

Leadership Versatility Index®

© 2006 Kaplan DeVries Inc. U.S. Patent No. 7,121,830

Robert E. Kaplan
Robert B. Kaiser

Nicolas Payen

August 2014

FORCEFUL

ENABLING

STRATEGIC

OPERATIONAL

KAPLAN DEVRIES INC.

Leadership Versatility Index®

Robert E. Kaplan and Robert B. Kaiser

Feedback for:

Nicolas Payen

August 2014

Middle-manager (Line)

Business – publicly traded

Managerial experience:

6 years, 2 months

Time in current job:

1 years, 3 months

Feedback from:

26	Total Coworkers
3	(B) Direct Mgr. (Boss)
2	(S) Other Superiors
11	(P) Peers
6	(D) Direct Reports
4	(O) Others

Leadership Versatility Index, version 3.0

© Copyright 2012-2014 by Kaiser Leadership Solutions.

All rights reserved.

Authors: Kaplan, Robert E. and Kaiser, Robert B.

Published by:

Kaplan DeVries Inc.

1903-G Ashwood Ct.

Greensboro, NC 27455

t | 336.288.8200

f | 336.282.6878

E-mail: info@kaplandevries.com

Websites: www.kaplandevries.com www.versatileleader.com

The method of assessment used by the Leadership Versatility Index is protected by U.S. Patent No. 7,121,830.

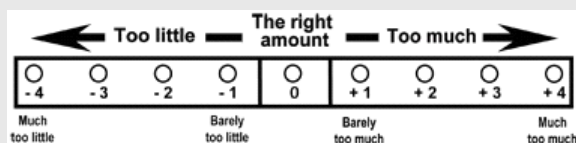
The **Leadership Versatility Index (LVI)** measures versatility on two complementary pairs of leadership dimensions:

Forceful & Enabling Strategic & Operational

Each pair is a combination of opposites. To be good at both sides of oppositions or dualities like these is to be versatile. Many leaders, however, are better at one side than the other. They are lopsided. Your scores on this instrument will give you a reading on the extent to which you are versatile or lopsided.

Overdoing and Underdoing

The LVI's rating scale is shown below. As you noted in filling out the survey on yourself, this is not the typical kind of rating scale, where higher scores are "better." The most desirable score on this instrument falls right in the middle of the scale, a score of "0."



The scale was designed on the premise that suboptimal performance is often a result of either overdoing a behavior or underdoing it. Any "minus scores" (negative numbers) you receive indicate that your raters think you do too little of the behavior--that you either don't do it frequently enough or with enough intensity. "Plus scores" (positive numbers) indicate that they think you do too much of the behavior--that you either do it too often or with too much intensity. Again, scores close to "0" (zero) are ideal.

Pairing Opposites

Although the survey had you and your coworkers rate each item individually, it was actually designed as a series of pairs, intended to be complements. For example:

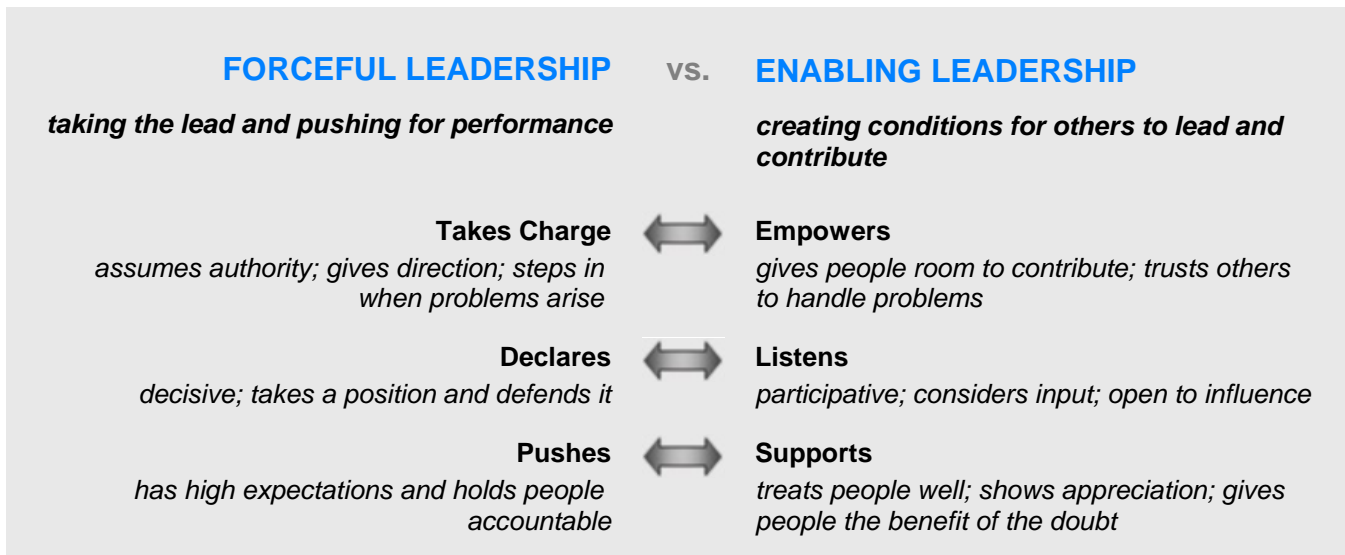
*"Steps in. Gets personally involved
when problems arise."*

&

*"Trusts people to handle problems that
come up in their area of responsibility."*

This feedback report presents the results in terms of pairs of opposing behaviors like the one above so that you can see how versatile or lopsided you are at a very concrete level.

The LVI is based on a leadership model that consists of two major pairs of opposing but complementary approaches. These two oppositions represent the tensions and trade-offs that make management a balancing act. One pair, Forceful and Enabling, concerns leadership style, *how* one leads. The other pair, Strategic and Operational, concerns the organizational issues a leader focuses on, *what* one leads. Each of these major pairs is comprised of three pairs of specific subdimensions, listed below.





Legend: ● = Average rating across **All Coworkers** (26)

Note: The results that appear on this graphic are based on your coworkers' ratings and do not include your self-ratings.

Interpretation

1. Color Coding

- A score in the **green** zone indicates a shortcoming (**green** is for "go" or do more).
- A score in the **red** zone is a strength taken too far (**red** is for "stop" or do less).
- A score that falls in the white band between the green and red areas is a strength.

2. The shape of your profile. The closer to a circle your profile is, the more well-rounded it is, as seen by your coworkers. Bulges or flat spots indicate strengths overused and shortcomings.

3. The versatility percentage is an overall index of your versatility. The higher the percentage, the greater your versatility on both forceful-enabling leadership and strategic-operational leadership. The percentage can range from 0 to 100. The majority of leaders score between 70 percent and 90 percent.

Forceful Leadership

taking the lead and pushing for performance

Display Legend

Y = You

Gray Bar = All Coworkers (26)

B = Direct Mgr. (Boss) (3)

S = Other Superiors (2)

P = Peers (11)

D = Direct Reports (6)

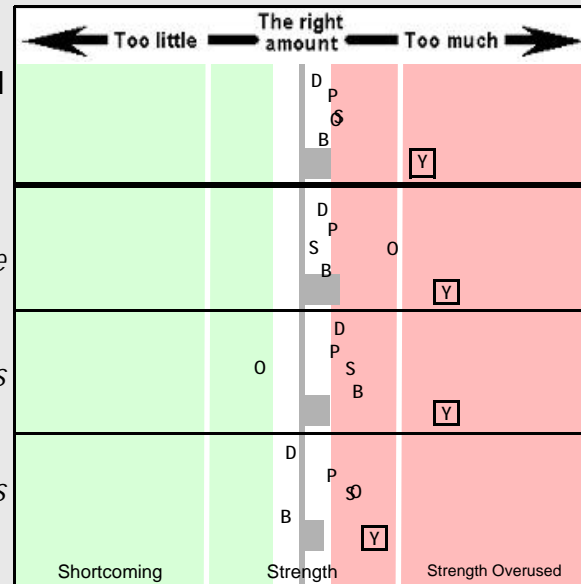
O = Others (4)

Overall

Takes Charge

Declares

Pushes



Enabling Leadership

creating conditions for others to lead and contribute

Display Legend

Y = You

Gray Bar = All Coworkers (26)

