Leadership Performance Inventory

Feedback Profile

Prepared for:

Pat Sample

Introduction to Leadership Performance Inventory

Overview

An important indicator of success for any business is the extent to which it has a high performing senior management team. This evaluation process is intended to provide you with thorough and constructive feedback on your individual effectiveness.

Performance feedback has been gathered through surveys with your managers, peers, and direct reports. The data derived from this process is meant to serve as a foundation for your own development as well as input into your business planning for the remainder of the year.

To gain maximum value from this process, an explanation of the report layout as well as recommendations for pinpointing key themes in your data follow.

Interpreting Your Feedback

Below are recommendations for analyzing your feedback.

1. **Identify the highest rated behaviors.**
   - Using the Overall Average Rating, make a note of your highest rated items. These indicate areas of relative strength.
   - Identify those items where you performed highest relative to the Norm group.
   - Take note of the highest rated items by each rater category: Self, Manager, Peers and Direct Reports.

2. **Identify the lowest rated behaviors.**
   - Using the Overall Average Rating, make a note of your lowest rated items. These indicate relative weaknesses.
   - Identify those items where you performed lowest relative to the Norm group.
   - Take note of the lowest rated items by each rater category: Self, Manager, Peers and Direct Reports.

3. **Pinpoint key differences in ratings amongst various combinations of rater groups.**
   - Discrepancies of 0.5 or more should serve as a starting point for further investigation.
   - Significant gaps between your Self-rating and that of others on a behavior can indicate potential blind spots.
   - Significant gaps in ratings amongst Managers, Peers and/or Direct Reports can stem from a variety of reasons including varying expectations, limited exposure, or you may not be demonstrating competency as consistently or clearly as you intend. While feedback from all rater groups should be viewed with equal weight, there may be instances where you choose to focus on the perceptions of one particular rater group for certain behaviors.
   - Whether or not you agree with all the ratings you were given, you must manage the perception of others. Changing others' perceptions may be just as important as improving your skill.

4. **Review written comments.** Look for key themes and patterns in comments from each rater group. Comments will provide some measure of clarity around the ratings that were given to you.

5. **Identify overall themes in feedback.** Based on the analysis thus far, determine if ratings and comments together indicate a pattern of performance assets and potential liabilities.

6. **Prioritize and create a plan to address development requirements.** Given your business priorities and challenges for the upcoming year, identify the two or three areas of improvement that will result in the greatest impact. These can include developing or improving relationships, skills, knowledge and experience. For each priority, outline the specific measures you will take and the timeframes in which these will be accomplished. Review these with your manager, as appropriate, to ensure you are focusing on areas with the highest potential for payback.
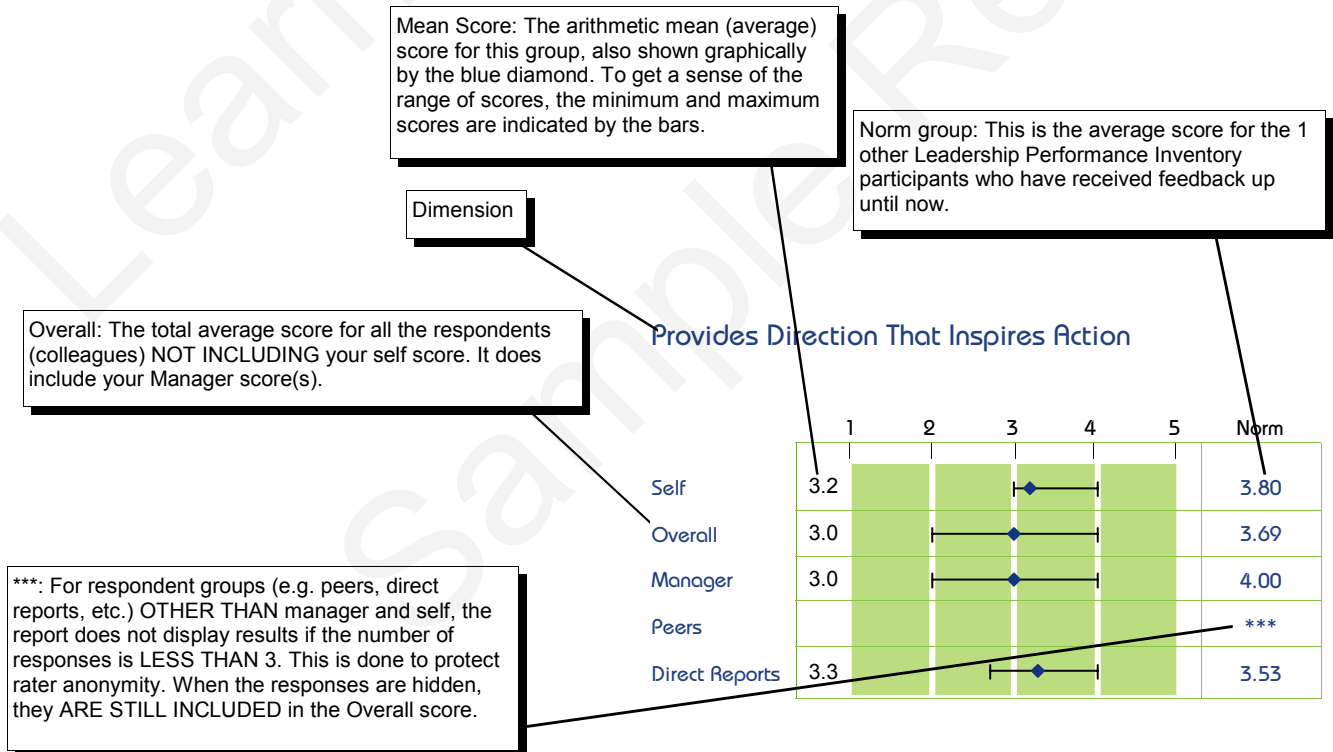
Your Report

