

# **Leadership Behavioral Assessment Report**

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## **INTRODUCTION**

The IBM Kenexa Leadership Behavioral Assessment (LBA) provides you with feedback on your knowledge of and application of leadership behaviors. This report allows individuals to understand their leadership style and typical way of behaving. Raising self-awareness in this way helps individuals to determine their current approach to leadership and their strengths and development areas with regards to leadership behavior.

**PART 1: – Judgment:** The first part of the assessment presented you with a series of situational judgment scenarios each based on one of the twelve High Performance Leadership Behaviors. Each of the scenarios are based on real situations experienced by leaders. The tool assesses your knowledge of the most effective way of dealing with these scenarios and provides you with a Leadership Capability Index Score against a global norm (relative to a sample of leaders who have completed this assessment).

**PART 2: – Application:** The second part of the assessment is a forced choice measure of your behavioral tendencies and presented you with thirty three blocks of four behavioral statements. Your responses reveal which of the behaviors contained within the statements you apply most and least in the workplace.

Results and feedback from this assessment are based on each individual's judgment and application of the twelve High Performance Leadership Behaviors described on the following page. While leaders have a varied level of capability in their use of these behaviors, they can all be learned and developed, so your high performance behavioral profile will change over time as a result of learning and experience.

The results in this report can be used as a guide to development for the next 12-18 months.

## The High Performance Leadership Behavior Framework

Decades of research encompassing thousands of leaders within various industries have enabled IBM to provide a model of effective leadership behaviors; those actions which are highly correlated with superior organizational performance and leadership success. These are summarized in the IBM Kenexa High Performance Leadership Behavior model (HPB). The HPB model is comprised of 12 dimensions forming four behavioral clusters, providing a rich and in-depth understanding of leadership: **Creating Strategy**, **Engaging Talent**, **Inspiring People**, and **Achieving Excellence**.



Gathering Intelligence, Generating Ideas and Accelerating Innovation are the behaviors that make up the Creating Strategy cluster. These behaviors make the highest contribution to an organization's performance in strategy formation, planning and big picture thinking.



Establishing Trust, Fostering Collaboration and Developing Talent are the behaviors that make up the Engaging Talent cluster. Outstanding leaders seek to understand perspectives, build relationships and encourage and develop peoples' talents. These behaviors are essential to improving performance and creating an atmosphere of learning.



Influencing People, Building Confidence and Communicating Effectively are the behaviors that make up the Inspiring People cluster. Outstanding leaders inspire and excite. These behaviors relate particularly to building confidence and excitement in a team and are crucial for achieving support for ideas.



Implementing Change, Improving Performance and Winning Customers are the behaviors that make up the Achieving Excellence cluster. These action oriented behaviors are how we break down barriers and make things happen. As leaders, it is our responsibility to ensure tasks are structured, plans and ideas are implemented and we continually improve business performance.

## How to Read Your Report

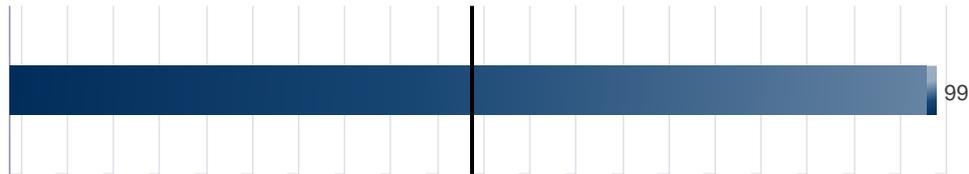
The Leadership Behavioral Assessment measures your judgment when managing critical incidents in the workplace as well as your preference for engaging in some High Performance Behaviors more than others. Your actual use of the behaviors can be influenced by your environment, so it is important to consider your results in the light of your business challenges, your role, your own preferences, and career goals.

The level of application is not necessarily an indication of a strength or weakness in a particular High Performance Behavior. However, it is important to keep in mind that behaviors need to be applied in a range of different situations to become strengths, so whichever behaviors are being applied less and least may not be your key strengths.

