	4	3
open to new ideas	0	3	3
providing feedback	0	3	3
team builder	3	5	2
adaptability	1	3	2
continuous improvement	1	3	2
clarity	0	2	2
empowerment	0	2	2
focus on sustainability	0	2	2
listening	0	2	2



Leader A 2015 (12 Assessors)

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



Your Chosen Values ■

Observed Values ■

Requested Values ■



Leader A 2015 (12 Assessors)

LEADERSHIP ENTROPY TABLE

This table shows by level the Potentially Limiting Values that were chosen by your 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.

Your Leadership Entropy percentage of 5 is low. This indicates that your leadership style supports your ability to achieve your objectives.

LEVEL	1	2	3
Votes for Potentially Limiting Values: 6 out of 120	controlling (1)	being liked (2) blame (1) demanding (1) internally competitive (1)	
Percentage of Total Votes: 5%	1%	4%	0%



Leader A 2015 (12 Assessors)

OBSERVED BEHAVIOURS

The following tables (pages 8-14) highlight how you and your assessors perceive your strengths and areas for improvement in relation to each of the Seven Levels of Leadership. The tables feature strengths statement that you and your assessors rated on the following scale:

- An existing strength
- Needs some development
- Needs significant development
- Not relevant to role/unable to comment

The number of assessors who selected each rating is shown alongside the corresponding statement. Your self-rating is highlighted in green. To what extent does your selection agree with your assessors?

LEVEL 1: THE CRISIS MANAGER

Leaders at Level 1 understand the importance of profit and shareholder returns while looking after the health and safety of employees. One of the most important attributes of these leaders is the ability to handle crises. They are calm and decisive in the midst of chaos and danger. The potentially limiting aspects of this level are generated from fears about not having enough control. When leaders operate as authoritarians on a regular basis, they quickly lose the trust and commitment of their people. They are afraid to let go because they have difficulty in trusting others. The greater their fears, the more risk-averse they become.

Level 1	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Places appropriate emphasis on financial performance	2	1	3	6
Applies caution and control in appropriate measure			2	10

The numbers show **how many of your assessors** voted for each category.

Leader's own rating =



Leader A 2015 (12 Assessors)

LEVEL 2: THE RELATIONSHIP MANAGER/COMMUNICATOR

Relationship managers handle conflicts easily and invest time in building harmonious working relationships, both internally and externally. They use their relationship skills to handle difficult interpersonal issues and their communication skills to build loyalty with their employees.

The potentially limiting aspects of this level can stem from fears about being liked, or where leaders are afraid to deal with their own or others' emotions. They avoid conflicts, resort to manipulation to get what they want and protect themselves by blaming others when things go wrong.

Level 2	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is accessible and supportive of others		1	2	9
Uses effective communication skills			4	8
Maintains a focus on customer/stakeholder needs where appropriate			1	11

The numbers show **how many of your assessors** voted for each category.

Leader's own rating =



Leader A 2015 (12 Assessors)

LEVEL 3: THE MANAGER/ORGANISER

Managers use metrics to manage performance. They build systems and processes that create order, efficiency, and enhance productivity. They are logical and rational in making decisions. They think strategically and move quickly to capitalise on opportunities. They want to be successful and they want to be the best.

When managers' needs for self-esteem are driven by subconscious fears, they become hungry for power, authority, recognition, or all three. They build bureaucracies and hierarchies to demonstrate their authority. Their need for self-esteem can lead them to work long hours. Image is important to them and they will play office politics to get what they want.

Level 3	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is reliable and focused on achievement			1	11
Demonstrates skill/experience in his/her role				12
Maintains strong visibility in the organisation			3	9
Promotes order, efficiency and quality			4	8

The numbers show **how many of your assessors** voted for each category.
Leader's own rating =



Leader A 2015 (12 Assessors)

LEVEL 4: THE FACILITATOR/INFLUENCER

Facilitators seek advice, build consensus and empower their staff. They research and develop new ways of thinking and embrace continuous learning. They become enablers of others, encouraging them to express themselves and share their ideas. They encourage innovation and focus on team building. They enjoy challenges and are courageous and fearless in their approach to life. Facilitators are in the process of shifting from becoming a manager to becoming a leader.

Level 4	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Demonstrates adaptability and is open to the ideas of others		1	8	3
Learns and grows from experiences	1		2	9
Encourages accountability through empowerment	1		7	4
Continuously seeks to innovate processes, practices and deliverables	2		5	5
Thinks strategically and provides clear goals	1		4	7
Demonstrates and supports teamwork		2	1	9
Offers constructive, regular feedback to support employee development	1		9	2
Demonstrates and supports a healthy work/life balance	1		2	9

The numbers show **how many of your assessors** voted for each category.
Leader's own rating =



Leader A 2015 (12 Assessors)

LEVEL 5: THE INTEGRATOR/INSPIRER

The integrator/inspiner builds a vision and mission for the organisation that inspires employees and customers alike. They promote a shared set of values and demonstrate congruent behaviours that guide their decision-making. By creating an environment of openness and fairness, they build trust and commitment. The culture they create brings out the best in people by unleashing enthusiasm, passion and creativity. They are focused on the common good. They are honest and truthful and display integrity in all they do.

Level 5	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Promotes dedication to a compelling, shared vision		1	4	7
Shows enthusiasm and maintains a positive attitude				12
Displays authenticity and works to build mutual trust			1	11
Demonstrates patience and cooperation			6	6

The numbers show **how many of your assessors** voted for each category.

