

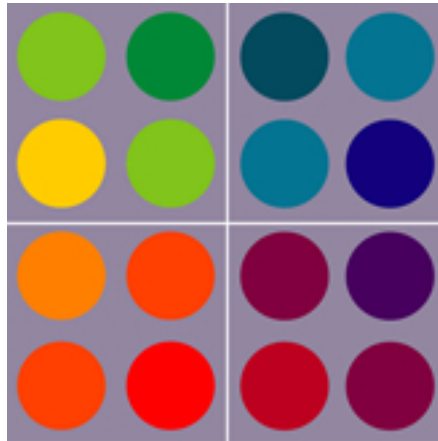


❖ 3DV Leadership Review

Ken Smithson

Print Date: 18.5.2004

Organisation: Demonstration Client



Contributors

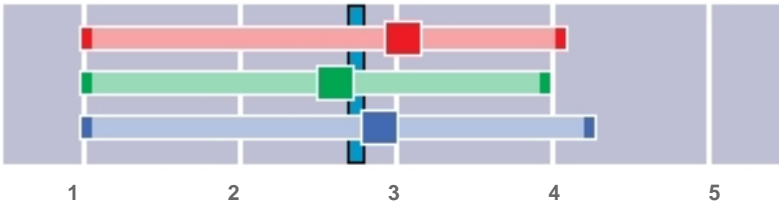
The following reviewers provided feedback for this 3DV Leadership Review:

Reviewer Name	Viewpoint	Completed Date
Smithson, Ken	Self	31/05/2002
Fenech, Paul	Manager	31/05/2002
French, Michael	Peer	31/05/2002
Gannon, Roslyn	Direct Report	31/05/2002
Golberg, Cheryl	Peer	31/05/2002
Hart, Kylie	Direct Report	31/05/2002
Merrill, Melissa	Direct Report	31/05/2002
Travers, Stephanie	Direct Report	31/05/2002
Wallis, Andrew	Direct Report	31/05/2002
Walton, Simone	Direct Report	31/05/2002

Summary

V1 Creating a Vision

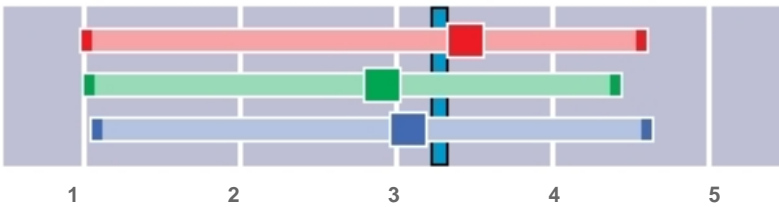
2.8



Communicating a sense of purpose, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, to convey a sense of purpose and focus, appear to be passionate and committed to the work.

V2 Intellectual Stimulation

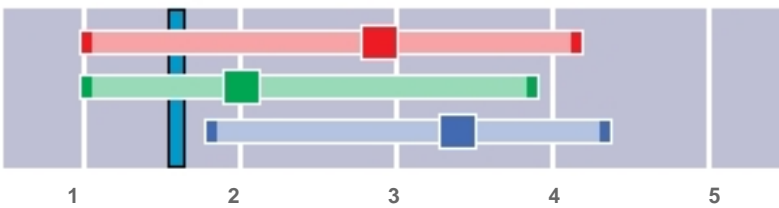
3.2



The ability to show the benefits of new ways and to encourage others to rethink their ideas results in a more motivated and positive work place.

V3 Individual Consideration

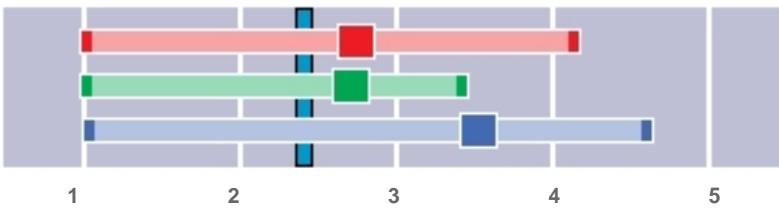
2.5



The creation of an environment in which people feel valued and encouraged to contribute, where people can explore their own talents and utilise their individual strengths.

T1 Goal Setting

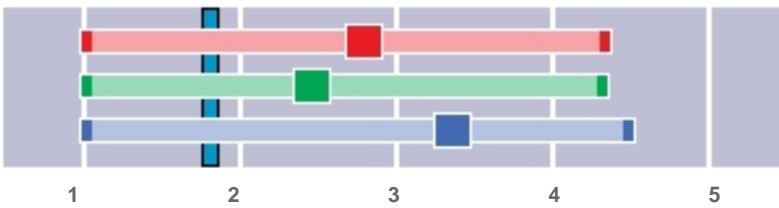
2.9



People with high scores are able to identify and agree what must be achieved, specify what has to be done and define performance measures.

