



GROUP SUMMARY REPORT

Leadership Competency Model

Leadership Model Development Summary

4/14/2006

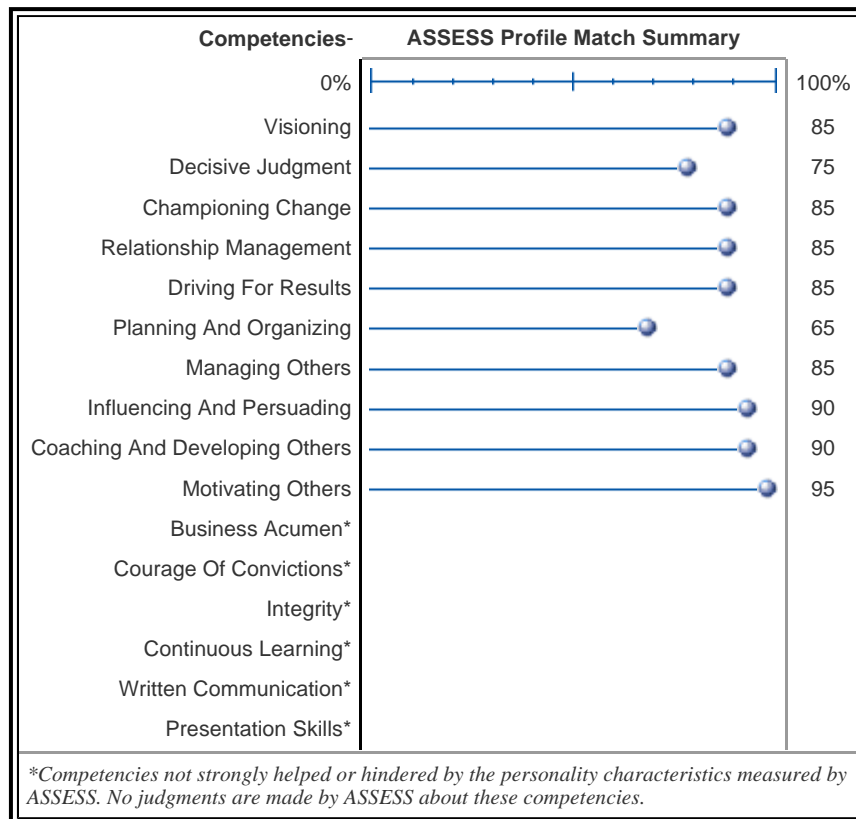
Number in group:19



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GROUP COMPETENCY SUMMARY

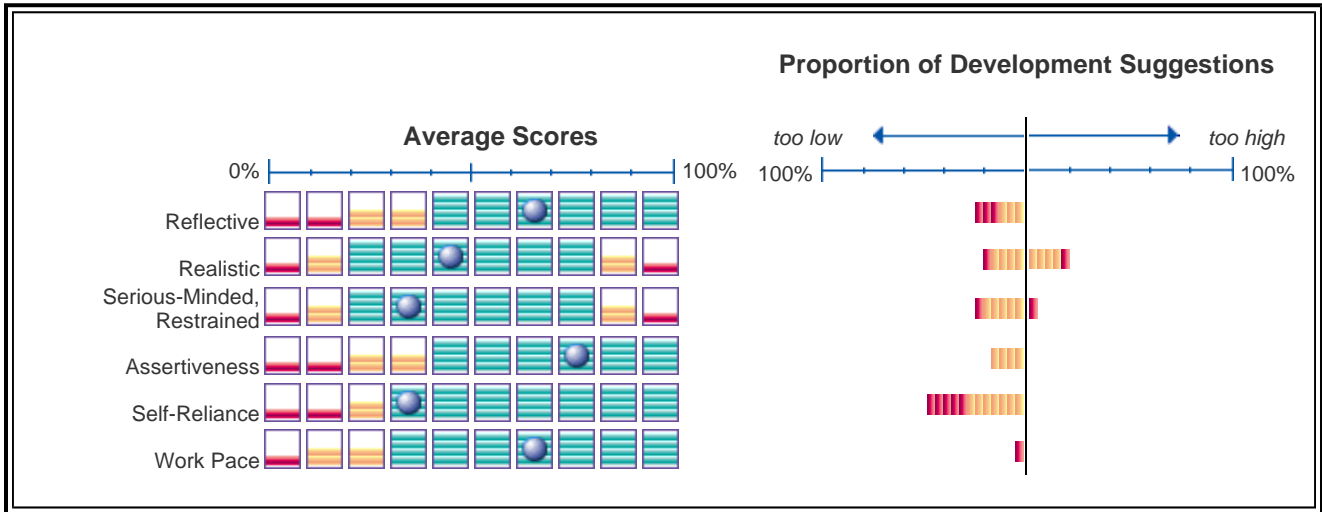