This report contains information collected from the individuals you identified and asked to complete the Leadership Performance Inventory. As of this report, you had 1 Manager Rating, 3 Peer Ratings, and 3 Direct Report Ratings.

The data in this report gives you a first opportunity to gain insights into your performance against the Leadership Performance Inventory dimensions.

The report is organized into five sections:
1. Dimension Summary
2. Top/Bottom Scores by Respondent Group
3. Gap Analysis
4. Results by Question
5. Written Comments

Section 1 is the **Dimension Summary**. The tables in this section show the averaged results for the items in each Dimension. Refer to Section 4 to see the items that comprise each Dimension and to get a better understanding of the items that affected the Dimension scores most significantly. To understand how to interpret these tables, see the example annotated table description below.

Mean Score: The arithmetic mean (average) score for this group, also shown graphically by the blue diamond. To get a sense of the range of scores, the minimum and maximum scores are indicated by the bars.

Norm group: This is the average score for the 1 other Leadership Performance Inventory participants who have received feedback up until now.

Dimension

Overall: The total average score for all the respondents (colleagues) NOT INCLUDING your self score. It does include your Manager score(s).

***: For respondent groups (e.g. peers, direct reports, etc.) OTHER THAN manager and self, the report does not display results if the number of responses is LESS THAN 3. This is done to protect rater anonymity. When the responses are hidden, they ARE STILL INCLUDED in the Overall score.

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	1	2	3	4	5	Norm
Self	3.2					3.80
Overall	3.0					3.69
Manager	3.0					4.00
Peers						***
Direct Reports	3.3					3.53

Your Report

Section 2 presents the **Top/Bottom Scores by Respondent Group.** This shows the five Top (Highest) and five Bottom (Lowest) items for each of the respondent groups (other than Self and Manager(s)) plus the average of the respondents. More than five may be shown if there are ties. This section allows you to quickly see where your strengths and development needs lie, as well as giving you a quick look at possible similarities and differences in how you are perceived across respondents. Agreement across respondent groups should be a strong indicator of consistency in your behavior. Where major differences arise, you should take time to reflect as to why that might be.

Section 3 is called **Gap Analysis**. It quickly shows you where your self ratings differed the most from the overall (averaged) ratings from your colleagues (i.e., everyone who provided feedback other than yourself). The first table shows the five items (plus ties) where your colleagues' ratings were HIGHER than your self rating by the greatest amount. These may suggest hidden strengths, i.e., areas where you are perceived as being more effective than perhaps you realize. The second table is the converse, i.e., the top five items (plus ties) where your colleagues' observations were LOWER than your self rating. This table can be useful both in discussing your reactions to your feedback with your coach and in seeking further clarification from any colleagues with whom you wish to confer (see "Using Your Feedback" on the next page).

Section 4 provides **Results by Question**, which is a detailed report for each item. The average ratings for each rater category are displayed. An "Overall" category is also displayed—showing the total average score for all rater categories, NOT INCLUDING your self score.

Section 5 provides you with the verbatim (word for word) **Written Comments** offered by your feedback providers. These comments may give you further insight into the basis for some of your ratings. They may also raise your awareness around areas that aren't specifically covered in the questionnaire. Written comments can be very helpful and enlightening, but need to be taken in context. Do not place too much weight on any single comment.