T2 Performance Monitoring

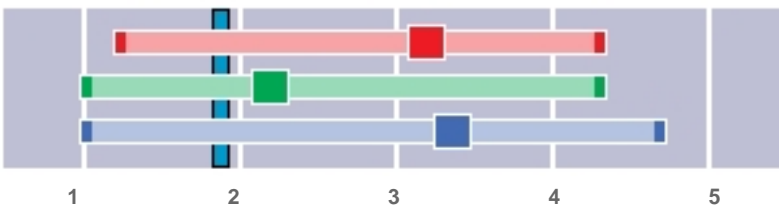
2.6



Defining the process to determine whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility.

T3 Feedback

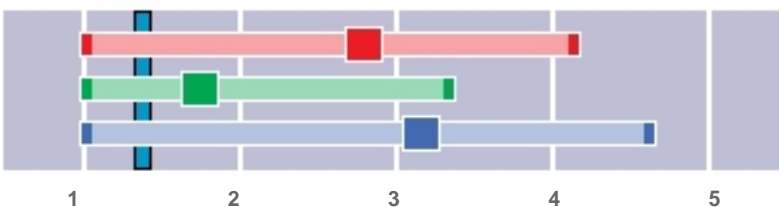
2.7



Providing feedback in such a way that it is understood, believed and accepted, so that change can be effected.

T4 Developing Careers

2.3



Understanding the individual needs of others and looking out for ways to help others to reach the goals they set themselves. Taking time to work with others and show how work can improve.

Leadership Review

This report is created from the basic Facet5 data and suggests a management development agenda for managerial roles at any level in the organisation. The report compares Ken's responses to the Facet5 questionnaire with those of a large group of professional managers in industry. It highlights the behaviours from each of the seven elements of leadership in which people like Ken are expected to excel and those in which there may be room for improvement. The report shows these behaviour predictions alongside the actual observations of Ken's colleagues. The Leadership Review uses as a base the model of Leadership originally outlined by Bernard Bass which suggests that there are 7 core elements of leadership which people need to develop in order to be seen as successful. They break down into Transformational and Transactional Leadership. Transactional leadership is about delivering the agreed results. Transformational leadership is required to inspire people to go above and beyond expectations.

Transformational Leaders

Transformational Leaders have a clear idea of where they want to go, are passionate and motivating to others. They are innovative and challenging. They create and communicate a vision, are intellectually stimulating and treat people as individuals. The elements are:

Creating a Vision - Visionary leaders are described as motivating, inspiring and convincing. A vision cannot be established by edict. To ensure that colleagues "buy in" to a vision you must persuade, excite and influence. People who do this well, communicate a sense of purpose and focus, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, appear passionate and committed to the work, and look to the future with enthusiasm and conviction

Intellectual Stimulation - People who do well are able to provide a positive and challenging environment for others. They make people think and re-examine their ideas and look for alternatives. They quickly see new applications and ways forward, are innovative and imaginative, are seen as experts and authorities in their fields, and are aware of trends and developments in their fields.

Individual Consideration - Creating an environment where people feel valued and encouraged to contribute, where they can explore their own talents and utilise individual strengths. People who enable others to do this are seen as positive and fair minded. They ensure justice and are not judgmental. They are attuned to the feelings and natures of their colleagues and show respect for them. Such people can establish a positive environment for each person in the team, get people to contribute in the way they work best, allow for individual differences, do not pre-judge people or impose their own prejudices. They are accessible and responsive to others needs. They accept people for what they are.

Transactional Leaders

Transactional Leaders have an ability to organise and manage people and resources to achieve the agreed corporate goals. They concentrate on setting goals, monitoring performance, giving feedback and developing people. There are four elements of Transactional Leadership

Goal Setting - Goals are the operationalisation of a corporate vision. They are the engine of activity, which provides a specific, practical focus for efforts. Goals need to be specific to ensure clear direction. They must be measurable so people know whether they are being met. They must be achievable since an unrealistic goal is de-motivating. They must be relevant so they convey a realistic sense of purpose and they need a time limit to crystallise them and provide an agreed end point.

Performance Monitoring - There is little point in setting clear goals if no effort is made to determine whether they have been met. Performance review can be very structured with centralised administration or more fluid relying more on the individual than the system. This helps a person to understand whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility for this review needs to be made clear.