## Your Overall Leadership Capability Index Score

Your Leadership Capability Index Score, shown below, is based on your responses to the situational judgment scenarios in the assessment. It indicates the extent to which you applied appropriate judgment when choosing solutions that would have a significant impact on organizational performance.

Global Norm = 50<sup>th</sup> Percentile



Your score provides an indication of the following:

- How you compare to other leaders from our global database, which is made up of hundreds of leaders at all levels from a range of global organizations. Our research indicates that people who have had more exposure to complex leadership situations are more likely to have built an understanding of these High Performance Leadership Behaviors and be able to apply them.

All High Performance Leadership Behaviors can be developed over time to a strategic level, particularly if there is a demand in your role for you to use the higher levels of the behaviors. Your Leadership Capability Index Score, together with the information on the behaviors you are most and least frequently applying, will help you to gain focus in your development plan.

## Your Leadership Cluster Profile

This page summarizes your tendency to apply each High Performance Behavioral cluster at work.



Most Applied



More Applied



Less Applied



Least Applied

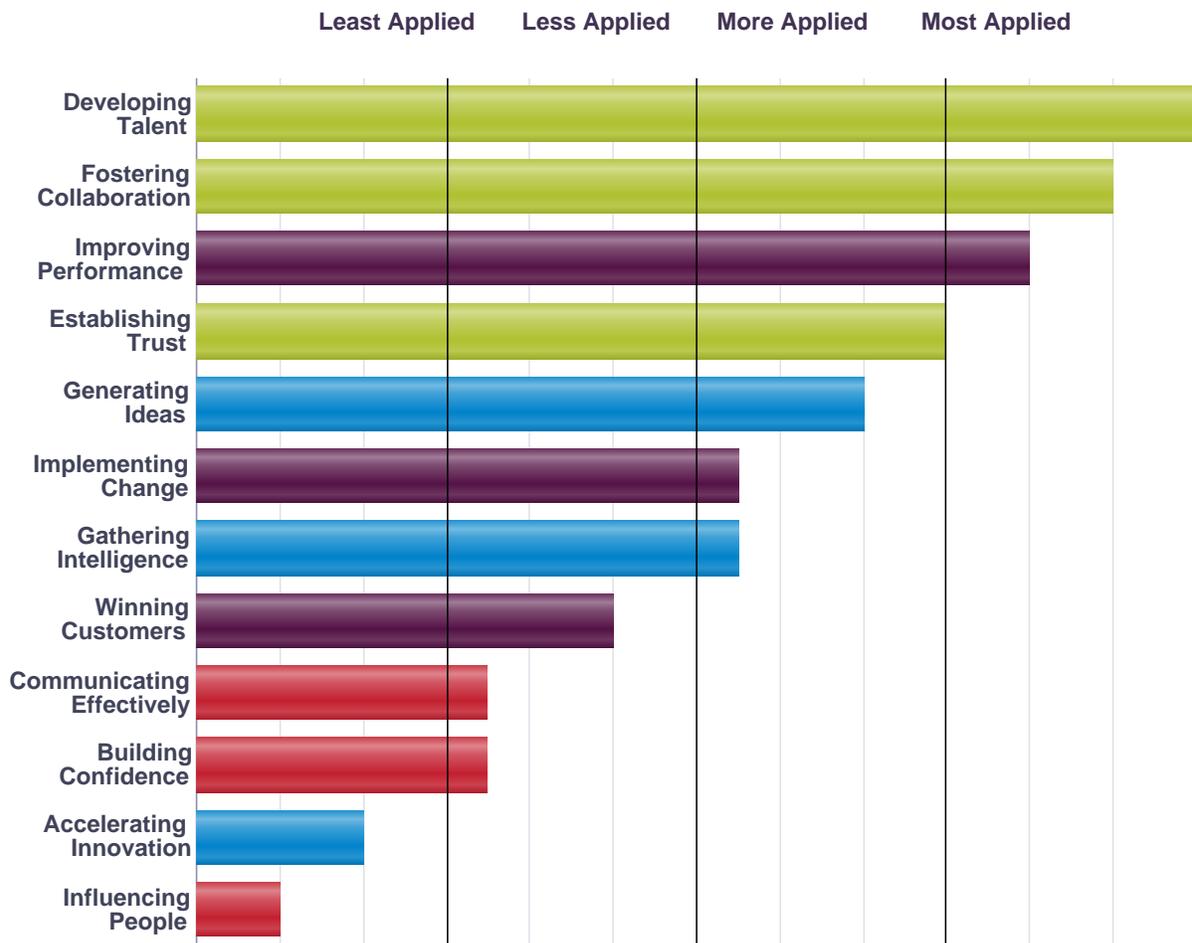
## Your Leadership Behavioral Profile

The rank order graph below indicates the behaviors you apply most to least in the workplace. The High Performance Behaviors are rank ordered based your forced choices so you will expect to consistently see least and most applied behaviors.

Following the rank order graph you are presented with a detailed interpretation of your behavioral application based on your responses to the assessment. Development suggestions are also included to support your development planning activity.

In your development planning consider the following:

- Look to use and further develop your most applied behaviors in a broad range of situations
- Identify other behaviors that are important for your performance over the next 6-12 months and also focus on strengthening and developing these behaviors





## **Development: Creating Strategy Behaviors**

Gathering Intelligence, Generating Ideas, and Accelerating Innovation are the behaviors that make up the Creating Strategy cluster. These behaviors make the highest contribution to an organization's performance in strategy formation, planning and big picture thinking. The impact of this behavior deficit is a fire fighting style organization, characterized by uncoordinated initiatives and lack of information leaving it strategically vulnerable.

### **Gathering Intelligence**

Keeping track of new industry developments, best practice, customer needs and sector trends is how leaders stay informed about gathering intelligence. Gathering intelligence is about identifying and accessing information to achieve the most effective analysis of issues to drive rapid and informed decision making.



