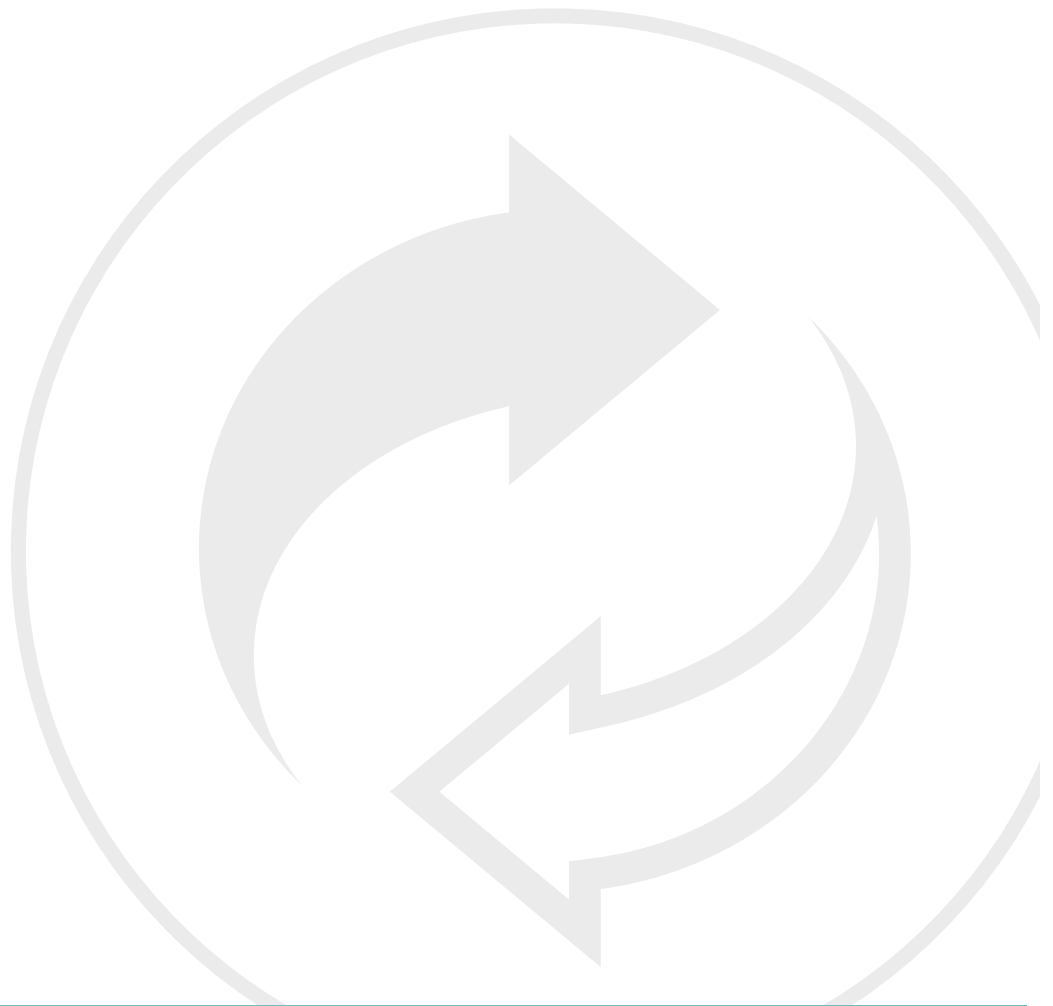


# LVI

LEADERSHIP<sup>®</sup>  
VERSATILITY  
INDEX

U.S. PATENT NO. 7,121,830

*for individual contributors*



PREPARED FOR

**PAT SAMPLE**  
January 2022

POWERED BY



**KAISER**  
leadership solutions



**LVI**

U.S. PATENT NO. 7,121,830

LEADERSHIP<sup>®</sup>  
VERSATILITY  
INDEX

# PAT SAMPLE

PROGRAM SPECIALIST II  
SAMPLE COMPANY

---

## TIME IN CURRENT JOB

**0 YEARS, 6 MONTHS**

## WORK EXPERIENCE

**13 YEARS, 3 MONTHS**

---

## FEEDBACK FROM 7 TOTAL OBSERVERS

- M** Manager (1)
- O** Other senior managers (2)
- P** Peers (4)

## INTENDED USE

The Leadership Versatility Index<sup>®</sup> is intended to provide feedback for the purpose of raising self-awareness and guiding the development of managers into better leaders. It was not created to provide information for making decisions about hiring, promotion, compensation, or termination and should not be used as the sole source of information for such decisions.

**THIS REPORT IS CONFIDENTIAL AND SHOULD NOT BE DISTRIBUTED WITHOUT PERMISSION.**

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Leadership Versatility Index, version 5.0  
U.S. Patent No. 7,121,830

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www.kaiserleadership.com

The LVI's method of assessment was developed by  
Bob Kaplan and Rob Kaiser at Kaplan DeVries Inc.

# NORMS

For the purpose of comparison, norms are presented from a sample with the following characteristics:

## NORM GROUP:

# 514 PARTICIPANTS

## RATED BY:

# 5,805 OBSERVERS

### REGION

US/Canada	56.9%
Europe	20.7%
Asia/Pacific	14.1%
Middle East/Africa	3.5%
Latin America	0.6%
Other	4.1%

### INDUSTRY

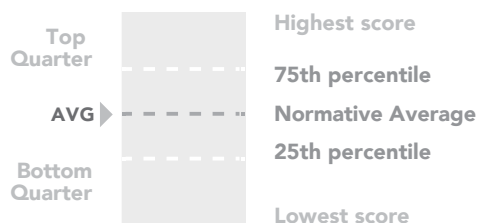
Aerospace & Defense	8.4%
Construction & Materials	1.2%
Consumer Goods	4.7%
Entertainment & Hospitality	3.1%
Financial Services	19.3%
Government Agency	6.1%
Health Care	4.3%
Manufacturing & Industrials	18.7%
Media	2.3%
Oil & Gas	1.5%
Professional Services	7.8%
Retail	1.5%
Sport Organizations	0.3%
Technology & Internet	13.6%
Telecommunications	1.6%
Transportation	1.8%
Other	3.9%

### DEMOGRAPHICS

	AVG	RANGE
Age (years)	38.1	21 - 66
Work experience (years)	9.4	0.25 - 36
Time in current job (years)	4.0	0.08 - 27
Male   Female   Non-binary	52%   47%   <1%	

### VISUALIZATION OF NORMS

Norms are presented for certain scores with the following graphic:



# ASSESSMENT FRAMEWORK

## BEHAVIOR MODEL

Versatility is the ability to read and respond to changing conditions with a full range of motion, unrestricted by a bias in favor of some approaches or against others.

The Leadership Versatility Index (LVI) measures versatility on two pairs of leadership dimensions. Each pair is a combination of opposing but complementary behaviors that reflect the tensions and trade-offs that make leadership a balancing act.

The model distinguishes how you work in terms of your style of interacting with people from what you work on in terms of the organizational issues you focus on.



## RATING SCALE

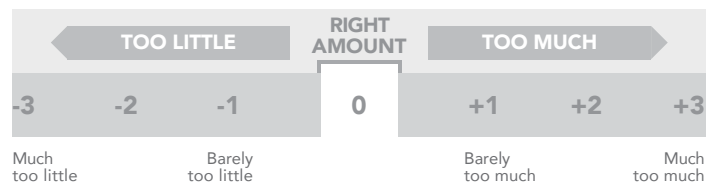
Expanding your versatility is not just about strengthening areas; it can also involve calibrating strengths that you may overuse from time to time.

Rather than evaluating you as "good or bad," feedback on the LVI advises you which behaviors to emphasize more and which to emphasize less to better reconcile the competing demands of leadership.

How much of a behavior is too little, the right amount, or too much depends on the situation. For instance, cultural values and norms, the business challenge, and the needs of the people you work with help determine how much

of a particular behavior is appropriate.

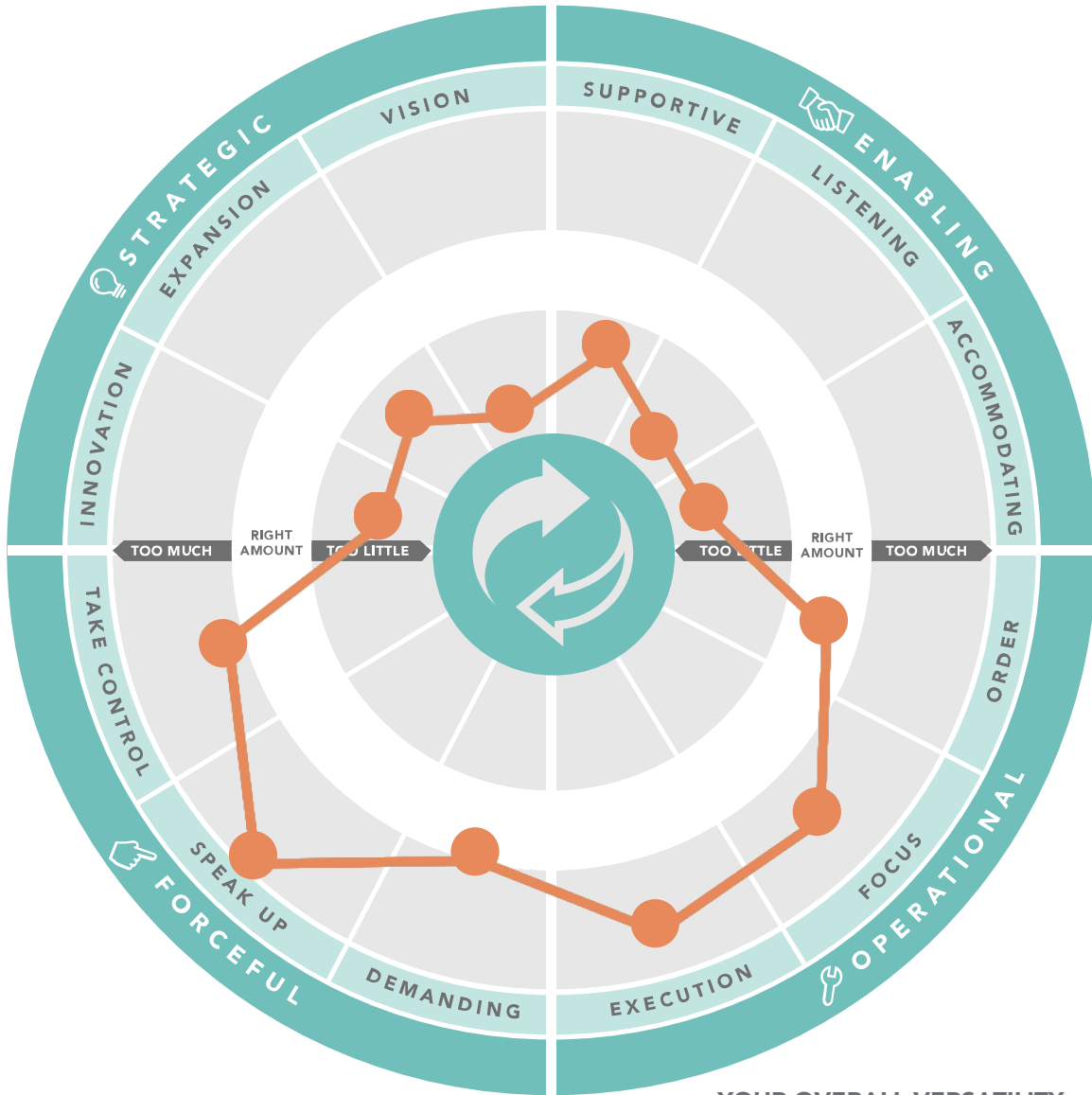
Your behavior was rated on a unique scale. Unlike the typical rating scale where "higher scores are better," the ideal score is in the middle of this scale, 0, the "Right Amount."