B = Direct Mgr. (Boss) (3)

S = Other Superiors (2)

P = Peers (11)

D = Direct Reports (6)

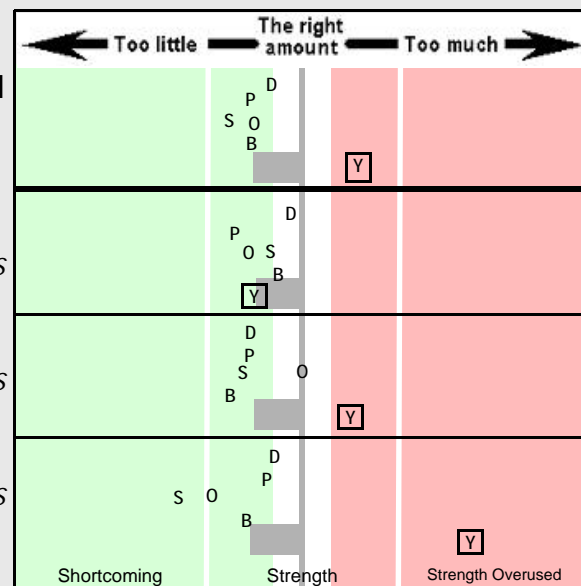
O = Others (4)

Overall

Empowers

Listens

Supports



F-E Versatility

the ability to freely draw upon these two opposites, unrestricted by bias in favor of one side and prejudice against the other side. The higher the percentage, the greater your versatility on this important duality.

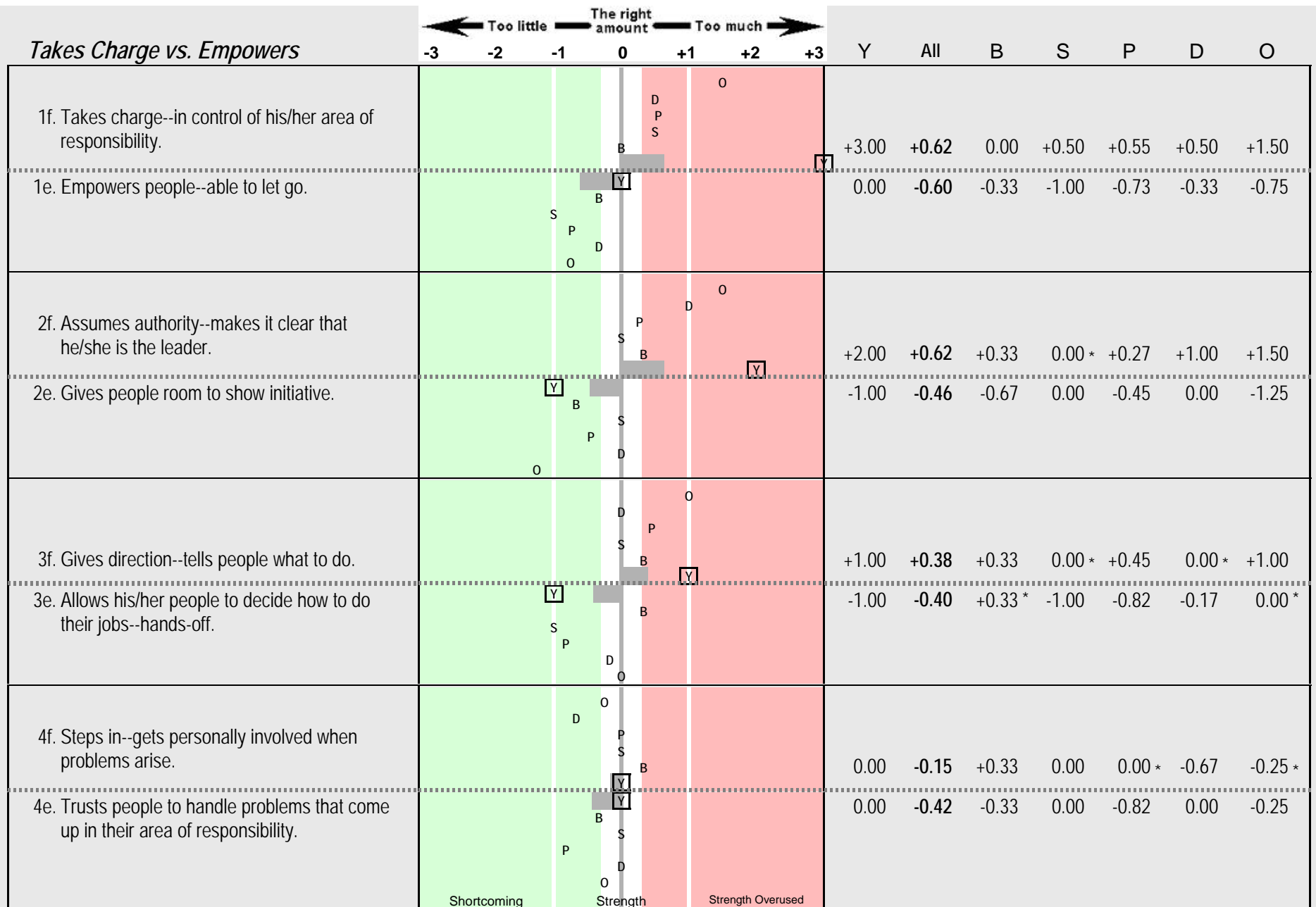
	F-E Versatility
You	66%
All Coworkers	79%
Direct Mgr. (Boss)	79%
Other Superiors	78%
Peers	82%
Direct Reports	81%
Others	70%

The average F-E Versatility score is 80% (SD=8%).

Forceful & Enabling *item averages*

Nicolas Payen

August 2014



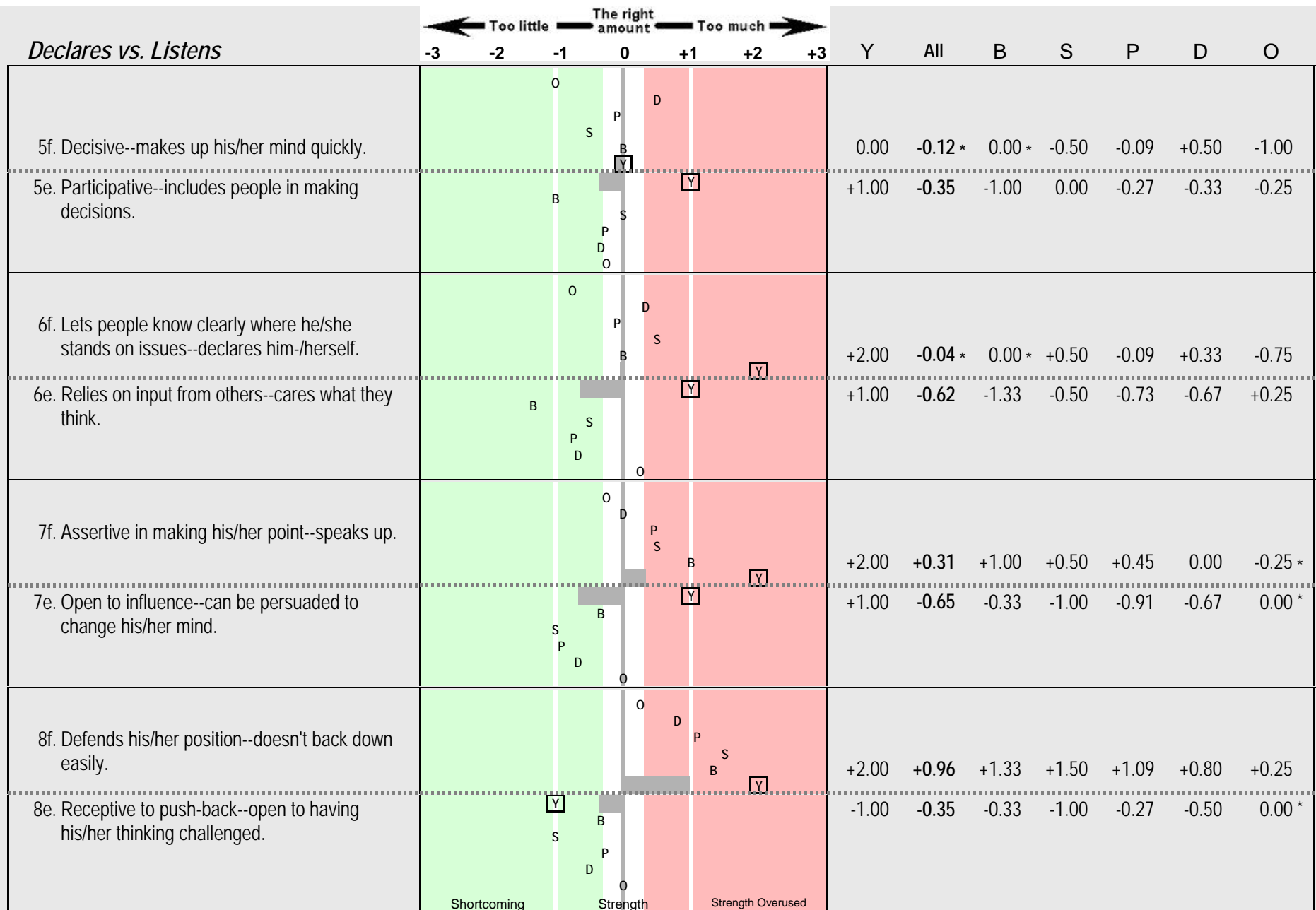
Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 9 for an explanation of these scores.

