



leadership multi-rater assessment of personality

## LMAP 360 Assessment

**Company:** Sample LMAP Reports  
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**Norms:** North America

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## Table Of Contents

Table Of Contents .....	1
Introduction to LMAP .....	2
Preface .....	2
Personality At Work .....	3
The LMAP Profile .....	4
Using Your LMAP Report .....	7
Your LMAP Profiles .....	8
Self Report .....	11
Feedback Report .....	13
Item Level Results .....	30
Helpfulness .....	32
Sociability .....	35
Approval Seeking .....	38
Dependence .....	40
Tension .....	43
Rigidity .....	49
Hostility .....	52
Need To Control .....	55
Competitiveness .....	58
Conscientiousness .....	61
Achievement Drive .....	64
Innovation .....	67
Openness To Feedback .....	70
Effectiveness Ratings .....	74
Comments .....	76
Personality at Work: The Drivers and Derailers of Leadership .....	84
Next Steps in Your Leadership Development .....	85
List of Your LMAP Raters .....	87

# Introduction to LMAP

## Preface

Professionals spend more hours with work associates than with family or friends. We readily see how a co-worker's personality influences his or her productivity and satisfaction, but typically find it difficult to objectively reflect on our own personality and its impact on our work experience. Co-workers see your preferences, aversions, strengths, weaknesses, and sweet spots and they have a valuable perspective on how your personality affects your work experience. But open, honest, frank conversations about these issues are rare.

These kinds of conversations are rare, in part, because professionals are paid to look ever-competent, not vulnerable or flawed. In addition, consciously or unconsciously, many people respond to feedback by getting defensive. So we learn how not to have open, honest, direct, frank conversations ... while interacting at work.

LMAP provides you with an open, honest and frank analysis of how the people you work with perceive your most prominent behavioral styles. This LMAP Report is not about how good or bad or right or wrong you are but about what the research shows is most effective for a leader. It is about "the lay of the land" of your personality traits and how these are linked to research on leadership effectiveness. Your LMAP Report shows you where your rough spots are and highlights where you already are at your best—so you can be at your best even more often.

Differentiating your strengths from your weaknesses is not as easy as it might sound. David Dunning of Cornell University found that people who are not conscious of their skill deficits grossly overestimate their skills in areas where they are in fact weak. They are *more* confident of these assumed skills than people who actually have the skills.

The opposite is also seen: some leaders are surprised to get feedback that they are held in high regard by the team (when their LMAP Self Profile shows little of the confidence and creativity that others recognize and appreciate). In this way feedback reveals unrecognized assets and the LMAP Report shows how to apply these assets in new ways.

LMAP will help you develop more insight into your strengths and weaknesses so you can better understand the person you are and become even more the person you want to be.

## Personality At Work

Most people think *what they know* determines career success; in fact, *who you are as a person*—your personality and character—are more important. Experience shows that personality can propel a person of average intelligence and education to great heights or cause even the smartest people to fail. For most working professionals in most kinds of jobs, personality determines who survives and who thrives.

- Studies by The Gallup Organization show how leadership effectiveness and talent management factor in to turnover: 89% of direct reports who rate their boss' performance as excellent stay in their job; 40% who rate their boss' performance as poor seek employment elsewhere
- Research demonstrates that positive psychological factors including Self-Efficacy, Resilience, and Optimism strongly influence performance. Optimism predicts academic success better than SAT scores and robustly predicts sales success.
- A survey of Fortune 1000 executives ranked leadership and management skills at the top, with technology skills a distant third. The executives said that 33% of current employees cannot work effectively with others and that employment success will increasingly depend on behaviors that foster teamwork.
- Natural talents like intelligence can put you on the fast track to success, but self-management and interpersonal skills are essential for staying on it. Researchers at The Center for Creative Leadership coined the term "derailment" to describe how many high-potential, fast-track managers are skipped over for promotions or terminated because of counterproductive personality traits.

### What is Personality?

Lay people think of personality as exclusively *internal* motivations, thoughts and feelings. Psychologists define personality as not just an internal phenomenon, but also as *externalized behavior*—how you act. Gardner Lindzey, in Theory of Personality defines personality as *the most outstanding and salient impressions a person creates on others*. Raymond Cattell, in The Scientific Analysis of Personality defines it as *the pattern and regularity of behavior over time*.

Personality plays a central role in the way people perceive, operate, and are experienced by others at work. Personality operates like a lens and either blurs or focuses a professional's knowledge, skills and abilities. Personality can get in the way of high performance or it can directly promote success.

### Using LMAP

LMAP helps you to compare your current behaviors to the behaviors that research identifies are the most effective for leadership. Remember, that your goal is NOT to become a different person—but to *smooth the rough edges*. Studies have shown that even *simple behavior changes* can have major, positive consequences in how others perceive your behavior and effectiveness. Much as a conductor uses a baton to quiet the horn section and bring up the strings, you can learn to consciously orchestrate your behavior.

## The LMAP Profile

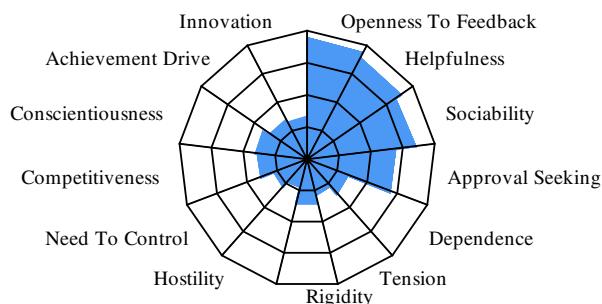
The LMAP Profile is a reliable and valid assessment of personality. Thirteen personality traits are displayed on a circular chart, called the Interpersonal Circumplex<sup>1</sup>, with the largest shaded areas representing your most prominent traits. Like a snapshot of your personality, the different combinations of traits reflect a distinctive personality style.

Scores for each of the traits on the LMAP Profile are displayed in percentiles created from a database of highly educated, professionals in a leadership role. The center point of the circle equals zero and the four concentric circles mark the 25th, 50th, 75th, and 100%. Traits with the longest/largest-shaded areas have the greatest impact on your behavior and those with smaller shaded areas have less influence on your behavior.

### Sectors in the Profile

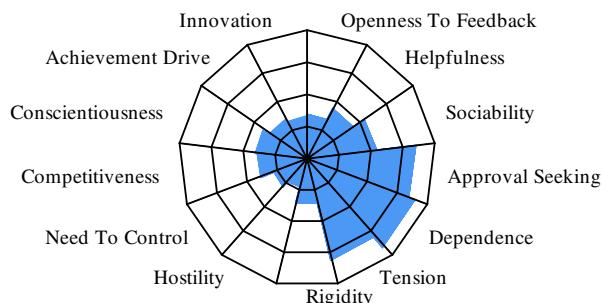
There are four major sectors in the LMAP Profile where related dimensions of behavior can be seen: Teamwork Traits, Deference Traits; Domineering Traits; and Task Mastery Traits.

#### Teamwork Traits



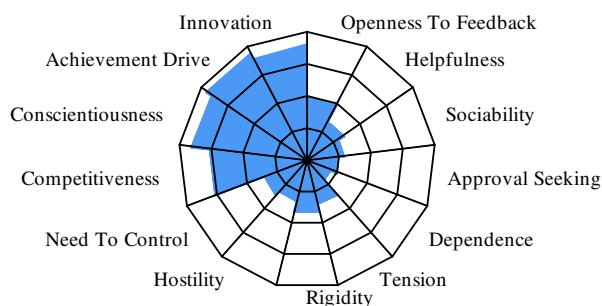
**The Teamwork Traits:** Openness to Feedback, Helpfulness and Sociability are focused on cooperation and collaboration. Introverts can have strong teamwork skills with high scores on Openness to Feedback and Helpfulness: traits strongly associated with high performance in leaders.

#### Deference Traits



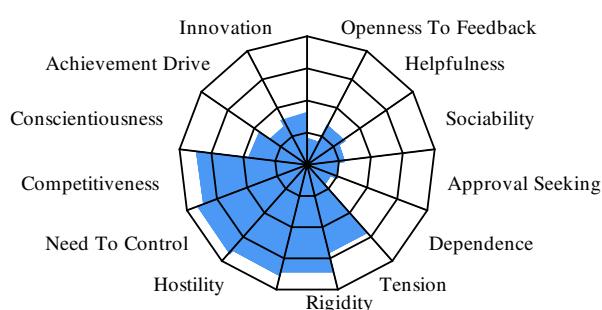
**The Deference Traits:** Approval Seeking, Dependence, and Tension in combination yield a followership orientation and an unassertive style where conflict and risk are avoided. Humility and loyalty are assets of these traits; indecisiveness and low confidence are liabilities. These traits are all associated with decreased leadership performance.

### Task Mastery Traits



**The Task Mastery Traits:** Competitiveness, Conscientiousness, Achievement Drive, and Innovation in combination focus on achieving goals and doing high quality work and are strongly associated with high performance in leaders.

### Domineering Traits



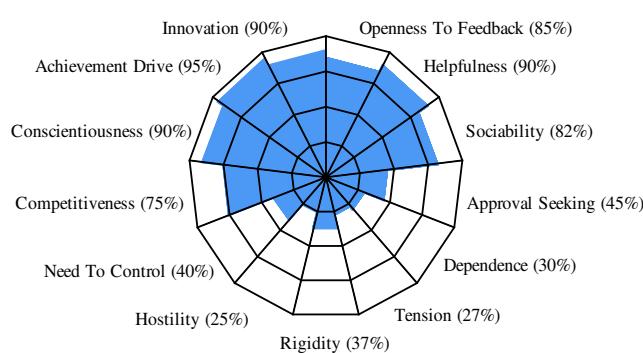
**The Domineering Traits:** Tension, Rigidity, Hostility and Need for Control in combination focus on getting and maintaining control. Hostility is not required for a dominating, inflexible and aggressive style to emerge. Drive, decisiveness and passion are assets of these traits; self-centeredness and inflexibility are liabilities that cause these traits to decrease leadership effectiveness.

It is important to note that the LMAP traits do not operate in a vacuum; they interact with and are influenced by the presence of the other prominent characteristics. The impact of a counterproductive (or high performance trait) is heightened or diminished by the presence of other prominent traits in your Profile.

## The High Performance Traits

A large body of research shows that six LMAP traits, represented in the upper half of the Profile, are consistently associated with high performance: Conscientiousness, Achievement Drive, Innovation, Openness to Feedback, Helpfulness, and Sociability. We call these the High Performance Traits.

The LMAP Profile below is **an idealized example** of a High Performance Profile—with high scores on all the high performance traits and low scores on the counterproductive traits:



- Most people have one or several of the high performance traits and most people also have counterproductive traits.
- **About one in five professionals are rated by other team members as having prominent high performance traits without prominent counterproductive traits.**
- Various combinations of the high performance traits are represented by different types of High Performance Profiles. Some are introverts, some are more or less detail-oriented, some are big-idea conceptual thinkers and some are not. All share a base of strong job specific talents and skills and a blend of initiative and drive, self-management and interpersonal skills.
- The different combinations of the high performance traits result in a unique blend of talents and behaviors that play out in projects and with people.

Competitiveness is less strongly associated with high performance. When complemented by the teamwork traits, Competitiveness can operate as an asset and can be expressed as passion for success. When grouped with R rigidity, Hostility, and/or Need for Control, Competitiveness can operate as an obstacle to teamwork.

## The Counterproductive Traits

Research has identified six LMAP traits, called *counterproductive traits*, which interfere with performance: Hostility, Need to Control, Rigidity, Tension, Dependence, and Approval Seeking.

A typical LMAP Profile includes a mix of assets and liabilities. Few people have only high performance traits, and most of us have areas in which we struggle, where desired behaviors do not come naturally, or are hot buttons that can set us off.

<sup>i</sup> The Interpersonal Circumplex was developed in 1957 by Harvard Psychology Professor, Timothy Leary. In the 50 years since Leary, psychologists in industry, the military, government, and academia have defined the role of personality in work performance; including the team that built LMAP, and have decades of research and consulting experience in Organizational Psychology.

## Using Your LMAP Report

Your LMAP Report provides you with three different kinds of data:

1. **Personality Profiles:** *Formal, standardized psychological measures.* Your results are plotted in the **LMAP Profiles** and explained in narrative reports in the **Self** and **Feedback Reports** sections. Detailed ratings are shown in the **Item Level Feedback section**.
2. **Effectiveness Ratings:** *Non-psychological measures:* co-workers' ratings of your job performance compared to others in a similar position;
3. **Comments by Raters:** *In their own words, what team members describe as your strengths and development opportunities.* .

Take time to compare and contrast your **LMAP Profiles**, **Effectiveness Ratings**, and **Rater Comments**. The interplay of these three rich sources of feedback will help you to better understand how and why you are already effective and where you can become more effective.

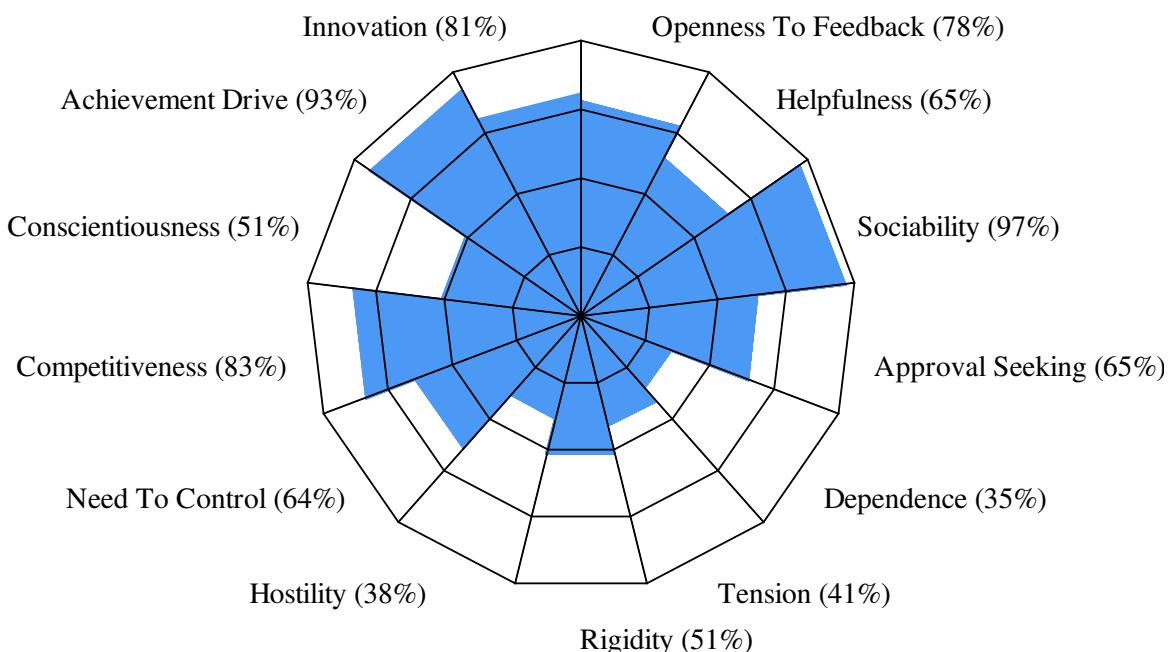
### Highlight and Edit Your LMAP Report:

Highlight and make notes on your Report. Highlight key phrases; raise questions or answer questions the Report poses; cite examples that you think support or refute your feedback; identify development suggestions that resonate with you; pick a book or two to read.

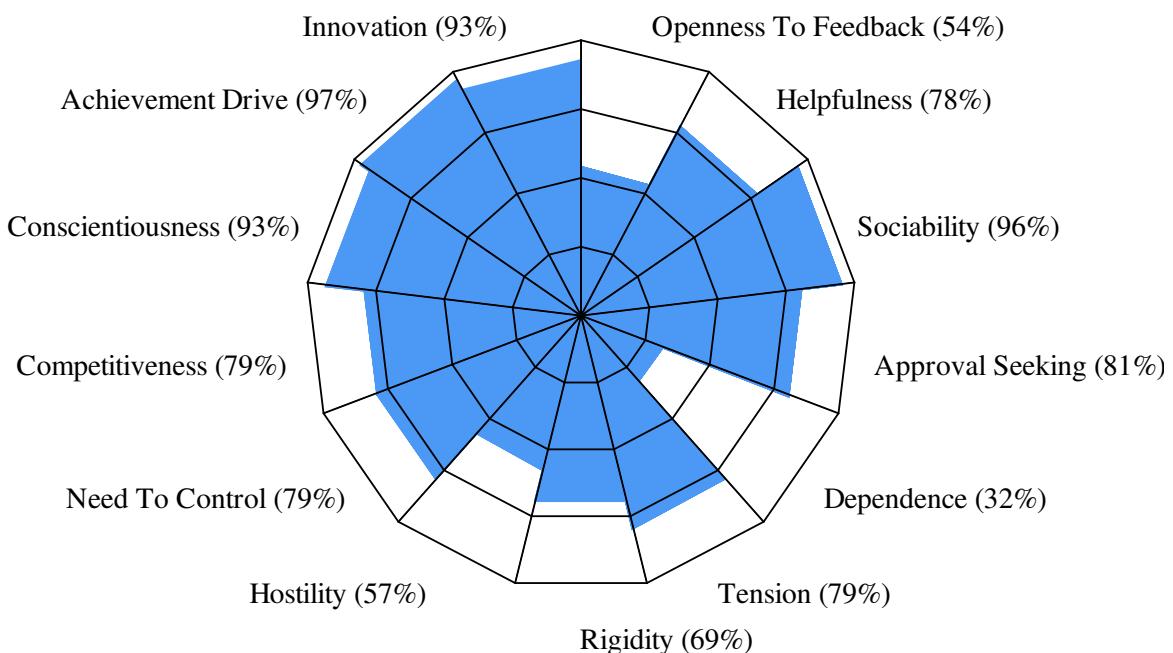
Feel free to edit words or phrases. To make a point, the author may use exaggeration or hyperbole to describe how behaviors play out or how others might experience a particular style or interaction approach. If you can more accurately describe these behaviors by editing a word or phrase—*to hit the nail on the head*—please do so. This Report is solely intended to help *you* think about and better understand your current behaviors and inform decisions on the behaviors you want to demonstrate in the future.

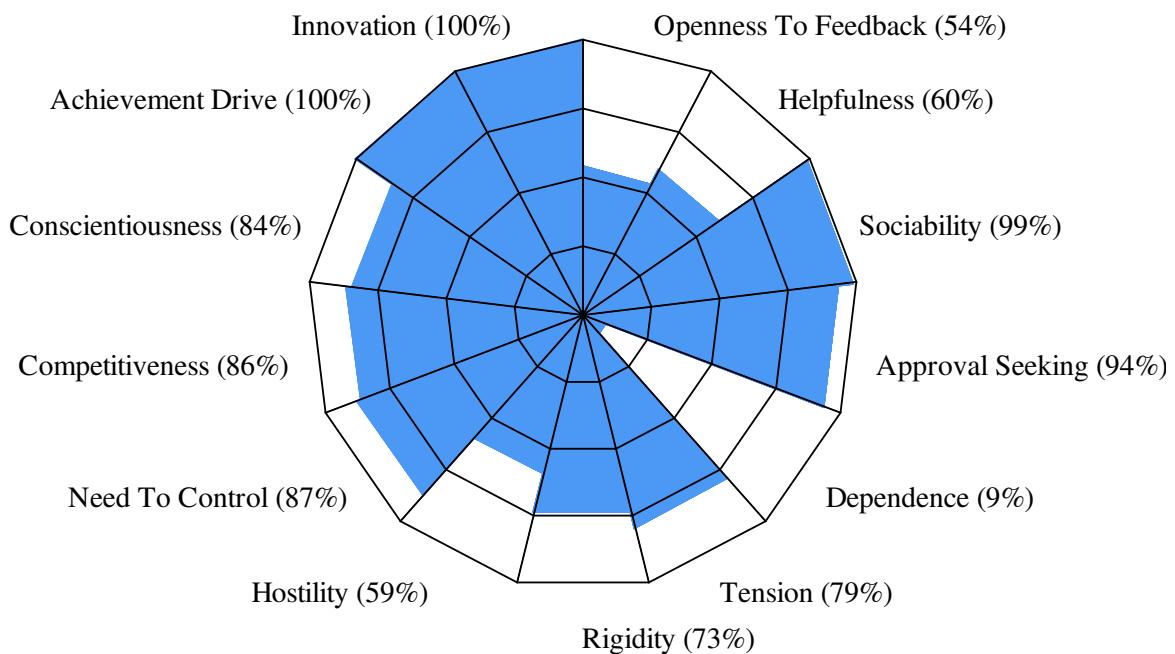
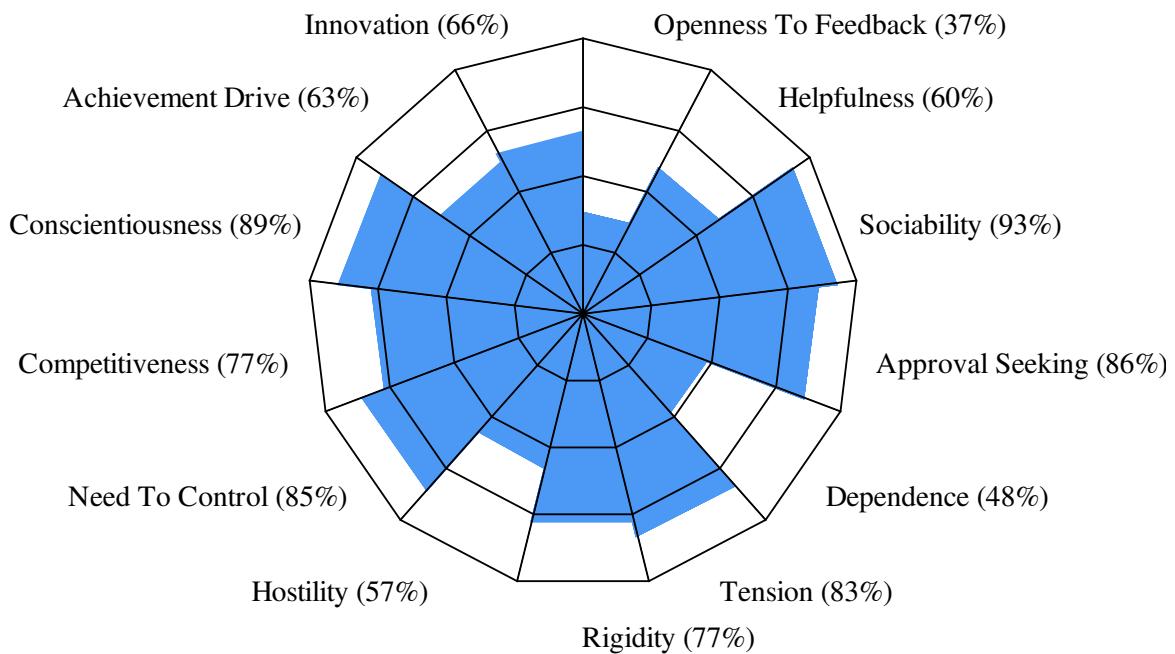
# Your LMAP Profiles

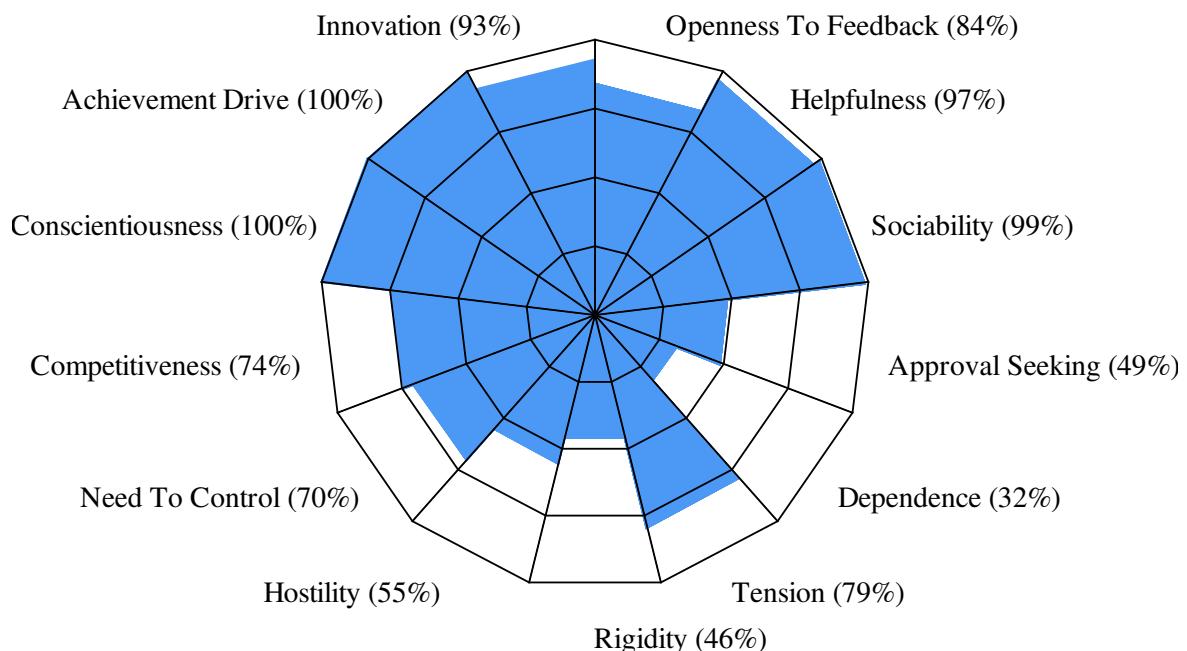
## Self Profile



## Aggregated Feedback (number of raters: 14)



**Direct Report (number of raters: 4)****Manager (number of raters: 4)**

**Peer (number of raters: 6)**

# Self Report

Your self-assessment results portray a patient, social person who is ambitious, creative and results-oriented. You describe yourself as socially skilled, agreeable and willing to work hard to establish and maintain good relationships. You are enthusiastic and optimistic about your work and the challenges it offers you and you feel good about yourself and other people. You describe yourself as someone whose greatest desires are to work closely with others, gain their respect and approval and you feel good about yourself as a result. Your profile is one of a person who wants to be a success, be acknowledged for your contributions and share the fruits of your labors with others.

You describe a person with initiative and leadership skills and one who will easily collaborate with other strong, fair-minded leaders. In fact, in terms of collaboration, your self-assessment suggests that you may at times be too agreeable and compromising, willing to work hard to accommodate others and perhaps subordinating your own needs and preferences. You dislike conflict and the emotional turmoil it creates and thus will make extra efforts to avoid confrontations. Your strong preference is for a smooth, non-combative style of interaction when given the choice.

You're an optimist who has a confident and positive approach towards things in general. You present yourself as focused, balanced, composed, and pleasant. Consideration and fairness towards others is important to you and so are other people. This adds up to a healthy set of attitudes, values, and behaviors around people and work.

Words and phrases that describe you include:

- Agreeable and friendly towards others
- Full of good ideas
- Wants to be liked and approved of by others
- Has initiative
- Fun, spontaneous, energetic
- A patient person - willing to take time with others or to work on long-term goals
- Likes teams and teamwork
- Flexible and open-minded
- A good listener - seeks out others' input and feedback
- Able to derive pleasure from challenging tasks and from socializing
- Confident, secure, comfortable with self and others

This is a profile of someone who will typically love work, has determination and drive as well as inspiration and a prepared mind. Your profile shows a person who is likely to be successful in terms of getting the job done and, in the process, derive feelings of satisfaction and self-esteem. This is great. You have the ability to enjoy the fruits of your hard labor. Your profile shows persistence and the resilience to bounce back from setbacks. Optimism underlies your approach to work and to your needs to accomplish goals and objectives.

You rate yourself as capable, creative, pragmatic, and results oriented. Your strong project skills are complemented by equally strong social skills, and this combination of healthy attitudes and behaviors

generally means that you bring a good sense of perspective to work situations.

You see yourself as an accommodating, pleasant and considerate person. You have good intentions towards others, care deeply about having people like and approve of you, and show an interest in assuring that the needs and desires of other people are met. You say you are helpful, supportive, and kind ... and have strong humanistic orientations.

Overall, these are strong results showing positive intentions to be assertive, ambitious and encouraging of others. As noted, your responses also show some tendency to look to others to feel good about yourself - seeking their approval and seeking security through others. It will be interesting for you to compare your self-assessment results to the feedback by others. Do they see you as self-assured as you portray yourself? Do others see you as less assertive than you describe? Do others perceive you as being as results-oriented and persistent as your self-assessment portrays? Do others see you as someone who relies on others for direction more than your self-assessment suggests?

Keep these questions in mind while reading through the next section of this report, the Overview of Your Feedback Ratings by Others.

# Feedback Report

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You may already have some sense about how others see you after reviewing your **LMAP Feedback Profile**. Knowing how others see you is important professionally, because your co-workers, customers, suppliers ... all work with you based on their perceptions of you. Not based on your intentions or your self-concept.

The **Feedback Report** gives an overview of how others see you, and then examines how your personality influences your behavior in projects, teamwork, and communications.

## Considerations

Considerations are development suggestions and resources for you to consider in thinking through the feedback and in developing an Action Plan. There are *many* more ideas and resources provided than you'll need; use those that appeal most to you.

## Remember

When reading your feedback, remember that everyone has some assets and very few people have no room to improve.

*A man cannot be comfortable without his own approval.*

- Mark Twain

Based on your **LMAP** ratings by others, you are seen as an ambitious, creative, conscientious and socially skilled person. Others see you as an extravert with the ability to initiate, to do careful and disciplined work, and who brings enthusiasm and great know-how to start things and keep them moving. You impress others as capable of working independently or-as may be your preference-collaboratively with others.

You are clearly motivated to be a high achiever and to make an impact and a contribution, though your style in some ways strikes others as a leader who is not particularly comfortable doing things without the consent and support of others. It's as if your raters see you as more comfortable as a team member who wants to take the lead yet wants others to approve of your actions, than as a strong team leader who is routinely directive and decisively calls the shots.