## WRITTEN FEEDBACK

At the end of the report, you will find qualitative, written feedback to supplement the quantitative ratings. The written comments often elaborate and further clarify what the ratings mean. They may also raise some things not covered by the rating items.

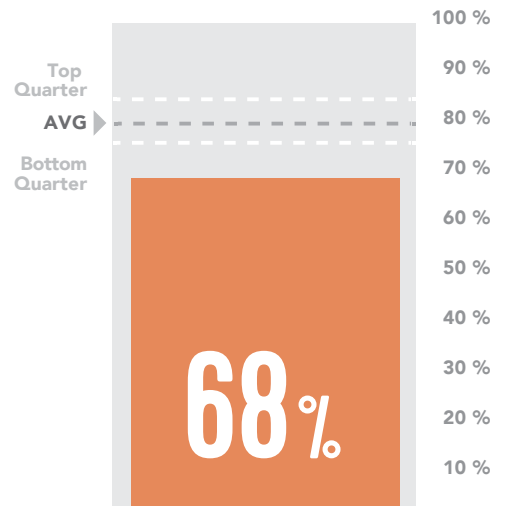
# OVERALL PROFILE



## YOUR OVERALL VERSATILITY

These results summarize the overall, 360 view from the 7 observers across the 3 rater groups that provided you feedback. (These results do not include your self-ratings.) The scores are computed as the grand mean: the overall average of the average scores for each of the 3 rater groups. Thus, each rater group contributes equally to the 360 view.

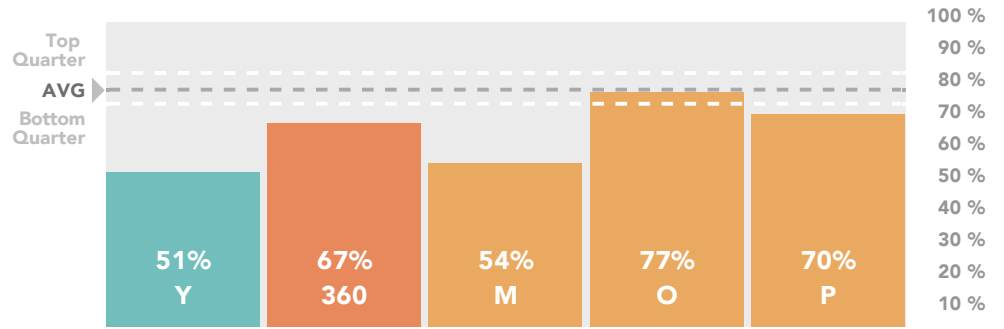
Your overall versatility score is shown to the right. The percentage represents how close your profile approximates a perfectly well-rounded circle. A score of 100% means everything was rated "the right amount;" scores are lower than 100% to the extent that some items were rated "too little" or "too much."



# HOW YOU WORK SUMMARY

## FORCEFUL-ENABLING VERSATILITY

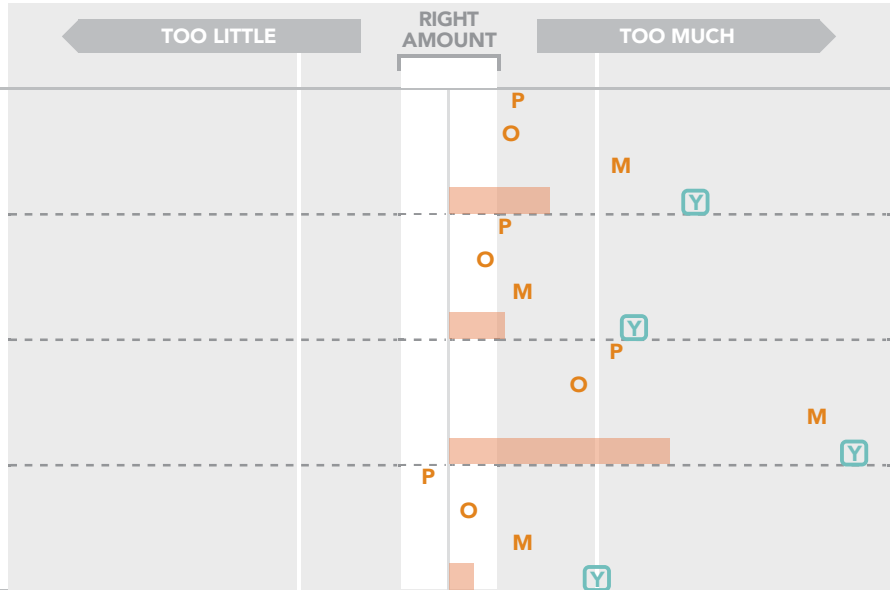
extent to which you are able to both use power personally and to empower others



### FORCEFUL

taking initiative and pushing for performance

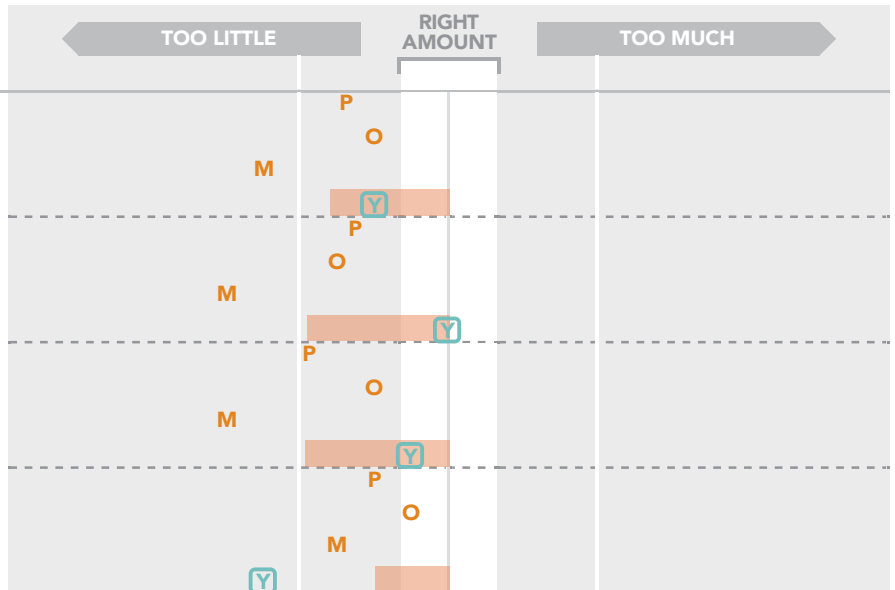
Overall  
Take Control  
Speak Up  
Demanding