Legend: Y=You, Gray Bar=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Forceful & Enabling *item averages*

Nicolas Payen

August 2014



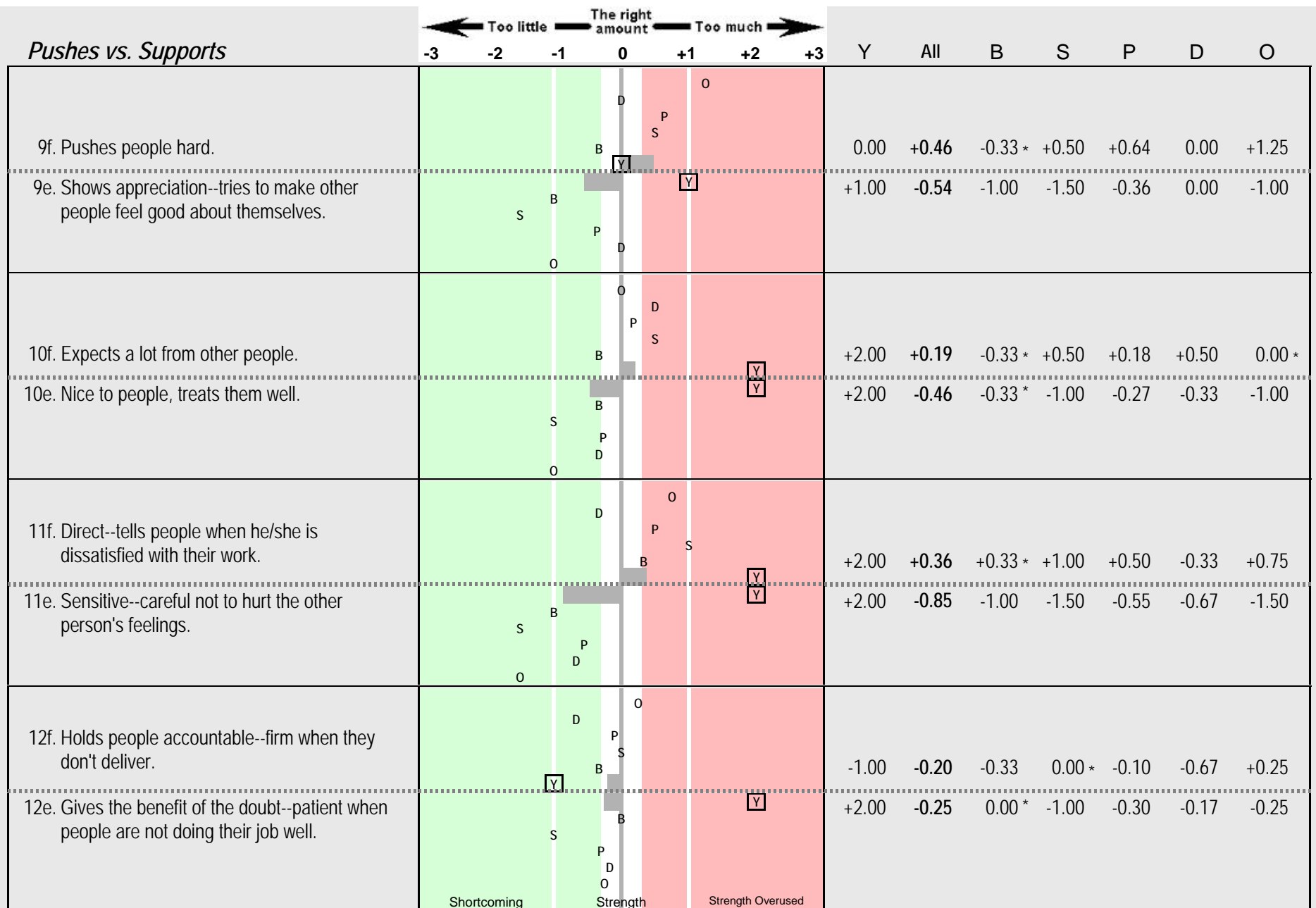
Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 9 for an explanation of these scores.

Legend: Y=You, Gray Bar=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Forceful & Enabling *item averages*

Nicolas Payen

August 2014



Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 9 for an explanation of these scores.

Legend: Y=You, Gray Bar=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Forceful & Enabling *distribution of ratings*

Nicolas Payen

August 2014

FORCEFUL										Too Little		Right Amount	Too Much									
										B	S	P	D	O	All							
<i>Takes Charge</i>																						
1f. In control										0	0	1	1	0	2	12	12	0	1	5	3	3
2f. Assumes authority										0	1	2	0	1	4	11	11	1	1	3	3	3
3f. Gives direction										0	1	1	2	1	5	10	11	1	1	4	2	3
4f. Steps in										0	0	4	3	1	8	13	5	1	0	3	0	1
<i>Declares</i>																						
5f. Decisive										1	1	2	0	1	5	17	4	1	0	1	2	0
6f. Takes stands										1	0	1	1	1	4	14	8	1	1	3	2	1
7f. Speaks up										0	0	1	1	1	3	13	10	3	1	4	1	1
8f. Doesn't back down easily										0	0	0	0	0	0	9	16	3	2	7	3	1
<i>Pushes</i>																						
9f. Pushes people hard										1	1	2	1	0	5	9	12	1	1	5	2	3
10f. Expects a lot										1	0	1	1	1	4	12	10	1	1	3	3	2
11f. Direct when dissatisfied										1	0	1	2	0	4	11	10	1	1	5	1	2
12f. Holds people accountable										1	1	2	3	0	7	14	4	0	1	1	1	1
Total										6	5	18	15	7	51	145	113	14	11	44	23	21
Proportion										.17	.21	.14	.21	.15	.17	.47	.37	.39	.46	.34	.32	.44

ENABLING										Too Little		Right Amount	Too Much									
										B	S	P	D	O	All							
<i>Empowers</i>																						
1e. Empowers people										1	1	6	2	2	12	12	1	0	0	1	0	0
2e. Gives people room										1	0	4	1	3	9	16	1	0	0	0	1	0
3e. Hands-off										1	1	7	2	2	13	9	3	1	0	0	1	1
4e. Trusts people										1	0	6	0	1	8	18	0	0	0	0	0	0
<i>Listens</i>																						
5e. Participative										2	0	3	1	1	7	19	0	0	0	0	0	0
6e. Relies on input										3	1	5	3	0	12	13	1	0	0	0	0	1
7e. Open to influence										1	2	7	4	1	15	9	2	0	0	1	0	1
8e. Receptive to push-back										1	2	3	2	1	9	14	3	0	0	1	1	1
<i>Supports</i>																						
9e. Shows appreciation										2	1	4	0	2	9	16	1	0	0	1	0	0
10e. Treats people well										2	1	3	2	2	10	15	1	1	0	0	0	0
11e. Sensitive to people's feelings										2	1	6	3	3	15	11	0	0	0	0	0	0
12e. Gives the benefit of the doubt										1	1	3	2	1	8	14	2	1	0	0	1	0
Total										18	11	57	22	19	127	166	15	3	0	4	4	4
Proportion										.50	.52	.44	.31	.40	.41	.54	.05	.08	.00	.03	.06	.08

