



# Standard 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: Biased towards the Team
- D: Biased against the Team
- E: Biased towards the Individual
- F: Biased against the Individual

### **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

## Leader Type Summary for A.N.Example

### Team Leadership Type

Overall Team Leadership Type: 1

### Selected Functions & Profile Type

Defining the Task:	4E
Planning:	3A
Briefing:	4C
Organising:	3D
Evaluating:	3A
Controlling:	3C

# Leadership Report Summary for A.N.Example

Overall		Activity		Quality		Balance							
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:		When leading, you think that you have a tendency to be:							
Good		Mostly		Competently		Very Biased Against	Biased Against	Slightly Biased Against	Balanced	Slightly Biased Towards	Biased Towards	Very Biased Towards	
								Individual!	Team	Task			

Overall		Activity		Quality		Balance							
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:		When carrying out each leadership function you think that you have a tendency to be:							
Competent		Typically		Effectively		Very Biased Against	Biased Against	Slightly Biased Against	Balanced	Slightly Biased Towards	Biased Towards	Very Biased Towards	
Good		Almost always		Less than Competently			Team	Team	Individual		Task	Individual	
Good		Mostly		Effectively		Individual		Task				Team	
Competent		Mostly		Competently			Individual		Task			Team	
Competent		Typically		Effectively				Team	Individual		Task		
Good		Mostly		Effectively			Individual		Task			Team	

(S: Stronger; S\*: Strength; W: Weaker; W\*: Weakness; Note: relative to your own perceived ability.)

# 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 competent when acting as a leader. However, you may wish to consider some training to develop your leadership skills.

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, 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 average at fulfilling the needs of the task.

## Strengths (relative to your own perceived ability)

You regard the following leadership functions as your stronger areas: briefing, controlling.

## Weaknesses (relative to your own perceived ability)

You regard the following leadership functions as your weaker areas: defining the task, organising.

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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 competent at defining the task. You typically take the opportunity to carry out this function and you regard yourself as effective when you are doing it. However, you could make more of your opportunities to define the task, when they arise.

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

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, average at fulfilling the needs of the team as a whole and very 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 almost always take the opportunity to carry out this function, however you regard yourself as less than competent when you are doing it. You should consider some personal development in planning.

With respect to balancing your attention to meeting the needs of the three circles when planning, you pay appropriate attention to the individuals in your team, however you pay little attention to the team, but you are biased towards the task. When planning you should consider 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, average 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 good at briefing. 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 briefing, you pay very little attention to the individuals in your team, you are very biased towards the team and you pay little attention to the task. When briefing you should consider greatly reducing your focus on the needs of the team, while paying more attention to the needs of the task and 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 in need of significant improvement at fulfilling the needs of the individuals in your team, very good 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 competent at evaluating. You typically take the opportunity to carry out this function and you regard yourself as effective when you are doing it. However, you could make more of your opportunities to evaluate, when they arise.

With respect to balancing your attention to meeting the needs of the three circles when evaluating, you pay appropriate attention to the individuals in your team, however you pay little attention to the team, but you are biased towards the task. When evaluating you should consider 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, average at fulfilling the needs of the team as a whole and very 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 competent at organising. 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 organising.

With respect to balancing your attention to meeting the needs of the three circles when organising, you pay little attention to the individuals in your team, however you are biased towards the team and you pay appropriate attention to the task. When organising you should consider reducing your focus on 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, very good at fulfilling the needs of the team as a whole and in need of improvement 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 appropriate attention to the individuals in your team, you are biased towards the team, but you pay little attention to the task. When controlling 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 in need of significant improvement 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 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

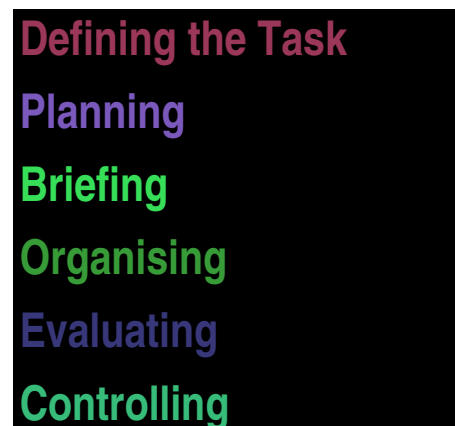
Your leadership colour is:



Your functional colours are:



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## **Evolve Leadteam Ltd. Contact Details**

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