### ENABLING

making it easy for others to contribute

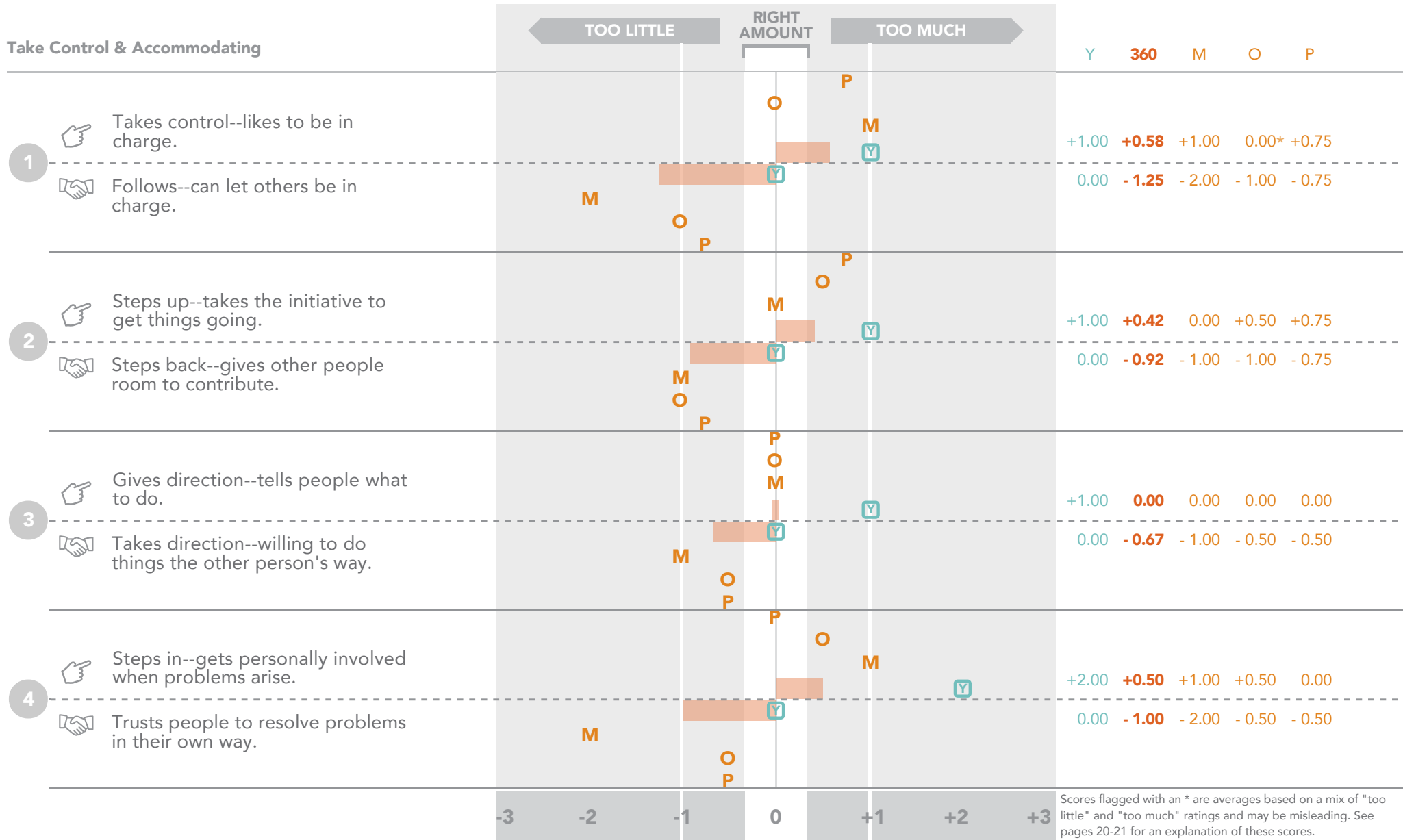
Overall  
Accommodating  
Listening  
Supportive



Y You 
  360 Avg of M, O & P 
 M Manager (1) 
 O Other senior managers (2) 
 P Peers (4)

# HOW YOU WORK DETAILED ITEM RESULTS

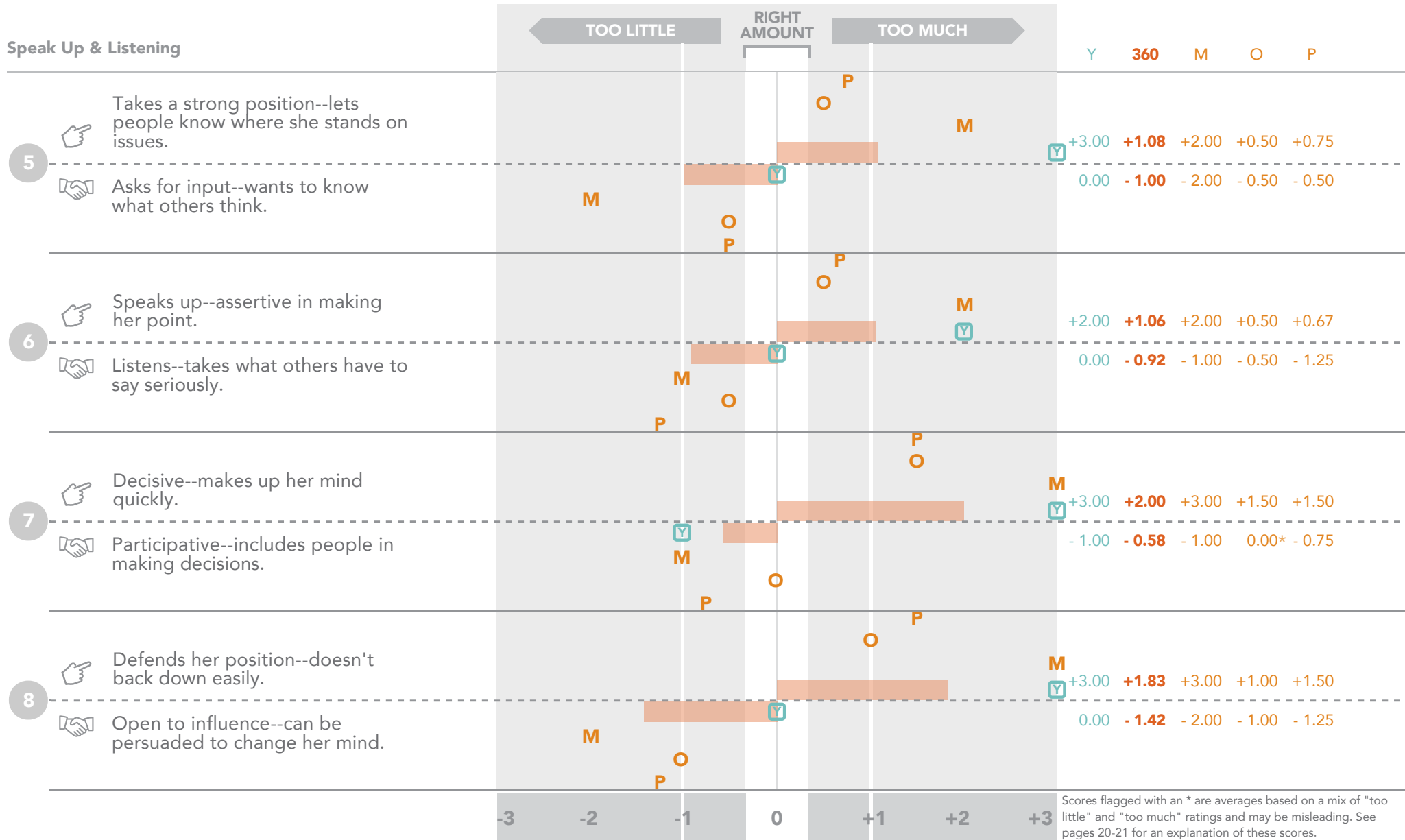
## Take Control & Accommodating



Scores flagged with an \* are averages based on a mix of "too little" and "too much" ratings and may be misleading. See pages 20-21 for an explanation of these scores.

Y You 
  360 Avg of M, O & P 
 M Manager (1) 
 O Other senior managers (2) 
 P Peers (4)

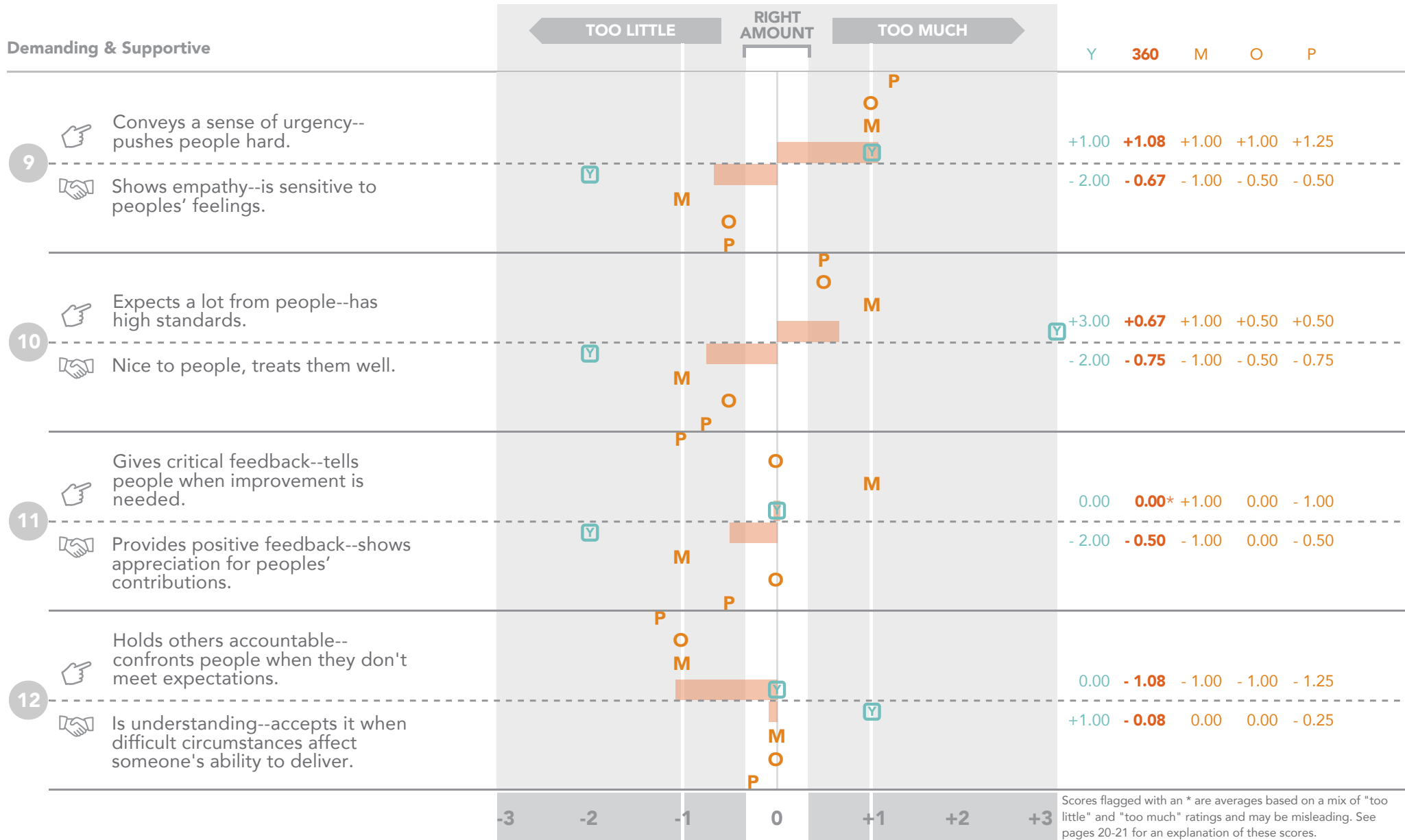
# HOW YOU WORK DETAILED ITEM RESULTS



Y You  
  360 Avg of M, O & P  
 M Manager (1)  
 O Other senior managers (2)  
 P Peers (4)