Providing Feedback - Performance appraisal is a normal part of corporate life now. Feedback is designed to answer two questions:

- What are we expecting?
- How are we doing?

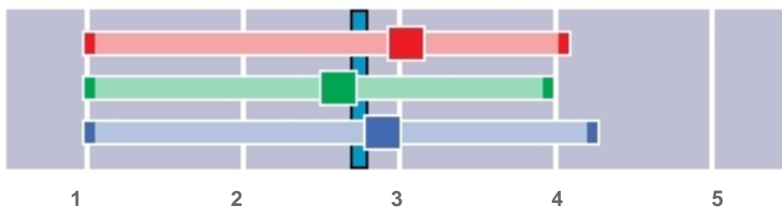
And for feedback to be effective it must be:

- Understood
- Believed
- Accepted

Developing Careers - The key to developing others is to demonstrate genuine interest and concern for them. It involves selflessness and a willingness to put others first. In order to achieve this you need first to understand yourself and, following that, understand the needs, interests and desires of other people. To be effective you need to also understand the political and organisational sensitivities that exist.

V1 Creating a Vision

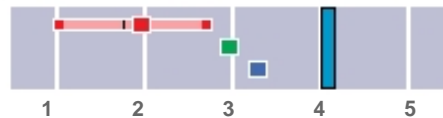
2.8



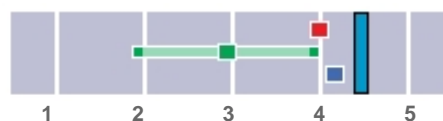
Communicating a sense of purpose, make people feel they understand where the organisation is going, enthuse and motivate people about what can be achieved, to convey a sense of purpose and focus, appear to be passionate and committed to the work.

Item Responses

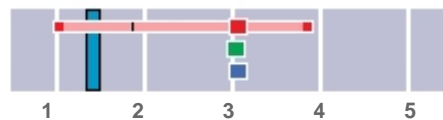
Seems to have a very clear vision of where we are going



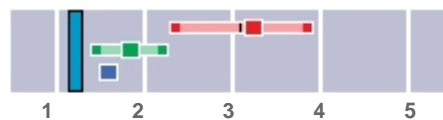
Communicates ideas very clearly¹



Makes sure everybody knows what we are trying to do



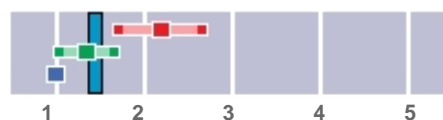
Becomes passionate about ideas



Projects ideas with confidence



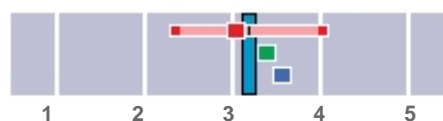
Talks with enthusiasm and conviction



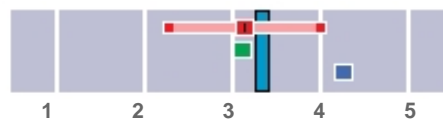
Is motivating to listen to



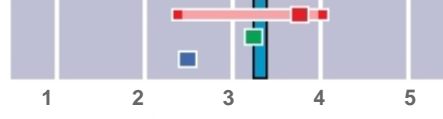
Enjoys telling people what the future looks like



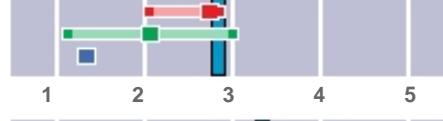
Is always very clear in meaning



Is always looking for new ways of doing things



Gets excited by the opportunities we have



Is very quick at seeing how new trends affect us



Legend:

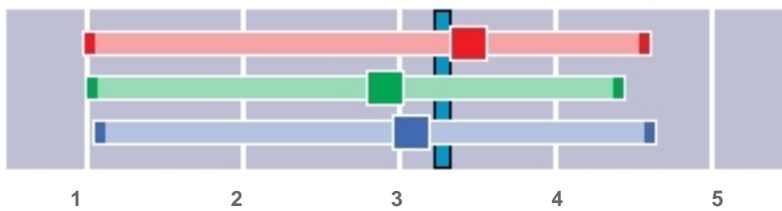
- Self
- Direct Report
- Manager
- Peer

1. Items in this colour are identified by Facet5 as potential strengths of people like Ken.

2. Items in this colour are identified by Facet5 as areas with potential room for improvement for people like Ken.

V2 Intellectual Stimulation

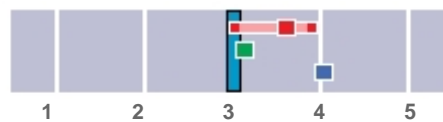
3.2



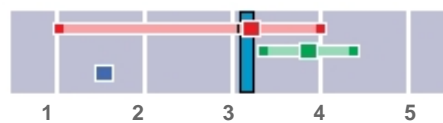
The ability to show the benefits of new ways and to encourage others to rethink their ideas results in a more motivated and positive work place.

