



LEADERSHIP POTENTIAL INDICATOR

Personal Report

John Smith

Introduction

The Leadership Potential Indicator (LPI) measures aspects of your leadership style by asking you questions about your behaviors, attitudes and reactions in various management and leadership situations. Groups of questions relate to different aspects of leadership skills called competencies. It is the particular combination of competencies possessed by a person that shapes their style and contributes to their job performance.

Competencies are not the only influence on your leadership ability, however, as your personality, your particular talents, your interests, your values, your pattern of intellectual abilities, your life experience and your current situation also contribute to making you the person you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you. Please bear the following points in mind as you consider the results from your assessment:

First, your profile is based on what you have said about yourself through your responses to the questionnaire so that what we are measuring is your own perception of your management and leadership competencies.

Second, your results can be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you felt under pressure to convey a particular profile or impression of your management and leadership skills.

Third, the LPI is a questionnaire which produces a profile of your strengths and weaknesses based on a comparison of your scores against those of an international comparison group of over 10,000 people in management and leadership positions.

Your results are reported on a ten point scale known as the Standard Ten (Sten) scoring system. The table below shows what different scores indicate about your current levels of competence.

Sten	Percentile Meaning	Level	Competence
8-10	A score of 8 is higher than about 90% of the comparison group	5	Very well-developed competency/outstanding strength
7	A score of 7 is higher than about 75% of the comparison group	4	Well-developed competency/emerging strength
5-6	A score of 5 is higher than about 40% of the comparison group	3	Moderately well-developed competency/mid-range skill
4	A score of 4 is higher than about 25% of the comparison group	2	Less developed competency/embryonic skill
1-3	A score of 3 is higher than about 10% of the comparison group	1	Least developed competency/possible flaw

Finally, please note that this assessment is intended to help you clarify your view of yourself and help you to develop your skills and achieve your potential. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.

What the scales measure

The twenty scales of the Leadership Potential Indicator measure the following competencies.

Scale	Competencies	
Initiating Activity	Shows initiative, has positive attitude, self-starter	Managing Change
Taking Risks	Takes risks, challenges accepted practice, bends rules to make progress	
Creating & Innovating	Originates change, makes things better, produces creative ideas and solutions	
Adapting to Change	Adapts quickly to change, responds flexibly to people and situations	
Analyzing & Interpreting	Analyzes situations carefully, makes rational judgments and logical decisions	Planning and Organizing
Making Decisions	Decides quickly, displays confidence, acts independently when necessary	
Planning & Prioritizing	Plans and prioritizes work activities, manages time effectively	
Monitoring Quality	Takes pride in work, does job well, gets the detail correct	
Communicating	Expresses views clearly, makes impact with presentations	Interpersonal Skills
Listening & Supporting	Sensitive to people's needs, involves people in plans and decisions	
Relating & Networking	Develops strong working relationships, builds rapport quickly	
Teamworking	Strong team player, works effectively with people	
Achieving Goals	Self-motivated, driven to get ahead, prepared to do whatever it takes	Results Orientation
Meeting Customer Needs	Applies customer concepts, focuses on quality and service	
Focusing on the Business	Focuses on bottom line, controls costs, sets ambitious targets	
Learning & Developing	Exploits opportunities for self-development, energetic, self-aware	
Persuading & Influencing	Has presence and authority, enjoys being in charge, takes lead	Leadership
Motivating & Empowering	Empowers and motivates team members, delegates tasks effectively	
Coaching Others	Coaches and develops team, gives regular feedback	
Coping with Pressure	Handles pressure and stress, stays calm and in control	