#### **Your Gathering Intelligence Results: More Applied**

Your responses indicate that this is a behavior you apply regularly. You are likely to be proactive in your search for information to solve business issues. At times you may look to other parts of your organization, competitors, and other industries, to guide your decisions. You are likely to be aware of the value of keeping informed about new technological developments, consumer trends and political and social trends within your industry. This behavior gives you an informed perspective and you are likely to have a reputation for being well informed.

You have further opportunities to leverage this behavior. Ensure you give yourself the time to take action to gather the wider information that you know is important. Encourage your people to follow your lead by accessing information from industry reports, professional association papers and the media. Formalize this expectation in feedback sessions to your people and when discussing issues communicate the information needed to tackle the problem.

- Before moving onto analysis of information ask yourself what other information may be useful. Encourage your people to question the information they use to make decisions. For example, how current is the data? How does this data compare to other departments and industries? What are your competitors doing?
- Establish a knowledge management system to share best practice using your local intranet site. Task others with contributing to these systems, creating a culture that prizes information gathering. Encourage your people to think laterally about the types of information that can be accessed through subscription to industry journals, e-newsletters etc.

## Generating Ideas

All great innovations begin with an idea. Generating ideas enables leaders to create new strategies and address core problems and challenges. By stepping back and taking a broad view of issues, successful leaders look for ways to create new ideas, products and services to open new markets and achieve business success.



### **Your Generating Ideas Results: More Applied**

Your responses indicate that this is a behavior you apply regularly. You may commonly seek opportunities to develop new ways of thinking and approaching business issues. You are likely to draw upon information from diverse resources to inform how you and your people work. You may be able to link events and issues, often seeing causal links and underlying trends that others do not. People are likely to acknowledge your lateral approach to problems and your high-impact ideas and solutions. Through this business thinking behavior, you are more likely to tackle the cause of problems rather than symptoms.

You have the opportunity to further use this behavior by formalizing how your people tackle challenges and by promoting interdisciplinary thinking. By establishing regular think tank sessions with your people and others, you will encourage innovative thinking and broad solutions.