Item Responses

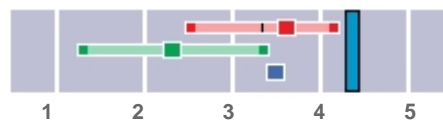
Quick to challenge ideas¹



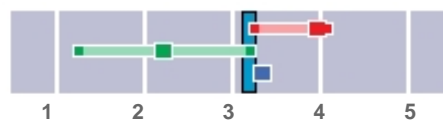
Makes people really think hard about what they are doing¹



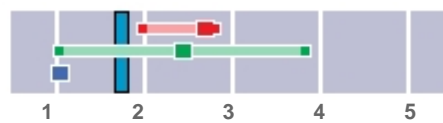
Stretches people intellectually



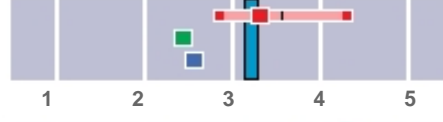
Is quick to explore alternatives



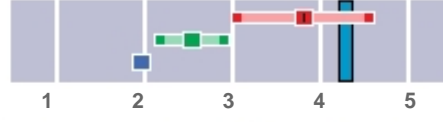
Is enthusiastic about new ideas



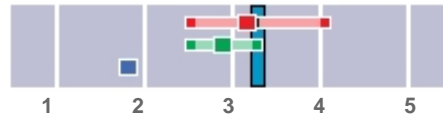
Encourages risk taking



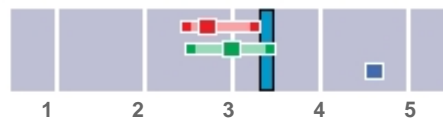
Often relies on intuition



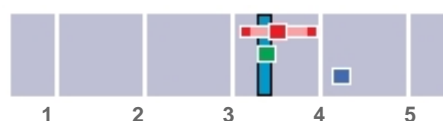
Constantly challenges the status quo¹



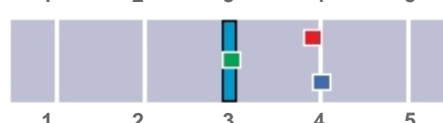
Makes people defend their ideas



Is very analytic and probing



Quickly grasps the implications of what is suggested



Is very quick to see logical errors and difficulties



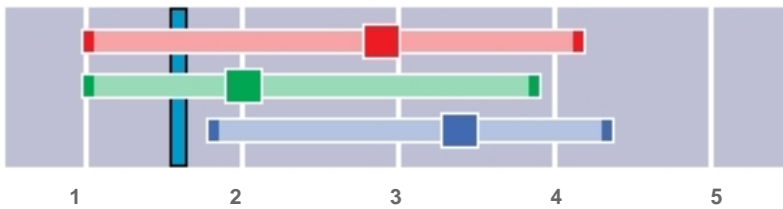
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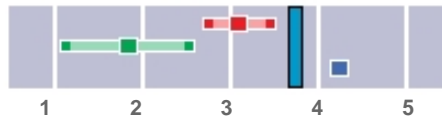
V3 Individual Consideration 2.5



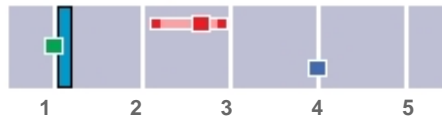
The creation of an environment in which people feel valued and encouraged to contribute, where people can explore their own talents and utilise their individual strengths.

Item Responses

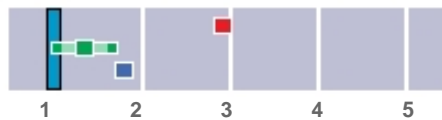
Always careful not to override other people



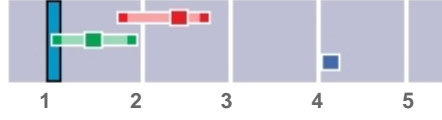
Is happy for people to challenge ideas put forward



Treats people as individuals



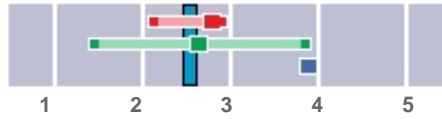
Is quick to make new people feel accepted²