Perhaps it is humility, perhaps you see the sense in and prefer to take the counsel of trusted others, maybe you are just not comfortable without the approval of others ... whatever the reason, others see some restraint and tendency towards seeking others approval stands in contrast (and in some ways balances out) your more assertive and confident presence that others describe as prominent in you. This might seem puzzling. How can you strike others as approval-seeking while you also impress others as being a confident, secure, and a relatively satisfied individual? These kinds of supposedly opposite personality traits often co-occur in people. And many people are not strangers to mixed feelings or ambivalence; so it appears that some dynamics around confidence and doubt, feeling secure and insecure, and being sometimes self-directed and other times seeking direction from others is part of your makeup ... at least according to the ratings of others. Hey, you're only human.

Perhaps you are not as sure of yourself as others seem to be about you. They see in you a person who has a strong intuitive sense about how to do things-whether it be demonstrating initiative, building alliances to get what is needed, or setting limits when others do not meet standards. You are seen as a person who will actively seek out challenges, set realistic but challenging goals, and work effectively in designing the tactics and strategies required to attain the desired results. Clearly you are not someone paralyzed by restraint or by seeking others' approval and consent; on the contrary, you most impress your raters as someone who is generally confident, capable, and who shows good judgment in problem-solving and decision-making.

*The truest test of character is ...  
how we behave when we don't know what to do.*

- John Holt

#### **Words or phrases others might use to describe you include:**

- Agreeable, polite, appropriate and kind.
- Socially skilled.
- Full of good ideas...and the capability to act on these ideas.
- Good initiative and the discipline to follow through.
- A patient person - willing to take time with others or to attain goals.

- Likes teams and teamwork - may experience hurt feelings working with intimidating, independent-minded people (but who doesn't).
- Flexible and open-minded; shows the tendency towards compromise and accommodating others rather than take the hard line.
- A good listener - seeks out others' input and feedback and uses it wisely.
- Able to derive feelings of accomplishment by mastering challenging tasks.
- Able to derive satisfaction and a sense of engagement from socializing.
- Interested in self-development and the development of others.
- Generally confident, secure, comfortable with self and others.
- Reluctant to take the lead, to stand out, or to challenge and confront others.

Others describe you as an optimist who generally maintains a confident and positive approach towards things in general, and specifically towards work and problem solving. You strike others as focused, balanced, and pleasant, and they respect you, your work ethic, and the results you achieve. People see you as consistently showing consideration and fairness towards others-which in part reflects your appreciation and value for others and in part reflects your self-composure. This adds up to a healthy set of attitudes, values, and behaviors around people and work.

Others credit you with strong skills in analyzing problems and discriminating between different points of view and perspectives. They see an ability to find clever, innovative solutions on your own, and also the ability to collaborate effectively with others to find new directions and solutions. You impress others as someone who first wants a clear understanding of the issues and the data, then wants an understanding of what other thoughtful/knowledgeable/influential people think about the issues, and then wants to act with care and deliberation. You are not someone who has an intense sense of urgency, but you do impress others as being deliberate and thoughtful with an appropriate sense of urgency.

In acting, you seem capable of using your creative abilities to invent a solution or to pragmatically find a way to apply a traditional approach. You are not big on controlling or dominating - doing it your way - and show a respectful willingness to replicate what's worked in the past. Others see in you a person with good judgment and good focus: an ability to think clearly about the issues at hand and not be as bothered by the static of emotions as most people.

If it is not apparent from the first few paragraphs of this report, others' ratings reflect a high level of respect for you as a professional and as a person. You show a rare blend of being achievement oriented and self-directed as well as truly respectful of the value of teamwork. Others see you as bringing an optimistic, positive attitude and a solid base of calm leadership skills and talents. This is a great set of **LMAP** scores.

## PROJECT ORIENTATIONS

*Inspiration is the impact of a fact on a prepared mind.*

- Louis Pasteur

Others rate you as capable, creative, pragmatic and results oriented. They are impressed with your work ethic, your confidence, and your determination and drive. They see in you inspiration and a prepared mind. They also see an ability to maintain a healthy set of values around work, life, and people. Your strong project skills are complemented by equally strong social skills, and this combination of healthy attitudes and behaviors generally means that you bring a good sense of perspective to situations.

*Sit loosely in the saddle of life.*

- Robert Louis Stevenson

Your **LMAP** shows a person likely to be successful in terms of getting the job done and, in the process, derive feelings of satisfaction and self-esteem. This is great. You have the ability to enjoy the fruits of your hard labor. You show persistence and the resilience to bounce back from setbacks. Further, you probably project an attitude that says not only will you be back after a setback, but you will come back smarter and more focused on how to accomplish your goals. Optimism underlies your approach to work, to people, to yourself, and to your own needs to accomplish goals and objectives.

*The readiness is all.*

- William Shakespeare

Others credit you with strong social skills that you use in combination with your skills in analyzing problems carefully and discriminating between different points of view and perspectives. Others see in you an ability to find clever, innovative solutions yet you also show a strong regard for the tried and true methods that have previously worked successfully. You impress others as having the patience to think things through carefully before taking action, but also as being able to act when you - and others - think the time is right. You seem to be someone with the intellectual flexibility to develop new creative, innovative means or to simply and pragmatically apply a more traditional approach. Others see in you an ability to think clearly and objectively about the issues at hand and not have your judgment clouded by personal agendas, conflicts, or ambivalence. This overall orientation is clearly an asset and is expressed in the following ways:

- You appear to be open-minded and a person who learns from mistakes.
- When things go wrong you pursue solutions, not blame.
- You are seen as a determined, persistent person who likes hard work and will work hard without complaint.
- You are seen as a person who takes very well calculated risks-though you are probably a bit more on the conservative side of risk-taking and certainly not impulsive. You like to get the data, think it through, and come to the best decision with the support of your other team members for the defined, desired outcomes.
- Others see in you an ability to evaluate situations from a variety of perspectives, and while you are assertive and willing to take a stand you are not seen as dogmatic or aggressive in the least.

- You strike others as an open, honest, and direct individual who will say what is on your mind and say it in a manner that is articulate, polite, considerate, and reasoned.
- You are seen as a quick study - someone with the ability to work fast when required or to slow down, to gather the facts, and to then reflect on your options. This kind of flexibility allows you to be an effective "situational leader" - able to juggle many kinds of people, demands, responsibilities, and challenges without losing your confidence, composure, or ability to enjoy the ride.

## Sense of Urgency

The ratings suggest a focused, hurried and determined person who might accomplish more if you could consistently manage your sense of urgency and the need to get it done now. You do have a "governor" on hasty behavior when you exercise your conscientiousness, but your profile suggests a lot of energy and passion rooted in your expressive, extraverted, creative, confident, assertive style ... that at times may be hard to contain. Some might interpret your profile as a driven, creative person in a hurry to try new things, to be successful, to be the best - a person driven to succeed. And, one thing is to be sure, if you are not successful it is not due to lack of effort and energy, or drive. The raters see you as very ready and able to act, so you very well may get a lot done. However, if you can learn to complement your high energy with a consistent application of your more deliberate, careful and conscientious side ... checking the details, thinking it all through, perhaps gathering input and alternative viewpoints from others ... this will nicely balance out your urgent style.

## Quick

Your energetic style, ability to innovate and play, your smarts, and confidence = quick. Not only is there some urgency in you, you are quick. You get *it* fast. You probably are great in brainstorming, coming up with new ideas, thinking with-in- and outside-of-the-box. Brainstorming for product or service design, marketing, problem-solving, decision-making or in the social/interpersonal domain, where you have a nice base of emotional intelligence. You like ideas and stimulation, and probably are the kind of person would find start-ups a fun environment. Your skills certainly translate into the sales end of business that has excitement, demands smarts and social skills, and provides a great for your enthusiasm. When activities become rote and routine, they may not satisfy your needs for stimulation - but your conscientiousness and sense of responsibility guard against your productivity faltering. Your heart lies with the pursuit of new things, rather than the routine and predictable, but your sense of responsibility and discipline will help you complete the procedural parts of your job.

Your **LMAP** shows a person who seems to be a natural for networking. Networking provides an excellent way to stay connected with what is happening and what can happen (with some connections and hard work) and provides you with great food for thought that keeps you stimulated and directed at the same time. Networking is one of the key leadership skills, too often overlooked for its importance ... yes leaders need vision, business smarts, and an intense ability to focus on what it takes to be successful ....and additionally, the ability to develop and maintain a network of alliances to call on is absolutely one of the most powerful leadership skills. The old *it's not what you know, it's who you know* cliché is partly right. If you are not already good at this, it's clearly an area to look to expand and develop, because you have a great base to work from.

## Being Perceived as Having a Near Optimal Leadership Style

Because others credit you with such an effective set of attitudes and behaviors, beyond the ideas and suggestions in this report, what might be helpful for you to do is to carefully assess your mastery of job-specific, technical skills that are required for you to grow in managing projects and tasks. A good assessment of your job skills matched with a list of competencies required to excel in your work would be a logical complement to this assessment. Based on the results of some skill-testing, you can select training programs to focus your learning in areas where, in terms of hard skills, you have potential to develop and grow. A few other suggestions are given below. Based on the results of this "soft skill" assessment, it can be said that others see you as having great attitudes and behaviors for project work.

### Considerations: Project Orientations

*In the beginner's mind there are many possibilities,  
but in the expert's there are few.*

- Shunryu Suzuki

**Read** *Good To GREAT: Why Some Companies Make the Leap and Others Don't* , by Jim Collins (HarperBusiness, 2001). In this empirical study of elite companies that made the leap to great results and sustained those results for at least fifteen years, Collins research team uncovers key leadership characteristics of a Level 5 Leader that are "required to achieve greatness." In contrast to charismatic/egocentric leadership, Collins finds that a combination of professional will and personal humility are the characteristics that lead to enduring great performance. "They are ambitious to be sure, but ambitious first and foremost for the company, not themselves."

The research found that every good-to-great company had Level 5 leadership during pivotal transition years. Level 5 leaders display a

- "Compelling modesty," are self-effacing and understated.
- Tendency to "look out the window" and to attribute success to factors other than themselves and the tendency to "look in the mirror" and take full responsibility when things go poorly. Level 5 leaders take responsibility for leadership decisions by never blaming others, external factors or bad luck.
- Resolve that is unwavering to produce sustained results - no matter how big or hard the decisions.
- Commitment to setting up successors even greater success in the future.
- Workmanlike diligence typified by a "plow horse more than show horse" mentality.

Do you see yourself as more the plow horse or the show horse?

What about others, do they see you as more the plow horse or the show horse?

Is it possible that what others see as your tendency to seek out the consent and approval of others as your way of expressing your personal humility? Of showing how you value all the talents and skills that other team members bring to the effort?

**Identify and learn from past difficulties.** Think back to projects that did not go as well as you would have liked. Think about your ability to anticipate the problems that arose and what your responses to the problems were. See if there is a pattern in your styles in anticipating and dealing with problems. Were you assertive

or quiet about potential difficulties before they occurred? Were you apprehensive about raising concerns about difficulties that might arise and not say anything? Did you seek out help to think through the best ways to avoid difficulties or about how to proceed if problems developed? Now, think through how you might more effectively anticipate problems before they occur in the future. What can you do differently in the future? Can you solicit help from others? Can you design a checklist of all potential problems and methodically go through the list as you proceed with a project? Can you apply your talents to anticipate problems and next time speak up well in advance of these problems becoming serious? Go through this exercise with someone who excels in decision-making and problem solving for their insights. Then, put some of your knowledge about your past history to work in being more effective on projects in the future.

**Read *Execution: The Discipline of Getting Things Done* by [Larry Bossidy](#), [Ram Charan](#), [Charles Burck](#)**

(Crown Business; 2002) Execution is "the missing link between aspirations and results" and making it happen is the business leader's most important job. While failure in today's business environment is often attributed to other causes, Bossidy and Charan argue that the biggest obstacle to success is the absence of execution. They point out that without execution, breakthrough thinking on managing change breaks down, and that execution is a discipline to learn, not merely the tactical side of business. The authors describe the building blocks-leaders with the right behaviors, a culture that rewards execution, and a reliable system for having the right people in the right jobs--that need to be in place to manage the three core business processes of people, strategy, and operations.

**Time Management Exercise.** You can learn more about time management through an exercise recommended by Rebecca Henson, a leadership development consultant and executive coach, who generously suggested it to me. She asks participants to think about how they spend their time during a typical day or week. She then distributes a blank pie chart and asks them to graph the distribution of their time onto the chart, with each slice of the pie representing the percent of their time spent in a particular kind of activity. Next, Henson asks them to graph the distribution of those and/or other activity categories in the percents or "slices" that they think would improve their effectiveness. The third step is for the executive to sit with his/her work associates and ask for feedback on the second pie chart, "Does this chart reflect the best distribution of my time from your perspective?" The final step is for the executive to ask himself or herself, "What do I need to do to get my time organized according to the second pie chart?" Do this based on the combined intelligence of your own perceptions and those of your peers...and then act on your insights. Henson also highly recommends *Seven Habits of Highly Effective People* and *First Things First*, by Stephen Covey. Henson finds Covey's concept of the four quadrants useful in helping incredibly busy executives evaluate how they spend their time.

**Think through this feedback in light of your actual on-the-job practices and outcomes.** Are you committed to quality improvement and to pushing an agenda of increasing excellence? If not, what is holding you back? Are other variables in your job impeding your drive for quality? Is quality a core value in the corporate culture? How do clients and customers define quality? How do customers define quality in terms of your specific services? How do other team members define quality and put it into practice? Take an inventory of your attitudes and behaviors around quality and select one area in which to implement immediate changes. If possible, begin to show more initiative in raising the bar and you will find it brings great dividends.

**Other Resources:**

- » Read about quality and implementing quality programs from one of the many good books to choose from: *Quality Is Free* (1979) by Crosby ; Ishakawa's, *What Is Total Quality Control?* (1985); Juran's *Juran on Leadership for Quality* (1989); or *Managing Quality* (1988) by Garvin.
- » Learn more about the role of customer service in quality by read one of the following books: *Achieving Excellence Through Customer Service* (by John Tschohl, Best Sellers Publishing); *Providing Personalized Customer Service* (by Taggart and Woodbury, Crisp Publications); *Best Practices in Customer Service* (by Zemke and Woods, American Management Association).
- » Learn more about the role of customer service in quality through a video: *How to Give Exceptional Customer Service* or *Creating a Customer-Focused Culture* (both are available through CareerTrack; 1-800-488-0934).

**Build on your creativity and thinking skills.** A core competency in many organizations and for many professionals is the ability to be creative and make non-operational contributions to the team. One good way to stimulate new thoughts is to meet with others who will bring diverse thoughts and orientations.

You can also learn about creative thinking in books which are, in addition, very fun reading. A *Whack on the Side of the Head* (1983) is full of great exercises and games. Other good books include: *Brain Power: Learn to Improve Your Thinking Skills* (1987), *Breakthrough Thinking: The Seven Principles of Creative Problem Solving* (1994), and *Creative Problem Solving* (1993). Think about what these books are saying about the creative process and how you do and do not engage in these processes personally and professionally. Then make use of their suggestions.

Build upon your open-mindedness by learning more about doing things differently than convention might dictate. Read *If It Ain't Broke ... BREAK IT!* (1991) or *The Flexibility Factor* (1989). Either of these books provides practical and useful ideas on how to increase your personal flexibility in the work environment.

**Ask for feedback.** Ask your work associates about your work style, your results-orientation, and about their impressions of your role as the leader of a team. Get some feedback from co-workers: Ask if they think you should be showing more initiative. If they think you could be more aggressive in project and task work, ask for examples from the past that can help you understand when you did not step forward and show the initiative they would like to see. Ask for suggestions on identifying a next opportunity for you to step up your initiative on projects.

**Learn more about how leadership = empowerment.** Given your independence and preference to take the lead, you may find it useful to learn more about the relationship between leadership, power, and empowerment. To stimulate some thinking in this area, take a look at one of the following books: *How to Spark Exceptional Performance* (1990), *The Power of People*, or *Empowerment in Organizations* . Other excellent books on sharing power and control are *Discovering Common Ground* and *Getting Together* (1988).

*To lead the people, walk behind them .*

- Lao-Tzu

## TEAMWORK

*I would rather have goodwill and cooperation than logic.*

- Jawaharlal Nehru

You are seen as a confident, pleasant, and considerate person. Others see you as having good intentions, a genuine interest in the needs and desires of other people, and a willingness to help. Others see you as a very available and sociable person—you like being with others and they like being with you. Your **LMAP** profile indicates that you have an array of social skills that are assets for teamwork. These skills include:

- A willingness to empower others to get the job done the way they want to get the job done. You are the kind of person who is willing to help others succeed, someone who will want to know key details and stay informed, but not the kind of person others see as a micro-manager.
- A drive to be productive, avoid unnecessary conflict, reach agreement, and work cooperatively with others. You are highly motivated to establish agreement and harmony within the work group to help get things done. Issues like status and power do not appear to have an influence on how you see or do things within a workgroup. Given your strong analytic skills and optimistic nature, others see you as an even-handed person and someone with considerable insight and understanding about others' needs. Not only do others see you as able to respond with consideration and appropriateness, you strike others as someone who makes courtesy, politeness, and consideration a priority.
- An abiding ability and interest to work in groups; you also clearly communicate that you value others' contributions and teamwork.
- No need to be a show-off, to be in the spotlight. Others see you as a relatively modest person who is sensitive to the needs of others, yet who also contributes a strong sense of purpose, direction, and confidence to the team.
- You are very patient and willing to take time with others. While many achievement-oriented people have a high sense of urgency and a need to rush to reach closure or attain goals, you are more patient and willing to take time with others.

*Fine friendship requires duration rather than fitful intensity.*

- Aristotle

## Inquisitive, Cooperative, and Quietly Assertive

You impress others as proactive, purposeful, and kind. People clearly enjoy being around you and you seem to enjoy their company as well. Others describe you as enjoying challenges and see you as positively motivated to accomplish things. This drive for achievement and results is complemented by the ability to effectively work with and through others. You probably have personally experienced that not everyone is this way. In fact, the research shows that about 40% of professionals who are diligent and driven to accomplish things, work best independently. They tend to be self-focused and do not make an effort to reach out and include others. You may have experienced that these folks can aggravate you, as they are not team players—and as a result, can diminish the effectiveness of the whole team. But you impress others as the kind of person that understands what Francis Bacon meant in saying, "A man who studieth revenge keeps his own wounds green." Revenge, resentment, and ongoing hostility are not factors in your profile and, given your even-handed approach, you may often find yourself in the role of peacemaker.

This ability that others see in you to derive satisfaction is great in and of itself-for you-and is also a contagious behavior. It is good for others to see you as a role model. Most people experience much more difficulty attaining or sustaining purpose, optimism, patience, and an amiable attitude. Others see you as an optimist who sets a good example for how to behave in this difficult world, where there is an abundance of real difficulties and problems. Others see in you the ability to face life's difficulties, struggles, and setbacks as challenges and keep things in perspective. You impress them as someone who not only understands but practices what Euripides said, "That man is happiest who lives from day to day and asks no more, garnering the simple goodness of a life."

### Leveraging Your Own and Others' Human Capital

*Make it a practice to keep on the lookout for novel and interesting ideas that others have used successfully. Your idea has to be original only in its adaptation to the problem you are working on.*

- Thomas Edison

There is an additional advantage of a **LMAP** profile like yours: your attitudes and behaviors not only facilitate the expression and use all of *your* other forms of human capital, your attitudes and behaviors facilitate *others'* ability to leverage their human capital. This is because you actively seek out others' suggestions, opinions, thoughts, ideas, and concerns. This practice is epitomized by Stephen Covey's Sixth Habit that he outlines in *The Seven Habits of Highly Effective People* - synergize . You are a force for synergy in that you proactively initiate and help sustain team interactions and learning.

*Example is a contagious behavior.*

- Charles Reade

This sociability and inclination to bring in others increases your probability of being effective, as it provides you with more food for thought in developing, planning, and refining your ideas, questions, solutions to problems. **And** it provides those you work with more food for thought for developing, planning, and refining their ideas, questions, solutions to problems. This kind of collaborative, open-minded approach to addressing challenges, problem solving, and implementing solutions is rare and has tremendous value in the world of work. In a sense, your optimistic attitude and your ability to enjoy work and the challenges it offers are at the core of your effectiveness-your work is your play and your play is your work.

*They are happy men whose natures sort with their vocation .*

- Francis Bacon

### Stress and Taking It in Stride

However, as great as all this is, your life is not likely to be totally blissful. In part, you will experience stress because about 80% of the folks you deal with are neurotic and/or difficult and/or aggressive and/or adversarial and/or deferring ... or perhaps even envious of your ability to maintain a positive outlook. You probably have experienced what Daniel Goleman describes in his fine book, Emotional Intelligence, as a type of ceiling effect that individuals have on a team. While your **LMAP** profile is one that will raise the ceiling, many professionals lower the ceiling of what is possible to accomplish as a team:

"Whenever people come together to collaborate, whether it be an executive planning meeting or as a team working toward a shared product, there is a real sense in which they have a group IQ, the sum total of the talents and skills of all those involved. And how well they accomplish their task will be determined by how high that IQ is. The single most important element in group intelligence, it turns out, is not the average IQ in the academic sense, but rather in terms of emotional intelligence. The key to a high group IQ is social harmony. It is the ability to harmonize that, all other things being equal, will make one group especially talented, productive and successful and another-with members whose talent and skill are equal in other regards-do poorly."

## Considerations: Teamwork

*Self-love, my liege, is not so vile a sin as self-neglecting.*

- William Shakespeare

**Read** *Fierce Conversations : Achieving Success at Work and in Life, One Conversation at a Time*, by Susan Scott ( Berkley Books, 2002). This book will help you gain the insight and skills to make every conversation count. Scott outlines 7 principles that will help you develop communication skills that get to the heart of the matter. In Principle 3: *Be here, prepared to be nowhere else* , she says, "Our work, our relationships, and our lives succeed or fail one conversation at a time. While no single conversation is guaranteed to transform a company, a relationship, or a life, any single conversation can. Speak and listen as if this is the most important conversation you will ever have with this person. It could be."

Especially germane to your particular profile, is Principle 1: *Master the courage to interrogate reality*. Your style is more focused on getting along, not making waves, and avoiding confrontations. Great leaders have the courage to ask the tough questions, to provoke learning. Scott asks the reader to consider: "How often do I find myself - just to be polite - saying things I don't mean." Do not beat around the bush, dance around the subject, skirt the issues. Name and address issues truthfully and effectively. Be an impetus for change.

**Ask for feedback.** Ask your work associates about your work style and how you can be even more effective in terms of leading cooperation and collaboration on the team. Ask team members about their impressions of your methods for making decisions and attaining results and how it includes or excludes other members of the team. Get some feedback from co-workers: How could you use their input and skills more?

**Read** Patrick Lencioni's book *The Five Dysfunctions of a Team* (Jossey-Bass, 2002). This delightful book is a very easy read and looks at how common personality styles interfere with high performance teamwork. The book opens with the story of a woman who, as CEO of a struggling Silicon Valley firm, takes control of a dysfunctional executive committee and helped its members succeed as a team. Then, in the second half of the book, Lencioni offers explicit instructions for overcoming the human behavioral tendencies that he says corrupt teams (absence of trust, fear of conflict, lack of commitment, avoidance of accountability and inattention to results). Through realistic dialogue and good story telling, Lencioni provides insights and suggestions that are readily applied to cultivating leadership and teamwork skills.

**Learn more about teamwork and different team roles.** In the book *Flight of the Buffalo*, Belasco and Stayer (1993), there is a discussion on how people move in and out of roles - as leaders and followers, experts and students - as the situation requires. The book stresses cooperation as a core individual

competency that can help teams attain their objectives. Buy the book or find it in a library and see what these experts on cooperation and collaboration have to tell you. Discover ways to apply the lessons of collaboration with your team.

**Assume a leadership role around teamwork, collaboration and cooperation.** Because others hold you in such high esteem and perceive that you have an excellent base of social skills, you are in a great position to help promote teamwork. Some resources to learn from include:

**Books:**

- » *Motivation and Leadership at Work*, by Steers, Bigley and Porter, McGraw-Hill Publishing.
- » *The Future of Leadership: Riding the Corporate Rapids Into the 21 st Century*, by White, Hodgson, and Crainer, available through the American Society for Training and Development (ASTD).
- » *1001Ways to Inspire: Your Organization, Your Team and Yourself*, by David Rye, Career Press.

**Videos:**

- » *1001Ways to Energize Individuals*. By Bob Nelson, Business Advantage (1-800-305-9004).
- » *Motivating People in Today's Workplace*, by M. Kinder, CareerTrack (1-800-488-\*0934).

**Seminars:**

- » *Working With Others*, Center for Creative Leadership. 1-910-545-2810.
- » *Teams in Action* ; by Interaction Associates. 1- 415-241-8000.
- » *Leadership and Teamwork*; Center for Creative Leadership. 1-910-545-2810.
- » *Leadership Through People Skills* , Psychological Associates, 1-314-862-9300.

**Read about personal and professional development.** Since this feedback program is about who you are and who you want to be-personal and professional development-it might be useful to read some books on the subject. Some great books that are particularly well written include: *Taking the Fear Out of Changing* (1989) and *Changing for Good* (1994). *Managing Personal Change* (1989) and *Thoughts and Feelings: The Art of Cognitive Stress Intervention* (1981) provide strategies for moving from awareness to action.

**Do more of what you already are doing to promote teamwork.**

## COMMUNICATIONS

*Many argue; not many converse.*

- Louisa May Alcott

### Assertiveness

Raters describe you as a person who is able to converse well with others and who is not seeking to "be right" or win arguments. Your style is more low-key than aggressive and you are described as a capable communicator-someone who is articulate, assertive, and open-minded. You strike others as someone who will generally be comfortable speaking up when the need arises, but who does not come on with rigid opinions or a big agenda that you advocate. You impress others as considerate, pleasant, and polite in asserting yourself. You come across as confident but approachable. You strike others as someone that clearly seeks agreement, not confrontations. In fact, there is some suggestion in your profile that you may avoid confrontations and conflict. You are polite in the sense that you may ask if the other person is interested in hearing your opinion or perspective, rather than simply imposing it on them.

Others describe a person who is ambitious and inquisitive and usually willing to ask questions that need to be asked (see Inquiry below). If you have a good question you will usually pursue a good answer. Further, you are probably able to persist in your attempts to gather information - though this may be difficult for you when confronted by others who are aggressive and hostile. You tend to be open, honest, and direct in stating what you want to know, and tend to keep things at an objective, rather than personal, level.

Finally, you appear to have a good balance between focusing on the business or work components of communications and in being attuned to the interpersonal aspects. You seem to be sensitive to the needs of others, and your ability to work well with others provides you with an agility to facilitate communications in ways that others might not feel as comfortable in doing.

### Inquiry

*Many things are lost for want of asking.*

- English proverb

One development opportunity that perhaps emerges from the feedback is to fully leverage your social skills and cultivate greater the assertiveness required to fully express your knowledge and technical skills. Be assertive about what you know and your point of view. Be a very active listener by soliciting-asking for-information that is important but may have not been freely communicated by the other person. In aviation crew training this is called the skill of **inquiry** - *and it is the positive obligation of all crew members to speak up and ask questions when there are signs of confusion and a lack of direction.*

Don't worry about being seen as aggressive or picky or not minding your own business ... that is not how people see you ... and it is probably part of your job to think of and ask good questions. Whether you are in customer service or product development, sales or infrastructure, asking questions is the only way to get answers, and most businesses have lots of needs for answers.

## Listening

*You should not have your own idea when you listen to someone...  
To have nothing in your mind is naturalness.  
Then you will understand what he says.*

- Shunryu Suzuki

You are described as someone who is a good listener and very open to input and feedback from others. You are focused on hearing about solutions rather than problems and can be productive in redirecting conversation away from conflict and towards common ground. Others describe you as a patient listener who is genuinely interested in what other people think. You believe in hearing the facts and are the type of person who will take the time required to listen carefully and not rush to judgment. The combination of your strong analytic skills and good listening skills makes it possible for you to objectively listen to others and see things from their perspective. In some ways, this can help you (and others) go to the heart of the matter efficiently.

You probably play the incredibly positive role of the "available" listener: a person who listens with an open mind and not with their own agenda first and foremost. Listening is a rare art and an under-appreciated role. You are a person that cares about what others think and you let them know this is the case. Since you are also a person who does not project a strong sense of urgency-someone in a hurry, who makes hasty decisions-you are well suited to applying your listening skills in problem analysis and problem solving.

The potential-and note the word "potential"-downside to a lack of urgency in combination with you relatively high needs for approval is that you may let others control interactions in general and communications more particularly. This may not be effective for you in the long run. Why? Because you are seen as someone who may be more comfortable when you feel supported and approved of by others. You do not want to have conflicts with them, so you may passively listen. You will do best when you speak up, ask questions, get the information you need to fill in the missing pieces. Use your sociability and good thinking skills to drive inquiry and to ask questions. Ask for clarification. If something is unclear, ask about it. Be the active listener you can be, not the more passive and/or accommodating listener you may sometimes become. This means to ask for more of what you think you need in order to be successful ... or for the team to be successful.

*A good listener is not only popular everywhere, but after a while he knows something .*

- Wilson Mizner

## Considerations: Communications

*It is as important to cultivate your silence power as it is your word power.*

- William James

**Continue to be a good communicator.** Be a leader in setting a tone for open, honest, and direct communications. Use your great social skills, courtesy and quick thinking skills to facilitate good communications within your work team.

**Read** *Crucial Conversations: Tools for talking when the stakes are high* (McGraw-Hill, 2002) by Kerry Patterson, Joseph Grenny, Ron McMillian and Al Switzler. The authors' define "crucial" conversations as interpersonal exchanges at work or at home that we dread having but know we cannot avoid. *Crucial Conversations* offers a seven-point strategy for achieving their goals in all those emotionally, psychologically, or legally charged situations that can arise in their professional and personal lives. The techniques are geared toward getting people to lower their defenses, creating mutual respect and understanding, increasing emotional safety, and encouraging freedom of expression.