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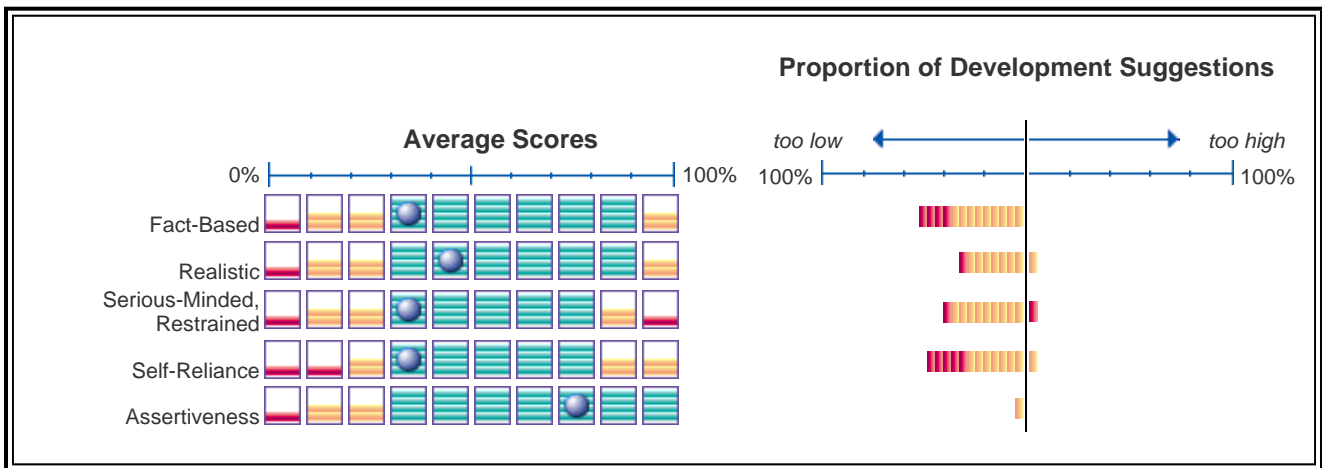
GROUP COMPETENCY SCORES Leadership Model Development Summary

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Visioning: *Identifying long-term goals and championing the implementation of different or alternative ideas.*