- Restructure meetings, so that new ideas, data analysis and industry developments are discussed on a regular basis. Alternate meetings between strategic/forward planning, idea creation and operational reporting. Invite people from other departments and functions to participate and provide input into new ideas and proposals that you are developing or issues that you are assessing. Vocalizing your thinking will give others the opportunity to build on your own thinking and also get them to see things from a different perspective
- Promote a culture of analytical thinking that looks for common themes in data. Use data sets and groups, matrices and affinity diagrams to look for trends and causes. Draw upon techniques such as SWOT (strengths, weaknesses, opportunities, and threats), mind-maps and brainstorming to problem solve and develop new concepts.

## Accelerating Innovation

The ability of leaders to innovate and solve complex problems depends on their ability to see things from more than one perspective. Accelerating innovation is one of the most important and yet one of the most underdeveloped leadership behaviors. Standing back and considering the alternatives, assessing the pros and cons, is typical of this thinking. It enables leaders to look at problems through a number of different lenses to identify the best solution.



### **Your Accelerating Innovation Results: Least Applied**

Your responses indicate that this is one of your least applied behaviors and thus you are less likely to have developed the behavior to a high level. You are likely to respond intuitively to issues when they arise and are more likely to go with the first option to a problem than explore and evaluate different solutions. You are also likely to get mixed results from this approach, potentially missing business opportunities. Others may view your response to issues as reactive and may believe you jump to conclusions without exploring all options.

You can have a real impact on your leadership by focusing and improving this behavior. By comparing the merits of two or more realistic options and assessing the pros and cons of each one, you will be able to confidently develop both short-term and long-term business solutions. In a team setting, adopt a questioning approach to drive root cause analysis (asking the question "why" five times to get to the cause of a problem) and to promote this flexible thinking behavior.

- Always identify at least three options when problem solving or developing strategies for business development. Identify the pros and cons of each option before selecting a final one. Seek and understand different perspectives to a problem. Collate a list of different stakeholders across your business such as valued clients, different team leaders and managers that will assist you with identifying different perspectives to a problem.
- Be prepared to change your own view as new information becomes available. Task your people with some information search functions, so that information from a variety of sources within the business is always available and can be used to tackle problems.



## Development: Engaging Talent Behaviors

Establishing Trust, Fostering Collaboration, and Developing Talent are the behaviors that make up the Engaging Talent cluster. Outstanding leaders seek to understand perspectives, build relationships and encourage and develop peoples' talents. These behaviors are essential to improving performance and creating an atmosphere of learning.

### Establishing Trust

The success of our partnerships determines the success of our business. Managing the expectations of people and stakeholders is critical to achieving success and fostering a culture of trust and partnership. Encouraging people to openly express their ideas and feelings is how leaders strive forward and realize new opportunities and endeavors.



#### **Your Establishing Trust Results: More Applied**

Your responses indicate that this is a behavior you apply regularly. You know how to be proactive in how you build relationships with others. You are likely to seek out the opinions of other people. You are also likely to be attentive to their feelings and beliefs and you may usually communicate your understanding and appreciation of their different viewpoints. Your responses indicate that you are able to build trust. You are likely to be willing to disclose your own views and opinions to create open dialogue and summarize what you have heard to check understanding.

Your ability to build relationships has the potential to be one of your key leadership behaviors. You are able to gain an understanding of people through your interest in what they say. This appreciation will significantly enhance how you lead others and build client relationships. Be proactive in how you build these relationships. Don't wait for people to come to you but create opportunities for this feedback whether it is about how you lead or provide customer/ client service. Encourage your people to build relationships using the techniques of active listening and open-ended questions.

- Make a commitment to speak to your people to understand their concerns and views. Richard Branson CEO of Virgin Group regularly talks to check-in staff (both his own airline and others) at airports to find out what they think. Actively seek feedback from all those you work with including customers. Ask others "what else can I be doing to help you succeed".
- Always reaffirm, summarize or paraphrase what others say to check you have understood. Encourage your people to do the same. Ask for feedback on your own behavior and use this information to strengthen individual relationships

## Fostering Collaboration

You achieve the best results when you collaborate with others and promote teamwork. Teams are the think tanks of any organization. We drive performance by developing teams to share their expertise, explore their strengths and use their collective knowledge to create new opportunities, innovate and strategically respond to business challenges.



