



# **JIM SAMPLE**

## **iPRADCO**

### **LEADERSHIP INDEX DEVELOPMENT REPORT**

**April 2, 2009**

**PRADCO strengthens organizations by helping leaders, select, develop and retain people who fit their culture and contribute to its success. Our commitment is to deliver responsive service and high-quality products tailored to our clients' changing needs.**

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# UNDERSTANDING YOUR RESULTS

**THIS REPORT DESCRIBES BEHAVIORS** that people are likely to show on the job.

**A FORCED CHOICE FORMAT** is utilized so that every person will have some high scores, some medium scores and some low scores. All items are positive, and people are asked to choose between two equally desirable options. This approach minimizes faking.

**PERCENTILE SCORES** provide meaningful information in regards to comparing different people on a variety of measures. People are compared to thousands of people who have taken the same indexes for PRADCO.

Percentile	Low	Average	High	
Score			P	
	1	35	65	99

**HIGH SCORES** are achieved by actively endorsing items that measure a given dimension. They represent behaviors that people frequently demonstrate on the job and are probable strengths.

**AVERAGE SCORES** result from people choosing the items some of the time. They are typically positive and suggest people demonstrate the behavior occasionally.

**LOW SCORES** represent areas that people did not endorse in describing their behavior. They can indicate developmental needs, or may simply suggest that the behavior is less relevant to the person's current job.

**IT IS IMPORTANT TO REMEMBER** that no one gets rated high on all dimensions, and that low scores are not necessarily weaknesses and high scores are not necessarily strengths. Whether your scores are too high, too low or just right depends on the people around you, the condition of your organization and its culture.

**THE KEY TO BECOMING A STRONGER PERFORMER** is to identify three or four dimensions where changes would help you better perform. Use your report to identify those behaviors and create action plans to alter your behavior in ways that are good for you and your organization.



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## **LEADERSHIP INDEX**

Dimensions	Infrequent Behaviors	Frequent Behaviors	Preferred Behaviors
<b><u>Decision-Making</u></b>			
Strategic		P	
Innovative			P
Decisive		P	
Participative			P
<b><u>Influence</u></b>			
Presence		P	
Communicative		P	
Persuasive			P
Motivating	P		
Dominant			P
Cooperative		P	
Versatile		P	
<b><u>Management</u></b>			
Delegation		P	
Structure		P	
Follow-Up		P	
Coaching	P		
Driving Results		P	
Compassion			P

The Leadership Index measures decision-making, influence factors and management practices that are essential to perform well in a variety of leadership positions.

There are 85 pairs of items and most people take about 15 minutes to complete the Index. High areas represent probable strengths and low areas are potential concerns. This information should be evaluated in the context of your current situation, as these are behavioral dimensions that can change over time.

The following pages provide more detailed information about your scores.

## DECISION-MAKING

Making decisions is an important part of most management positions. The higher the level of responsibility, the greater the need for strategic thinking that can help determine long-term success. An innovative, adaptable person can develop new approaches to help a business grow. Most successful managers are confident and decisive, but the best recognize the importance of getting input from others. Encouraging people to contribute their ideas leads to greater commitment and better decisions.

### STRATEGIC

You have the ability to be strategic when dealing with broad, long-range issues, but you also focus on tactical matters. You may not have the patience to spend a great deal of time contemplating critical strategic issues.

### INNOVATIVE

You are constantly seeking new and better ways to accomplish your objectives. You believe strongly in continuous improvement and are recognized as someone who promotes positive and constructive change.

### DECISIVE

You are an independent thinker when analyzing a problem. You may ask for input from others periodically, but you are willing to make the final decision and be accountable. Decisions are made quickly as a result.

### PARTICIPATIVE

You welcome the input of others when making decisions and take the time to hear from associates. Involving others as you do may cause people to view you as unwilling to make an independent decision.

## INFLUENCE

Whether or not people have direct reports, the ability to influence others is important to being successful. Sizing up the audience and presenting one's argument appropriately is usually an effective approach, as is knowing when to acquiesce and cooperate with others.

### PRESENCE

You generally come across as one of the leaders in a group. People listen when you speak and seem ready to support you. Your style and image command respect, which enables you to have influence within the group.