**Hear what you sound like.** Listen to your language and your tone of voice by tape recording yourself during a meeting, in a one on one situation, or on the phone (of course, always ask permission to tape record!). During the conversation, be yourself. After the meeting you will have a record of what you sound like, and you will be able to hear yourself and what you sound like to others much more clearly. What kind of tone do you have? Do you think you come across as friendly? Deferring? Patient? Rushed? Perhaps too casual and without enough sense of urgency? Do you sound confident or emotionally wound up? Do you come across as optimistic or pessimistic? How does the tape recording jibe with the feedback in this report?

**Assertiveness Training.** Training in conflict management and assertiveness might be beneficial for you. While you clearly are not perceived as having deficits in assertive, you also may have found some of the feedback on your accommodating style resonates in the areas of assertiveness (and conflict management). It is not unusual for agreeable folks to have difficulty setting limits and say "no" when appropriate. If you polish your skills in communications and conflict management, you will be more able to get what you want and also get it how you want it or need it. Some good books on the topic include: *Getting Past No: Negotiating with Difficult People* (1991); *Straight Talking: The Art of Assertiveness* (1991); and *What to Say to Get What You Want* ( 1992 ). The key for any professional today is to be skilled and also to be able to build positive, open, honest, and direct working relationships-even with co-workers who have different work styles and preferences...and your co-worker raters clearly see that you have a strong foundation of skills to build upon. Think about if cultivating your assertiveness skills makes sense and rises to the level of a developmental priority for you.

**Use your base of being viewed as an ethical and well-spoken person to become an advocate for ethics and accountability in the workplace.** A popular seminar is *Principle-Centered Leadership* , by Stephen Covey, Covey Leadership Center, 1-800-255-0777. Other good sources for learning more about the role of ethics in business are books and audio tapes:

#### **Books:**

- » *Working Ethics* by Marvin Brown, Jossey-Bass Publishing
- » *Integrity*, by Stephen Carter; Harper Collins Publishing
- » *Credibility: How Leaders Gaint and Lose It* , by Kouzes and Posner; Jossey-Bass Publishing
- » *Managing With a Conscience: How to Improve Performance Through Integrity, Trust and Commitment*; by Frank Sonnenberg; McGraw-Hill.

#### **Audio Tapes:**

- » Achieving Credibility: The Key to Effective Leadership ; by Kouzes and Posner; Simon and Shuster Publishing.

» Winning With Integrity: Getting What You're Worth Without Selling Your Soul; by Leigh Steinberg and Michael D'Orso, Random House Publishing.

*Everything should be made as simple as possible, but not simpler.*

- Albert Einstein

### Your Self-Assessment Compared to These Feedback Ratings

*No man can produce great things who is not thoroughly sincere in dealing with himself.*

- James Russell Lowell

Overall, this feedback is a strong sign that you are an ambitious, creative, socially skilled person who enjoys work and works exceptionally well with other people. Further, you impress others as liking yourself. This is literally fabulous, terrific, great, what the rest of us more neurotic folks are hoping to become. Others see you as a person with confidence in yourself and in others. You are an optimist who impresses others as being able to find some good in, or a valuable lesson from, nearly any experience. They see you as enthusiastic, energetic, and purposeful about work and the challenges it offers you - one who definitely wants to make a contribution ... to give something back and enjoy the means to that end.

*To change and to improve are two different things.*

- German Proverb

This report provides you with the unique opportunity to compare what others see (a general lack of personality or behavioral deficits and a ton of strengths) with how you see and experience yourself. Yours is a unique opportunity, because about 80% of people who receive **LMAP** feedback read about many more areas of project orientations, teamwork skills and/or communications skills that need to be substantially developed to optimize the other components of their human capital. Your feedback suggests a few areas to focus on developing, but certainly has outlined far more strengths than development needs. Given this, consider the following information and exercise:

**Think about this.** In *Now, Discover Your Strengths*, authors Marcus Buckingham and Donald Clifton (Free Press, 2001) posit the Gallup Organization's belief that:

1. Each person's talents are enduring and unique.
2. Each person's greatest room for growth is in the areas of his or her greatest strength.

The book is based on a study conducted by Gallup that asked 198,000 employees in 36 companies, *At work, do you have the opportunity to do what you do best every day?* When employees answered "strongly agree," they were 50% more likely to work in a business unit with lower turnover, 46% more likely to have higher customer satisfaction, and 38% more likely to have higher production. The book provides a link to an online assessment, the StrengthsFinder Profile (coincidentally, the StrengthsFinder Profile was co-designed by a talented psychologist, Richard Harding, Ph.D., who also contributed to the development of the **LMAP**).

Interestingly, when Gallup asked the question, *At work, do you have the opportunity to do what you do best every day?* Of 1.7 million employees, in 101 companies, in 63 countries, they found that only 20% of employees say their strengths are used well every day. Importantly, the research found that the longer

employees stay in a company and rise up the career ladder, the less likely they are to be playing to their strengths!!

Take some time to examine how your strengths are being used in your current position. Are there ways that you could leverage some of the strengths that others have identified more effectively? Speak with others and see if they have suggestions on how you can use your strengths to an even better advantage.

You are unique in that others are quite taken with you. It is incredibly useful for you to compare how this feedback matches or clashes with your internal experiences. Some reading their feedback have self-assessment results that describe internal experiences of feeling far less confident, more deferring or anxious, or more aggressive and impatient than the feedback from others indicates. If you are someone whose self-assessment results indicate that you internally experience more anxiety, fear of failure, needs to be perfect, etc.-congratulations on receiving such wonderful feedback on the behavior you demonstrate in spite of a less than optimal internal experience. If your self-assessment matches these ratings by others, that is really wonderful because you truly are one of the few who is having as good a time as others think you are.

*Choice of attention - to pay attention to this and ignore that -  
is to the inner life what choice of action is to the outer.*

*In both cases, a man is responsible for his choice and must accept the consequences.*

- W.H. Auden

# Item Level Results

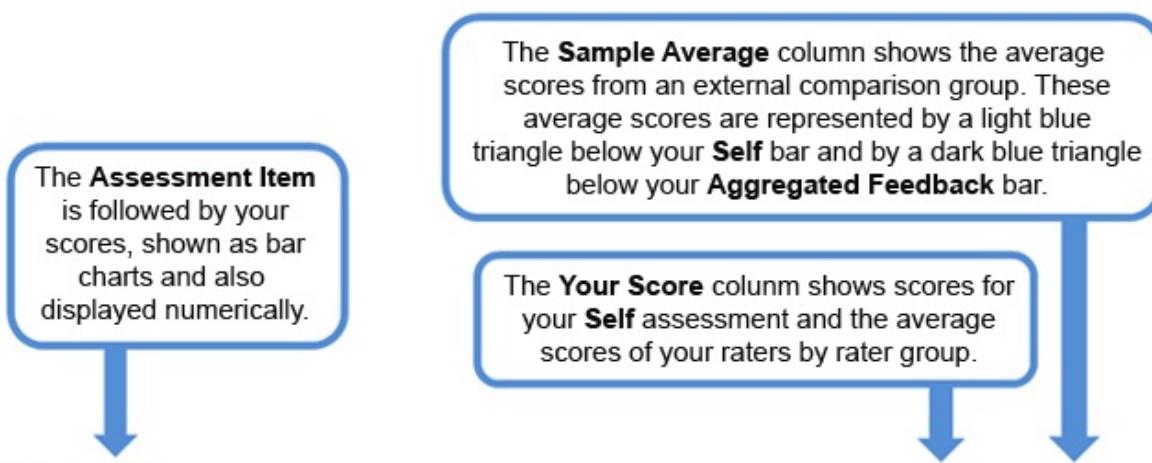
The **Item Level Results** display your Self and Feedback ratings for each of the 135+ assessment items that compose the 13 LMAP Assessment Scales (e.g. Helpfulness, Sociability, ...). Your results for each assessment item are displayed on bar charts and raw scores.

## The Bar Charts

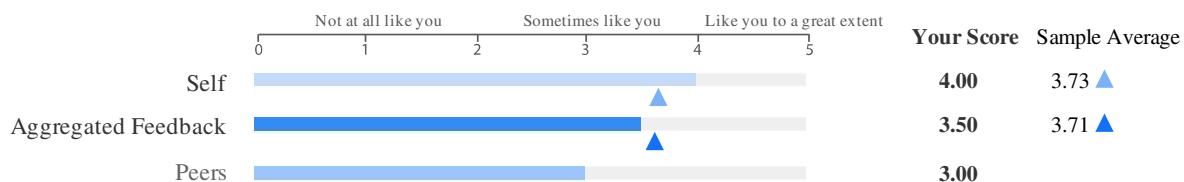
Item results are displayed on a bar chart like the one below and show:

- Self-Ratings
- Aggregated Feedback (all your feedback raters combined; no self-ratings)
- Other Rater Groups as selected

To assure anonymity, except for your Manager's Ratings, three or more raters are required for their ratings to be displayed separate from the Aggregate Feedback.



### Readily uses praise



### Reverse Scoring

Some assessment items are "reverse scored." For example, on the Dependence Scale, the assessment item *Independent* is reverse scored. A high score on the behavioral item *independent* indicates lower dependence.

**Reverse scored items are marked by an asterisk (\*Independent) and are the last items listed in each scale.**

## Item Level Results Are Raw Scores

Remember that the Item Level Results are the *raw scores*. The round **LMAP Profile** show *standardized scores* or *percentiles*, converted from your raw scores. A few things to keep in mind:

- Because the 3 rating is in the middle of the 5-point rating scale, it is easy to think of 3 as about average. But that is not how it works: ratings reflect how much an attitude or behavior is like you:

1 = Not at all      3 = Some of the time      5 = To a great extent

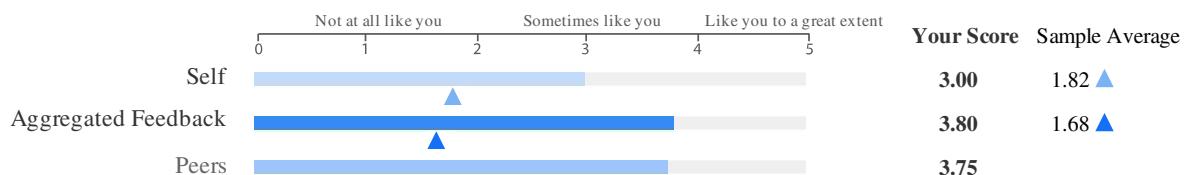
*Some of the time* can equate to *not much* for some behaviors (Cooperative, Listens to others patiently, Aspires to excel, Confident) and *some of the time* can equate to *more than enough* for other behaviors (Stubborn, Arrogant, Submissive, Anxious, Brags about winning).

- The Sample Average Score for a particular item provides you with important information as the following two examples illustrate:

### Example 1:

Your score on the Need to Control Scale is high, yet you see your item ratings are all in the 2.5 to 4.2 range, which seem moderate and "average". The following item from the Need to Control Scale illustrates this point:

#### Bossy, dictatorial

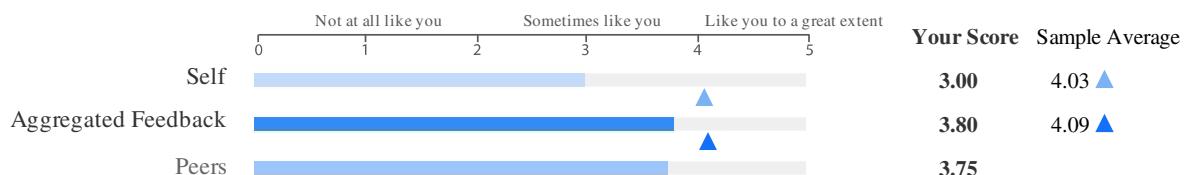


The Sample Average scores for the Need to Control items are in the 1.55 to 2.73 range and, by comparison, show why ratings of 2.5 to 4.2 are indeed high compared to the mean scores and translate into a high percentile score on Need to Control Scale on the **LMAP Profile**.

### Example 2:

Your score on the Innovation Scale is below average, yet you see your item ratings are all in the 3.1 to 4.1 range, which seem to be "average" or even "high average." The Sample Average scores for the Innovation Scale items range from 3.39 to 4.43 and, by comparison, show why ratings of 3.1 to 4.1 translate into a low average score on Innovation Scale on the **LMAP Profile**. The following item from the Innovation Scale illustrates this point:

#### Generates new ideas



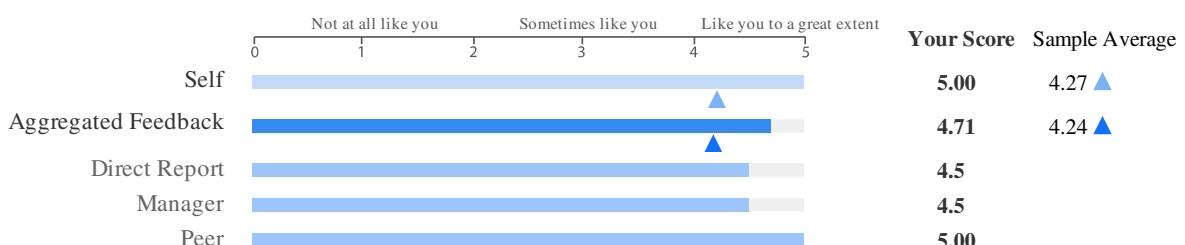
## Helpfulness

*Only those who have the patience to do simple things perfectly  
will acquire the skill to do difficult things easily.*

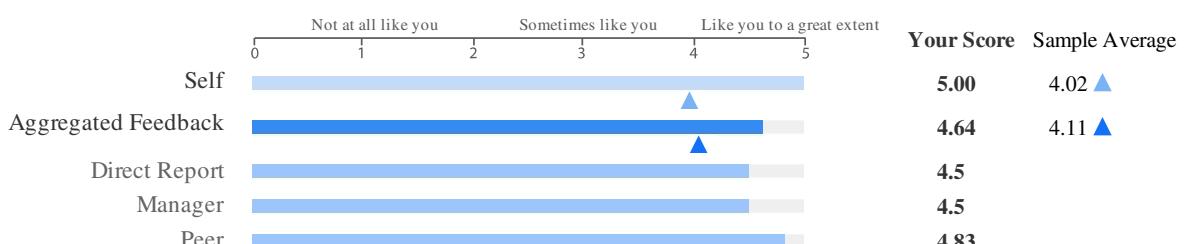
-Schiller

The Helpfulness Scale measures interpersonal sensitivity, consensus building, and an interest in working with and through others. Individuals with high scores on Helpfulness are patient, good listeners, and use encouragement to motivate performance. The Helpfulness Scale measures some key components of "emotional intelligence." Studies show that Helpfulness is associated with high performance on the job. Helpfulness is associated with excellence in most skill areas - from "soft" skills like building relationships and listening to "hard" skills like planning, quality improvement, and problem solving. Warren Bennis, in the book *Organizing Genius*, describes the attributes measured in Helpfulness as critical success factors for high performance in environments that require creativity and collaboration.

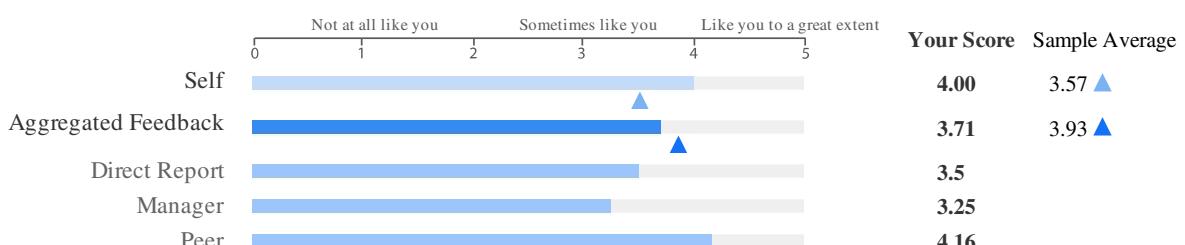
### Has concern for others



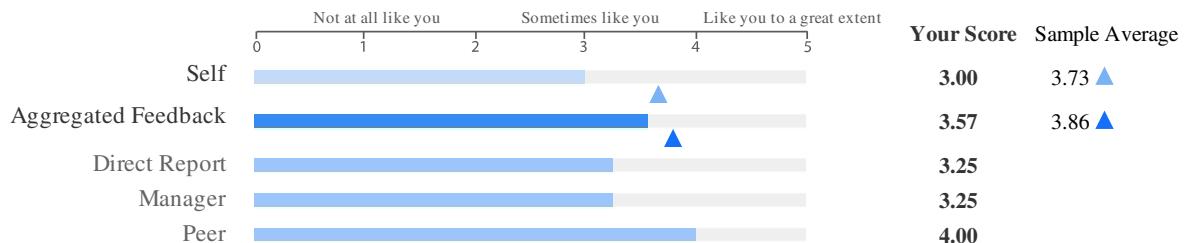
### Expresses confidence in others



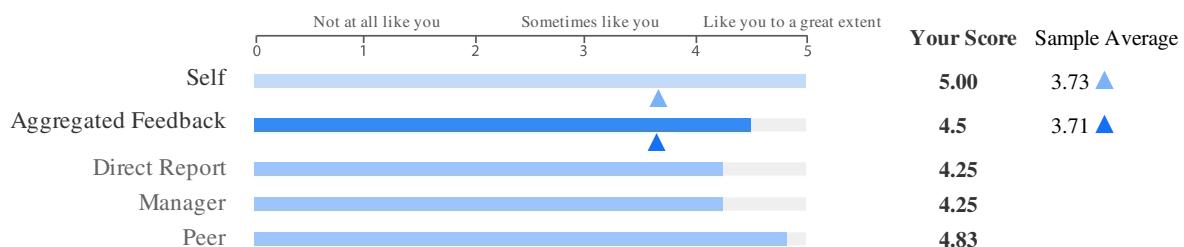
### Listens to others patiently



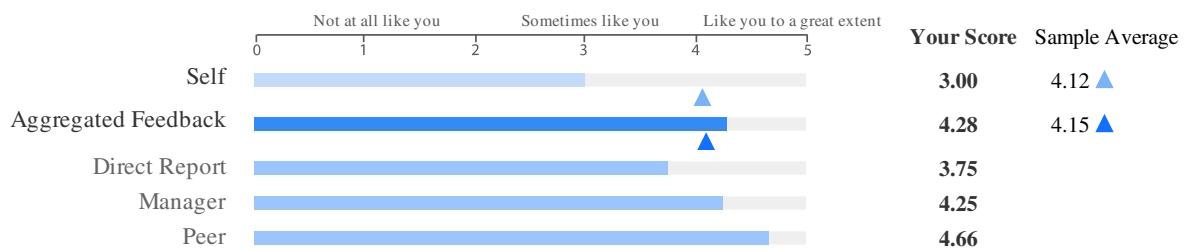
## Trusts others



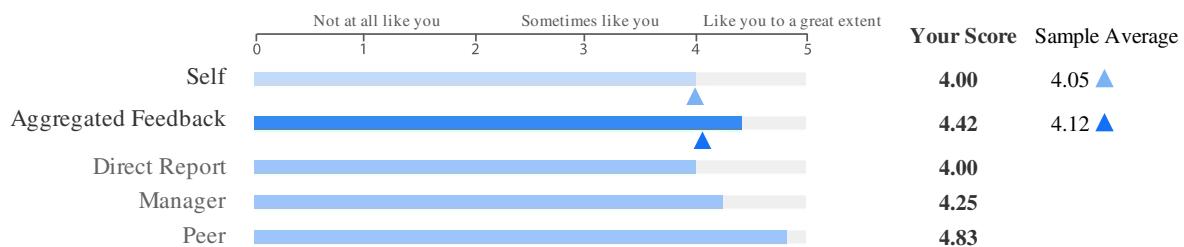
## Readily uses praise



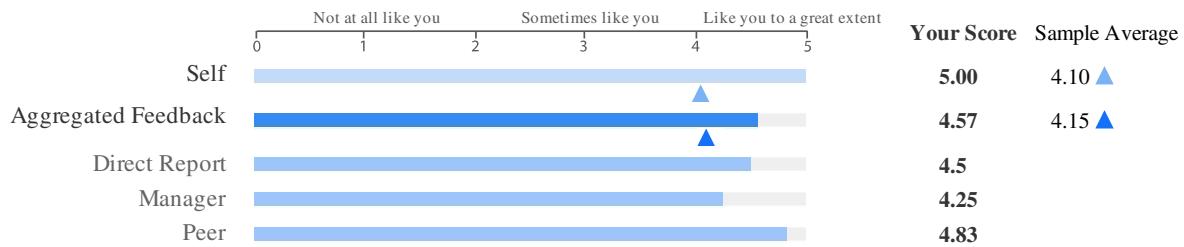
## A good role model for how people should treat others

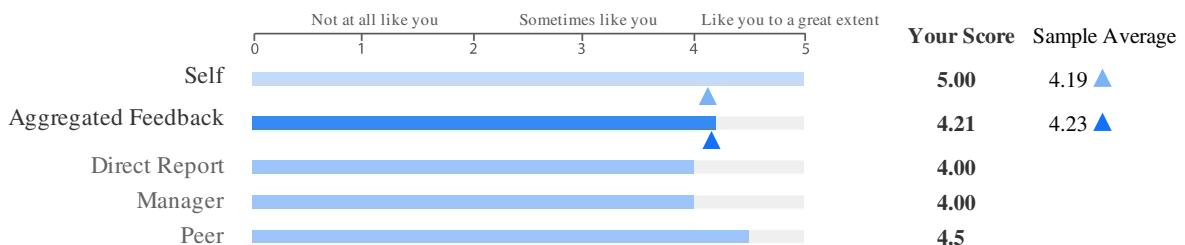
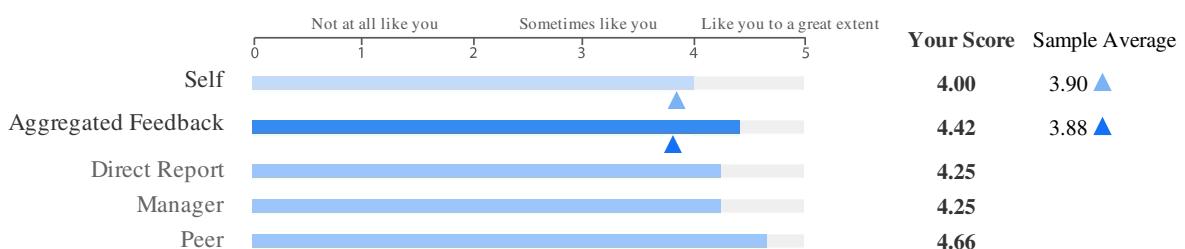
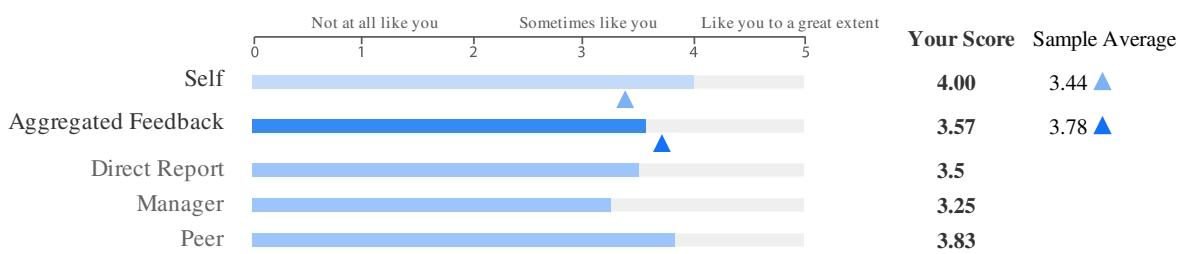


## Available to others



## Supportive and encouraging



**Cooperative****Empathetic****Patient**

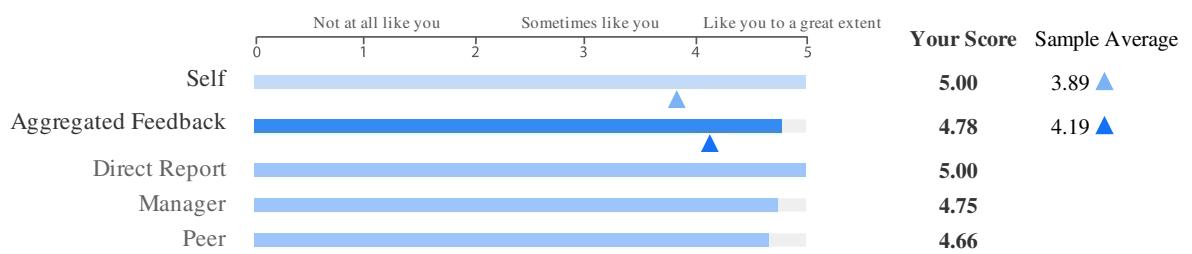
## Sociability

*Let us endeavor so to live that when we come to die  
even the undertaker will be sorry.*

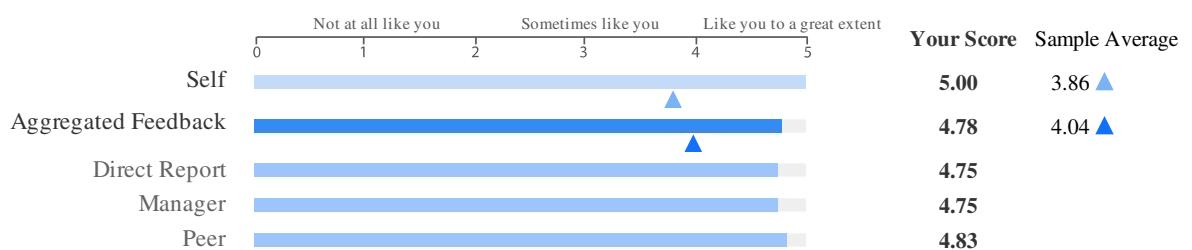
-Mark Twain

The Sociability Scale measures your interest and ability to maintain social relationships. People who score high on the Sociability Scale are friendly, warm, and interpersonally savvy. They are people persons. Research has been mixed on the relationship between sociability and work effectiveness. Though not a strong predictor of professional effectiveness - a moderate degree of sociability is an asset when complemented by a drive for results. Information-age workplaces demand teamwork skills and the ability to exchange ideas, so some social skills and graces are needed. Perhaps even more important, sociable people report greater engagement and job satisfaction than professionals who are short on sociability.

