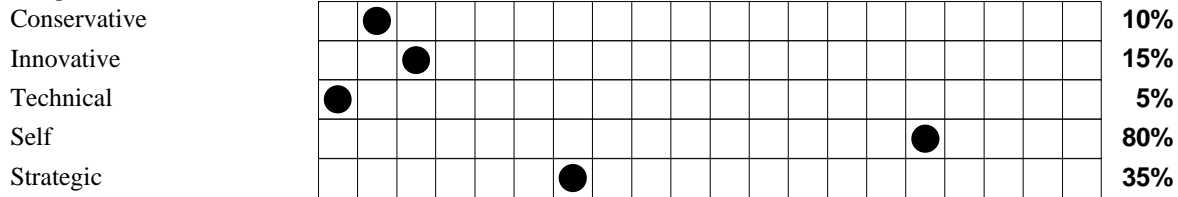


LEADERSHIP EFFECTIVENESS ANALYSIS™

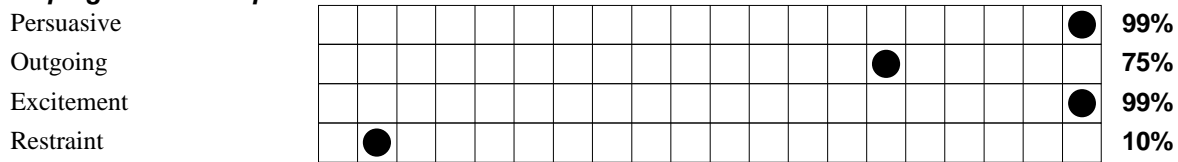
Summary Profile

LOW	LOW-MID	MID-RANGE	HI-MID	HIGH
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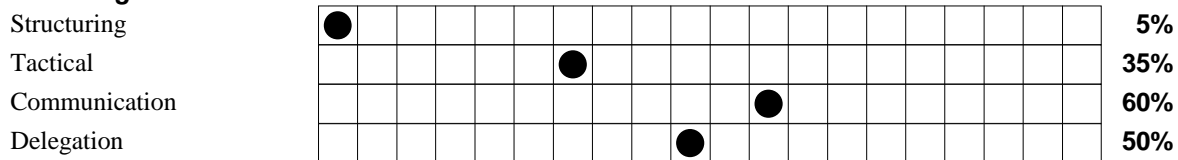
Creating a Vision



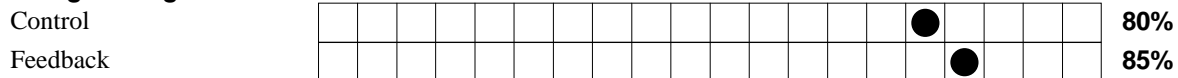
Developing Followership



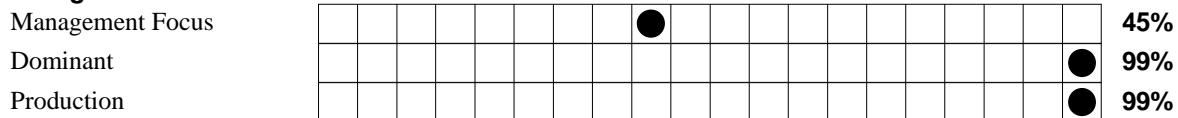
Implementing the Vision



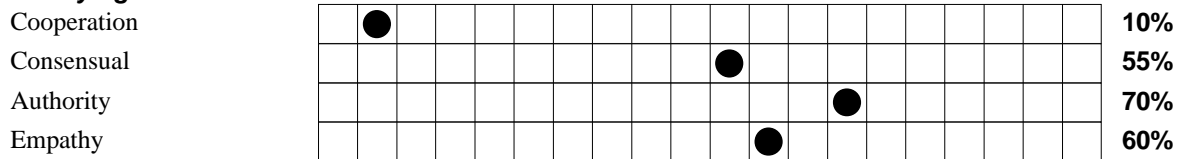
Following Through



Achieving Results



Team Playing



Leadership Effectiveness Analysis

CREATING A VISION

- **Conservative:** Studying problems in light of past practices to ensure predictability, reinforce the status quo and minimize risk.
- **Innovative:** Feeling comfortable in fast-changing environments; being willing to take risks and to consider new and untested approaches.
- **Technical:** Acquiring and maintaining in-depth knowledge in your field or area of focus; using your expertise and specialized knowledge to study issues and draw conclusions.
- **Self:** Emphasizing the importance of making decisions independently; looking to yourself as the prime vehicle for decision-making.
- **Strategic:** Taking a long-range, broad approach to problem solving and decision making through objective analysis, thinking ahead and planning.

DEVELOPING FOLLOWERSHIP

- **Persuasive:** Building commitment by convincing others and winning them over to your point of view.
- **Outgoing:** Acting in an extroverted, friendly and informal manner; showing a capacity to quickly establish free and easy interpersonal relationships.
- **Excitement:** Operating with a good deal of energy, intensity and emotional expression; having a capacity for keeping others enthusiastic and involved.
- **Restraint:** Maintaining a low-key, understated and quiet interpersonal demeanor by working to control your emotional expression.

IMPLEMENTING THE VISION

- **Structuring:** Adopting a systematic and organized approach; preferring to work in a precise, methodical manner; developing and utilizing guidelines and procedures.
- **Tactical:** Emphasizing the production of immediate results by focusing on short-range, hands-on, practical strategies.
- **Communication:** Stating clearly what you want and expect from others; clearly expressing your thoughts and ideas; maintaining a precise and constant flow of information.

IMPLEMENTING THE VISION (Cont'd)

- **Delegation:** Enlisting the talents of others to help meet objectives by giving them important activities and sufficient autonomy to exercise their own judgment.

FOLLOWING THROUGH

- **Control:** Adopting an approach in which you take nothing for granted, set deadlines for certain actions and are persistent in monitoring the progress of activities to ensure that they are completed on schedule.
- **Feedback:** Letting others know in a straightforward manner what you think of them, how well they have performed and if they have met your needs and expectations.

ACHIEVING RESULTS

- **Management Focus:** Seeking to exert influence by being in positions of authority, taking charge, and leading and directing the efforts of others.
- **Dominant:** Pushing vigorously to achieve results through an approach which is forceful, assertive and competitive.
- **Production:** Adopting a strong orientation toward achievement; holding high expectations for yourself and others; pushing yourself and others to achieve at high levels.

TEAM PLAYING

- **Cooperation:** Accommodating the needs and interests of others by being willing to defer performance on your own objectives in order to assist colleagues with theirs.
- **Consensual:** Valuing the ideas and opinions of others and collecting their input as part of your decision-making process.
- **Authority:** Showing loyalty to the organization; respecting the opinions of people in authority and using them as resources for information, direction and decisions.
- **Empathy:** Demonstrating an active concern for people and their needs by forming close and supportive relationships with others.