

Leadership Versatility Index®

Bob Kaplan & Rob Kaiser

Sample contains 8 pages of 21 pages in the actual report. To learn more about the questionnaire, e-mail versatility@kaplandevries.com.

Feedback for:

Joan Sample

February 2006

Junior Executive (Line)

Business – publicly traded

Managerial experience:

12 years/4 months

Time in current Job:

4 years/6 months

Feedback from:

2 Superiors

3 Peers

5 Direct Reports

10 Total Coworkers

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The Leadership Versatility Index® 360-degree feedback survey, report, and curvilinear rating scale are patent pending.

This instrument measures versatility on two complementary pairs of leadership dimensions:

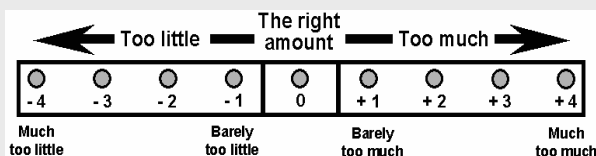
Forceful & Enabling Strategic & Operational

Each pair is a combination of opposites. To be good at both sides of oppositions or dualities like these is to be versatile. Many managers, however, are better at one side than the other. They are lopsided.

Versatility is having a wide repertoire that enables a manager to respond as required to many different types of leadership situations. Your scores on this instrument will provide a reading on the extent to which you are versatile.

Overdoing and Underdoing

The scale that you and your coworkers used to rate your performance is shown below. Note that it is not the typical kind of rating scale, where higher scores are "better." The most desirable score on this instrument falls right in the middle of the scale, a score of "0".



The scale was designed on the premise that suboptimal performance on a given dimension is often a result of overdoing the behavior or underdoing it. Any negative scores you receive indicate that you tend to do too little of the behavior – that you either don't do it frequently enough or with enough intensity. Positive scores indicate that you tend to do too much of the behavior – that you either do it too frequently or with too much intensity.

Juxtaposing Complements

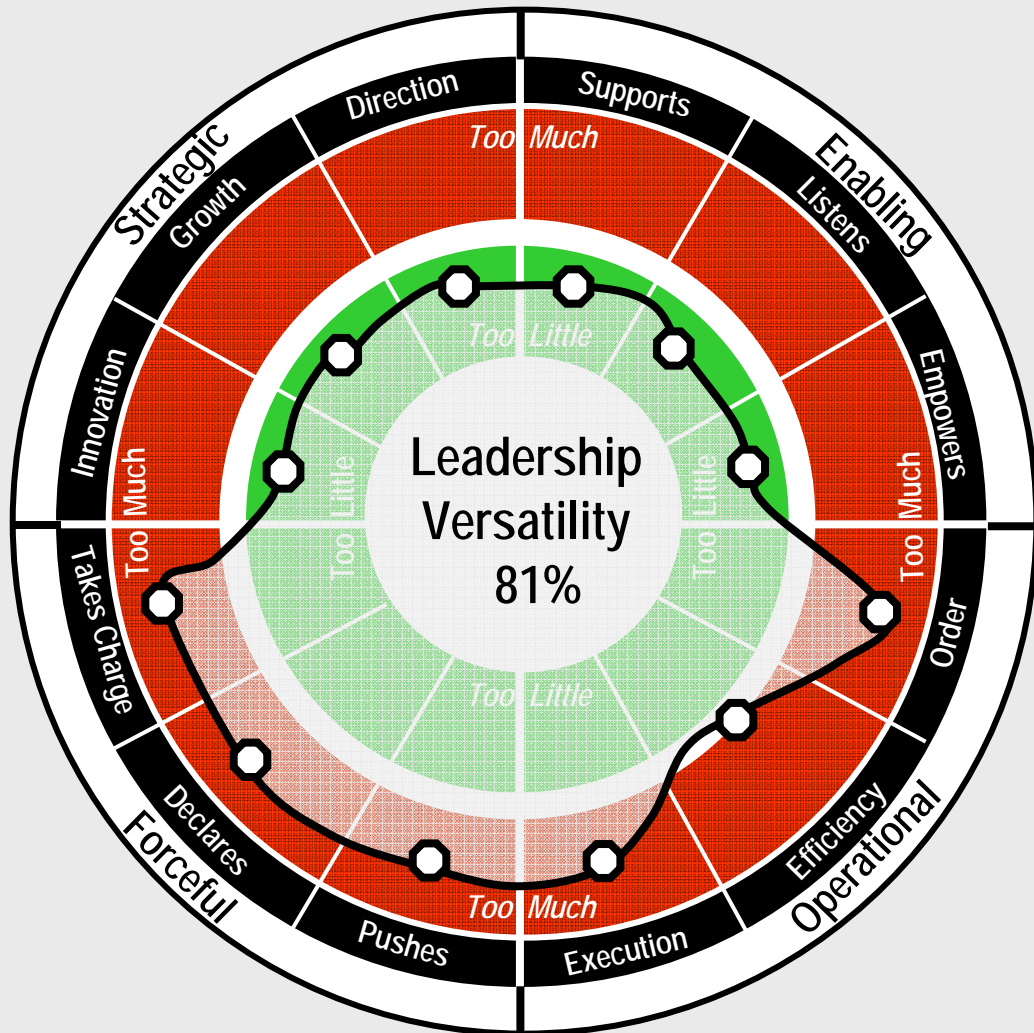
You and your coworkers responded to a number of individual items, each one describing a specific managerial behavior. The questionnaire was designed as a series of pairs of items, intended to be complements of each other. For example:

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

and

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

This feedback report presents the results two items at a time so that you can see how well you have struck a balance on specific combinations of opposing behaviors.