Leadership Profile Summary

Leadership Level	
Level 3	You are in a middle management position and your overall leadership score is in the top half of the comparison group. Taken together, your management experience and your test results suggest that you are likely to be operating at Level 3 at present. Your leadership competency profile also indicates that you recognize the need to improve your knowledge and skills in some areas.
Developing the Vision	
Implementer	Implementers are skilled at setting up, scheduling and tracking projects. They have the skills and attributes to define tasks, identify dependencies between tasks and critical paths, produce Gantt charts and manage resources. They differ from Modernizers and Originators in finding it difficult to generate original ideas about new markets or products or technologies that provide the basis for vision building.
Sharing the Goals	
Presenter	Presenters have strong oral communication skills and make good public speakers and chairpersons. They have the skills to communicate the vision and build a shared understanding of company goals based on an agreed script. Presenters can struggle, however, when employees look for direction and there is not an agreed company position.
Gaining Support	
Adaptor	Adaptors are people managers who are most comfortable implementing change programs initiated by other managers, for example, by headquarters. Adaptive leaders have the people skills to gain support for change but tend to lack the creativity and drive to personally initiate radical change in an organization.
Delivering Success	
Planner	Planners specialize in scheduling the implementation of new business processes and systems. They are good at working in groups drawing up project plans and organizing work activities in a methodical manner. They are at home working in corporate environments where decisions are taken in groups and alterations are subject to change control procedures. Planners are unsettled when people deviate from company policies and procedures or want to cut corners. They also lack the drive to identify new and innovative ways of doing things.

Leadership Level

The LPI leadership model defines 5 levels of leadership summarized in the table below. At the high performing end of the continuum are Level 5 leaders who possess well-developed management and leadership skills. Level 5 leaders make up the top 10% of the international benchmark group. At the other end of the continuum are Level 1 individual contributors who need to boost their capability to make a successful move to management. The LPI leadership level indicator is based on your current management level and analysis of your responses to all the questions.

Level	Sten	Level Description
5	8-10	Outstanding leader who delivers exceptional performance through a combination of well-developed skills and competencies in management and leadership.
4	7	Effective leader who possesses many well-developed skills and competencies in management and leadership.
3	5-6	Competent manager who possesses moderately well-developed skills and competencies in management and leadership.
2	4	First-level manager with some moderately well-developed skills and competencies in management and leadership and some weaker areas and gaps.
1	1-3	Individual contributor who needs to boost management and leadership skills and competencies in order to join the management ranks.

What Level Are You?

You are in a middle management position and your overall leadership score is in the top half of the comparison group. Taken together, your management experience and your test results suggest that you are likely to be operating at Level 3 at present. Your leadership competency profile also indicates that you recognize the need to improve your knowledge and skills in some areas.

Leadership Style and Competencies

The next section depicts your management/leadership style and competencies across the four functions of leadership described by Bartram (2009).

- **Developing the Vision:** The strategic side of management and leadership to do with development of the vision, strategy and change program.
- **Sharing the Goals:** The communication aspect of management and leadership to do with sharing and presenting the vision, strategy, change program and plans.
- **Gaining Support:** The people side of management and leadership involving building support for the vision, strategy, change program and plans.
- **Delivering Success:** The operational aspect of management and leadership related to planning, execution and performance management.

Developing the Vision

Creating and living a vision is the role of leaders in organizations. A successful vision gives a sense of the future, guides decision making and strategy, creates a shared purpose, provides guidelines that determine behavior, inspires emotion and connects to values. Developing a vision, mission and values is the foundation for long term success but it takes time and commitment. Our leadership model identifies four approaches to vision building based on an individual's competencies in managing change and planning and organizing. These styles are illustrated in the graphic below.

Modernizer

Modernizers challenge the old order and its way of doing things. Combining competencies in managing change and planning and organizing, modernizers come up with a specific vision for organizational change along with a plan with milestones for implementation.

Originator

Originators come up with new ideas for research or technology or production for the organization. They operate best in environments that call for idea generation and creativity. They differ from Modernizers in lacking the planning and organizational skills to translate concepts and ideas into firm proposals for change.