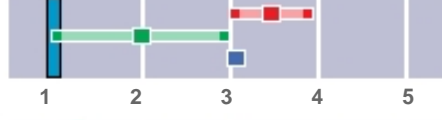
Is sensitive to people's feelings



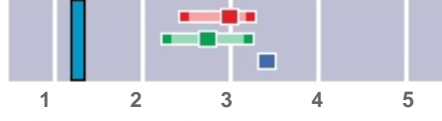
Keeps the door open - is accessible



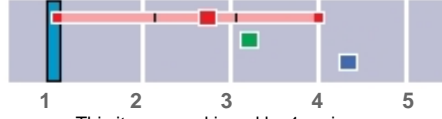
Establishes rapport easily



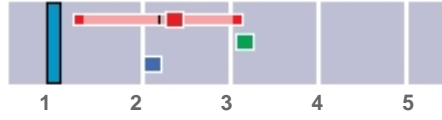
Always seems to be able to put people at ease



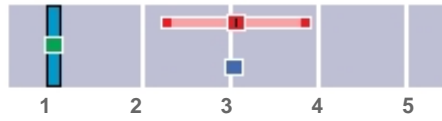
Makes sure people feel involved



Ensures everybody pulls their weight



Makes people feel valued for what they are



Tolerant of individualists



Legend:

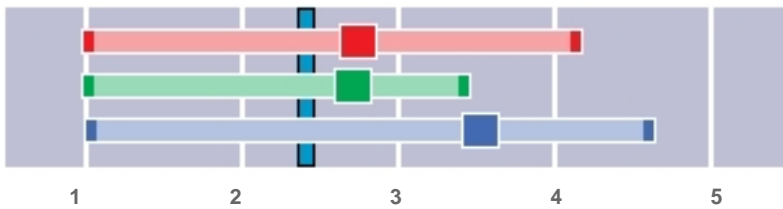
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T1 Goal Setting

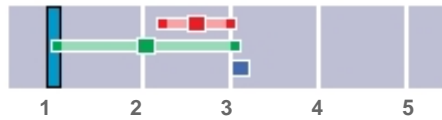
2.9



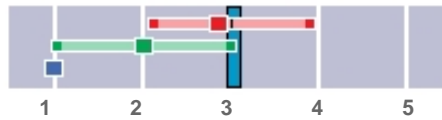
People with high scores are able to identify and agree what must be achieved, specify what has to be done and define performance measures.

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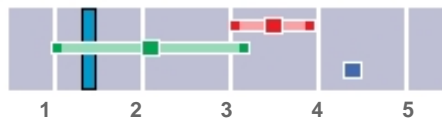
Sets very clear objectives for people



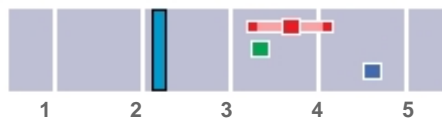
People know how they will be measured



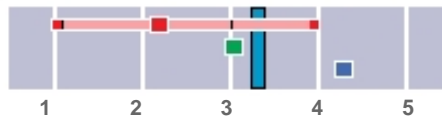
Sets objectives which are stretching but achievable



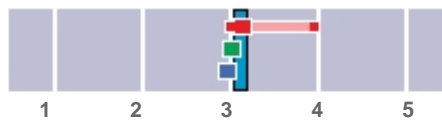
Explains the relevance of different activities



Makes the expected time frame very clear



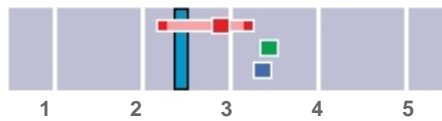
Ensures people understand what is required of them



Helps people to see how they will achieve their targets



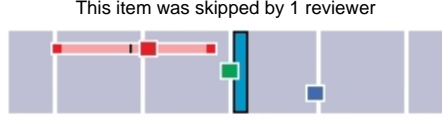
Demonstrates the effects of work clearly



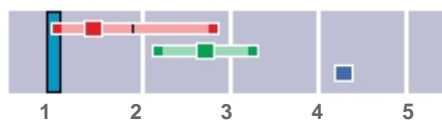
Is demanding but doesn't ask for the impossible



Makes it very clear when things need to be done by



Involves people in setting their own objectives



Clearly shows how individual goals link to corporate goals



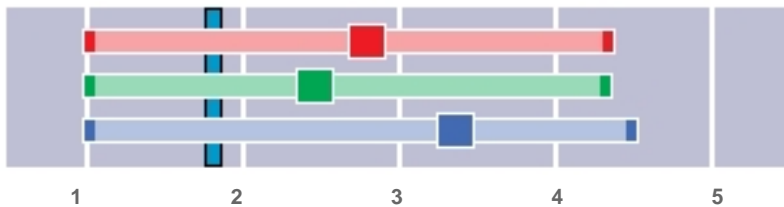
Legend:

- Self
- Direct Report
- Manager
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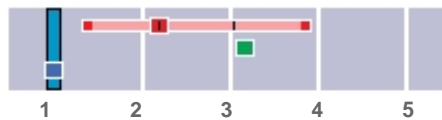
T2 Performance Monitoring 2.6



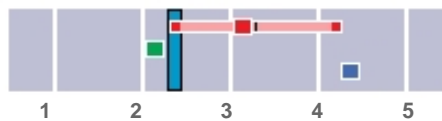
Defining the process to determine whether the goals have been achieved. The process for monitoring, the frequency of review and the individual responsibility.

Item Responses

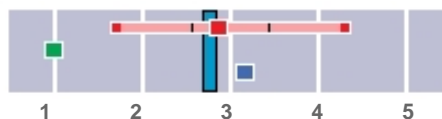
Reviews performance at appropriate intervals



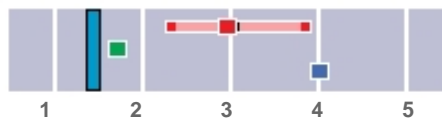
Is quick to identify variations from the plan



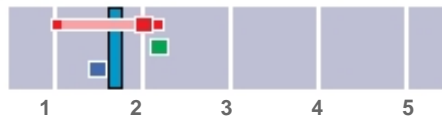
Always seems to be aware of the current state of each task



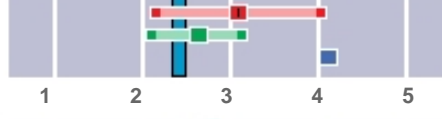
Has a clear understanding of our daily activities



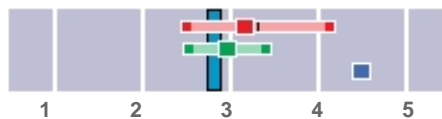
Insists on regular reports on performance



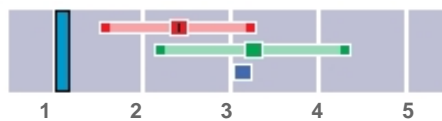
Reads regular reports and takes action as required



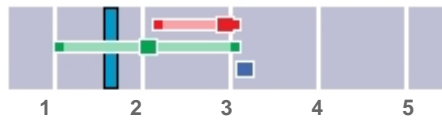
Is always among the first to know what's happening



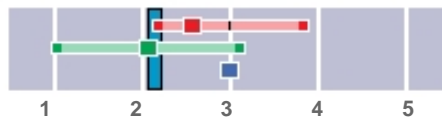
Has good grasp of the detail of what people are doing



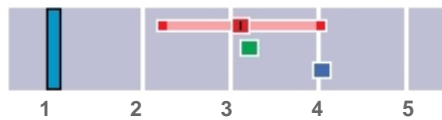
Keeps good records of progress



Makes sure people know how performance will be evaluated



Makes sure people know who is responsible for assessing results



Makes sure the relevant information is always on hand



Legend:

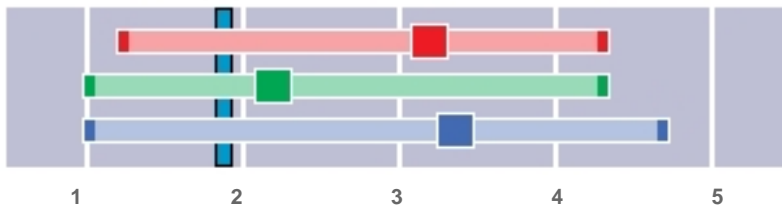
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2. Items in this colour are identified by Facet5 as areas with potential room for improvement for people like Ken.

T3 Feedback

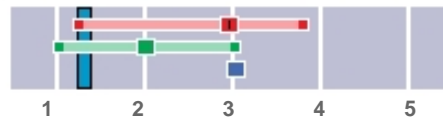
2.7



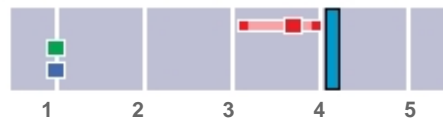
Providing feedback in such a way that it is understood, believed and accepted, so that change can be effected.

