



Leadership Assessment Feedback

for

*Mike Smith
Commercial Director
Qtr4 2008*

Report Structure

1

Leadership Journey Position

2

Leadership Style

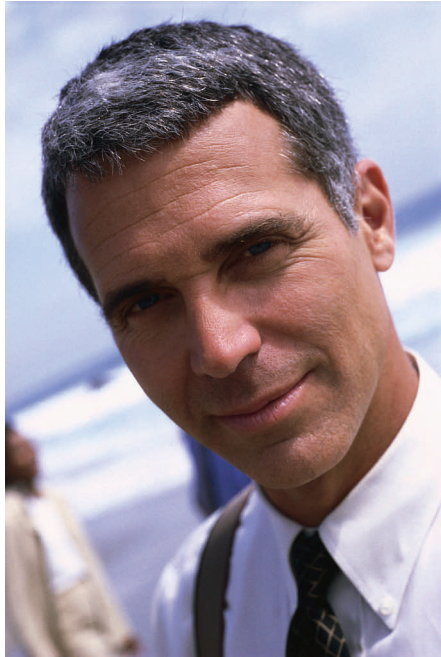
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Leadership Capability & Competency

4

Leadership Development Plan

Mike Smith ~ Commercial Director



Time in role:- 3 years
 Region:- Eastern Europe
 Previous Position:- Modern Trade Channel Head
 Reporting: Regional MD
 Education:-
 Direct Report:- 6
 Total Staff:- 25
 Languages:- Polish (Mother Tongue)
 English (Fluent written & spoken)
 Russian (Fluent written & spoken)
 Budget:- Euro 1.5 million
 P&L:- Euro 15 million
 Mobility:- Euro Zone
 Age:- 38
 Nationality:- Polish

Work Experience

From	To	Position	Company
2005	Present	Commercial Director	SABC
2002	2005	Modern Trade Channel Head	XYZ
1998	2002	Traditional Trade Controller	CDE

Event Observers

Event Observers			Exercise	Date	Completed
Primary	Mark Francis	SCS	Myers Briggs Step 1	Oct 08	Yes
Secondary	Mark Hollyoake	SCS	Myers Briggs Step 2	Oct 08	Yes
Secondary	Virginie Scanu	ABC	Individual Assessment	Oct 08	Yes
			Team working Exercise	Nov 08	Yes
			Observed Case studies	Nov 08	Yes

Leadership Journey Position

The Leadership Matrix is a simple 9 box model which helps us to create a **MY** leadership “landscape” and to map **CONSTITUENCY** out areas of activity, responsibility, growth and confidence.

leadership matrix

MY CONSTITUENCY	This row focuses on the bigger picture - the sector you work in, the people you can influence and lead who are outside of any specific job or workplace		
MY TEAM or ORGANISATION	This row focuses on you in your team or organisation (or your work if you are self employed - how well do you direct the work that is done?		
ME	This row focuses on you as an individual - how you control and lead yourself.		
SCOPE	EMOTIONAL	BEHAVIOURAL	STRATEGIC
	AGENDA		

