



# Leadership Inventory

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**Executive MBA Program  
Leonard N. Stern School of Business  
New York University**

Managerial Effectiveness Diagnosis Course  
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Profile for:

***Chris Arnone***

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# Leadership Inventory (LI)

## Feedback Summary

This report contains information collected from the individuals you identified and asked to complete the Leadership Inventory. As of this report, you had 3 manager ratings, 5 peer ratings, and 3 direct report ratings.

The LI report is organized into two sections in which items are clustered into dimensions based on our research, and a third section of general comments. Section I consists of a summary of the average of all respondents other than yourself for each item (under the heading "Your Average"). The column "Average of All Others" is the group average of the raters of the other participants completing the LI as part of this Program. This enables you to compare yourself to your peers.

Section II provides the detailed data of how each rater group responded on the LI. When only one rating was available in the Peer or Direct Report categories, the two categories were grouped together and labeled "Others".

You may recall that a 3-point response scale was used for LI responses. As you interpret your results, keep in mind both the response scale and the people to whom you sent the LI.

- 1 = Low Effectiveness; Behavior could be exhibited better and/or more frequently
- 2 = Moderately Effective
- 3 = Highly Effective; A good role model -- exhibits behavior in a timely, appropriate manner

Section III includes the verbatim comments provided by those who responded to your LI request.

## Cautions in Interpretation

Special circumstances may affect your results:

- o Time on the job
- o Type of job
- o Amount of contact you have with others
- o Number of responses received
- o Who actually responded
- o This is one point in time

When in doubt about the meaning or usefulness of LI feedback, look for an opportunity to discuss it. You might consider:

1. Framing your questions so as to be able to discuss them with a coach and/or other interested and unbiased persons.
2. Reviewing recent appraisal feedback - are there consistencies or inconsistencies that warrant further examination?
3. Calling your mentor or another person to provide you the opportunity to discuss the feedback to better understand it.
4. Getting more feedback. Where might a follow-up conversation be helpful? Who was excluded from your LI respondents that you might approach?

## Section I

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### Provides Direction That Inspires Action

	Your Average	Average of All Others
Creates a vision of what the unit can become in the future	2.2	2.6
Established milestones to guide others' actions	2.3	2.6
Is selective in determining on which issues to focus	1.9	2.7
Sets clear performance expectations	2.4	2.6
Explains changes so that others can understand them	2.4	2.5

### Gains the Buy-In and Commitment of Others

	Your Average	Average of All Others
Assumes personal responsibility for influencing others	2.5	2.7
Demonstrates that he/she cares about the hopes and dreams of others	2.2	2.4
Sustains excitement about future possibilities	2.8	2.6
Celebrates current successes with those responsible	2.0	2.6
Provides advice that is politically sensitive	1.6	2.5

## Effectively Uses Resources

	Your Average	Average of All Others
Invests his/her time wisely	2.1	2.6
Ensures that resource decisions are made as close to the customer as possible	2.0	2.6
Stays current with resource availability and capacity	2.1	2.7
Delegates responsibilities to those who are competent to handle them	1.9	2.6
Proactively responds to threats to key initiatives	2.2	2.7

## Recognizes and Promotes Interdependence

	Your Average	Average of All Others
Encourages cooperative problem solving	2.1	2.6
Works cooperatively with those outside the work unit	2.1	2.7
Provides opportunities for people to share their expertise with others throughout the organization	2.3	2.6
Exposes people to learning opportunities outside the unit	2.6	2.6
Maintains a network of positive business relationships	2.0	2.7

## Fosters a Climate of Innovation and Learning

	Your Average	Average of All Others
Effectively challenges the existing ways of doing things	2.1	2.6
Supports a learn-by-doing approach	2.5	2.7
Provides useful feedback and coaching	2.0	2.4
Displays a philosophy of: "What can we learn from this?"	2.5	2.6
Encourages the sharing of personal insights, learnings and success stories	2.2	2.5

## Builds Trust and Models Ethical Behavior

	Your Average	Average of All Others
Makes decisions consistent with the unit's positive values	2.6	2.7
Serves as an inspiring model for others to follow	1.7	2.6
Supports positive values even in difficult circumstances	2.2	2.7
Uses resources in a highly appropriate manner	2.2	2.6
Shares views about key business issues before decisions are made	2.6	2.6

## Brings Out the Best in Others

	Your Average	Average of All Others
Puts people at ease	1.5	2.4
Is patient in working with others	1.7	2.4
Provides visible, challenging opportunities that motivate others	2.2	2.5
Encourages and supports the visions of others	1.7	2.5
Builds on the strengths of others	2.1	2.6

## Embraces Change with Confidence and Courage

	Your Average	Average of All Others
Perseveres through adversity	2.5	2.7
Goes beyond the expected	2.2	2.7
Acts in a quick, flexible, and "right-for-now" manner	1.9	2.7
Champions innovative ideas, even when faced with skepticism	2.5	2.7
Demonstrates confidence in himself/herself as a leader	2.6	2.8

## Section II

### Provides Direction That Inspires Action

Creates a vision of what the unit can become in the future



Established milestones to guide others' actions



Is selective in determining on which issues to focus



Sets clear performance expectations

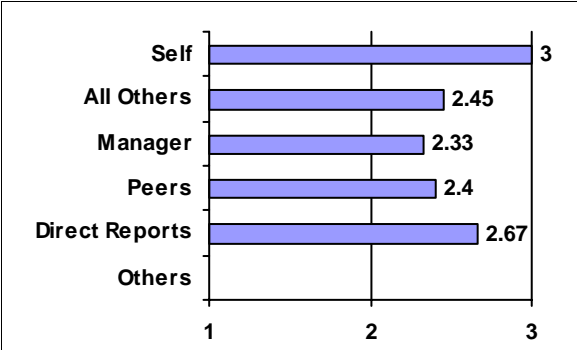


Explains changes so that others can understand them



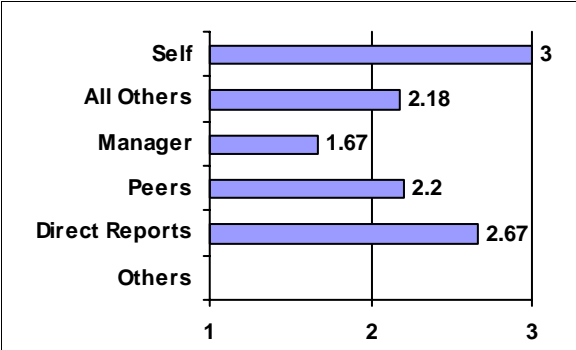
# Gains the Buy-In and Commitment of Others

Assumes personal responsibility for influencing others



Low High

Demonstrates that he/she cares about the hopes and dreams of others



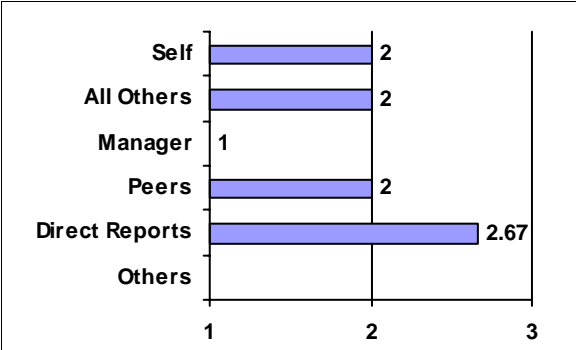
Low High

Sustains excitement about future possibilities



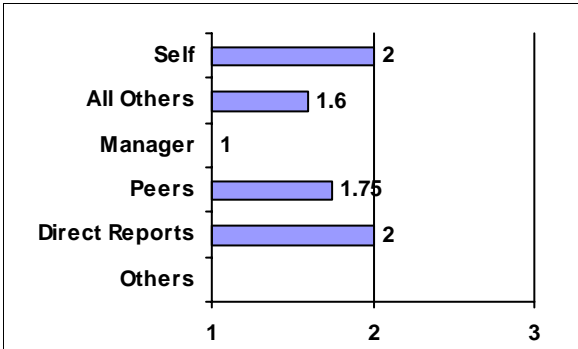
Low High

Celebrates current successes with those responsible



Low High

Provides advice that is politically sensitive



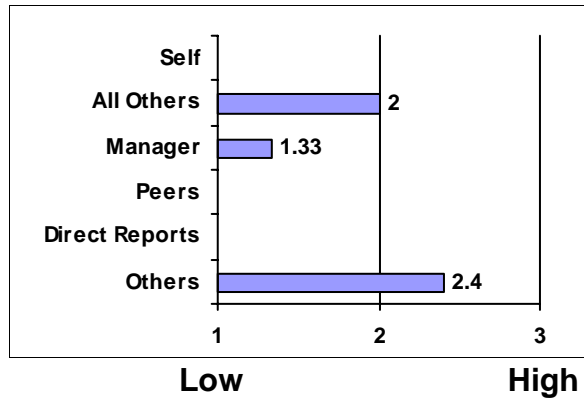
Low High

## Effectively Uses Resources

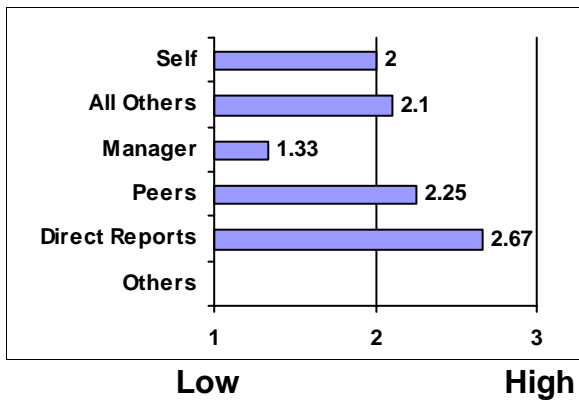
**Invests his/her time wisely**



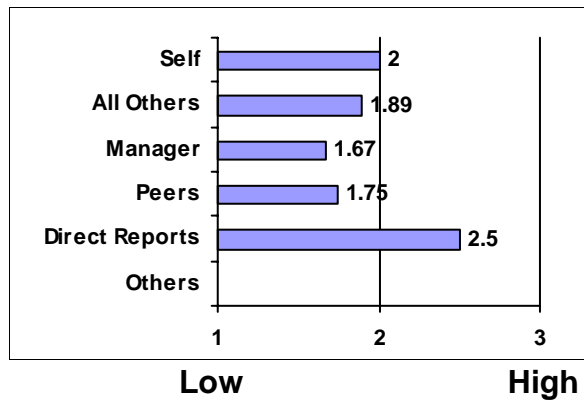
**Ensures that resource decisions are made as close to the customer as possible**



**Stays current with resource availability and capacity**



**Delegates responsibilities to those who are competent to handle them**

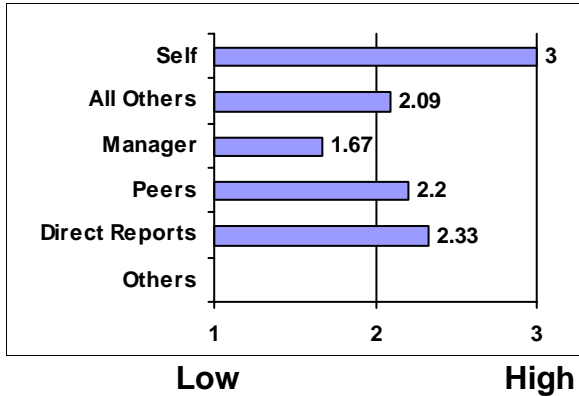


**Proactively responds to threats to key initiatives**



## Recognizes and Promotes Interdependence

**Encourages cooperative problem solving**



**Works cooperatively with those outside the work unit**



**Provides opportunities for people to share their expertise with others throughout the organization**



**Exposes people to learning opportunities outside the unit**

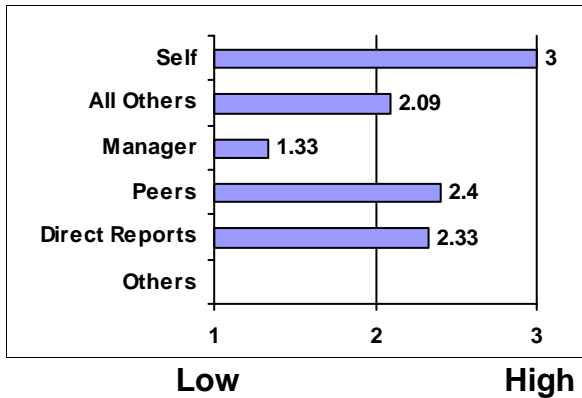


**Maintains a network of positive business relationships**



## Fosters a Climate of Innovation and Learning

**Effectively challenges the existing ways of doing things**



**Supports a learn-by-doing approach**



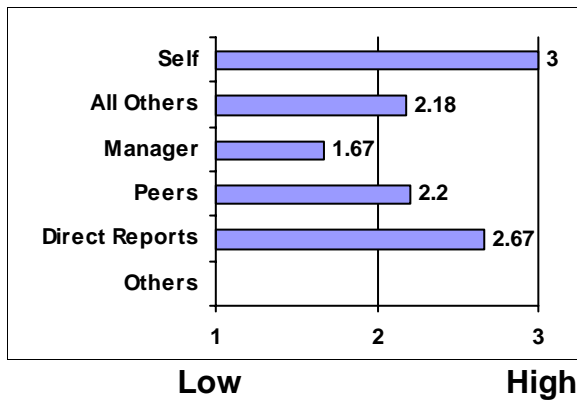
**Provides useful feedback and coaching**



**Displays a philosophy of: "What can we learn from this?"**

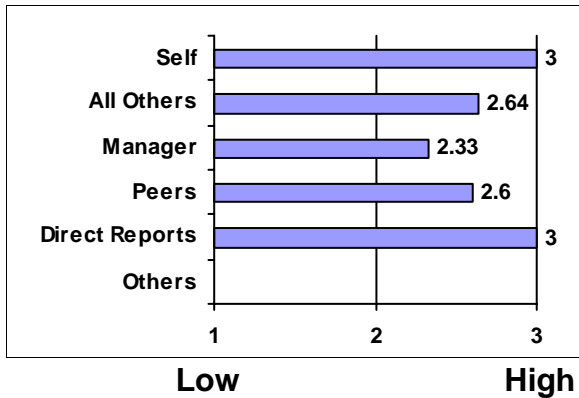


**Encourages the sharing of personal insights, learnings and success stories**

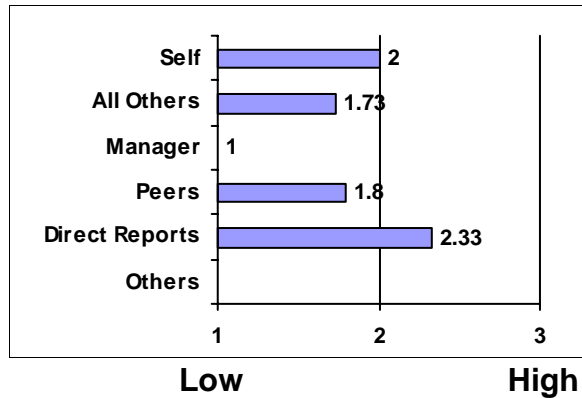


## Builds Trust and Models Ethical Behavior

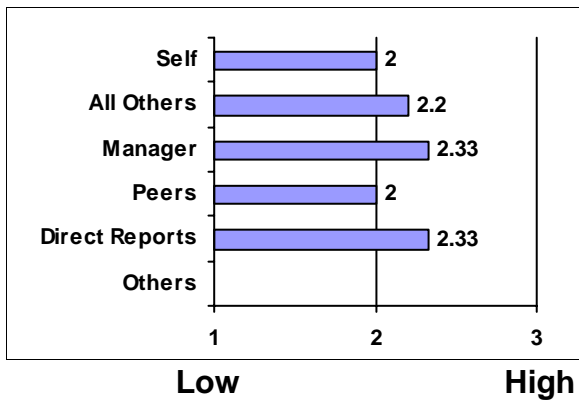
**Makes decisions consistent with the unit's positive values**



**Serves as an inspiring model for others to follow**



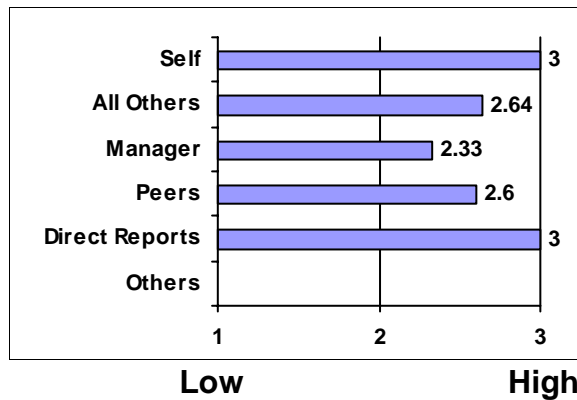
**Supports positive values even in difficult circumstances**



**Uses resources in a highly appropriate manner**



**Shares views about key business issues before decisions are made**



## Brings Out the Best in Others

Puts people at ease



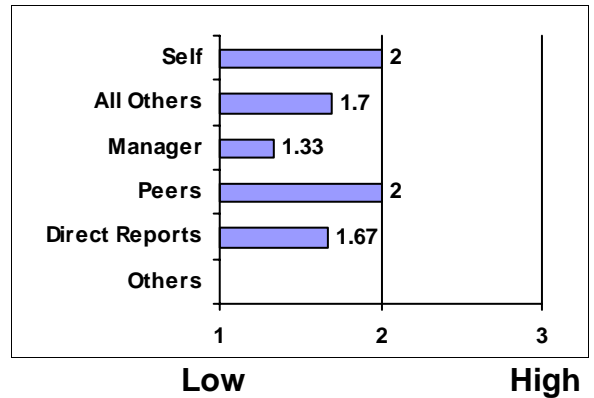
Is patient in working with others



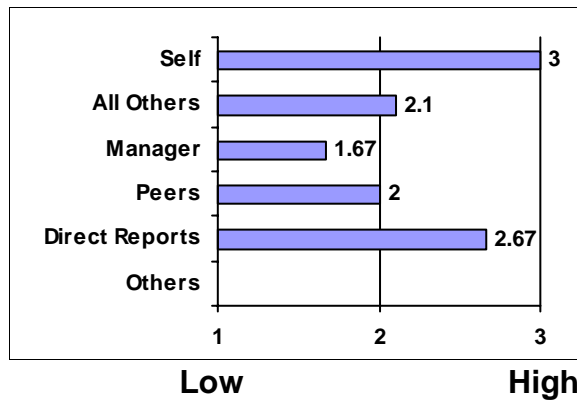
Provides visible, challenging opportunities that motivate others



Encourages and supports the visions of others



Builds on the strengths of others



## Embraces Change with Confidence and Courage

**Perseveres through adversity**



**Goes beyond the expected**



**Acts in a quick, flexible, and "right-for-now" manner**



**Champions innovative ideas, even when faced with skepticism**



**Demonstrates confidence in himself/herself as a leader**



## Section III

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### Self

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I like the way . . .

- change, innovation, cooperation, team work, variety, strategy, identifying and solving problems, learning, teaching, working with people, honesty, integrity . . .

I wish . . .

- others had pure motives, people worked toward common goals rather than personal ones, change was embraced by organizations, people were honest and truthful . . .

### Manager

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I like the way . . .

- Chris' technical, business and project management skills
- the depth of his intellectual capability.  
the breadth of the things he finds interesting.  
His thirst for learning.

I wish . . .

- would improve his influence skills throughout the organization so that he could be more effective.
- he were more self-aware of how his behavior influences others and impacts on his ability to accomplish things at work.  
he had a better mentor in his technical field.

### Peer

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I like the way . . .

- I like that Chris will not go along with the crowd just because it is popular. I believe he seeks to do what is right not what is necessarily popular. He demonstrates the innovative behaviors and expects them in others.
- his ability to merge a high level strategic view of the business with the ability to create detailed work plans and analysis. I appreciate his ability to stay motivated during tough times.

I wish . . .

- I wish that he would have the ability to be in role that has direct reports. I believe it would be a good experience for him to sharpen his existing strengths and abilities and help him continue to develop his coaching skills.
- He could find more positive ways to express ideas which would help others keep an open mind when listening.

### Direct Report

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I like the way . . .

- Chris is very smart and knowledgeable. You can always count on him to give his opinion - he will give an honest opinion not what you want to hear. This goes for projects, advice, etc.