Item Responses

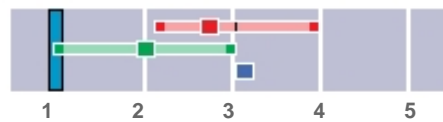
Is always fair and objective in comments about performance



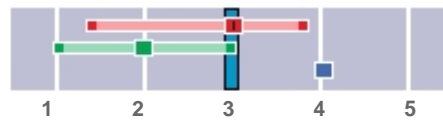
Takes time to discuss results with the people involved



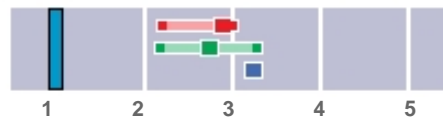
Gives constructive advice on improving performance



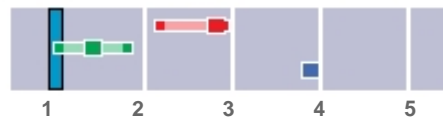
Is always positive and constructive in criticism



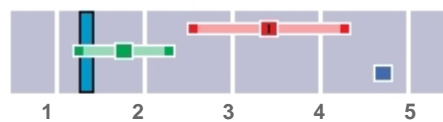
Makes people see performance reviews positively



Is as willing to listen as talk



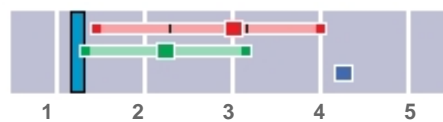
Never seems to prejudge issues of performance



Gives people the opportunity to say how they feel



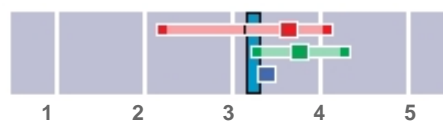
Always tries to understand before commenting



Quickly lets people know if there's a problem



Is always able to illustrate ideas with clear examples



Makes points clearly and unambiguously



Legend:

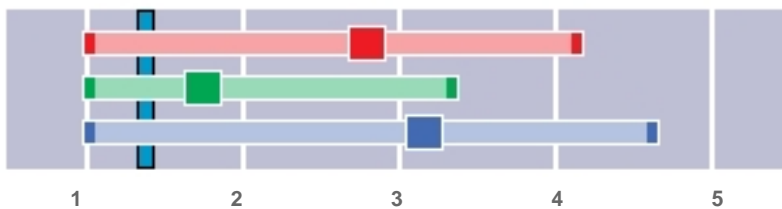
- Self
- Direct Report
- Manager
- Peer

1. Items in this colour are identified by Facet5 as potential strengths of people like Ken.

2. Items in this colour are identified by Facet5 as areas with potential room for improvement for people like Ken.

T4 Developing Careers

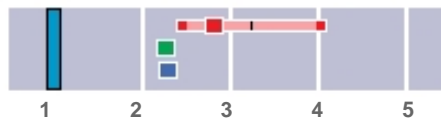
2.3



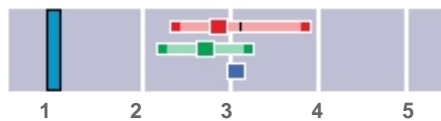
Understanding the individual needs of others and looking out for ways to help others to reach the goals they set themselves. Taking time to work with others and show how work can improve.

Item Responses

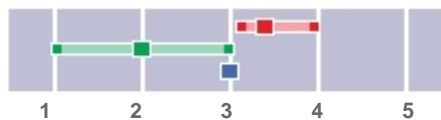
Takes time to find out what people want from their jobs



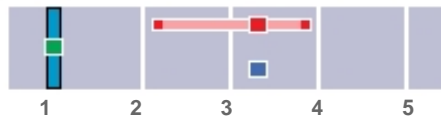
Offers to help people develop their careers



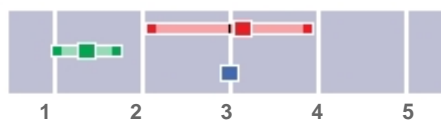
Is happy to open doors for people



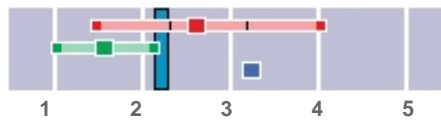
Encourages people to think about what they want to do¹



Is a good advocate on colleagues behalf



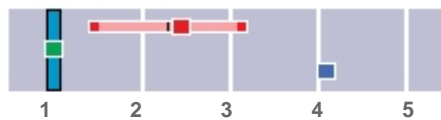
Tries to find opportunities for people to try something new



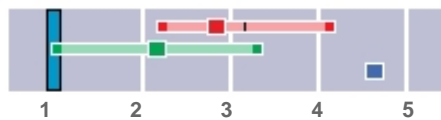
Listens carefully to what people want



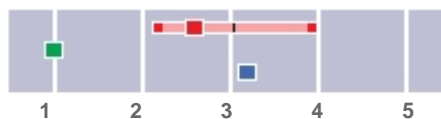
Spends time helping people to improve their skills