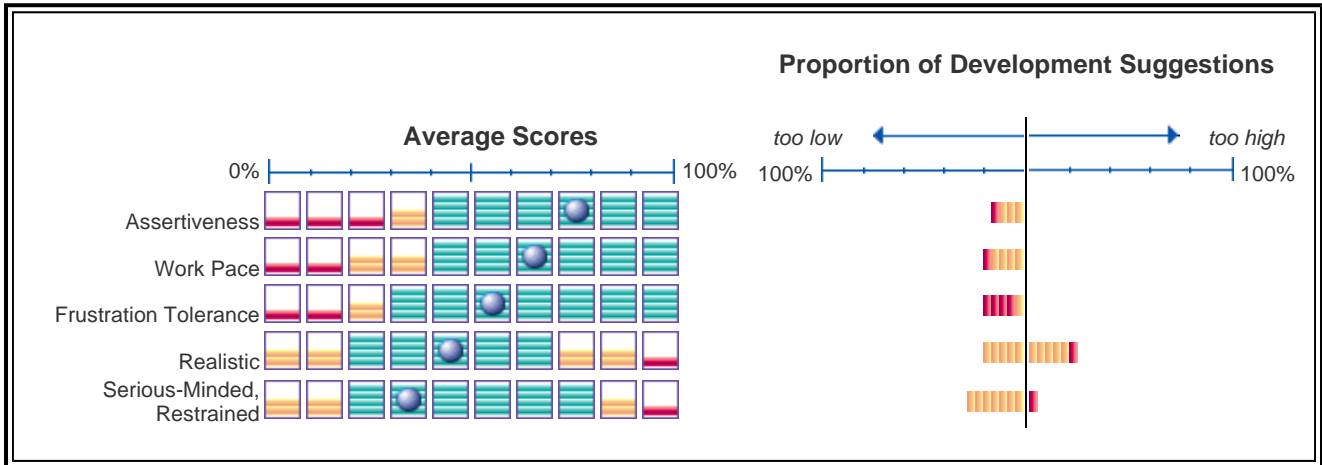


Decisive Judgment: *Making good decisions in a timely and confident manner.*

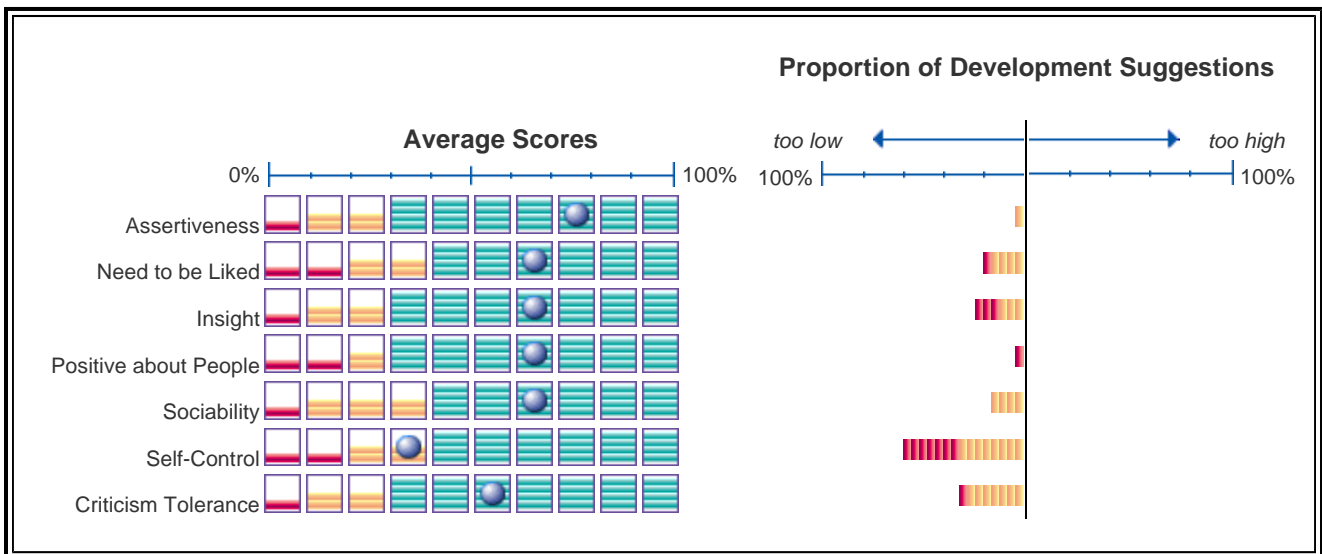


GROUP COMPETENCY SCORES Leadership Model Development Summary 4/14/2006

Championing Change: *Taking action to support and implement change initiatives effectively.*