Legend: All=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Strategic Leadership

positioning the organization for the future

Display Legend

Y = You

Gray Bar = All Coworkers (26)

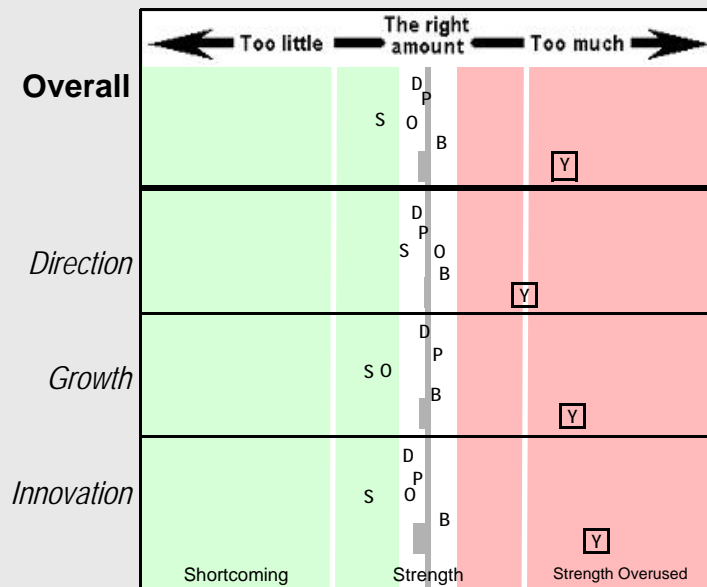
B = Direct Mgr. (Boss) (3)

S = Other Superiors (2)

P = Peers (11)

D = Direct Reports (6)

O = Others (4)



Operational Leadership

focusing the organization on the short term

Display Legend

Y = You

Gray Bar = All Coworkers (26)

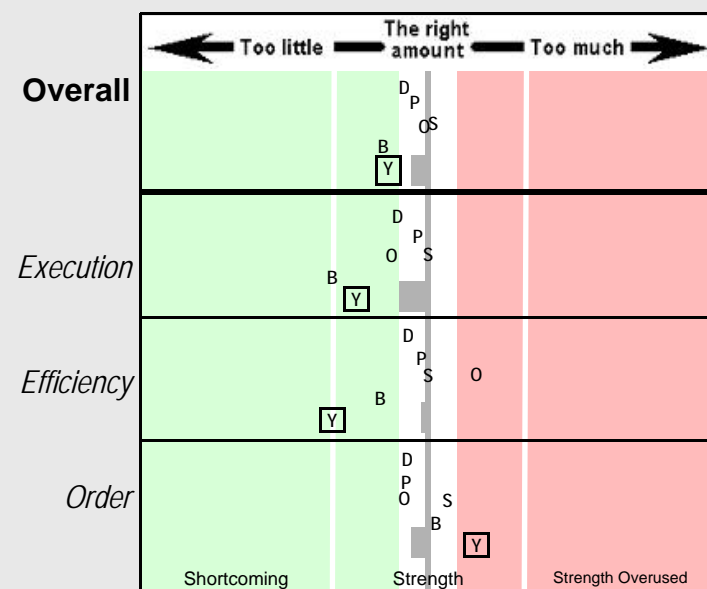
B = Direct Mgr. (Boss) (3)

S = Other Superiors (2)

P = Peers (11)

D = Direct Reports (6)

O = Others (4)

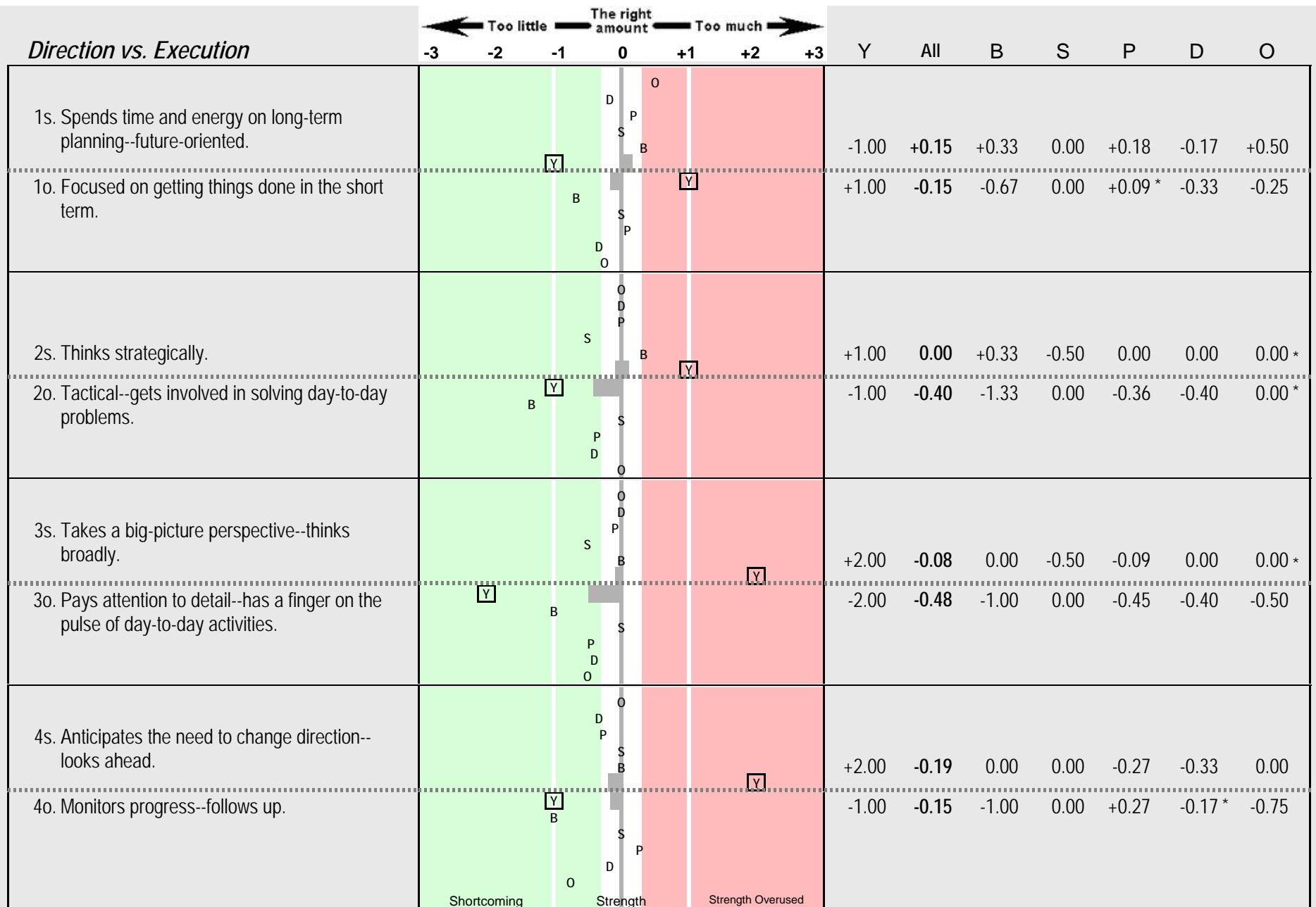


S-O Versatility

the ability to freely draw upon these two opposites, unrestricted by bias in favor of one side and prejudice against the other side. The higher the percentage, the greater your versatility on this important duality.

	S-O Versatility
You	65%
All Coworkers	87%
Direct Mgr. (Boss)	85%
Other Superiors	90%
Peers	86%
Direct Reports	89%
Others	84%

The average S-O Versatility score is 83% (SD=7%).



Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 14 for an explanation of these scores.

