CPI 260®

COACHING REPORT for LEADERS

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Report prepared for

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UNDERSTANDING YOUR REPORT

This report will help you better understand your preferences, attitudes, and behaviors in key dimensions of management and leadership. It will help you capitalize on your strengths, target areas for further development, set goals, and plan action steps. It is intended for your use and should not be considered a selection or placement tool.

This report is based on an instrument that has been used and validated in a wide variety of management and leadership development programs. Empirical research extending over five decades demonstrates that a person's responses to the instrument—when taken all together—are highly predictive of managerial competencies as determined by independent observers. Your responses have been compared to the responses of a large group of managers and executives, male and female. It is a group of experienced and by many standards successful individuals who are on track for continued success and career advancement.*

WHAT INFORMATION DOES MY REPORT INCLUDE?

In addition to this introductory section, your report contains three sections: Your Leadership Characteristics, the Snapshot page, and Next Steps.

YOUR LEADERSHIP CHARACTERISTICS is the heart of the report. For each Leadership Characteristic, we compare your results on key measures with those of the comparison group of managers and executives. Based on this comparison, the report analyzes your strengths and developmental needs and, where appropriate, offers a *suggested action step* you can take to gather more information or develop a new behavior. Suggested action steps may propose ways to further develop strengths as well as address developmental needs. Not all Leadership Characteristics will have action steps related to them.

The Leadership Characteristics are organized into the following core performance areas:

1. SELF-MANAGEMENT

2. ORGANIZATIONAL CAPABILITIES

3. TEAM BUILDING AND TEAMWORK

4. PROBLEM SOLVING

5. SUSTAINING THE VISION

Management and leadership are increasingly complex endeavors, requiring an evolving repertoire of competencies and behaviors. The five core performance areas are not exhaustive but are key indicators of managerial success. While they do not form a rigid hierarchy, competence in one core performance area does tend to underlie effectiveness in the next. They are arranged in this report from the most basic level (Self-Management) to the highest level (Sustaining the Vision).

The SNAPSHOT page offers a quick overview of your results.

The NEXT STEPS section offers advice on planning your next steps in leadership development.

* This report is based on data collected at the Center for Creative Leadership® (CCL®). The data are from more than 5,600 workshop participants enrolled in CCL's Leadership Development Program from 1995 to 1996. Center for Creative Leadership and CCL are registered trademarks owned by the Center for Creative Leadership.

WHAT DO THE ICONS MEAN?

In addition to providing comments for each Leadership Characteristic, your Coaching Report for Leaders offers at-a-glance guidance for prioritizing your developmental efforts:

CHECK THESE OFF AS YOUR STRENGTHS
A **Check Mark** indicates a strength in that your preferences, attitudes, and behaviors on that Leadership Characteristic *compare favorably* to those of the reference group of managers and executives who are generally on track for continued advancement. For *most* people, in *most* situations, the attitudes and behaviors indicated will contribute to effectiveness and be perceived by others as contributing to a strength. These are areas in which you are probably comfortable and in which you perform effectively.

TAKE A CLOSE LOOK AT THESE POTENTIAL DEVELOPMENTAL NEEDS
A **Magnifying Glass** suggests that you should look closely at the Leadership Characteristic: It may represent a developmental need for you in that your preferences, attitudes, and behaviors seem to *contrast* somewhat unfavorably with those of the comparison group. For *most* people, in *most* situations, the attitudes and behaviors indicated will hamper effectiveness and be perceived negatively by others.

EXAMINE WHETHER THESE WORK TO YOUR ADVANTAGE OR DISADVANTAGE
An **Arrows** symbol indicates simply that your preferences, attitudes, and behaviors in that Leadership Characteristic *differ* from those of the comparison group. This difference may represent *either* a strength *or* a potential developmental need, depending on your functional area, your role in the organization, and your organizational culture. You may want to assess whether your behavior in this area works to your advantage or disadvantage.