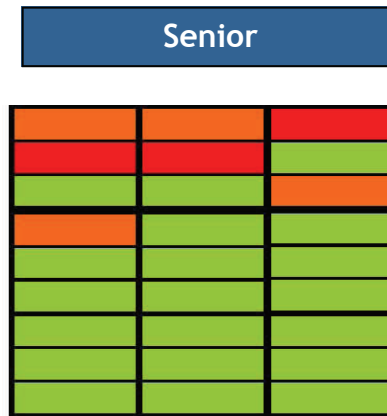
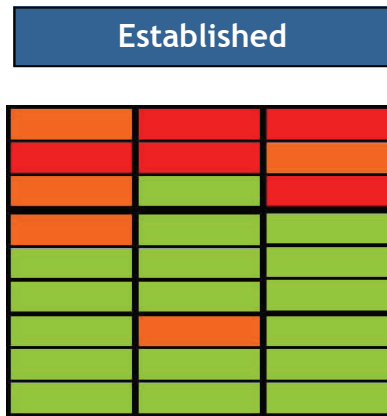
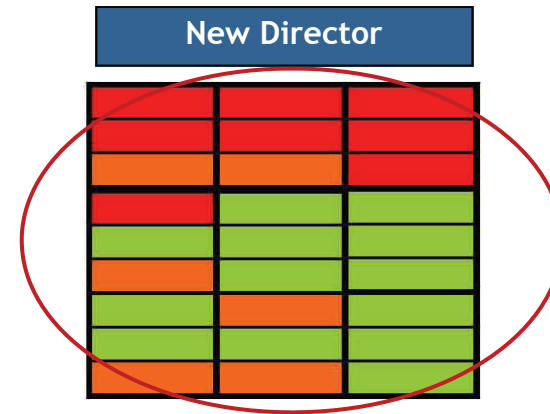
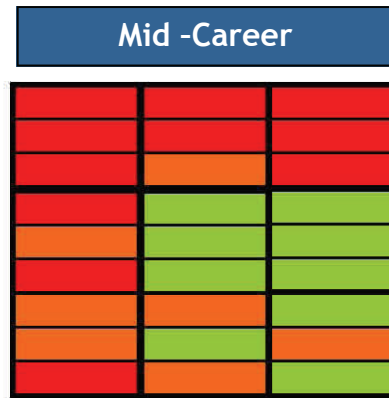
MY CONSTITUENCY	This column focuses on the	This column focuses on your leadership	This column focuses on
MY TEAM or ORGANISATION	emotional aspects of leadership – feelings, intuition,	behaviour - what you do, how you role model and how skilled you are at the things that are required of you.	strategy - thinking widely and clearly about what needs to be done to
ME	empathy, insight, reflection.		effect change and make a difference.
SCOPE	EMOTIONAL	BEHAVIOURAL	STRATEGIC
	AGENDA		

They identify you, your team (or **MY TEAM** or organisation) and the broader arena in which you work (your constituency).

They also identify what you feel (emotional), what you do (behavioural) and how you plan with the bigger picture in mind (strategic).

visual mapping

Once completed, users can be presented with a number of sample visuals (as below) that can help them compare their results with those of the 5 levels used by LJP. Obviously, there won't be any exact matches but they would be looking for patterns. This would be supplemented by stories or case studies for each of the 5 levels to help them gain clarity.