Leader's own rating =



Leader A 2015 (12 Assessors)

LEVEL 6: MENTOR/PARTNER

Mentor/partners are motivated by the need to make a difference in the world. They are true servant-leaders. They care about their people, seeking ways to help employees find fulfilment through their work, and are active in building a pool of talent for the organisation by mentoring and coaching their subordinates. They collaborate with customers and suppliers to create win-win situations. They are active in the local community, building relationships that create goodwill and recognise the importance of environmental stewardship.

Level 6	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays empathy towards coworkers	2		1	9
Works to ensure employee fulfilment	3		4	5
Serves as a coach/mentor to others	1	1	8	2

The numbers show **how many of your assessors** voted for each category.

Leader's own rating =



Leader A 2015 (12 Assessors)

LEVEL 7: WISDOM/VISIONARY

Wisdom/visionary leaders are motivated by the need to serve the world. Their vision is global. They are concerned about the state of the world and about the legacy they are leaving for future generations. They are committed to social responsibility. They act with humility and compassion. They are generous in spirit, patient and forgiving by nature. They are at ease with uncertainty and can tolerate ambiguity. They enjoy solitude and can be reclusive and reflective. Level 7 leaders are admired for their wisdom and vision.

Level 7	NOT RELEVANT TO ROLE/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays humility and compassion		1	3	8
Shows wisdom when handling multiple levels of complexity/uncertainty		1	3	8

The numbers show **how many of your assessors** voted for each category.

Leader's own rating =



Leader A 2015 (12 Assessors)

FEEDBACK

What feedback you would like this person to have?	NAME (if given)
Is a great person to work with but can blow hot and cold in terms of interaction. However that may be more driven by the extreme work pace.	
Is a great employee that any employer wishes to have. Not only does he meet and exceed the targets set; but he creates a push for others to strive to do better. He is a goal oriented person which is something that is obvious in his actions and approach. Working with him is motivating and inspiring. He knows when and what to do. He is an asset to have not only for the employer, but also for the employees as it is a pleasure to be dealing with him.	Jim
It is very difficult to identify his areas for development as he performs so well in his current role. I think he has a tremendous amount to offer to the rest of the teams in terms of teaching them how to build relationships internally and how to deal openly and honestly with internal team members. Unlike many other team members, he does not act simply as the customer's internal spokesman - but seeks to balance the customer's stated demands with what the business CAN and SHOULD deliver. His approach to protecting the group's value in the deal builds trust internally and the way he gets all team members aligned behind the proposition to the customer is a core strength. If the purpose of this coaching is to move him up into a management role, then I also have difficulty in appraising him because I've not seen him perform management functions. I think he'd do very well, and I'm conscious that that is not a particularly helpful statement, being so sweeping, but I haven't worked with him in such a way as to assess his performance in a management role.	Sam
Delegate. He could achieve far greater impact if he did delegate to a larger extent and have a more supportive role. The day only has 24 hrs and he can only be in one location at one time.	



Leader A 2015 (12 Assessors)

FEEDBACK

What feedback you would like this person to have?	NAME (if given)
<p>Leads by example and is excellent at what he does well - high value complex selling. An area for improvement is the collaboration with peers and colleagues. He is keen on others sharing information but this is not always 2 way traffic and leads to frustration. This also applies to his delegation of activity, he needs to empower his staff and have them learn from his experience and expertise rather than protect it. Additionally he needs to develop his communication skills with regards setting out his vision and strategy. When he does it, it is done well but he needs to do it more and treat it as an important activity.</p>	
<p>Is better than nearly anyone I know in aligning resources to achieve a goal. People naturally want to support him. It would be great if he could coach others on this more as it us a very valuable skill that will strengthen the company.</p>	
<p>Is an excellent team builder, using a particular goal or objective to rally a team to the cause without forming dangerous "cliques". He is positive in attitude and reliably delivers on the goals he sets. He is a strategic thinker although these skills are predominantly used today around account development and could be more used in the broader business context. He has substantial potential to grow beyond his current role which will require the company to provide the opportunities and for him to increase his influence within the broader team. His leadership style is very collaborative, enabling others while being 'in the trenches' with the team.</p>	Amy
<p>It is a real pleasure to work with him and has been since I began doing so. Although he is not my line manager, I certainly look at him as such. He displays defense of those on his team when necessary which is always looked on favorably. Is extremely smart with an ability to remember everything with great levels of detail which earns him respect from staff of all levels. He is extremely well organized which serves him well in his current position.</p> <p>If I was to mention one thing that could be worked on it would be for him to try and take some time to coach those below him in order to pass on the great knowledge and wisdom gained previously.</p> <p>Most of all, the fact that I feel comfortable in writing this, letting him see it and putting my name on it, highlights enormous strength in his character.</p>	Jan



Leader A 2015 (12 Assessors)

DESIGNING YOUR ACTION PLAN

This table, and the one on the following page, show how the top values chosen by you and your assessors may help you understand ways to enhance your leadership style and performance.

The number of votes are those allocated to each value by your assessors. Potentially limiting values are shown in red.