Legend. ● = average rating across All Coworkers (10)

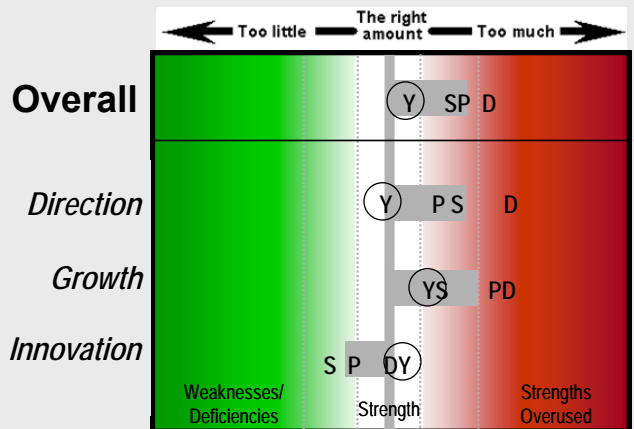
High-level view of your results:

1. The **Versatility percentage** indicates numerically how well your profile of **All Coworker** ratings indicates versatility with opposing leadership styles. It is computed as how close your scores are to "the right amount" on both sides of the six pairs of opposites in the figure (e.g., Takes Charge-Empowers). This score can range from 0 to 100%, with higher scores indicating greater versatility and greater effectiveness. The average versatility score is 81% and the majority of leaders score between 70% and 90%.

2. The **shape** of your overall profile indicates how well-rounded your coworkers see your leadership style as well as the areas where you could increase your versatility. Note the areas where they indicate a strength (the **white-band** between the green and red areas) as well as *deficiencies* – the **green (for go)** areas where you were rated as doing *too little* – and *overused strengths* – the **red (for stop)** areas where you were rated as doing *too much*.

Strategic leadership

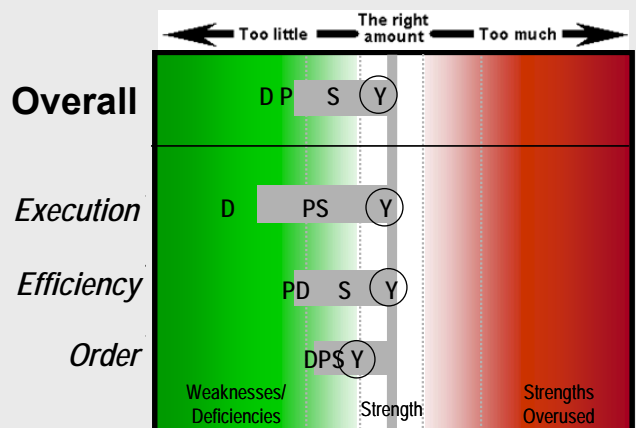
positioning the organization for the future by envisioning opportunities for growth and supporting innovation.



Symbols: (Y) = You; gray bar = All Coworkers (10); S = Superiors (2); P = Peers (3); D = Direct Reports (5)

Operational leadership

driving the organization to execute short-term objectives by focusing people and resources and establishing a sense of order.



Symbols: (Y) = You; gray bar = All Coworkers (10); S = Superiors (2); P = Peers (3); D = Direct Reports (5)

Strategic-Operational Versatility

the ability to freely draw upon opposites, unrestricted by bias in favor of one and prejudice against the other. Higher scores indicate greater versatility.

	S-O Versatility
You	83%
All Coworkers	82%
Superiors	84%
Peers	79%
Direct Reports	83%