Summary of positioning

- ◆
- ◆
- ◆
- ◆

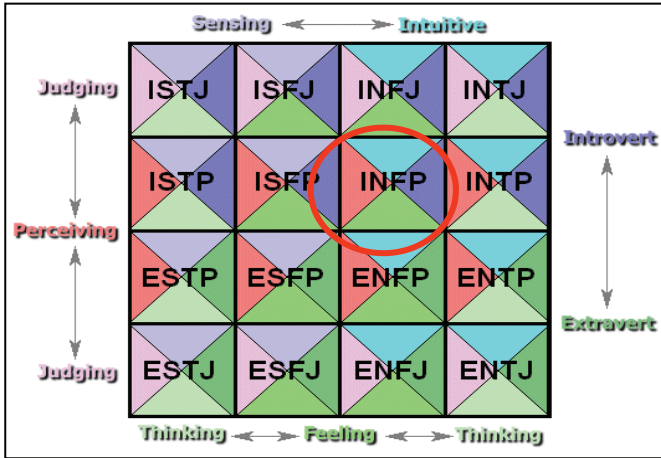
Plan to move to next level

- ◆
- ◆
- ◆
- ◆

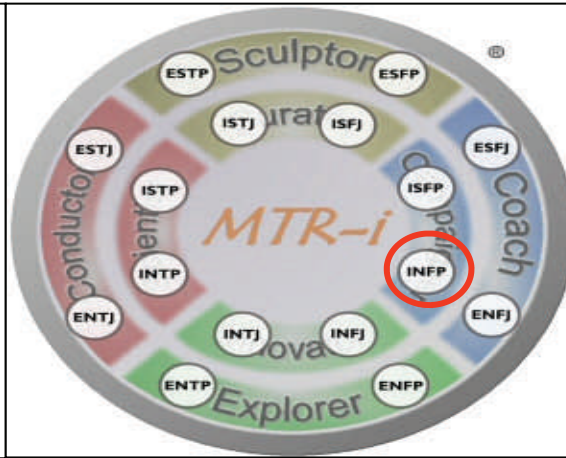
Mike Smith ~ Commercial Director

Summary Outputs:- Psychometric & Behavioural

**Myers Briggs Type Indicator
Step 1**



**MBTI Step 1
Team Roles & Leadership**



Strengths

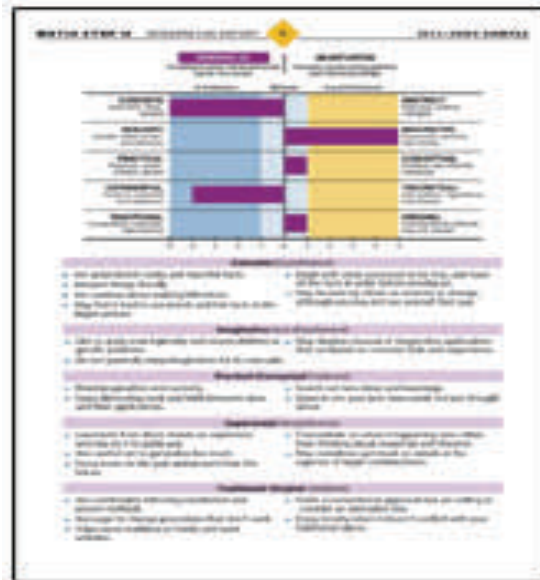
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Development Areas

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MBTI Step 2

- ◆ Highlights position against 20 “Expressed Behaviours”
- ◆ Brings MBTI Step 1 to life and informs individual coaching discussions
- ◆ High value management insight in such areas as “Initiating vs Receiving”, “Questioning vs Accommodating”, “Scheduled vs Spontaneous

