



# Lore Leadership Assessment

## *Summary Feedback Report for*

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Lore International Institute

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# Introduction

Welcome to the Lore Leadership Assessment (LLA) Feedback Report. The LLA is designed to help you assess your capabilities as a leader so you can leverage your strengths and improve upon any weaknesses. It is not an instrument to grade your performance or judge you as a leader; it is a development tool that will help you improve your leadership skills.

Because leaders vary widely in style and approach, the LLA incorporates a variety of measures to ensure that you receive a comprehensive assessment. Your leadership skills, behavior, and impact are measured in the five dimensions of the Lore Leadership Model. As a 360-degree instrument, these measurements are taken from the perspective of your colleagues, direct reports, clients, and others whom you chose.

## The Lore Leadership Model

The LLA is based on research conducted at Lore International Institute indicating that leadership is a multidimensional phenomenon. The contrasting view is that leadership is one dimensional—that it is essentially the heroic model of leadership we associate with such figures as Alexander the Great, Robin Hood, Christopher Columbus, Amelia Earhart, and John Wayne. These heroic leaders have shown courage in the face of adversity, have been inspirational and daring, have charted new courses and led their followers to new heights. They are models of courage and fortitude. But this is not the only way to be a leader.

Lore's research suggests that there are five dimensions to leadership—five different ways leaders can gather followers and have impact. These five dimensions are moral, intellectual, courageous, collaborative, and visionary/inspirational. Think of them as five ways people can excel as leaders. The way leaders are strong and weak in each of these areas indicates the type of leadership they will manifest and the type of impact that are likely to have on their followers. Appendix A has more information on the Lore Leadership Model.

## Creating a Personal Development Plan

The LLA is meant to be a tool you can use to improve your leadership effectiveness. We recommend that you use the results to help you create a personal development plan. This plan should be based on your analysis of your results and should indicate the following:

1. First, what is your five-dimensional profile from page 7? Is this the profile you want and need to have? Or, do you need to develop along any of the dimensions?
2. Identify specific leadership behaviors you need to improve. You may need to work on several of your behaviors, but prioritize your list. Your high-priority list should include no more than five to behaviors; that's about all you can reasonably work on at one time.
3. Next, identify specific steps you will take to work on your high-priority list of behaviors. What will you do differently? What will you read or study? What specific steps will you take? See the section *Improving Your Leadership* on for suggestions and ideas to help you get started.
4. Identify any barriers to your improvement. What internal or external factors could get in the way? How will you overcome those barriers?
5. Finally, put a time frame on your plan. When do you want to see the changes made? How will you monitor your progress? How will you know when you have improved?

Remember that improving your leadership is a journey, not a destination. Regardless of your current abilities and skill level, there will always be a need to learn from your mistakes, learn from others, and to work to become a better leader.

## Effect Sizes

The value of this report is largely in contrasting the ratings between yourself and your respondents and between your respondents and the norm. The simplest way to compare averages from two groups is to subtract one from the other to get the difference, but this result may not tell you if the difference is significant.

This report uses a statistic called “effect size,” which is a measurement of the magnitude of the difference between the means of two groups. It is calculated by taking the difference of the means of two groups and dividing it by the average standard deviation. The result is a number that represents how many standard deviations the means differ by. An effect size of 0.00 means that the two scores are the same; a value of 1.00 or -1.00 indicates the scores differ by one standard deviation.

For this report, effect sizes greater than 0.4 or less than -0.4 are considered meaningful and are shown on the effect size graphs. These thresholds approximately correspond to the 65th and 35th percentiles, and they may signify an area of strength or a need for improvement. Effect sizes greater than 1.0 or less than -1.0 reflect significant differences and clearly identify areas of significant strength or need for improvement.

In some situations, an effect size score will be missing. If all your respondents gave you identical responses for a single item, the standard deviation for that item will be zero and the effect size cannot be calculated. Similarly, if you did not answer an item that also prevents the effect size from being calculated.

## Disclaimer

This assessment is designed as a tool for personal and professional development. It should not be used for performance evaluation, recruitment, or selection. The report information is confidential and is intended for the recipient only. The recipient should use appropriate discretion in sharing the contents. By accepting the report, the recipient agrees to hold Lore International Institute® and the report authors harmless in connection with any claims arising from the content of the report or the recipient’s disclosure of the report results to others.

# Summary of Results

As a feedback instrument, this report is designed to clarify how the people around you perceive your behavior and skills. For this reason, your self scores and respondent scores are displayed separately, allowing you to compare your perception of your behavior to your respondents' perceptions.

This assessment uses a scale of 1—strongly disagree to 7—strongly agree. The self scores come from your self assessment, and the respondent scores are the averages from all of your respondents. Norms are averages from all participants and respondents who have taken the LLA and represent ratings for professionals in business, industry, and government.

## Response Profile

This report consists of data from these sources:

- 1 Participant
- 2 Assessments from others, including:
  - 1 Client
  - 0 Colleagues
  - 1 Direct Report
  - 0 Others

## Overall Score

Your self score is the average of your responses to the 49 items that measure leadership skills.

This is the average from your respondents for the 59 items that pertain to leadership skills and impacts.

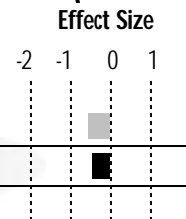
This norm is the average of all responses from participants that have completed the LLA self assessment.

This norm is the average of all responses from respondents that have completed the LLA.

The graph shows the magnitude of your effect size scores.