VALUES CHOSEN BY YOU

ALIGNMENT <i>Your chosen values, which are clearly recognised by your assessors.</i>			UNREALISED POTENTIAL <i>Your chosen values, which are not strongly recognised by your assessors. Potentially limiting values here are not a major handicap.</i>		
Value/Behaviour	Votes	LEVEL	Value/Behaviour	Votes	LEVEL
collaborative working	4	6	positive attitude	3	5
enthusiasm	4	5	team builder	3	4
goals orientation	4	4	continuous improvement	1	4
			honesty	1	5
			coaching/ mentoring	0	6
			developing others	0	4
			empowerment	0	4



Leader A 2015 (12 Assessors)

DESIGNING YOUR ACTION PLAN

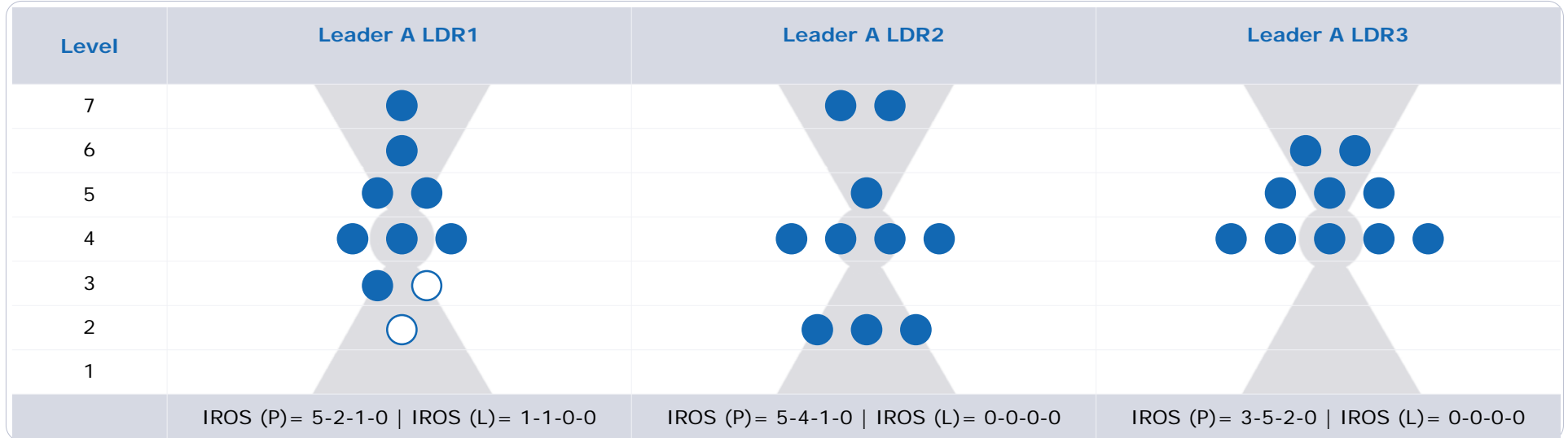
This table shows how the top values chosen by your assessors may help you understand ways to enhance your leadership style and performance. The number of votes are those allocated to each value by your assessors. Potentially limiting values are shown in red.

VALUES CHOSEN BY YOUR ASSESSORS

POSSIBLE BLIND SPOTS <i>Values you demonstrate, perhaps without awareness of their impact.</i>			DEVELOPMENT PRIORITIES <i>New requests from your assessors.</i>		
Value/Behaviour	Votes	LEVEL	Value/Behaviour	Votes	LEVEL
connecting with customers	8	6	shared vision	5	5
accessible	6	2	accountability	4	4
ambitious	6	3	information sharer	4	4
achievement	5	3			
building trust	5	5			
relationship builder	5	2			
strategic thinker	5	4			
drive and determination	4	4			
solution focus	4	3			



Leader A - Leadership Evolution



Matches	Leader A LDR1	Leader A LDR2	Leader A LDR3
	analytical 3(I)	business/ industry knowledge 4(I)	coaching/ mentoring 6(R)
	being liked (L) 2(R)	customer satisfaction 2(O)	collaborative working 6(R)
LDR 1/2: 2	collaborative working 6(R)	<i>developing others</i> 4(R)	continuous improvement 4(O)
LDR 2/3: 3	drive and determination 4(I)	<i>empowerment</i> 4(R)	<i>developing others</i> 4(R)
LDR 1/3: 2	forgiveness 7(R)	ethical 7(I)	<i>empowerment</i> 4(R)
LDR 1/2/3: 1	<i>honesty</i> 5(I)	<i>honesty</i> 5(I)	enthusiasm 5(I)
	lack of confidence (L) 3(I)	listening 2(R)	goals orientation 4(O)
	<u>open to new ideas</u> 4(I)	<u>open to new ideas</u> 4(I)	<i>honesty</i> 5(I)
	shared vision 5(O)	supportive 2(R)	positive attitude 5(I)
	strategic thinker 4(I)	vision 7(I)	team builder 4(R)

Black Underline = LDR 1/2

Orange = LDR 2/3

P = Positive
L = Potentially Limiting (White Circle)

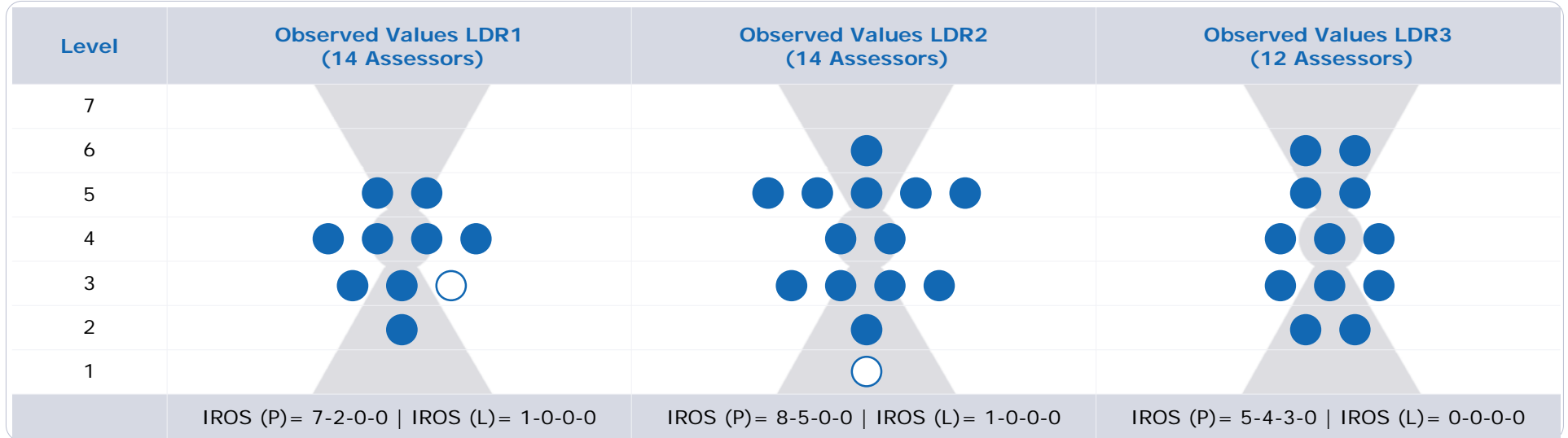
I = Individual
R = Relationship
O = Organisational
S = Societal