Using Your Feedback

As you look at the results for each item, the following questions may prove helpful:

- Do you have major gaps in your feedback, such as an overall low response or groups where no one responded?
- Which item or items in the Dimension (if any) are particularly high/low compared to the others?
- Are there large differences (more than 0.5) between respondent groups? For this item, has one group had a better opportunity to observe you than others?
- Are there cases where, looking at the response patterns, there is major disagreement among respondents within a group? Why might that be?
- Where does your manager(s) give you the highest/lowest feedback? Does it differ significantly from your other colleagues?
- How do you compare to the other Leadership Performance Inventory participants? In general, are your results comparable, higher, or lower? Are there some items where your results are significantly (0.5 or more) higher (indicating a strength) or lower (indicating a possible area for developmental focus)?

Special circumstances may affect your results:

- Time on the job
- Type of job
- Amount of contact you have with others
- Number of responses received
- Who actually responded
- Your respondents' most recent interaction with you

When in doubt about the meaning or usefulness of the feedback, look for an opportunity to discuss it. The following might be considered:

1. Framing questions so you are able to discuss them with a coach and/or other interested and unbiased persons.
2. Reviewing recent performance appraisal feedback—are there consistencies or inconsistencies that warrant further examination?
3. Calling your mentor or another person to provide you the opportunity to discuss the feedback to better understand it.
4. Getting more feedback. Where might a follow-up conversation be helpful? Who was excluded from your respondents that you might approach?

You requested feedback from the following individuals:

Manager

Blaser1, Troy1

Peers

Blaser2, Troy2

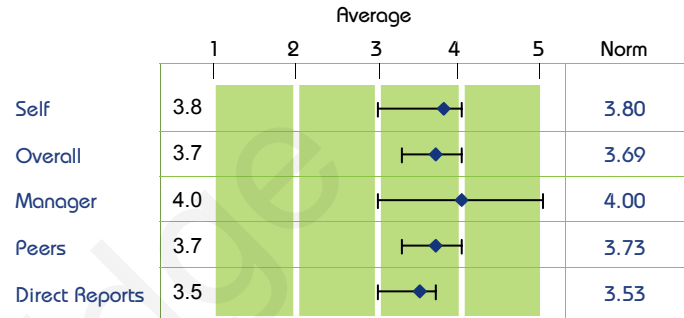Blaser3, Troy3

Blaser4, Troy4

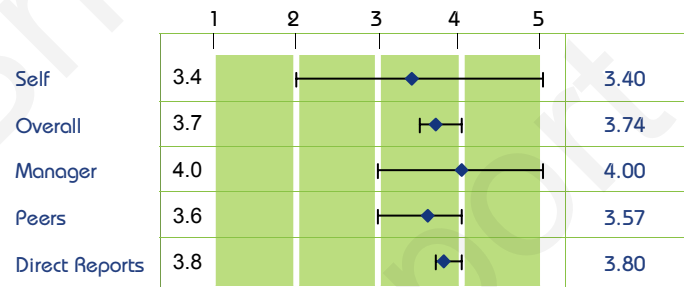## Direct Reports

Blaser5, Troy5

Blaser6, Troy6

Blaser7, Troy7

Section 1: Dimension Summary

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	Average	Norm
Self	3.8	3.80
Overall	3.7	3.69
Manager	4.0	4.00
Peers	3.7	3.73
Direct Reports	3.5	3.53

Gains the Buy-In and Commitment of Others

	Average	Norm
Self	3.4	3.40
Overall	3.7	3.74
Manager	4.0	4.00
Peers	3.6	3.57
Direct Reports	3.8	3.80

Effectively Uses Resources

	Average	Norm
Self	4.2	4.20
Overall	3.6	3.64
Manager	4.0	4.00
Peers	3.3	3.27
Direct Reports	3.9	3.87
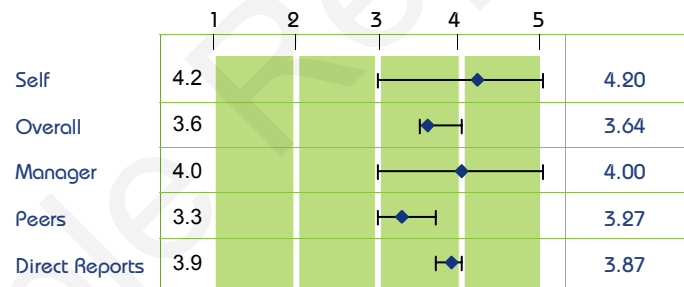
Recognizes and Promotes Interdependence

