

management and leadership questionnaire

>Leadership Report

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Management Level: **Middle management**

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Introduction

The MLQ30 leadership assessment test measures your management and leadership competencies by asking you to rate your skills in different areas of management and leadership. It measures 30 competencies covering the transformational and transactional aspects of leadership.

Competencies are not the only influence on your performance as a leader, however, as your personality, your interests, your values, your pattern of intellectual abilities, your life experience and your current life situation also contribute to your performance. Psychological tests do not measure the whole you, which is why they need to be interpreted in the context of other information about you.

Please bear the following points in mind as you consider the results from your assessment.

First, your profile is based on what you have said about yourself through your responses to the questionnaire, so that what we are measuring is your own perception of your management and leadership competencies.

Second, your results can be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you felt under pressure to convey a particular profile or impression of your management and leadership skills.

Third, the MLQ30 is a questionnaire which produces a profile of your strengths and weaknesses based on a comparison of your scores against those of an international comparison group of people in management and leadership positions.

Your results are reported on a ten point scale known as the Standard Ten (Sten) scoring system. The table below shows what different scores indicate about your current levels of competence.

Sten	Percentile Meaning	Level	Competence
8-10	A score of 8 is higher than about 90% of the comparison group	5	Very well-developed competency / key strength to capitalize on
7	A score of 7 is higher than about 75% of the comparison group	4	Well-developed competency / emerging strength
5-6	A score of 5 is higher than about 40% of the comparison group	3	Moderately well-developed competency / mid-range skill
4	A score of 4 is higher than about 25% of the comparison group	2	Less-developed competency / embryonic skill
1-3	A score of 3 is higher than about 10% of the comparison group	1	Least-developed competency / possible flaw

Finally, please note that this assessment is intended to help you clarify your view of yourself and help you to develop your skills and achieve your potential. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers and direct reports.

MLQ30 competency Framework

The MLQ30 measures thirty competencies covering the transformational and transactional aspects of leadership. These are defined in the table below.

Leadership/Transformational Competencies		
1	Strategic and Creative Thinking	Competency Requirements
1.1	Thinking and managing globally	Keep up to date with global trends, review the company's position, develop business relationships in other countries.
1.2	Developing strategy and acting strategically	See the big picture, pick up changes in the marketplace, review and analyze the business unit's strategy.
1.3	Managing knowledge and information	Keep up with advances in business area, benchmark performance against industry leaders, seek advice from experts.
1.4	Creating and innovating	Help people to think differently about a problem, get buy-in for creative ideas, turn novel ideas into reality.
1.5	Managing costs and financial performance	Read and interpret financial reports, set financial targets, review and improve financial performance.
2	Leading and Deciding	Competency Requirements
2.1	Attracting and managing talent	Help new employees get up to speed quickly, give people challenging job assignments, monitor people's performance.
2.2	Motivating people and inspiring them to excel	Communicate high expectations of people, trust capable people to do their work, celebrate team achievement.
2.3	Coaching and developing people	Provide people with assignments to develop their skills, give timely coaching, act as a role model for development.
2.4	Managing culture and diversity	Define acceptable workplace behavior, challenge bias and intolerance, act as a role model of inclusive behavior.
2.5	Making sound decisions	Assess options and risks, consult people and take their views and ideas into account, act decisively.
3	Developing and Changing	Competency Requirements
3.1	Displaying initiative and drive	Start tasks right away, get things done quickly, be ready to go the extra mile.
3.2	Showing courage and strength	Do what is right despite personal risk, say no when necessary, have the courage to take tough decisions.
3.3	Learning and developing continuously	Seek feedback, set personal development goals, show a sense of humor and perspective.
3.4	Managing and implementing change	Sell the benefits of change, model the change expected of others, establish roles and structures to support change.
3.5	Adapting and coping with pressure	Adapt quickly to new situations, handle stress successfully, keep composure in difficult circumstances.