Implementer

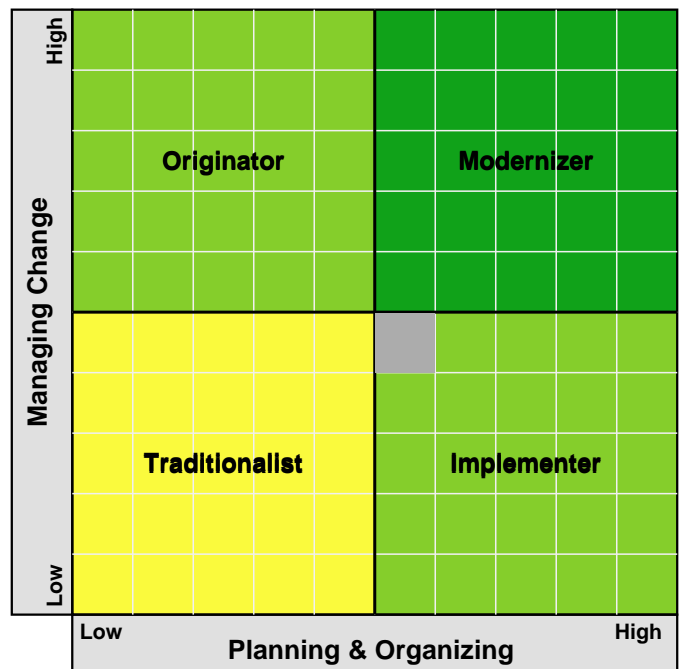
Implementers are skilled at setting up, scheduling and tracking projects. They have the skills and attributes to define tasks, identify dependencies between tasks and critical paths, produce Gantt charts and manage resources. They differ from Modernizers and Originators in finding it difficult to generate original ideas about new markets or products or technologies that provide the basis for vision building.

Traditionalist

Traditionalists are more comfortable in stable organizations that utilize tried and tested technologies. Traditionalists lack the competencies to lead the development of a vision in organizations operating in fast moving business environments.

Where are you?

You have fairly well-developed competencies in managing change and planning and organizing and this puts you at the border between the Implementer style and the other three styles. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend that you concentrate on developing your competencies in both skill sets to help you attain the capability of a Modernizer.



Sharing the Goals

Today's leaders need to be able to share information and build understanding with bosses, peers, subordinates and other groups of stakeholders such as shareholders and financial institutions. This includes information about the company's vision, goals, strategies, services and financial performance. Sharing the goals requires leadership skills and interpersonal skills.

Director

Directors build understanding and ownership of the organization's vision and objectives through a blend of strong leadership and communication skills. Directors provide direction and control but they also have the interpersonal skills to inspire, persuade and cajole employees to deliver the vision and strategy.

Presenter

Presenters have strong oral communication skills and make good public speakers and chairpersons. They have the skills to communicate the vision and build a shared understanding of company goals based on an agreed script. Presenters can struggle, however, when employees look for direction and there is not an agreed company position.

Regulator

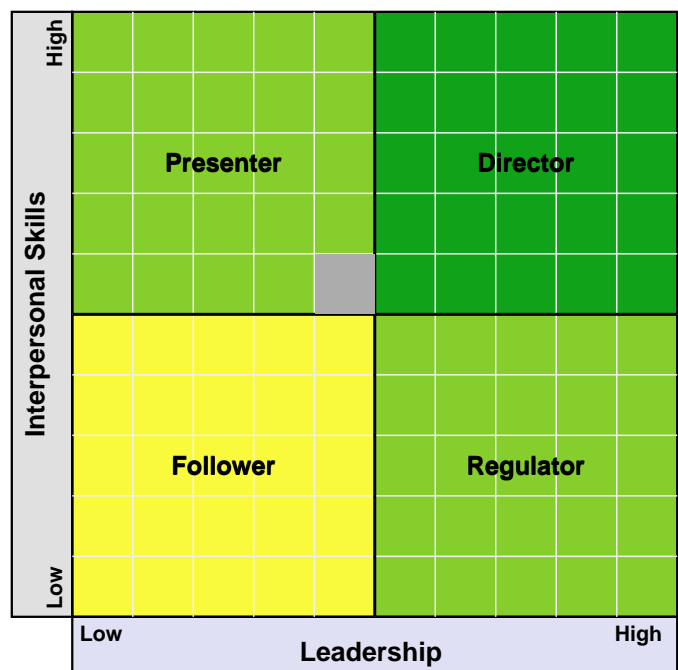
Regulators are strong on setting the direction of travel and exercising control but weaknesses on the interpersonal side mean they lack the ability to share the vision, goal and objectives with others. Independent and socially reserved, regulators often rely on a task-oriented management style to achieve objectives and deliverables.