Orange = LDR 1/2/3

Blue = LDR 1/3



Leader A - Leadership Evolution



Matches					
	<u>analytical</u>	10 3(I)	integrity	9 5(I)	connecting with customers 8 6(O)
	<u>business/ industry knowledge</u>	8 4(I)	honesty	7 5(I)	accessible 6 2(R)
LDR 1/2:	accessible	7 2(R)	collaborative working	6 6(R)	ambitious 6 3(I)
LDR 2/3:	lack of confidence (L)	6 3(I)	<u>fairness</u>	6 5(R)	achievement 5 3(I)
LDR 1/3:	strategic thinker	6 4(I)	supportive	6 2(R)	building trust 5 5(R)
LDR 1/2/3:	drive and determination	5 4(I)	accountability	4 4(R)	relationship builder 5 2(R)
	<u>attention to detail</u>	4 3(I)	<u>analytical</u>	4 3(I)	strategic thinker 5 4(I)
	<u>commitment</u>	4 5(I)	<u>attention to detail</u>	4 3(I)	collaborative working 4 6(R)
	<u>fairness</u>	4 5(R)	<u>business/ industry knowledge</u>	4 4(I)	drive and determination 4 4(I)
	open to new ideas	4 4(I)	cautious (L)	4 1(I)	enthusiasm 4 5(I)
			<u>commitment</u>	4 5(I)	goals orientation 4 4(O)
			high standards	4 3(I)	solution focus 4 3(O)
			positive attitude	4 5(I)	
			reliable	4 3(R)	

Black Underline = LDR 1/2

Orange = LDR 2/3

P = Positive

I = Individual

Orange = LDR 1/2/3

Blue = LDR 1/3

L = Potentially Limiting (White Circle)