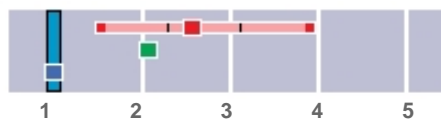
Makes resources available so people can improve



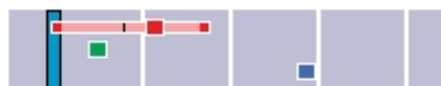
Helps people to see what they need to do to develop



Takes interest in developing the careers of others



Seems happy to see other people develop and advance



Legend:

- Self
- Direct Report
- Manager
- Peer

1. Items in this colour are identified by Facet5 as potential strengths of people like Ken.

2. Items in this colour are identified by Facet5 as areas with potential room for improvement for people like Ken.

Reviewers' Comments

These comments were entered by the reviewers whilst completing the 3DV questionnaire. They are reproduced here verbatim and sic.

Things you feel Ken does well

1. Being focussed on the overall business goals, communicating and working towards them. Keeping his team informed and involved in what is happening
2. Challenging concepts & procedures. Analysing and finding solutions to problems. Working with others to achieve goals
3. Communicating - in an articulate and clear manner. Enthusiating and motivating staff re the future and achievements. Painting the vision and getting others to be enthusiastic about the future. Creating an informal and supportive team environment. Maintaining an open mind to new ideas and suggestions
4. Great analytic skills & problem solving. Great self-sufficiency. Very approachable
5. Has an objective stance. Helps steer staff in the right direction.
6. He's approachable and easy to talk to and he's always supportive.
7. I find myself shifting my perspective and looking at things in a different light. He also makes me examine my own actions and agenda.
8. IT aptitude. Figures & costings. Providing challenge
9. Ken makes me think! He challenges me and stretches me.
10. Strategic thinking, big picture.

Areas where you feel Ken could improve

1. Being constructive in criticism. Giving encouragement. Coaching skills
2. Being more open in his thinking about his staff - being willing to shift beliefs. Following up - making sure we do what we say we'll do & putting in place some "checking mechanisms" to measure progress against targets. Be a bit tougher sometimes - a bit more willing to respond to lack of delivery
3. Being open to ideas and suggestions that differ from his own without taking "discussion" personally (as if a challenge to his control)
4. Following up on development/brainstorming ideas from team meetings. Keeping everyone in the loop especially when the situation changes. Taking note of who he has told what. Providing opportunities for learning and development of all staff fairly (not just some). Holding performance reviews with all staff and not just some
5. Following up on what he says he'll do/ come back with a response (preventing numerous approaches requesting same. Quicker response time.
6. His ability to say "no" to things outside his area so he has more time and energy to devote to the things that do have an impact on us
7. Ken does not suffer fools gladly and sometimes this is a little too obvious. He sometimes spreads himself too thin
8. Listening (hearing) without prejudging motivation and/or responding with "own" issues different to those being raised. Hearing both sides of an issue before passing judgement
9. Provide regular feedback to staff. Not taking on board excessive amount of tasks (often he has too many tasks to deal with). Initiating performance appraisals/development of staff members. Ensuring workload delegated or responsibilities of staff are achievable (both task and balance with workload)
10. Treating all staff with courtesy and respect eg respond to greetings, take the initiative to greet, remain even-tempered

Leadership Style

This table shows the match between the predicted strengths and the ratings given by others.

Learned Skills		Natural Skills	
		V2	Quick to challenge ideas
		V1	Communicates ideas very clearly
Not Really You		Latent Skills	
V3	Is quick to make new people feel accepted	V2	Makes people really think hard about what they are doing
		T4	Encourages people to think about what they want to do
		V2	Constantly challenges the status quo
<p><i>V1 - Creating a Vision</i> <i>V2 - Intellectual Stimulation</i> <i>V3 - Individual Consideration</i></p>		<p><i>T1 - Goal Setting</i> <i>T2 - Performance Monitoring</i> <i>T3 - Feedback</i> <i>T4 - Developing Careers</i></p>	
Learned Skills:	Not predicted as strengths by Facet5 but rated as strengths by others.		
Natural Skills:	Predicted as strengths by Facet5 and rated as strengths by others.		
Not Really You:	Not predicted as strengths by Facet5 and not rated as strengths by others.		
Latent Skills:	Predicted as strengths by Facet5 but not rated as strengths by others.		

Notes: