



# Standard Leadership Report & Profile

Prepared for A.N.Other  
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## Please read before examining your report in detail

*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 a number of different formats (see above). 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**.*

# Leadership Report Summary for A.N.Other

	Combined	Activity	Quality
	Based on a combination of your rating of both Activity and Quality, you regard yourself as:	In your role as a team leader, you think you typically take the opportunity to lead:	When leading, you think you carry out your leadership responsibility:
Leadership	Effective	Mostly	Well

Function	Combined	Activity	Quality	Strengths & Weaknesses
	Based on a combination of your rating of both Activity and Quality for this function, you regard yourself as:	In your role as a team leader, you think you typically take the opportunity to carry out this function:	When leading, you think you carry out this function:	Based on a combination of both ratings, and relative to your own perceived ability across these functions, you regard this function as a:
Controlling	Effective	As often as not	Well	
Reviewing	Effective	Almost always	Well	Strength
Inspiring	Adequate	As often as not	Adequately	Weakness
Evaluating	Adequate	As often as not	Adequately	Potential Weakness
Defining the Task	Adequate	Mostly	Adequately	
Setting an Example	Effective	Almost always	Well	Strength

*See page 7 for a summary of all rating scale descriptors.*

## Leadership Report Summary for A.N.Other (cont.)

How you 'Balance' your Overall Leadership compared to the Overall Population							
When leading, you think that you may have a tendency to pay:							
far too little attention to	little attention to	less attention to	appropriate attention to	more attention to	too much attention to	far too much attention to	
<b>Overall Leadership</b>				Task Team Individual			
How you 'Balance' carrying out each Leadership Function compared to the Overall Population							
When carrying out this leadership function you think that you may have a tendency to pay:							
Function	far too little attention to	little attention to	less attention to	appropriate attention to	more attention to	much more attention to	far too much attention to
<b>Controlling</b>		Individual		Team	Task		
<b>Reviewing</b>		Individual		Team		Task	
<b>Inspiring</b>		Team	Task				Individual
<b>Evaluating</b>	Task			Team			Individual
<b>Defining the Task</b>		Task		Individual		Team	
<b>Setting an Example</b>	Individual			Task		Team	

# Leadership Report for A.N.Other

## 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 an effective leader. You mostly take the opportunity to exercise your leadership responsibility when necessary and you think you do this well.

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.

With respect to carrying out your responsibilities as a leader, and comparing your own ratings with those of a general population, 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 average at fulfilling the needs of the task.

## Strengths *(relative to your own perceived ability across the six functions you selected)*

You regard the following leadership function/s as your strengths: reviewing, setting an example.

## Weaknesses *(relative to your own perceived ability across the six functions you selected)*

You regard the following leadership function/s as weaknesses: inspiring, and the following as potential weaknesses: evaluating.

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## Leadership Functions

### 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 effective at controlling. You as often as not take the opportunity to carry out this function and you think you do it well. However, you may be able to make more of your opportunities to control, when they arise.

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, however you pay appropriate attention to the team and you pay more attention to the task. When controlling you might consider slightly reducing your attention to the needs of the task and paying more attention to the needs of the individual.

With respect to carrying out your responsibilities when controlling, and comparing your own ratings with those of a general population, you regard yourself as average 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.

### 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 effective at reviewing. You almost always take the opportunity to carry out this function and you think you do it well.

With respect to balancing your attention to meeting the needs of the three circles when reviewing, you pay little attention to the individuals in your team, however you pay appropriate attention to the team and you pay too much attention to the task. When reviewing you might consider reducing your attention to the needs of the task and paying more attention to the needs of the individual.

With respect to carrying out your responsibilities when reviewing, and comparing your own ratings with those of a general population, you regard yourself as good 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 average at fulfilling the needs of the task.

## **Leadership Functions** *continued*

### **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 adequate at inspiring. You as often as not take the opportunity to carry out this function and you think you do it adequately. However, you may be able to make more of your opportunities to inspire, when they arise, and you may wish to consider some personal development in inspiring.

With respect to balancing your attention to meeting the needs of the three circles when inspiring, you pay far too much attention to the individuals in your team, you pay little attention to the team and you pay less attention to the task. When inspiring you might consider greatly reducing your attention to the needs of the individual, while paying a little more attention to the needs of the task and paying more attention to the needs of the team.

With respect to carrying out your responsibilities when inspiring, and comparing your own ratings with those of a general population, 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 average at fulfilling the needs of the task.

### **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 adequate at defining the task. You mostly take the opportunity to carry out this function and you think you do it adequately. 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 appropriate attention to the individuals in your team, you pay too much attention to the team, but you pay little attention to the task. When defining the task you might consider reducing your attention to the needs of the team and paying more attention to the needs of the task.

With respect to carrying out your responsibilities when defining the task, and comparing your own ratings with those of a general population, you regard yourself as average 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 average 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 adequate at evaluating. You as often as not take the opportunity to carry out this function and you think you do it adequately. However, you may be able to make more of your opportunities to evaluate, when they arise, and you may wish to consider some personal development in evaluating.

With respect to balancing your attention to meeting the needs of the three circles when evaluating, you pay far too much attention to the individuals in your team, you pay appropriate attention to the team and you pay very little attention to the task. When evaluating you might consider greatly reducing your attention to the needs of the individual and paying a lot more attention to the needs of the task.

With respect to carrying out your responsibilities when evaluating, and comparing your own ratings with those of a general population, 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 average 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 effective at setting an example. You almost always take the opportunity to carry out this function and you think you do it well.

With respect to balancing your attention to meeting the needs of the three circles when setting an example, you pay very little attention to the individuals in your team, you pay too much attention to the team and you pay appropriate attention to the task. When setting an example you might consider reducing your attention to the needs of the team and paying a lot more attention to the needs of the individual.

With respect to carrying out your responsibilities when setting an example, and comparing your own ratings with those of a general population, 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 in need of significant improvement at fulfilling the needs of the task.

# Adair Profile for A.N.Other

**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 more 'blue' 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/brown, 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.

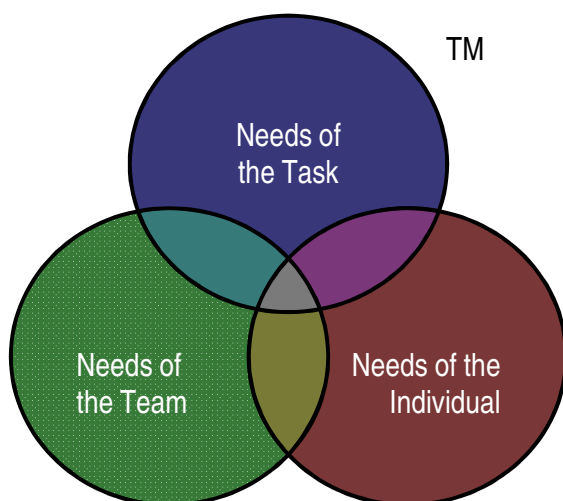
The functions have also been coloured, this time to highlight the relative level of attention you are paying to each area of need. As with your leadership colour, this colour may have a hint of blue, green or red indicating that you may be paying more attention to the needs of the task, the team or the 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

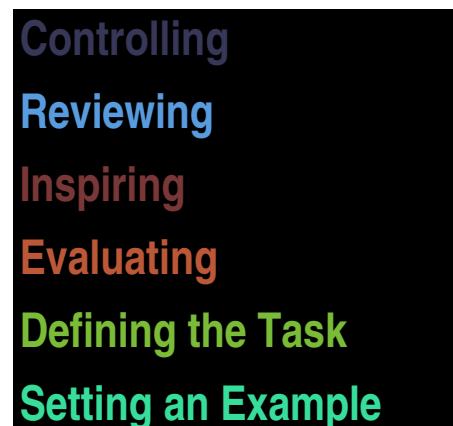
Your leadership colour is:



Your functional colours are:



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# Leadership Type Summary for A.N.Other

## Interpretation

In General: Each Team Leadership Type is represented by a number and a letter, with the exception of Type 1, which indicates a balanced approach.

Type Number: The larger the number the more 'unbalanced' you perceive your approach.

Type Letter: A indicates you may have a TASK focus.

B indicates you may neglect the TEAM.

C indicates you may have an INDIVIDUAL focus.

D indicates you may neglect the TASK.

E indicates you may have a TEAM focus.

F indicates you may neglect the INDIVIDUAL .

*All Team Leadership Types are summarised overleaf.*

## Your Perceived Team Leadership Type

Overall Team  
Leadership Type: 1 - Balanced

## Your Perceived Leadership Type by Selected Function

Controlling: 3F - Task Focused at the expense of the Individual

Reviewing: 3F - Task Focused at the expense of the Individual

Inspiring: 4C - Individual Focused at the expense of the Task and the Team

Evaluating: 3C - Individual Focused at the expense of the Task

Defining the Task: 3D - Team Focused at the expense of the Task

Setting an 3E - Team Focused at the expense of the Individual

# Summary of All Team Leadership Types

## **Type 1: Balanced**

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

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

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

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

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

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

# Summary of Rating Scale Descriptors

	<b>Combined Ratings</b>	<b>Activity Ratings</b>	<b>Quality Ratings</b>
0	Extremely Ineffective	Never	Extremely Poorly
1	Very Ineffective	Very Rarely	Very Poorly
2			
3	Ineffective	Occasionally	Poorly
4			
5	Adequate	As often as not	Adequately
6			
7	Effective	Mostly	Well
8			
9	Very Effective	Almost Always	Very Well
10	Outstanding	Always	Excellently

# **Evolve Leadteam Ltd. Contact Details**

Questions or enquiries regarding this leadership profile and report should be sent to David Faraday, Evolve Leadteam Ltd.. Our contact details are as follows:

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