HOW DO I GET THE MOST OUT OF MY REPORT?

As you examine your Coaching Report for Leaders, keep the following points in mind:

1. Keep your own role and situation at the forefront. What the report characterizes as strengths and limitations is not absolute. An asset in one job, level of management, or organization might be a liability in others.

2. Pay as much attention to your strengths as to possible developmental areas. After all, you have achieved your current position because of your strengths.

3. Remember, above all, that you are the ultimate expert—the only one who can verify these results. This report cannot describe every nuance of your style or capture every competency relevant to your success in your job.

YOUR LEADERSHIP CHARACTERISTICS

SELF-MANAGEMENT

Effective leaders are first of all effective in managing themselves—their time, their focus of attention, and their emotions. They know their strengths and weaknesses, their habits of thought and biases, their likes and dislikes.

1. SELF-AWARENESS

Because they are able to monitor and manage their own feelings and their effect on others, successful leaders can respond to people and events in an authentic, appropriate, and genuine manner.

- Like most successful leaders, you probably demonstrate a perceptive understanding of your own feelings and behavior and insight into the nuances of interpersonal behavior. You likely are well aware of how your behavior is interpreted and experienced by others and can adjust your actions accordingly for maximum effect.

- You are generally in touch with and accepting of who you are. You generally display a secure-with-yourself style of interacting, and this style makes it easy for others to know what to expect from you and to work with you.

2. SELF-CONTROL

Effective leaders are disciplined and think before acting. Their self-control may come at the expense of some spontaneity and the free expression of feelings and emotional reactions, but it does not mean they are overly reserved or inflexible. See also *4. Use of Power and Authority*.

- You tend to be self-disciplined but nonetheless able to express your emotions in the appropriate situations. Others likely experience you as genuine and dependable, seeing you as someone who does not act out of self-interest or take advantage of others.

- You are likely seen as a team player who supports organizational norms and goals. You probably like to anticipate and plan for the unexpected and to carefully execute and monitor strategies you have mapped out beforehand. Others likely see you as being accomplished at keeping systems running smoothly.

3. RESILIENCE

Leaders who succeed are able to manage stress, bounce back from frustration and setbacks, and devote time to important areas of life outside work. They are realistically optimistic and show a healthy degree of independence and self-reliance.

- Like other effective leaders, you generally have displayed a confident and mostly optimistic approach to work and working with others; you tend to recover quickly from setbacks and persist even in the face of adversity and roadblocks.

- However, your current physical and emotional resources appear to be depleted for some reason; you seem to have low levels of energy, interest, or engagement. It is possible that you are feeling the effects of excessive pressure, such that worries and doubts are distracting you and draining your energy.

- **SUGGESTED ACTION STEP:** Evaluate your current health, work-life balance, and potential for burnout; if appropriate, consider working with your Human Resources department to identify and correct the causes of your low energy and high stress.

ORGANIZATIONAL CAPABILITIES

An important requirement for effective leadership is skill in handling the roles, rules, and structures of organizational life: using power and authority appropriately, working within a framework of policies and established procedures, holding others (and oneself) accountable, making tough decisions, and the like.

4. USE OF POWER AND AUTHORITY

Effective leaders exercise formal and informal power, influence, and authority without overwhelming coworkers. They adapt the style and intensity of their leadership to fit the situation and are able to function in a subordinate role when necessary.

- You seemingly are significantly more assertive, confident, and forceful than other executives and managers and strive harder to increase your power and authority.

- Others may experience you as extremely willing, able, and inclined to make decisions, take control, and exercise authority over other people.

- You may have difficulty sharing power with others or delegating authority, and others may see you as not flexible enough to vary your leadership and interpersonal style to fit different situations.

- **SUGGESTED ACTION STEP:** Ask trusted colleagues if they think you could improve your effectiveness by moderating the forcefulness or intensity of your style or by placing a greater emphasis on cooperation.