### Overall LLA Score

	Your Score	Norm	Effect Size
Self	4.47	5.17	-0.51
Respondents	4.86	5.51	-0.41
Difference	-0.39		-0.25



This is the difference between your respondent and self averages. A negative value means your respondents rated you higher than you rated yourself.

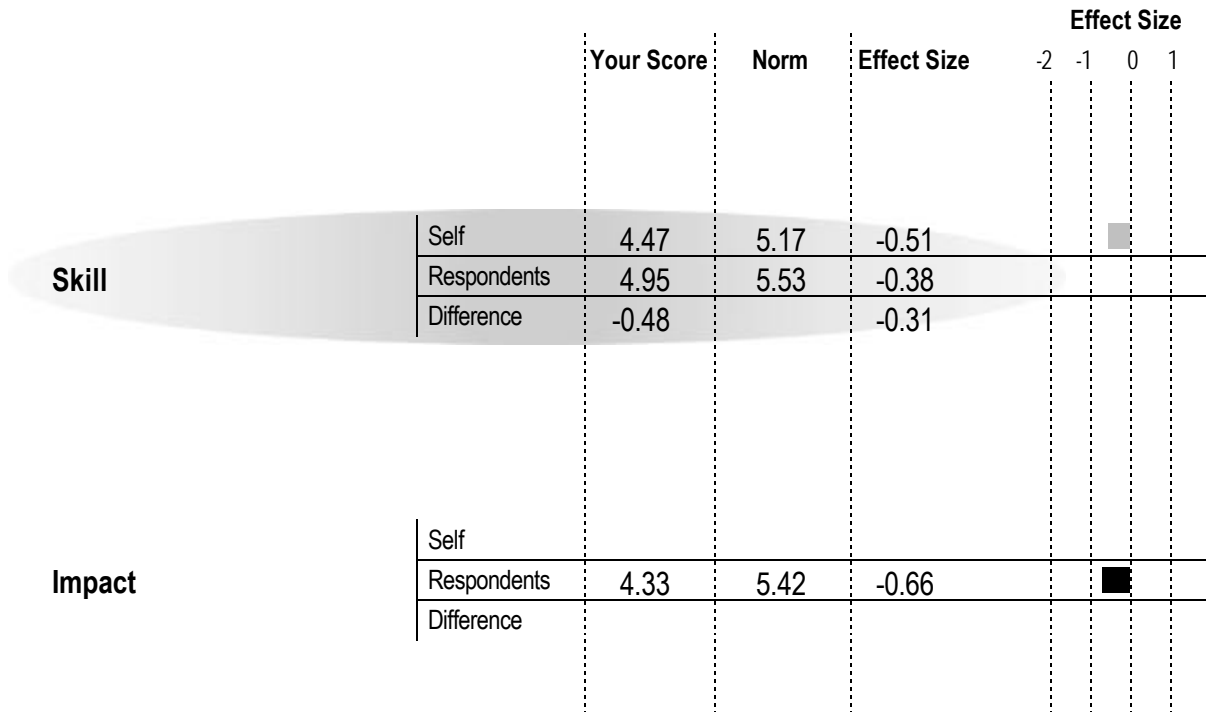
This value compares your self score with the self norm. A negative score means you rated yourself lower than the average participant.

This effect size compares your respondent average with the respondent norm. A negative value means your respondents rated you lower than the norm.

This effect size compares your self score with your respondent average. A negative value means your respondents rated you higher than you rated yourself.

# Skill and Impact Summary

The LLA includes 49 items that measure leadership skills and 10 items that measure impacts. The impact items differ from the skill items by asking the respondent to rate the degree of impact your leadership has had upon them. The impact items are included only on the respondent assessment because it would be difficult for you to assess your own impact.



## Summary by Dimension

This page shows your LLA leadership ratings by dimension. The “Your Score” column shows the average from your self assessment, the average from your respondents, and the difference between them. The “Norm” column shows the average of all participants that have taken the LLA, and the average from all respondents. The effect sizes are calculated between the two associated values. Page 5 explains this layout more fully.

Few people excel in all five areas of leadership. Most leaders have spikes—dimensions where they are considerably more effective than others. Leadership spikes are a function of the leader’s natural abilities, personality, education, experiences, and interests. Purely one-dimensional leaders are probably rare and may not even qualify as leaders because to develop a followership, leaders must be able to appeal to different people in different ways.

All leaders have some combination of strengths and weaknesses along all five dimensions. Where they are strong and weak defines their leadership style. As you review the results below, note the dimensions in which you received high marks. These are your spikes. What does this profile suggest about your leadership style? What are the implications for you and the people in the organization whom you lead?

Based on the average ratings from your respondents, your highest-rated dimension is moral leadership and your lowest-rated dimension is visionary/inspirational leadership. The effect size between these dimensions is 1.29, which is a significant difference. This difference suggests that improving your Visionary/Inspirational leadership should be part of your development plan.

		Your Score	Norm	Effect Size	Effect Size			
					-2	-1	0	1
<b>Moral Leadership</b>	Self	5.89	5.54	0.45			■	
	Respondents	5.80	5.72	0.07				
	Difference	0.09		0.14				
<b>Intellectual Leadership</b>	Self	4.50	5.01	-0.41			■	
	Respondents	4.48	5.50	-0.62		■		
	Difference	0.02		0.01				
<b>Courageous Leadership</b>	Self	4.50	5.31	-0.64			■	
	Respondents	5.56	5.55	0.01				
	Difference	-1.06		-0.81			□	
<b>Collaborative Leadership</b>	Self	3.70	5.03	-0.82			■	
	Respondents	4.77	5.46	-0.47		■		
	Difference	-1.07		-0.62			□	
<b>Visionary/Inspirational Leadership</b>	Self	3.90	5.01	-0.81			■	
	Respondents	4.00	5.34	-0.77		■		
	Difference	-0.10		-0.06				

## Respondent Recommendations

Your respondents were asked to answer one narrative question. Their responses appear below exactly as written.