MLQ30 competency Framework

Management/Transactional Focus		
4	Implementing and Improving	Competency Requirements
4.1	Executing strategies and plans	Provide direction and support, delegate responsibility to the appropriate people, hold people accountable for delivery.
4.2	Improving processes and systems	Allocate responsibility for improvement, learn lessons from process breakdowns, improve business processes.
4.3	Managing customer relationships and services	Set high standards for customer service, exceed customer expectations, resolve customer issues quickly.
4.4	Analyzing issues and problems	Gather information from a wide variety of sources, approach problems from different angles, brainstorm possible solutions with others.
4.5	Managing plans and projects	Develop bold plans, obtain resources to carry out projects, manage critical dependencies and risks.
5	Communicating and Presenting	Competency Requirements
5.1	Facilitating and improving communication	Create a climate where people share views and ideas, exchange information with the team, bosses, and stakeholders.
5.2	Influencing and persuading people	Promote views and ideas, influence people by addressing their needs and priorities, negotiate effectively.
5.3	Managing feelings and emotions	Know which emotions you are feeling and why, handle other people's feelings and emotions sensitively.
5.4	Speaking with confidence and presenting to groups	Demonstrate presence, communicate with self-assurance, give effective presentations to groups.
5.5	Writing and reporting	Produce clearly written reports, write effectively for different audiences, edit other people's written work skillfully.
6	Relating and Supporting	Competency Requirements
6.1	Relating and networking	Work effectively with other people, build rapport and keeping others in the loop, use networks to get things done.
6.2	Listening and showing understanding	Put people at ease, pay attention to feelings and emotions, listen without interrupting.
6.3	Building trust and modeling integrity	Act in accordance with your values and principles, give consistent messages, keep promises.
6.4	Identifying and resolving conflict	Encourage debate, bring disagreements into the open, address and resolve conflict early.
6.5	Cultivating teamwork and collaboration	Set the team's direction and priorities, review the team's successes and failures, help team members work well together.

Leadership Profile Summary

Level 5 Leadership	
Level 3	You are in a middle management position and your overall leadership score is in the top half of the comparison group. Taken together, your management experience and your test results suggest that you are likely to be operating at Level 3 at present. Your leadership competency profile also indicates that you recognize the need to improve your knowledge and skills in some areas.
Management versus Leadership Focus	
Borderline leader	You scored 7 on leadership skills and 6 on management skills. This places you in the top 25% of the comparison group on leadership skills and the top 40% on management skills. Your leadership competencies seem to be pretty well developed. By contrast, your management skills seem to be moderately though slightly less well developed. Although you come out as slightly more competent on the leadership side, your scores indicate that there is room for improvement in both areas.
Task/Conceptual versus People/Social Approach	
Borderline task focus	You scored 7 on task-focused competencies and 5 on people-focused competencies. This places you in the top 25% of the comparison group on task-focused competencies and the top 60% on people-focused competencies. You present yourself as a borderline taskfocused leader who is pretty confident about their task skills but needs to strengthen their people skills to improve their capability.
Situational Leadership Effectiveness	
Transformational Leadership	You are likely to be reasonably effective in situations where a transformational leader is required to deliver change.
Transactional Leadership	You are likely to be as effective as the average manager in situations where a person is required with good management skills.
Impression Management	
Very self-critical	Analysis of how you answered the questionnaire indicates that you appear to have been very self-critical and not concerned about presenting a favorable profile of your competencies.

Level 5 Leadership

The leadership expert Jim Collins maintains that a distinguishing feature of great companies is the presence of what he calls a "Level 5" leader at the helm. These leaders are described as being timid and ferocious, shy and fearless, and modest with a fierce, unwavering commitment to high standards. Jim Collins defines five levels of leadership as follows.

Level	Core Competencies
1	Highly capable individual who makes productive contributions through talent, knowledge, skills and good work habits.
2	Contributing team member who contributes individual capabilities to the achievement of group objectives and works effectively with others in a group setting.
3	Competent manager who organizes people and resources toward the effective and efficient pursuit of predetermined objectives.
4	Effective leader who catalyses commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.
5	Executive who builds enduring greatness through a paradoxical blend of personal humility and professional will.

What Level Are You?

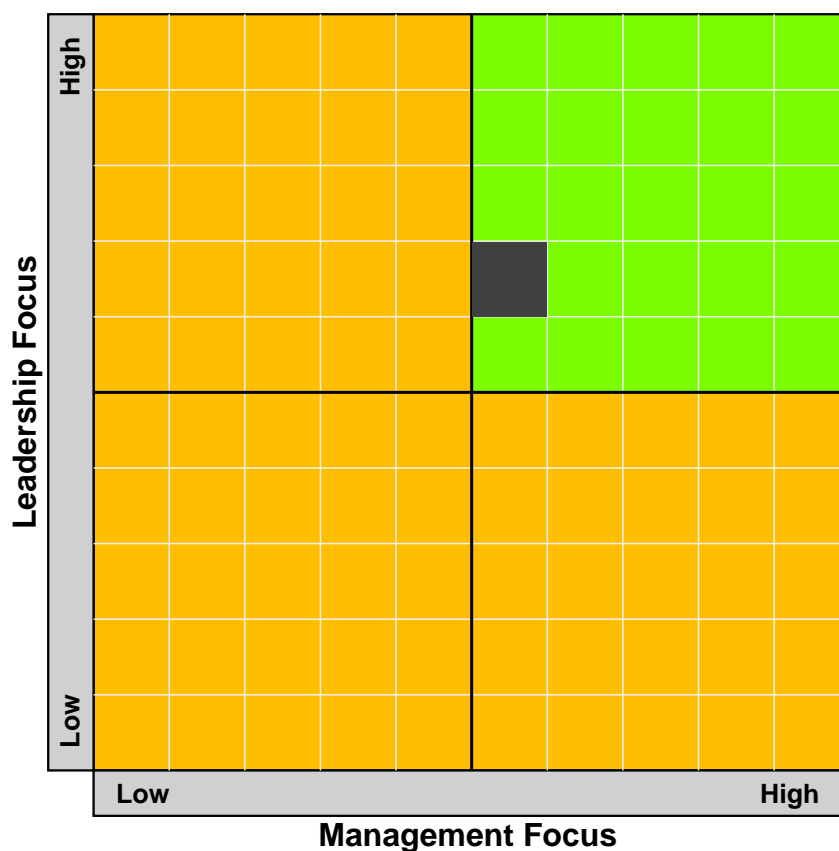
You are in a middle management position and your overall leadership score is in the top half of the comparison group. Taken together, your management experience and your test results suggest that you are likely to be operating at Level 3 at present. Your leadership competency profile also indicates that you recognize the need to improve your knowledge and skills in some areas.

Management versus Leadership Focus

The management and leadership style matrix below classifies people into four styles shown on axes of management focus and leadership focus. These two factors measure your current level of competence in transformational and transactional competencies. The MLQ30 scorecards later in the report show your scores on the competency scales. The four styles are explained below.

Strategist
 Strategists are strong on competencies to do with strategic and creative thinking, leading and deciding, and developing and changing. However, they often tend to neglect some of the transactional aspects of management.

Leader
 The best leaders are strategists and managers. They transform and manage organizations through a combination of transformational leadership competencies and transactional management competencies.



Individual Contributor
 Individual contributors are specialists and "doers" who have not acquired the orchestrating competencies required to be a successful manager/leader. They need to learn to adjust their style to manage conflicting demands from bosses, peers, and direct reports.

Manager
 Managers are strong on competencies to do with implementing and improving, communicating and presenting, and relating and supporting. However, they tend to neglect the transformational aspects of strategic leadership.

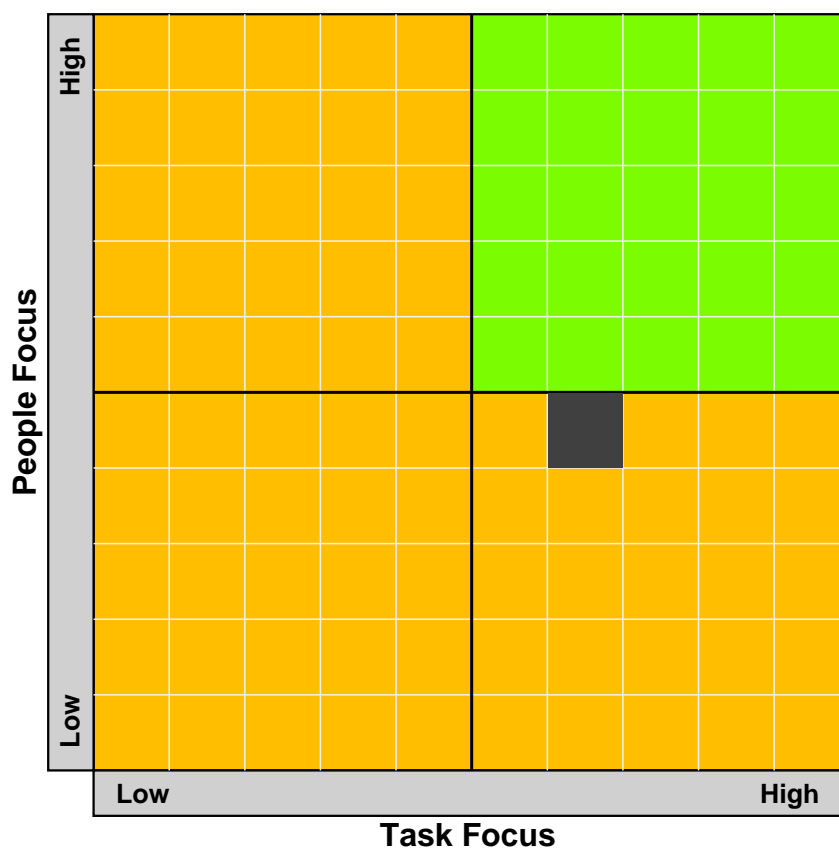
You scored 7 on leadership skills and 6 on management skills. This places you in the top 25% of the comparison group on leadership skills and the top 40% on management skills. Your leadership competencies seem to be pretty well developed. By contrast, your management skills seem to be moderately though slightly less well developed. Although you come out as slightly more competent on the leadership side, your scores indicate that there is room for improvement in both areas.

Task/Conceptual versus People/Social Approach

The task versus people matrix below classifies respondents into four groups shown on axes of task focus and people focus. These two factors measure the degree to which you focus on people factors and the degree to which you focus on task factors to implement plans and strategy quickly and effectively. These groups are explained below.

People Focus
 People-focused leaders achieve speed and value by creating clarity and unity of purpose. They are strong on people management competencies such as building relationships, establishing trust, and motivating and coaching people.

People & Task Focus
 The best leaders have a balanced approach focusing on people and task factors when implementing their strategies and plans. They do not make the mistake of trying to achieve their goals by concentrating on one factor alone.



Embryonic Approach
 Managers with an embryonic approach are still finding their feet, and learning how to achieve strategic speed and create value for their organization and customers. They need to improve their people and task skills in order to become better leaders.

Task Focus
 Leaders with a task focus implement plans and strategies primarily by attempting to control systems, processes and technologies. They tend to ignore people factors such as building relationships, establishing trust, and motivating and coaching people.

You scored 7 on task-focused competencies and 5 on people-focused competencies. This places you in the top 25% of the comparison group on task-focused competencies and the top 60% on people-focused competencies. You present yourself as a borderline taskfocused leader who is pretty confident about their task skills but needs to strengthen their people skills to improve their capability.

Situational Leadership Effectiveness

This profile predicts how effective you are likely to be in different leadership and management situations.

Leadership	1	2	3	4	5	6	7	8	9	10	Situational Assessment
Strategic and Creative Thinking											You are likely to be reasonably effective in situations where strategic and creative thinking are critical elements of the job.
Leading and Deciding											You are likely to be as effective as the average manager in situations where leading and deciding are critical components of the job.
Developing and Changing											You are likely to be as effective as the average manager in situations where developing and changing are critical elements of the job.
Overall Leadership Rating											You are likely to be reasonably effective in situations where a transformational leader is required to deliver change.
Management	1	2	3	4	5	6	7	8	9	10	Situational Assessment
Implementing and Improving											You are likely to be reasonably effective in situations where implementing and improving are critical to success.
Communicating and Presenting											You are likely to be as effective as the average manager in situations where the job requires a person who is skilled at communicating and presenting.
Relating and Supporting											You are likely to be as effective as the average manager in situations where it is important to have a person with good people skills.
Overall Management Rating											You are likely to be as effective as the average manager in situations where a person is required with good management skills.

Management and Leadership Competency Scorecards

This section contains scorecards showing your results in the six key areas of management and leadership assessed by the questionnaire. Each scorecard shows your sten score for each skill area/competency along with the percentile rank and assesses your current level of competence. The percentile rank indicates the percentage of people in the comparison group that you scored higher than--for example, a sten of 7 is higher than about 75% of the comparison group.

Transformational Competencies

Strategic and Creative Thinking

Your responses indicate that strategic and creative thinking is an area where your skills are quite well developed. Your profile on the building blocks of this competency cluster is as follows.

Competency	Sten	Percentile	Competence
Thinking and managing globally	7	75	Well-developed competency/emerging strength
Developing strategy and acting strategically	9	95	Very well-developed competency/key strength to capitalize on
Managing knowledge and information	8	90	Very well-developed competency/key strength to capitalize on
Creating and innovating	6	60	Moderately well-developed competency/mid-range skill
Managing costs and financial performance	7	75	Well-developed competency/emerging strength

Leading and Deciding

Your responses indicate that leading and deciding is an area where your competencies are moderately well developed. Your skills on the different aspects of this competency cluster are as follows.

Competency	Sten	Percentile	Competence
Attracting and managing talent	5	40	Moderately well-developed competency/mid-range skill
Motivating people and inspiring them to excel	5	40	Moderately well-developed competency/mid-range skill
Coaching and developing people	5	40	Moderately well-developed competency/mid-range skill
Managing culture and diversity	7	75	Well-developed competency/emerging strength
Making sound decisions	8	90	Very well-developed competency/key strength to capitalize on

Management and Leadership Competency Scorecards

Developing and Changing

Your responses indicate that developing and changing is reasonably likely to be one of your plus points. Your profile on the elements of this competency cluster is shown below.

Competency	Sten	Percentile	Competence
Displaying initiative and drive	8	90	Very well-developed competency/key strength to capitalize on
Showing courage and strength	7	75	Well-developed competency/emerging strength
Learning and developing continuously	5	40	Moderately well-developed competency/mid-range skill
Managing and implementing change	7	75	Well-developed competency/emerging strength
Adapting and coping with pressure	5	40	Moderately well-developed competency/mid-range skill

Transactional Competencies

Implementing and Improving

Your responses suggest that you believe implementing and improving to be one of your stronger assets. You came out as follows on the components of this competency cluster.

Competency	Sten	Percentile	Competence
Executing strategies and plans	7	75	Well-developed competency/emerging strength
Improving processes and systems	8	90	Very well-developed competency/key strength to capitalize on
Managing customer relationships and services	7	75	Well-developed competency/emerging strength
Analyzing issues and problems	6	60	Moderately well-developed competency/mid-range skill
Managing plans and projects	8	90	Very well-developed competency/key strength to capitalize on

Management and Leadership Competency Scorecards

Communicating and Presenting

Your responses suggest that communicating and presenting is quite likely to be one of your talents. You came out as follows on the different parts of this competency cluster.

Competency	Sten	Percentile	Competence
Facilitating and improving communication	5	40	Moderately well-developed competency/mid-range skill
Influencing and persuading people	6	60	Moderately well-developed competency/mid-range skill
Managing feelings and emotions	5	40	Moderately well-developed competency/mid-range skill
Speaking with confidence and presenting to groups	5	40	Moderately well-developed competency/mid-range skill
Writing and reporting	5	40	Moderately well-developed competency/mid-range skill

Relating and Supporting

Your responses indicate that relating and supporting could be an area to focus learning and development on. Your profile on the different facets of this competency cluster is shown below.

Competency	Sten	Percentile	Competence
Relating and networking	5	40	Moderately well-developed competency/mid-range skill
Listening and showing understanding	5	40	Moderately well-developed competency/mid-range skill
Building trust and modeling integrity	5	40	Moderately well-developed competency/mid-range skill
Identifying and resolving conflict	5	40	Moderately well-developed competency/mid-range skill
Cultivating teamwork and collaboration	6	60	Moderately well-developed competency/mid-range skill

Next Steps

We recommend that you consider your results alongside other sources of feedback you have been given about your current performance and future potential – for example, from job performance reviews, from coaches/mentors, or from direct reports or peers.

Think about sharing your results with other people and inviting them to comment on your strengths and weaknesses. Look at where their assessments differ from your own and why. Factoring in other people's assessments alongside your own is important as there is plenty of evidence that shows that self-assessments rarely match those of other work colleagues one hundred percent.

Having considered your own assessment from the questionnaire together with the views of key colleagues, where should you start when addressing development? Many leadership experts warn against focusing exclusively on weaker (low Sten score) areas unless there are some aspects of behavior which could be 'fatal flaws'. As a guide, these could be aspects where your Sten score is 3 or less. Fatal flaws are likely to inhibit development of other areas of leadership performance and should be addressed first.

If there are no fatal flaws, or once these have been addressed, the advice of many leadership experts is to focus on one's strengths – that is, those areas of performance where your Sten scores are high - say 7 or more - and which are also viewed as strengths by other colleagues. There is compelling data which shows that effective leadership is directly correlated with the number of strengths a person possesses. We, and our bosses, tend to be drawn towards worrying about our less strong performance areas - but resist the temptation, the pay-off is often in building on one's strengths.

To help you think about and plan your learning, download the [MLQ30 Leadership Development Quick Book](http://www.myskillsprofile.com/2011_mlq30_development_guide.pdf). It contains reading recommendations, practical performance improvement tips and ideas, and a planning template. (http://www.myskillsprofile.com/2011_mlq30_development_guide.pdf)

About This Report

This report was generated using MSP's online assessment system. It is based on a leadership assessment test called the Management and Leadership Questionnaire (MLQ30).

The report is generated by analyzing the answers of the respondent and substantially reflects the answers made by them. Due consideration must be given to the subjective nature of questionnaire-based ratings in the interpretation of this data.

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