

THE Leadership Essentials Inventory



The Leadership Essentials Inventory (LEI)

Leaders develop best when they have an opportunity to receive feedback on their performance, and The Leadership Essentials Inventory (LEI) is designed to do just that. This report contains detailed, summary and comparative information on how others perceive you as a leader. The core component of this assessment is a series of 40 behaviors that are closely associated with leadership success. Essentially, those that you selected as observers have indicated how frequently they see you engaging in these behaviors. They have also provided commentary on how you have positively influenced them and others, as well as how you might increase your leadership effectiveness in the future. All of this is very valuable information as you consider how you can develop the perspectives, competencies and approaches that will increase your effectiveness as a leader. The good news is that becoming a great leader is within the grasp of all of us.

This assessment is based on The Leadership Essentials Model which challenges leaders to continually address four key questions:

1. Have I earned the right to lead? **(Authenticity)**
2. Do I influence others to perform at their best? **(Coaching)**
3. Do I lead my team to produce extraordinary results? **(Innovation)**
4. Do I create exceptional focus throughout the organization? **(Alignment)**



The information contained in this LEI report will provide you with direct feedback that will help you answer these four questions.

Your Observers

The observers that you selected to provide feedback are categorized as follows:

- **Manager (MG)**
- **Direct Report (DR)**
- **Co-worker (CW)**
- **Other (OT)**

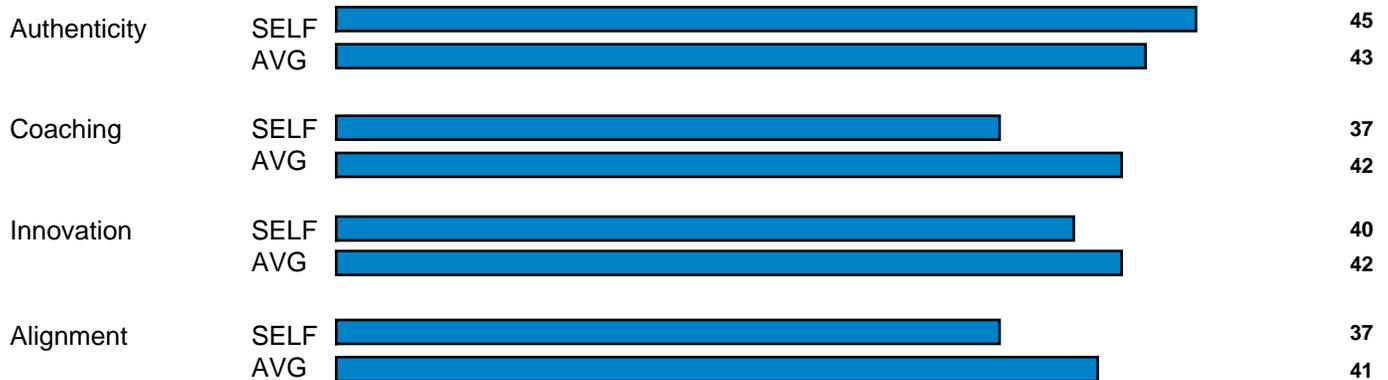
Scoring Scale

- 1 = Almost Never
- 2 = Seldom
- 3 = Sometimes
- 4 = Often
- 5 = Almost Always

Part A: LEI Report Summary

The following charts present summaries of your LEI scores. The first chart compares your scores (SELF) with those of the average of all observers (AVG). The second chart shows the total scores received from each observer. Scores may range from 10 to 50.

Self vs. Observer Scores



Scores from Individual Observers

	<u>CW</u>	<u>CW</u>	<u>CW</u>	<u>CW</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>MG</u>	<u>OT</u>	<u>OT</u>
Authenticity	45	48	35	46	48	44	36	42	47	48	50	44	31
Coaching	47	48	36	43	44	39	41	44	41	50	45	45	34
Innovation	48	49	39	43	43	36	37	43	43	49	46	45	32
Alignment	47	48	34	46	43	37	32	41	40	48	47	46	32