Try not to dismiss any comments or you may lose an opportunity to learn from what could be a legitimate and important observation. At the same time, it's important to keep in mind that some respondents may make inappropriate or unhelpful comments. For this reason, we recommend that you look for patterns or repeated observations among the comments. Isolated comments are helpful, but if you find that three or four respondents have each identified a particular need, like better listening, then that need should probably be a high priority for you.

**Please write up to three recommendations for how this person could be a more effective leader.**

- 1. Establishing stronger relationships with senior client executives.*
- 2. Requesting other's ideas and discussing them.*

*Show more caring for his fellow team members*

- 1. Care more for people development of all tenures*
- 2. Be more creative in problem solving*
- 3. Build a better network with client's management*

- 1. He has to continually coach, motivate and create a much better team environment and to give positive reinforcement each time we have a client interaction*
- 2. he has to promote more team learning opportunities*
- 3. he has to be more prompt in communicating important decisions to the team made in client meetings so that we can meet the work plan deadlines more adequately*
- 4. he has to assume a more proactive role structuring the storylines of the main documents early in the process so that the team can work in a more coordinated manner*
- 5. he has to create a more positive and warm environment interacting with the client and really becoming a genuine personal advisor*

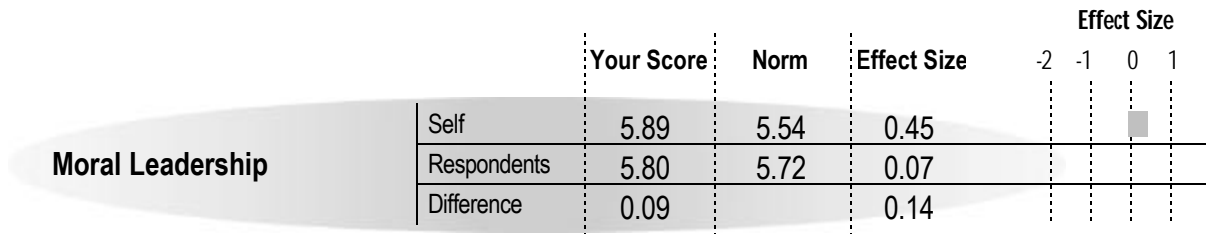
*Becoming part of the team rather than an outsider who shows the way Build strong relationships with people both at Intermountain and with the client team members Show less arrogance in the analysis: clients are not always stupid*

*He should try to set more periodic reviews of team progress to ensure that work is headed in the desired direction*

# Moral Leadership

There is perhaps no greater leadership trait than a strong sense of moral character. Fairness, dependability, ethics, and moral values are often descriptors of effective leadership. Feedback on these key leadership concepts and your impact on others will assist you in developing a consistent, ethically respectable presence as a leader. For more information about moral leadership, see Appendix A.

This summary shows your average ratings for all the survey items that pertain to moral leadership.



The survey items that pertain to moral leadership are listed below. The effect size is calculated between your respondent average and the norm. The items are shown in descending order of your respondent average.

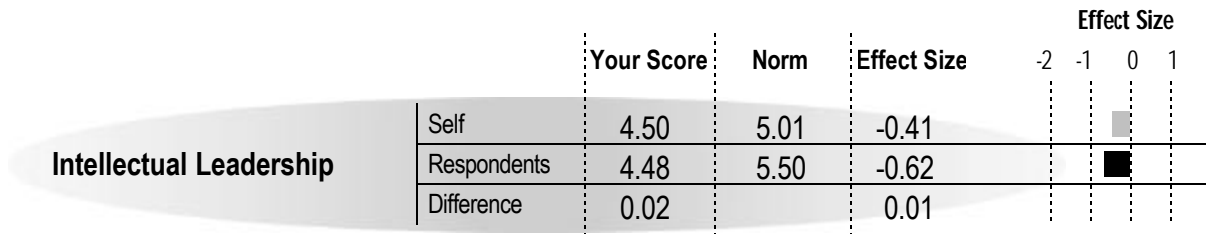
Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Has moral purpose.</b> Does what is right.	6	6.50	5.94	0.45
Skill	<b>Is truthful.</b> Tells the truth at all times.	7	6.50	5.88	0.52
Skill	<b>Is ethical.</b> Will choose to do the higher good or adhere to the higher moral standard even if it means breaking less important standards or rules in doing so.	6	6.00	5.69	0.30
Skill	<b>Is dependable.</b> Invariably keeps his/her promises and commitments.	6	6.00	6.13	-0.16
Skill	<b>Is independent.</b> Makes his/her own judgments about what is right or wrong rather than bowing to group pressure.	6	6.00	5.67	0.38
Skill	<b>Demonstrates values.</b> Articulates, models, and enforces a strong value system.	5	6.00	6.00	0.00
Skill	<b>Is consistent.</b> Practices what he/she preaches.	6	6.00	5.75	0.23

Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Shows moral transcendence.</b> Adheres to universal moral and ethical standards; would strongly resist pressure to do anything that violated those standards.	6	5.50	5.27	0.16
Skill	<b>Is fair.</b> Does not show favoritism or bias.	5	5.50	5.80	-0.24
Impact	This person articulates and models a strong set of values and uncompromising integrity, and I am inspired to follow his/her example.	N/R	5.00	5.73	-0.55
Impact	I find this person's moral leadership to be inspiring, and I try to live up to the standard he/she sets.	N/R	4.50	5.00	-0.38

# Intellectual Leadership

The rapidly changing workplace of today requires leaders who can facilitate learning and effectively counter complacency. Imagination, foresight, breadth of vision, intelligence, and receptiveness to change are hallmarks of the intellectual leader. This dimension of the LLA will help you focus on and improve your skills as an intellectual leader. For more information on intellectual leadership, see Appendix A.