Follower

Followers operate best in team positions without managerial responsibilities. In managerial and leadership positions, followers require considerable support to combat their natural reserve and unwillingness to exercise leadership and control.

Where are you?

You have fairly well-developed competencies in interpersonal skills and leadership and this puts you at the border between the Presenter style and the other three styles. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend that you concentrate on developing your competencies in both skill sets to help you attain the capability of a Director.



Gaining Support

Today's leaders have to build support for change among their employees, their customers and their stakeholders such as shareholders and financial institutions. While the management team may be positive about change, more junior staff often feel threatened by change and worry about the implications for their jobs. Managing change requires initiating, scoping, communicating and project managing with other people. Leaders need good interpersonal skills to carry out these tasks successfully dealing with people's feelings and emotions.

Catalyst

Catalysts increase the rate of change in an organization because they are people-oriented innovators. Catalysts are change agents who possess a creative style along with empathy and good interpersonal skills. Their empathy and interpersonal skills mean that they deal skillfully with other people's concerns and/or resistance to change.

Explorer

Explorers thrive on change and enjoying venturing into new territories. They are strongly focused on opening up new markets and taking the organization in new directions. Being very independent-minded, Explorers tend to expect others to see things the way they do and tend to underestimate the amount of effort needed to gain support for change.

Adaptor

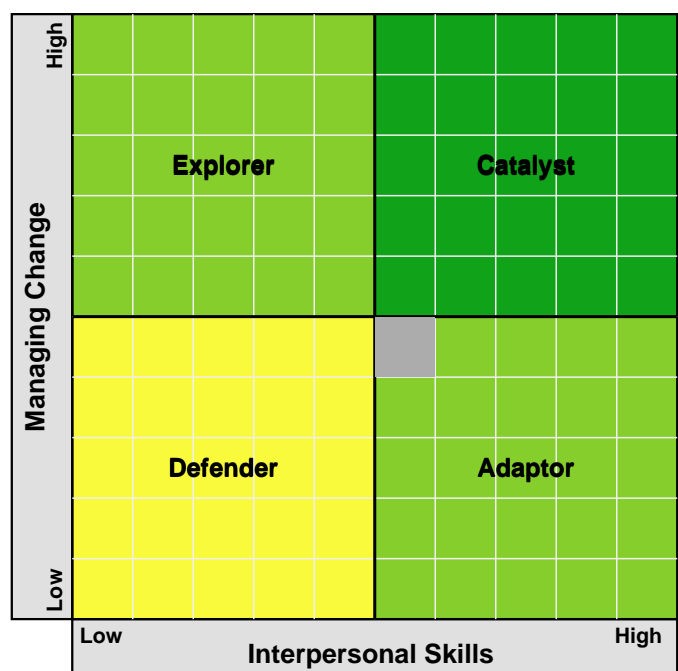
Adaptors are people managers who are most comfortable implementing change programs initiated by other managers, for example, by headquarters. Adaptive leaders have the people skills to gain support for change but tend to lack the creativity and drive to personally initiate radical change in an organization.

Defender

Defenders tend to be slightly more resistant to new ideas and initiatives particularly those brought about by new technology. In leadership positions, Defenders need to be convinced about the benefits of technology led change before they embrace it. Defenders tend to worry about our dependency on technology and that modern technology has evolved to control us rather than to serve us.

Where are you?