Part B: Ranking of Observed Leadership Behaviors

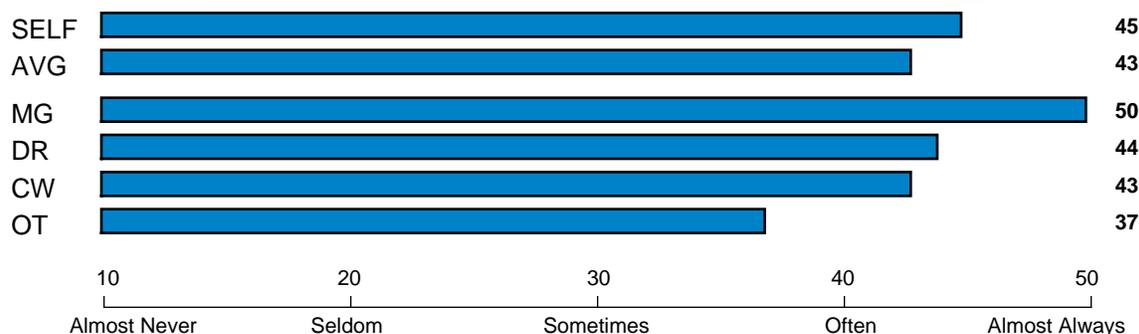
This chart presents a ranking of all leadership behaviors according to the frequency these are observed (most frequent to least frequent).

Ranking Leadership Behavior	#	Dimension	SELF	AVG	diff
1. Takes action when appropriate.	39	Innovation	5.0	4.69	0.31
2. Holds others accountable for their performance.	26	Coaching	4.0	4.62	-0.62
3. Expects high performance from others.	22	Coaching	4.0	4.62	-0.62
4. Demonstrates courage in facing the truth.	18	Coaching	5.0	4.62	0.38
5. Models the behaviors he or she expects of others.	37	Authenticity	4.0	4.62	-0.62
6. Accepts personal accountability.	17	Authenticity	5.0	4.62	0.38
7. Is honest and straightforward.	9	Authenticity	5.0	4.62	0.38
8. Seeks out challenging opportunities.	3	Innovation	4.0	4.54	-0.54
9. Supports diverse points of view.	15	Innovation	4.0	4.38	-0.38
10. Challenges others to perform at their best.	14	Coaching	4.0	4.38	-0.38
11. Acts consistently with stated values and principles.	1	Authenticity	5.0	4.38	0.62
12. Speaks about the organization with enthusiasm, conviction and passion.	36	Alignment	4.0	4.38	-0.38
13. Helps build shared organizational values.	20	Alignment	4.0	4.38	-0.38
14. Fosters unity of purpose.	12	Alignment	3.0	4.31	-1.31
15. Fosters prototyping of new ideas.	31	Innovation	3.0	4.31	-1.31
16. Encourages people to make improvements in work systems.	7	Innovation	5.0	4.31	0.69
17. Honors important elements of the organization's past.	40	Alignment	4.0	4.31	-0.31
18. Treats others with dignity and respect.	13	Authenticity	5.0	4.31	0.69
19. Recognizes the accomplishments of others.	6	Coaching	4.0	4.23	-0.23
20. Acts with humility.	33	Authenticity	5.0	4.23	0.77
21. Seeks out personal development opportunities.	29	Authenticity	3.0	4.23	-1.23
22. Seeks and is receptive to feedback.	21	Authenticity	4.0	4.23	-0.23
23. Follows through on commitments.	5	Authenticity	4.0	4.23	-0.23
24. Creates a sense of organizational distinction.	16	Alignment	4.0	4.23	-0.23
25. Conveys an exciting and compelling image of the future.	4	Alignment	4.0	4.15	-0.15
26. Treats mistakes, errors, and setbacks as valuable learning experiences.	35	Innovation	4.0	4.15	-0.15
27. Helps others excel in their jobs.	38	Coaching	4.0	4.15	-0.15
28. Promotes a feeling of partnership.	30	Coaching	3.0	4.15	-1.15
29. Studies social, technological, and market changes.	28	Alignment	4.0	4.15	-0.15
30. Creates a sense that each person's job is significant and important.	8	Alignment	4.0	4.08	-0.08
31. Experiments and takes risks.	27	Innovation	4.0	4.08	-0.08
32. Creates a work environment that demands innovation.	11	Innovation	4.0	4.08	-0.08
33. Coaches others on their career development.	34	Coaching	3.0	4.08	-1.08
34. Ensures individuals are appreciated.	2	Coaching	3.0	4.08	-1.08
35. Promotes breakthrough thinking.	23	Innovation	3.0	4.00	-1.00
36. Fosters creativity.	19	Innovation	4.0	4.00	0.00
37. Sees the best in others.	10	Coaching	3.0	3.92	-0.92
38. Sacrifices his or her personal interests for the success of others.	25	Authenticity	5.0	3.92	1.08
39. Articulates the importance and deeper meaning of our work.	32	Alignment	3.0	3.92	-0.92
40. Communicates crystal clear plans and strategies.	24	Alignment	3.0	3.69	-0.69