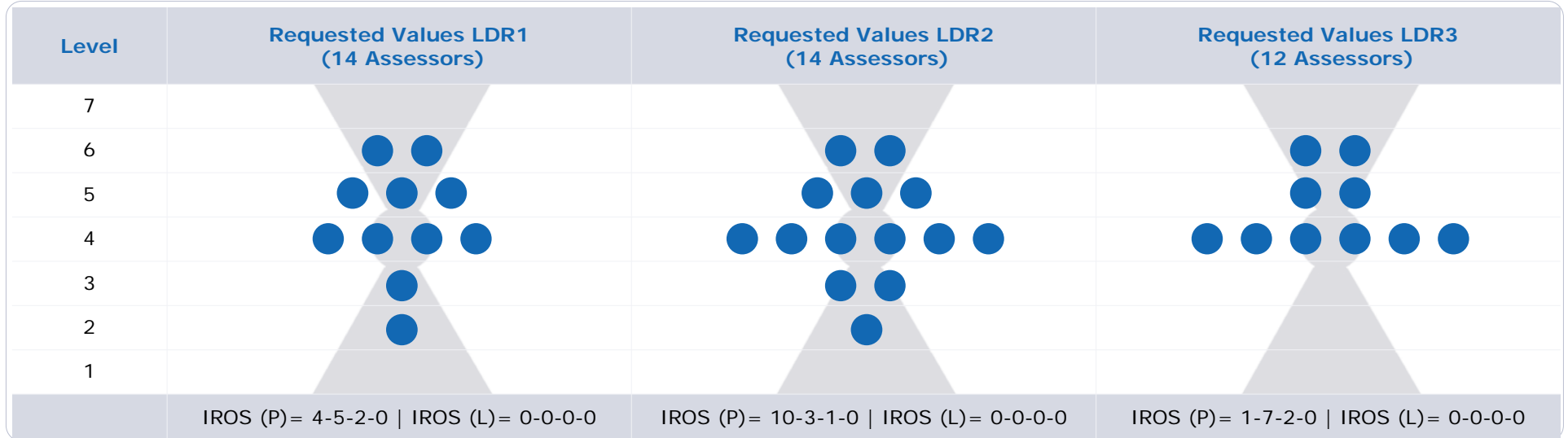
R = Relationship

O = Organisational

S = Societal



Leader A - Leadership Evolution



Matches	Requested Values LDR1 (14 Assessors)	Requested Values LDR2 (14 Assessors)	Requested Values LDR3 (12 Assessors)
	<u>communication skills</u> 11 2(R)	connecting with customers 7 6(O)	developing others 7 4(R)
	clarity 8 5(I)	<i>collaborative working</i> 6 6(R)	<i>strategic thinker</i> 6 4(I)
LDR 1/2: 4	<u>coaching/ mentoring</u> 7 6(R)	<u>communication skills</u> 6 2(R)	building trust 5 5(R)
LDR 2/3: 2	<u>empowerment</u> 6 4(R)	drive and determination 6 4(I)	<u>coaching/ mentoring</u> 5 6(R)
LDR 1/3: 4	<u>decisiveness</u> 5 3(I)	integrity 6 5(I)	<i>collaborative working</i> 5 6(R)
LDR 1/2/3: 1	<u>goals orientation</u> 5 4(O)	<i>strategic thinker</i> 6 4(I)	shared vision 5 5(O)
	inspiring 5 5(R)	business/ industry knowledge 5 4(I)	<u>team builder</u> 5 4(R)
	<i>strategic thinker</i> 5 4(I)	positive attitude 5 5(I)	accountability 4 4(R)
	humour/ fun 4 5(I)	achievement 4 3(I)	<u>goals orientation</u> 4 4(O)
	making a difference 4 6(O)	<u>decisiveness</u> 4 3(I)	information sharer 4 4(R)
	<u>team builder</u> 4 4(R)	<u>empowerment</u> 4 4(R)	
		honesty 4 5(I)	
		innovative 4 4(I)	
		open to new ideas 4 4(I)	

Black Underline = LDR 1/2

Orange = LDR 2/3

P = Positive
L = Potentially Limiting (White Circle)

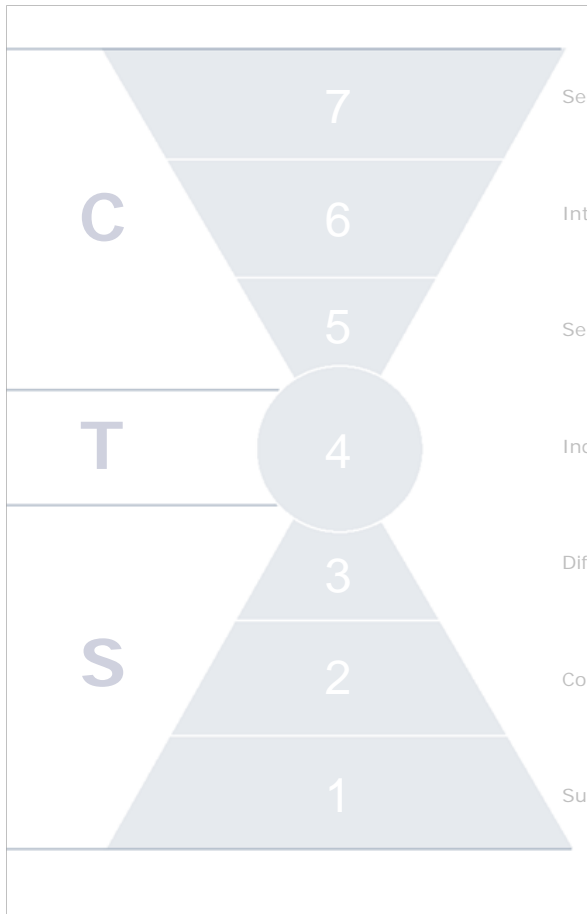
I = Individual
R = Relationship
O = Organisational
S = Societal