Legend: Y=You, Gray Bar=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

<i>Growth vs. Efficiency</i>	<div> <div>← Too little</div> <div>The right amount</div> <div>Too much →</div> </div>							Y	All	B	S	P	D	O
	-3	-2	-1	0	+1	+2	+3							
5s. Expansive--aggressive about growth.				O D P S B				+1.00	0.00	-0.33	-0.50	+0.10	0.00	+0.25
5o. Plays it safe--conservative about taking risks.	Y			B P D	S O			-2.00	-0.04	-0.33	+0.50	-0.18	-0.33	+0.75
6s. Ambitious to improve the organization--launches many change initiatives.			O D P S B					+2.00	-0.28	-0.33	-0.50	0.00	-0.33	-0.75
6o. Practical about change--careful not to take on too much.	Y		B S D P O					-2.00	-0.23	-0.67	-0.50	0.00	-0.50	0.00
7s. Willing to make bold moves.			O D P S		B			+1.00	-0.12	+0.33	-0.50	0.00	0.00	-0.75
7o. Introduces change in small increments.			B	Y				0.00	-0.04	-0.67	0.00	0.00	+0.17	0.00
8s. Jumps on new opportunities--entrepreneurial.			O S	D P	B			+2.00	+0.08 *	+0.67	-1.00	+0.27	+0.17	-0.50
8o. Efficient--careful to conserve time and money.			B S P D	Y				0.00	+0.08	-0.33	0.00	-0.09	-0.17	+1.25
	Shortcoming			Strength		Strength Overused								

Note: Scores flagged with an * are averages based on a mix of "too little" and "too much" ratings and may be misleading. See p. 14 for an explanation of these scores.

Legend: Y=You, Gray Bar=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

<i>Innovation vs. Order</i>	<div> <div>← Too little</div> <div>The right amount</div> <div>Too much →</div> </div>							Y	All	B	S	P	D	O
	-3	-2	-1	0	+1	+2	+3							
9s. Questions the status quo--skeptical of established ways of doing things.			S	O D P B				+2.00	0.00	+0.33	-0.50	0.00	0.00	0.00
9o. Goes by the book--expects people to follow standard operating procedures.				B	Y	Y		+1.00	-0.28 *	0.00 *	+1.00	-0.55	-0.17	-0.25 *
10s. Embraces change--willing to do things differently.			S	O D P B				+2.00	-0.15	0.00 *	-1.00	0.00	-0.33	0.00
10o. Stays with the tried and true--doesn't fix what isn't broken.			Y	B		Y		-1.00	-0.17	0.00	-1.00	-0.27	-0.20	+0.25
11s. Open to creative ideas for new products or services.			S	O D P B				+1.00	-0.12	+0.33	-0.50	-0.18	-0.17	0.00
11o. Organized--takes a methodical approach to getting things done.				B	Y	Y		+1.00	-0.19	0.00	0.00	-0.27	-0.17	-0.25
12s. Encourages innovation--creates a safe environment for trying new things.			O D P S	B				+2.00	-0.35	0.00	-0.50	-0.27	-0.33	-0.75
12o. Process-oriented--manages in an orderly way.				B	Y	Y		+1.00	-0.04 *	+0.33	+1.00	+0.18	-0.33	-0.75
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B	Y	Y								
			O	D P B										
				B										

STRATEGIC	Too Little					Right Amount	Too Much						
	B	S	P	D	O		All	B	S	P	D	O	
<i>Direction</i>													
1s. Future-oriented	0	0	1	2	0	3	17	6	1	0	2	1	2
2s. Thinks strategically	0	1	1	0	1	3	20	3	1	0	1	0	1
3s. Big-picture perspective	0	1	1	1	1	4	20	2	0	0	0	1	1
4s. Anticipates change	0	0	3	2	0	5	21	0	0	0	0	0	0
<i>Growth</i>													
5s. Aggressive about growth	1	1	1	1	0	4	17	4	0	0	2	1	1
6s. Launches many changes	1	1	2	2	2	8	15	2	0	0	2	0	0
7s. Bold moves	0	1	2	0	1	4	19	3	1	0	2	0	0
8s. Entrepreneurial	0	1	1	0	2	4	16	6	1	0	4	1	0
<i>Innovation</i>													
9s. Questions the status quo	0	1	1	1	0	3	20	3	1	0	1	1	0
10s. Embraces change	1	2	1	2	0	6	17	3	1	0	1	1	0
11s. Open to new ideas	0	1	2	1	0	4	21	1	1	0	0	0	0
12s. Encourages innovation	0	1	3	2	2	8	18	0	0	0	0	0	0
Total	3	11	19	14	9	56	221	33	7	0	15	6	5
Proportion	.08	.46	.15	.19	.19	.18	.71	.11	.19	.00	.12	.08	.10

OPERATIONAL	Too Little					Right Amount	Too Much						
	B	S	P	D	O		All	B	S	P	D	O	
<i>Execution</i>													
1o. Short-term focus	1	0	3	2	1	7	15	4	0	0	3	1	0
2o. Tactical	2	0	4	2	2	10	11	4	0	0	2	0	2
3o. Attention to detail	2	0	5	2	2	11	11	3	0	0	1	1	1
4o. Follows up	2	0	2	2	2	8	13	5	0	0	3	2	0
<i>Efficiency</i>													
5o. Conservative about risk	1	0	2	2	0	5	18	3	0	1	0	0	2
6o. Practical about change	2	1	3	2	0	8	16	2	0	0	2	0	0
7o. Incremental change	1	0	1	1	0	3	19	3	0	0	1	2	0
8o. Efficient	1	0	1	1	0	3	20	2	0	0	0	0	2
<i>Order</i>													
9o. Goes by the book	1	0	6	2	2	11	8	6	1	1	2	1	1
10o. Stays with tried and true	0	1	3	1	0	5	18	1	0	0	0	0	1
11o. Organized	0	0	3	1	1	5	20	1	0	0	1	0	0
12o. Process-oriented	0	0	2	2	2	6	14	5	1	1	3	0	0
Total	13	2	35	20	12	82	183	39	2	3	18	7	9
Proportion	.36	.11	.27	.29	.25	.27	.60	.13	.06	.16	.14	.10	.19

Legend: All=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Rank Order of Items