Part C: LEI Dimension - Authenticity

This page presents your summary and detailed scores for the Authenticity dimension of the LEI.

Summary Scores - Authenticity



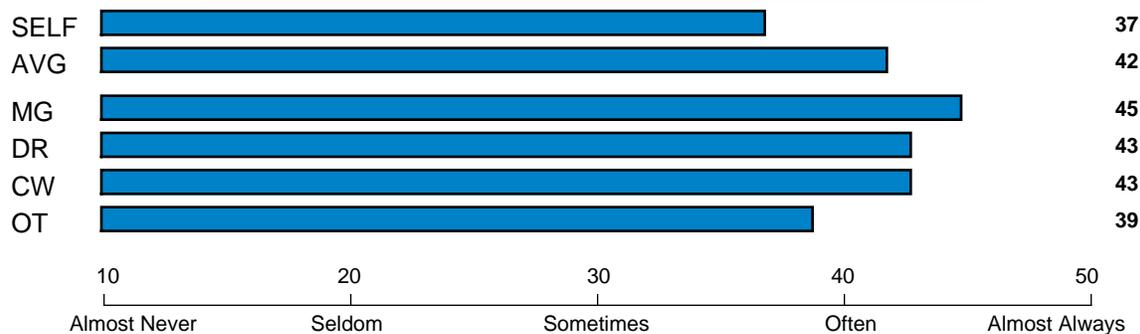
Detailed Scores - Authenticity

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	MG	OT	OT						
1. Acts consistently with stated values and principles.	5	4.4	4	5	3	5	5	5	4	4	5	5	5	5	4	3
5. Follows through on commitments.	4	4.2	4	5	3	4	5	4	3	4	5	5	5	5	5	3
9. Is honest and straightforward.	5	4.6	4	5	3	5	5	5	5	5	5	5	5	5	4	4
13. Treats others with dignity and respect.	5	4.3	4	5	3	4	5	5	4	4	4	5	5	5	4	4
17. Accepts personal accountability.	5	4.6	5	4	4	5	5	5	5	5	5	5	5	5	4	3
21. Seeks and is receptive to feedback.	4	4.2	5	4	4	5	5	3	3	3	5	5	5	5	5	3
25. Sacrifices his or her personal interests for the success of others.	5	3.9	5	5	4	4	4	4	2	3	4	4	5	5	4	3
29. Seeks out personal development opportunities.	3	4.2	5	5	4	4	5	4	4	4	4	5	5	5	4	2
33. Acts with humility.	5	4.2	4	5	3	5	4	5	2	5	5	4	5	5	5	3
37. Models the behaviors he or she expects of others.	4	4.6	5	5	4	5	5	4	4	5	5	5	5	5	5	3

Part C: LEI Dimension - Coaching

This page presents your summary and detailed scores for the Coaching dimension of the LEI.