Orange = LDR 1/2/3

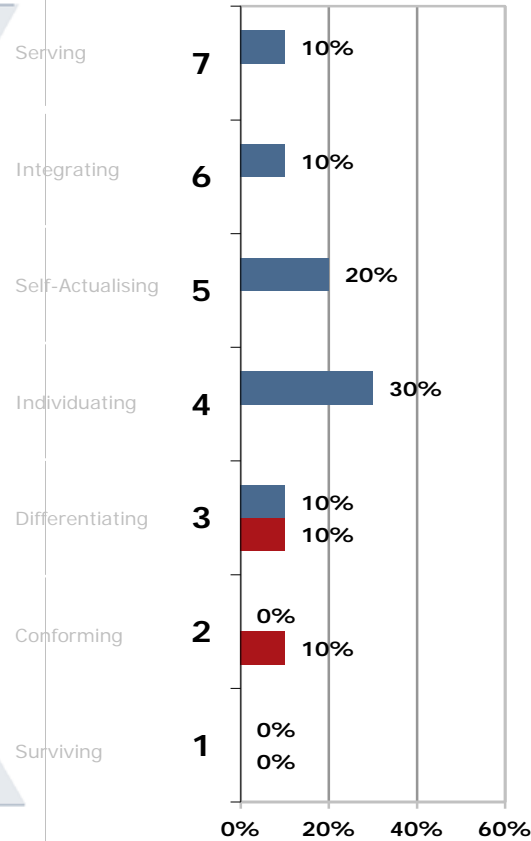
Blue = LDR 1/3



Leader A - Leadership Evolution



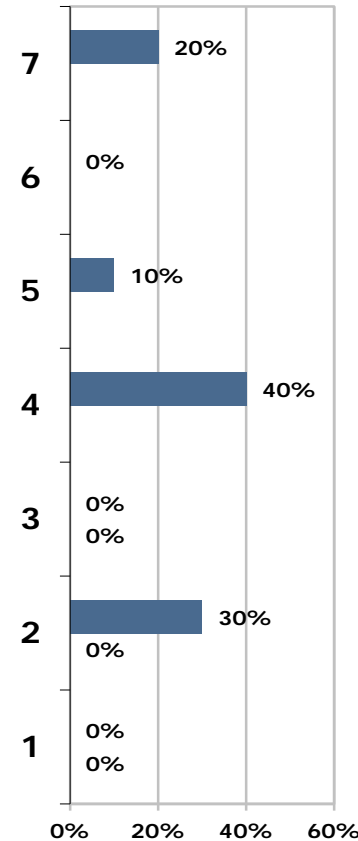
**Leader A Values
LDR1**



CTS = 40-30-30

Leadership Entropy = 20%

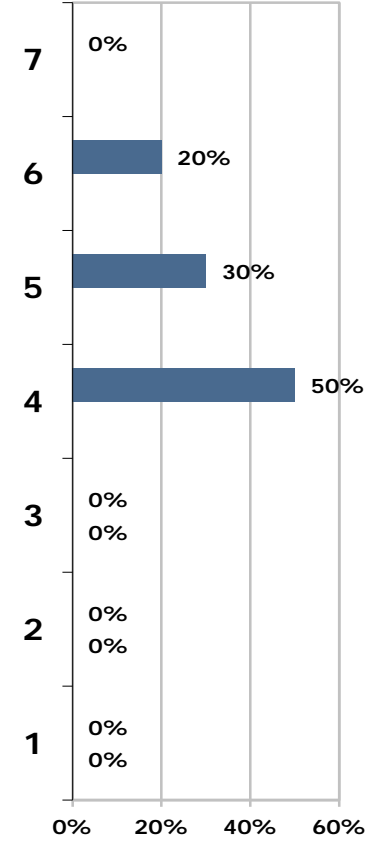
**Leader A Values
LDR2**



CTS = 30-40-30

Leadership Entropy = 0%

**Leader A Values
LDR3**



CTS = 50-50-0

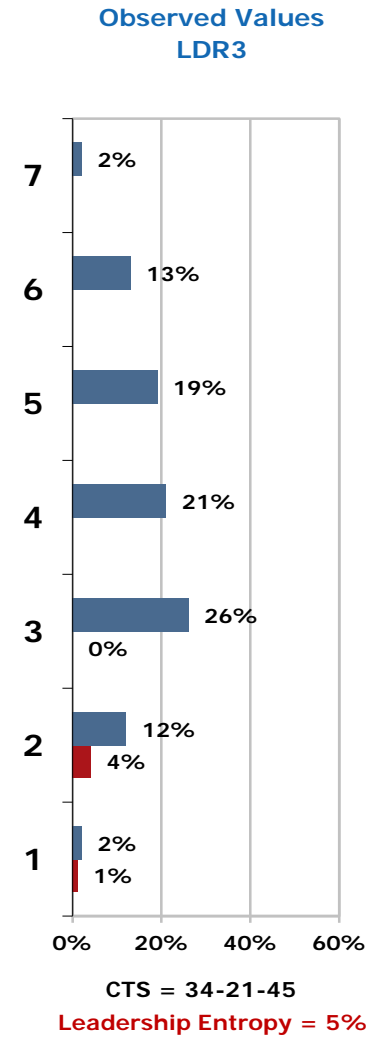
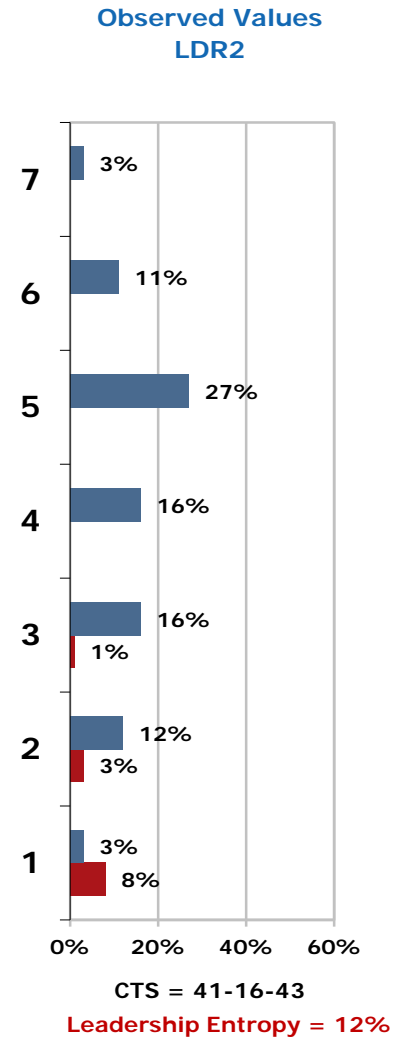
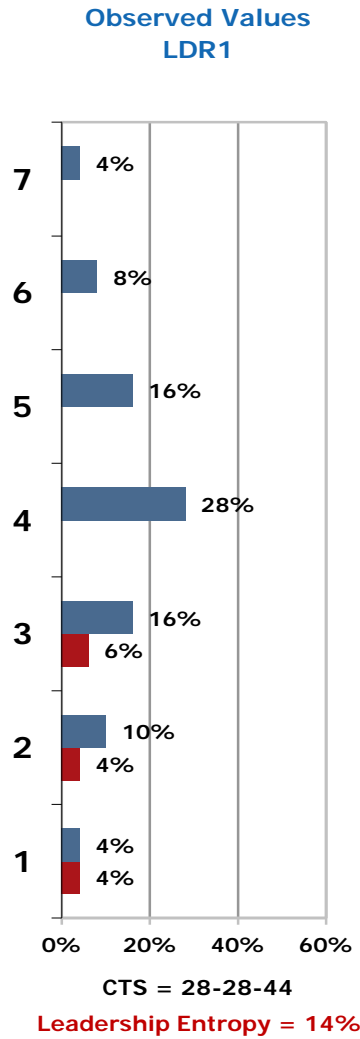
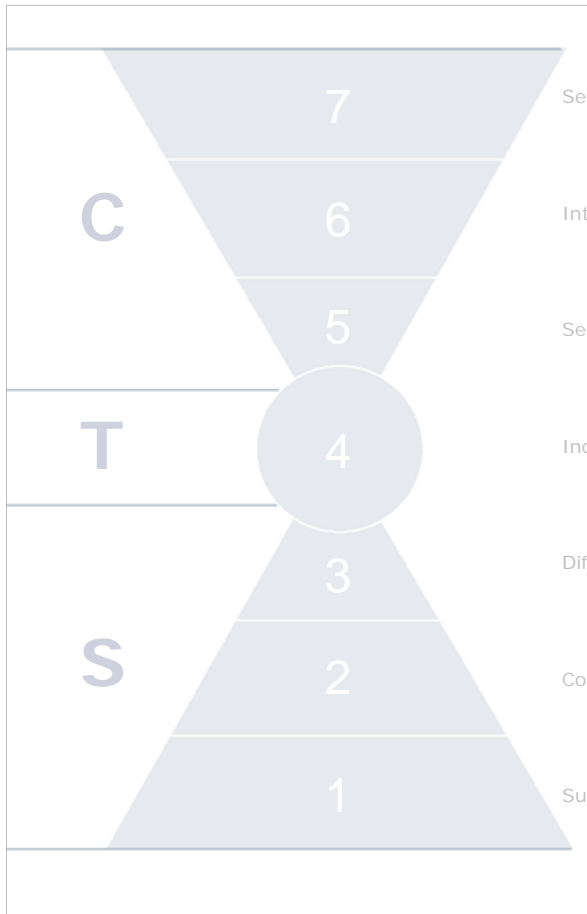
Leadership Entropy = 0%