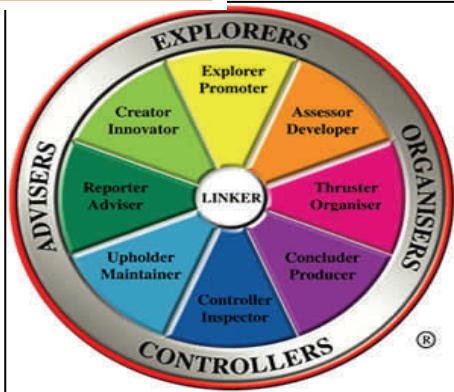


Summary

Mike

Mike Smith ~ Commercial Director

Summary Outputs:- Team Building/Team Working & Leadership Style

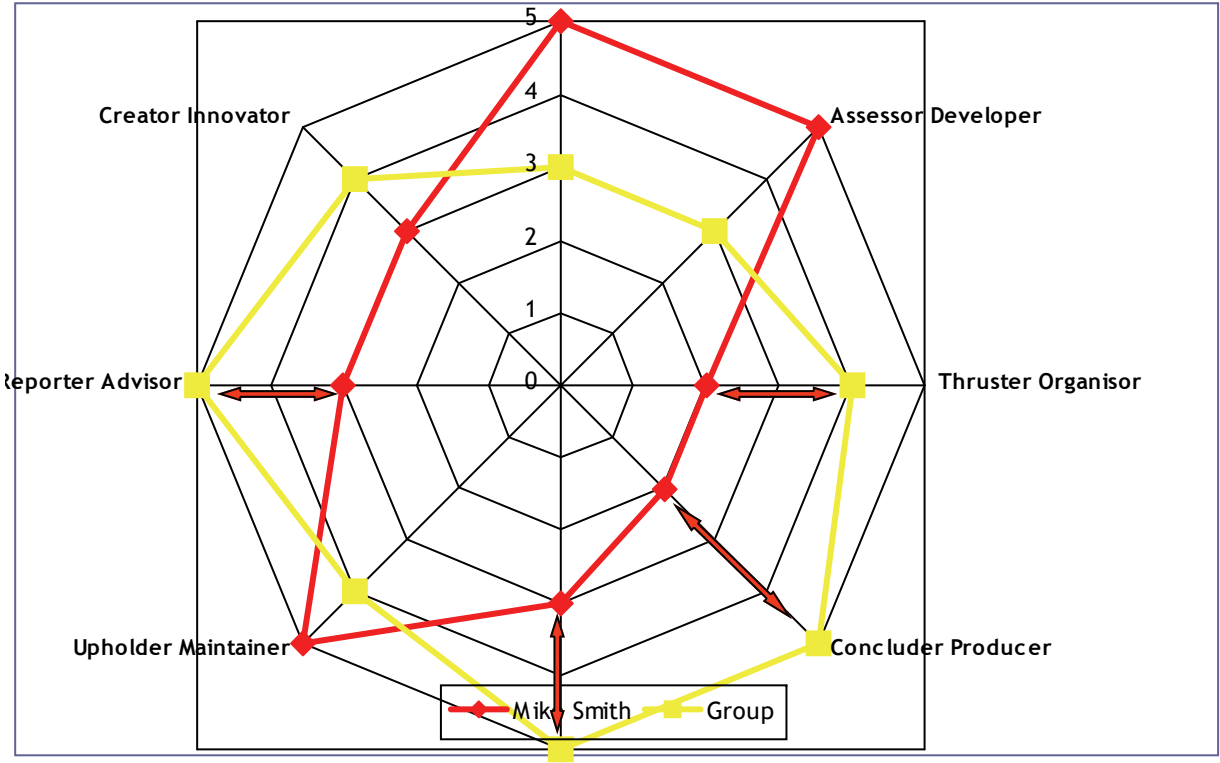


Strengths

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Development Areas

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Summary

- ◆
- ◆

 = Good Practice/Desired Position

 = Assessed Position

 = Self Assessed Position

Agreed Critical Competencies

Commercial Awareness & Decision Making					
Financial Awareness					
Strategic Thinking					
People Development					
Leadership					
Performance Orientated					
Innovative					
Influential					
Forecasting and Controlling Results					
Customer Management					

Strengths

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Development Areas

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Summary

Mike

Mike Smith ~ Commercial Director

 = Assessed Position
  = Self Assessed Position
  = Good Practice/ Desired Position

Report by Competency Area



Financial Awareness

"THE ABILITY TO USE NUMBERS APPROPRIATELY IN SUPPORT OF COMMERCIAL DISCUSSIONS/ ARGUMENTS"

Standard

- Understands the principles of both Company and customer profitability and is able to use this knowledge in customer discussions
- Able to use numbers with confidence in all commercial discussions and negotiations
- Has the ability to use numbers in support of complex commercial argumentation in support of SSL products
- Routinely constructs cost/benefit analyses in support of internal argumentation
- Is comfortable discussing the numerical aspects of the SSL product range and value chain

Observers Summary;

Mike did not attempt extensive financial analysis during the development event. Whilst Mike has an education in Finance, he needs to gain experience in the application of financial analysis to the Commercial Director role. His analytical ability will enable him to attain the required standard quite quickly.

Strengths

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Development Areas

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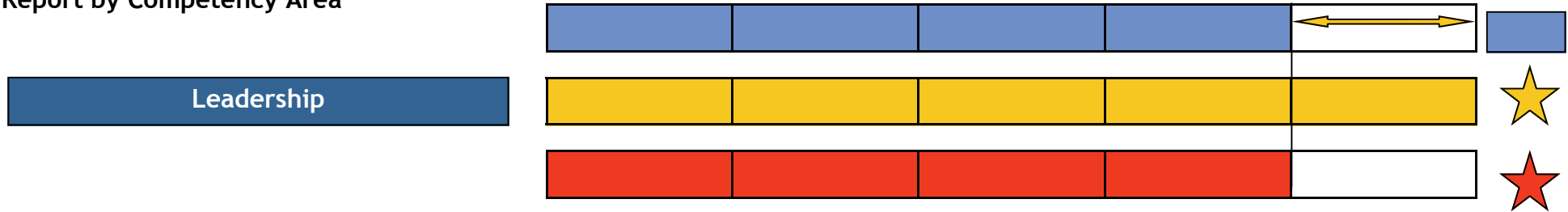
Summary