### **Your Fostering Collaboration Results: Most Applied**

Your responses indicate this is one of your most applied behaviors and it is likely that you will have developed it to a high level. You have a very good knowledge of how to promote teamwork. You are likely to encourage your people to work together to plan, develop and implement shared solutions and projects. As a result, your team is likely to have a strong identity and knowledge of its strengths and limitations. You are likely to understand the power of teams and create opportunities for people to excel and work together.

You have the opportunity to build a culture of teamwork in your organization. By putting in place strategies and processes that promote teamwork, you can break down any functional or disciplinary barriers to how people work together. In your management of others, include teamwork in performance objectives and invest resources in training and team development. Consider how you can engage teams to independently collaborate and to devise new ways of working together. Your aim is to create a sustainable culture of teamwork that is independent of your leadership and role.

- Establish a program of events designed to enhance team performance across your organization. This program should take people outside their comfort zone, encouraging them to look at themselves and how they work with others. Look at ways to use technology to encourage cross boundary team work.
- Look at how members of your team work with others. In their performance objectives, create interdependent goals and rewards to promote collaborative thinking and team performance. By empowering teams to make decisions about key business strategies and projects and allocating budgets you will promote collaborative working, ownership and increased accountability.

## Developing Talent

What is an organization without its people? Your people are your greatest resource. By developing their people, leaders build organizations. Through coaching, feedback and training, they unleash potential and nurture talent and aspirations.



### Your Developing Talent Results: Most Applied

Your responses indicate this is one of your most applied behaviors and it is likely that you will have developed it to a high level. You have a very good knowledge of how to develop people. You are likely to be in a position to create a positive learning culture by your personal commitment to developing others and the constructive feedback you offer. You may often take on the role of mentor, coach and trainer and are a role model to your people and colleagues. You are likely to have a reputation as a leader who invests in their people. You understand how important people are to a business and look for opportunities to build confidence, skills and knowledge.

You can have a significant impact on your organization in this area. You have the ability to put in place strategies to build a supportive and developmental workplace that will enable people to realize their potential. Your aim is to create learning and development opportunities independent of your leadership and role.

- Establish coaching, mentoring and buddy programs throughout your company. Don't limit these programs, include as many people as possible at all levels. Especially consider how new appointees, whether they are new to your company or transitioning into a new role, can be developed through this people development strategy.
- Foster a culture of developing people by including this leadership behavior in the performance management goals of the people that you manage. Create programs that are designed to take your people outside their comfort zones. Such opportunities for learning will motivate and inspire your people to reflect upon their leadership and to set their own goals. Give people individual development budgets. Volunteer to act as a mentor to others not in your department



## **Development: Inspiring People Behaviors**

Influencing People, Building Confidence, and Communicating Effectively are the behaviors that make up the Inspiring People cluster. Outstanding leaders inspire and excite. These behaviors relate particularly to building confidence and excitement in a team and are crucial for achieving support for ideas.

### **Influencing People**

Having good ideas is not enough. It's gaining support for your ideas and strategies that signals success. Our ability to influence others can be the difference between a good idea and a great outcome. Leaders influence not simply by using persuasive arguments but through building alliances that enable them to raise the profile of issues and secure support from other people.



#### **Your Influencing People Results: Least Applied**

Your responses indicate that this is one of your least applied behaviors and thus you are less likely to have developed the behavior to a high level. The art of influencing is gaining buy-in and support for ideas by securing agreement and forging partnerships. To influence is to understand what drives and motivates others and take this into consideration when attempting to gain buy in to your thoughts and proposals. Your responses suggest that you may often rely on what you believe to be the merits of a proposal or idea to win support. There is no guarantee of success in such an approach and you may risk missing opportunities because of this.

This is a development area, especially if your work is dependent on other people. This is especially true in project environments where you need to work with suppliers, different customers and other departments and people. You will need this behavior to secure agreement for work. Without it, the project is likely to go awry. The same applies to all operational settings. Influencing is not forcing acceptance of your position. This will only alienate people. This leadership behavior is at the heart of most successful partnerships. It is about exploring common ground and what can be gained.