This summary shows your average ratings for all the survey items that pertain to intellectual leadership.



The survey items that pertain to intellectual leadership are listed below. The effect size is calculated between your respondent average and the norm. The items are shown in descending order of your respondent average.

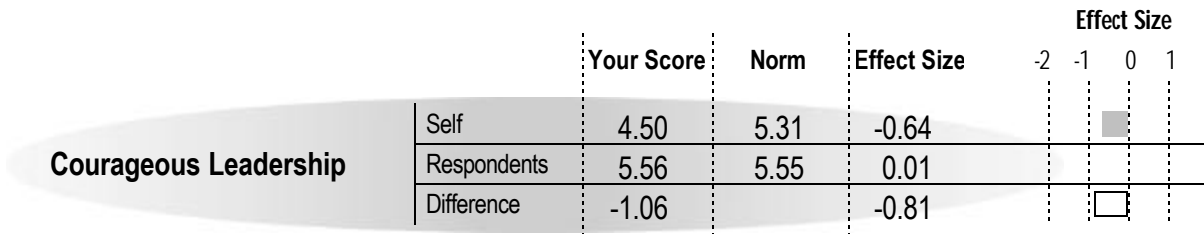
Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Values discovery.</b> Helps others analyze situations and quickly deduce critical insights that lead to broader understanding.	6	6.00	5.67	0.31
Skill	<b>Is competent.</b> Demonstrates expertise in the group's technical or subject areas.	6	6.00	5.81	0.17
Skill	<b>Stimulates discovery.</b> Inspires others to share ideas and discover new things through his/her own intellectual vigor.	4	5.50	5.47	0.03
Skill	<b>Is probing.</b> Consistently asks the types of questions that help people explore issues more deeply and have insights they might not have had otherwise.	5	5.50	5.44	0.06
Skill	<b>Is innovative.</b> Finds creative alternatives or opportunities that others have not seen.	4	5.00	5.63	-0.66
Skill	<b>Demonstrates intelligence.</b> Is highly intelligent and insightful.	4	5.00	5.94	-1.33
Skill	<b>Shows intellectual courage.</b> Knows what he/she believes and stands by those beliefs.	6	5.00	5.79	-0.52

<b>Skill or Impact</b>	<b>Leadership Behavior</b>	<b>Self</b>	<b>Resp. Avg</b>	<b>Resp. Norm</b>	<b>Effect Size</b>
Skill	<b>Demonstrates knowledge.</b> Shows depth and breadth of understanding and applies his/her knowledge effectively.	5	5.00	5.94	-1.13
Skill	<b>Demonstrates breadth of vision.</b> Sees the broader implications of the group's efforts and anticipates the impacts of broader trends and events on the group's efforts.	2	2.50	5.00	-1.67
Skill	<b>Has foresight.</b> Accurately anticipates and prepares for problems and obstacles in a manner that enables success.	3	2.00	4.60	-1.88
Impact	This person has taught me more effective ways to analyze problems and find elegant and impactful solutions.	N/R	5.50	5.57	-0.05
Impact	Through this person's example, I have learned to see the broader implications of a decision and to be more innovative in discovering alternatives.	N/R	1.00	5.07	-2.58

# Courageous Leadership

Perhaps our most vivid images of leaders are of those people who are consistently able to take reasonable risks and demonstrate self-confidence in the face of adversity. Courage, as it applies to both personal risk-taking and initiative, is explored as an in-depth and concrete element of the LLA. For more information on courageous leadership, see Appendix A.

This summary shows your average ratings for all the survey items that pertain to courageous leadership.



The survey items that pertain to courageous leadership are listed below. The effect size is calculated between your respondent average and the norm. The items are shown in descending order of your respondent average.

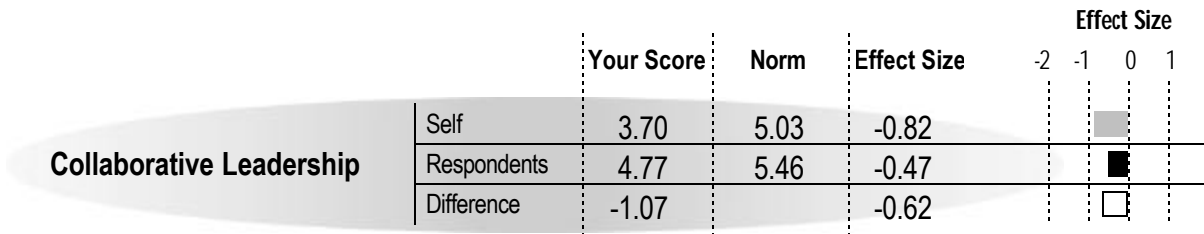
Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Challenges authority.</b> Has the courage to challenge powerful, more senior, or authoritative people when he/she thinks they are wrong.	6	6.50	5.50	0.81
Skill	<b>Admits vulnerability.</b> Is secure enough to reveal his/her weaknesses, mistakes, or doubts, as well as his/her strengths, successes, and confidence.	5	6.00	5.31	0.62
Skill	<b>Is decisive.</b> Is resolute when the time comes to make decisions.	4	6.00	5.81	0.24
Skill	<b>Is responsible.</b> Accepts the responsibility for setbacks.	6	6.00	5.69	0.25
Skill	<b>Is willing to admit mistakes.</b> Admits when he/she has been wrong.	6	6.00	5.63	0.34
Skill	<b>Has composure.</b> Remains calm and self-possessed even under difficult circumstances.	3	6.00	5.63	0.33
Skill	<b>Is candid.</b> Is not hesitant to be open and straightforward with people, even when giving bad news or difficult feedback.	4	5.50	5.69	-0.16