Nicolas Payen

August 2014

	Item	Sub-dimension	You	All	B	S	P	D	O
8f.	Doesn't back down easily	<i>Declares</i>	+2.00	+0.96	+1.33	+1.50	+1.09	+0.80	+0.25
1f.	In control	<i>Takes Charge</i>	+3.00	+0.62	0.00	+0.50	+0.55	+0.50	+1.50
2f.	Assumes authority	<i>Takes Charge</i>	+2.00	+0.62	+0.33	0.00 *	+0.27	+1.00	+1.50
9f.	Pushes people hard	<i>Pushes</i>	0.00	+0.46	-0.33 *	+0.50	+0.64	0.00	+1.25
3f.	Gives direction	<i>Takes Charge</i>	+1.00	+0.38	+0.33	0.00 *	+0.45	0.00 *	+1.00
11f.	Direct when dissatisfied	<i>Pushes</i>	+2.00	+0.36	+0.33 *	+1.00	+0.50	-0.33	+0.75
7f.	Speaks up	<i>Declares</i>	+2.00	+0.31	+1.00	+0.50	+0.45	0.00	-0.25 *
10f.	Expects a lot	<i>Pushes</i>	+2.00	+0.19	-0.33 *	+0.50	+0.18	+0.50	0.00 *
1s.	Future-oriented	<i>Direction</i>	-1.00	+0.15	+0.33	0.00	+0.18	-0.17	+0.50
8o.	Efficient	<i>Efficiency</i>	0.00	+0.08	-0.33	0.00	-0.09	-0.17	+1.25
8s.	Entrepreneurial	<i>Growth</i>	+2.00	+0.08 *	+0.67	-1.00	+0.27	+0.17	-0.50
2s.	Thinks strategically	<i>Direction</i>	+1.00	0.00	+0.33	-0.50	0.00	0.00	0.00 *
5s.	Aggressive about growth	<i>Growth</i>	+1.00	0.00	-0.33	-0.50	+0.10	0.00	+0.25
9s.	Questions the status quo	<i>Innovation</i>	+2.00	0.00	+0.33	-0.50	0.00	0.00	0.00
12o.	Process-oriented	<i>Order</i>	+1.00	-0.04 *	+0.33	+1.00	+0.18	-0.33	-0.75
5o.	Conservative about risk	<i>Efficiency</i>	-2.00	-0.04	-0.33	+0.50	-0.18	-0.33	+0.75
6f.	Takes stands	<i>Declares</i>	+2.00	-0.04 *	0.00 *	+0.50	-0.09	+0.33	-0.75
7o.	Incremental change	<i>Efficiency</i>	0.00	-0.04	-0.67	0.00	0.00	+0.17	0.00
3s.	Big-picture perspective	<i>Direction</i>	+2.00	-0.08	0.00	-0.50	-0.09	0.00	0.00 *
11s.	Open to new ideas	<i>Innovation</i>	+1.00	-0.12	+0.33	-0.50	-0.18	-0.17	0.00
5f.	Decisive	<i>Declares</i>	0.00	-0.12 *	0.00 *	-0.50	-0.09	+0.50	-1.00
7s.	Bold moves	<i>Growth</i>	+1.00	-0.12	+0.33	-0.50	0.00	0.00	-0.75
10s.	Embraces change	<i>Innovation</i>	+2.00	-0.15	0.00 *	-1.00	0.00	-0.33	0.00
1o.	Short-term focus	<i>Execution</i>	+1.00	-0.15	-0.67	0.00	+0.09 *	-0.33	-0.25
4f.	Steps in	<i>Takes Charge</i>	0.00	-0.15	+0.33	0.00	0.00 *	-0.67	-0.25 *
4o.	Follows up	<i>Execution</i>	-1.00	-0.15	-1.00	0.00	+0.27	-0.17 *	-0.75
10o.	Stays with tried and true	<i>Order</i>	-1.00	-0.17	0.00	-1.00	-0.27	-0.20	+0.25
11o.	Organized	<i>Order</i>	+1.00	-0.19	0.00	0.00	-0.27	-0.17	-0.25
4s.	Anticipates change	<i>Direction</i>	+2.00	-0.19	0.00	0.00	-0.27	-0.33	0.00
12f.	Holds people accountable	<i>Pushes</i>	-1.00	-0.20	-0.33	0.00 *	-0.10	-0.67	+0.25
6o.	Practical about change	<i>Efficiency</i>	-2.00	-0.23	-0.67	-0.50	0.00	-0.50	0.00
12e.	Gives the benefit of the doubt	<i>Supports</i>	+2.00	-0.25	0.00 *	-1.00	-0.30	-0.17	-0.25
6s.	Launches many changes	<i>Growth</i>	+2.00	-0.28	-0.33	-0.50	0.00	-0.33	-0.75
9o.	Goes by the book	<i>Order</i>	+1.00	-0.28 *	0.00 *	+1.00	-0.55	-0.17	-0.25 *
12s.	Encourages innovation	<i>Innovation</i>	+2.00	-0.35	0.00	-0.50	-0.27	-0.33	-0.75
5e.	Participative	<i>Listens</i>	+1.00	-0.35	-1.00	0.00	-0.27	-0.33	-0.25
8e.	Receptive to push-back	<i>Listens</i>	-1.00	-0.35	-0.33	-1.00	-0.27	-0.50	0.00 *
2o.	Tactical	<i>Execution</i>	-1.00	-0.40	-1.33	0.00	-0.36	-0.40	0.00 *
3e.	Hands-off	<i>Empowers</i>	-1.00	-0.40	+0.33 *	-1.00	-0.82	-0.17	0.00 *
4e.	Trusts people	<i>Empowers</i>	0.00	-0.42	-0.33	0.00	-0.82	0.00	-0.25
10e.	Treats people well	<i>Supports</i>	+2.00	-0.46	-0.33 *	-1.00	-0.27	-0.33	-1.00
2e.	Gives people room	<i>Empowers</i>	-1.00	-0.46	-0.67	0.00	-0.45	0.00	-1.25
3o.	Attention to detail	<i>Execution</i>	-2.00	-0.48	-1.00	0.00	-0.45	-0.40	-0.50
9e.	Shows appreciation	<i>Supports</i>	+1.00	-0.54	-1.00	-1.50	-0.36	0.00	-1.00
1e.	Empowers people	<i>Empowers</i>	0.00	-0.60	-0.33	-1.00	-0.73	-0.33	-0.75
6e.	Relies on input	<i>Listens</i>	+1.00	-0.62	-1.33	-0.50	-0.73	-0.67	+0.25
7e.	Open to influence	<i>Listens</i>	+1.00	-0.65	-0.33	-1.00	-0.91	-0.67	0.00 *
11e.	Sensitive to people's feelings	<i>Supports</i>	+2.00	-0.85	-1.00	-1.50	-0.55	-0.67	-1.50

Note: Scores that are flagged with an * are difficult to interpret; they are based on a mix of "too much" and "too little" ratings.

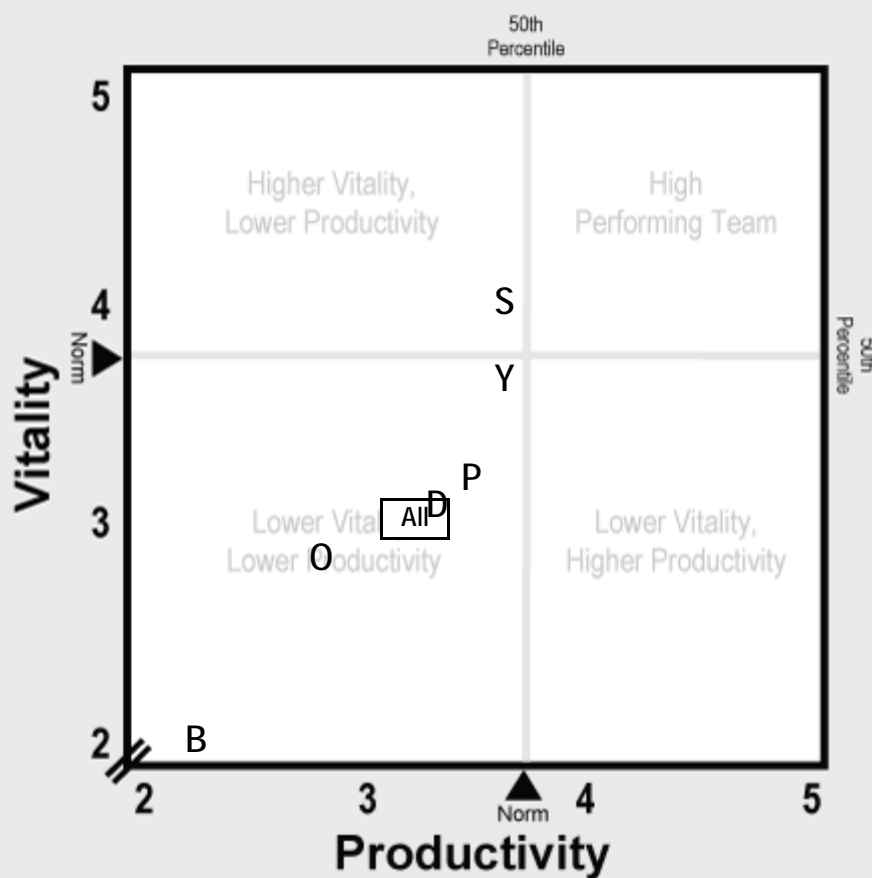
Legend: All=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Effective leaders build teams that get stellar results and can keep it up over time. Their teams are characterized by two things:

Productivity refers to the volume and quality of the team's output.

Vitality concerns how team members feel about the work and about each other.

You and your coworkers rated your team on a 3-item measure of productivity and a separate 3-item measure of vitality. Below are the overall results. The results for the specific items appear on the next page.



Legend: Y=You, All=All Coworkers (26), B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

Scale Item	Y	All Coworkers (26)	B (3)	S (2)	P (11)	D (6)	O (4)
Productivity	3.67	3.28	2.33	3.67	3.52	3.38	2.88
Quantity of output	4.00	3.28	2.50	3.50	3.43	3.60	2.50
Quality of output	3.00	3.25	2.00	4.00	3.71	3.17	2.67
Overall productivity	4.00	3.32	2.50	3.50	3.43	3.40	3.33
Vitality	3.67	3.05	2.00	4.00	3.24	3.12	2.89
Morale	3.00	3.06	2.00	4.00	3.29	3.00	3.00
Engagement with the work	4.00	3.21	2.00	4.00	3.57	3.33	2.67
Cohesiveness	4.00	2.89	2.00	4.00	2.86	3.00	3.00

Note: Raters rated each item on a 1-to-5 scale where higher scores indicate more of the attribute in question.