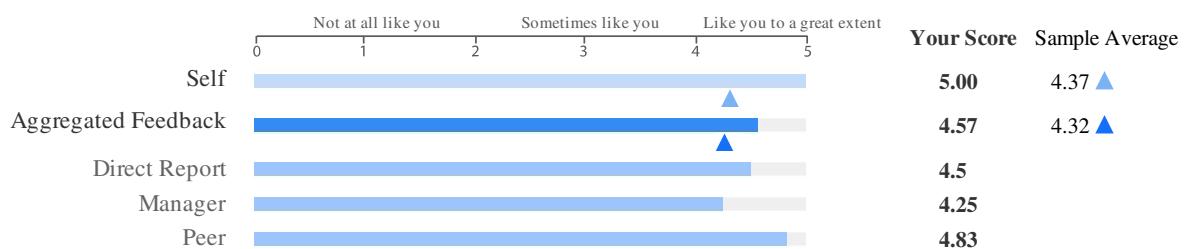
### Likes meeting new people



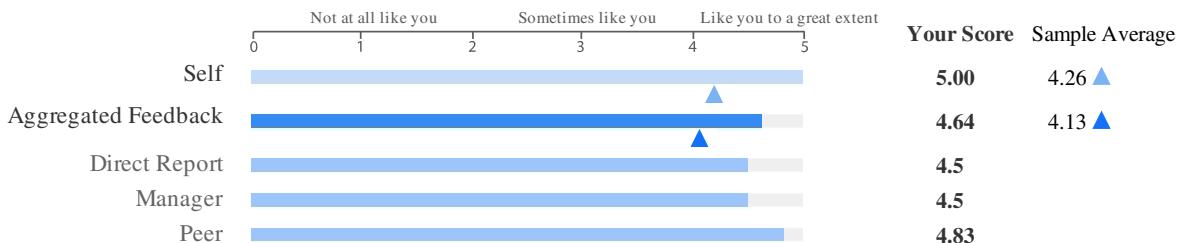
### Loves to interact with others



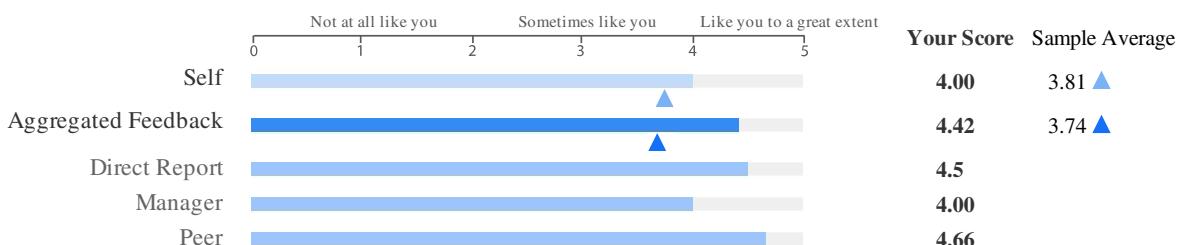
### Develops positive relationships



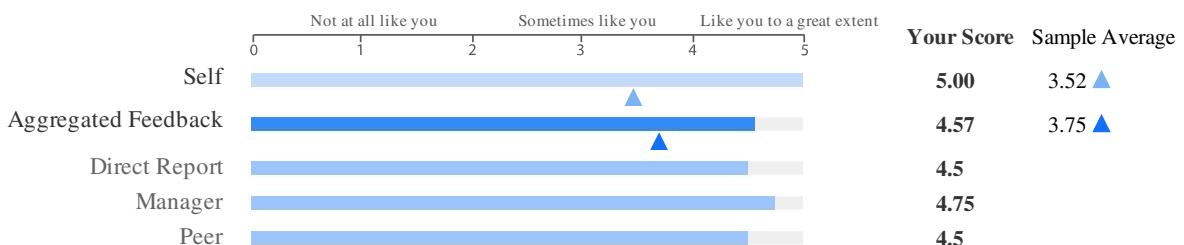
### Promotes a sense of cohesion and loyalty on the team



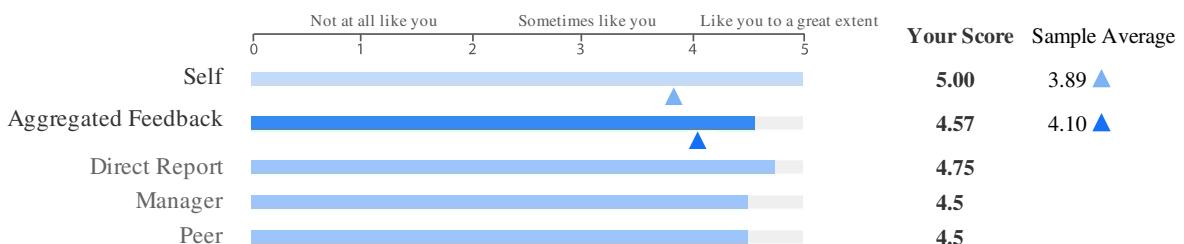
### Makes work fun



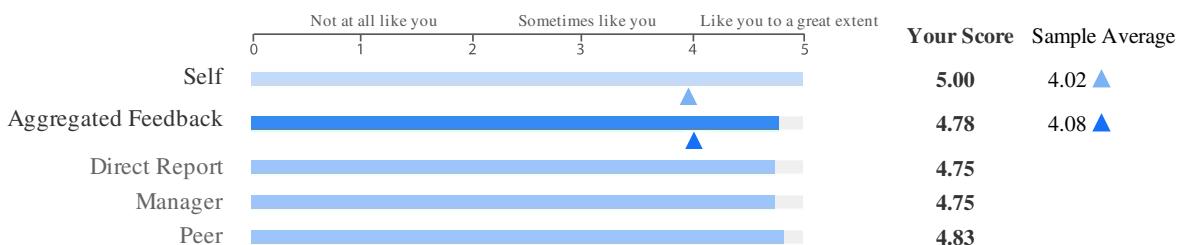
### More open than reserved

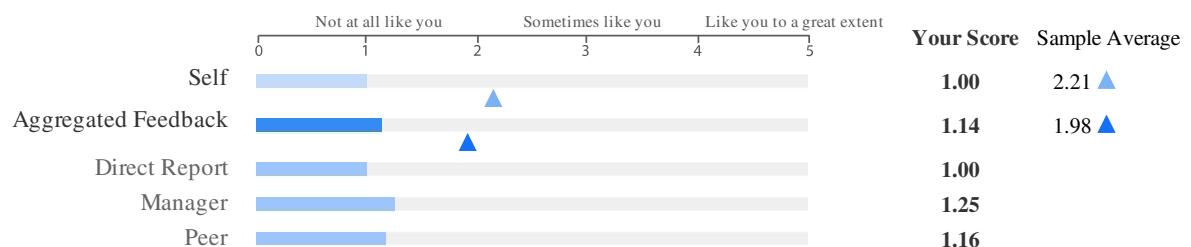


### Gregarious and friendly



### Warmhearted



**\* Introverted**

## Approval Seeking

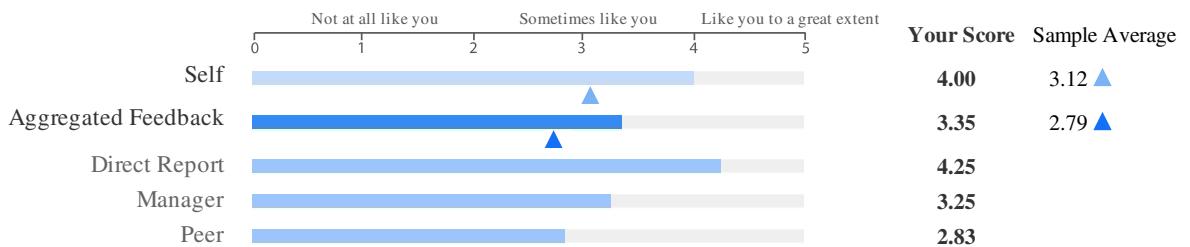
*Let us train our minds to desire what the situation demands.*

-Seneca

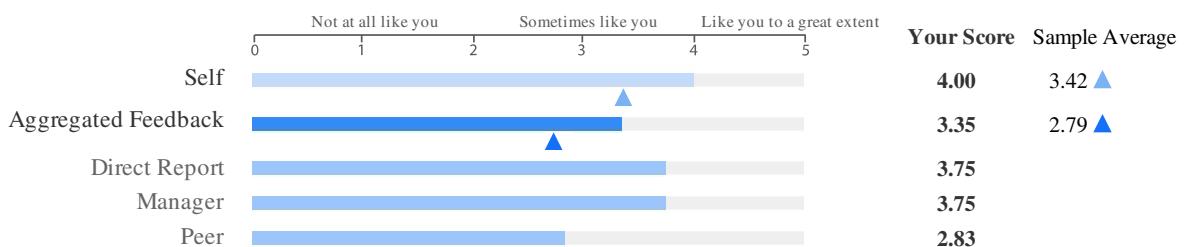
The Approval Seeking Scale measures your interest in and drive to gain the favor and approval of others. People with high needs for approval place a priority on "getting along" and solicit assurance from others that things are "okay." Rebels do not score high on this scale.

People with very high needs for approval compromise too easily and are reticent to take a firm stand when appropriate. They tend to be generous to a fault. They will bend over backwards to meet the needs of others, sometimes in lieu of their own best interests and needs. Conflict avoidance, an aversion to disagreement, and a tendency towards naiveté are characteristics of people with high needs for approval.

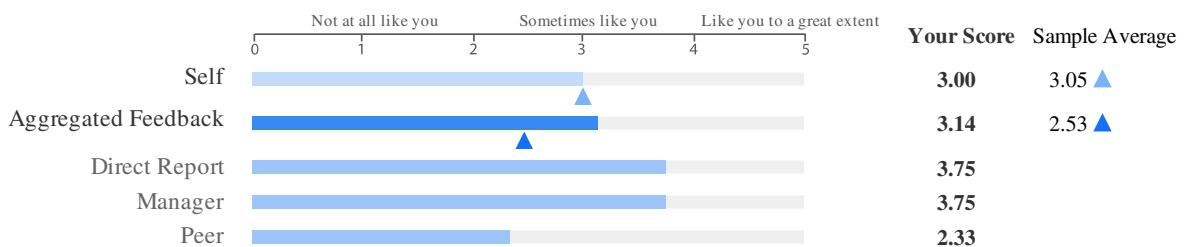
### Wants to please everyone



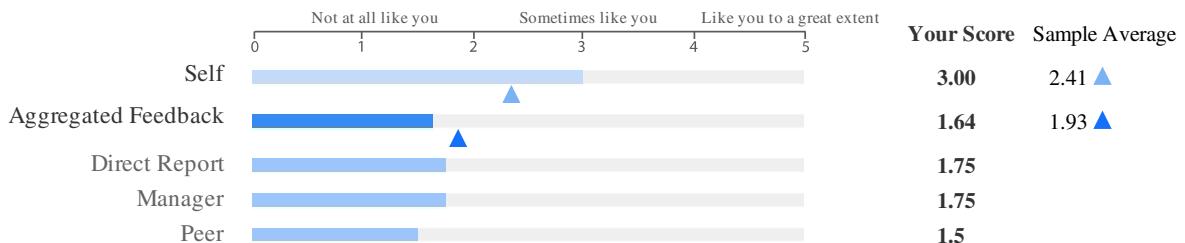
### Wants the approval of others



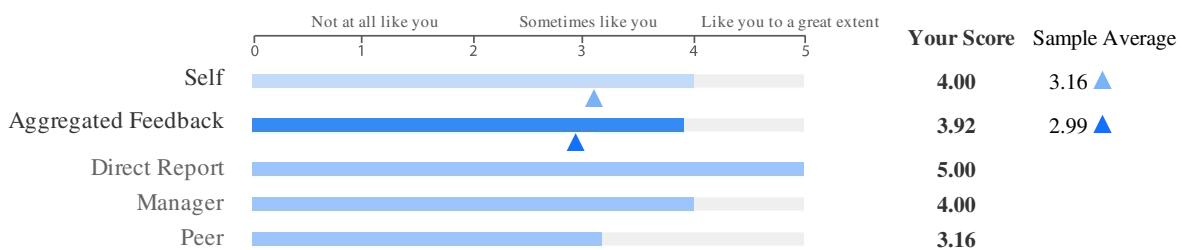
### Needs to be liked by others



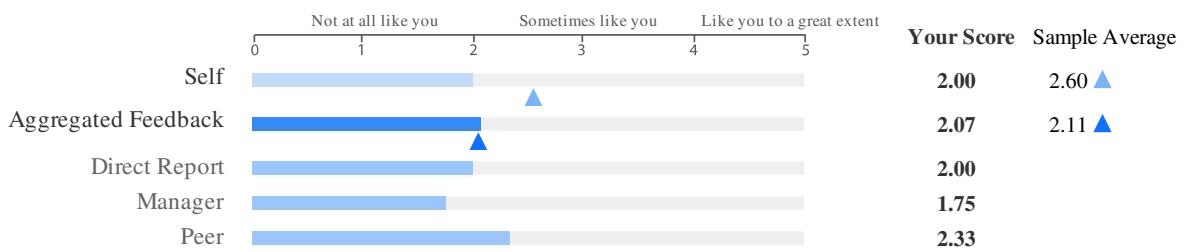
### Compromises too easily



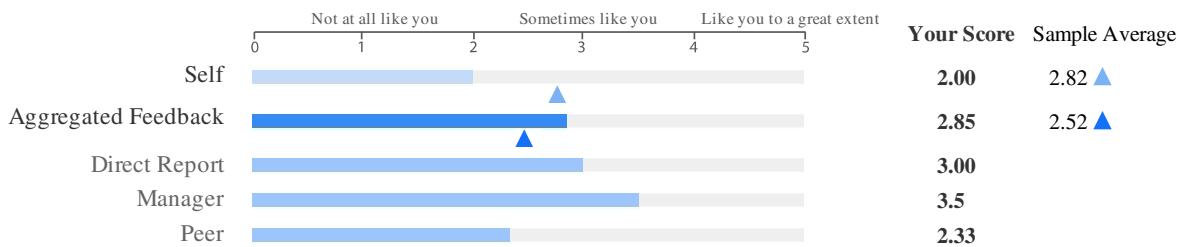
### Works hard to be liked by others



### Too accommodating to others



### Very concerned with what others think



## Dependence

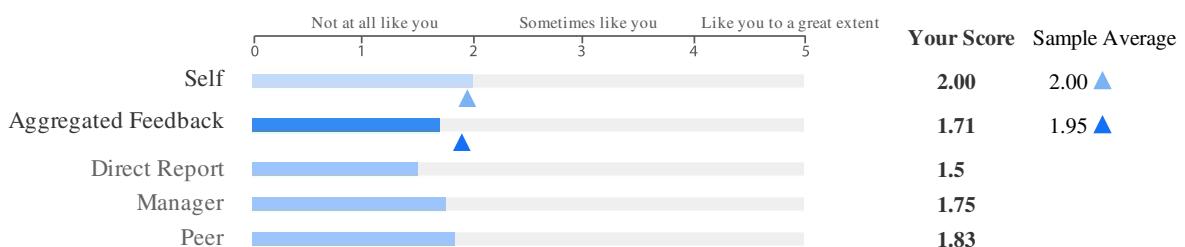
*Too many people overvalue what they are not  
and undervalue what they are.*

-Malcolm Forbes

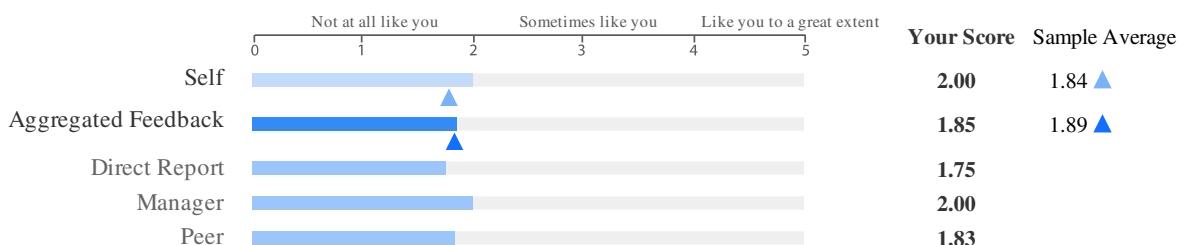
The Dependence Scale measures the need to look to others for direction and guidance. Hallmarks of this attribute are deference, appeasing others, and letting others make decisions. High scores on the Dependence Scale reflect a preference to maintain the status quo, play it safe and limit risks. This conflicts with today's global marketplace that places a premium on the ability to foster and deal with change.

Very dependent people feel *at the mercy of events*: events happen to them. They have an "external locus of control" and do not feel in control of events. They react to events rather than feeling able to make things happen. Dependent people need to implement the first habit in Stephen Covey's *Seven Habits of Highly Effective People*: Be Proactive.

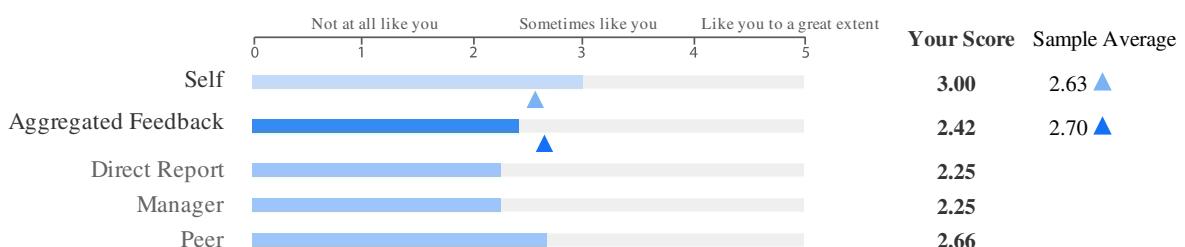
### Prefers to follow



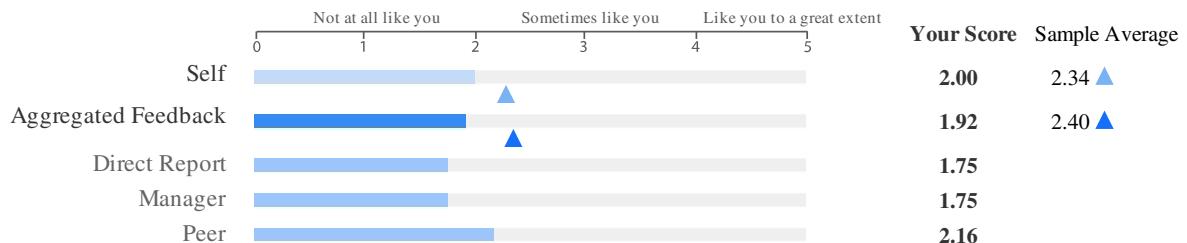
### Likes to be told exactly how to do something



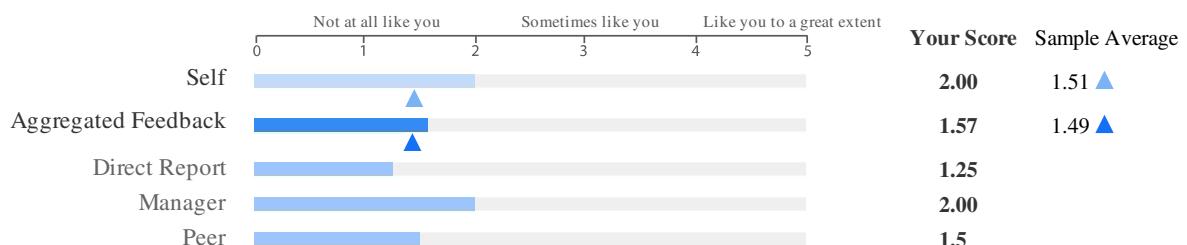
### Prefers a low-risk approach



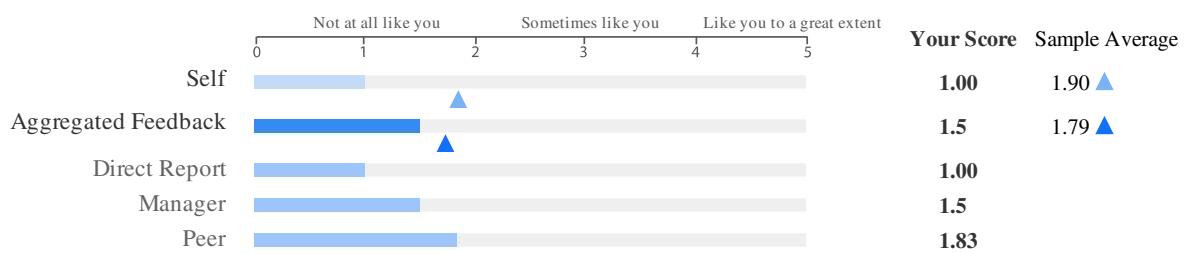
### Defers to others eagerly



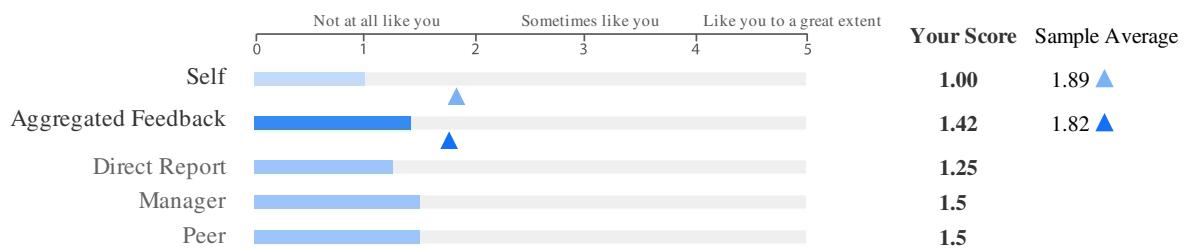
### Very needy: relies on others too much



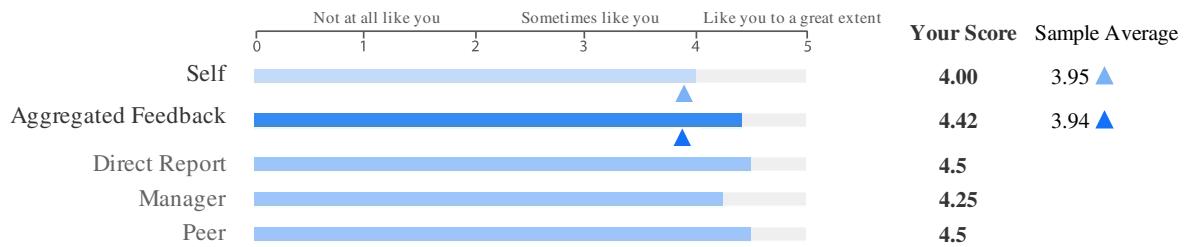
### Not assertive

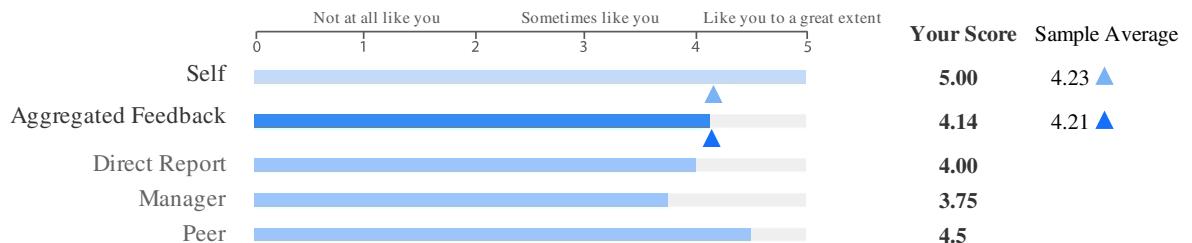
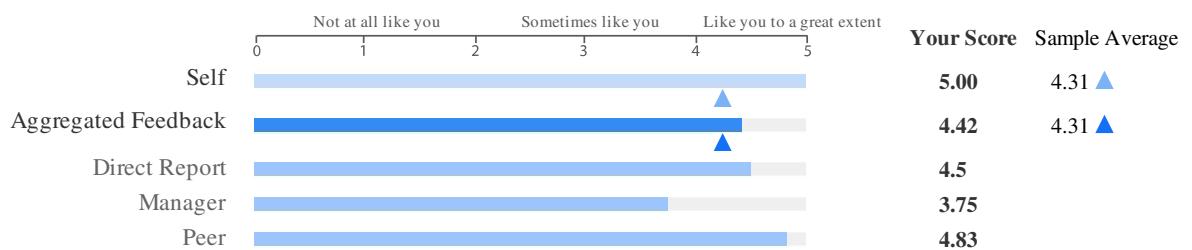


### Submissive



### \* Holds people accountable



**\* Independent****\* Self-sufficient**

## Tension

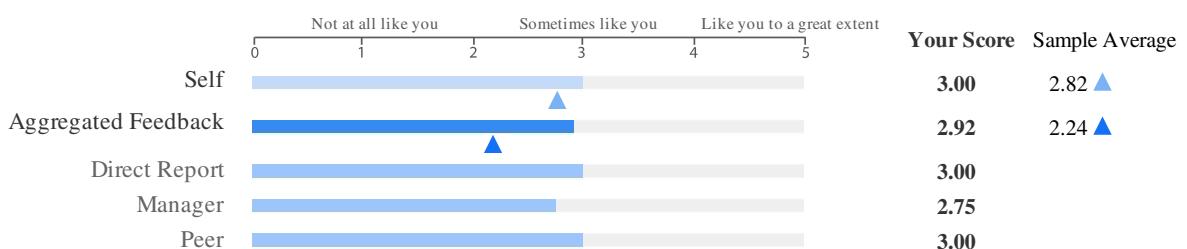
*If you keep on saying things are going to be bad,  
you have a good chance of being a prophet.*

-Isaac Bashevis Singer

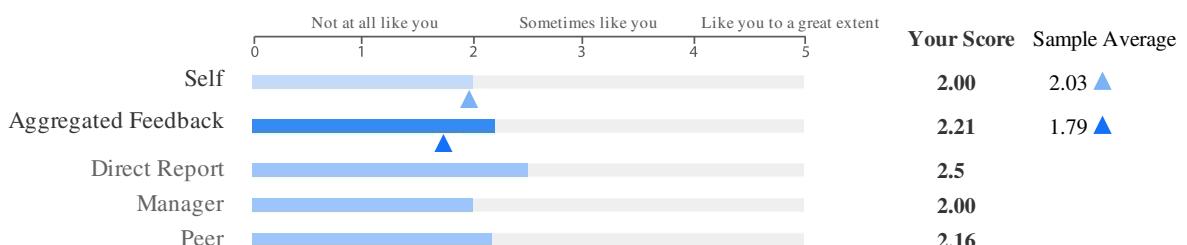
The Tension Scale measures the tendency to worry and feel anxious. Some anxiety and apprehension are part of the human condition and function to keep us alert, but very tense people are often unhappy and discontent. They see problems rather than opportunities.

Harrison Salisbury said, "There is no shortcut to life. To the end of our days, life is a lesson imperfectly learned." While an optimist can see lessons in this statement, an anxious person probably does not like the sound of this quote. Tension interacts with other attitudes and behaviors. Being very tense can further inhibit the shy person or push a results-oriented person into being bossy and over-aggressive. Tension ruins many a good day for those who worry about worst-case scenarios that never happen.

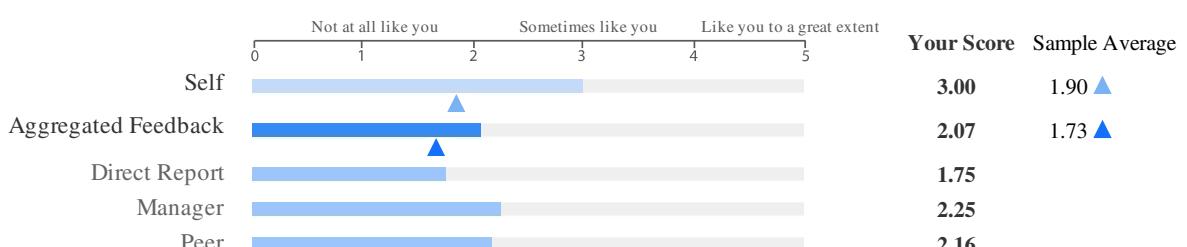
### Tends to worry excessively



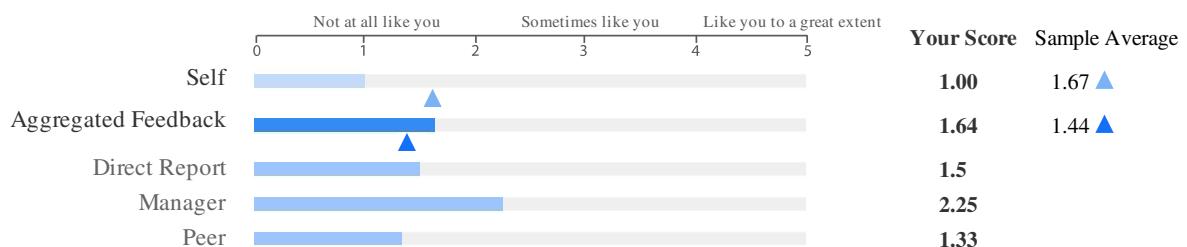
### Gets overwhelmed easily



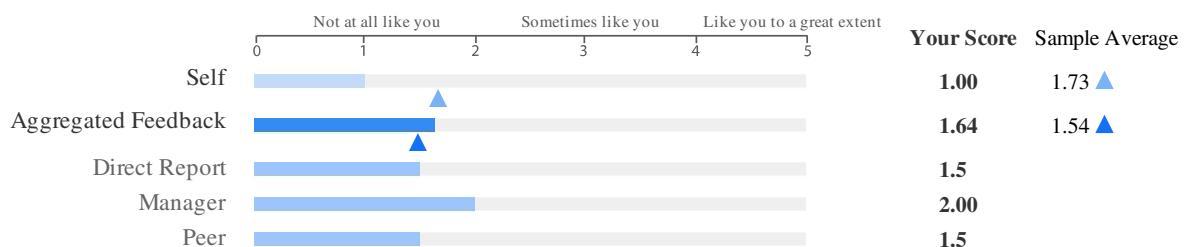
### Tense and uneasy



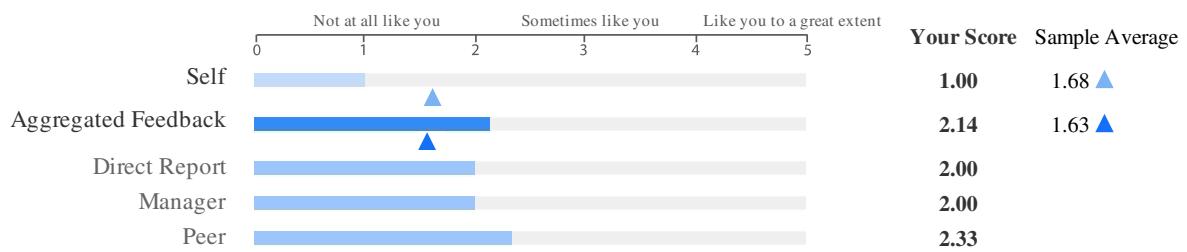
### Insecure, lacks self-confidence



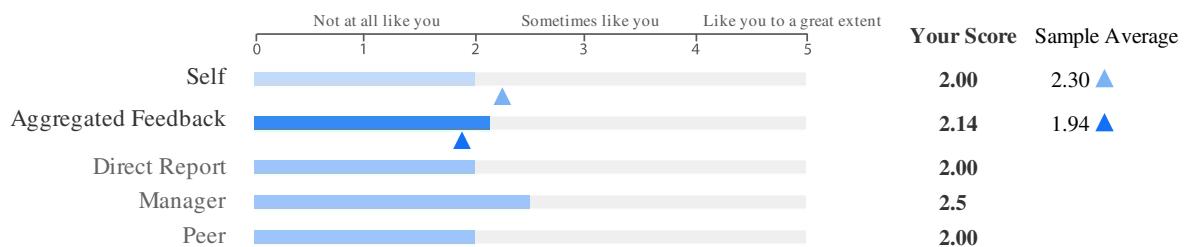
### Apprehensive and unsure



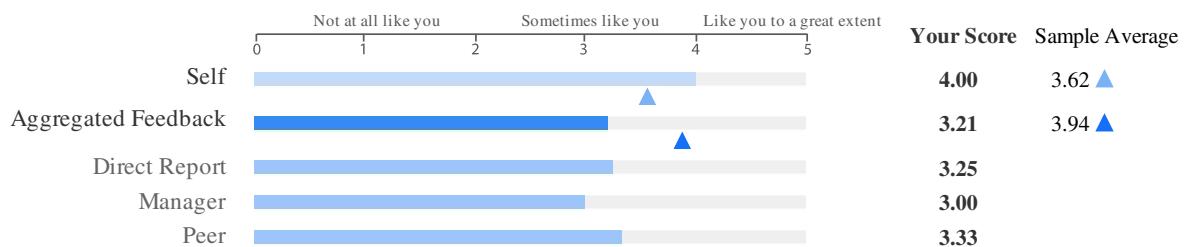
### Easily unnerved



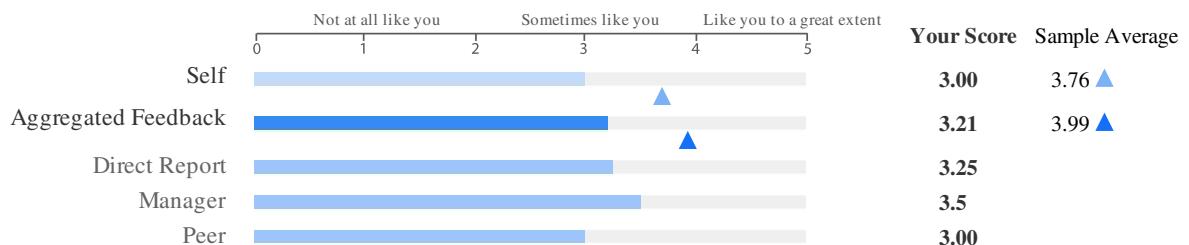
### Anxious



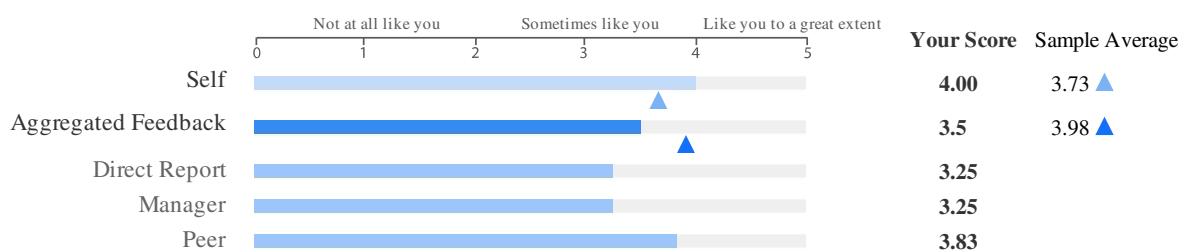
### \* Manages stress well



### \* Calm and collected



### \* Even-tempered



## Anxiety and Apprehension

As you can see on your **LMAP Feedback Profile** your feedback raters gave you a relatively high score on the Tension Scale. Your self-assessment score is not in the high range (over 75%), but since your feedback ratings are being compared to roughly 10,000 feedback ratings, your scores reflect meaningful results and suggest you are someone who others see as having a lot of anxiety and tension.