<b>Skill or Impact</b>	<b>Leadership Behavior</b>	<b>Self</b>	<b>Resp. Avg</b>	<b>Resp. Norm</b>	<b>Effect Size</b>
Skill	<b>Counters resistance.</b> Has the courage to make unpopular decisions and stand firm against resistance and opposition.	4	5.00	5.57	-0.86
Skill	<b>Takes initiative.</b> Is quick to identify and pursue opportunities.	2	3.00	5.07	-0.87
Skill	<b>Bears pain.</b> Deals with painful issues or situations himself/herself rather than asking followers to do so.	5	N/R	5.64	
Impact	This person's determination and persistence has inspired me to be more persistent as well.	N/R	N/R	5.29	
Impact	This person's courage and steadfastness in the face of strong opposition has led me to be more courageous.	N/R	N/R	5.79	

# Collaborative Leadership

Coaching, team building, and alignment are much more than today’s current buzzwords; they are the cornerstones of a move toward an interactive leadership model that reflects both power sharing and community building. In contemporary organizations, we can no longer command respect—we must earn it. The collaborative leadership dimension of the LLA helps you to be better prepared to incorporate the ideas of team members, colleagues, and clients into your decision making process. For more information on collaborative leadership, see Appendix A.

This summary shows your average ratings for all the survey items that pertain to collaborative leadership.



The survey items that pertain to collaborative leadership are listed below. The effect size is calculated between your respondent average and the norm. The items are shown in descending order of your respondent average.

Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Coaches.</b> Invests his/her time and energy in others' development by regularly coaching or mentoring them.	6	6.00	5.53	0.59
Skill	<b>Is respectful.</b> Shows deep respect for the people he/she leads by honoring their contributions and opinions.	6	6.00	5.81	0.20
Skill	<b>Solicits ideas.</b> Actively seeks people's ideas as contributions to a collaborative solution.	6	6.00	5.56	0.47
Skill	<b>Has focus.</b> Prioritizes and focuses groups' efforts on actions that will help them most effectively achieve results/goals.	4	5.50	5.60	-0.10
Skill	<b>Receives feedback well.</b> Is not defensive when hearing feedback and often acts on the feedback he/she receives.	2	5.50	5.56	-0.05
Skill	<b>Builds community.</b> Fosters a strong sense of community in the group or organization; makes people feel that they belong.	5	5.00	5.56	-0.49
Skill	<b>Builds leaders.</b> Helps others develop their leadership by giving them many opportunities to lead.	1	4.50	5.27	-0.68

<b>Skill or Impact</b>	<b>Leadership Behavior</b>	<b>Self</b>	<b>Resp. Avg</b>	<b>Resp. Norm</b>	<b>Effect Size</b>
Skill	<b>Gives effective feedback.</b> Seeks opportunities to give people both positive and constructive feedback.	2	4.50	5.63	-1.14
Skill	<b>Uses team building.</b> Builds strong and effective teams by fostering collaboration and creating a sense of purpose and a set of shared goals among team members.	2	1.50	4.94	-2.18
Skill	<b>Builds alignment.</b> Gets people who have different initial goals, perspectives, and interests to come together and work toward a shared objective or outcome.	3	N/R	5.27	
Impact	Under this person's leadership, I feel more motivated to work together with others to achieve our shared goals and aspirations.	N/R	5.00	5.40	-0.38
Impact	This person has built a community, brought people together, and fostered a thriving, collaborative environment.	N/R	3.00	5.33	-1.44

# Visionary/Inspirational Leadership

Those people who motivate us to “go the distance” or “achieve the impossible” are most often those charismatic leaders who set high standards and achieve success. They are able to capture and share a vision of the future that compels us to follow. The visionary/inspirational dimension of the LLA explores your level of visibility, personal engagement, and motivation in order to help you lead your team or organization to new heights. For more information on inspirational leadership, see Appendix A.

This summary shows your average ratings for all the survey items that pertain to visionary/inspirational leadership.

		Your Score	Norm	Effect Size	Effect Size			
					-2	-1	0	1
<b>Visionary/Inspirational Leadership</b>	Self	3.90	5.01	-0.81				
	Respondents	4.00	5.34	-0.77				
	Difference	-0.10		-0.06				

The survey items that pertain to visionary/inspirational leadership are listed below. The effect size is calculated between your respondent average and the norm. The items are shown in descending order of your respondent average.

Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Has a proven track record.</b> Has a sustained record of success.	6	6.00	5.60	0.48
Skill	<b>Develops potential.</b> Gets people to achieve results that are beyond what they may have imagined possible for themselves.	3	5.00	5.20	-0.26
Skill	<b>Has success expectations.</b> Expects that people will succeed in their individual efforts and conveys that expectation through words and actions.	5	5.00	5.44	-0.44
Skill	<b>Is encouraging.</b> Supports others by rewarding and recognizing their efforts.	5	5.00	5.69	-0.57
Skill	<b>Is engaging.</b> Personally connects and engages with everyone who needs him/her, not just a select group.	5	5.00	5.67	-0.65
Skill	<b>Shares personal stories.</b> Tells interesting stories about who he/she is and what his/her dreams are.	3	4.00	5.63	-0.72
Skill	<b>Articulates mission.</b> Clearly expresses a compelling sense of the group or organization’s mission, purpose, and direction.	5	2.00	5.07	-1.72

Skill or Impact	Leadership Behavior	Self	Resp. Avg	Resp. Norm	Effect Size
Skill	<b>Is visionary.</b> Looks beyond apparent limitations to envision compelling possibilities for the future.	3	2.00	4.88	-2.19
Skill	<b>Fosters hope.</b> Inspires others with his/her belief in eventual success, even when circumstances are difficult and hope seems unwarranted.	2	1.50	5.00	-2.30
Skill	<b>Expresses shared goals.</b> Shares his/her goals and ideals with people in ways that cause them to embrace those goals and ideals.	2	1.50	4.87	-2.41
Impact	I know that this person cares about me as a person and is committed to helping me succeed.	N/R	6.00	5.53	0.34
Impact	I feel challenged by the very high standards and goals this person sets and am committed to doing everything I can to achieve them.	N/R	5.00	5.44	-0.51

# Your Highest-rated Leadership Skills

This page shows your six highest-rated leadership skills and behaviors in descending order by effect size, which is calculated between your respondent average and the respondent norm. Your self score is also shown for reference.

Rank	Dimension	Skill or Impact	Leadership Behavior	Self	Resp. Ava	Resp. Norm	Effect Size
1	Courageous	Skill	<b>Challenges authority.</b> Has the courage to challenge powerful, more senior, or authoritative people when he/she thinks they are wrong.	6	6.50	5.50	0.81
2	Courageous	Skill	<b>Admits vulnerability.</b> Is secure enough to reveal his/her weaknesses, mistakes, or doubts, as well as his/her strengths, successes, and confidence.	5	6.00	5.31	0.62
3	Collaborative	Skill	<b>Coaches.</b> Invests his/her time and energy in others' development by regularly coaching or mentoring them.	6	6.00	5.53	0.59
4	Moral	Skill	<b>Is truthful.</b> Tells the truth at all times.	7	6.50	5.88	0.52
5	Visionary/ Inspirational	Skill	<b>Has a proven track record.</b> Has a sustained record of success.	6	6.00	5.60	0.48
6	Collaborative	Skill	<b>Solicits ideas.</b> Actively seeks people's ideas as contributions to a collaborative solution.	6	6.00	5.56	0.47

# Improving Your Leadership

This section shows your six lowest-rated skills and behaviors. These items are ranked in ascending order by effect size, which is calculated between your respondent average and the respondent norm.

Included with these items are some recommendations for improvement, which you may find helpful to consider when creating a development plan, as mentioned on page 3. Obviously, these ideas are general and reflect best practices in leadership, but not every idea will be right for you and your situation. Use them to stimulate your own thinking about what you can do to become a more effective leader.

Also, it's always helpful to let others know what you are working on so they can give you feedback and suggestions, too. If you have a coach or mentor, consider sharing your LLA results with him or her. Ask your coach to help you create a personal development plan for improving the areas noted, and consider retaking the LLA at some later point when you have had time to improve your skills. Use the results of the follow-up assessment to chart your progress.

Keep in mind that the scoring for an individual item is not as reliable as aggregate scores, which are presented in your overall averages. When reviewing the following items, consider them as indicative of areas of focus rather than specific strengths or weaknesses.

Dimension: Visionary/Inspirational Leadership						
Rank	Skill	Self	Resp. Avg	Resp. Norm	Effect Size	Suggestions
Lowest	<p><b>Expresses shared goals.</b></p> <p>Shares his/her goals and ideals with people in ways that cause them to embrace those goals and ideals.</p>	2	1.50	4.87	-2.41	<ol style="list-style-type: none"> <li>1. Communicate your vision and goals with people enthusiastically. If you are articulate and persistent, your vision and goals will become contagious.</li> <li>2. Continually frame your discussions in terms of your vision and goals; keep them in front of everyone continually.</li> <li>3. Acknowledge those who share your goals and your enthusiasm. Use them to build the next circle of committed followers.</li> </ol>

Dimension: Visionary/Inspirational Leadership						
Rank	Skill	Self	Resp. Avg	Resp. Norm	Effect Size	Suggestions
2nd lowest	<p><b>Fosters hope.</b></p> <p>Inspires others with his/her belief in eventual success, even when circumstances are difficult and hope seems unwarranted.</p>	2	1.50	5.00	-2.30	<ol style="list-style-type: none"> <li>1. Always be encouraging and hopeful in your attitude about the enterprise. If others start despairing, then tell them why you remain encouraged. Try to assuage them and remove their doubts.</li> <li>2. Share success stories—yours as well as stories from or about other people and companies that have been successful.</li> <li>3. Create opportunities for growth and ensure that people know these opportunities exist.</li> </ol>

Dimension: Visionary/Inspirational Leadership						
Rank	Skill	Self	Resp. Avg	Resp. Norm	Effect Size	Suggestions
3rd lowest	<p><b>Is visionary.</b></p> <p>Looks beyond apparent limitations to envision compelling possibilities for the future.</p>	3	2.00	4.88	-2.19	<ol style="list-style-type: none"> <li>1. Focus on the outcome you want to affect rather than the limitations you or others see.</li> <li>2. Treat any limitations or obstacles as parameters to work within, rather than walls to work against.</li> <li>3. Look for future initiatives that will produce positive results. Focus on clear communication of the group's possibilities.</li> <li>4. Read C. Patrick Lewis' "Building a Shared Vision."</li> </ol>