You have fairly well-developed competencies in managing change and interpersonal skills and this puts you at the border between the Adaptor style and the other three styles. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend that you concentrate on developing your competencies in both skill sets to help you attain the capability of a Catalyst.



Delivering Success

Delivering success requires a combination of careful planning and energy, dedication and commitment. Neither set of competencies is sufficient by itself. A carefully crafted strategy will not succeed without people with ambition and drive to implement it. Similarly, without planning and organization, energy and drive can be wasted on the wrong tasks. At the individual level, a person's scores on these two dimensions result in four characteristic styles.

Corporate Manager

Corporate Managers are used to operating in large organizations where new initiatives tend to be planned by groups of people. They understand the importance of achieving corporate objectives, targets and deadlines in order to advance in the organization. This type of manager tends to operate in a systematic and organized manner and presents himself or herself as "a safe pair of hands". Corporate managers can find it unsettling to work in a fast moving environment where decisions need to be made on instinct and intuition and without the support of committees and steering groups.

Individual Contributor

Individual Contributors operate best outside or on the fringes of traditional management structures. They are like entrepreneurs bringing creative proposals and ideas to projects. They operate best like consultants moving between different things rather than managing a large team or business unit. The individual contributor prefers to operate on his or her own and tends to get frustrated by project governance structures where decisions are made by committees and steering groups.

Planner

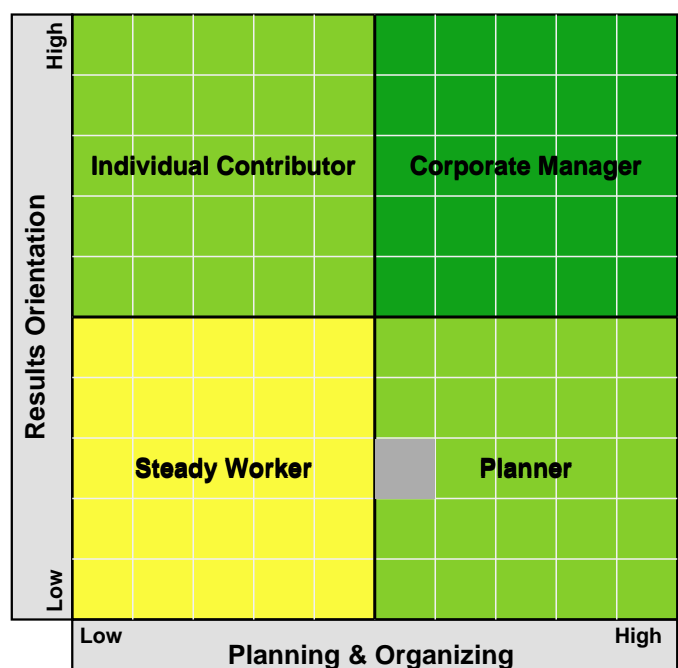
Planners specialize in scheduling the implementation of new business processes and systems. They are good at working in groups drawing up project plans and organizing work activities in a methodical manner. They are at home working in corporate environments where decisions are taken in groups and alterations are subject to change control procedures. Planners are unsettled when people deviate from company policies and procedures or want to cut corners. They also lack the drive to identify new and innovative ways of doing things.

Steady Worker

Steady Workers work reliably and steadily and make systematic progress towards their goals over a long period of time. Most organizations need people who are sensible and dependable to carry out tasks that some people with a high level of ambition and drive struggle to find interesting and satisfying. Organizations need steady workers to grow progressively over a long time.

Where are you?

You have fairly well-developed competencies in planning and organizing but less well-developed competencies in results orientation. This puts you at the border between the Planner style and the Steady Worker style. The profile chart at the end of the report shows your scores on the relevant competencies. We recommend that you concentrate on developing your competencies in both skill sets to help you attain the capability of a Corporate Manager.



Development Advice

You don't need to completely change your style to become a more effective leader. Mull over this report and identify one or two areas that are likely to have the most impact on your performance. The following kinds of modest changes have been suggested by experts in the field of leadership.