C=Common Good
T=Transformation
S=Self-Interest

■ Positive Values
■ Potentially Limiting Values



Leader A - Leadership Evolution

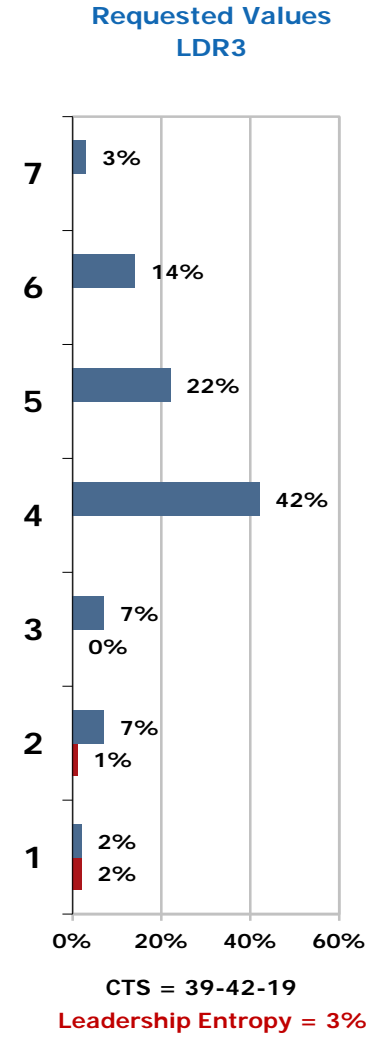
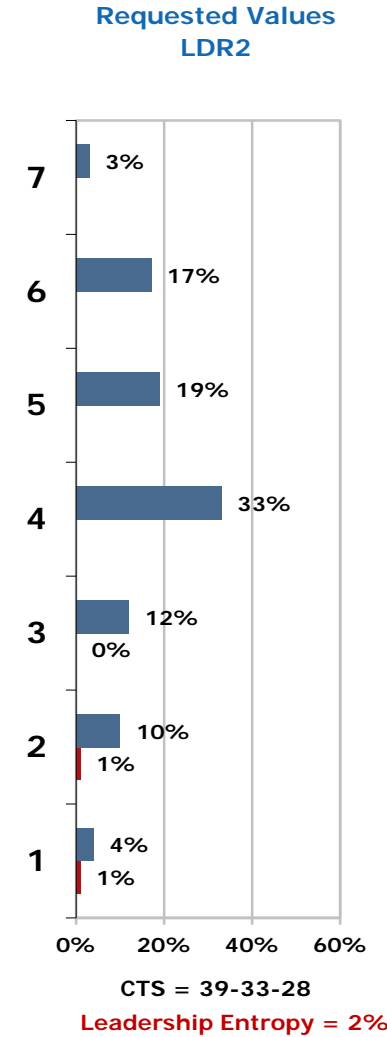
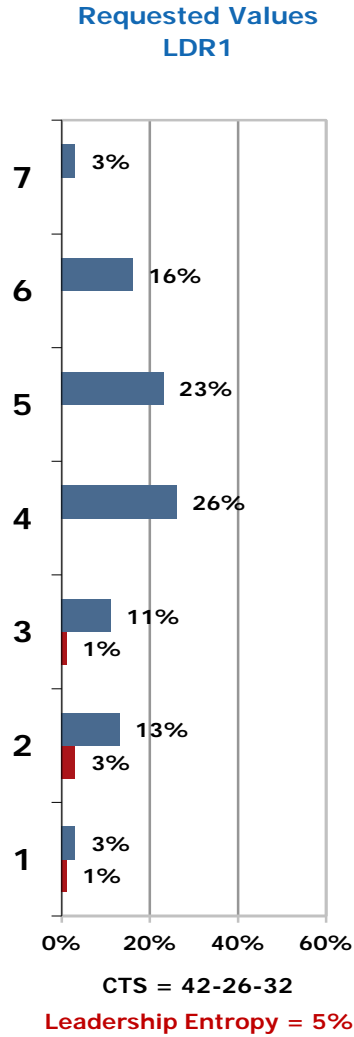
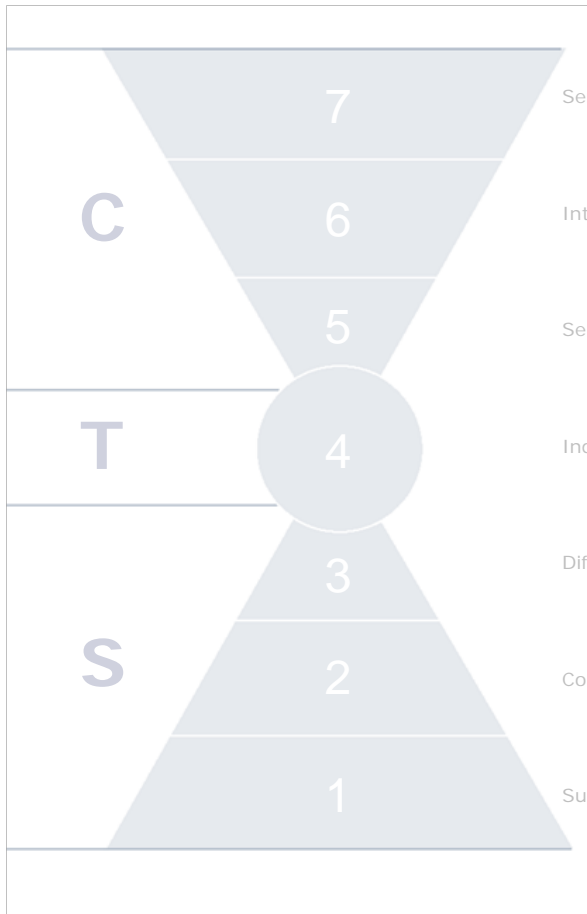