5. COMFORT WITH ORGANIZATIONAL STRUCTURES

Effective managers and executives work productively within organizational structures, such as formal policies and rules, chains of command, organizational processes, and unwritten norms. They must articulate and support these structures while at the same time supporting individual initiative and the need for flexibility. See also *2. Self-Control.*

- Like other effective executives and managers, you are likely conscientious, dependable, and careful to respect and support the prevailing customs of the organization.

- Like other leaders, you probably attempt to work within the rules, policies, and procedures that are part of organizational life; you generally plan the work and work the plan.

6. RESPONSIBILITY AND ACCOUNTABILITY

Successful leaders welcome the personal responsibility and accountability that go with positions of authority. Valuing dependability, honesty, and forthrightness, they hold others accountable for the commitments they have made, accept fault or criticism when it is deserved, and expect others to do the same.

- Like most other executives and managers, you are apt to think it is important to accept responsibility and to be honest and forthright; hence, you will likely think less favorably of those who avoid taking responsibility and tend to inappropriately blame others.

- You probably see yourself as well suited for positions of significant leadership and decision-making responsibility, and others tend to see you in a similar light.

- You are likely inclined toward accepting roles and responsibilities for which leadership and management are key expectations.

7. DECISIVENESS

Effective managers and executives make decisions expediently and take appropriate action. In making their decisions, they take into account a large number of potentially contradictory factors and bits of information, seek and accept the participation of others when appropriate, and are not overly burdened by the effect of their decisions on others. See also *4. Use of Power and Authority* and *14. Action Orientation.*

- You tend to be about as willing as other executives and managers to make unpopular decisions or decisions that go against the prevailing sentiment.

- You are likely more confident, assertive, and initiating in your decision making than most other executives and managers. Some people may experience your decisiveness as forceful, dominant, direct, urgent, and uncompromising.

- You may not be as inclusive, democratic, or participatory in your decision-making style as are other executives and managers.

- **SUGGESTED ACTION STEP:** Look for ways to engage others in your decision-making process, especially less vocal and less assertive coworkers and the ones who typically have views and opinions different from your own.

TEAM BUILDING AND TEAMWORK

Whether leading a project team or sharing leadership with others on an executive team, today's managers and executives must possess the people skills needed to forge united, smoothly functioning, goal-oriented teams made up of people with disparate skills, motivations, and personalities.

8. INTERPERSONAL SKILL

In their interactions with team members, effective leaders listen attentively, send clear signals, and convey openness, friendliness, and cooperation. They are approachable, in spite of the formal or informal authority that goes with a management position. See also *17. Influence.*

- Like most other executives and managers, you are probably reasonably comfortable meeting other people, and others likely experience you as outgoing and sociable.

- You appear to be unlike most other executives and managers in that your coworkers are likely to experience you at times as argumentative and challenging rather than friendly, approachable, and conciliatory. Others may perceive you as acting competitively or out of self-interest.

- You can probably confront people and tackle task-related issues without concern for how your actions will affect your likability or popularity.

- **SUGGESTED ACTION STEP:** Ask each of several trusted coworkers to suggest three specific ways you can become a better and more cooperative team player, and then act on the two most common suggestions.

9. UNDERSTANDING OTHERS

Strong team leaders have a cognitive understanding of personality differences, individual behavior, interpersonal dynamics, and group process, as well as an ability to empathize with others—to understand their feelings and subjective reactions on an intuitive level. See also *1. Self-Awareness.*

- Others likely experience you as being about as friendly and easy to be around as other executives and managers, and you are apt to demonstrate about the same level of care and concern for others.

- You tend to take a "what you see is what you get" view of other people's behavior, and therefore you may not be aware of or interested in the underlying or less obvious psychological dynamics at play.

- Coworkers, especially direct reports, may not share with you the real reasons for certain problems because they experience you as uninterested or as unwilling to respond to certain issues of a subjective but interpersonal nature.

- **SUGGESTED ACTION STEP:** Consider participating in a leadership development course or program targeted at increasing your interpersonal sensitivity, awareness, and understanding.

10. CAPACITY FOR COLLABORATION

Aware that the input of diverse ideas can facilitate problem solving, effective leaders welcome the participation of others. They encourage the open discussion of ideas, opinions, and suggestions while maintaining a healthy skepticism and keeping the pressure on for results. See also *4. Use of Power and Authority, 7. Decisiveness,* and *15. Self-Confidence.*

- You are probably less inclined than other executives and managers to be trusting of and receptive to other people.

- You may be less willing than other executives and managers to entertain and seriously consider new ideas, new approaches, and nontraditional data sources.

- Most other people are likely to experience you as conservative and conventional; some may see you as consistently challenging or rejecting innovative, or possibly merely different, ideas.

- **SUGGESTED ACTION STEP:** Solicit feedback from the person to whom you report and your coworkers as to whether your effectiveness could be enhanced if you were more open to alternative ideas of others or more open to listening to and working with a wider range of coworkers or approaches.

11. WORKING WITH AND THROUGH OTHERS

To accomplish bigger and more complex tasks than any one person could hope to do alone, effective leaders work both with others, by soliciting input and sharing decision making, and through others, by delegating work and responsibility.

- You are apt to be reasonably assertive, confident, and able to present your views, opinions, and decisions to coworkers and are probably inclined to take on tasks and responsibilities for yourself.

- However, you are probably less inclined than most other managers and executives to get work done through and with other people, especially when you are in the role of manager.

- You may see yourself as lacking in some of the skills, abilities, or preferences that are usually associated with managerial success and competence and may therefore hesitate to seek out or accept managerial responsibility.

- **SUGGESTED ACTION STEP:** Work with your Human Resources department to remedy any gaps between your skill level and what you need to manage effectively. Learn more about performance management skills and techniques and participate in workshops geared to developing skills in managing the work of others.

PROBLEM SOLVING

Handling problems well and finding effective solutions for them demand a multifaceted array of talents and skills, including political finesse, and an understanding of the motivations and feelings of others. Many of the skills assessed in this report bear on solving problems, but here we focus on three areas most directly related to problem solving: being creative, handling sensitive issues, and taking decisive action.

12. CREATIVITY

Effective managers and executives are willing and able to generate creative and innovative ideas and to take calculated risks. When necessary, they challenge standard procedures or the status quo, and they formulate novel actions or solutions.

- You probably tend to be practical, conservative, and conventional, preferring the status quo over innovation. As a result, you are not likely to be seen as a creative problem solver; indeed, others may see you as inflexible and resistant to change.

- You likely strive for harmony and may not enjoy or tolerate even moderate levels of tension and conflict that might be necessary to increase the level of creativity as more alternatives are generated and debated.

- You appear to be less confident than most other managers and executives in assertively presenting and defending your ideas in the absence of group support.

- **SUGGESTED ACTION STEP:** Seek out coworkers you respect and view as creative and ask them to suggest ways you can improve your ability to generate creative solutions to problems. One suggestion: Try to brainstorm about options before you impose the limits and constraints of pragmatic concerns; before discarding a solution, spend some time considering how any possible limitations might be overcome.

13. HANDLING SENSITIVE PROBLEMS

Successful leaders confront rather than avoid sensitive issues and problems, such as infringements of corporate policy or subpar work performance. They deliver difficult messages or critical feedback directly and frankly while maintaining a sensitivity and concern for those receiving the news. See also *1. Self-Awareness.*

- You seem to be even more willing than other executives and managers to confront employees' performance problems and other sensitive issues, and you likely do so more assertively.

- You probably are reasonably sensitive to other people's situations and emotional states and readily able to modify the delivery, tone, and timing of difficult news.

- You may have an assertive, direct manner that intimidates others, and this may affect people's willingness to actively participate in problem resolution.

