



# Complete 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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# Introduction

## Team Leadership Types

### **Type 1: Balanced**

### **Type 2: Focused or Neglectful**

- A: Task Focused
- B: Task Neglectful
- C: Team Focused
- D: Team Neglectful
- E: Individual Focused
- F: Individual Neglectful

### **Type 3: Focused and Neglectful**

- A: Task Focused at the expense of the Team
- B: Task Focused at the expense of the Individual
- C: Team Focused at the expense of the Task
- D: Team Focused at the expense of the Individual
- E: Individual Focused at the expense of the Task
- F: Individual Focused at the expense of the Team

### **Type 4: Strongly Focused or Neglectful**

- A: Task Focused at the expense of the Team and the Individual
- B: Task and Team Focused at the expense of the Individual
- C: Team Focused at the expense of the Task and the Individual
- D: Team and Individual Focused at the expense of the Task
- E: Individual Focused at the expense of the Task and the Team
- F: Individual and Task Focused at the expense of the Team

## Leadership Type Summary for A.N.Example

### Team Leadership Type

Overall Team Leadership Type: 2F

### Functions and Profile Type

|                    |    |
|--------------------|----|
| Defining the Task: | 3C |
| Planning:          | 4B |
| Briefing:          | 4F |
| Organising:        | 4B |
| Evaluating:        | 4C |
| Controlling:       | 4A |
| Supporting         | 3A |
| Motivating         | 3B |
| Inspiring          | 4A |
| Setting an Example | 3C |
| Reviewing          | 3A |

# Leadership Report Summary for A.N.Example

| Overall  |  | Activity   | Quality  | Balance             |                |                         |              |                         |                |                     |
|--|--|--|--|---------------------|----------------|-------------------------|--------------|-------------------------|----------------|---------------------|
| <b>Leadership</b>  | As a leader, you regard yourself as:<br><br>Good       | When it's required, you think you take the opportunity to lead:<br><br>Mostly          | When it's required, you think you carry out your leadership responsibility:<br><br>Effectively | Very Biased Against | Biased Against | Slightly Biased Against | Balanced     | Slightly Biased Towards | Biased Towards | Very Biased Towards |
|  |  |  |  |                     |                | Individual!             | Task<br>Team |                         |                |                     |
| <b>Function</b>  |  | <b>Quality</b>   |  | <b>Balance</b>      |                |                         |              |                         |                |                     |
| (S: Stronger; S*: Strength; W: Weaker; W*: Weakness; Note: relative to your own perceived ability. ) |  | When carrying out each leadership function you think that you have a tendency to be:   |  |                     |                |                         |              |                         |                |                     |
| <b>Defining the Task</b>   | For each function, you regard yourself as:<br><br>Good | When it's required, you take the opportunity to carry out each function:<br><br>Mostly | When it's required, you think you carry out each function:<br><br>Effectively                  | Very Biased Against | Biased Against | Slightly Biased Against | Balanced     | Slightly Biased Towards | Biased Towards | Very Biased Towards |
|  |  |  |  |                     | Task           |                         | Individual   |                         | Team           |                     |
| <b>Planning (S)</b>  | Good   | Mostly   | Effectively  |                     |                |                         |              | Task<br>Team            |                |                     |
| <b>Briefing (W*)</b>   | Less than competent                                    | Typically  | Less than Competently  | Team                |                |                         |              |                         | Task           | Individual          |
| <b>Organising (S)</b>  | Good   | Mostly   | Effectively  | Individual          |                |                         |              |                         | Team           | Task                |
| <b>Evaluating</b>  | Good   | Mostly   | Effectively  |                     | Task           |                         |              |                         |                | Team                |
| <b>Controlling (S*)</b>  | Good   | Mostly   | Effectively  |                     | Individual     |                         |              | Team                    |                | Task                |

# Leadership Report Summary for Team (Pt 2)

| Function   | Overall   | Activity  | Quality     | Balance  |                |                         |            |                         |                |                     |
|--|-----------|-----------|-------------|--|----------------|-------------------------|------------|-------------------------|----------------|---------------------|
|  |           |           |             | Very Biased Against  | Biased Against | Slightly Biased Against | Balanced   | Slightly Biased Towards | Biased Towards | Very Biased Towards |
| (S: Stronger; S*: Strength; W: Weaker; W*: Weakness;<br>Note: relative to your own perceived ability.) |           |           |             | When carrying out each leadership function you think that you have a tendency to be: |                |                         |            |                         |                |                     |
| <b>Supporting (W*)</b>   | Competent | Typically | Effectively |  | Team           |                         | Individual | Task                    |                |                     |
| <b>Motivating (W)</b>  | Competent | Typically | Effectively |  |                | Individual              | Team       | Task                    |                |                     |
| <b>Inspiring (S)</b>   | Good      | Mostly    | Effectively |  | Individual     | Team                    |            |                         |                | Task                |
| <b>Setting an Example</b>  | Competent | Typically | Effectively | Task   |                |                         | Individual |                         |                | Team                |
| <b>Reviewing</b>   | Good      | Mostly    | Competently |  |                | Team                    |            | Task                    | Individual     |                     |

# Leadership Report for A.N.Example

## As a Leader

**Key:** *A brief description of each function.*

*Your perception of yourself as a leader.*

*Your perception of how you balance your leadership responsibilities.*

You regard yourself as a good leader. You mostly take the opportunity to exercise your leadership responsibility when necessary and you regard yourself as effective when acting as a leader.

With respect to balancing your leadership responsibilities in meeting the needs of the three circles, you pay less attention to the individuals in your team, however you pay appropriate attention to the team and you pay appropriate attention to the task. You should consider paying a little more attention to the needs of the individual.

With respect to carrying out your responsibilities as a leader, you regard yourself as good at fulfilling the needs of the individuals in your team, average at fulfilling the needs of the team as a whole and good at fulfilling the needs of the task.

## Strengths (relative to your own perceived ability)

You regard the following leadership function/s as your strongest: controlling, and the following as additional strengths: planning, organising, inspiring.

## Weaknesses (relative to your own perceived ability)

You regard the following leadership function/s as your weakest: briefing, supporting, and the following as additional weaker areas: motivating.

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## 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 good at defining the task. 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 defining the task, you pay appropriate attention to the individuals in your team, you are biased towards the team, but you pay little attention to the task. When defining the task you should consider reducing your focus on the needs of the team and paying more attention to the needs of the task.

With respect to carrying out your responsibilities as a leader, you regard yourself as excellent at fulfilling the needs of the individuals in your team, in need of significant improvement at fulfilling the needs of the team as a whole and good at fulfilling the needs of the task.

### 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 little attention to the individuals in your team, however you are slightly biased towards the team and you are slightly biased towards the task. When planning you should consider slightly reducing your focus on both the needs of the team and the task, while paying more attention to the needs of the individual.

With respect to carrying out your responsibilities as a leader, you regard yourself as excellent at fulfilling the needs of the individuals in your team, in need of significant improvement at fulfilling the needs of the team as a whole and good at fulfilling the needs of the task.

# **Leadership Functions** *continued*

## **Briefing**

*This leadership function concerns taking responsibility for activities such as presenting a clear plan of action, clearly outlining the proposed team structure and checking peoples understanding of these issues.*

Overall, you regard yourself as less than competent at briefing. You typically take the opportunity to carry out this function, however you regard yourself as less than competent when you are doing it. However, you could make more of your opportunities to brief, when they arise, and you should consider some personal development in briefing.

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

With respect to carrying out your responsibilities as a leader, you regard yourself as in need of significant improvement at fulfilling the needs of the individuals in your team, in need of improvement at fulfilling the needs of the team as a whole and excellent at fulfilling the needs of the task.

## **Evaluating**

*This leadership function concerns taking responsibility for activities such as considering implications before acting, enquiring of individual's if they are comfortable with their role and reflecting on how well your team is working.*

Overall, you regard yourself as good at evaluating. 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 evaluating, you pay little attention to the individuals in your team, you are very biased towards the team and you pay little attention to the task. When evaluating you should consider paying more attention to both the needs of the individual and the task, while greatly reducing your focus on the needs of the team.

With respect to carrying out your responsibilities as a leader, you regard yourself as in need of improvement at fulfilling the needs of the individuals in your team, good at fulfilling the needs of the team as a whole and good at fulfilling the needs of the task.

## **Organising**

*This leadership function concerns taking responsibility for activities such as incorporating individual's capabilities when establishing team structure, modifying individual's roles to play to their strenghs and using suitable systems to carry out the task.*

Overall, you regard yourself as good at organising. 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 organising, you pay very little attention to the individuals in your team, you are biased towards the team and you are very biased towards the task. When organising you should consider greatly reducing your focus on the needs of the task and reducing your focus on the needs of the team, while paying a lot more attention to the needs of the individual.

With respect to carrying out your responsibilities as a leader, you regard yourself as very good at fulfilling the needs of the individuals in your team, in need of significant improvement at fulfilling the needs of the team as a whole and excellent at fulfilling the needs of the task.

## **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 good at controlling. 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 controlling, you pay little attention to the individuals in your team, you pay less attention to the team and you are very biased towards the task. When controlling you should consider greatly reducing your focus on the needs of the task, while paying a little more attention to the needs of the team and paying more attention to the needs of the individual.

With respect to carrying out your responsibilities as a leader, you regard yourself as very good at fulfilling the needs of the individuals in your team, average at fulfilling the needs of the team as a whole and very good at fulfilling the needs of the task.

# **Leadership Functions** *continued*

## **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 competent at supporting. 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 support, when they arise.

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

With respect to carrying out your responsibilities as a leader, you regard yourself as in need of improvement at fulfilling the needs of the individuals in your team, good at fulfilling the needs of the team as a whole and very good at fulfilling the needs of the task.

## **Inspiring**

*This leadership function concerns taking responsibility for activities such as setting challenging, but achievable goals, which you believe your team has the ability to achieve, and highlighting the benefits of meeting these goals.*

Overall, you regard yourself as good at inspiring. 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 inspiring, you pay little attention to the individuals in your team, you pay less attention to the team and you are very biased towards the task. When inspiring you should consider greatly reducing your focus on the needs of the task, while paying a little more attention to the needs of the team and paying more attention to the needs of the individual.

With respect to carrying out your responsibilities as a leader, you regard yourself as in need of significant improvement at fulfilling the needs of the individuals in your team, good at fulfilling the needs of the team as a whole and excellent at fulfilling the needs of the task.

## **Motivating**

*This leadership function concerns taking responsibility for activities such as recognising individual achievement, celebrating success with your team and communicating the importance of the task.*

Overall, you regard yourself as competent at motivating. 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 motivate, when they arise.

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

With respect to carrying out your responsibilities as a leader, you regard yourself as excellent at fulfilling the needs of the individuals in your team, in need of significant improvement at fulfilling the needs of the team as a whole and good at fulfilling the needs of the task.

## **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 competent at setting an example. 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 set an example, when they arise.

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

With respect to carrying out your responsibilities as a leader, you regard yourself as good at fulfilling the needs of the individuals in your team, excellent at fulfilling the needs of the team as a whole and in need of significant improvement at fulfilling the needs of the task.

## **Leadership Functions** *continued*

### **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 good at reviewing. 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 reviewing.

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

With respect to carrying out your responsibilities as a leader, you regard yourself as in need of significant improvement at fulfilling the needs of the individuals in your team, excellent at fulfilling the needs of the team as a whole and average at fulfilling the needs of the task.

# 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.

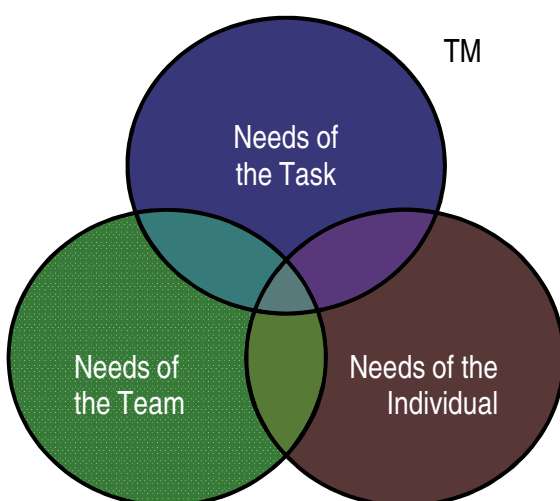
The functions have also been coloured, this time to highlight the relative level of attention you are paying to each area of need. As with your leadership colour, this colour may have a hint of blue, green or red indicating that you may be paying more attention to the needs of the task, the team or the 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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Defining the Task  
Planning  
Briefing  
Organising  
Evaluating  
Controlling  
Supporting  
Motivating  
Inspiring  
Setting an Example  
Reviewing

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