### COMMUNICATIVE

You are an active and attentive communicator. You keep people informed about the things they need to know and take the time to hear what others have to say. You convey your ideas clearly and people understand you.

### PERSUASIVE

You are able to present information in an influential way to create opportunities. You stay focused on the positive aspects, and make your ideas sound appealing so that people usually are convinced and go along with you.

### MOTIVATING

You expect people to be self-motivated. You may not provide enough enthusiasm for people or pay attention to what makes them tick. Devoting more time here would help you get more productivity from your people.

### **DOMINANT**

You have a strong need to have your way in most situations and may feel that giving in to subordinates is a weakness. While it is good to be assertive, overdoing it can cause your people to respond negatively to you.

### **COOPERATIVE**

You are inclined to be accommodating to the interests of the organization and the people in it. In working with your colleagues, you develop trust and cooperation, and you are respectful in your relationships.

### **VERSATILE**

You adjust your style to relate to different people, but you tend to be consistent. You are comfortable with your style and feel it is unnecessary to make major modifications to be effective with a wide variety of people.

## **MANAGEMENT**

The following dimensions relate specifically to management of people and projects. Working through others is critical, as doing so creates opportunities to get more done and to develop the skills of other people. Making good use of available resources and providing ongoing coaching and support tends to result in a more productive work team.

### **DELEGATION**

You assign responsibilities to subordinates and understand the importance of getting things done by working through others. In this way you encourage subordinates' growth and give people challenging assignments.

### **STRUCTURE**

You offer guidance to others according to their needs. You would rather give good people a degree of freedom than to tightly define how things must be done. Your people will likely think you provide sufficient structure.

### **FOLLOW-UP**

You follow up on people's progress and have systems in place to monitor their work. This awareness of progress allows you to intervene appropriately to prevent people from going off track or falling behind.

### **COACHING**

You devote little attention to giving your people feedback or helping them to improve. You may be uncomfortable giving negative feedback, or you may not feel you have the time to provide meaningful coaching.

### **DRIVING RESULTS**

You expect a good deal of your people. You keep a reasonable amount of pressure on people to get tasks accomplished. While other managers may be more demanding than you, your team will perform well.

### **COMPASSION**

You are highly sensitive and understanding when your people have problems. You empathize with their feelings and will be there when they need you. Some may see you as overly soft or try to take advantage of you.

## **KEY COMBINATIONS**

In some cases, individual scores have additional meaning if they are looked at in relationship to other dimensions. For example, people who score low on Driving Results and high on Compassion typically behave one way, while people who score high on Driving Results and low on Compassion behave in another. This section provides information on some important combinations based on Index scores.

### **AVERAGE DECISIVE / HIGH PARTICIPATIVE**

You make some decisions independently, but prefer to gather ideas and suggestions from others on a regular basis. You believe decisions are better when other people participate in the process, and thus make it a priority to include others before final decisions are made.

### **HIGH DOMINANT / AVERAGE COOPERATIVE**

You adopt a direct, forceful stance when dealing with others in the organization, and you exert authority to enlist others' support. You are also willing to cooperate and go along with colleagues to some extent so that relationships are more reciprocal than one-way.

### **AVERAGE DRIVING RESULTS / HIGH COMPASSION**

Although your direct reports are encouraged to achieve results, you focus more on building relationships than on driving people to excel. There is a risk that excuses will be accepted too readily and that people will expect leniency when they fail to perform.

## **DEVELOPMENTAL SUGGESTIONS**

The following behaviors were identified because your scores were relatively low or fell outside the ideal target ranges. You should use these suggestions as they are or as thought-starters for constructing personal action plans.

## Motivating

For people to do their best, they need more than the tools and skills to do the job. They also need to be motivated to perform. By assuming that people will motivate themselves, you are missing a chance to bring out people's best and stimulate the group's morale in the bargain. Try some of the following ideas to become a more enthusiastic and motivational leader.

Make an effort to identify the factors that motivate the people on your team. Is it wealth, advancement, or a feeling of accomplishment? Once you determine what drives your people, you can provide it for them.

Try to be more lively and expressive when interacting with others. Enthusiasm can be contagious. By showing your more positive, upbeat side, you can be an inspiration to those around you.

Make it a point to notice small successes people have so that you can recognize them for their accomplishments. Try to identify two or three positive things a person does in a day so that you can respond sincerely to whatever is most important to you.