Mike

Mike Smith ~ Commercial Director

 = Assessed Position
  = Self Assessed Position
  = Good Practice/ Desired Position

Report by Competency Area



Leadership

“PROVIDES DIRECTION & LEADERSHIP THAT EMPLOYEES CAN BUY INTO AND SUPPORT”

Standard

Is open to new directions set by management
Seeks understanding of division/company direction.

Observers Summary;

Mike often had very strong ideas but failed to get the group to follow his lead.
He needs to be prepared to take the lead more often & have more confidence in his own analysis.

Strengths

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Development Areas

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Summary

Mike

Mike Smith ~ Commercial Director

 = Assessed Position
  = Self Assessed Position
  = Good Practice/ Desired Position

Report by Competency Area

INNOVATIVE

“SOLVES PROBLEMS IN CREATIVE WAYS. IS WILLING TO QUESTION ESTABLISHED WAYS OF DOING THINGS”

Standard

Considers ways of doing own job more efficiently or more effectively
Identifies a number of ideas when proposing solutions to problems

Observers Summary;

Strengths

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Development Areas

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Summary

Mike

Mike Smith ~ Commercial Director

 = Assessed Position
  = Self Assessed Position
  = Good Practice/ Desired Position

Report by Competency Area

						
Customer Management						
						

Customer Management

“THE ABILITY TO MAKE CONTACT WITH ALL RELEVANT LEVELS OF MANAGEMENT AND STAFF WITHIN THE CUSTOMER. ALL CONTACTS SHOULD BE BASED AROUND A CONTACT STRATEGY AND HAVE SPECIFIC AIMS TO EXERT INFLUENCE IN SSL’S FAVOUR”

Standard

Aware of the key members of the customers management and staff and their role.
 Builds positive business relationships with all appropriate staff and consistently communicates a positive message
 Makes contact in line with the identified contact strategy setting objectives for each communication
 Operates a clear customer management activity plan & CRAMM framework

Observers Summary;

Strengths

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Development Areas

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Summary

Mike

Outputs from Negotiating Style Profile

N1 - Defeat - High concern expressed for substance & low concern for relationship. Characterised by win-lose.

N2 - Collaborate - High concern for both substance & relationship. Characterised by searching for common interests & problem solving behaviour

N3 - Accommodate - Focus on building a compatible relationship in the hope that the negotiation will be successful. Characterised by efforts to promote harmony, avoidance of differences & yielding to pressure.

N4 - Withdraw - Low concern for substance & relationship. Characterised by feelings of powerlessness, indifference to outcome, resignation &/or surrender. *Withdraw & remove oneself* becomes the behaviour of the negotiator.

N5 - Compromise - Moderate concern for both substance & relationship. Characterised by compromise, meeting halfway, trade-offs etc. Conflict reduction is valued over synergistic problem solving.

	V.Low	Low	Average	High	V.High
Defeat					X
Collaborative			X		
Accommodate		X			
Withdraw	X				
Compromise				X	

Comments : Very high on defeat & low on “accommodate” may well mean that Mike needs to think more about relationship building & not winning at all costs. Having said this - high on compromise would appear to temper the “defeat” instinct.

Mike Smith ~ Commercial Director

Development Plan

Commercial Awareness & Decision Making				★	★	
Financial Awareness			★		★	
Strategic Thinking				★	★	
People Development				★		★
Leadership				★		★
Performance Orientated			★	★		
Innovative			★	★		
Influential				★	★	
Forecasting and Controlling Results		★				★
Customer Management			★			★

Development Area

Potential Coach

Strength Area

Strength Area

Potential Coach

Strength Area

Development Area

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Generic	Detail	By When
	•	Qtr4 09
	•	Qtr1 09
Individual	•	Qtr4 08
	•	Qtr1 09
	•	Qtr1 09
	•	Qtr1 09