	Average	Norm
Self	3.0	3.00
Overall	3.7	3.69
Manager	4.6	4.60
Peers	3.4	3.40
Direct Reports	3.7	3.67
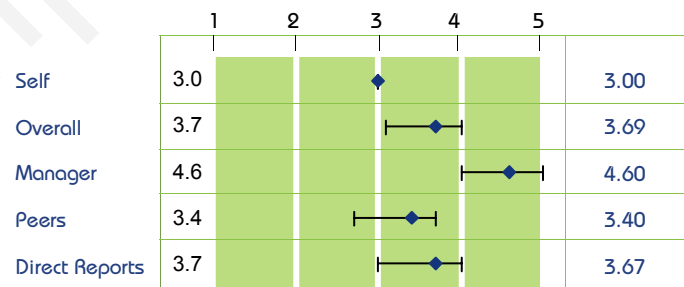
Section 2: Top/Bottom Scores by Respondent Group: Overall

This section presents the five Top (Highest) and five Bottom (Lowest) items for the Overall category (all rater categories combined), the Peer category, and the Direct Report category. More than five may be shown if there are ties.

Top 5		Bottom 5	
Question	**Mean**	**Question**	**Mean**
Makes decisions consistent with the unit's positive values	4.2	Works cooperatively with those outside the work unit	3.1
Creates a vision of what the unit can become in the future	4.0	Acts in a quick, flexible, and "right-for-now" manner	3.1
Demonstrates that he cares about the hopes and dreams of others	4.0	Establishes milestones to guide others' actions	3.3
Invests his time wisely	4.0	Is selective in determining the issues on which to focus	3.4
Maintains a network of positive business relationships	4.0	Effectively challenges the existing ways of doing things	3.4
Encourages and supports the visions of others	4.0	Uses resources in a highly appropriate manner	3.4

Section 3: Gap Analysis

This section of the report will illustrate your blind spots. It shows the largest gaps between the self-report score and the Overall score (average of colleagues' scores). The first table lists the largest gaps where the Overall score is higher than the self-report score. In contrast, the second table lists the largest gaps where the Overall score is lower than the self-report score.

Overall Scores Higher than Self

Question	Self-Report Score	Overall Score	Gap
Demonstrates that he cares about the hopes and dreams of others	2	4.00	2.00
Maintains a network of positive business relationships	3	4.00	1.00
Provides opportunities for people to share their expertise with others throughout the organization	3	3.86	0.86
Exposes people to learning opportunities outside the unit	3	3.86	0.86
Assumes personal responsibility for influencing others	3	3.83	0.83

Overall Scores Lower than Self

Question	Self-Report Score	Overall Score	Gap
Acts in a quick, flexible, and "right-for-now" manner	5	3.14	-1.86
Uses resources in a highly appropriate manner	5	3.43	-1.57
Proactively responds to threats to key initiatives	5	3.57	-1.43
Perseveres through adversity	5	3.57	-1.43
Champions innovative ideas, even when faced with skepticism	5	3.57	-1.43

Section 4: Results by Question

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Creates a vision of what the unit can become in the future

	# of Responses	Average with Distribution	Norm
		1 2 3 4 5	
Self	1	4.0	4.00
Overall	7	4.0	4.00
Manager	1	5.0	5.00
		0 0 0 0 1	
Peers	3	4.0	4.00
		0 0 1 1 1	
Direct Reports	3	3.7	3.67
		0 0 1 2 0	

Establishes milestones to guide others' actions

	# of Responses	1 2 3 4 5	Norm
Self	1	3.0	3.00
Overall	7	3.3	3.29
Manager	1	4.0	4.00
		0 0 0 1 0	
Peers	3	3.3	3.33
		0 1 0 2 0	
Direct Reports	3	3.0	3.00
		0 0 3 0 0	

Is selective in determining the issues on which to focus

	# of Responses	1 2 3 4 5	Norm
Self	1	4.0	4.00
Overall	7	3.4	3.43
Manager	1	3.0	3.00
		0 0 1 0 0	
Peers	3	3.3	3.33
		0 0 2 1 0	
Direct Reports	3	3.7	3.67
		0 0 1 2 0	

Section 5: Written Comments

This section provides you with the verbatim (word for word) written comments offered by your feedback providers.

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I like . . .

Manager

- I have worked with Pat over the last quarter and find that he is a very efficient worker. He provides a clear and concise description of his work. He eagerly takes on new responsibilities.

Peer

- How confident he is...makes others confident in him and his capabilities.

- Pat Sample's ability to think clearly and articulate his thoughts in a manner that others can easily understand.

- commitment to work.

Direct Report

- Pat's motivational techniques

- How Pat is a resource for nearly any question. If he doesn't know the answer, he always finds it in a timely manner.

I wish . . .

Self

- I could do a better job at motivating my team.

Direct Report

- I had the same leadership techniques as Pat

- There was more time to spend sharing information, but our workload often doesn't permit enough time for independent projects.