## Coaching

You need to do more to keep people informed about your perceptions of their performance. Provide positive and negative feedback when appropriate, and coach for improvement. People cannot develop or grow their skills if they do not know where they are deficient or where they need to improve. Consider the following suggestions to improve your coaching skills.

Provide feedback that is direct and comprehensive to ensure that subordinates understand what is and what is not acceptable. Be clear and specific. Ask questions or have subordinates respond to your critiques so that you make sure that they understand your message.

Coach as frequently and immediately as you can after the relevant behavior or activity has occurred. When feedback is timely and ongoing, both you and your direct reports will become more comfortable with developmental discussions.

Focus on tasks and behaviors, not personalities. Avoid remarks that would be personally threatening or demeaning. Maintain a positive tone and be an active listener. Make an effort to understand your direct report's perspective and avoid lecturing.

## Versatile

You tend to treat everyone the same rather than adjusting to make other people more comfortable working with you. As such, you may be viewed as fair and consistent, but people may feel that you do not understand or appreciate their differences. Try some of the following suggestions to increase your versatility.

Make an effort to understand your own social style, or ask people you trust for their impression of your behavior and impact. Listen objectively and understand that your awareness of your interpersonal behavior will help you to be more versatile in response to others.

You may need to vary how assertively you behave. Many people need to be more assertive when dealing with people who are forceful or aggressive. Others need to be less assertive with people who are quieter and more inclined to listen and ask questions.

Consider how emotionally responsive you are. With people who are warm, open and friendly, you can enhance your relationships by sharing your emotions. With people who tend to be more guarded and in control, you may need to restrain your emotions and stick with the facts.

## Follow-Up

Managing not only requires that you set the direction, but also that you follow up to be sure that the results meet your expectations. You do not invest a lot of effort in monitoring your direct reports' assignments. Better follow-up systems would allow you to bring greater discipline and consistency to your operation and ensure that your group gets things accomplished efficiently. Consider the following suggestions to improve your follow-up skills.

Be systematic in monitoring people's performance. When people are working on important projects with specific deadlines, incorporate a timetable or checklist that allows you to quickly confirm that the results have been achieved according to your standards.

Look for methods of monitoring progress that avoid overcomplicating tasks or imposing unnecessary demands. Consider holding brief meetings each day or have people leave email or voicemail messages for you on a schedule that is appropriate to the length of the work cycle.

Be prepared to give immediate time and attention to any problems you detect. If someone appears to be moving off target, provide the necessary advice or tools to steer them back on course. Your objective is to avoid backtracking due to undetected errors.

## Delegation

You remain involved in day-to-day activities. You are inclined to do a lot of the work yourself, perhaps thinking that it is easier and quicker than working through others. Because of this, you are likely to have too much to do and you may fail to maximize the use of people's talents. To improve your ability to delegate, consider some of the following suggestions.

Many managers have difficulty delegating because they do not trust their people's abilities. If you lack confidence in your subordinates' skills, begin with short time frames and minor tasks that do not demand perfection. Gradually increase the importance and complexity of tasks.

You may think that the time it takes to train people is a good excuse for keeping assignments to yourself. While these may be good reasons for you to do short-term or one-time projects, longer or repetitive assignments provide opportunities to develop people's abilities.

Get to know your people better and let them tell you about some new areas they would like to become involved in. Then match some of the tasks to be delegated with members of your team according to each person's abilities and interests.

## Driving Results

In order to accomplish objectives through other people, you need to set goals and standards of acceptable performance and push people to achieve them. You do not put enough emphasis on production demands or the importance of achieving results quickly. Try some of the following suggestions to develop your ability to be a more demanding, results-oriented leader.

Communicate to your people the importance of achieving results and hitting their targets. Do not be afraid to make demands and require your direct reports to meet their goals. Provide the tools that lead to accomplishment and refuse to accept excuses for poor performance.

Set high standards for yourself and others to keep people challenged. Encourage your subordinates to feel ownership for their successes and accept responsibility if they fall short of the demanding objectives you set. Take direct action if you see they are falling behind in their efforts.

Do not confuse activity with actual performance. While some of your direct reports may appear busy, their actual productivity may be quite modest. Set challenging goals for people, then measure and reward actual results. Keep people focused on the tangible results you want.