- Resist the urge to be negative towards the ideas of others in your commitment to your own proposal and way of doing things. When disagreeing with others' proposals fully explain your reasons for this. Be open to the merits of other ideas and look for opportunities where you can collaborate with other people.
- Seek feedback from your peers or management on how to draw out the benefits and features of proposals or ideas to present to others. If you put forward a proposal that is not successful, investigate why? Did you misinterpret current business priorities? Did you fully explain the benefits of your proposal?

## Building Confidence

We achieve success when we build the confidence of our people. We do this when we celebrate our successes but also when we make our stance on issues clear. Our leadership is forged through these timely decisions and our commitment to our vision. Building confidence is how we communicate our belief in our own and others' ability to succeed.



### Your Building Confidence Results: Less Applied

Your responses indicate that this is one of your less applied behaviors and thus you are less likely to have developed the behavior to a high level. You know you need to confidently make decisions and be secure in how you communicate these to others. You are more likely to tackle difficult or delicate issues and additionally understand the importance of this for maintaining the confidence, motivation and performance of your people. You are likely to be clear about the opinions you hold and communicate. Importantly, if challenged, you will be prepared to back your decision. This behavior is critical when leading others. Your responses indicate that people will look to you when a decision needs to be made. This will build their confidence in you as a leader.

You can develop this behavior to achieve a higher level of performance. At present, your behavior may be limited to your own leadership: how you make decisions and your willingness to take a position on business issues as they arise. Consider how you can encourage this same behavior in others, in particular those who work with you. A leader needs to build the confidence of others and how they can succeed in their own right.

- Always acknowledge and recognize the achievements of your people, peers and the successes of other departments. Ask your people, both individually and collectively, what they consider to be their most significant achievements over the last six months. Celebrate these successes.
- Your people and those who work with you will be influenced by the statements you make (or don't make) about your belief in their success. Consider how you respond in stressful and difficult times, or when something goes wrong. Ensure that you stay calm and not overly reactive to the actions of others. Always model confidence by using language that is motivational and positive. Others will follow your lead.

## Communicating Effectively

It's easier said than done but effective communication is the difference between being understood and having an impact. Communication is how we share our thoughts and ideas, pitch a new concept and target our audience with energy and enthusiasm.



### Your Communicating Effectively Results: Less Applied

Your responses indicate that this is one of your less applied behaviors and thus you are less likely to have developed the behavior to a high level. You know how to be a competent communicator. You are likely to be clear, concise, engage your audience through eye contact and speak with economy and clarity. Your answers indicate that you are likely to think about your audience and the impact that you want to have.

You have the ability to really enhance this leadership behavior. High-impact communications are based on the behaviors you are likely to already demonstrate but are animated by case studies, graphs and visuals, and personality. In presentations, a high-impact leader will build rapport with their audience through personal anecdotes, humor and engaging content. In written communications, a leader will apply these same principles. High-impact communications should be one of your priorities as a leader. We exist in a workplace of information overload, (think of how many emails you received today), so your challenge is how you are going to stand out from the crowd.

- Before you begin any communication ask yourself – what are the key messages that I want to communicate and what do I want my audience to do, act and feel as a result. Take pen to paper and write these down. Your aim is to distil these messages down to three sentences.
- Recent statistics indicate that people read only 20 per cent of words on a web page. In a workplace of information overload, people tend to scan rather than read information. Signpost your communications so they are easy to read and grab the attention of your reader. Make it easy to read and consider the magic number of communication "3". Keep an email to a maximum of 3 paragraphs, give 3 reasons/benefits to support any action that you want to happen and be clear. Use communication devices such as visuals, graphics, quotes and headings to grab attention.



## **Development: Achieving Excellence Behaviors**

Implementing Change, Improving Performance, and Winning Customers are the behaviors that make up the Achieving Excellence cluster. These action oriented behaviors are how we break down barriers and make things happen. As leaders, it is our responsibility to ensure tasks are structured, plans and ideas are implemented and we continually improve business performance.