Summary Scores - Coaching



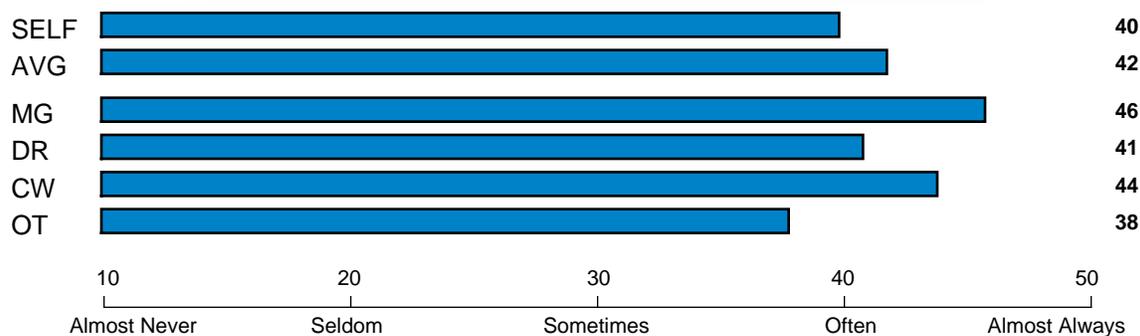
Detailed Scores - Coaching

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	MG	OT	OT						
2. Ensures individuals are appreciated.	3	4.1	4	5	4	4	4	4	3	4	4	5	4	4	4	
6. Recognizes the accomplishments of others.	4	4.2	4	5	4	4	5	4	3	3	4	5	5	5	4	
10. Sees the best in others.	3	3.9	4	5	3	3	4	4	2	4	4	5	5	4	4	
14. Challenges others to perform at their best.	4	4.4	5	4	4	4	4	4	5	5	4	5	4	5	4	
18. Demonstrates courage in facing the truth.	5	4.6	5	5	3	5	4	5	5	5	5	5	5	5	3	
22. Expects high performance from others.	4	4.6	5	5	4	5	5	4	5	5	4	5	5	5	3	
26. Holds others accountable for their performance.	4	4.6	5	4	4	5	5	4	5	5	5	5	5	5	3	
30. Promotes a feeling of partnership.	3	4.2	5	5	3	5	4	3	5	5	3	5	4	4	3	
34. Coaches others on their career development.	3	4.1	5	5	3	4	5	3	4	4	4	5	4	4	3	
38. Helps others excel in their jobs.	4	4.2	5	5	4	4	4	4	4	4	4	5	4	4	3	

Part C: LEI Dimension - Innovation

This page presents your summary and detailed scores for the Innovation dimension of the LEI.

Summary Scores - Innovation



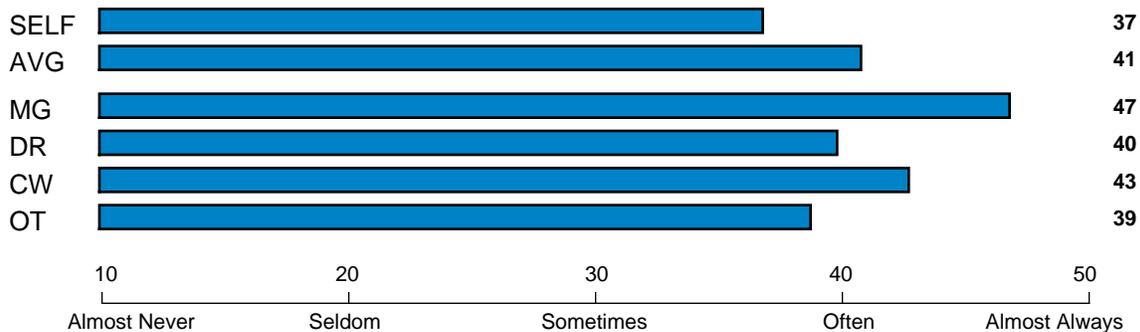
Detailed Scores - Innovation

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	MG	OT	OT						
3. Seeks out challenging opportunities.	4	4.5	5	5	4	5	4	4	5	5	5	5	5	5	4	3
7. Encourages people to make improvements in work systems.	5	4.3	5	5	4	4	4	3	4	5	4	5	5	5	5	3
11. Creates a work environment that demands innovation.	4	4.1	5	4	3	4	4	3	5	4	3	5	4	5	4	4
15. Supports diverse points of view.	4	4.4	5	5	4	4	5	4	4	4	5	5	5	5	4	3
19. Fosters creativity.	4	4.0	4	5	4	5	4	4	2	4	4	5	4	4	4	3
23. Promotes breakthrough thinking.	3	4.0	5	5	4	4	4	3	2	4	4	5	4	5	5	3
27. Experiments and takes risks.	4	4.1	5	5	4	4	4	3	3	4	4	5	5	5	5	2
31. Fosters prototyping of new ideas.	3	4.3	5	5	4	4	4	4	4	4	4	5	4	5	4	4
35. Treats mistakes, errors, and setbacks as valuable learning experiences.	4	4.2	4	5	4	4	5	4	3	4	5	4	5	4	4	3
39. Takes action when appropriate.	5	4.7	5	5	4	5	5	4	5	5	5	5	5	5	4	4

Part C: LEI Dimension - Alignment

This page presents your summary and detailed scores for the Alignment dimension of the LEI.