- **SUGGESTED ACTION STEP:** Consider asking direct reports if they think you are too ready to find fault or sometimes too blunt in delivering your message.

14. ACTION ORIENTATION

Effective leaders take action after reflecting on the pros and cons of all the available options, often without resolving every unanswered question. Although they are curious and patient, and take into account the effects their decisions may have on people, they have a bias for results and act decisively.

- You are probably less inclined than other executives and managers to take actions that deviate from established paths. You more likely act to maintain the status quo than to effect change.

- Others likely experience you as persistent and more inclined than other leaders to work the plan without change or deviation. When forced to act in response to change, you may feel uncomfortable moving out of your usual style, even when it is less than effective.

- You may be especially slow to act in unpredictable or uncertain situations or may require more information than other executives and managers to feel ready to take action.

- **SUGGESTED ACTION STEP:** With the help of feedback from coworkers, evaluate the fit between your work and leadership styles and the demands and expectations of your current role. Solicit feedback from the person to whom you report and your coworkers that will allow you to evaluate how well you balance reflection, analysis, and deliberation with taking action.

SUSTAINING THE VISION

Strong leaders have a clear vision for the organization and a coherent set of organizational goals. They are able to sustain the vision by inspiring the confidence of others through their own self-confidence, by using well-developed communication skills to influence and motivate others, and by being visible embodiments of organizational values and goals.

15. SELF-CONFIDENCE

Leaders who can rally others to pursue a vision are self-confident and optimistic. They project this confidence and optimism and use it to inspire others, despite having normal doubts, worries, and stress.

- Like most other managers and executives, you are apt to generally display a self-assured, autonomous style of thinking and operating. You likely communicate to others that you are confident in your ideas, but not so forcefully as to seem unable or unwilling to listen, discuss, and negotiate alternatives.

- Others probably see you as positive, poised, and assertive. Your self-confidence may allow you to hold up under the pressures of taking on responsibilities and to bounce back from setbacks and hurdles you encounter in pursuing the organization's vision.

16. MANAGING CHANGE

Most managers and executives face a constantly changing environment. To be effective, they balance the benefits of order and stability with the benefits of flexibility, change, and growth. Leaders maintain focus while remaining open to exploring new approaches and new priorities.

- Compared to other managers and executives, you are probably less comfortable taking new and different approaches to problems or situations, less receptive to doing things differently, less comfortable managing and reacting to change, and more averse to risk.

- Although others may praise your practicality, they likely see you as skeptical or even resistant to change. When change occurs, they may criticize you for being slow to adapt to it. In the extreme, others may find you rigid and stubborn, especially during times of flux or crisis.

- **SUGGESTED ACTION STEP:** Initiate at least one incremental but significant change in the way you get the job done each quarter.

17. INFLUENCE

Strong leaders naturally want to influence others and are skilled in doing so. They are generally poised, outgoing, and socially and professionally confident and have well-developed communication skills that allow them to be persuasive without being overbearing. See also *4. Use of Power and Authority.*

- You seem to be more likely than other executives and managers to seek out and accept roles in which you can have influence over others. You are probably confident, assertive, and forceful in dealing with others.

- Your confidence and assertiveness likely allow you to influence and persuade others, but others may at times see you as harsh, overbearing, or pressuring.

- You may be less inclined than other managers and executives to look for compromises and seek win-win solutions. Others may experience you as pushing your own agenda too hard and not valuing or appreciating the views, beliefs, and opinions of others.

- **SUGGESTED ACTION STEP:** Solicit feedback from the person to whom you report and your coworkers to determine whether you need to moderate your dominating style and wield influence more subtly. You might consider looking for compromise and win-win solutions.

18. COMFORT WITH VISIBILITY

Leaders seek out responsibility and enjoy the visibility that comes with it. Comfortable speaking in public and acting to exemplify the organization's values, they confidently meet new people, sustain working relationships, and seek out opportunities to make formal and informal presentations to people in high positions.