- Consistent use of the same criteria in decision making builds respect and trust as people know what to expect from their bosses. Try to make your decisions transparent and try to be reliable and genuine when you discuss your reasons for decisions. If you are inconsistent in your thinking and/or behavior, people will distrust you.
- Displaying positive emotions such as enthusiasm and optimism can be a huge motivator. Convey to your team the message that you know they can do it. It will raise their confidence and stir them to work harder.
- Encourage people to think about new ways of doing things and come to you with ideas and suggestions. When someone comes to you with ideas, think first about the positive aspects of their proposals - "yes and" instead of "no but". Engage people by asking them what they would do rather than by dictating solutions. People like to be involved in discussions and decisions.
- Create space in your diary to find out about and pay attention to people's views and concerns. Be careful not to operate through only the best performers who will quickly be perceived as your favorites. Personally thank subordinates for their efforts - face-to-face communication is best but written notes and emails will also do.
- [Click here](http://etesting.modwest.com/LPI_LearningSuggestions.pdf) to download suggestions for further learning and development activities and a personal improvement planning template. (http://etesting.modwest.com/LPI_LearningSuggestions.pdf)

Profile Chart

Competency	1	2	3	4	5	6	7	8	9	10	High Score Meaning	
Initiating Activity				<	...	>					Shows initiative, has positive attitude, self-starter	Managing Change
Taking Risks						<	...	>			Takes risks, challenges accepted practice, bends rules to make progress	
Creating & Innovating				<	...	>					Originates change, makes things better, produces creative ideas and solutions	
Adapting to Change	<	...	>								Adapts quickly to change, responds flexibly to people and situations	
Analyzing & Interpreting				<	...	>					Analyzes situations carefully, makes rational judgments and logical decisions	Planning and Organizing
Making Decisions			<	...	>						Decides quickly, displays confidence, acts independently when necessary	
Planning & Prioritizing							<	...	>		Plans and prioritizes work activities, manages time effectively	
Monitoring Quality						<	...	>			Takes pride in work, does job well, gets the detail correct	
Communicating				<	...	>					Expresses views clearly, makes impact with presentations	Interpersonal Skills
Listening & Supporting						<	...	>			Sensitive to people's needs, involves people in plans and decisions	
Relating & Networking				<	...	>					Develops strong working relationships, builds rapport quickly	
Teamworking			<	...	>						Strong team player, works effectively with people	
Achieving Goals			<	...	>						Self-motivated, driven to get ahead, prepared to do whatever it takes	Results Orientation
Meeting Customer Needs			<	...	>						Applies customer concepts, focuses on quality and service	
Focusing on the Business			<	...	>						Focuses on bottom line, controls costs, sets ambitious targets	
Learning & Developing	...	>									Exploits opportunities for self-development, energetic, self-aware	
Persuading & Influencing				<	...	>					Has presence and authority, enjoys being in charge, takes lead	Leadership
Motivating & Empowering				<	...	>					Empowers and motivates team members, delegates tasks effectively	
Coaching Others			<	...	>						Coaches and develops team, gives regular feedback	
Coping with Pressure			<	...	>						Handles pressure and stress, stays calm and in control	
Managing Change				<	...	>					Initiating Activity, Taking Risks, Creating & Innovating, Adapting to Change	Key Factors
Planning & Organizing					<	...	>				Analyzing & Interpreting, Making Decisions, Planning & Prioritizing, Monitoring Quality	
Interpersonal Skills					<	...	>				Communicating, Listening & Supporting, Relating & Networking, Teamworking	
Results Orientation		<	...	>							Achieving Goals, Meeting Customer Needs, Focusing on the Business, Learning & Developing	
Leadership				<	...	>					Persuading & Influencing, Motivating & Empowering, Coaching Others, Coping with Pressure	

About this Report

This report was generated using MSP's online assessment system. It is based on a leadership assessment test called the Leadership Potential Indicator (LPI).

The report is generated by analyzing the answers of the respondent and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

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