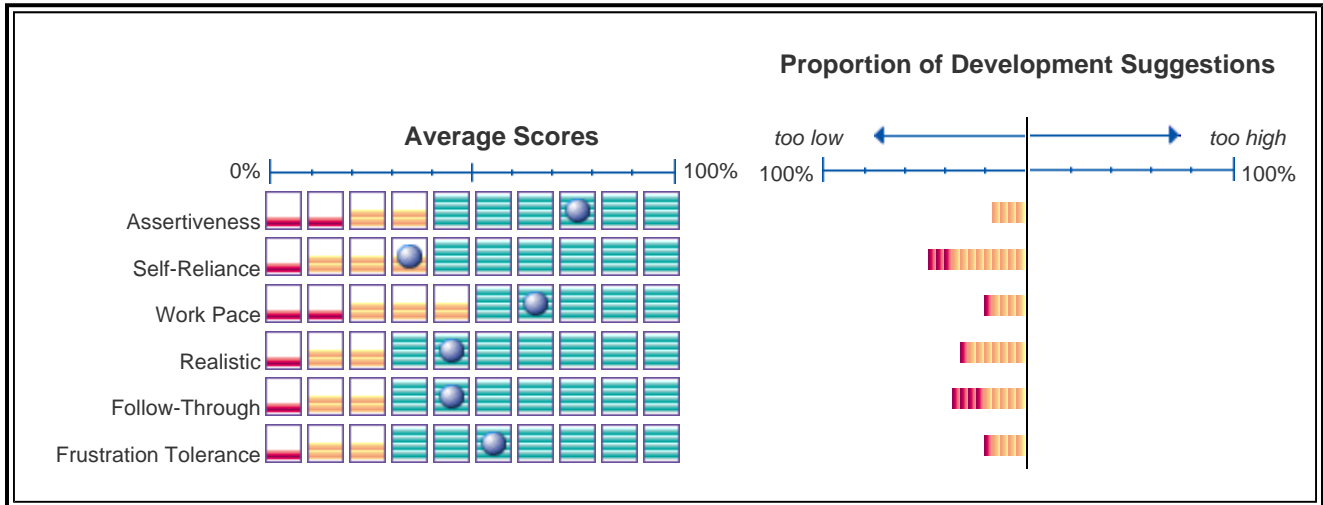
Relationship Management: *Developing and maintaining positive relationships with individuals outside their work group.*



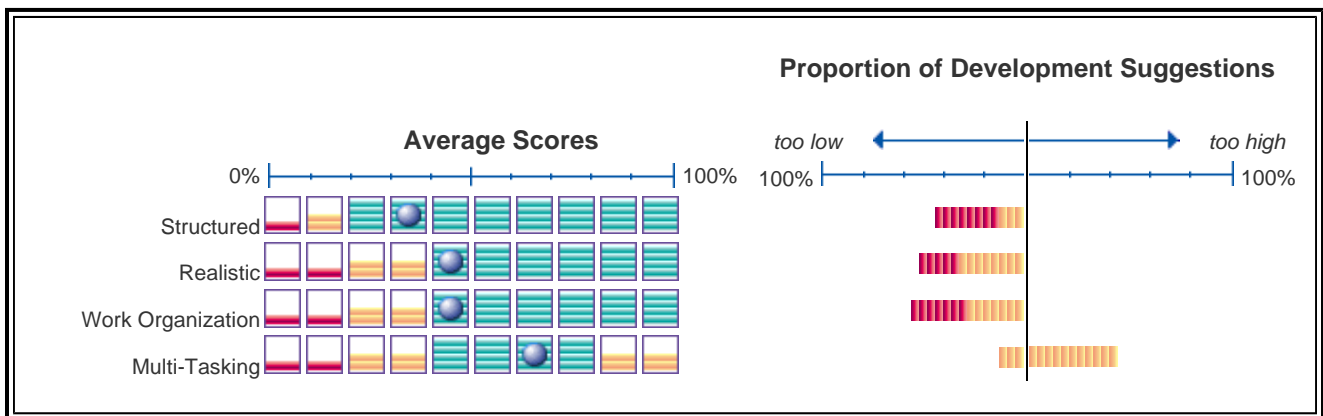
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Driving For Results: *Challenging, pushing the organization and themselves to excel and achieve.*



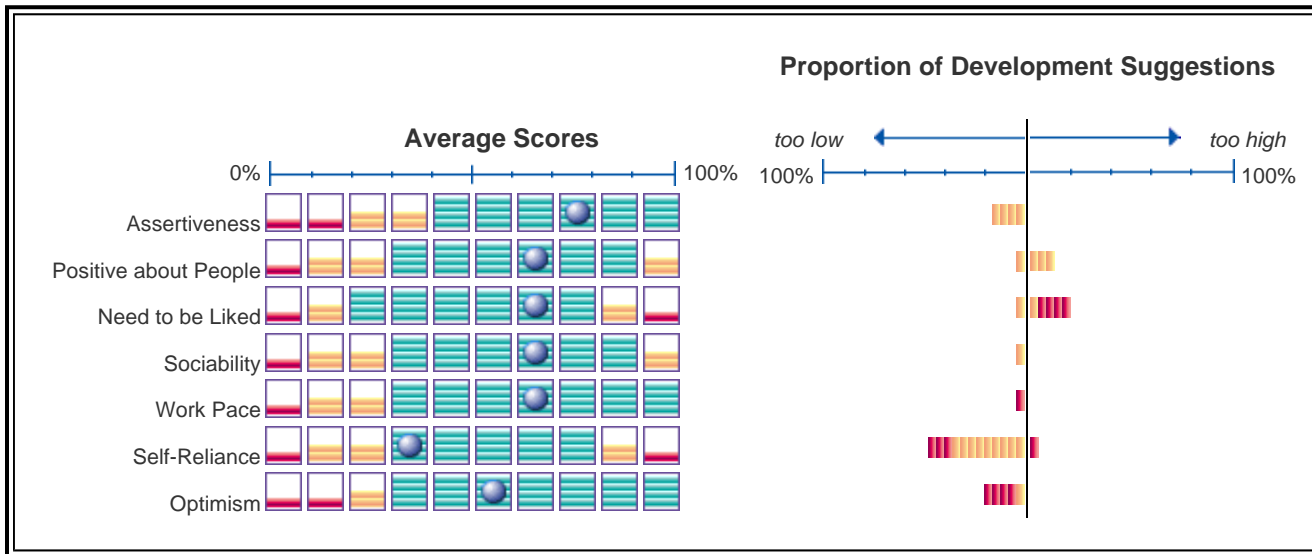
Planning And Organizing: *Effectively organizing and planning work according to organizational needs by defining objectives and anticipating needs and priorities.*



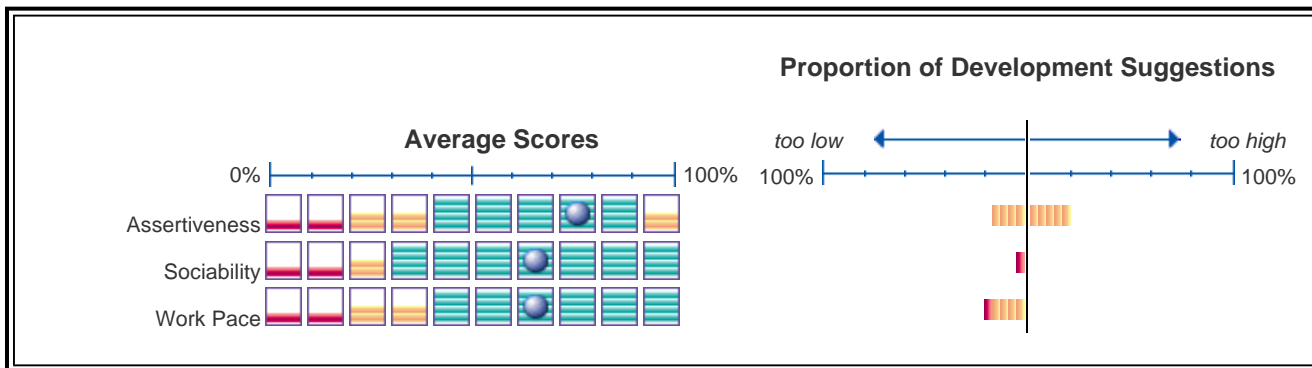
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Managing Others: *Directing and leading others to accomplish organizational goals and objectives.*

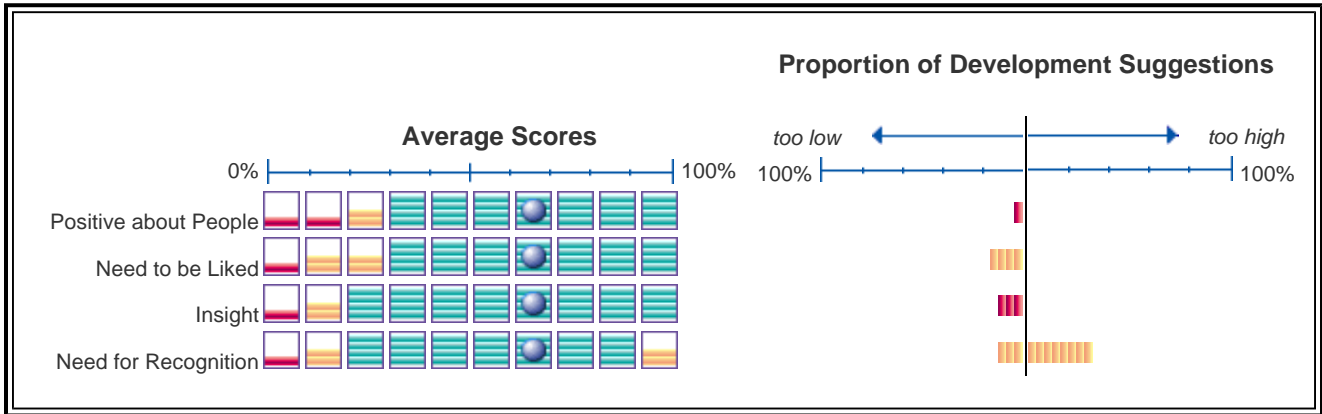


Influencing And Persuading: *Convincing others to adopt a course of action.*

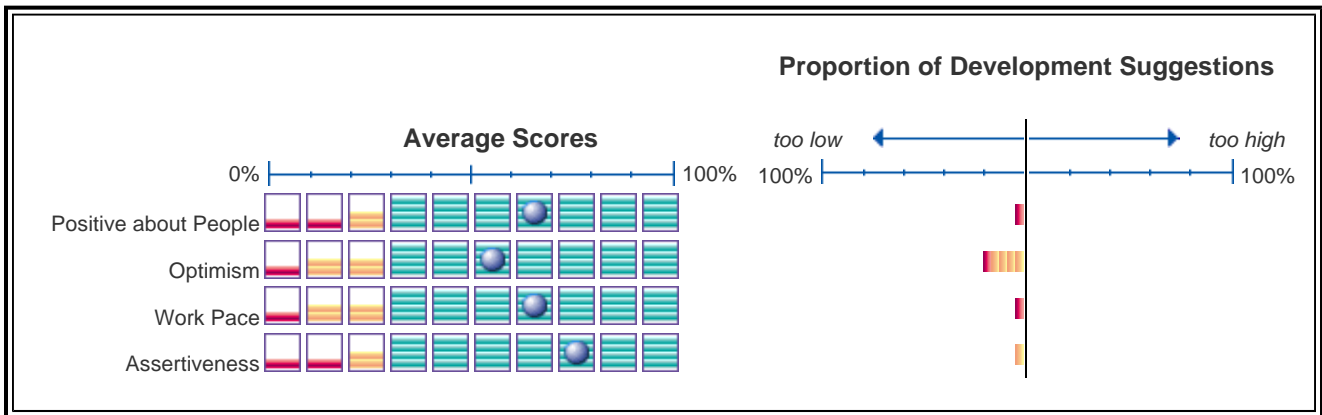


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Coaching And Developing Others: *Advising, assisting, mentoring and providing feedback to others to encourage and inspire the development of work-related competencies and long-term career growth.*



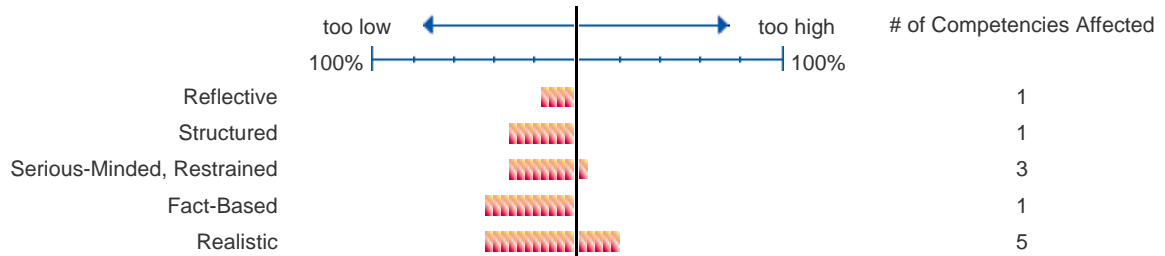
Motivating Others: *Inspiring others to perform well by actively conveying enthusiasm and a passion for doing a good job.*



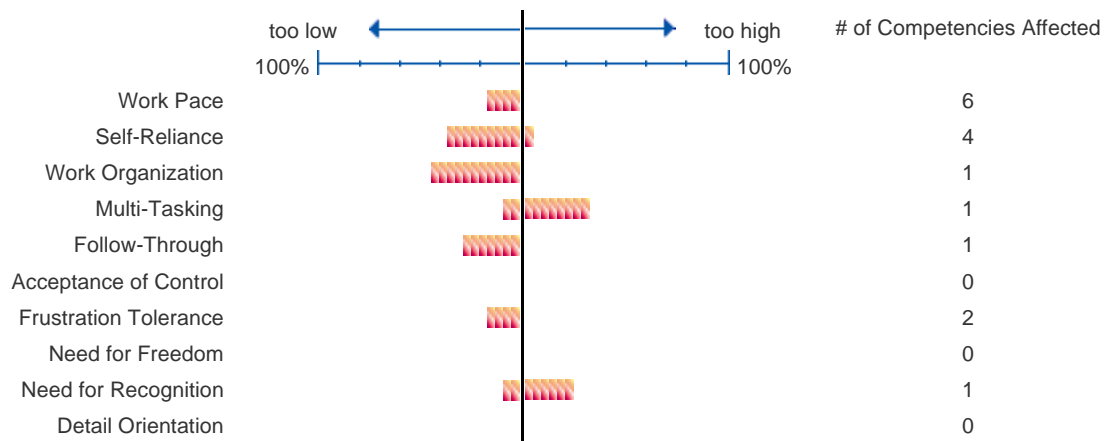
SUMMARY PERSONALITY SUGGESTIONS

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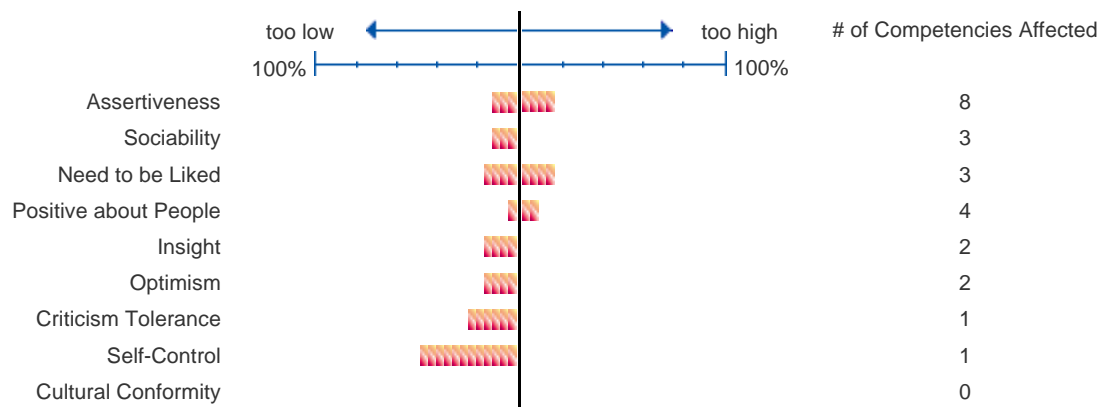
Thinking



Working



Relating



TOP 10 DEVELOPMENT SUGGESTIONS

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The following development suggestions occurred the most frequently within the group. The number in parenthesis is the actual number of occurrences.

- [Low Self-Control](#) (11)
- [Low Realistic Thinking](#) (10)
- [Low Fact-Based Thinking](#) (10)
- [Low Work Organization](#) (10)
- [Low Self-Reliance](#) (9)
- [Low Serious-Minded Thinking](#) (8)
- [Low Structured Thinking](#) (8)
- [High Multi-Tasking](#) (8)
- [Low Follow-Through](#) (7)
- [High Need For Attention](#) (6)

TOP 10 DEVELOPMENT SUGGESTIONS - - Only one is shown in this sample

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Low Self-Control

Competencies This May Impact

- Relationship Management

The assessment results suggest that you are expressive and unrestrained in your words and actions. While these attributes can contribute to others viewing you as genuine and knowing where you stand, if not properly controlled, they may also result in saying or do things that you later regret. If this describes you, try a few of the following suggestions.

Activities

Pause a few minutes to think through your actions and words and their implications before reacting. Avoid being reactive.

Take steps to increase your diplomacy and tact in communicating with others. Become aware of how you phrase or present ideas to others. Consider how others may respond to your words and make the necessary adjustments to improve your communication style. In situations of conflict, try to remain calm. Rather than reacting, try to pause and calm down (count to ten). Once you have given yourself some time, try to respond in a manner that is productive and that will lead to a constructive resolution.

Do not be afraid to walk away from a situation until you have time to gather your thoughts and control your emotions. (If you are speaking on the telephone, ask the person if you can place them on hold for a moment.)

Avoid being too spontaneous or overly expressive. Ask a trusted friend to point out situations where you might have said or done things that lacked business maturity. When face with that situation again, come up with a plan on how to respond in a more appropriate manner.

Books

Consider reading one or more of the following books:

[Managing Your Mouth: An Owner's Manual for Your Most Important Business Asset](#) by Robert L. Genua, AMACOM, 1993.

[How to Stay Cool, Calm & Collected When the Pressure's on: A Stress Control Plan for Businesspeople](#) by John E. Newman, AMACOM, 1992.

Seminars

[Managing Emotions in the Workplace: Strategies for Success](#) provided by American Management Association. [<http://www.amanet.org/seminars/cmd2/2540.htm>]

[The Essentials of Credibility, Composure and Confidence](#) provided by Skillpath Seminars.

[The Essentials of Communicating With Diplomacy and Professionalism](#) provided by Skillpath Seminars.

OTHER DEVELOPMENT SUGGESTIONS

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The following is the complete list of development suggestions for ASSESS. The number in parenthesis is the actual number of occurrences.

- [Low Criticism Tolerance](#) (6)
- [High Realistic Thinking](#) (5)
- [Low Reflective Thinking](#) (4)
- [Low Interpersonal Insight](#) (4)
- [Low Optimism](#) (4)
- [Low Frustration Tolerance](#) (4)
- [High Need to be Liked](#) (4)
- [Low Need to be Liked](#) (4)
- [Low Work Pace](#) (4)
- [High Assertiveness](#) (4)
- [Low Assertiveness](#) (3)
- [Low Sociability](#) (3)
- [Low Need For Attention](#) (2)
- [Low Multi-Tasking](#) (2)
- [High Positive about People](#) (2)
- [Low Positive About People](#) (1)
- [High Serious-Minded Thinking](#) (1)
- [High Self-Reliance](#) (1)

**A P P E N D I X : G R O U P
P A R T I C I P A N T S**Leadership Model Development
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Participants	Date Surveyed
Julie Example	3/9/2006
Pat Example	3/15/2006
Lara Example	3/16/2006
Jonathan Example	3/17/2006
Marilyn Example	3/19/2006
Sheila Example	3/21/2006
John Example	3/24/2006
Rick Example	3/29/2006
Matt Example	3/29/2006
Kimberly Example	4/3/2006
Ana Example	3/31/2006
Dick Example	3/30/2006
Isabel Example	3/30/2006
Victoria Example	3/30/2006
Javier Example	3/30/2006
Terri Example	3/30/2006
Debbie Example	3/30/2006
Ron Example	4/2/2006
Patty Example	4/3/2006