# HOW YOU WORK DETAILED ITEM RESULTS



Y You 
  360 Avg of M, O & P 
 M Manager (1) 
 O Other senior managers (2) 
 P Peers (4)

# HOW YOU WORK DISTRIBUTION OF RATINGS

## FORCEFUL

## ENABLING

	TOO LITTLE			RIGHT AMOUNT			TOO MUCH				TOO LITTLE			RIGHT AMOUNT			TOO MUCH		
	M	O	P	TOTAL	M	O	P	M	O		P	M	O	P	TOTAL	M	O	P	
<b>Take Control</b>																			
1 Takes control	0	1	0	1	1	5	1	1	3	<b>Accommodating</b>	1	2	3	6	1	0	0	0	0
2 Steps up	0	0	0	0	3	4	0	1	3	2 Steps back	1	2	3	6	1	0	0	0	0
3 Gives direction	0	0	0	0	7	0	0	0	0	3 Takes direction	1	1	2	4	3	0	0	0	0
4 Steps in	0	0	0	0	5	2	1	1	0	4 Trusts people	1	1	2	4	3	0	0	0	0
<b>Speak Up</b>																			
5 Takes a position	0	0	0	0	2	5	1	1	3	<b>Listening</b>	1	1	2	4	3	0	0	0	0
6 Speaks up	0	0	0	0	2	4	1	1	2	5 Asks for input	1	1	4	6	1	0	0	0	0
7 Decisive	0	0	0	0	0	7	1	2	4	6 Listens	1	1	3	5	1	1	0	1	0
8 Doesn't back down	0	0	0	0	0	7	1	2	4	7 Includes others	1	2	3	6	1	0	0	0	0
8 Open to influence																			
<b>Demanding</b>																			
9 Pushes people hard	0	0	0	0	1	6	1	2	3	<b>Supportive</b>	1	1	2	4	3	0	0	0	0
10 Expects a lot	0	0	0	0	3	4	1	1	2	9 Shows empathy	1	1	3	5	2	0	0	0	0
11 Gives critical feedback	0	0	3	3	2	2	1	0	1	10 Treats people well	1	0	2	3	4	0	0	0	0
12 Holds people accountable	1	2	3	6	1	0	0	0	0	11 Shows appreciation	0	0	1	1	6	0	0	0	0
12 Understanding																			
<b>Total</b>	1	3	6	10	27	46	9	12	25	<b>Total</b>	11	13	30	54	29	1	0	1	0
<b>Percentage</b>	8%	13%	13%	12%	33%	55%	75%	50%	53%	<b>Percentage</b>	92%	54%	63%	64%	35%	1%	0%	4%	0%

**TOTALS** Sum across M, O & P (7)    **M** Manager (1)    **O** Other senior managers (2)    **P** Peers (4)

# HOW YOU WORK RIGHT AMOUNT RATINGS

The following counts indicate how often you were rated “the right amount,” indicating that the rater thought you tend to use the behavior to the right degree and in the right situations.

## FORCEFUL

	RIGHT AMOUNT				
	Y	TOTAL	M	O	P
<b>Take Control</b>					
1 Takes control	0	1	0	0	1
2 Steps up	0	3	1	1	1
3 Gives direction	0	7	1	2	4
4 Steps in	0	5	0	1	4
<b>Speak Up</b>					
5 Takes a position	0	2	0	1	1
6 Speaks up	0	2	0	1	1
7 Decisive	0	0	0	0	0
8 Doesn't back down	0	0	0	0	0
<b>Demanding</b>					
9 Pushes people hard	0	1	0	0	1
10 Expects a lot	0	3	0	1	2
11 Gives critical feedback	1	2	0	2	0
12 Holds people accountable	1	1	0	0	1
<b>Total</b>	<b>2</b>	<b>27</b>	<b>2</b>	<b>9</b>	<b>16</b>
<b>Percentage</b>	<b>17%</b>	<b>33%</b>	<b>17%</b>	<b>38%</b>	<b>34%</b>

## ENABLING

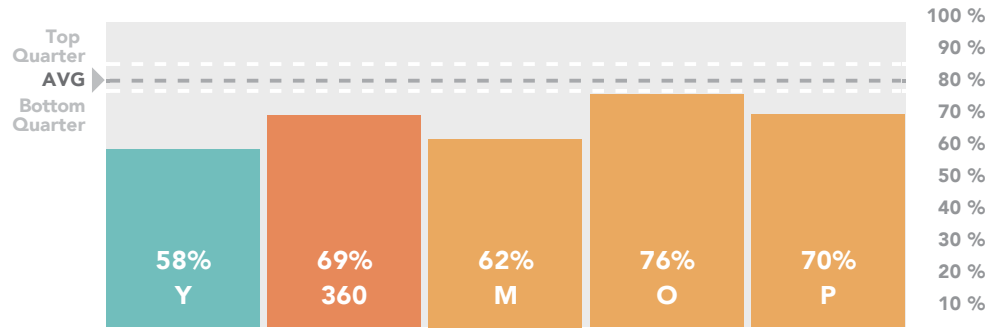
	RIGHT AMOUNT				
	Y	TOTAL	M	O	P
<b>Accommodating</b>					
1 Follows others	1	1	0	0	1
2 Steps back	1	1	0	0	1
3 Takes direction	1	3	0	1	2
4 Trusts people	1	3	0	1	2
<b>Listening</b>					
5 Asks for input	1	3	0	1	2
6 Listens	1	1	0	1	0
7 Includes others	0	1	0	0	1
8 Open to influence	1	1	0	0	1
<b>Supportive</b>					
9 Shows empathy	0	3	0	1	2
10 Treats people well	0	2	0	1	1
11 Shows appreciation	0	4	0	2	2
12 Understanding	0	6	1	2	3
<b>Total</b>	<b>7</b>	<b>29</b>	<b>1</b>	<b>10</b>	<b>18</b>
<b>Percentage</b>	<b>58%</b>	<b>35%</b>	<b>8%</b>	<b>42%</b>	<b>38%</b>

Y You    TOTALS Sum across M, O & P (7)    M Manager (1)    O Other senior managers (2)    P Peers (4)

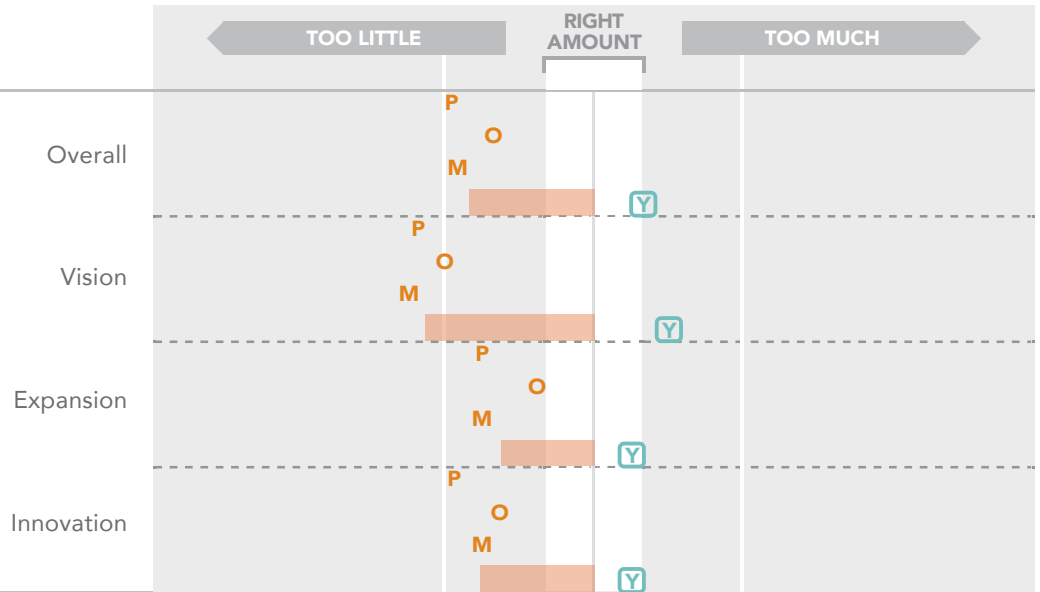
# WHAT YOU WORK ON SUMMARY

## STRATEGIC-OPERATIONAL VERSATILITY

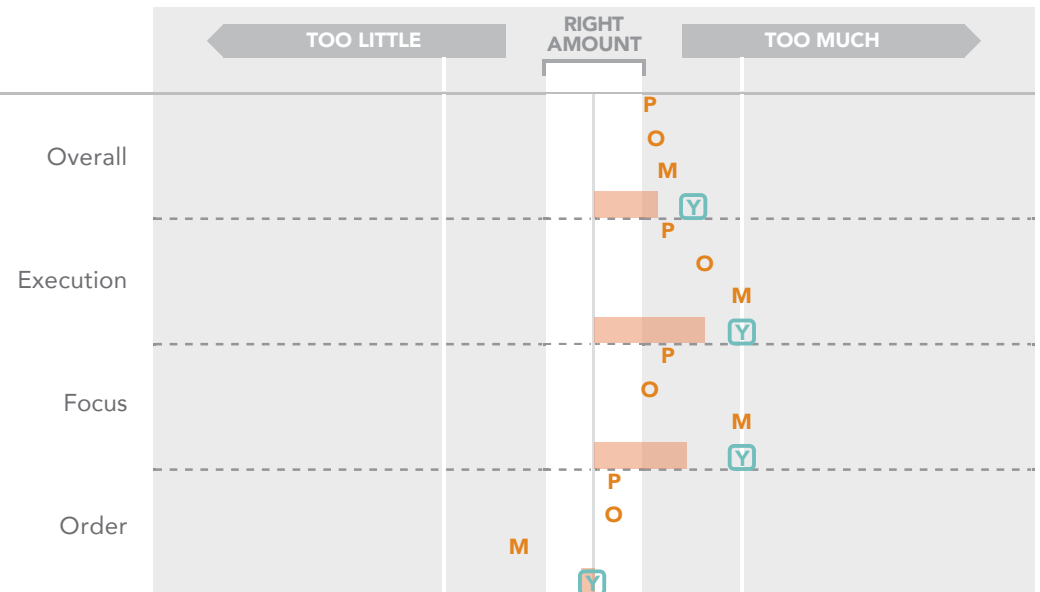
extent to which you are able to both envision the future and execute to make it happen