The previous few pages showed you all of your assessment item scores that compose the Tension Scale. On first sight, the feedback assessment item scores may not seem very high (e.g., some 2s and 3s, maybe a 4 or 5). But compare these feedback item scores to the mean scores for feedback and you will see your scores are higher than the mean scores, many which are under 2.00. Some examples:

- Apprehensive and unsure: item means for Feedback = 1.51
- Tense and uneasy: Feedback = 1.74
- Insecure, lacks self confidence: Feedback = 1.48

You are not alone.

Many people experience high levels of tension at work ... the pace is fast, the work challenging, and team work can be difficult. Studies show that \$63.1 billion was the cost in lost productivity associated with anxiety disorders in the US (1998) and another \$83.1 billion for costs associated with depression. A previous study puts these results in greater focus:

- For anxiety, 88% of cost is decreased productivity on the job; 12% from absenteeism.
- For depression, 70% of cost is absenteeism; 30% is on the job productivity losses.

Notice the difference: losses from anxiety are on the job; with depression, loses are mainly from absenteeism. There is a lot of anxiety, worry, apprehension and tension that pervades American's workplaces.

Over the last few years, there has been a significant rise in the number of professionals who report feeling very stressed from their work. Not coincidentally, just in the last few years the landscape of workplaces has changed from the slower-paced, traditional, brick and mortar, industrial-age companies to information-age global corporations that operate 24/7, at speeds measured in bits per second, and in new industries where knowledge is obsolete in less than 2 years. Whereas historically, professionals used to work for one or two companies in their entire career, it is not unusual for a professional to stay in an organization for a project - sometimes for just a few months. The speed of the work, the need to constantly create new working relationships, and working with co-workers who also experience on-the-job anxieties and tensions can be stressful.

Since your feedback scores on the Tension Scale are high, the following suggestions may be of interest.

### Learn about stress and stress management by reading one of the following books:

- **The Relaxation & Stress Reduction Workbook (2000)**  
by Martha Davis, Matthew McKay, Elizabeth Robbins Eshelman

This fifth edition book contains many self-assessment tools and calming techniques that can help overcome

anxiety and promote physical and emotional well-being. The book has well-organized chapters on breathing, relaxation, meditation, thought stopping, and body awareness still guide the reader through copious self-help techniques to try and, eventually, master. Other chapters, including job stress management, goal setting and time management, and assertiveness training, focus on daily scenarios people often find distressing. The book offers lessons in identifying key elements that trigger unpleasant responses and in reacting differently to these elements are designed to defuse perceived conflicts.

- **Mind Over Mood: Change How You Feel by Changing the Way You Think (1995)**

by Dennis Greenberger, Christine Padesky

This is a classic text used by individuals for self-development and by therapists to assist clients. It is based on cognitive behavioral techniques that is one of the most effective approaches to assist in changing how you think, feel and act. *Mind Over Mood* offers deceptively simple but powerful and sophisticated strategies for coping with depressed and anxious moods and interpersonal difficulties. This is a book for 'hands-on' use; it provides step-by-step descriptions of strategies that have been shown in controlled outcome studies to be effective.

- **Instant Calm: Over 100 Easy-to-Use Techniques for Relaxing Mind and Body (1995)**

by Paul Wilson

*Instant Calm* is the busy person's guide to finding peace and contentment in a restless world. These ingenious shortcuts to calm, are written in entertaining, easy-to-follow language and are gleaned from sources as divergent as the wisdom of ancient civilizations and the discoveries of modern science. Paul Wilson's solutions are based on meditation, acupressure, self-hypnosis, psychotherapy, aromatherapy, exercise, diet, and much more.

- **The Self-Esteem Workbook (2001)**

by Glenn R. Schiraldi

A host of dysfunctional and self-destructive patterns arise at minor and acute levels if an individual dislikes him- or herself. Despite the importance of self-esteem, surprisingly little attention has been focused on building it directly, until now. Designed in an easy-to-use format, The Self-Esteem Workbook presents a course in self-esteem based on new research and sound principles. Checklists, fill-ins, and exercises show readers how thoughts, emotions, physical health, and behavior impact their self-esteem. Periodic checkups help them gauge their progress, and final sections offer strategies for preventing relapse.

**Talk to a trusted co-worker:** Often people have anxieties that are worse when held to oneself. Many of the studies on psychotherapy suggest that spending time with someone to discuss worries helps to reduce anxiety. When you talk out loud about what is causing you to feel stressed or worried, these stressors sometimes sound less troubling than when considered in isolation, in your own mind. Not only can the person you are talking with intelligently respond to what you have said and provide an empathetic ear, but you also will think about, process and respond to your own worries and perhaps gain a new perspective on your voiced concerns.

Consider scheduling time with a trusted co-worker - someone who is familiar with your work situation - to discuss your worries and concerns openly and honestly. Be sure to take time not only to articulate your worries; take time for problem solving and to generate solutions.

**Learn about stress and stress management by using online resources:**

- The Cognitive Behavioral Therapy website has information, suggestions, and techniques for managing anxiety and stress. <http://www.cognitivetherapy.com>
- University of Maryland Medical Center website: [www.umm.edu](http://www.umm.edu)
- William Gladden Foundation library: provides online information and resources for stress management, developing greater self-esteem, and a range of other psychological and self-development topics. [www.williamgladdenfoundation.org](http://www.williamgladdenfoundation.org)
- The Anxiety Network International website provides information, articles, and methods (primarily cognitive behavioral therapy) to reduce and manage anxiety: [www.anxietynetwork.com](http://www.anxietynetwork.com)
- [Mindtools.com](http://Mindtools.com) - a website with tools for skill building and stress reduction
- A website hosted by Andrew Weil, MD, presents information and suggestions on stress management. [www.drweil.com](http://www.drweil.com)

**Take a course or workshop on stress management.** Many organizations offer a course on stress management or, find a course through your health plan, at the Y, a community college, or through other avenues. You can take a "one-day" course or enroll in a training course that takes place over a number of weeks - to learn and test out relaxation methods - is far better than one several hour, generic "stress reduction" workshop.

**Learn Meditation** - Meditation is a generally accepted method for stress reduction and relaxation. Research has confirmed the effectiveness of meditation techniques for lowering blood pressure, reducing stress, and a range of other healthful impacts. Many options are available; from applying very accessible sitting meditation methods taught in the book, *The Relaxation Response* (by Herbert Benson) to the practice of yoga. Your local bookstore or library can assist you in researching other relaxation/meditation methods.

**Exercise** - many people are anxious because they do not get enough exercise and physical activity. Humans were made for movement, action, exercise, and people need a healthy conduit to physically express their anxiety and tension. Not only is it good for the cardiovascular system but exercise increases endorphins in the brain (that create a sense of peace and serenity and good feelings). If you already are not doing so, take time to exercise with the goal of increasing your heart rate through aerobic exercise (running, biking, swimming or any activity that increases your heart rate for roughly a half hour/4 - 5 days a week). Check with your doctor if you have any questions or doubts about your physical condition and limits.

## Rigidity

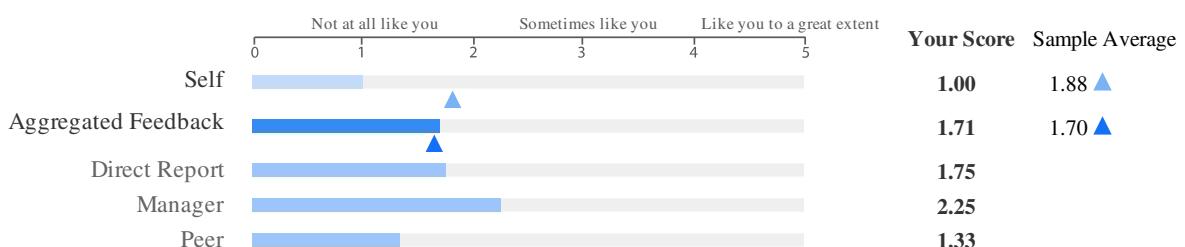
*Nothing will ever be attempted  
if all possible objections must first be overcome.*

-Samuel Johnson

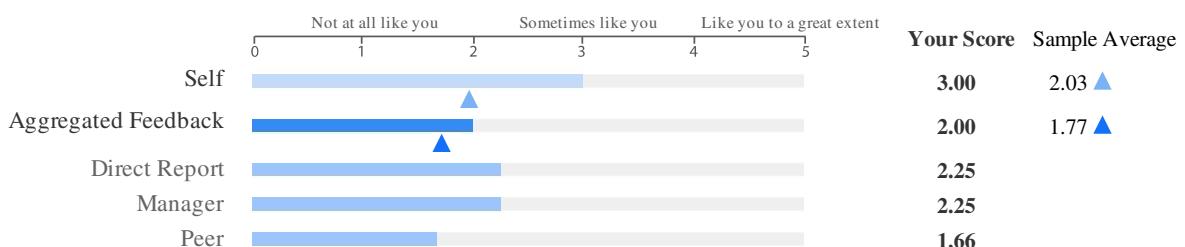
The Rigidity Scale measures the tendency to be inflexible, stubborn, and resistant to new ideas. A rigid person has strong opinions and is not willing to entertain alternative points of view. Rigid thinkers enjoy arguments and debates and ask lots of questions. They like being a devil's advocate, and tend to focus on finding problems rather than solutions.

Professionals with a profile where rigidity is prominent experience difficulties in social and work situations. Socially, they are perceived as stubborn, argumentative people, and poor listeners. In a work setting, rigidity impedes creativity and stifles open communication by focusing on what is wrong rather than building on what is right.

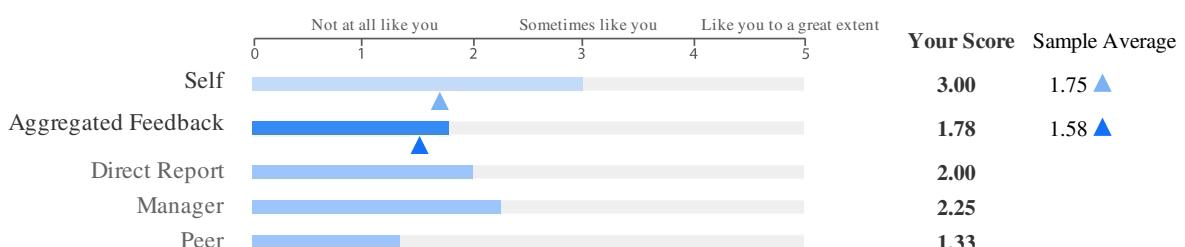
### Does not listen

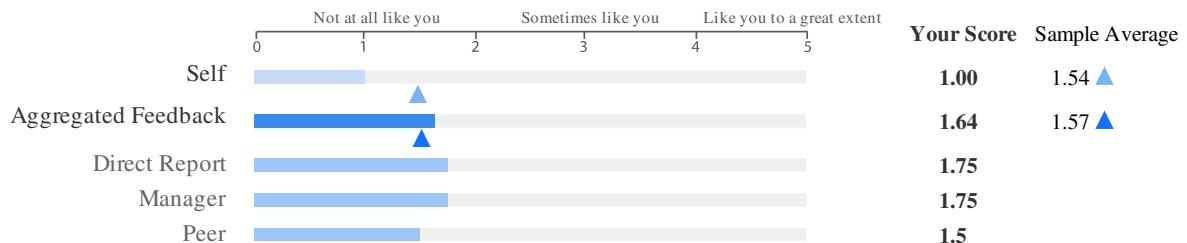
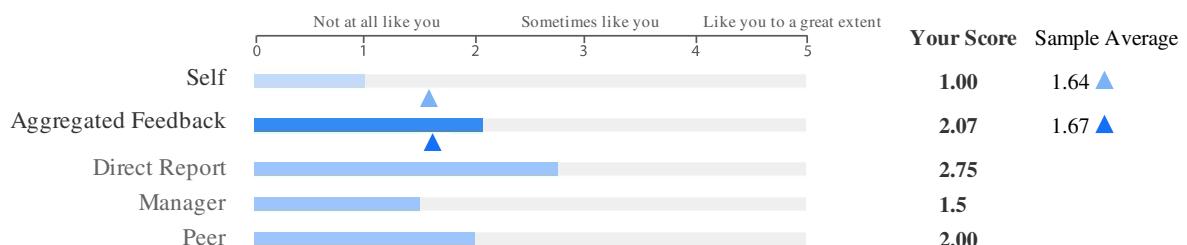
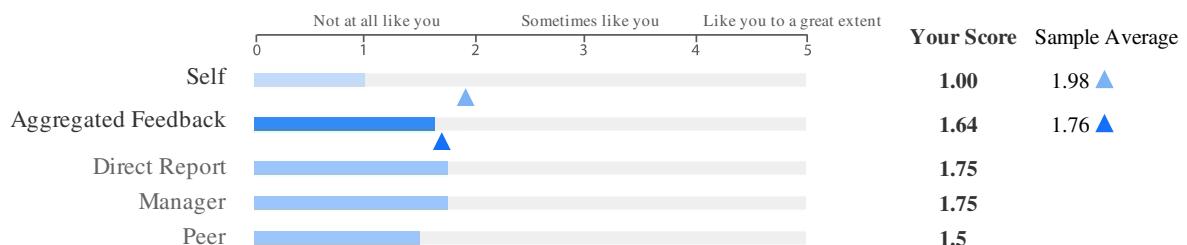
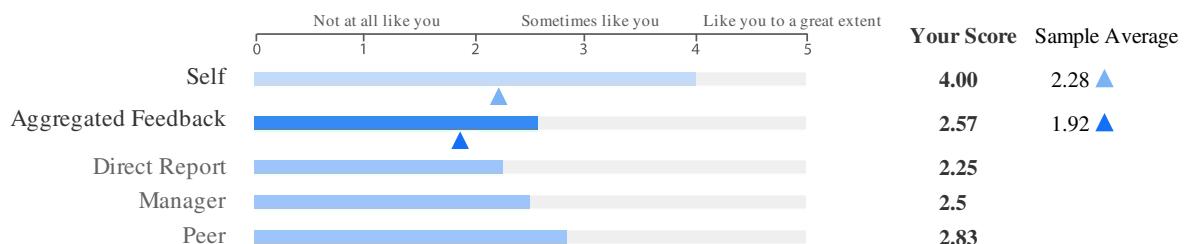
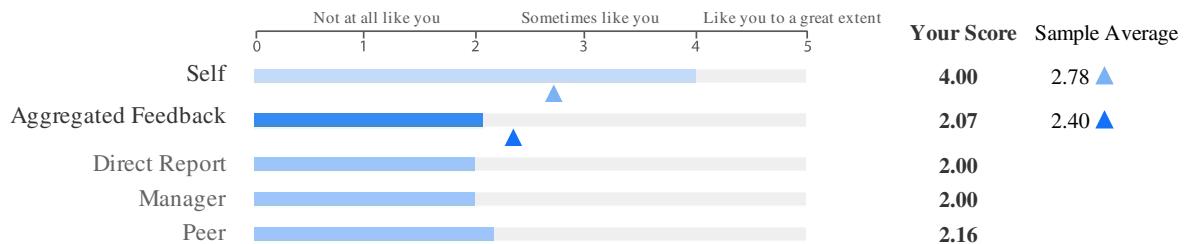


### Quick to find fault in other's suggestions

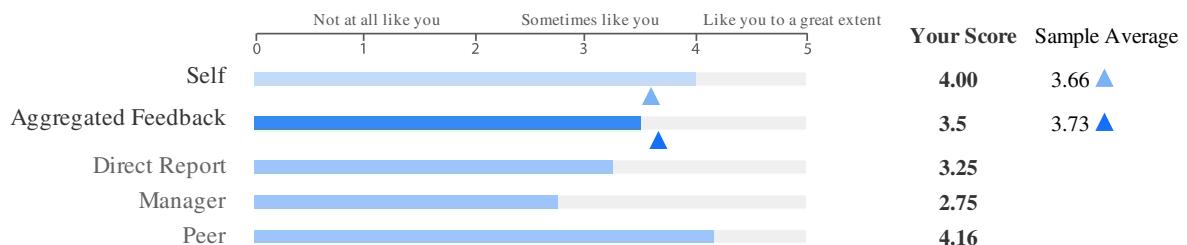


### Mistrustful

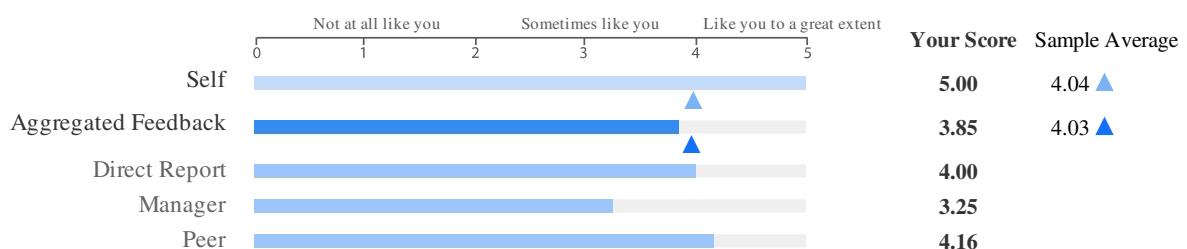


**Narrow-minded****Inflexible****Pessimistic****Stubborn****Skeptical**

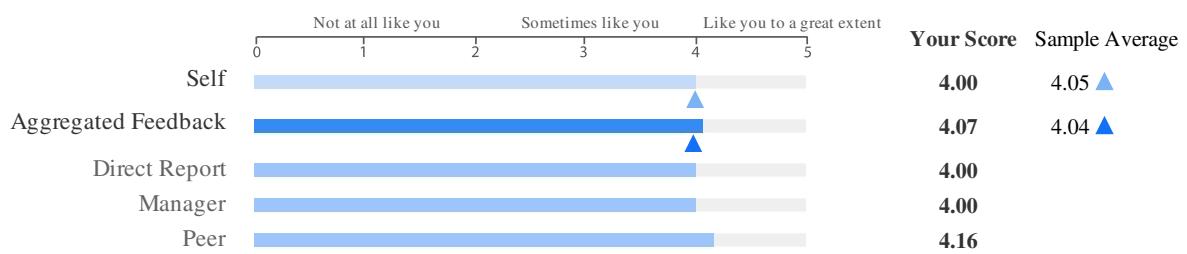
**\* Accepts criticism and acts on it appropriately**



**\* Open to doing things in new ways**



**\* Open-minded**



## Hostility

*Anyone can become angry - that is easy.*

*But to be angry with the right person, to the right degree,  
at the right time, for the right purpose, and in the right way  
- this is not easy.*

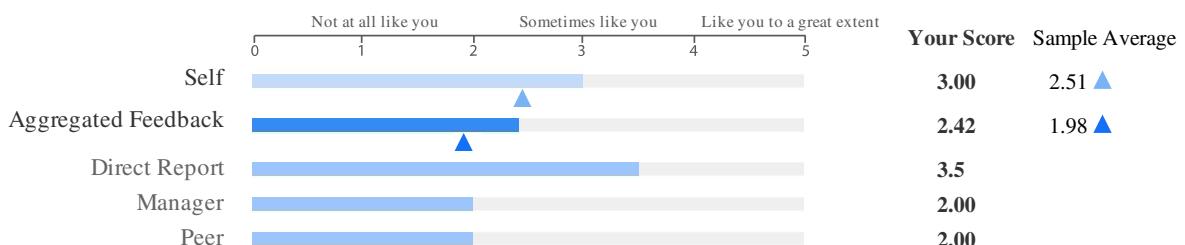
- Aristotle

The Hostility Scale measures the tendency for a person to become irritable and angry when things are not as they wish. Rather than finding ways to reduce conflict, they let their emotional reactions escalate the confrontation. They go on the offensive.

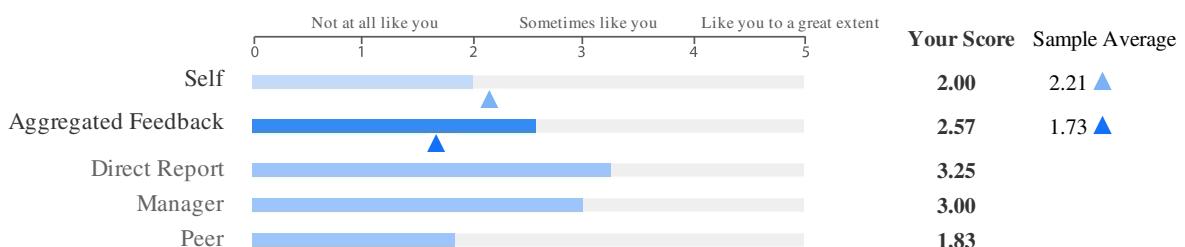
A low to average score shows the ability to tolerate life's ups-and-downs without losing composure and perspective. High scores reflect intolerance of people or situations that are not to their liking and respond by getting angry. They are big on blame and short on humility. They often feel offended and antagonized and justified to react to these "provocations" by becoming forceful and aggressive.

Research shows that anger and hostility are deadly for health and careers. Anger is the mortality factor in Type A personality, associated with heart attack and stroke. Anger is a career derailment factor; often the reason why fast-track managers are skipped over for promotions or are terminated.

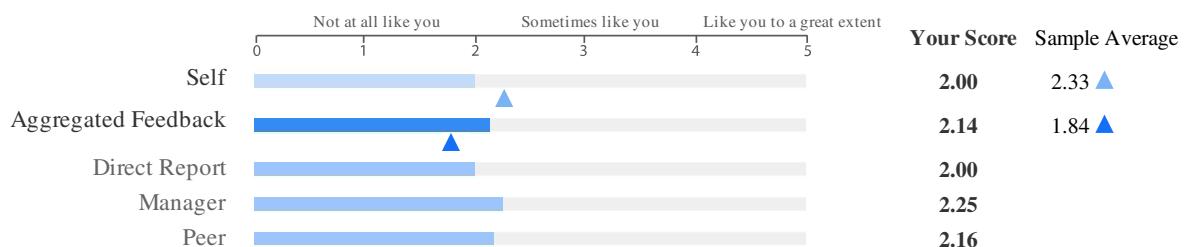
### Raises voice in disagreements



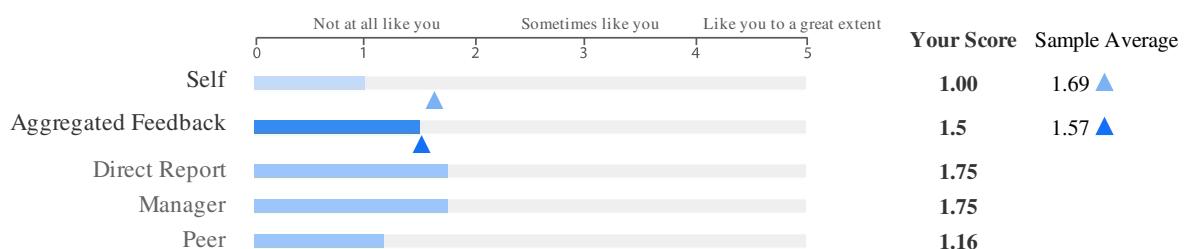
### Makes conflict personal



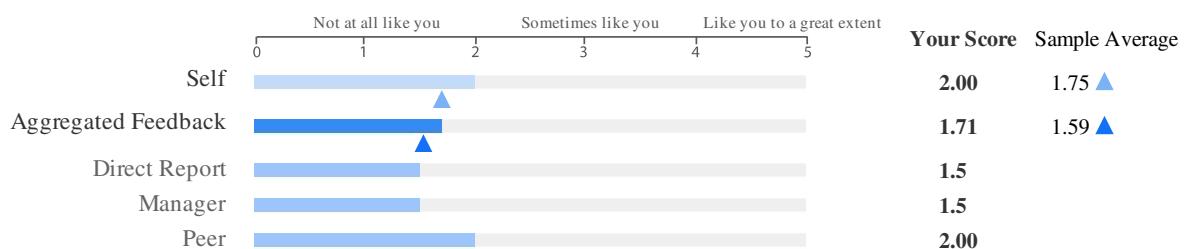
### Gets irritated easily



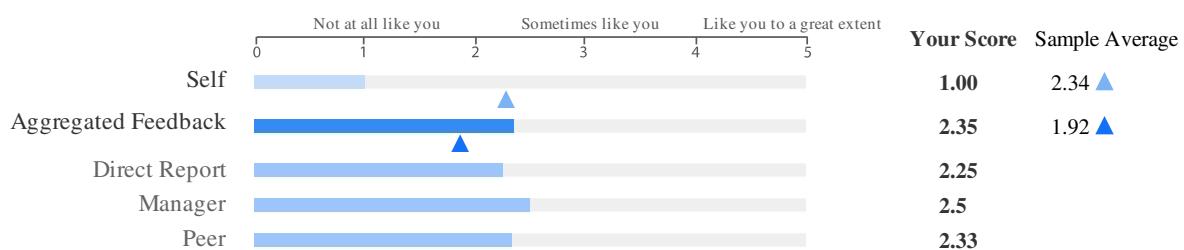
### Blames others for problems or mistakes



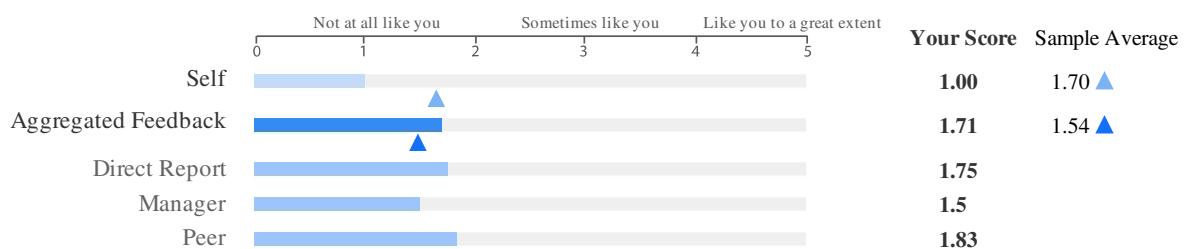
### Has heated conflicts and arguments

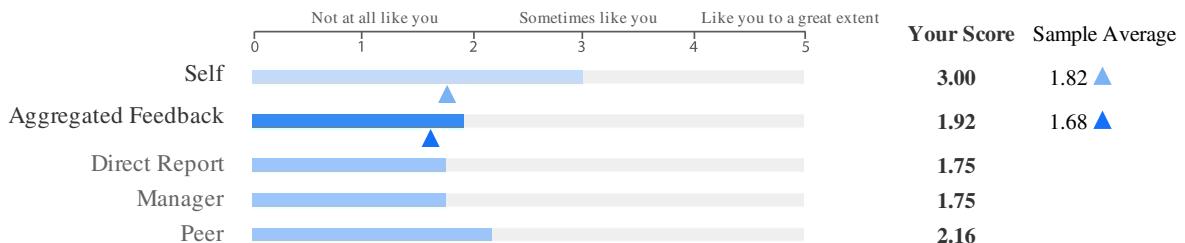
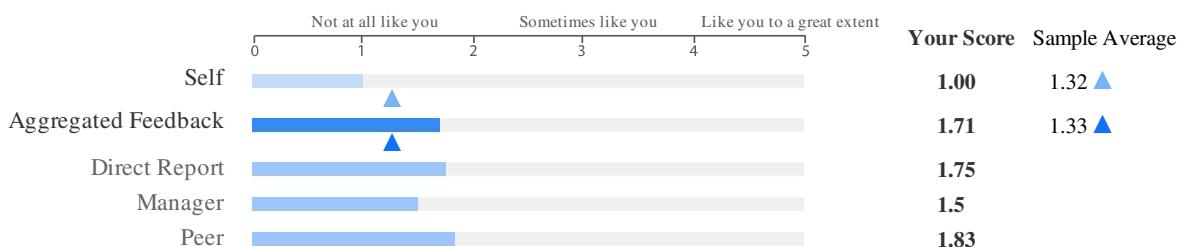
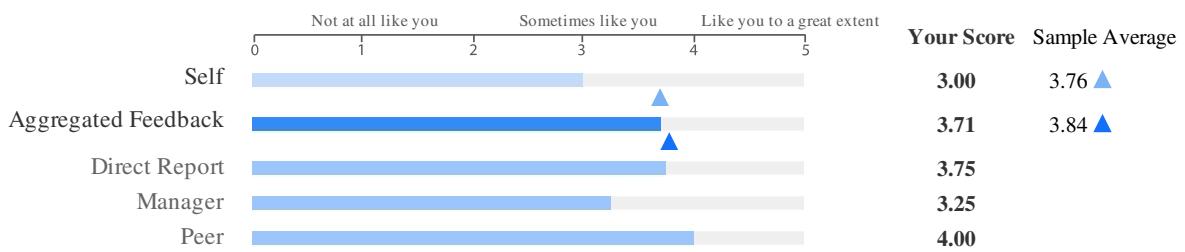


### Easily annoyed



### Quick to anger



**Confrontational****Hostile****\* Tolerant**

## Need To Control

*Great leaders never tell people how to do their jobs.*

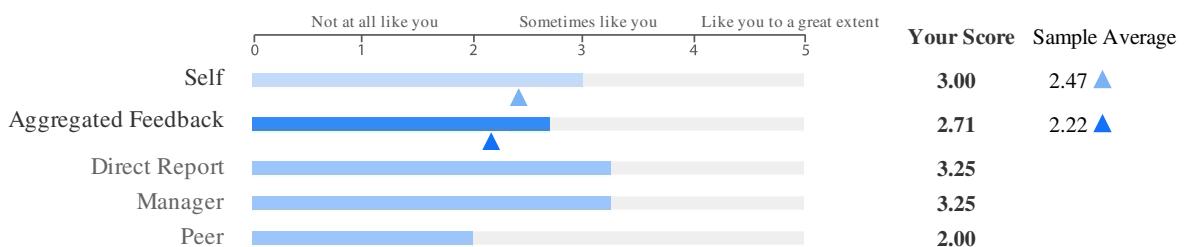
*Great leaders tell people what to do and establish a framework within which it must be done.*

*Then they let people on the front lines, who know best, figure out how to get it done.*

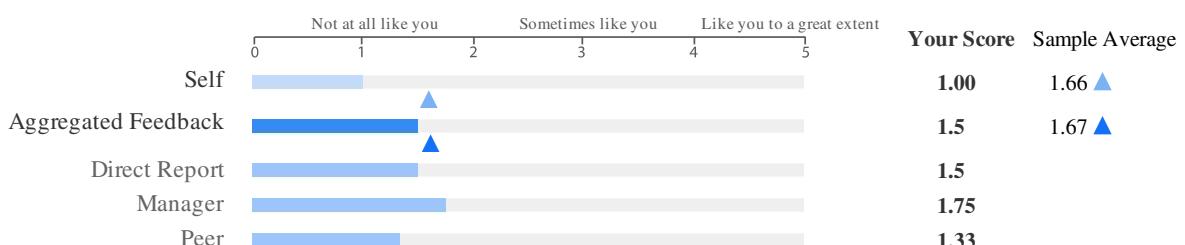
-General H. Norman Schwarzkopf

The Need to Control Scale measures the tendency to be authoritarian, adversarial, and pushy. Controlling people feel a need to dominate situations and exercise/flex their power and influence. They are opinionated and very direct in stating their opinions. They take things personally and make things personal - a counterproductive style for teamwork. Controlling people have difficulty cooperating.