Dimension: Collaborative Leadership						
Rank	Skill	Self	Resp. Avg	Resp. Norm	Effect Size	Suggestions
4th lowest	<p><b>Uses team building.</b></p> <p>Builds strong and effective teams by fostering collaboration and creating a sense of purpose and a set of shared goals among team members.</p>	2	1.50	4.94	-2.18	<ol style="list-style-type: none"> <li>1. Hold some team meetings the purpose of which is just to build the team. Do team-building activities whose purpose is to help teams learn how to work together more productively. (You can try simulations like "Forest Fire" or "Who Killed Boris Blunt?", both available from Lore International Institute.)</li> <li>2. Stress the importance of a common purpose and shared goals among team members. Spend time discussing what roles each team member plays and ensure full and open communication.</li> <li>3. Read "The Wisdom of Teams: Creating the High Performance Organization" by Jon R. Katzenbach.</li> </ol>

Dimension: Intellectual Leadership						
Rank	Skill	Self	Resp. Avg	Resp. Norm	Effect Size	Suggestions
5th lowest	<p><b>Has foresight.</b></p> <p>Accurately anticipates and prepares for problems and obstacles in a manner that enables success.</p>	3	2.00	4.60	-1.88	<ol style="list-style-type: none"> <li>1. Accurate foresight takes practice and experience. Look ahead and ask, "What could happen, both positively and negatively? What issues could be raised? What problems could occur?" The more you practice, the better you will become at identifying those things that are likely to occur and those that aren't.</li> <li>2. Have a plan that goes beyond the short term and share it with your people.</li> <li>3. Have your people plan beyond the moment and construct contingency plans for problems and roadblocks that could occur.</li> </ol>

Dimension: Visionary/Inspirational Leadership						
Rank	Skill	Self	Resp. Avg	Resp. Norm	Effect Size	Suggestions
6th lowest	<p><b>Articulates mission.</b></p> <p>Clearly expresses a compelling sense of the group or organization's mission, purpose, and direction.</p>	5	2.00	5.07	-1.72	<ol style="list-style-type: none"> <li>1. To ensure that people understand and remember the mission, find different, simultaneous ways to communicate it.</li> <li>2. Look for ways to link your actions directly to the group's mission and communicate results that are in alignment with the mission.</li> <li>3. For an excellent overview of visionary leadership, read Joseph Quigley's "Vision: How Leaders Develop It, Share It, and Sustain It."</li> </ol>

# Appendix A: The Five Dimensions of Leadership

## Moral Leadership

Whether they intend to or not, leaders convey what is right and what is not. They establish or reinforce the group's moral norms and model the values, standards, and behaviors their followers will adopt. Strong moral leaders, such as Mother Teresa, Mahatma Gandhi, and Martin Luther King, show us how to behave, often in the face of great adversity. They teach us the right moral choices to make, and they reflect the generally held higher values of civilization.

The importance of this dimension can be seen in leaders who have a marked absence of moral leadership—Adolf Hitler, Josef Stalin, Jim Jones, and Charles Manson. Each of these men was a very effective leader with his particular constituency, but each was morally bankrupt and destroyed lives. Indeed, if it were not for the moral dimension of leadership, it would be difficult to distinguish such leaders as Adolf Hitler and Franklin Roosevelt, both of whom waged war and led their nations in great conflicts.

Leaders play a strong role in establishing the moral and ethical basis for a group's behavior, so if moral leadership is one of your lowest-rated dimensions, reflect on why this might be so. Do you always have an ethical manner? Do you consciously set high standards? Do you tolerate dishonesty?

Strong moral leaders are models of virtue. They are standards of integrity that others aspire to follow. No one is perfect, but leaders must strive to be more courageous than their followers in adhering to moral ideals and doing what is right.

To explore moral leadership further, read *Doing Well by Doing Right* by Alan Weiss.

## Intellectual Leadership

Intellectual leaders are the thought leaders who innovate, create new ideas or movements, break new ground, and establish new ways of thinking about something. They are the groundbreaking researchers, the creators, the ones who challenge traditional ways of doing things.

Among the great intellectual leaders are Leonardo da Vinci (perhaps the greatest intellectual leader ever), Socrates, Mozart, Louis Pasteur, Albert Einstein, and a host of other scientists, artists, composers, and thought leaders in education, business, and politics. They are notable because they had the intelligence, courage, and desire to do something different. Some, like Einstein, never led large organizations or could be thought of as leaders in the heroic sense. Indeed, intellectual leaders often lead in isolation, in their workshops or studios or offices. They don't necessarily command large followings, but they can have tremendous impact through the force and originality of their ideas.

If intellectual leadership is among your lowest-rated dimensions, then you would be wise to study creativity and innovation. Be more willing to challenge conventional approaches and beliefs. Try to look at the other side of every position. Read more broadly and try to apply what you've read in other fields to your own field. Observe more critically, read more often, and learn, learn, learn.

Excellent books to read to learn more about intellectual leadership include:

- *How to Think Like Leonardo da Vinci*, by Michael Gelb.
- *Surely You're Joking, Mr. Feynman!* and *What Do You Care What Other People Think?*, by Nobel Prize-winning physicist Richard P. Feynman.
- *Creating Minds*, by Howard Gardner.
- *The Age of Heretics*, by Art Kleiner, which is about intellectual leaders in the business world.