**STRATEGIC**  
seeing the big picture and long-term priorities

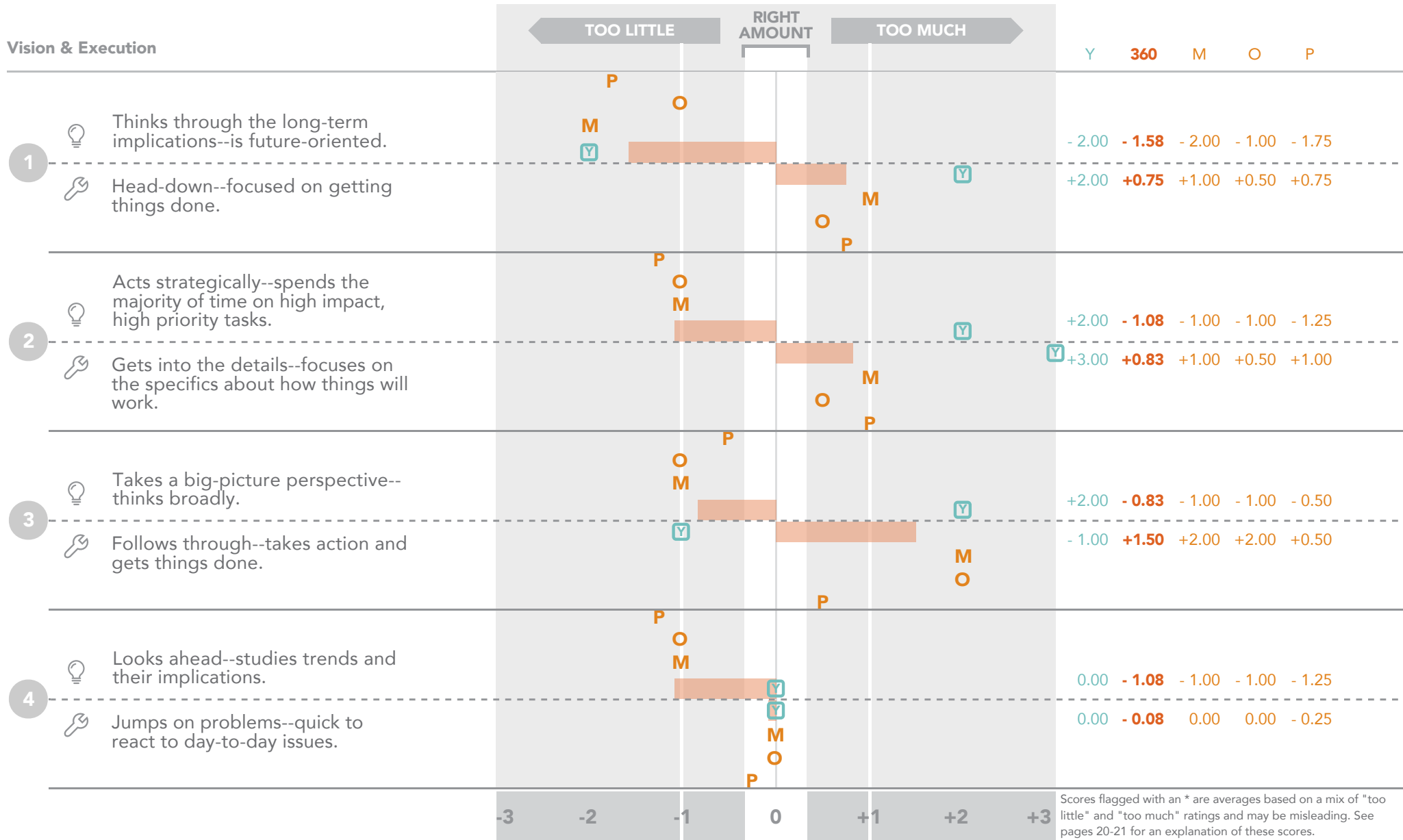


**OPERATIONAL**  
focusing on getting things done and being productive



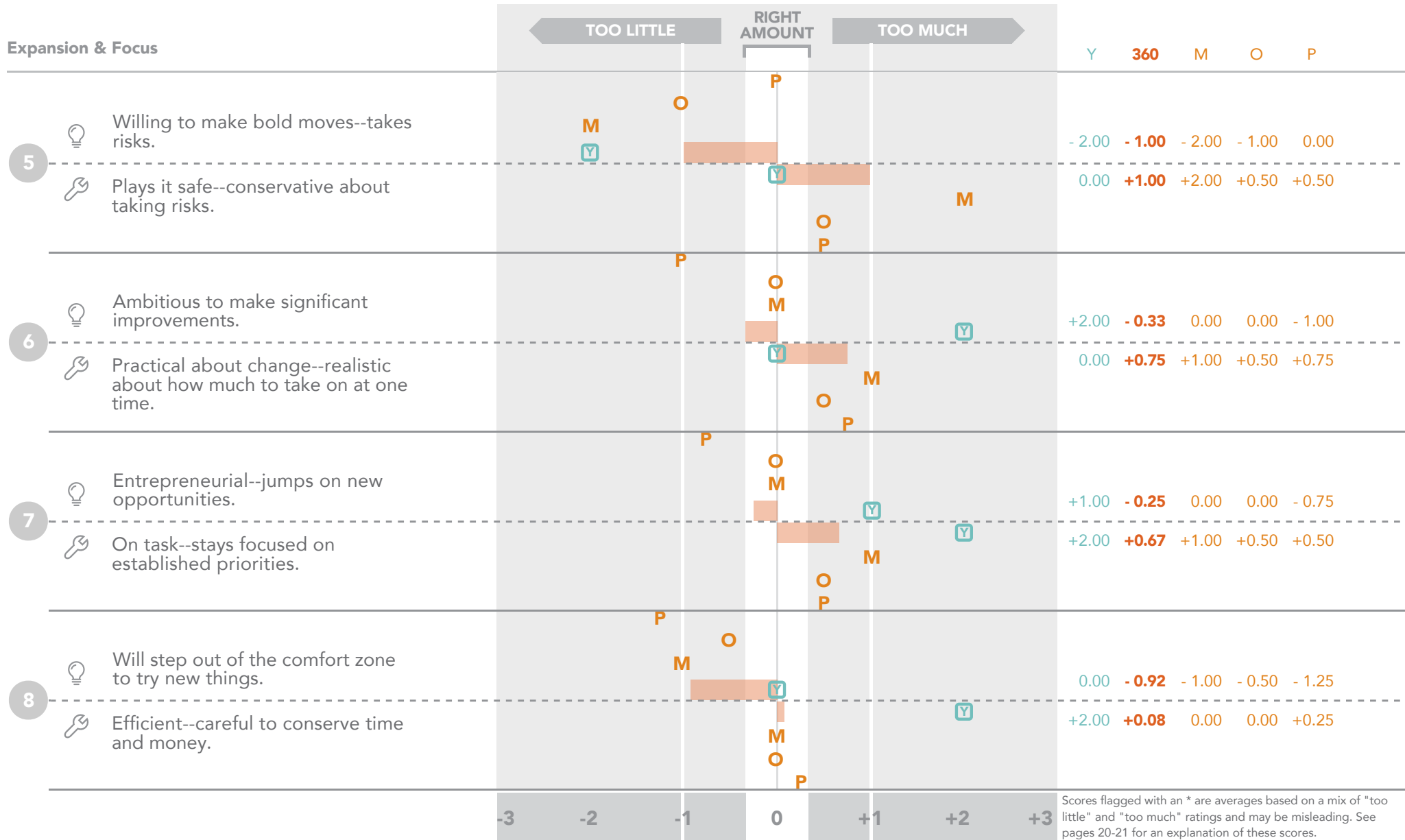
Y You  
  360 Avg of M, O & P  
 M Manager (1)  
 O Other senior managers (2)  
 P Peers (4)

# WHAT YOU WORK ON DETAILED ITEM RESULTS



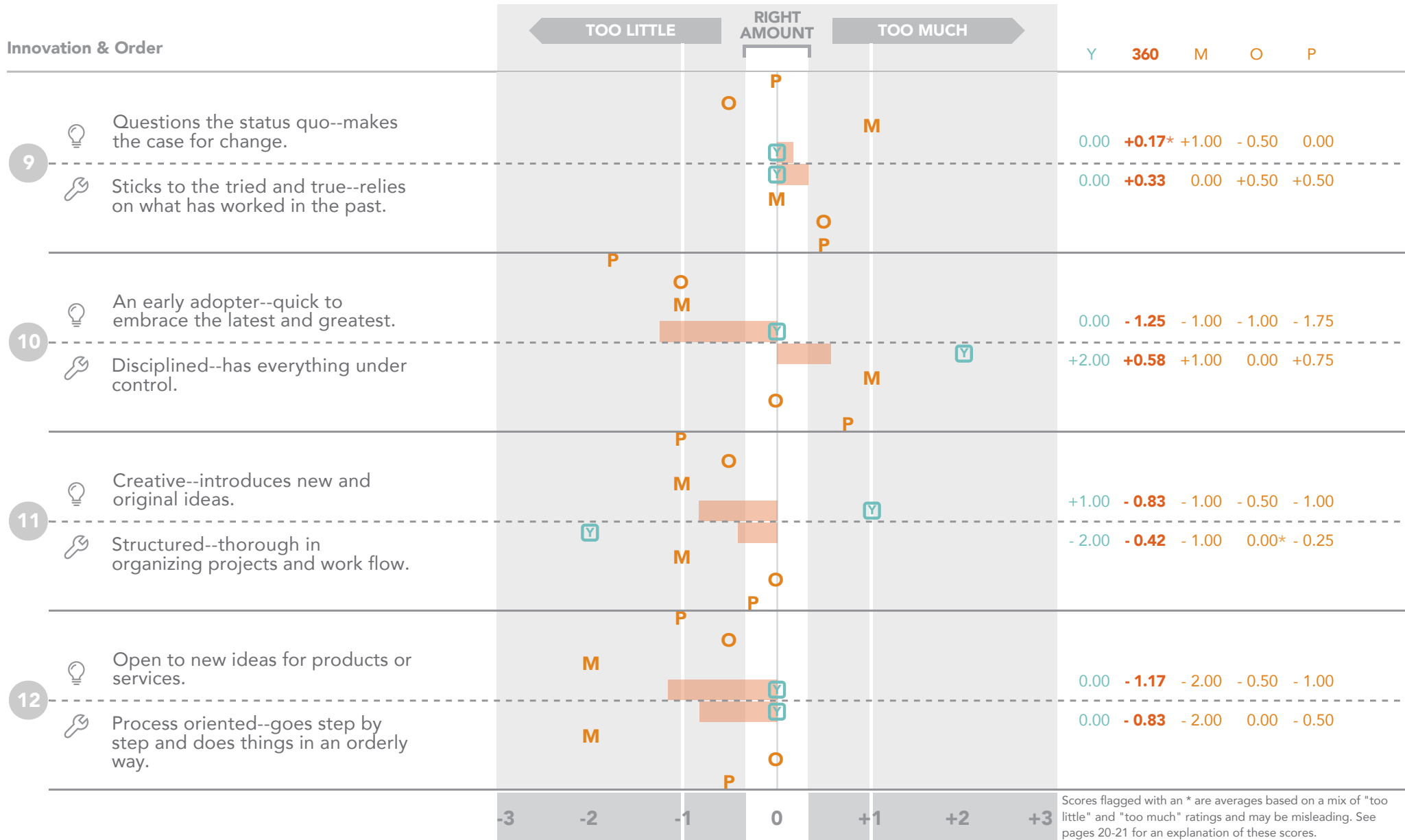
Y You 
  360 Avg of M, O & P 
 M Manager (1) 
 O Other senior managers (2) 
 P Peers (4)

# WHAT YOU WORK ON DETAILED ITEM RESULTS



Y You 
  360 Avg of M, O & P 
 M Manager (1) 
 O Other senior managers (2) 
 P Peers (4)

# WHAT YOU WORK ON DETAILED ITEM RESULTS



Y You 
  360 Avg of M, O & P 
 M Manager (1) 
 O Other senior managers (2) 
 P Peers (4)

# WHAT YOU WORK ON DISTRIBUTION OF RATINGS

## STRATEGIC

## OPERATIONAL

	TOO LITTLE			RIGHT AMOUNT			TOO MUCH				TOO LITTLE			RIGHT AMOUNT			TOO MUCH		
	M	O	P	TOTAL	M	O	P	M	O		P	TOTAL	M	O	P	TOTAL	M	O	P
<b>Vision</b>										<b>Execution</b>									
1 Future-oriented	1	1	4	6	1	0	0	0	0	1 Head-down	0	0	0	0	3	4	1	1	2
2 Acts strategically	1	2	2	5	2	0	0	0	0	2 Gets into detail	0	0	0	0	2	5	1	1	3
3 Big-picture perspective	1	2	2	5	2	0	0	0	0	3 Follows through	0	0	0	0	2	5	1	2	2
4 Looks ahead	1	2	2	5	2	0	0	0	0	4 Jumps on problems	0	0	1	1	6	0	0	0	0
<b>Expansion</b>										<b>Focus</b>									
5 Takes risks	1	2	0	3	4	0	0	0	0	5 Conservative about risk	0	0	0	0	3	4	1	1	2
6 Seeks improvements	0	0	2	2	5	0	0	0	0	6 Practical about change	0	0	0	0	2	5	1	1	3
7 Entrepreneurial	0	0	2	2	5	0	0	0	0	7 Focused on priorities	0	0	0	0	3	4	1	1	2
8 Out of comfort zone	1	1	4	6	1	0	0	0	0	8 Efficient	0	0	0	0	6	1	0	0	1
<b>Innovation</b>										<b>Order</b>									
9 Questions the status quo	0	1	0	1	5	1	1	0	0	9 Relies on what works	0	0	0	0	4	3	0	1	2
10 Early adopter	1	2	4	7	0	0	0	0	0	10 Disciplined	0	0	0	0	4	3	1	0	2
11 Creative	1	1	3	5	2	0	0	0	0	11 Structured	1	1	1	3	3	1	0	1	0
12 Open to new ideas	1	1	4	6	1	0	0	0	0	12 Process-oriented	1	0	2	3	4	0	0	0	0
<b>Total</b>	9	15	29	53	30	1	1	0	0	<b>Total</b>	2	1	4	7	42	35	7	9	19
<b>Percentage</b>	75%	63%	60%	63%	36%	1%	8%	0%	0%	<b>Percentage</b>	17%	4%	8%	8%	50%	42%	58%	38%	40%

**TOTALS** Sum across M, O & P (7)    **M** Manager (1)    **O** Other senior managers (2)    **P** Peers (4)



# WHAT YOU WORK ON RIGHT AMOUNT RATINGS

The following counts indicate how often you were rated “the right amount,” indicating that the rater thought you tend to use the behavior to the right degree and in the right situations.

## STRATEGIC

	RIGHT AMOUNT				
	Y	TOTAL	M	O	P
<b>Vision</b>					
1 Future-oriented	0	1	0	1	0
2 Acts strategically	0	2	0	0	2
3 Big-picture perspective	0	2	0	0	2
4 Looks ahead	1	2	0	0	2
<b>Expansion</b>					
5 Takes risks	0	4	0	0	4
6 Seeks improvements	0	5	1	2	2
7 Entrepreneurial	0	5	1	2	2
8 Out of comfort zone	1	1	0	1	0
<b>Innovation</b>					
9 Questions the status quo	1	5	0	1	4
10 Early adopter	1	0	0	0	0
11 Creative	0	2	0	1	1
12 Open to new ideas	1	1	0	1	0
<b>Total</b>	<b>5</b>	<b>30</b>	<b>2</b>	<b>9</b>	<b>19</b>
<b>Percentage</b>	<b>42%</b>	<b>36%</b>	<b>17%</b>	<b>38%</b>	<b>40%</b>

## OPERATIONAL

	RIGHT AMOUNT				
	Y	TOTAL	M	O	P
<b>Execution</b>					
1 Head-down	0	3	0	1	2
2 Gets into detail	0	2	0	1	1
3 Follows through	0	2	0	0	2
4 Jumps on problems	1	6	1	2	3
<b>Focus</b>					
5 Conservative about risk	1	3	0	1	2
6 Practical about change	1	2	0	1	1
7 Focused on priorities	0	3	0	1	2
8 Efficient	0	6	1	2	3
<b>Order</b>					
9 Relies on what works	1	4	1	1	2
10 Disciplined	0	4	0	2	2
11 Structured	0	3	0	0	3
12 Process-oriented	1	4	0	2	2
<b>Total</b>	<b>5</b>	<b>42</b>	<b>3</b>	<b>14</b>	<b>25</b>
<b>Percentage</b>	<b>42%</b>	<b>50%</b>	<b>25%</b>	<b>58%</b>	<b>52%</b>

Y You    TOTALS Sum across M, O & P (7)    M Manager (1)    O Other senior managers (2)    P Peers (4)

# RANK ORDER OF ITEMS

		Y	360	M	O	P	
	7 Decisive	+3.00	+2.00	+3.00	+1.50	+1.50	TOO MUCH
	8 Doesn't back down	+3.00	+1.83	+3.00	+1.00	+1.50	
	3 Follows through	-1.00	+1.50	+2.00	+2.00	+0.50	
	5 Takes a position	+3.00	+1.08	+2.00	+0.50	+0.75	
	9 Pushes people hard	+1.00	+1.08	+1.00	+1.00	+1.25	
	6 Speaks up	+2.00	+1.06	+2.00	+0.50	+0.67	
	5 Conservative about risk	0.00	+1.00	+2.00	+0.50	+0.50	
	2 Gets into detail	+3.00	+0.83	+1.00	+0.50	+1.00	
	1 Head-down	+2.00	+0.75	+1.00	+0.50	+0.75	
	6 Practical about change	0.00	+0.75	+1.00	+0.50	+0.75	
	10 Expects a lot	+3.00	+0.67	+1.00	+0.50	+0.50	
	7 Focused on priorities	+2.00	+0.67	+1.00	+0.50	+0.50	
	1 Takes control	+1.00	+0.58	+1.00	0.00*	+0.75	
	10 Disciplined	+2.00	+0.58	+1.00	0.00	+0.75	
	4 Steps in	+2.00	+0.50	+1.00	+0.50	0.00	
	2 Steps up	+1.00	+0.42	0.00	+0.50	+0.75	
	9 Relies on what works	0.00	+0.33	0.00	+0.50	+0.50	
	9 Questions the status quo	0.00	+0.17*	+1.00	-0.50	0.00	
	8 Efficient	+2.00	+0.08	0.00	0.00	+0.25	
	3 Gives direction	+1.00	0.00	0.00	0.00	0.00	
	11 Gives critical feedback	0.00	0.00*	+1.00	0.00	-1.00	
	12 Understanding	+1.00	-0.08	0.00	0.00	-0.25	
	4 Jumps on problems	0.00	-0.08	0.00	0.00	-0.25	
	7 Entrepreneurial	+1.00	-0.25	0.00	0.00	-0.75	
	6 Seeks improvements	+2.00	-0.33	0.00	0.00	-1.00	
	11 Structured	-2.00	-0.42	-1.00	0.00*	-0.25	
	11 Shows appreciation	-2.00	-0.50	-1.00	0.00	-0.50	
	7 Includes others	-1.00	-0.58	-1.00	0.00*	-0.75	
	3 Takes direction	0.00	-0.67	-1.00	-0.50	-0.50	
	9 Shows empathy	-2.00	-0.67	-1.00	-0.50	-0.50	
	10 Treats people well	-2.00	-0.75	-1.00	-0.50	-0.75	
	3 Big-picture perspective	+2.00	-0.83	-1.00	-1.00	-0.50	
	11 Creative	+1.00	-0.83	-1.00	-0.50	-1.00	
	12 Process-oriented	0.00	-0.83	-2.00	0.00	-0.50	
	2 Steps back	0.00	-0.92	-1.00	-1.00	-0.75	
	6 Listens	0.00	-0.92	-1.00	-0.50	-1.25	
	8 Out of comfort zone	0.00	-0.92	-1.00	-0.50	-1.25	
	4 Trusts people	0.00	-1.00	-2.00	-0.50	-0.50	
	5 Asks for input	0.00	-1.00	-2.00	-0.50	-0.50	
	5 Takes risks	-2.00	-1.00	-2.00	-1.00	0.00	
	12 Holds people accountable	0.00	-1.08	-1.00	-1.00	-1.25	
	2 Acts strategically	+2.00	-1.08	-1.00	-1.00	-1.25	
	4 Looks ahead	0.00	-1.08	-1.00	-1.00	-1.25	
	12 Open to new ideas	0.00	-1.17	-2.00	-0.50	-1.00	
	1 Follows others	0.00	-1.25	-2.00	-1.00	-0.75	
	10 Early adopter	0.00	-1.25	-1.00	-1.00	-1.75	
	8 Open to influence	0.00	-1.42	-2.00	-1.00	-1.25	
	1 Future-oriented	-2.00	-1.58	-2.00	-1.00	-1.75	

Scores flagged with an \* are difficult to interpret; they are based on a mix of "too little" and "too much" ratings. See pages 20-21 for an explanation of these scores.

Forceful

Enabling

Strategic

Operational

**Y** You

**360** Avg of M, O & P

**M** Manager (1)

**O** Other senior managers (2)

**P** Peers (4)

# BEHAVIOR THEMES

Items are sorted by scores for the overall 360 view. Items higher on each list were rated closer to 0, the "right amount" (Strengths) or in the more extreme range of "too much" (Strengths Overused) or "too little" (Shortcomings). This page does not include items for which some groups indicated "too little" and others "too much."

Item text is color-coded to indicate whether your self-rating was Too Little, The Right Amount, Too Much or not applicable.

 **FORCEFUL**

 **ENABLING**



 **STRATEGIC**

 **OPERATIONAL**

Strengths Overused				
<ul style="list-style-type: none"> <li>7 <b>Decisive</b></li> <li>8 <b>Doesn't back down</b></li> <li>9 <b>Pushes people hard</b></li> <li>5 <b>Takes a position</b></li> <li>6 <b>Speaks up</b></li> <li>10 <b>Expects a lot</b></li> <li>1 <b>Takes control</b></li> <li>4 <b>Steps in</b></li> <li>2 <b>Steps up</b></li> </ul>			<ul style="list-style-type: none"> <li>3 Follows through</li> <li>5 <b>Conservative about risk</b></li> <li>2 <b>Gets into detail</b></li> <li>1 <b>Head-down</b></li> <li>6 <b>Practical about change</b></li> <li>7 <b>Focused on priorities</b></li> <li>10 <b>Disciplined</b></li> </ul>	TOO MUCH
<b>Strengths</b>				
<ul style="list-style-type: none"> <li>3 <b>Gives direction</b></li> </ul>	<ul style="list-style-type: none"> <li>12 <b>Understanding</b></li> </ul>	<ul style="list-style-type: none"> <li>7 <b>Entrepreneurial</b></li> <li>6 <b>Seeks improvements</b></li> </ul>	<ul style="list-style-type: none"> <li>8 <b>Efficient</b></li> <li>4 <b>Jumps on problems</b></li> <li>9 <b>Relies on what works</b></li> </ul>	RIGHT AMOUNT
Shortcomings				
<ul style="list-style-type: none"> <li>12 <b>Holds people accountable</b></li> </ul>	<ul style="list-style-type: none"> <li>8 <b>Open to influence</b></li> <li>1 <b>Follows others</b></li> <li>4 <b>Trusts people</b></li> <li>5 <b>Asks for input</b></li> <li>6 <b>Listens</b></li> <li>2 <b>Steps back</b></li> <li>10 <b>Treats people well</b></li> <li>9 <b>Shows empathy</b></li> <li>3 <b>Takes direction</b></li> <li>7 <b>Includes others</b></li> <li>11 <b>Shows appreciation</b></li> </ul>	<ul style="list-style-type: none"> <li>1 <b>Future-oriented</b></li> <li>10 <b>Early adopter</b></li> <li>12 <b>Open to new ideas</b></li> <li>4 <b>Looks ahead</b></li> <li>2 <b>Acts strategically</b></li> <li>5 <b>Takes risks</b></li> <li>8 <b>Out of comfort zone</b></li> <li>3 <b>Big-picture perspective</b></li> <li>11 <b>Creative</b></li> </ul>	<ul style="list-style-type: none"> <li>12 <b>Process-oriented</b></li> <li>11 <b>Structured</b></li> </ul>	TOO LITTLE

## DISCREPANCIES BETWEEN RATER GROUPS




There was conflicting feedback from different observer rater groups on the following items, where one or more group indicated "too little" and one or more indicated "too much." These are the items on which the 360 scores have been flagged with an "\*".

	TOO LITTLE	RIGHT AMOUNT		TOO MUCH
 <b>FORCEFUL</b> 11 Gives critical feedback		<b>P</b>	<b>Y</b> <b>O</b>	<b>M</b>
 <b>STRATEGIC</b> 9 Questions the status quo	<b>O</b>	<b>Y</b>	<b>P</b>	<b>M</b>

Y You   
 M Manager (1)   
 O Other senior managers (2)   
 P Peers (4)

# DISCREPANCIES WITHIN RATER GROUPS

There was conflicting feedback from raters in the same rater group on the following items, where a quarter or more indicated "too little" and a quarter or more indicated "too much." These items are indicated with **bold orange** font for the number of ratings "too little" (TL), "the right amount" (RA), and "too much" (TM). They are the items on which the rater group scores have been flagged with an "\*" in earlier sections of the report. Results for the other rating groups are also presented for the purpose of comparison.

		<b>Y</b>			<b>M</b>			<b>O</b>			<b>P</b>		
		TL	RA	TM	TL	RA	TM	TL	RA	TM	TL	RA	TM
	<b>FORCEFUL</b>												
1	Takes control			1			1	1		1		1	3
	<b>ENABLING</b>												
7	Includes others	1			1			1		1	3	1	
	<b>OPERATIONAL</b>												
11	Structured	1			1			1		1	1	3	

**TL** Too Little    **RA** Right Amount    **TM** Too Much  
**Y** You    **M** Manager (1)    **O** Other senior managers (2)    **P** Peers (4)

# EFFECTIVENESS AS AN INDIVIDUAL CONTRIBUTOR

Effective individual contributors are high performers who get a lot done and contribute to a positive work environment. Their performance is characterized by two things:

**Productivity** refers to the volume, quality, and timeliness of one's output.

**Attitude** refers to how one appears to feel about one's work.

You and your coworkers rated your effectiveness on a three-item measure of Productivity and a separate three-item measure of Attitude. The scale ranged from 1 to 5, where higher ratings indicate more of the attribute in question. Below are the overall results: results for the specific items appear on the next page.

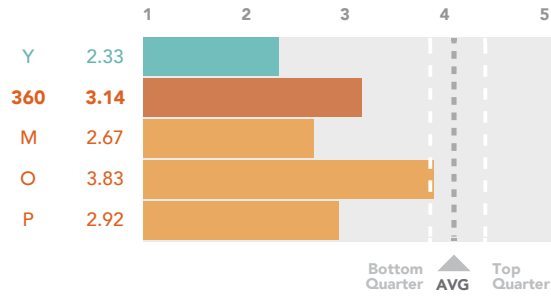


Y You  
 ● Avg of M, O & P  
 M Manager (1)  
 ○ Other senior managers (2)  
 P Peers (4)

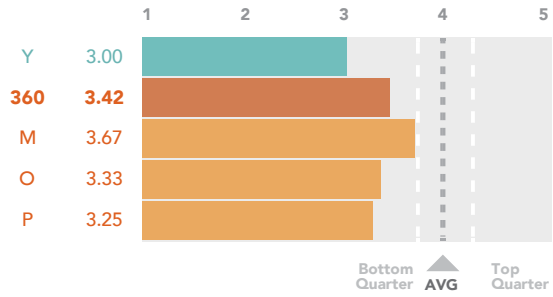
# EFFECTIVENESS AS AN INDIVIDUAL CONTRIBUTOR

## SCALE SCORES

### ATTITUDE



### PRODUCTIVITY



## ITEMS SCORES

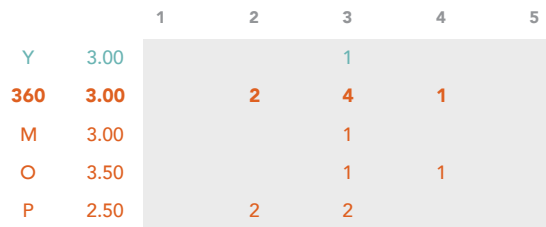
### OPTIMISM



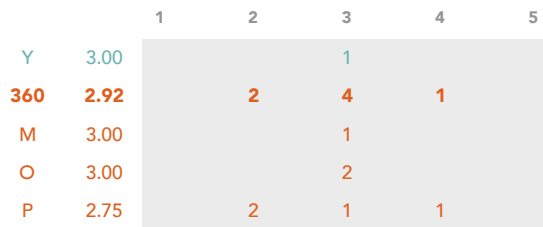
### QUANTITY



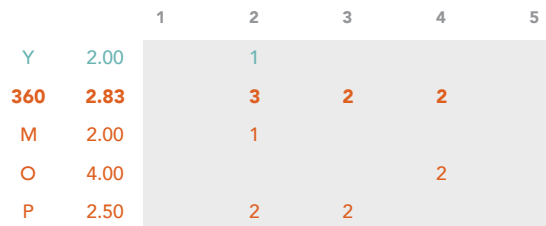
### ENGAGEMENT



### QUALITY



### RESILIENCE



### TIMELINESS



Y You 360 Avg of M, O & P M Manager (1) O Other senior managers (2) P Peers (4)

# WRITTEN FEEDBACK

---

## 1. What are Pat Sample's major strengths as an Individual Contributor—what do you most appreciate or respect about this individual?

*Responses are presented exactly as submitted. Each text block represents a different respondent.*

- Y** I am honest and ethical with high principles. I take my responsibility as a leader very seriously. I give everything to my job. And I have deep technical expertise in my functional area with a lot of experience.
- M** Pat is a take-charge manager who really understands the operational side of the business. Intent on getting results. She is very clear where she stands on issues and speaks her mind. And she is a reliable, go-to manager; you can count on her to get the job done.
- O** Pat is known as a hard-charger who will go the extra mile to get results. She has what they call managerial courage. She also has deep experience in manufacturing.
- She has grown up in this company and knows her business very well. She isn't afraid to step up and take responsibility for fixing problems either.
- P** Willing to understand any trouble (big or small) or activity and be involved to learn more from it. Pat is really good at understanding problems at a detailed level. She is quick to establish a clear view of alternatives.
- When a decision is made, she takes detailed care in its implementation. Very good drive for results. Makes sure her voice is heard.
- Understands how the business works, at an intimate, detailed level. She is a natural leader and presses hard for results. Has a big presence.
- She knows what she wants and does everything to achieve her goals. She is also a great sparring partner to help someone better understand complex situations.
- Pat is not afraid of making decisions. She shows courage in her management.

**Y** You   **M** Manager (1)   **O** Other senior managers (2)   **P** Peers (4)



## WRITTEN FEEDBACK

---

### 2. Sometimes a strength can become a weakness through overuse. Please describe any strengths that Pat Sample overdoes and what impact that has.

*Responses are presented exactly as submitted. Each text block represents a different respondent.*

- Y** I can put too much pressure on the team in order to deliver results. Very demanding, which can bring some loss of confidence from coworkers. Speed can become impatience and too much pressure. I have also learned that I can come on strong, and shut other people down. Can be defensive at times.
- M** Pat leads with her opinion and comes on too strong. She will raise an issue, then proceed to say what she thinks should be done. I admire her initiative, but sometimes she's too quick to speak up. Once she locks onto a position, it is hard to get her to see other perspectives. She intimidates some people with her assertiveness, instead of influencing them in more subtle ways. She can also be very critical of peoples' ideas.
- O** She is very knowledgeable, but can be sometimes seem a bit opinionated. She relies too much on her operational knowledge.
- Pat is a bit impatient—impatient to meet her objectives or the objectives of her unit. She is clearly results-oriented. This orientation could put high pressure on the members of her team. It could be a risk of over-management.
- P** Pat wants to achieve her goals and has difficulties accepting others' points of view. She can be very dogmatic if she thinks she is right.
- Sometimes Pat can be a little bit too aggressive during discussion.
- Because she is a quick and intelligent person, some people on her team might not follow her mind as fast as expected. They feel frustrated due to the fact that they don't understand what Pat says and don't dare to ask for explanations. Pat should be more careful in this situation and ensure that everybody understands her point.
- Sometimes too detail-oriented. Thinks she can manage with an Excel file and a few action plans. More communication and dialogue is needed, not just more numbers.

**Y** You   **M** Manager (1)   **O** Other senior managers (2)   **P** Peers (4)

## WRITTEN FEEDBACK

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### 3. Are there any areas where Pat Sample needs to do more, do better, or otherwise be more skilled? Please describe these gaps and why they need to be addressed.

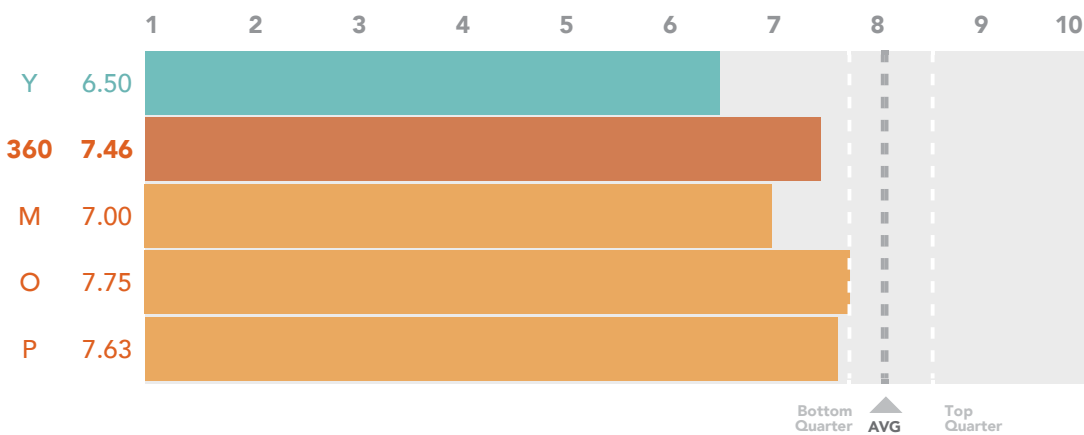
*Responses are presented exactly as submitted. Each text block represents a different respondent.*

- Y** I need to spend more time planning ahead. I have lots of ideas for where to take this unit, but need to spend less time reacting and more time on strategic planning. It is difficult because so much of our results depend on execution. And there is a lot of pressure to deliver in the near term. I could also delegate more. I could also be more open to other points of view.
- M** Pat needs to show more interest in other people's ideas, among her peers and especially on her team. I sometimes think she leaves money on the table by teeing up an issue and offering her solutions and ideas out of the gate. If she could slow down, introduce a problem, and solicit input, she would have greater buy-in and probably better quality solutions. This is especially so in areas outside her realm of expertise and experience.
- O** Pat should be more strategic in her approach.
- Pat could get more out of her people. She should draw them out more, invite their ideas and participation more. Her organization is centered around her and this limits how much her people can contribute.
- P** Collaboration. She is too focused on her team and shows little interest in lateral teams.
- Pat sometimes doesn't know what she doesn't know. Sometimes she could be more humble and seek more information rather than appear like she has all the answers.
- Pat could sharpen her people skills. She could especially be a better, more active listener.
- I'm not sure that Pat is a strategic thinker. Most of her concerns are minute-by-minute. I sometimes think she sacrifices the long term for short-term results.

**Y** You **M** Manager (1) **O** Other senior managers (2) **P** Peers (4)

# WRITTEN FEEDBACK

4. Please rate Pat Sample's overall effectiveness as an Individual Contributor on a ten-point scale where 5 is adequate and 10 is outstanding.



Please explain what is effective about Pat Sample's performance and what it would take to get a higher rating.

Responses are presented exactly as submitted. Each text block represents a different respondent.

- Y** **6.50** Because of speed, reactivity, strong focus, and good results. Increasing trust and delegation would enable me to do more and bring more effectiveness. I could be more open-minded, and perhaps less defensive and outspoken.
- M** **7.00** Pat is a driver and pushes for results, which are usually good. She could do better at forming peer relationships. She needs to learn how to be better at give and take, and not always have to win the debate. Pat needs to be less reactive, and more strategic about how she spends her time. She also needs to learn how to work through a team.
- O** **8.00** With her business knowledge and her people skills, she is easily accepted by the team and can focus on real issues rather than on conflicts. To get a higher rating, she needs to think more strategically and less tactically. I'd like to see her analyze whether an initiative should be done, rather than how it could be done.
- O** **7.50** Good initiative, drive for results, and experience. Be more collaborative and strategic.
- P** **7.50** A challenging leader that will help us to progress in many fields. Could reach the same results by more consensual ways. Be more supportive when people are in trouble. Let them have time to work on the issues: additional reporting doesn't help to solve the problems.
- O** **8.00** Pat is overall a good manager. To improve, she will have to get a wider picture and learn to manage high-level people.

Y You   M Manager (1)   O Other senior managers (2)   P Peers (4)

**7.00** Be more constructive and cooperative with the rest of our team. Be more trusting of her own team, clarify the ground rules (who decides what, based on what information, for what aim or objective), and control your feelings more in public. Also, manage using criticism and praise at right time (praise in public and, critique in private).

**8.00** I think Pat is already a far better-than-average manager. She still needs to create some distance from her team's work in order to better empower her staff. It would help a lot with her peers to be more open and less defensive.

**Y** You   **M** Manager (1)   **O** Other senior managers (2)   **P** Peers (4)

# WRITTEN FEEDBACK

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## 5. What words of encouragement do you have to offer Pat Sample?

*Responses are presented exactly as submitted. Each text block represents a different respondent.*

- Y** Trust myself and lighten up a bit. Learn to trust others and step back.
- M** Pat has her heart in the right place. She is making strides in the right direction. My advice is to seek first to understand, then to be understood.
- O** Pat continues to be someone we can count on. Just know that we believe in you, Pat.
  - Hang in there. You have achieved a lot already, and can achieve even more.
- P** I like working with Pat and think she adds a lot to our team.
  - Pat has a lot of gifts, and I admire her deep knowledge of operations.
  - Take the leap of faith, Pat: take a chance, trust people, and see what happens. You'll be surprised by how much people can do if you show you believe in them.
  - Trust your peers, Pat. We're on your side.

**Y** You **M** Manager (1) **O** Other senior managers (2) **P** Peers (4)



#### **ABOUT THE LEADERSHIP VERSATILITY INDEX (LVI)**

The LVI is a step forward in 360 assessment. It uses a patented "Too Little/Too Much" rating scale to provide specific feedback about what a leader is doing right and what that leader could do more - or perhaps even less - to be even more effective. Feedback is presented in terms of a behavior model that reflects the tensions and tradeoffs that make leadership a balancing act, promoting the development of well-rounded leaders capable of leading people, teams, and organizations through a world of relentless change and disruption.



#### **ABOUT KAISER LEADERSHIP SOLUTIONS (KLS)**

We are intent on raising the bar in the field of leadership assessment and development. Our innovative tools are built on research into how managers become great leaders and are designed around the practical realities of leading in today's disruptive operating environment. Visit us online to see our full range of integrated tools and services for providing the data, structure, and guidance required for development processes that demonstrably enhance the leadership capacity of individuals and organizations.



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