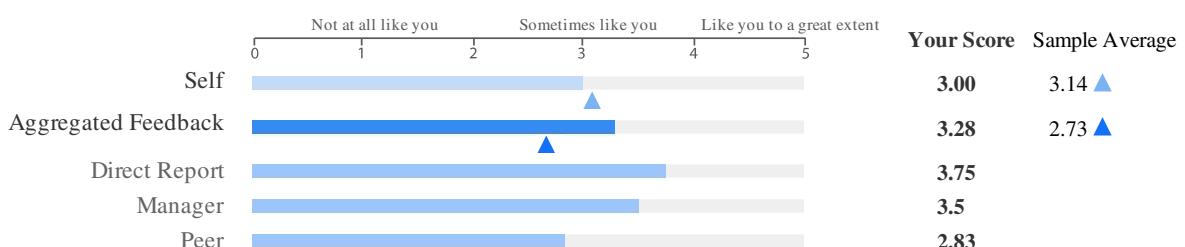
### Has to have own way



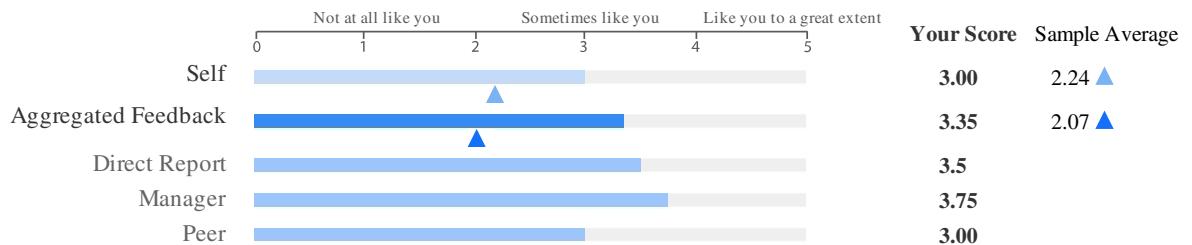
### Has difficulty collaborating



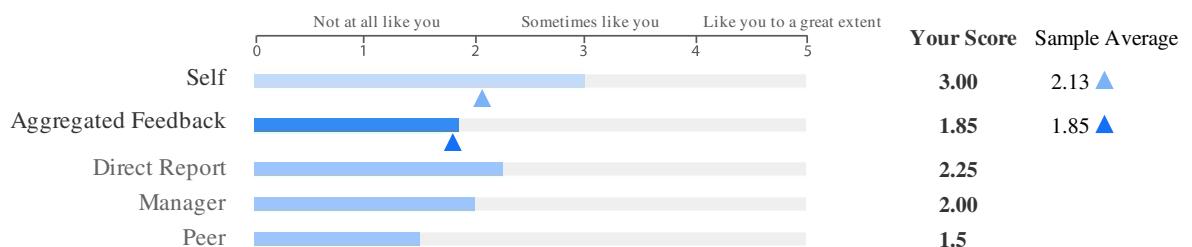
### Needs to be in charge



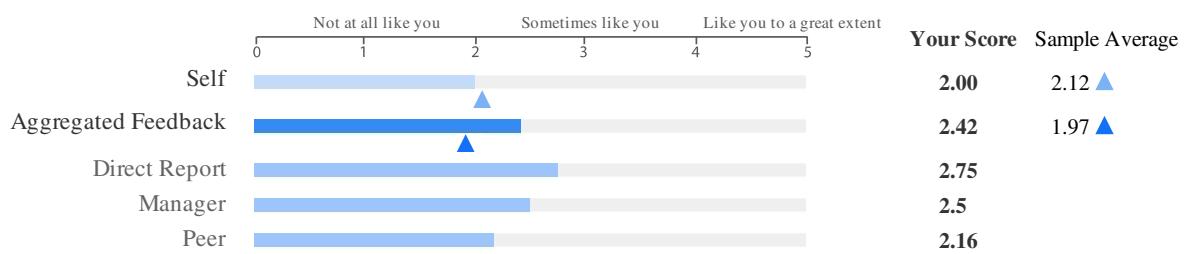
### Micromanages: wants to control everything



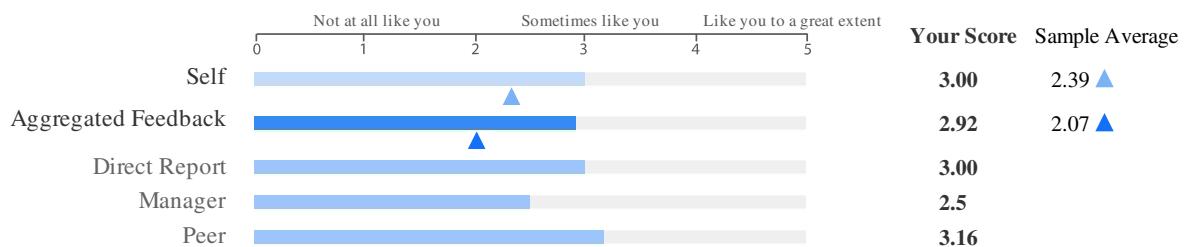
### Criticizes others



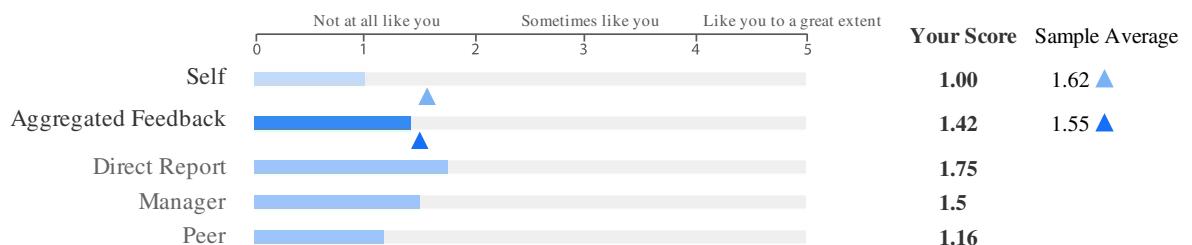
### Forceful, pushy

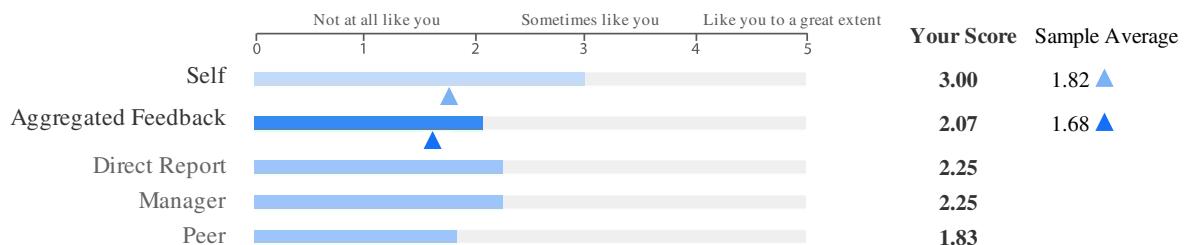
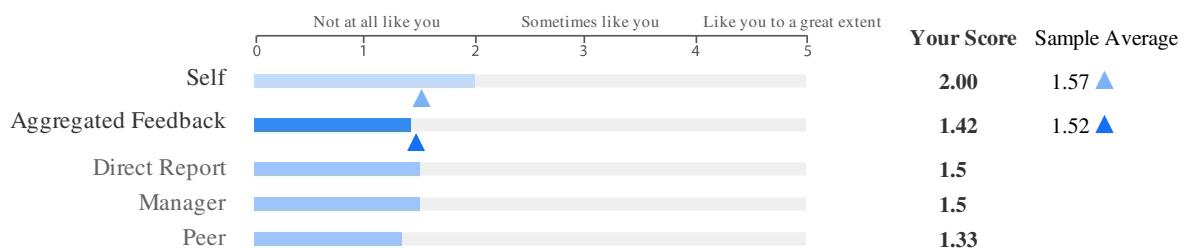


### Controlling, dominating



### Self-centered, egotistical



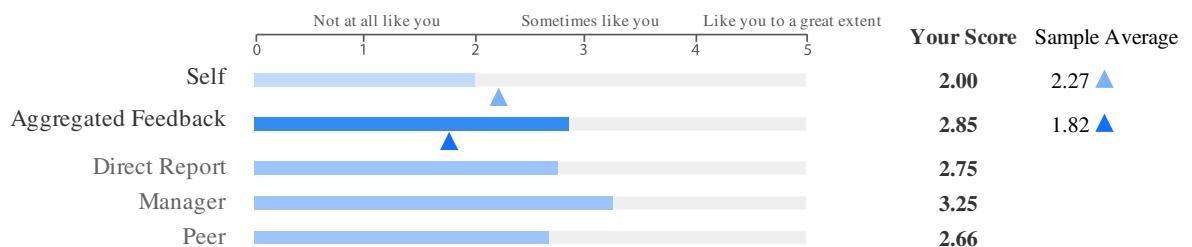
**Bossy, dictatorial****Arrogant**

## Competitiveness

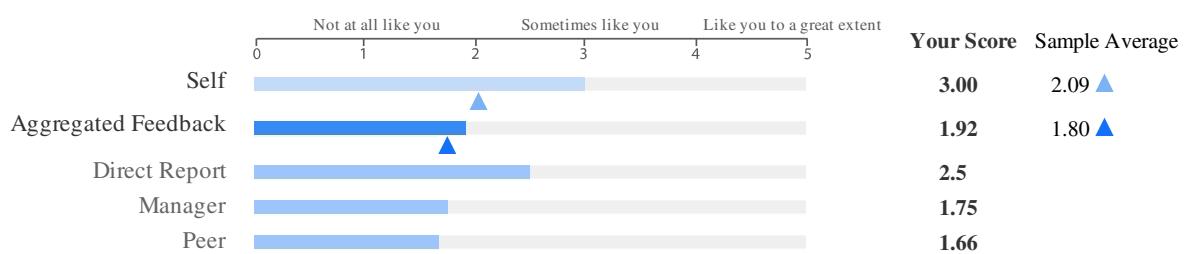
The Competitiveness Scale measures the need to compete with and outdo other people. While many forms of competition are totally appropriate and healthy, this scale measures the tendency to set up win/lose situations rather than create win/win scenarios. The ability to create win/win scenarios is essential for collaboration and cooperation.

Stephen Covey describes the win/win approach as one of the *Seven Habits of Highly Effective People*. That is because most businesses operate as teams and team members must count on others to focus on team wins—not individual victories. A focus on outdoing others and being the winner means that some others must be losers: not a good strategy for motivating others towards collaboration and high performance.

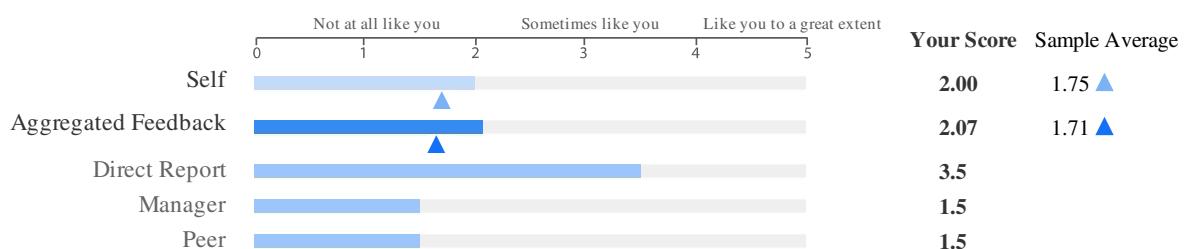
### Makes everything a competition



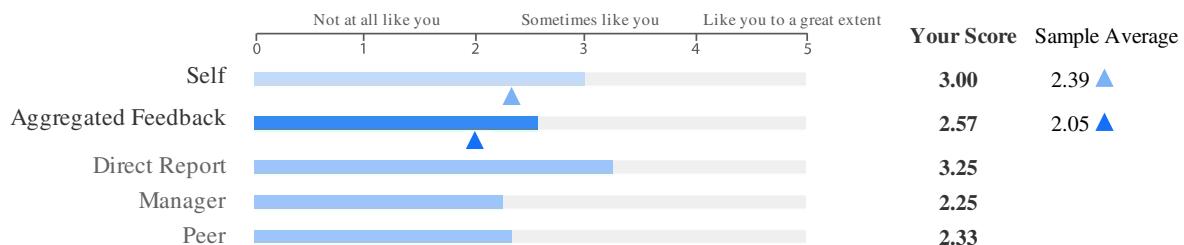
### Brags about winning



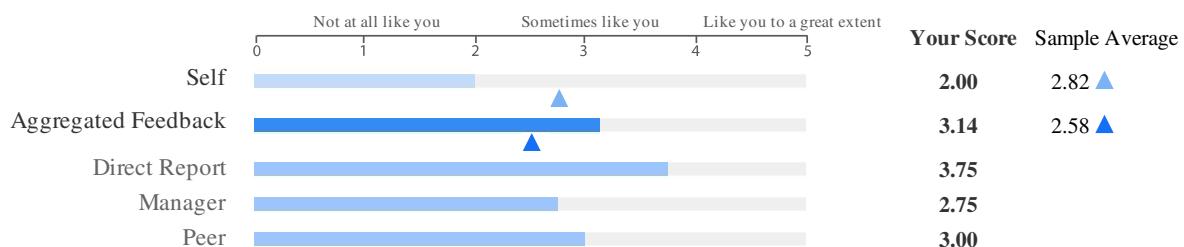
### Lets everyone know who won and who lost



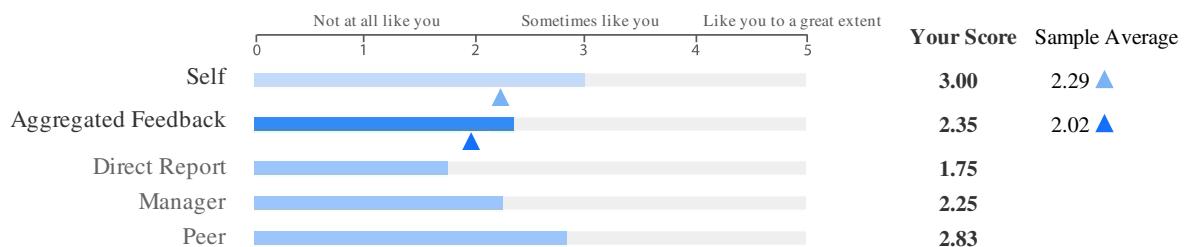
### Works to outdo others



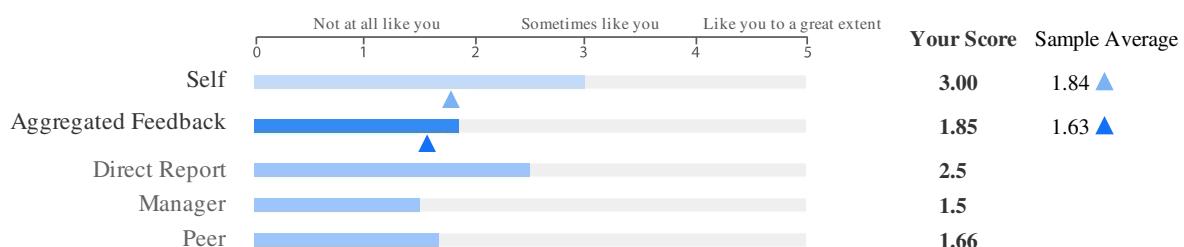
### Measures success by wins



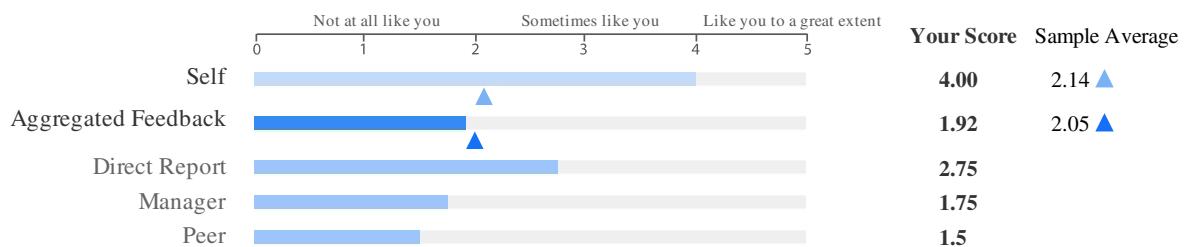
### Needs to bury the competition



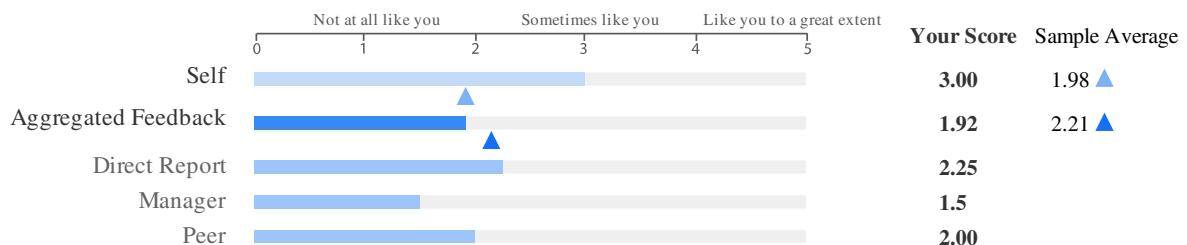
### Shows off



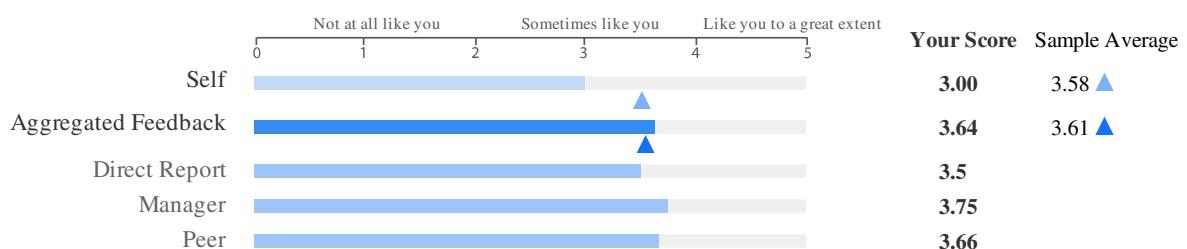
### Self-promoting



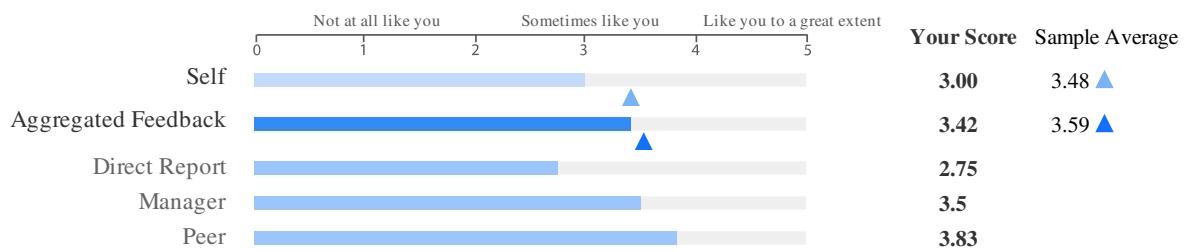
### \* Not competitive at all



### \* Humble



### \* Modest



## Conscientiousness

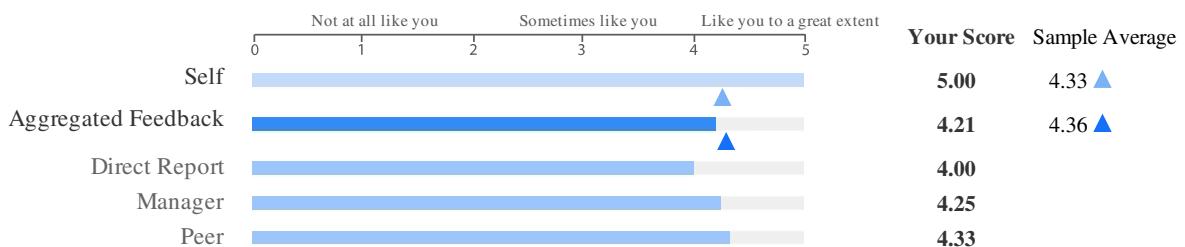
*Every difficulty slurred over will be a ghost to disturb your repose later on.*

-Friedrich Chopin

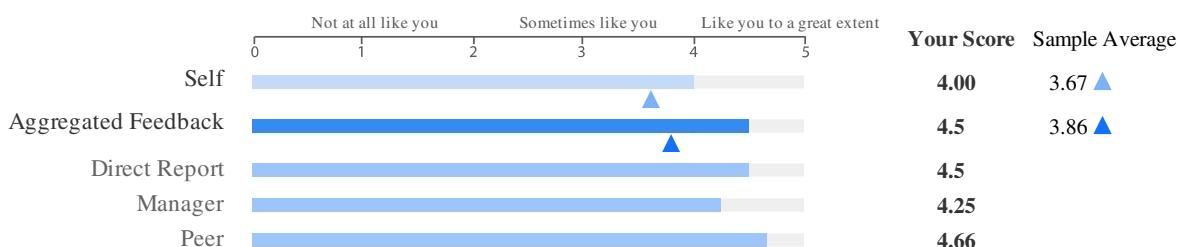
The Conscientiousness Scale measures the need to produce high quality results, to attend to details, and to want to do things the right way the first time. Conscientious people focus on their work and work very hard to achieve quality results. That is why professionals who are conscientious tend to be more effective on the job. At the extremes, conscientious can be problematic. Too much conscientiousness can lead to perfectionism and a sense that "good enough never is." Low scores suggest the absence of attention to details and a lack of discipline.

High scores on the Helpfulness and Sociability Scales are the perfect complements to conscientiousness. However, when accompanied by rigid and controlling attitudes, conscientiousness becomes part of the formula for a discontent micro-manager.

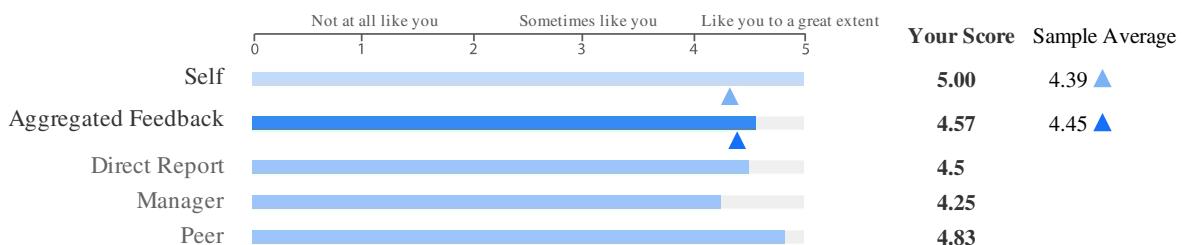
### Follows through and delivers on work commitments