### **Implementing Change**

Taking responsibility for driving initiatives and encouraging a can-do attitude is how we create a culture of success. When we are proactive, we enable and drive change. We look to the future, embrace change for the opportunities it brings and make things happen.



#### **Your Implementing Change Results: More Applied**

Your responses indicate that this is a behavior you apply regularly. You know how to be proactive in how you manage and lead others to ensure timely delivery. You are likely to employ the principles of project management to guide the implementation of new processes, services and systems and identify potential barriers to action and remove them. This leadership behavior involves the clear allocation of roles and responsibilities to empower others to achieve success.

You should continue to develop this behavior. At present, your answers are reflective of the responsibilities that you are likely to take and the leadership that you are likely to offer to others. Turn your focus to how you can foster this behavior in the people that you work with. Try allocating the tasks you currently undertake to others to promote this level of proactivity. Encourage your people to drive initiatives and broaden the scope of their responsibilities to ensure action is taken.

- Redesign department and team structures and job roles to give your people broader responsibility and more capacity to act without reference to higher authority. By doing this, you will encourage and support people to take effective action even when this conflicts with rules, policies and controls.
- Work with your people to identify any potential obstacles likely to impact upon the successful delivery of a project, a new product or change initiative. Good risk identification and analysis will assist your people not only to identify potential problems and sources but how to effectively mitigate them. Risk registers should be updated regularly.

## Improving Performance

Achieving our goals is rewarding and motivating. We can be confident that we are providing the best products and the best services. By creating a culture of continuous improvement, we will seek excellence knowing that we are measuring the right things and that once we have achieved our goals, we will look for new ones.



### **Your Improving Performance Results: Most Applied**

Your responses indicate this is one of your most applied behaviors and it is likely that you will have developed it to a high level. You have a good knowledge of how to be committed to continuous improvement and are likely to cultivate this same attitude in your people. You are likely to drive long-term measurement of goals and targets. You are also likely to understand the importance of feedback as a primary driver for continuous improvement. You may also encourage your people to set stretching targets and to innovate in all areas of the business.

You can develop this behavior by championing a culture of continuous improvement. Your objective is to put in place the infrastructure that will drive forward this behavior beyond your role and leadership. Tap into your best resource – your people, to drive the business forward. Reward staff that demonstrate a commitment to continuous improvement and find champions who are prepared to coach and work with others in this area.

- Create an organizational plan for continuous improvement that clearly identifies owners and improvement initiatives in the following areas: organizational and customer/client processes, financial, capability levels, customer/client satisfaction and loyalty levels. Each initiative should have indicators for measuring impact.
- Make it a habit to talk to people from across the business. How do they think that the business can be improved? Establish think tanks where customers, clients and your people can respond to these issues. These forums can be the platform for the designing new products and services based on efficiency, productivity, quality and customer/user satisfaction data.

## Winning Customers

Effective leaders understand that customer focus is more than satisfaction surveys and complaints resolution. It is about partnering with customers and clients to develop new products and services, redesigning delivery systems and researching future markets and trends. Understanding your customers will allow you to not only deliver and exceed expectations but achieve competitive advantage.



### **Your Winning Customers Results: Less Applied**

Your responses indicate that that this is one of your less applied behaviors and thus you are less likely to have developed the behavior to a high level. You understand the importance of customer focus. You respond to customer queries and concerns. You are committed to delivering on what customers need and will initiate projects to improve how your team or department deliver services and products. You act on customer feedback to ensure that as a business you add value. However, business risks are associated with this approach. Limiting your activity to responding on an as needed basis to customer problems will provide you a capped picture of customer needs. If your response is problem based, you could be inviting the perception that you are only there when things go wrong. You can develop this behavior by developing a more comprehensive approach to customer focus.

- Begin by identifying the activities you could undertake over a year to understand and respond to the needs of your customers. What focus groups could you run to understand their perceptions of your business and the quality of your services? Feedback from these focus groups or perhaps interviews could provide your team with invaluable information on future product development, service delivery redesign, training and development for staff.
- Develop a plan detailing how your team and department will achieve a customer focus for the year. Outline what activities, audits and initiatives you will undertake to enhance customer experience of your organization.