Summary Scores - Alignment



Detailed Scores - Alignment

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	MG	OT	OT
4. Conveys an exciting and compelling image of the future.	4	4.2	5	5	3	4	5	4	3	4	4	5	4	5	3
8. Creates a sense that each person's job is significant and important.	4	4.1	5	5	2	4	5	3	4	3	4	5	4	5	4
12. Fosters unity of purpose.	3	4.3	4	5	4	5	4	4	3	5	4	5	5	4	4
16. Creates a sense of organizational distinction.	4	4.2	4	5	4	5	4	4	4	4	4	5	4	5	3
20. Helps build shared organizational values.	4	4.4	5	5	3	5	5	4	4	5	4	5	5	4	3
24. Communicates crystal clear plans and strategies.	3	3.7	4	5	3	4	3	4	1	4	4	4	5	4	3
28. Studies social, technological, and market changes.	4	4.2	5	4	4	4	4	4	5	4	4	4	5	5	2
32. Articulates the importance and deeper meaning of our work.	3	3.9	5	4	3	5	4	3	1	4	4	5	5	5	3
36. Speaks about the organization with enthusiasm, conviction and passion.	4	4.4	5	5	4	5	5	4	3	4	4	5	5	5	3
40. Honors important elements of the organization's past.	4	4.3	5	5	4	5	4	3	4	4	4	5	5	4	4

Part D: Comments from Observers

1. Consider the values and day-to-day behaviors of this person. Describe how he or she has impacted you and others in the organization.

John is a visionary leader who treats others with respect and consideration. John never considers himself to be better than others and actively surrounds himself with talented people.

John sets clear goals and expectations that are easy to understand and implement. John has high respect with employees as he is seen as human and relates to them on a personal level.

New perspective and diversity of thought in a short period of time.

John for me has been a true friend, colleague, coach and sounding board. John is empathetic but trustworthy enough to have open communications on the enablers and barriers affecting one's success.

John is always willing to help and willing to help others when they need his help. He is very appreciative of help provided to him. Actions speak louder than words and John does what he says he will do. He is very consistent.

John is extremely consistent in his values and behaviors at work. This is observable and respected by others. He has a value system that is known and he manages to those standards. He holds himself and others to a high standard, and therefore when John recognizes performance, people are proud of their successes.

Part D: Comments from Observers**2. Consider how this person relates to others on a one-on-one basis. Describe how he or she has coached you and/or others in the organization.**

John calls it as he see it. He is a risk taker and will take the road less travelled if that is the right one for the business. He will actively provide feedback and is supportive in your development.

John has provided very candid and direct feedback. Having someone who can access your work and highlight and reinforce the positive as well as help identify and help close gaps is critical for development.

In approaching his leadership role he is great at being humble, authentic and in building partnerships with those who can help him to be successful. He has a thirst for personal development which contributes to his ability to be a creative problem solver. He actively engages others and treats them as true partners versus his reports.

He is very personable and respectful to people he deals with. He is very positive and is not afraid to give credit where credit is due. He is very factual when giving feedback or his opinion in a matter. He is also very positive when giving feedback and delivers constructive feedback.

John is very direct in his coaching. He delivers consistent feedback that is very specific and actionable. It is not always easy to hear, but necessary for growth. When John initially starts working with people, they are sometimes uncomfortable with these discussions, but they eventually come to understand that his intentions are good. John has a great reputation and is a very good coach and supporter.

Part D: Comments from Observers**3. Consider how this person leads or participates in teams. Describe how he or she has contributed to the team's innovation.**

Collaborative... working with others - Seeks others opinions. Tries to seek out differences and cull out the "why's".