Legend: Y=You, B=Direct Mgr. (Boss) (3), S=Other Superiors (2), P=Peers (11), D=Direct Reports (6), O=Others (4)

1. What are this person's major strengths as a leader—what do you most appreciate or respect about him/her?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I like to define/work on big goals.
I am results oriented , the real / tangible outcome is very important for me.
I take responsibilities for my actions and perimeter , I will go beyond my role in order to get things done.
I can build and develop business and organization (more than optimize).
I can drive new concepts and ideas / go for breakthroughs , I am attracted by challenges.
I have persistence to win
I am straightforward : I talk directly to people.
I can quickly assess a given situation and structure the work and give direction.
I balance the long term vision with the short term operation.
I seeks for information and data in order to take decision.
I help people grow

Direct Mgr. (Boss)

- Well organised. Good understanding of business and strategy. Good operational skill. Clear thinker.
- Nicolas is really looking for long term and challenge the way to do things. Facing challenge, he will find ways to solve it, using/ adapting process and organisation and drive actions with courage
he is a hard worker, is able to integrate rapidly new information , that make him very efficient.
He is assertive (sometimes too much)
He is also opened to feedback and act positively to improve his leadership spirit .
He is really customer oriented
Finally , I appreciate his fairness in all circumstances

Other Superiors

- People focused person, engages the team, does not take himself too seriously, well organised.
- Nicolas has good skills & is a strong & committed contributor to successful launch & go to market strategies & implementation / execution.

Peers

- Aggressive, take risk
- Nicolas looks all angles of a problem: business, organization, technical. He is able to think strategy and take into account competition.
He is demanding to his people.
- The ability to analyse issues, understand the team members abilities and delegate per capability of the member is good.
- well-organized; embrace the new opportunities with passion

Peers

- Nicolas has the customer in mind. He knows and understands the pros and cons of the various products and solutions and will use whatever makes sense for the customer (regardless of whether it's in his BU or not).

I really also love how Nicolas manages to make sense of large/complex customer issues, simplify them to its essence to present to the customer and show/highlight the customer value.

- Nicolas is a very pushy person. always trying to find a new & inovative solution.
His main strenghts as leader are in my view :
 - his capacity of vision & understanding market with strong customer focus
 - he is a very hard worker, always ready to solve issue & to help people in that.
 - he is very future oriented but with a strong focus on results. Innovation that serve the customer (real adding value) & bring results to the Cie.
 - he like to understand and is very openmind & ready to lmisten & learn when the subject is new for him. --
 - > he know who he need to ask to have the good input.
 - He like people & have a high level of respect regarding the other.
- Nicolas comes out as a highly organized, on the task, in control LEADER.

Reliable: If he is undertaking any initiative, one can be assured that it is done with utmost deligence and best possible way.

Collaborative: He can manage to get work done irrespective of geography, hierarchy or culture of teams he is working with.

Approachable: As an individual, he is a nice person to interact with. I enjoy working with him.

- Create New Sales Channel / Build the relationship with new customers / Good Presentation Skill
- Very good active listener. Cares to reformulate, has a proven ability to take discussion forward and to build up consensus.
Positively minded, can do approach, solution oriented.
Pragmatic. Deals with reality.
Passionate to make things happen.
- Open to change, good presenter, good analytical skills
- His drive and ambition

Direct Reports

- Nicolas has a detail mind, can can give clear instruction to his team.
I appreciate for his comment and instruction in both office decision and personal development.
- I find Nicolas to be a very intelligent with a strong direction and motivation. I like the approach of empowering the individual to get on with their work. As a self motivated individual I like being giving a set of tasks and trusted to work on them over an extended period of time.

Direct Reports

- Nicolas is an inspiring leader with a good sense of urgency and the mindset of people.
- Clear mind, confidence.

Others

- Global mindset, be good at cross function team work, hard working to know new market in a very short time
- Very focused on the tasks on hand and can be very persuasive
- - Open minded
 - Eager to embrace and utilize new technology

2. Does this leader overuse any of his or her strengths? Briefly explain how, by taking them to an extreme, the "strengths become weaknesses."

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I like to do new things that means I tend to launch many initiatives. I am not always closing them before opening new ones.
I am results oriented, give my views in a very direct way, I can look pretentious sometime not easily accessible.
I quickly build my understanding of the situation and of the way to structure / initiate the work so I tend to not let the time to the team to get organize.
I can also be directive in the way to accomplish a task.
I tend to compensate the weaknesses of organization sometime instead of fixing the root cause.
I can disregards small but necessary improvements to focus on the big ones.

Direct Mgr. (Boss)

- Being straightforward, without good engagement and communication
- Nicolas is very assertive and selfconfident ,sometimes too much
So He could miss to solve issues by avoiding to recognize them

He is futur oriented and sometimes underevaluate difficultis to reach a target and so the time and ressources needed

Nicolas is fast moving and need to check that the rest of the team is moving as fast as him

Other Superiors

- Maintain a more open mind and allow yourself to take a bit more risk in solving problems and getting around roadblocks. Be creative and try new things and approaches.

Peers

- - Sometime Nicolas go to fast and could hurt people if not able to understand as quickly that he is able to do...
- He could be seen as a little bit arrogant when he push to much his own vision... as he asolutly want to convince and is sure to have the good solution...
- he could be very "technical oriented" and could loose some people on the raod , if not able to follow him...
- Nicolas is not willing to compromise and can be too directive.
- he has as of now, not overused his strengths. However, he does sometims becomes possessive of the way things should be done.
- I actually find Nicolas very well balanced in his output.
- I think he can use his strengths properly.
- Well organized: set the pace too much for the front office team

Peers

- Nicolas appears to put so much in organizing and planning his work, his colleagues might feel that the scope for change is limited. Though I have seen Nicolas adapt to change quickly, the perception is that the flexibility in execution might be limited.
- Some time too aggressive to Asian Style People
- Very strategic (long-term direction) --> not enough tactical (short-term priorities)
Very passionate --> sometimes too emotional
- The controlling part, could trust more his team

Direct Reports

- N/A

Others

- know communication skills, understand how to empower others (not only employee but also business partners/suppliers)
- - no

3. Does this leader have any shortcomings—areas where he or she needs to be stronger or do more?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- I should communicate more to the teams /members : explain the business , repeat the key messages. I should be more available for my team , I could spend more time working with my team.I should pay more attention to the ambiance at work , I could create more opportunities for my team to connect.
I should communicate more on my big ideas. Sometimes I prefer to give the time to the team to reach the conclusion by themselves.
I should generate more discussions /debates in my team , I would like us to have more high level discussion.
I can lack focus in some occasions.
I can not stand 'weak' leadership , if so then I will take the lead myself over the designated leader. With the 'strong' leader, then I can be strong contributor.

Direct Mgr. (Boss)

- Animate excitement among team. Strong leadership to encourage and energize team. Build rapport and inclusiveness.
- no coments

Other Superiors

- Nicolas has good skills & is a strong & committed contributor to successful launch & go to market strategies & implementation / execution.
One specific area I would recommend for Nicolas is to develop his EI (Emotional Intelligence) & read situations & people well, including different cultures to demonstrate greater prioritisation on building long term positive work relationships consistently.
I'm sure that Nicolas has already positive networks (& I personally am a Nicolas promoter), but this greater awareness & prioritisation may help Nicolas build up even greater positive relationships on a wider & more consistent scale & improve interactions when dealing with pockets of resistance.
- Don't get stuck in the detail, work around this and focus on the big picture, the detail can follow. Lead from the front and take some risk you will be good at convincing people to follow you and trust in your ideas and methods.

Peers

- Probably needs to learn more about what's outside his BU, but I do believe that he is interested and always eager to hear about what else is available in order to benefit the customer.
- not easy to say more than what I had written before.
If one :
 - take time to listen & understand even people that are slower than him
- Nicolas could improve in making everyone contributing and be on board of the decisions taken to ensure their full motivation.

Peers

- Maybe, becoming more responsive to problem queries, in a quick time and showing his responsiveness to the questions / problems posed to him, in a timely manner.
- May not be a shortcoming. However, my advise would be:
It would help a great deal for Nicolas to work on his personal branding. He is a very reliable and efficient professional. What can be his unique differentiation?

How should he be known to his peers, what identifies him apart from being an efficient professional. What is THAT thing we would know Nicolas as!

What is the brand image?