Strategic & Operational *distribution of ratings*

Joan Sample
February 2006

	← Too little The right amount Too much →										← Too little The right amount Too much →								
	S	P	D	All	All	All	S	P	D		S	P	D	All	All	All	S	P	D
STRATEGIC										OPERATIONAL									
<i>Direction</i>										<i>Execution</i>									
1s. Future-oriented	0	0	1	1	3	6	1	2	3	10. Results-oriented	1	2	3	6	3	1	0	0	1
2s. Big picture perspective	0	1	0	1	4	5	1	2	2	20. Pays attention to details	1	2	2	5	4	1	0	1	0
3s. Visionary	0	0	0	0	6	4	0	2	2	30. Maps out detailed plans	0	2	2	4	6	0	0	0	0
4s. Thinks strategically	0	0	1	1	7	2	0	2	0	40. Tactical	0	2	0	2	7	1	0	0	1
<i>Growth</i>										<i>Efficiency</i>									
5s. Aggressive about growth	1	0	0	1	5	4	0	2	2	50. Careful not to outstrip capacity	0	2	2	0	9	1	1	0	0
6s. Launches many changes	0	0	0	1	4	5	1	2	2	60. Selective	1	2	2	5	4	1	0	0	0
7s. Willing to make bold moves	0	0	0	0	3	7	1	3	3	70. Incremental change	1	3	3	7	3	0	0	0	0
8s. Invests in capacity to grow	0	0	0	0	2	8	1	3	4	80. Seeks efficiencies	1	3	4	8	2	0	0	0	0
<i>Innovation</i>										<i>Order</i>									
9s. Questions the status quo	0	0	0	2	2	6	0	3	3	90. Goes by the book	0	3	3	6	2	2	0	0	0
10s. Embraces change	0	0	0	0	1	9	1	3	5	100. Stays with the tried and true	1	3	5	9	1	0	0	0	0
11s. Holds unstructured discussions	0	0	0	1	2	7	1	2	4	110. Runs disciplined meetings	1	2	4	7	2	1	0	0	0
12s. Encourages innovation	0	0	0	1	3	6	0	3	3	120. Manages work flow	0	3	3	6	3	1	0	0	0
Total	1	1	2	9	42	69	7	29	33	Total	7	29	33	65	46	9	1	1	2
Percentage	4%	3%	3%	8%	35%	58%	29%	81%	55%	Percentage	29%	81%	55%	54%	38%	8%	4%	3%	3%

Symbols: All = All Coworkers (10); S = Superiors (2); P = Peers (3); D = Direct Reports (5)

You and your coworkers rated your overall effectiveness as a leader on a ten-point scale where five is adequate and ten is outstanding. Below are the results.

	Average Rating	Lowest	Highest
You	9.00		
All Coworkers (10)	7.60	7.00	9.00
Superiors (2)	7.50	7.00	8.00
Peers (3)	7.33	7.00	8.00
Direct Reports (5)	7.80	7.00	9.00

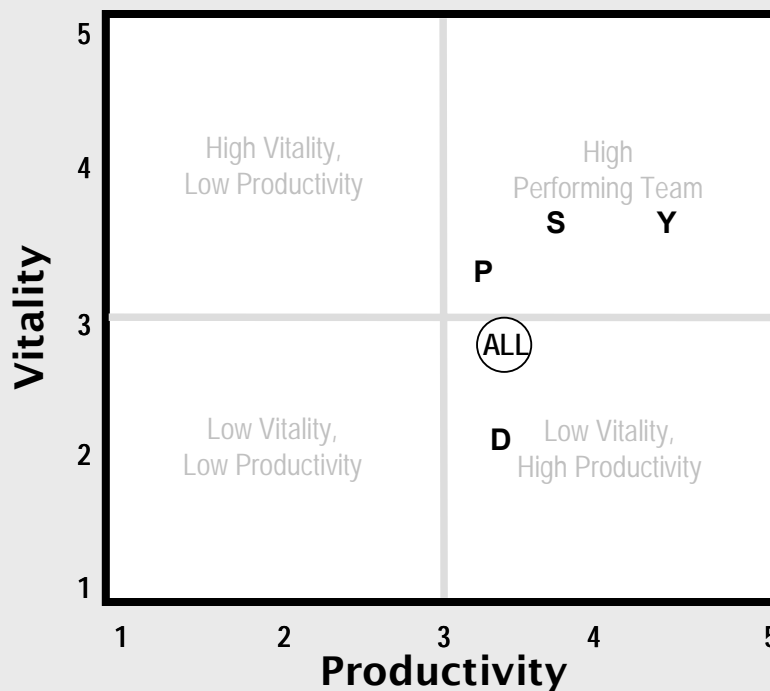
Note: The average effectiveness rating in our norm data base is 7.80. Self-ratings and peer ratings tend to be a little lower while direct report ratings tend to be a little higher – and these differences are statistically significant.

Effective leaders build teams that get stellar results and can keep it up over time. There are two parts to this:

Productivity refers to the team's output – the volume and quality of goods or services produced.

Vitality concerns how team members feel about the work and each other – Are team members engaged with the work? Is morale high? Is the team cohesive?

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



Symbols: Y = You; All = All Coworkers (10); S = Superiors (2); P = Peers (3); D = Direct Reports (5)

Scale		All			
Item	You	Coworkers (10)	Superiors (2)	Peers (3)	Direct Reports (5)
<u>Productivity</u>	4.33	3.37	3.67	3.22	3.33
Quantity of output	5	3.50	4.00	3.33	3.40
Quality of output	4	3.40	3.50	3.33	3.40
Overall productivity	4	3.20	3.50	3.00	3.20
<u>Vitality</u>	3.67	2.83	3.67	3.33	2.20
Morale	4	2.20	3.50	2.67	1.40
Engagement with the work	4	2.80	4.00	3.33	2.00
Cohesiveness	3	3.50	3.50	4.00	3.20

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