John is a great facilitator, as he builds a comfortable foundation with the group (icebreakers), sets an easy to follow agenda, and opens up for conversation/ brainstorming to allow for ideas and innovation to occur. Allowing the group to help develop and work towards a common goal builds buy-in and increases the chances for success.

Effective communicator and leader of meetings in bringing individuals together to accomplish similar objectives.

John leads by creating a shared vision and making each person part of that mission to deliver on the vision. He recognizes talent and gets the right people in the seats. From there he uses performance management and lean six sigma skills to build a high performance team. He at all times has his employees, wellbeing in mind and has their back when they are facing adversity. He expects high performance but also leads by example starting with himself.

He is very good at bringing ideas to the table or building on ideas of others. He is also willing to do his fair share and wants to see the team succeed.

John is always an active participant in any team. He does this through very good ideas and by asking tough questions to drive creative thinking.

Part D: Comments from Observers**4. Consider how this person communicates throughout the organization. Describe how he or she has influenced the organization.**

John is an effective communicator and has a strong network. He speaks with passion and authority garnering buy-in and support.

Strong communication skills written and verbal. Keeps a straight-forward and easy message to follow.

John clearly articulates messages to the market centre when given the opportunity.

John communicates with kindness, authority and humility. He has a great sense of humor and uses it to his benefit. With team members, he can drive performance but have people's triggers and hearts in mind so each wants to be part of doing their best work.

Again John is very personable and has no difficulties communicating his point accross. He may face challanges in situations that require him to face conflict.

John inspires a professional work environment. He is always appropriate in his communications 1:1, in the hallways, and in meetings. He is an effective communicator in that he is brief and to the point.

Part D: Comments from Observers

5. What can this person do to become more effective as a leader?

Believe in himself.

The one thing that comes to mind is managing up and managing stakeholders. From my point of view and in some situations this seemed to be an area of development.

John needs to demonstrate his ability to lead and drive business results in the direct side of the organization.

John's area of opportunity is to continue to be true to his values when being pressured by stakeholders who are asking him to operate outside of his own core values.

