







Effectiveness Indicators	M	This Group			Global Norms		difference
		SD	Low	High	M	SD	
Overall Effectiveness (10-pt scale)	7.98	.49	7.27	8.52	7.84	.69	+ .14
Team Productivity (5-pt scale)	3.83	.27	3.60	4.12	3.77	.41	+ .06
Team Vitality (5-pt scale)	3.61	.30	3.21	4.10	3.72	.45	- .10

Versatility	M	This Group			Global Norms		difference
		SD	Low	High	M	SD	
Overall Versatility	80%	6%	71%	90%	79%	8%	+1%
Forceful-Enabling Versatility	76%	8%	65%	88%	77%	9%	-1%
Strategic-Operational Versatility	81%	5%	75%	89%	80%	8%	+1%

Dimensions	M	SD	This Group			Too Little	Right Amt	Too Much
			Low	High				
Forceful	+ .09	.42	- .33	+ .82	20%	50%	30%	
Enabling	- .45	.40	-1.03	- .03	60%	40%	0%	
Strategic	- .34	.23	- .63	+ .07	80%	20%	0%	
Operational	- .21	.20	- .59	+ .15	50%	50%	0%	

Sub-dimensions	M	SD	This Group			Too Little	Right Amt	Too Much
			Low	High				
Forceful	- Take charge	+ .15	.43	- .33	+ .98	20%	50%	30%
	- Decisive	+ .16	.58	- .47	+1.44	30%	40%	30%
	- Demanding	- .02	.34	- .41	+ .64	40%	30%	30%
Enabling	- Empowering	- .52	.53	-1.27	+ .08	50%	50%	0%
	- Participative	- .47	.37	-1.00	+ .01	70%	30%	0%
	- Supportive	- .37	.35	- .96	+ .16	60%	40%	0%
Strategic	- Direction	- .41	.19	- .68	- .03	80%	20%	0%
	- Expansion	- .37	.32	- .80	+ .15	70%	30%	0%
	- Innovation	- .24	.23	- .56	+ .09	60%	40%	0%
Operat'l	- Execution	- .17	.15	- .45	+ .05	30%	70%	0%
	- Focus	- .17	.22	- .53	+ .35	50%	40%	10%
	- Order	- .32	.35	-1.03	+ .19	60%	40%	0%

Based on 360 scores for 10 participants.

			<i>M</i>	<i>SD</i>	Low	High	Too Little	Right Amt	Too Much
 Forceful	Take Charge	1 In control	+0.31	.51	-0.28	+1.19	0%	70%	30%
		2 Assumes authority	+0.15	.57	-0.58	+1.18	10%	60%	30%
		3 Gives direction	+0.01	.37	-0.53	+0.71	10%	80%	10%
		4 Steps in	+0.11	.43	-0.28	+1.06	0%	80%	20%
	Decisive	5 Takes a position	-0.23	.67	-1.84	+0.71	20%	60%	20%
		6 Speaks up	+0.01	.55	-0.52	+1.23	30%	50%	20%
		7 Decisive	+0.38	.75	-0.38	+2.14	10%	50%	40%
		8 Doesn't back down	+0.51	.62	-0.23	+1.68	10%	20%	70%
	Demanding	9 Pushes people hard	+0.15	.48	-0.47	+0.91	10%	50%	40%
		10 Expects a lot	+0.32	.43	-0.25	+1.06	0%	40%	60%
		11 Provides critical feedback	-0.41	.35	-0.92	+0.32	70%	30%	0%
		12 Holds people accountable	-0.24	.31	-0.59	+0.27	60%	40%	0%
 Enabling	Participative Empowering	1 Empowers	-0.68	.66	-1.63	+0.04	60%	40%	0%
		2 Delegates	-0.46	.46	-1.16	+0.16	60%	40%	0%
		3 Hands-off	-0.58	.60	-1.44	+0.05	40%	60%	0%
		4 Stands back	-0.37	.45	-1.06	+0.17	50%	40%	10%
	Supportive	5 Asks for input	-0.51	.41	-1.16	0.00	60%	40%	0%
		6 Listens	-0.42	.47	-1.24	+0.15	40%	60%	0%
		7 Participative	-0.48	.40	-1.05	-0.04	50%	50%	0%
		8 Open to influence	-0.49	.28	-0.86	-0.08	70%	30%	0%
	Supportive	9 Shows empathy	-0.36	.47	-1.07	+0.67	60%	30%	10%
		10 Coaches people	-0.19	.27	-0.63	+0.22	70%	30%	0%
		11 Shows appreciation	-0.48	.37	-1.00	-0.04	60%	40%	0%
		12 Gives people a chance	-0.49	.51	-1.37	+0.09	50%	40%	10%
 Strategic	Direction	1 Thinks strategically	-0.55	.26	-0.89	-0.09	80%	20%	0%
		2 Big-picture perspective	-0.32	.26	-0.79	+0.09	30%	70%	0%
		3 Externally aware	-0.40	.20	-0.66	-0.08	70%	30%	0%
		4 Looks ahead	-0.40	.18	-0.66	-0.05	70%	30%	0%
	Expansion	5 Takes risks	-0.43	.31	-0.83	+0.05	70%	30%	0%
		6 Growth-oriented	-0.44	.63	-1.58	+0.42	50%	40%	10%
		7 Entrepreneurial	-0.42	.28	-0.78	+0.18	70%	30%	0%
		8 Builds capacity	-0.22	.27	-0.61	+0.18	30%	70%	0%
	Innovation	9 Question the status quo	-0.25	.35	-0.85	+0.18	30%	70%	0%
		10 Early adopter	-0.37	.33	-0.91	+0.13	50%	50%	0%
		11 Creative	-0.15	.20	-0.38	+0.21	20%	80%	0%
		12 Encourages innovation	-0.19	.20	-0.58	+0.14	20%	80%	0%
 Operational	Execution	1 Head-down	+0.00	.31	-0.52	+0.35	10%	30%	60%
		2 Involved in tactical details	+0.01	.23	-0.25	+0.59	20%	30%	50%
		3 Internally focused	-0.23	.31	-0.65	+0.25	10%	50%	40%
		4 Jumps on problems	-0.43	.13	-0.67	-0.29	10%	80%	10%
	Focus	5 Conservative about risk	+0.14	.41	-0.59	+0.86	10%	60%	30%
		6 Practical about change	-0.13	.28	-0.47	+0.44	30%	60%	10%
		7 Focused on priorities	-0.16	.18	-0.57	0.00	10%	80%	10%
		8 Contains costs	-0.46	.39	-1.29	+0.12	60%	40%	0%
	Order	9 Relies on what works	-0.37	.38	-1.00	+0.23	60%	40%	0%
		10 Disciplined	-0.07	.28	-0.50	+0.33	20%	70%	10%
		11 Structured	-0.32	.42	-1.18	+0.26	20%	60%	20%
		12 Follows up	-0.52	.45	-1.45	+0.15	70%	30%	0%