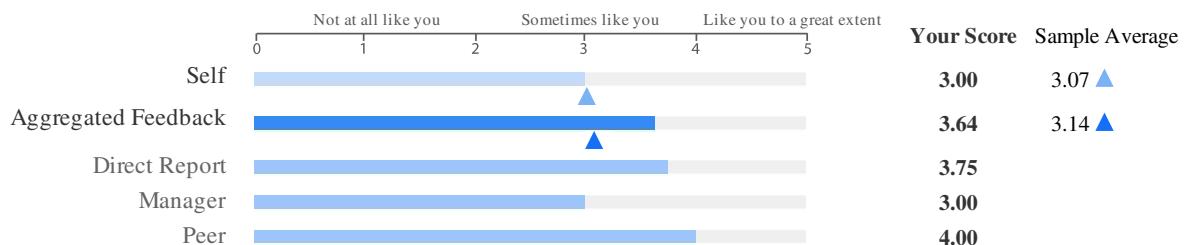
### Conscientious



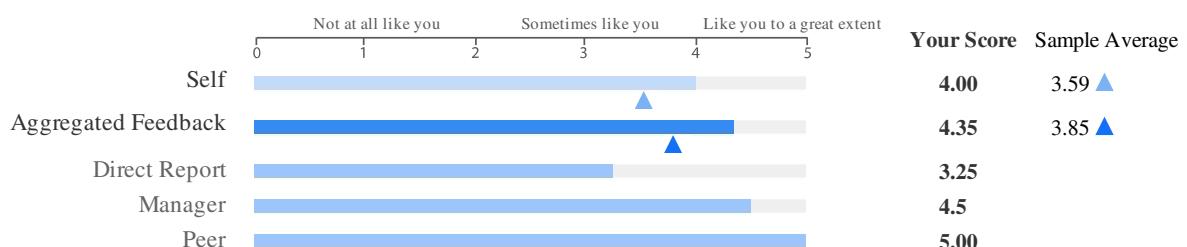
### Takes care to do a job well



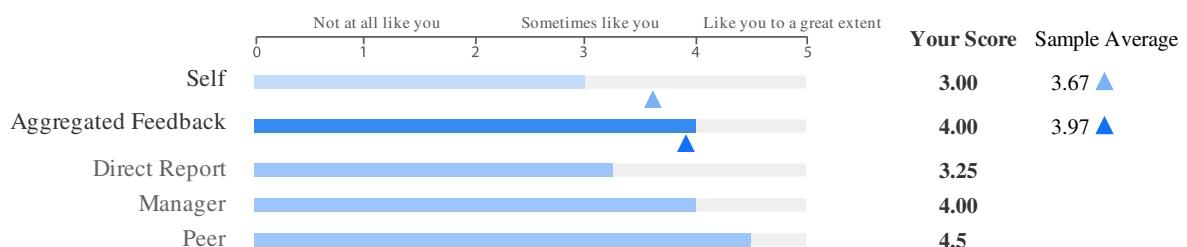
### Needs everything in order



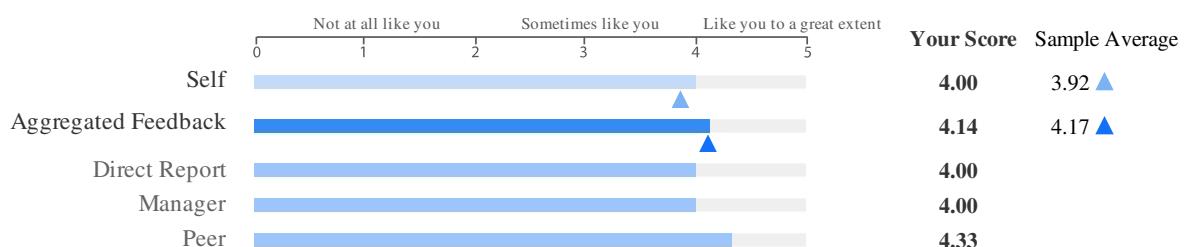
### Detail oriented



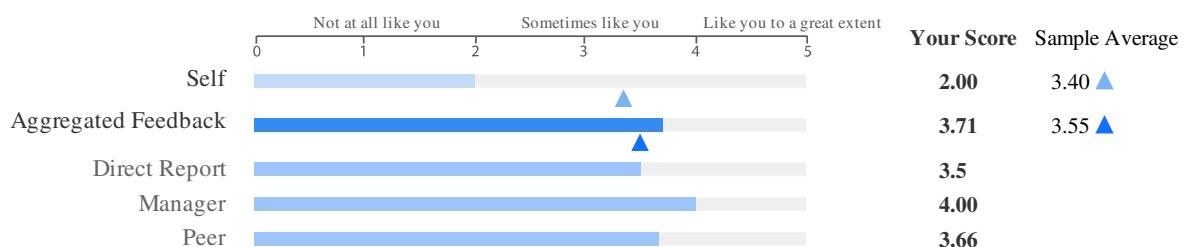
### Careful, precise



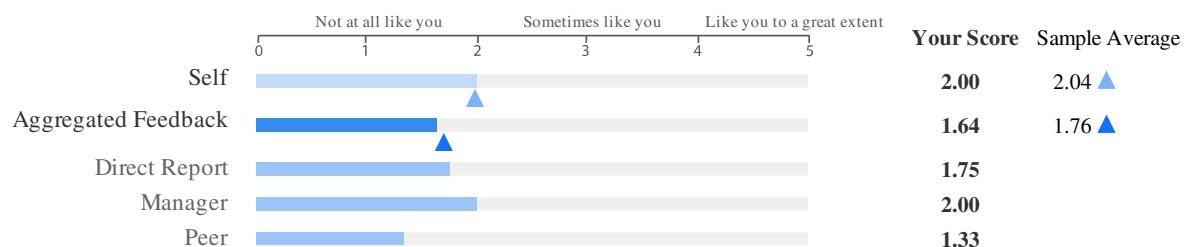
### Disciplined



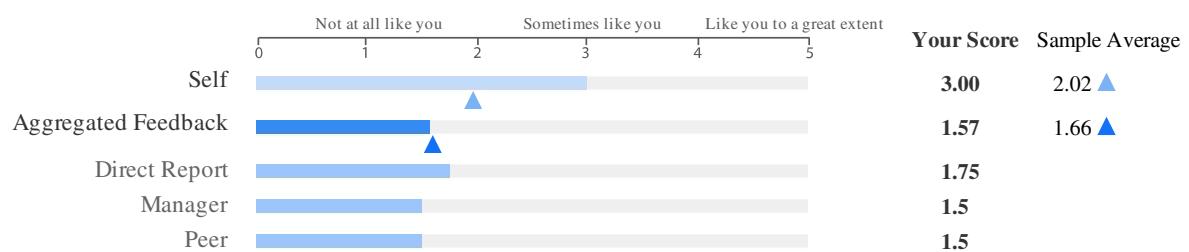
### Very deliberate



### \* Does not plan ahead



### \* Disorganized



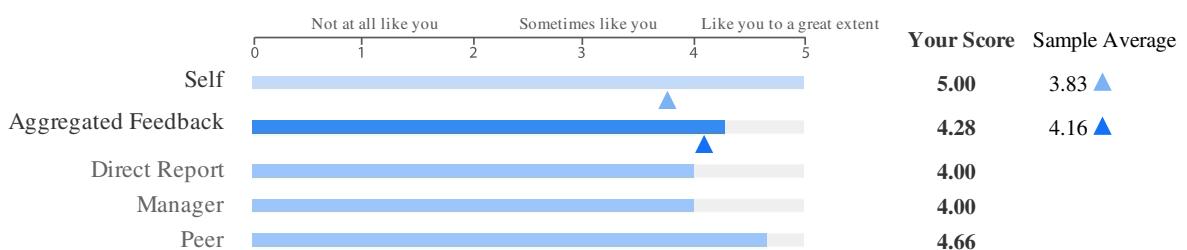
## Achievement Drive

*Inspiration is the impact of a fact on a prepared mind.*

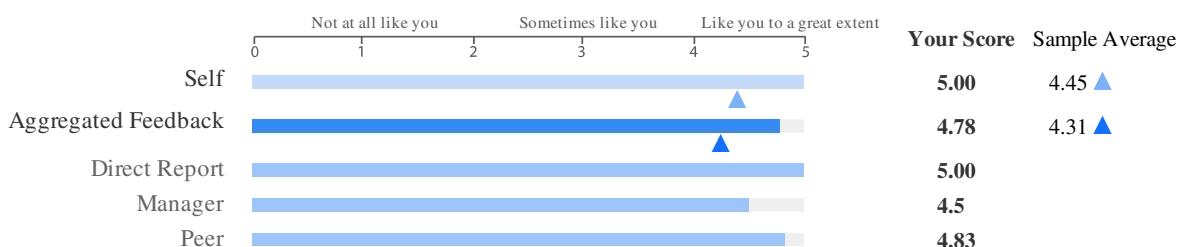
-Louis Pasteur

The Achievement Drive Scale measures interest in working on challenging tasks. High achievers are ambitious, self-directed, and passionate about their ideas and work. They are pragmatic and realistic, set stretch goals, and have clear ideas about their standards of excellence. Not surprisingly, high scores on achieving are associated with leadership and professional excellence and are strongly related to success and satisfaction at work.

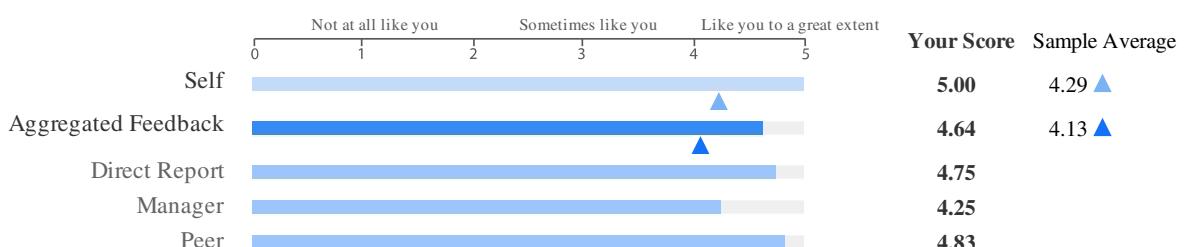
### Communicates with certainty



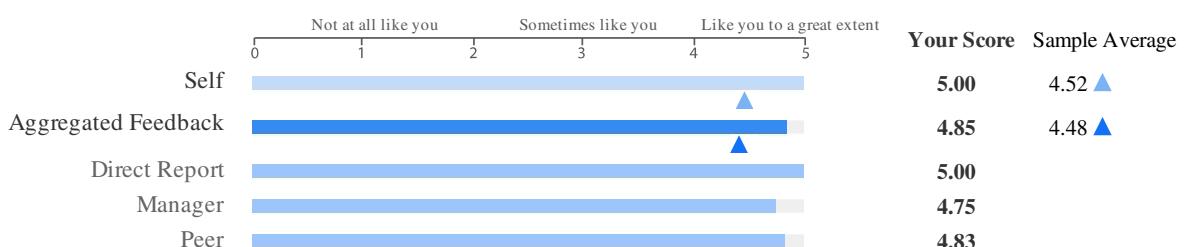
### Likes to learn

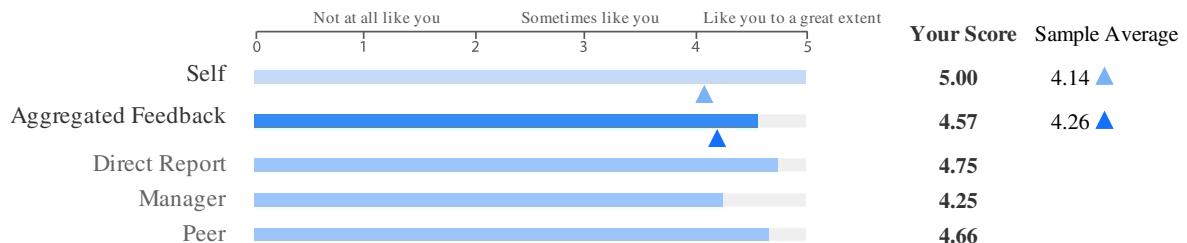
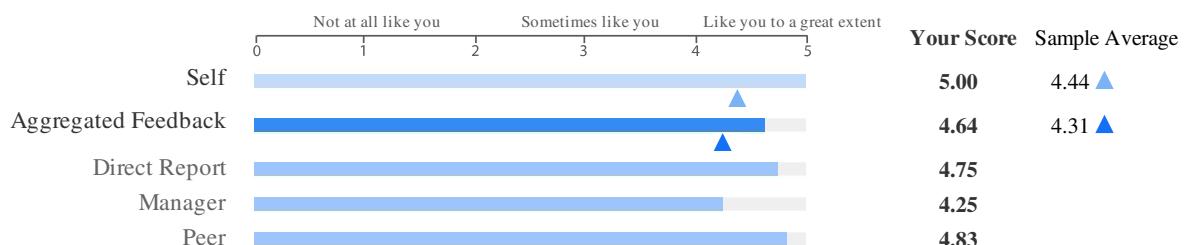
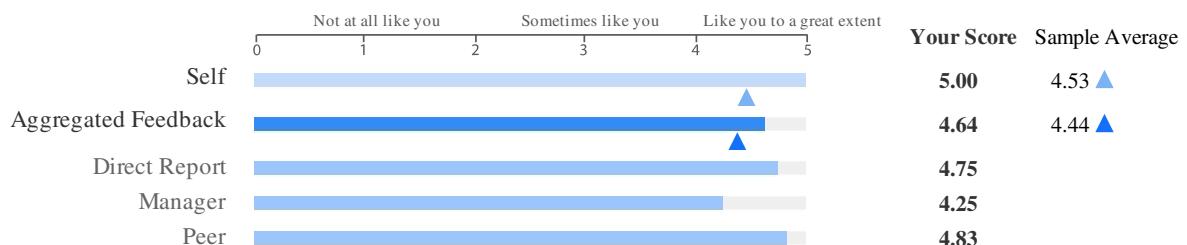
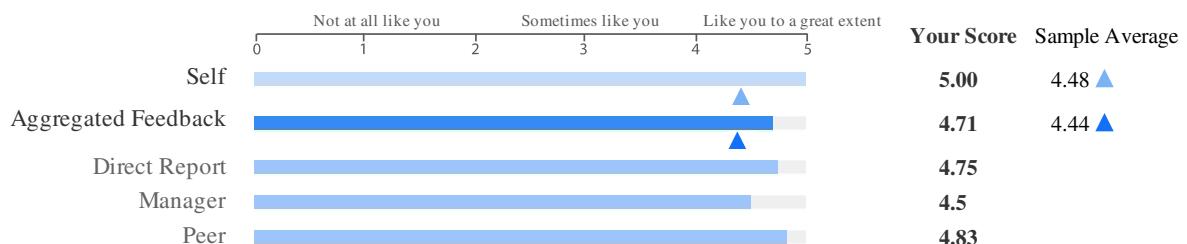
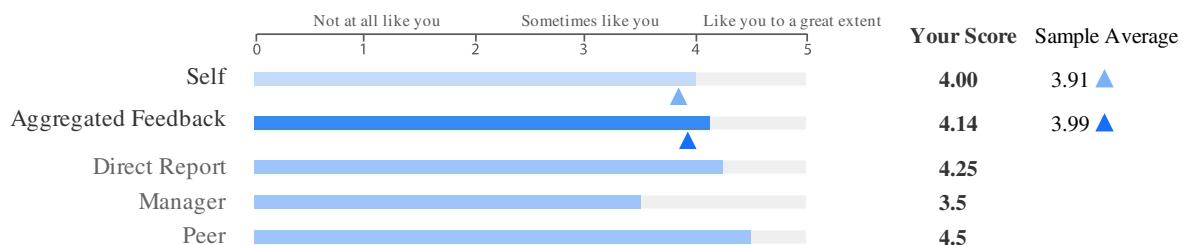


### Likes to solve complex problems

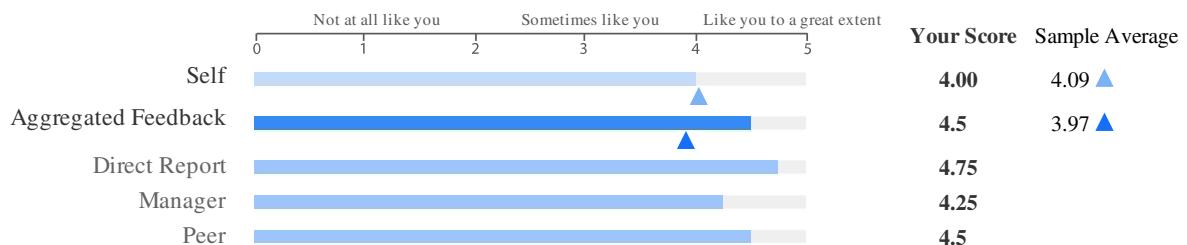


### Aspires to excel

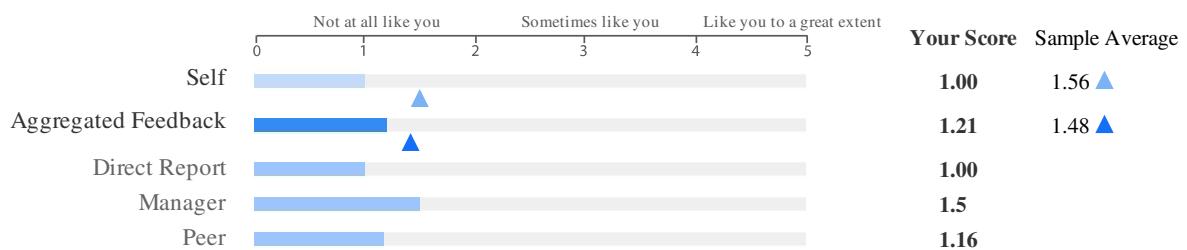


**Enjoys work****Likes challenges****Sets own high standards****Has high standards****Provides the right kind of leadership at the right time as situations warrant**

## Ambitious



## \* Does not seem interested in things



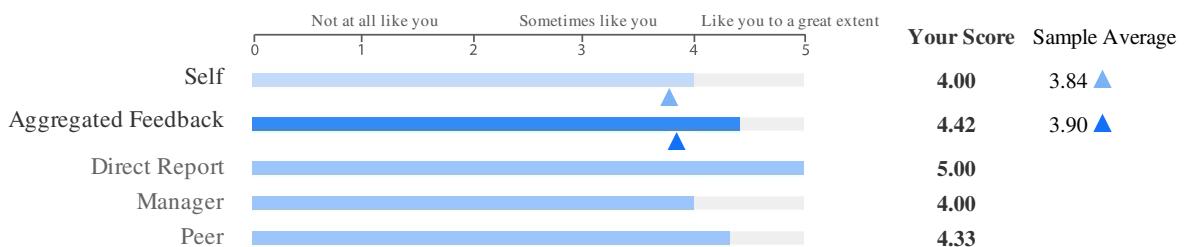
## Innovation

*Discovery consists of looking at the same thing  
as everyone else and thinking something different.*

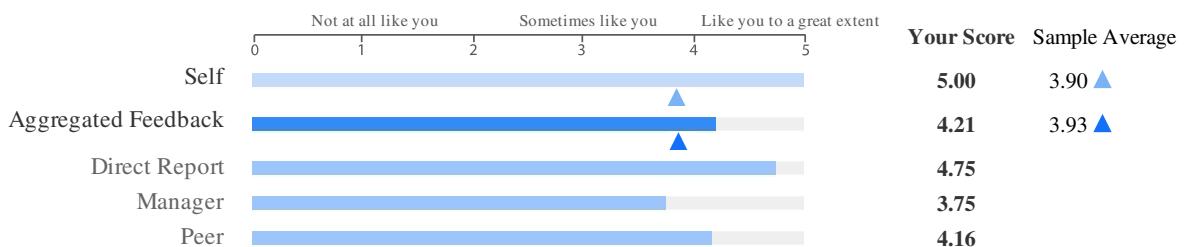
-Albert Szent-Gyorgyi

The Innovation Scale measures an individual's inquisitiveness, curiosity, and confidence to try new things. Innovative people are independent-minded and have a strong sense of commitment and satisfaction. They are interested in learning and seek out situations to develop their interests and knowledge. They are enthusiastic and highly motivated to turn possibilities into realities.

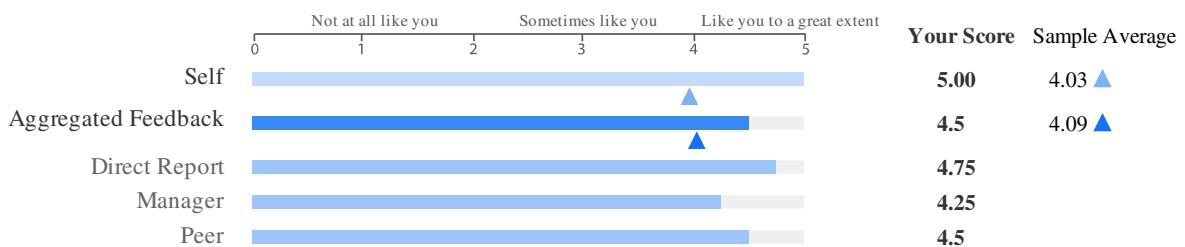
### Thinks out-of-the-box



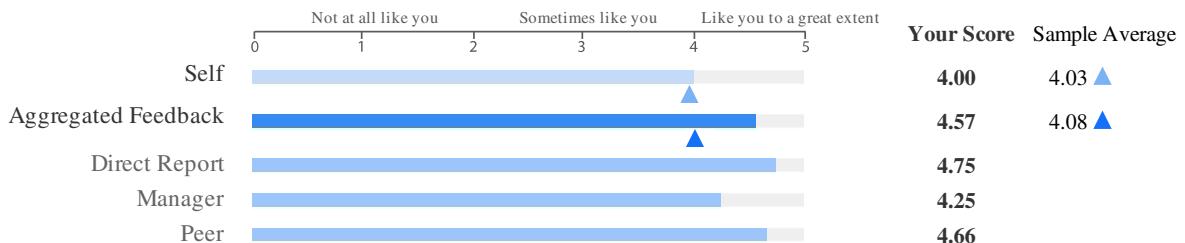
### Has visionary ideas about our business



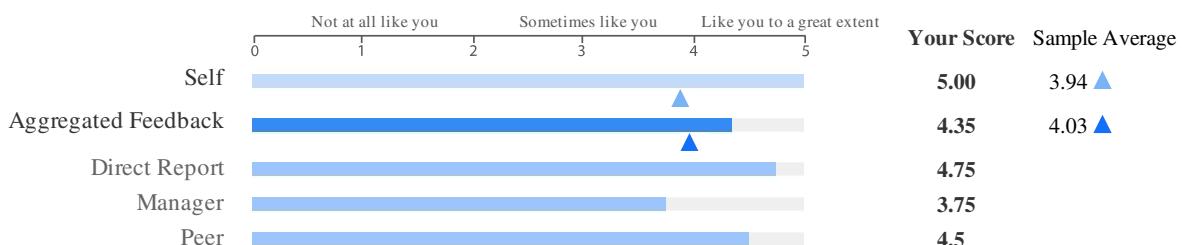
### Generates new ideas



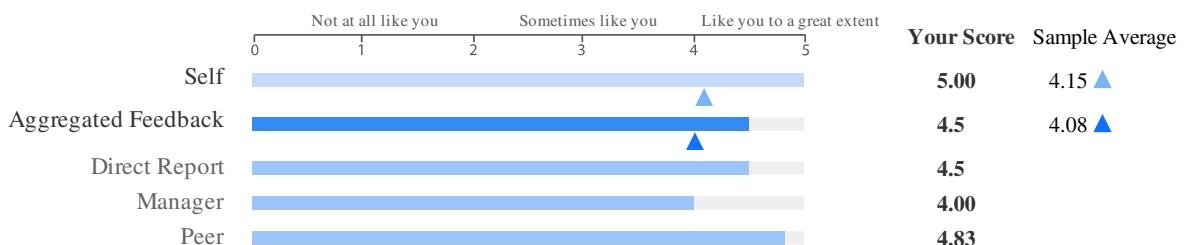
### Champions new ideas



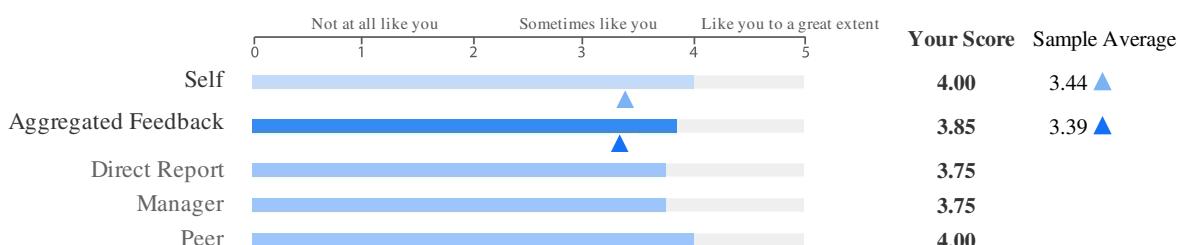
### Finds new, useful ways of looking at things



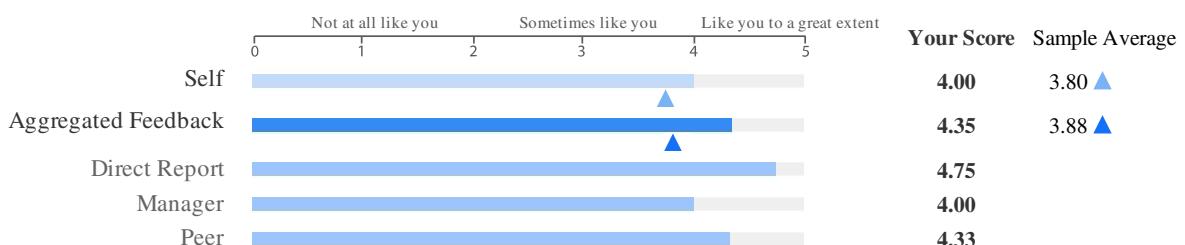
### Inquisitive, curious about things

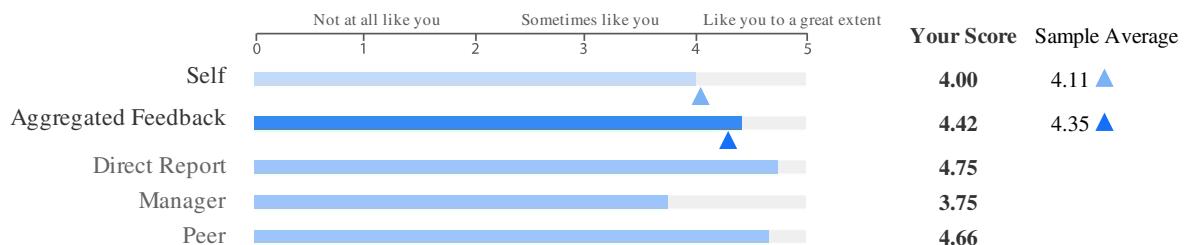
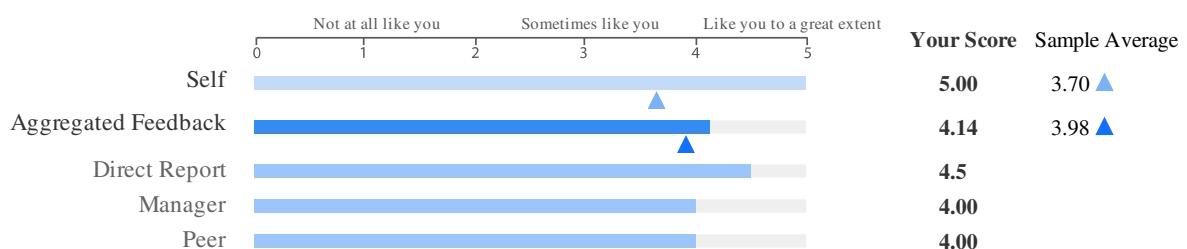


### An unconventional thinker



### Imaginative, creative



**Confident****Clever**

## Openness To Feedback

*The leader of the past was a person who knew how to tell.  
The leader of the future will be a person who knows how to ask.*

-Peter Drucker

Most leaders need feedback from team members to improve performance. Quality improvement efforts in leadership are no different from other quality improvement programs: feedback is essential for understanding where the system works well and where to make improvements.

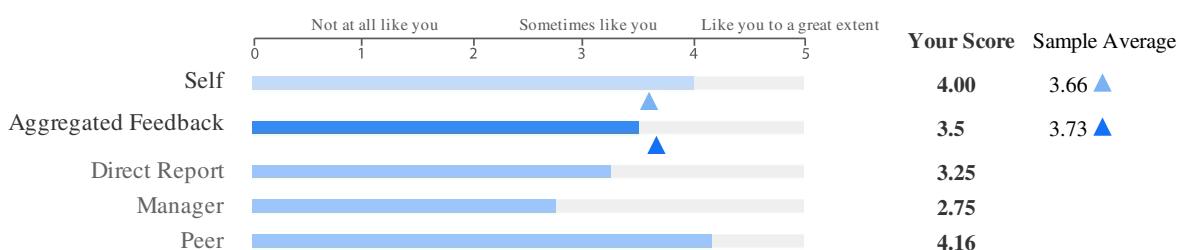
Research with 8,000+ Fortune 100 leaders who had received multi-rater feedback showed strong relationships between following up on feedback and success in developing leadership skills. (M. Goldsmith, "The Impact of Direct Report Feedback and Follow-Up on Leadership," 2006, at: [www.marshallgoldsmith.com/articles](http://www.marshallgoldsmith.com/articles)). After receiving their multi-rater feedback, leaders were asked to respond to direct reports by spending 5 to 15 minutes in a focused, two-way dialogue on leadership development goals, and to later follow-up with a few minute of dialogue with direct reports on their progress. Eighteen months later these results emerged:

1. 52% of the unresponsive leaders were rated as unchanged or less effective than 18 months earlier;
2. 53% of the responsive leaders who did not follow-up were rated as unchanged or less effective;
3. 66% of the leaders who did "a little follow-up" showed improvement;
4. 95% of the leaders who did "a lot of follow-up" were rated as dramatically improved.

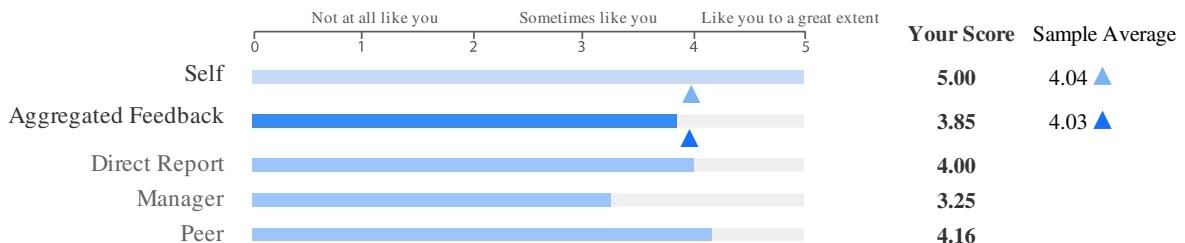
These are stunning results: ***being open to feedback about your leadership behaviors and conscientiously following up on the feedback almost always leads to dramatic improvements.*** And the time required for these dramatic improvements: a series of 5 to 15 minute conversations totaling about two to three hours of your time. Can you think of any more efficient method to radically improve your leadership?