C=Common Good
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Leader A - Leadership Evolution



C=Common Good
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Leader A 2015 (12 Assessors)

OBSERVED BEHAVIOURS

Behaviour statements are sorted by % change, from previous to latest report, with positive shifts at the top.

BEHAVIOUR	ASSESSORS - Existing Strength %		
	LDR1	LDR2	LDR3
Shows enthusiasm and maintains a positive attitude	86%	57%	100%
Is reliable and focused on achievement	64%	50%	92%
Maintains strong visibility in the organisation	43%	36%	75%
Uses effective communication skills	0%	29%	67%
Thinks strategically and provides clear goals	36%	21%	58%
Promotes dedication to a compelling, shared vision	50%	36%	58%
Maintains a focus on customer/stakeholder needs where appropriate	64%	72%	92%
Shows wisdom when handling multiple levels of complexity/uncertainty	57%	50%	67%
Learns and grows from experiences	71%	64%	75%
Demonstrates skill/experience in his/her role	57%	93%	100%
Demonstrates and supports a healthy work/life balance	50%	72%	75%
Displays authenticity and works to build mutual trust	57%	93%	92%
Continuously seeks to innovate processes, practices and deliverables	36%	43%	42%
Applies caution and control in appropriate measure	43%	86%	83%
Is accessible and supportive of others	36%	79%	75%
Promotes order, efficiency and quality	29%	72%	67%
Demonstrates and supports teamwork	36%	86%	75%
Displays empathy towards coworkers	57%	86%	75%
Encourages accountability through empowerment	29%	50%	33%
Demonstrates adaptability and is open to the ideas of others	50%	43%	25%
Displays humility and compassion	64%	86%	67%
Works to ensure employee fulfilment	43%	64%	42%
Serves as a coach/mentor to others	36%	50%	17%
Offers constructive, regular feedback to support employee development	43%	57%	17%
Demonstrates patience and cooperation	57%	93%	50%
Places appropriate emphasis on financial performance	79%	93%	50%



Leader A 2015 (12 Assessors)

DESIGNING YOUR ACTION PLAN

1. Personal Mastery

If your level of Leadership Entropy is greater than 6% and/or you have one or more potentially limiting values observed by your assessors, you will need to focus on your personal mastery. This means your behaviours are driven by your conscious or subconscious fear-based beliefs ("limiting behaviours"). You will want to address the source of these fears.

For each potentially limiting value observed by your assessors write down what actions you propose to take to regulate these behaviours. You may wish to seek further clarity from your assessors about how to address these issues.

2. Alignment

These are the values that are coming across loud and clear to many of your assessors. If any of them are potentially limiting values address them as part of your personal mastery programme.

3. Unrealised Potential

If you have positive values in this section, first decide which of these values you would like to emphasise and then write down what behaviours you will adopt to make these values more observable to others.

If you have any potentially limiting values in this area, check to see if any of them are similar to any other potentially limiting values chosen by your assessors, that appear in the entropy table. Then decide if these are significant issues or not, and if they are, include them in your personal mastery programme (see 1 above).

4. Possible Blind Spots

If there are positive values in this section that you are unaware of, reflect on what behaviours you are demonstrating that would lead people to have chosen these values. Decide if these values are important to you, and to what extent you want to give them more emphasis in the future. How would you do that?

If there are potentially limiting values in this section bring them into your personal mastery programme (see 1 above).

5. Development Priorities

If you have any values in this section, write down how you are going to develop these skills/capabilities. Then, identify the areas from the **observed behaviour** statements where you scored yourself significantly higher than your assessors and ask them what they believe you could do to improve your performance in these areas.

For each item, write down, how you intend to grow and develop this skill/capability. Your assessors' feedback may help give you further insights/ ideas.



Evolutionary Leadership