## Courageous Leadership

Courageous leaders are risk-takers and entrepreneurs—the ones who have the courage to go beyond what’s safe, the willingness to risk a lot to gain a lot more. What compels them to act is often the courage of their convictions and their disregard for contrary opinion or disapproval. They are often so driven by their own visions that they simply don’t care what others think and have little regard for convention. When combined with intellectual leadership, they can be enigmatic and formidable leaders.

When we think of courageous leaders, we often think of the great military leaders who have shown remarkable courage in the face of fire, such as Napoleon, Julius Caesar, George Washington, and Crazy Horse. Equally courageous are the social leaders who have faced adversity, such as Sojourner Truth and Nelson Mandela. Many business leaders have also shown courage in acting boldly, such as Richard Branson, Bill Gates, Martha Stewart (yes, Martha Stewart), and Charlotte Beers. Indeed, it would be difficult to find any human venue in which courageous leaders have not made a mark.

If you are rated low on this dimension of leadership, reflect on what prevents you from being more courageous, more willing to take risks, and more willing to go beyond conventional ways of thinking and acting. Courage is ultimately a matter of the heart, so becoming more courageous requires a lot of introspection. It may help to take small, courageous steps first. Push yourself to be bolder and bolder each time, and if it blows up in your face, lick your wounds and then try again.

American author F. Scott Fitzgerald received well over 200 rejection slips before he sold his first story. Abraham Lincoln was defeated in most of his attempts to run for office. It is well to remember that most of the people we consider courageous failed many times before they succeeded.

Garry Wills’ *Certain Trumpets* is an excellent book on the trials, triumphs, and courage of some great leaders.

To learn more about courageous leadership, you may want to read:

- *2000 Years of Disbelief: Famous People with the Courage to Doubt*, by James A. Haught.
- *Profiles in Courage*, by John F. Kennedy.
- *Black Profiles in Courage: A Legacy of African American Achievement*, by Kareem Abdul-Jabbar.
- *Courage in a Dangerous World: The Political Writings of Eleanor Roosevelt*, edited by Allida M. Black.

## Collaborative Leadership

Collaborative leaders build communities and inspire people to work together for a common cause. They inspire people to want to join, to contribute, to become part of something greater than themselves. The collaborative dimension is about forming a group identity, building a team, or leading people into cooperative undertakings. People who excel at collaborative leadership understand how people think and what they feel. They know how to resolve conflicts and encourage people to work together to achieve shared goals.

The best collaborative leaders have been people who were masters at managing the human dynamics of people working together, such as Dwight Eisenhower, Vince Lombardi, Maria Montessori, and Mary Kay Ash. These are leaders who were able to pull together a diverse group of people to work successfully toward a common goal.

If you need to develop your collaborative dimension of leadership, reflect on your team-building skills and your ability to handle conflict, gain consensus, encourage contribution, and build communities. Most collaborative leaders do have good interpersonal skills, so you should examine your ability to build relationships, communicate, manage groups of people, and influence others.

To learn more about collaborative leadership, we recommend:

- *Mastering the Art of Creative Collaboration*, by Robert Hargrove.
- *Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey*, by Michael Barry Winer and Karen Louise Ray (Amherst H. Wilder Foundation).
- *Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference*, by David D. Chrislip and Carl E. Larson.
- *Crossing Boundaries: Collaboration, Coordination, and the Redefinition of Resources*, by Elizabeth M. Lorentz (Contributor) and Seymour Bernard Sarason.

Also, one of the most important books you can read is Daniel Goleman's *Emotional Intelligence*. Leadership is all about people (because without followers, you can't be a leader), so it's important to understand how people feel and why they behave the way they do.

## Visionary/Inspirational Leadership

Visionary leaders are able to capture our imagination, to show us a bright and compelling future, to share with us a vision that we want to embrace. The best visionary/inspirational leaders are great motivators. They go well beyond logic and reason and connect with people's emotions, dreams, and deepest desires. Great visionary/inspirational leaders can rally millions of people behind a noble cause (Mahatma Gandhi), but if they lack the moral dimension, they can be equally inspiring in the service of evil (Adolf Hitler). Among the great visionary business leaders are Helena Rubenstein, Jack Welch, John L. Lewis, Lee Iacocca, and Howard Hughes.

People who excel at this dimension of leadership are often great speakers, such as John F. Kennedy and Winston Churchill. They appeal to people's hearts and connect with their audiences at the deepest level. The best of them have absolute command of the language and are demonstrative orators. They understand gesture and cadence and know what people believe in, what concerns them, and what they care about most.

If you need to be more effective in this dimension, spend more time thinking about the future. Listen to people carefully and understand what they care about and what excites them. Paint a vision of the future that is compelling because of its desirability. Make sure it reflects your followers' values and dreams. Practice public speaking until you excel at it, and make the most of your voice and gestures. Think about what inspires you and what leaders you find inspirational, and try to emulate them. You must do this unselfconsciously because the best inspirational leaders are out there for everyone to see. You can't worry about the people who don't find you inspirational; just keep practicing with those who do.

Some excellent readings in this area include:

- *Visionary Leadership: Creating a Compelling Sense of Direction for Your Organization*, by Burt Nanus and Warren G. Bennis.
- *Built to Last: Successful Habits of Visionary Companies*, by James C. Collins and Jerry I. Porras.
- *Visionary Leadership Skills: Creating a World to Which People Want to Belong*, by Robert B. Dilts.
- *Charismatic Leader: Behind the Mystique of Exceptional*, by Jay Alden Conger.
- *The Charisma Factor: How to Develop Your Natural Leadership Ability*, by S. Katharine Thayer.
- *Max Weber on Charisma and Institution Building*, by Max Weber and Samuel N. Eisenstadt