Think about this research as you review your Openness to Feedback item feedback listed below:

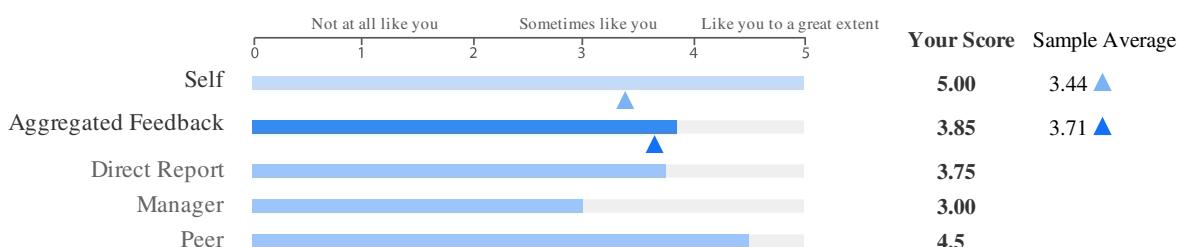
### Accepts criticism and acts on it appropriately



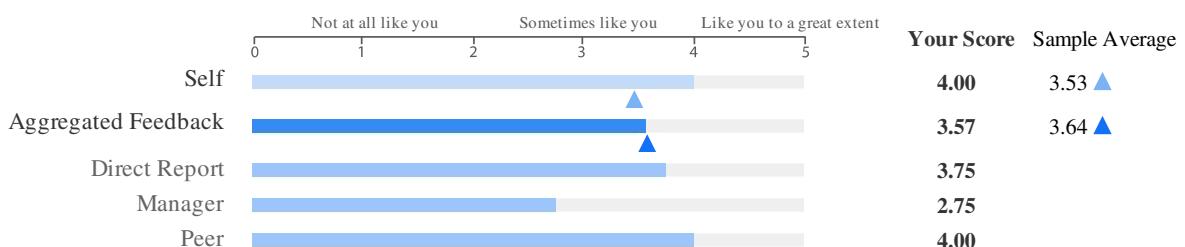
### Open to doing things in new ways



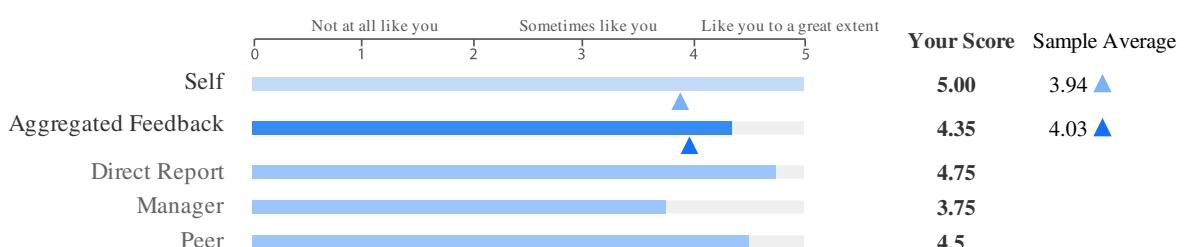
### Seeks out and listens to criticism



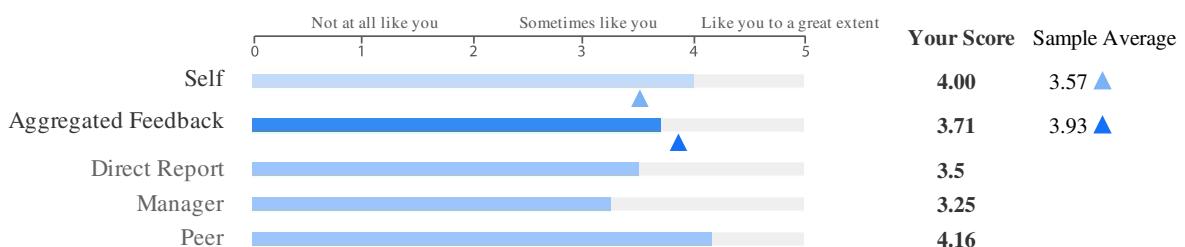
### Treats disagreement as an opportunity to view things differently



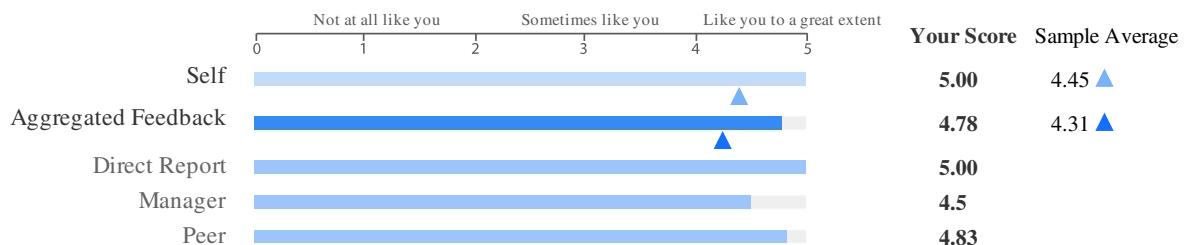
### Finds new, useful ways of looking at things



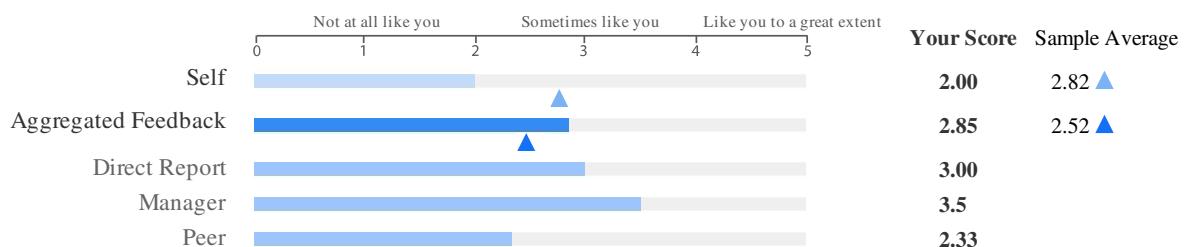
### Listens to others patiently



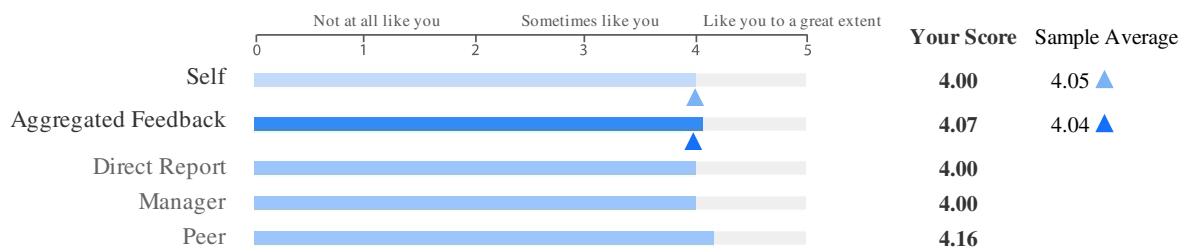
### Likes to learn



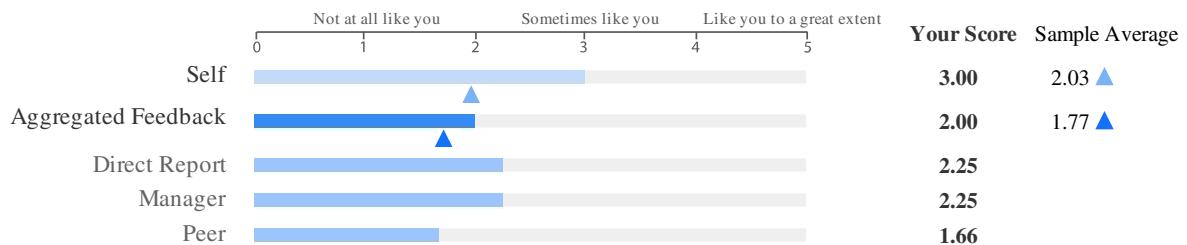
### Very concerned with what others think



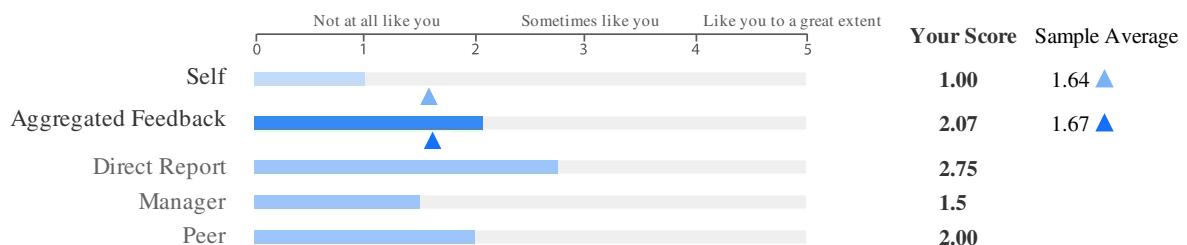
### Open-minded

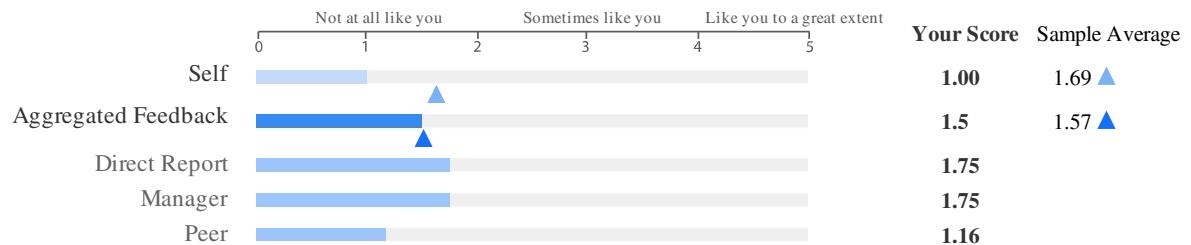


### \* Quick to find fault in other's suggestions



### \* Inflexible

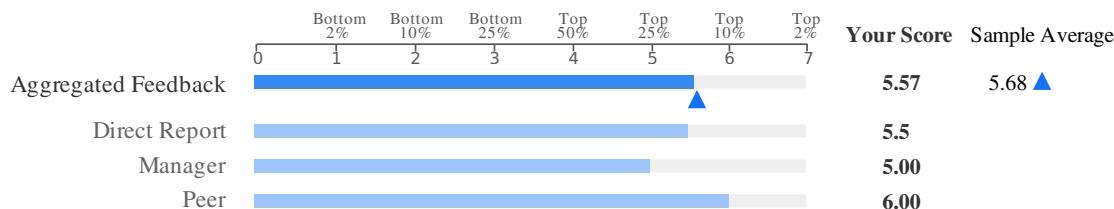


**\* Blames others for problems or mistakes**

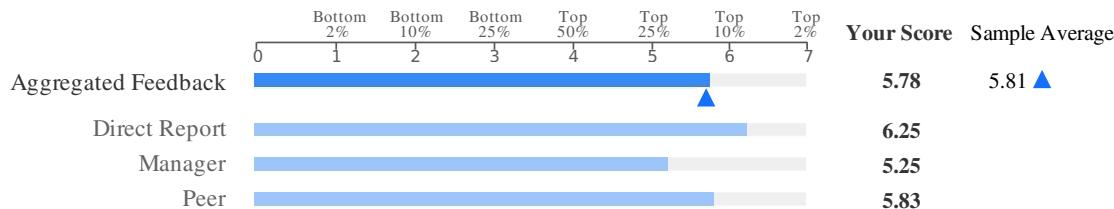
# Effectiveness Ratings

Your raters were asked to provide ratings on your effectiveness in the domains shown below. A 7-point scale was used for this section. Comments associated with the overall effectiveness rating are shown on the next page.

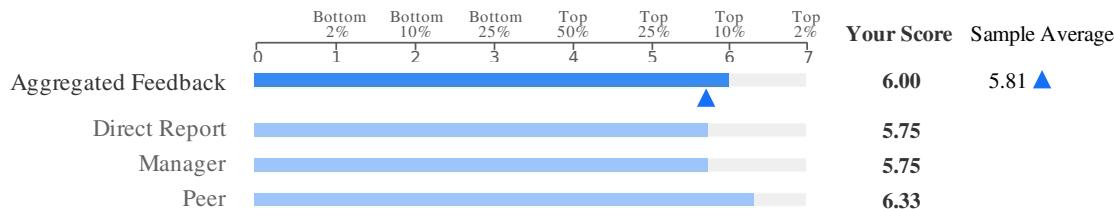
## Performance compared to others in a similar position



## Ability to get along with others

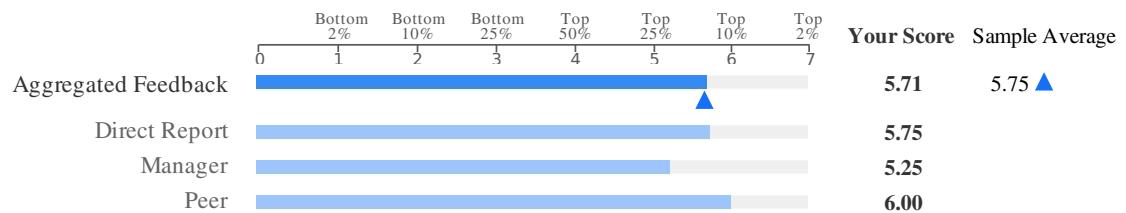


## Ability to produce results



## Leadership ability



**Overall effectiveness in his/her current job**

# Comments

This section of the report provides you the verbatim comments of your raters. Keep in mind that each comment represents the opinion of one person so it often makes sense to look for patterns that emerge across the comments.

To maintain the anonymity of raters (except Managers), this report combines comments from rater groups of Peers, Direct Reports, and other rater groups if there are fewer than three responses. The group is called "Combined rater comments."

**135. Your raters were asked to rate your overall effectiveness in your current job using a 7-point scale and then to explain their ratings. Your overall effectiveness score is 5.71. Their explanations of their ratings of your overall effectiveness are below:**

## Direct Report:

- Overall Kelly has great potential; she is warm caring, knowledgeable and seeks the help of others when appropriate. as she continues to grow in her leadership capacity, I believe she will excel.
- Kelly often delivers exceptional and thorough work taking into consideration all of the necessary components to produce a successful deliverable.
- Kelly gets things done and takes care to take people along with her during the process. She is above average in many of her job-related abilities.

## Manager:

- Kelly is very effective at getting the overall job done and motivating others working on the initiative. If given something to complete it is assured it will be done so thoroughly and with great attention to detail.
- Kelly's work ethic, attention to detail, and her team building skills put her in the top 10% for me.
- There is no one more focused on driving to a desired outcome than Kelly. If there is a challenging situation that needs to be actively managed to resolution, Kelly is the first person I would call. However, sometimes she has a difficult time bringing along others in the process, especially if they have not met her expectations in the past. To be a great leader, Kelly needs to rely less upon her personal contributions, and focus more on how to help others be great -- even when those individuals are not up to the task.
- Kelly's very capable.

## Peer:

- Kelly does a wonderful job pulling a team together to focus and deliver on a common goal. She is energetic and maintains a positive attitude. One of Kelly's best qualities is her ability to listen. She empathizes with others and builds very strong relationships.
- I worked closely with Kelly on a very difficult project. She went beyond what should be expected to satisfy unreasonable client expectations. She encouraged people to publicly recognize each other's

strengths and understands that it doesn't cost anything to make someone feel good. She has also reached out to me to help me become more strategic on my engagements, arming me with tactical approaches, which I really needed some help with. They were practical and had an immediate impact to me and my client.

- Kelly does an exceptional job in project management of a team and delivering to the client.
- Kelly has been instrumental in the success of the project we were involved in. She showed leadership, mentorship, and worked diligently on the completion of her tasks. She served as a great example of how a manager should act on a large size team.
- Kelly is an invaluable team member and I've witnessed her maintain extremely high performance for a prolonged period with a difficult client and demanding project schedule. Kelly's consistent determination to get the job done right, sets the bar high for her client and project teams.
- Kelly provides so much energy and enthusiasm that it can be infectious. Kelly is a constant professional, has great ideas, and really leads and motivates our team.

**136. What are the strengths of this person's leadership? What do you most appreciate or respect about him or her?**

**Direct Report:**

- Kelly's sense of empathy is uncanny and her energy is unmatched.
- She knows exactly what she wants in her career and she will do everything in her power to achieve those goals.
- I respect that Kelly is easy to approach and a good listener. She helps problem solve in the most fair way possible and seeks a resolution that accomplishes the decided objective.
- Kelly is a very motivating leader and she is very detail-oriented. She is not afraid to get her hands dirty and works alongside those she is leading and she provides clear vision for work she leads. I most appreciate her positive outlook and enthusiasm

**Manager:**

- - Her ability to relate to and motivate others, inspirational - Understanding how to complete an objective with the personalities involved (client, contractors, colleagues) - Unending enthusiasm and passion for the work to be done - Integrity
- Attention to detail Makes work fun Very friendly
- Kelly can make the most mundane situations fun - she is innately effervescent and has a wonderful sense of humor. Kelly is also well skilled at assessing highly complex situations and breaking them down into finite, achievable steps to resolution. She actively reaches out to others to encourage them through trying times.
- Enthusiasm.

**Peer:**

- Kelly is detailed oriented and committed to delivering high quality. She will do what it takes to get a job done, extra hours, research, working closely with others. Her client deliver is exceptional. No task is too large or too small for Kelly. She will roll up her sleeves and dig in. Kelly is a people person. She works well with others. She is an active listener. She listens to understand and relate. She also takes the time to follow through.
- Awesome sense of humor and optimistic view but not blind to reality. Chooses how to deal with situations and keeps things in perspective. Doesn't tell everyone they're right - gets facts and not afraid to tell co-workers when they're wrong and how to respond. Makes it ok to be wrong.
- No fear of accountability, contagious energy and ability to get all individuals involved in the conversation/effort. I respect Kelly's "engine" and willingness to take on tasks that may not necessarily be important to her but that she knows are important to the client or overall success of the team.
- She is driven, motivated and competitive. I really respect her willingness to help out and do everything in her powers make the project a success.
- Kelly sets a great example. She's able to hold others on her team to a high standard because consistently maintains extremely high quality in her own work. She is also excellent at building a positive team environment, both with her clients and consulting team. She has a knack for providing a timely and meaningful word of encouragement to her team when most needed.
- Kelly provides a lot of great ideas, but her best strength is her energy and collaboration. Kelly wants

everyone to get involved in every conversation, and looks at everything in as positive a light as possible.

**137. If you could change one thing about the way this person leads or interacts with you, what would you change?**

**Direct Report:**

- Kelly should not focus on things that are beyond her control, she should focus more on things that she can influence.
- I wish she would listen to other people's ideas/opinions more.
- n/a
- At times Kelly has so much going on inside of her head that it is difficult to stay focused on one topic.

**Manager:**

- I would suggest she focus on time management and more frequent communication. If owning a task it's helpful to know if there will be a delay in meeting a deadline and what that new deadline may be. I would also encourage Kelly to delegate more responsibility to her charges and help them grow.
- I would like to see Kelly be more self-confident and just charge ahead with developing her skills.
- I would encourage Kelly to identify hallmarks of excellence / role models that she would like to aspire to and focus her energy towards those goals. I would encourage Kelly to focus less on those situations or individuals that she has no ability to change, and find a way to lessen their effect on her.
- I'd like her to speak her mind more.

**Peer:**

- I would encourage Kelly to communicate on a more regular basis. While Kelly has strong attention to detail and commitment to high quality, this can sometimes take longer than expected. Kelly needs to communicate progress through out the assignment to give her team confidence that it will be done on time.
- I think Kelly may have her guard up until she gets comfortable so not everyone gets to find out how wonderful she is.
- I would ask Kelly to push more tasks out to team members and not take so much on herself. Although it may seem like others are not picking up the slack or making the extra effort, they respect her and will do the extra work if she asks.
- Sometimes Kelly's dogged attention to detail can distract focus from more pressing/urgent tasks.
- Based on my interaction with Kelly, there is nothing that I would have her change.

**138. What behaviors do you recommend this person stop to be more effective as a leader?****Combined rater comments:**

- Part of a leader is helping resources grow and do their job to the best of their ability. She needs to provide more leadership / mentoring /guidance / feedback.
- n/a
- I feel like Kelly was upset and took it personally when she wasn't involved in all conversations or asked to attend meetings. I think Kelly took it as a personal attack on her skills and her work. This was not the case at all. While I felt that Kelly's feels were hurt, I never heard from her. I would encourage Kelly to reach out (verbal or written) to me with her concerns or suggestions so we can improve the overall process and working relationship.
- Similar to last question...stop over-allocating yourself with tasks that may not be the most valuable to you and your role. Also, (try to) mask your emotions so it is not apparent when you are getting frustrated with a situation.

**Manager:**

- Stop taking work and feedback personally (this has improved greatly in the past 6 months). Stop being so hard and critical on yourself. Stop spreading yourself so thin - involvement in many activities is great but can result in lack of time and depth for those you are accountable.
- In certain cases, I think Kelly needs to delegate more and hold people accountable.
- On occasion, Kelly allows herself to be measured against superficial expressions of success (example: a competition for who's the most liked), and this diverts her usual positive energy into non-value cycles. Kelly can instead focus on what actions she can take to drive what she wants as an intended outcome (stop worrying about the actions of others that are outside her control).
- Open communications.

**139. What behaviors do you recommend this person start to be more effective as a leader?****Direct Report:**

- Kelly should continue to be positive in her outlook and incorporating teams of people to accomplish task. She should not be afraid to delegate more.
- n/a
- Kelly should start interacting with more people on an informal basis throughout the firm to establish her reputation as a sound project manager and to "sell herself" and her past experiences and how those could be leveraged on projects.

**Manager:**

- Start prioritizing activities to be involved in (internal, client, practice, social, charity, etc...) and be selective in those you contribute to. Start accepting that others complete tasks in other ways, be open to subordinates ideas/format/changes (i.e. do not do a total rewrite of a deliverable unless totally necessary). Start managing scope/time better to hit deadlines/budgets.
- Delegate more, hold people accountable, and use these opportunities to teach others.
- Kelly is generally a very positive, upbeat person and can coach others to drive to a desired outcome, and organize the team to play to individual's strengths. When faced with a situation that she does not agree with, Kelly needs to diminish poking holes in the current situation, and instead focus on championing the direction that she wants the team to go.
- Open communications.

**Peer:**

- Kelly is such a good listener during personal conversations. She really cares about her team and will do little things to show her appreciation. I think Kelly can apply this to work situations. During meetings, many times Kelly dominates the conversation. She has a vast understanding of the program and the progress to date. She has outstanding thought leadership, however she can intimidate others and prevent them from sharing their ideas. I would like to see Kelly encourage others to talk and help them lead. Kelly has proven to her team that she can lead them, she has an indepth understanding of the project - but can help coach and mentors others by letting them be the voice in the meeting.
- More mentoring? I'm not really sure.
- Start being stingy with your time to make sure that the discretionary items on your plate are really what you want to be doing.

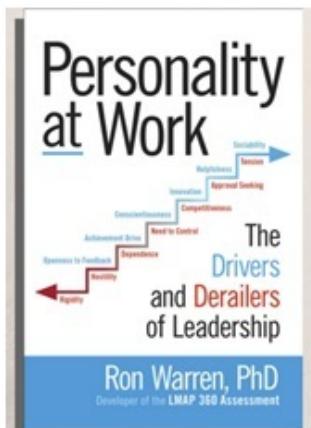
**140. What behaviors do you recommend this person continue that add to their effectiveness?****Combined rater comments:**

- She is very energetic and does everything in her power to make everyone as excited / energetic as she is.
- n/a
- Care .... Kelly goes above and beyond for her team. She cares about her team members and wants to recognize them for their success. Kelly did an outstanding job of this with a recent client. For such a long engagement, Kelly made sure that team members were recognized throughout the project in a creative and fun way. She also ensured that HR/Performance Managers were aware of this recognition.
- Continue what she's doing just let others know how capable she is. And fun.
- Continue being genuine, caring about people, and recognizing them both formally and informally for their efforts. Continue being a high-energy person that individuals trust personally as someone to rely on and professionally as someone who will consistently perform at a high level.
- Being an encourager and instilling hope, vision in your teams. Setting a strong example through your actions.
- I don't know where Kelly gets her energy and enthusiasm, but it is infectious and makes me want to be a better consultant and a positive person.

**Manager:**

- Continue being a hard working, inspirational consultant and leader. Continue being positive and motivating others. Continue to have integrity. Continue to produce quality work and delight clients. Continue looking for ways to improve the Payer Practice and offer your opinion.
- Making work fun, friendly and caring demeanor, attention to detail.
- Kelly is wonderful at helping the team identify alternative approaches and outcomes to address an issue/risk. Keep inspiring others to find creative solutions!
- Energy, enthusiasm and curiosity.

# Personality at Work: The Drivers and Derailers of Leadership



*"Want to know how personality plays into success? Look no further than Dr. Warren's terrific book, **Personality at Work: The Drivers and Derailers of Leadership**. His decades of research into employee assessment provide practical insights for leaders at all levels."*

- Marshall Goldsmith PhD, Executive Coach ranked the number one leadership thinker in the world by Thinkers50

This LMAP 360 Report is all about *you* – how your colleagues see *your* personality impacting *your* leadership. To understand more broadly the behavioral assets and liabilities generally seen in leaders and professionals - many who are quite different than you - we are delighted to recommend for your reading, **Personality at Work: The Drivers and Derailers of Leadership**.

**Personality at Work** draws from over a decade of LMAP 360 research on the behaviors that drive or derail leadership effectiveness. The book provides case studies and integrates contemporary research on teamwork, decision-making, communications and collective intelligence – and explains why the effectiveness of all are impacted by a leader's personality.

**Personality at Work** explores how stone-age behaviors (dominance, deference) play out every day in the modern workplace. It also explains how and why our most evolved behaviors – rooted in Teamwork and Task Mastery Traits – play mission-critical roles in today's workplace.

*"Personality at Work is an essential read for those of us who develop leaders using evidence-based principles and techniques."*

- Tom Kolditz, PhD, Brigadier General, U.S. Army (ret); Professor Emeritus, U.S. Military Academy, West Point; Founding Director, Ann and John Doerr Institute for New Leaders, Rice University

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# Next Steps in Your Leadership Development

You have received a rich mix of feedback about your leadership style in this LMAP Report: a comprehensive overview of how others perceive your personality, your on-the-job effectiveness, and their verbatim comments. As you begin to take the next steps in your leadership development, consider the following.

- What are the main themes in your LMAP Report?
- What do you see as your behavioral assets and liabilities?
- Compare and contrast your **LMAP Profiles**, your **Effectiveness Ratings**, and your **Rater Comments**. What patterns emerge from these three sources of information on your behavioral styles and your effectiveness on the job?
- Which strengths can you leverage to increase your effectiveness?
- Which behaviors would you need to change to be at your best more often?
- Is there a behavior you can simply stop doing to become a better leader?
- Who do you know who can serve as role models for the kinds of behaviors you want to develop? What is it they do and say that you can emulate?

Remember, the goal of this LMAP exercise is not to *transform* your personality, but to add a behavior that complements your existing behavioral repertoire to raise your effectiveness as a leader.

## Identify a Leadership Development Goal

Reflect on the core messages in your LMAP Report, and identify the ONE behavior to start, stop or improve which will raise your effectiveness as a leader. This behavior does not have to sound transformational to have a dramatic impact on your performance. Here are several examples:

1. I will stop interrupting others and listen so that others have their full say.
2. I'll start to ask the tough questions that I feel uncomfortable asking because I want to be "nice" to everyone.
3. To be more helpful to my direct reports, I will ask them weekly how their projects are progressing and ask if they need my additional support.
4. I won't yell at work—I will speak to others with respect and consideration.
5. I will stop overanalyzing things and start taking more calculated risks.
6. I will be more tolerant and listen more to others and do this in a way that people feel valued versus diminished.

A Leadership Development Goal (LDG) often requires cultivating behavioral skills that are outside a leader's natural comfort zone, but skills that any person can rightly *feel proud of*: to be a great listener; to empower direct reports; to be more assertive because people think you have something to say, ... This is not a trivial point: leaders who positively position behavioral changes to raise their effectiveness are more comfortable about sharing their Leadership Development Goal and are more effective in developing a new behavior.

While your LMAP Report may be treated as confidential; your *Leadership Development Goal* is best attained by making it public and sharing it with other team members. The upcoming LMAP Pulse follow up survey (see below) will measure your progress in implementing your LDG as perceived by your feedback raters. If they don't know what behavior you are focusing on developing, they cannot rate your progress on Pulse or provide you with informal feedback to help you develop the behavior.

## How Do Adults Change Behavior?

Recent adult development literature has highlighted the importance of practice—and particularly ongoing practice of skills that don't come easily or naturally—in differentiating the best performing from the average or very good performing professionals (see *Outliers* by Malcolm Gladwell, or *Talent is Overrated* by Geoff Colvin, or *Bounce: The Myth of Talent and the Power of Practice* by Mathew Syed). Studies show that *purposeful practice* underlies the development of skills that differentiate the average or even good performers from the best performers. The old adage *practice makes perfect* has credibility and reflects what psychologists have discovered about how people develop new behaviors and skills.

## What to Share With Your Raters: 3-3-1

Less than ten percent of feedback raters hear back from the person they rated about lessons learned from the feedback or a development goal for the future—rather ironic for a feedback exercise. Research by Goldsmith (1999) has shown it is essential to reinforce to your raters what you learned from their feedback. We recommend a 3-3-1 method to share with others what you've learned from their feedback:

- 3 leadership behaviors where your LMAP feedback indicates you excel;
- 3 leadership behaviors where your feedback indicates you can improve;
- 1 behavior to start, to stop or to improve that will be the focus of your leadership development efforts in the next twelve months—your LDG.

Research shows that what you do after receiving your 360-feedback determines the efficacy of a 360 for leadership development. These follow up steps are simply a series of conversations about your leadership development, done with humility and sincerity.

- Promptly thank all your raters for taking the time to provide the feedback;
- Share your 3-3-1: what others said are behaviors where you excel, where you can improve and your LDG;
- Ask for their input and feedback and be open to fine-tune your LDG;
- Ask for examples of when your raters observed you demonstrating the behavior in your LDG effectively—so that if you were to replicate those behaviors in the future (perhaps more frequently) you'd be even more effective;
- Tell your raters you want to continue the conversation with them about your leadership development. To assist in this, in the coming months you will invite their feedback on your progress using LMAP Pulse, a follow up survey that takes 5 minutes to complete.

## LMAP Pulse

LMAP Pulse is a brief survey that takes five minutes to complete and measures your progress in implementing your LDG. LMAP Pulse was developed to support and reinforce ongoing leadership

development feedback and conversation. The survey solicits four ratings including: *extent you communicated your Leadership Development Goal; efforts to implement your Leadership Development Goal; and your leadership development progress over the last months.* Raters are asked to *describe a time you observed this individual successfully demonstrate the behavior described in their Leadership Development Goal.*

Three to six months after receiving your LMAP Report, you will be sent an email invitation and complete instructions to complete LMAP Pulse survey (exact timing for Pulse intervals are set by your organization). In addition to formal feedback with LMAP Pulse, we encourage you to have ongoing, informal conversations with your co-workers about your leadership journey.

## List of Your LMAP Raters

For your reference, here is the list of e-mail addresses of people who provided ratings for you.

- rater01@lmapinc.com
- Rater02@lmapinc.com
- Rater03@lmapinc.com
- Rater04@lmapinc.com
- Rater05@lmapinc.com
- Rater06@lmapinc.com
- Rater07@lmapinc.com
- Rater08@lmapinc.com
- Rater09@lmapinc.com
- rater10@lmapinc.com
- rater11@lmapinc.com
- rater12@lmapinc.com
- rater13@lmapinc.com
- Rater14@lmapinc.com

## **About LMAP**

LMAP was developed in 2000-2001, by a team of 6 Organizational Psychologists, all experts in web-based personality testing for employee selection and development. LMAP has been used to educate and develop leaders across industries and across the globe. We continually improve LMAP with major upgrades in 2004, 2006, 2008, 2009, 2011, and 2013

Have a suggestion? E-mail us at [info@LMAPInc.com](mailto:info@LMAPInc.com)

The **LMAP Methods and Statistical Findings** is available by request at [info@LMAPInc.com](mailto:info@LMAPInc.com)

To contact LMAP, please call (415) 479-3208 or e-mail us at [info@LMAPInc.com](mailto:info@LMAPInc.com)

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