- More delegation
- Pre-sales activities
- Communicate more this intention
Learn to collaborate more in a matrix environment
- Accept that his is more a generalist, hence trust the input from his team (experts)

Direct Reports

- Sometimes I feel like there is an expected outcome without having a clear picture of what that is. If there are clear expectations perhaps some more focus on what they are would make me feel better about those elements.
- communication with the team members, include their personal needs.
- Not enough cohesiveness

Others

- He needs to know the cultural differences between Eastern and Western.
- None
- - More delegation
- More trust in people

4. Please provide a rating of this person's overall effectiveness as a leader on a ten-point scale where 5 is adequate and 10 is outstanding.

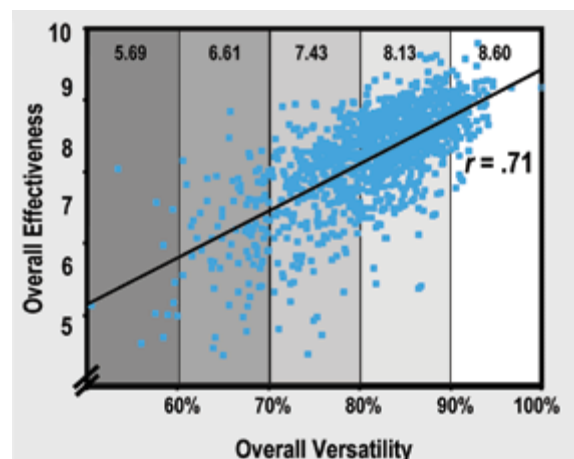
	Average	Lowest	Highest
You	7.15		
All Coworkers (26)	7.31	4.00	8.50
Direct Mgr. (Boss) (3)	7.17	7.00	7.50
Other Superiors (2)	7.50	7.00	8.00
Peers (11)	7.50	7.00	8.50
Direct Reports (6)	7.58	7.00	8.50
Others (4)	6.38	4.00	8.50

Note: The average effectiveness rating in our database (more than 1,400 senior managers) is 7.77 (standard deviation = 1.08). Self-ratings and peer ratings tend to be a little lower than the average while direct report ratings tend to be a little higher--and these differences are statistically significant.

Versatility: A Key to Leadership Effectiveness

Our research has found a strong relationship between overall effectiveness and versatility as measured by the LVI--a correlation of .71. This relationship is presented in the graph to the right.

The high correlation, based on more than 1,400 senior managers, strongly suggests that managers can become more effective by becoming more versatile--by reining in strengths overused and shoring up shortcomings.



4. Please explain what is effective about his/her leadership and what it would take to get a higher rating.

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- 7.15. What is effective?
 - I can lead transformation and build organization / business.
 - I quickly take decisions and move forward.
 - I give chances to people.
 - I will change things if it is required for the business.
 - I like to work on new ideas / concepts.
 - I am hands-on person / I get involved and I am connected with the business

What would get me to an higher rating?

- Communicate or generate more high level discussions
- Put my visions / ideas on paper
- Lead even more when required
- Take stronger position to defend my ideas
- Pay attention to the work atmosphere

Direct Mgr. (Boss)

- 7.00.
- 7.00. Good operational and managerial skill. Being admired leader with inclusive engagement with team/peer and strong energizing leadership will take it to the higher score.
- 7.50. very efficient leader. Will do even more by driving his team not only with KPI but engaging team on a shared vision ,

Other Superiors

- 7.00. You need to work and make the transition from a good manager to a leader. Follow your instincts, take risk, don't get stuck on the detail, have vision engage others to follow.
- 8.00. Nicolas provides good energy & a drive to business growth & I would happily have Nicolas in my team or work with him.
Greater awareness & attention to collaboration with humility & building long term relationships consistently across different cultures, for example with Australian Front Office & LOB Team will help Nicolas progress even further.

Peers

- 8.00.
- 7.50. Nicolas has a clear vision where to go and can explain it in great details. His strategic thinking is backed up by a wide analysis: business, organization, technical. Nicolas is able to make decision and stick to them. He also provides direct feedback to people.
One area of progression is to be more open to other ideas, consolidating them and making sure everyone is on board when the decision is to be applied. As a leader, Nicolas must find way to motivate group to give its best.

Peers

- 8.50. the understanding and commitment with which he explains and communicates his thoughts, which ensures a buy in from others, is great with him. I think, he may score higher, if he is able to share some of the problems / limitations he may have in taking a decision or supporting an initiative, so that the others are not left thinking / speculating.
- 7.00. provide more freedom to the team to do their jobs
- 8.00. For higher rating, I would want to see Nicolas being more aggressive on the sales. He is a great leader though and I believe he's doing what is necessary to enable those greater sales and expend the market share of Schneider.
- 7.00. Nicolas is strong, fast, have a good understanding of market & able to understand & respect people. He is "result oriented" & "customer oriented".

From the time we were colleagues he has improved his capability to manage and I think his main field of improvement was to increase "experience" in different fields & environments. Probably done today.

- 7.00. Couple of points come to my mind.

As I mentioned earlier, personal branding of Nicolas is paramount in taking him ahead as a leader. What could be his Charima?

Exposure in managing bigger team/s. I am sure Nicolas has all capabilities of becoming a futuristic leader. He would require opportunities to prove himself.

- 7.00.
- 8.00.
- 7.00. Avoid taking unnecessary ownership, learn to be a contributor in a more collaborative manner, explain better what will be your contribution, so that other can fill the gaps
Manage better the short-term priorities
Learn to be more flexible while negotiating something, be more pragmatic in the decisions
- 7.50. Nicolas would get a higher rating if he would improve his ability to get even more out of his team

Direct Reports

- 7.00.
- 7.00.
- 8.50. well organize and detail mind can give clear direction for the team.
need more personal connection with the team member.

Direct Reports

- 7.00. I find Nicolas has a solid direction in mind giving me confidence that there is a solid target and a strong approach.
I would like to feel that I have been given a bit more direction in my work which is specific to me and the role that I play in the team.
- 8.50.
- 7.50.

Others

- 4.00.
- 8.50. Know how to solve the problem, how to manage risk and balance the time/budget
- 6.00.
- 7.00. - more trust in people
- more open towards his team
- more willing to share information with his team

5. What words of encouragement do you have to offer this individual?

Note: Each bullet represents a different respondent. Comments are presented *exactly* as submitted.

You

- Build strong interpersonal relationship whenever possible with people.
Communicate, communicate and communicate
Stretch people with difficult assignment.
Aim high.
Don't be shy and engage a higher level in the organizations every time it is possible.

Direct Mgr. (Boss)

- Don't be hasty and think how you can become bigger leader over the long period. You are definitely potential top talent.
- Nicolas is evolving fast as a leader, combining an efficient way to manage issues and problems and more and more the understandings on how to engage a team on a common vision. Future is in his hands

Other Superiors

- Good luck.
- Maintain your very good people skills and sense of humour, keep in tune with the team. Excel in your communication skills building on top of your current skills. Raise your image and presence as a leader. Be confident in all situations and take a leadership position in situations. Your global experience will assist you with this.

Peers

- Keep on practicing active listening, it is an asset.
- Nicolas, You were for me a very good colleague, easy & pleasant to work with. always ready to learn more & to help , very curious for new thing but also wanting to understand the past story..
I trust in you. You are & will be a good leader & strong resource for our Cie.
- Nicolas is very smart and is able to handle complex problems under different angles. He can also be decisive. He has a lot of qualities expected from a leader!
By working on how to demand things from his team, he should achieve great results.
- keep going, doing an excellent work, has good understanding of business and what is expected by customers
- Love to work with Nicolas. He's a fantastic leader and member of the team.
- You are a great professional and colleague. It has been amazing learning experience working with you. The way you have taken the recent role makes us feel that you have been doing this all along. You are always on top of your stuff, ready to commit and execute.

You are doing great and all my wishes for you to succeed in your upcoming endeavours.

Peers

- Constant progress as a team leader and a collaborator. Keep going!
- take the best of the different places you have been working and use this to grow

Direct Reports

- good team leader, and he can give good support to the team member to complete the assigned JD.
- People management, emotional control
- It is quite clear to me that Nicolas has the potential to be a very strong leader and has the patience and motivation to achieve the goals.

Others

- Smart, Route cause analyze and balance