LVI

LEADERSHIP
VERSATILITY
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GROUP REPORT

ASPIRE PROGRAM

Jan 2020



DELIVERED TO



POWERED BY



KAISER
leadership solutions



FORCEFUL	Too Little	Right Amt	Too Much
8 Doesn't back down	10%	20%	70%
10 Expects a lot	0%	40%	60%
4 Steps in	0%	80%	20%
3 Gives direction	10%	80%	10%
1 In control	0%	70%	30%
2 Assumes authority	10%	60%	30%
5 Takes a position	20%	60%	20%
7 Decisive	10%	50%	40%
9 Pushes people hard	10%	50%	40%
6 Speaks up	30%	50%	20%
12 Holds people accountable	60%	40%	0%
11 Provides critical feedback	70%	30%	0%

STRATEGIC	Too Little	Right Amt	Too Much
11 Creative	20%	80%	0%
12 Encourages innovation	20%	80%	0%
2 Big-picture perspective	30%	70%	0%
8 Builds capacity	30%	70%	0%
9 Question the status quo	30%	70%	0%
6 Growth-oriented	50%	40%	10%
10 Early adopter	50%	50%	0%
3 Externally aware	70%	30%	0%
4 Looks ahead	70%	30%	0%
5 Takes risks	70%	30%	0%
7 Entrepreneurial	70%	30%	0%
1 Thinks strategically	80%	20%	0%

ENABLING	Too Little	Right Amt	Too Much
6 Listens	40%	60%	0%
3 Hands-off	40%	60%	0%
7 Participative	50%	50%	0%
12 Gives people a chance	50%	40%	10%
4 Stands back	50%	40%	10%
9 Shows empathy	60%	30%	10%
1 Empowers	60%	40%	0%
2 Delegates	60%	40%	0%
5 Asks for input	60%	40%	0%
11 Shows appreciation	60%	40%	0%
10 Coaches people	70%	30%	0%
8 Open to influence	70%	30%	0%

OPERATIONAL	Too Little	Right Amt	Too Much
1 Head-down	10%	30%	60%
2 Involved in tactical details	20%	30%	50%
4 Jumps on problems	10%	80%	10%
7 Focused on priorities	10%	80%	10%
10 Disciplined	20%	70%	10%
5 Conservative about risk	10%	60%	30%
11 Structured	20%	60%	20%
6 Practical about change	30%	60%	10%
3 Internally focused	10%	50%	40%
8 Contains costs	60%	40%	0%
9 Relies on what works	60%	40%	0%
12 Follows up	70%	30%	0%



Most “Underdone” Behaviors

	Too Little	Right Amt	Too Much
💡 1 Thinks strategically	80%	20%	0%
💡 3 Externally aware	70%	30%	0%
💡 4 Looks ahead	70%	30%	0%
💡 5 Takes risks	70%	30%	0%
💡 7 Entrepreneurial	70%	30%	0%
👉 11 Provides critical feedback	70%	30%	0%
🤝 8 Open to influence	70%	30%	0%
🤝 10 Coaches people	70%	30%	0%
🔧 12 Follows up	70%	30%	0%
👉 12 Holds people accountable	60%	40%	0%
🤝 1 Empowers	60%	40%	0%
🤝 2 Delegates	60%	40%	0%
🤝 5 Asks for input	60%	40%	0%
🤝 9 Shows empathy	60%	30%	10%
🤝 11 Shows appreciation	60%	40%	0%
🔧 8 Contains costs	60%	40%	0%
🔧 9 Relies on what works	60%	40%	0%
🤝 4 Stands back	50%	40%	10%
🤝 7 Participative	50%	50%	0%
🤝 12 Gives people a chance	50%	40%	10%
💡 6 Growth-oriented	50%	40%	10%
💡 10 Early adopter	50%	50%	0%
🤝 3 Hands-off	40%	60%	0%
🤝 6 Listens	40%	60%	0%

Most “Overdone” Behaviors

	Too Little	Right Amt	Too Much
👉 8 Doesn't back down	10%	20%	70%
👉 10 Expects a lot	0%	40%	60%
👉 1 Head-down	10%	30%	60%
🔧 2 Involved in tactical details	20%	30%	50%
👉 7 Decisive	10%	50%	40%
👉 9 Pushes people hard	10%	50%	40%
🔧 3 Internally focused	10%	50%	40%
👉 1 In control	0%	70%	30%
👉 2 Assumes authority	10%	60%	30%
🔧 5 Conservative about risk	10%	60%	30%