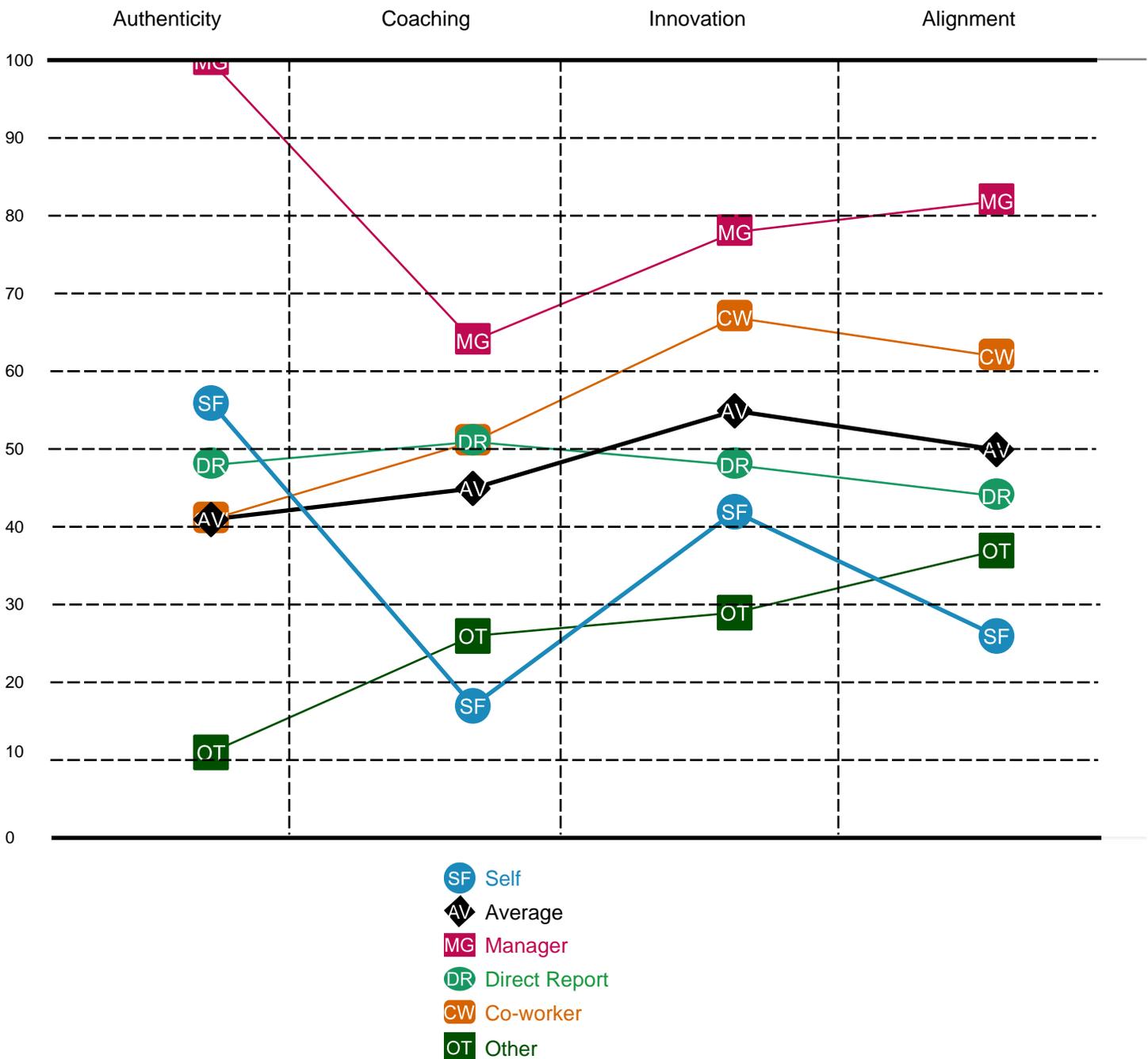
John tends to put personal commitments, passions and key people outside of work on the back burner. A balanced authentic life in and outside of work will help John to become a better leader. Taking time to breathe can build an increasingly effective leadership, communication and coaching style. Loving some of life's moment versus where he needs to get to is important!

Continue to work on engaging people from various organizations to achieve a common goal. Continual follow up and communication of progress.

John could remove some of the formality in his day to day engagements. He is so consistent and appropriate that it can make some people nervous around him.

Part E: Comparison with Other Leaders

On this chart, your scores are compared with the scores of all other leaders who have taken the LEI. This is presented as a percentile ranking. For example, if you score at the 60th percentile, this means that 40% of others would have scored higher than you and 60% would have scored lower.



Part F: My Learning

Your LEI Report can be a potent resource in helping to accelerate your personal development when used in conjunction with thoughtful reflection. It likely highlighted some of your strengths as well as your development needs. You may have been aware of some of these, however there may also have been some surprises. As you reflect on your report, you are encouraged to consider:

1. Gaps in perception: between a) you and others, b) observer categories, and c) individuals within observer categories. Note that some of these gaps will be due to your behavior and some will be due to the differing expectations others have of you.

2. Themes, patterns and inconsistencies.

3. Specific areas of strength and development opportunities noted in the observer comments.

Use the following chart to summarize your learning from the LEI Report.

THE FEEDBACK WINDOW

EXPECTED

NOT EXPECTED

POSITIVE STUFF

--	--	--

NOT SO
POSITIVE STUFF

--	--	--

Part G: Next Steps

To ensure that your good intentions are translated into enduring changes in behavior, it is important that you plan and commit to some specific actions.

1. Strengths

a. What are your most important strengths, talents and abilities?

b. What feedback in the LEI Report supports your assessment?

c. In what ways can you develop these strengths further?

Part G: Next Steps**2. Development Opportunities**

a. What are your most significant development opportunities?

b. If you do not change, what is the potential impact on your performance and/or career?

c. What actions will you take immediately?

Part G: Next Steps

3. Connecting with Others

The feedback that you received in your LEI Report is based on how others perceive you and your behavior. You can often accelerate your development by discussing your report with them and exploring the feedback you received in more depth. Make note below of the issues that you plan to discuss:

a. with your manager:

b. with your direct reports:

c. with your colleagues:

d. with others:
