



Basic Leadership Report & Profile

Prepared for A.N.Example
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Produced by Evolve LEADTEAM Ltd.

Please Read: This report has been created based on your personal responses to the Team Leader Questionnaire you recently completed. The information generated from your responses is presented in three distinct formats (see below). Each format encapsulates your perception of yourself as a leader, both overall and with respect to specific leadership functions, and it indicates how well you balance your leadership activity between achieving the task, building and maintaining the team and developing the individual.

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Leadership Report Summary for A.N.Example

	Overall	Activity	Quality	Balance						
Leadership	As a leader, you regard yourself as:	When it's required, you think you take the opportunity to lead:	When it's required, you think you carry out your leadership responsibility:	Very Biased Against	Biased Against	Slightly Biased Against	Balanced	Slightly Biased Towards	Biased Towards	Very Biased Towards
	Good	Typically	Effectively				Task Team Individual			

	Overall	Activity	Quality	Balance						
Function (S: Stronger; S*: Strength; W: Weaker; W*: Weakness; Note: relative to your own perceived ability.)	For each function, you regard yourself as:	When it's required, you take the opportunity to carry out each function:	When it's required, you think you carry out each function:	Very Biased Against	Biased Against	Slightly Biased Against	Balanced	Slightly Biased Towards	Biased Towards	Very Biased Towards
	Competent	Mostly	Competently				Task Team Individual			
Defining the Task	Good	Mostly	Effectively				Task Team Individual			
Planning	Competent	Often neglect to	Competently				Task Team Individual			
Controlling (W*)	Good	Mostly	Effectively				Task Team Individual			
Supporting (S)	Very good	Almost always	Very Effectively				Task Team Individual			
Setting an Example (S*)	Competent	Typically	Effectively				Task Team Individual			
Reviewing (W)							Task Team Individual			

Leadership Report for A.N.Example

Key: *A brief description of each function.*

Your perception of yourself as a leader.

Your perception of how you balance your leadership responsibilities.

As a Leader

You regard yourself as a good leader. You typically take the opportunity to exercise your leadership responsibility when necessary and you regard yourself as effective when acting as a leader. However, you could make more of your opportunities to exercise your leadership role

With respect to balancing your leadership responsibilities when attending to the needs of the three circles, you pay equal attention to the needs of the task, the team and the individuals in your team.

Your Perceived Strengths (relative to your own perceived ability)

You regard the following leadership function/s as your strongest: setting an example, and the following as additional strengths: supporting.

Your Perceived Weaknesses (relative to your own perceived ability)

You regard the following leadership function/s as your weakest: controlling, and the following as additional weaker areas: reviewing.

Leadership Functions

Defining the Task

This leadership function concerns taking responsibility for activities such as identifying the overall objectives of the task, establishing a common purpose for the team and clarifying objectives for each individual.

Overall, you regard yourself as competent at defining the task. You mostly take the opportunity to carry out this function and you regard yourself as competent when you are doing it. However, you may wish to consider some personal development in defining the task.

With respect to balancing your attention to meeting the needs of the three circles when defining the task, you pay less attention to the individuals in your team, however you are slightly biased towards the team and you pay appropriate attention to the task. When defining the task you should consider slightly reducing your focus on the needs of the team and paying a little more attention to the needs of the individual.

Planning

This leadership function concerns taking responsibility for activities such as ensuring that a workable plan for the task is prepared, getting ideas and suggestions from the entire team and setting specific goals for each individual.

Overall, you regard yourself as good at planning. You mostly take the opportunity to carry out this function and you regard yourself as effective when you are doing it.

With respect to balancing your attention to meeting the needs of the three circles when planning, you pay less attention to the individuals in your team, however you pay appropriate attention to the team and you are biased towards the task. When planning you should consider reducing your focus on the needs of the task and paying a little more attention to the needs of the individual.

Leadership Functions *continued*

Controlling

This leadership function concerns taking responsibility for activities such as making decisions, correcting unproductive team behaviours and practices and being assertive with individuals when necessary.

Overall, you regard yourself as competent at controlling. You often neglect to take the opportunity to carry out this function, but you regard yourself as competent when you are doing it. You should make more of your opportunities to control, when they arise, and you may wish to consider some personal development in controlling.

With respect to balancing your attention to meeting the needs of the three circles when controlling, you pay less attention to the individuals in your team, however you are slightly biased towards the team and you pay appropriate attention to the task. When controlling you should consider slightly reducing your focus on the needs of the team and paying a little more attention to the needs of the individual.

Setting an Example

This leadership function concerns taking responsibility for activities such as working to a high standard yourself, remaining positive when dealing with the team and treating others as you expect to be treated yourself.

Overall, you regard yourself as very good at setting an example. You almost always take the opportunity to carry out this function and you regard yourself as very effective when you are doing it.

With respect to balancing your attention to meeting the needs of the three circles when setting an example, you are biased towards the individuals in your team, you pay appropriate attention to the team, but you pay little attention to the task. When setting an example you should consider reducing your focus on the needs of the individual and paying more attention to the needs of the task.

Supporting

This leadership function concerns taking responsibility for activities such as providing training in support of the task, encouraging the team and addressing the problems of individuals.

Overall, you regard yourself as good at supporting. You mostly take the opportunity to carry out this function and you regard yourself as effective when you are doing it.

With respect to balancing your attention to meeting the needs of the three circles when supporting, you pay less attention to the individuals in your team, however you are biased towards the team and you pay appropriate attention to the task. When supporting you should consider reducing your focus on the needs of the team and paying a little more attention to the needs of the individual.

Reviewing

This leadership function concerns taking responsibility for activities such as reviewing the outcomes of each part of the task, learning from both failure and success and assessing each individual's contribution.

Overall, you regard yourself as competent at reviewing. You typically take the opportunity to carry out this function and you regard yourself as effective when you are doing it. However, you may be able to make more of your opportunities to review, when they arise.

With respect to balancing your attention to meeting the needs of the three circles when reviewing, you are biased towards the individuals in your team, you pay very little attention to the team and you pay appropriate attention to the task. When reviewing you should consider reducing your focus on the needs of the individual and paying a lot more attention to the needs of the team.

Leadership Profile for A.N.Example

Background: as a leader you should balance the amount of attention you pay to fulfilling the needs of the task, the needs of the team and the needs of the individuals in the team. Clearly, over short periods of time, you may need to focus your attention on only one or two of these areas and consequently neglect the other/s. However, prolonged neglect of one of these areas of need, or becoming overly focused on another, may lead to problems with achieving your task, developing and maintaining your team or developing the people within your team.

You have been asked a set of questions which relate to the carrying out of specific leadership functions in the three different areas of need. From your responses we have been able to assess your current leadership profile, both overall and with respect to individual functions; this profile is based on your personal perception of your leadership activity.

Interpretation: in the three circles diagram below, the circles have been shaded so as to indicate the level of attention you give to each area of need. For example, the 'bluer' the task circle, the more attention you are paying to the needs of the task. These colours blend in the centre of the diagram to reveal your 'leadership' colour. A balanced leader will be a shade of grey, the paler the shade the higher you have rated yourself as a leader. However, this colour may have a hint of blue, green or red indicating that you may be paying more attention to the needs of the task, the team or the individuals, respectively. Or, conversely, this colour may have a hint of yellow, magenta or cyan, indicating that you may be neglecting some of the needs of the task, the team or the individuals, respectively. In each case, the lighter the colour, the more effective you have rated yourself as a leader, please refer to your leadership report overleaf for more detail.

The functions have also been coloured, this time to highlight the relative level of attention you are paying to each area of need. As with your leadership colour, this colour may have a hint of blue, green or red indicating that you may be paying more attention to the needs of the task, the team or the individuals, respectively. Or, conversely, this colour may have a hint of yellow, magenta or cyan, indicating that you may be neglecting some of the needs of the task, the team or the individuals, respectively. Your effectiveness with respect to each function is detailed in your leadership report overleaf.

Your Leadership Colours

Your leadership colour is:



Your functional colours are:



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