- Your ambitions for positions of high visibility—in terms of level, title, salary, and size of organization—are probably similar to those of most other executives and managers.

- Like most other executives and managers, you likely enjoy meeting new people, are able to sustain relationships, and are skilled in making formal and informal presentations. You seem to have the necessary spontaneity, poise, and verbal fluency to do well in a wide variety of social situations.

- You are probably comfortable being in the limelight and being seen as responsible and in charge.

SNAPSHOT OF YOUR LEADERSHIP CHARACTERISTICS

YOUR LEADERSHIP CHARACTERISTICS	CONSIDER THESE YOUR STRENGTHS	EXAMINE THESE POTENTIAL DEVELOPMENTAL OPPORTUNITIES	ASSESS WHETHER THESE BEHAVIORS WORK TO YOUR ADVANTAGE
SELF MANAGEMENT			
1. Self-Awareness	■		
2. Self-Control	■		
3. Resilience		■	
ORGANIZATIONAL CAPABILITIES			
4. Use of Power and Authority	■		
5. Comfort with Organizational Structures	■		
6. Responsibility and Accountability	■		
7. Decisiveness	■		
TEAM BUILDING AND TEAMWORK			
8. Interpersonal Skill		■	
9. Understanding Others			■
10. Capacity for Collaboration		■	
11. Working with and Through Others		■	
PROBLEM SOLVING			
12. Creativity		■	
13. Handling Sensitive Problems	■		
14. Action Orientation			■
SUSTAINING THE VISION			
15. Self-Confidence	■		
16. Managing Change		■	
17. Influence	■		
18. Comfort with Visibility	■		

NEXT STEPS

So what does all this mean? How can you further develop yourself as a manager or executive? There are two alternative ways to begin planning your next steps: (1) You can start with what you have learned about yourself from this report and then move on from there. (2) You can start with the challenges you are currently facing as a leader and then look to this report for some insight in meeting these challenges. Below, we offer some guidance on both approaches. They are not mutually exclusive, and you may want to consider both.

STARTING WITH YOURSELF

CONSIDER YOUR STRENGTHS

First, look at your strengths as indicated on your Snapshot page. In addition to the Leadership Characteristics listed in the check mark column, which of the characteristics in the arrows column do you consider to be personal strengths?

In the left column of the table below, list the three strengths that you tend to rely on most. These represent skills or competencies that you exercise frequently and comfortably. In the right column, list three characteristics that you were surprised to discover were strengths or that you use less comfortably or less frequently.

STRENGTHS I RELY ON	STRENGTHS I COULD USE MORE
1.	1.
2.	2.
3.	3.

The strengths in the first column are those that, in your own judgment, already work well for you. Most managers and executives will realize the greatest benefit by focusing on those areas of strength that they are *less* comfortable using—those in the right column.

- Mark these strengths from the right column on your Snapshot page and then go back and read the detailed comments printed for you in the body of this report.

- Consider your functional area, your role and level in the organization, and the written and unwritten rules in your organization as you assess the analysis presented. Do you agree with the observations and descriptions as reasonably accurate?

- Consider ways in which you can develop these strengths further. For example, you can accept a new assignment, find a mentor or role model, or just make a mental note to yourself to practice the skills or behaviors conscientiously.

CONSIDER YOUR DEVELOPMENTAL NEEDS

In addition to exercising underused strengths, you may also want to consider addressing certain skills or behaviors that may be currently limiting your effectiveness as an executive or manager. Look again at your Snapshot page, and examine the Leadership Characteristics listed in the magnifying glass column. Also consider those characteristics listed in the arrows column that you consider to be limitations or developmental needs.

On the left side of the table below, list up to three characteristics that you were least surprised to find were not your strengths. On the right side, list up to three characteristics that you were most surprised to see described as areas of developmental need.

LEAST SURPRISING DEVELOPMENTAL NEEDS	MOST SURPRISING DEVELOPMENTAL NEEDS
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____

These two categories of developmental needs represent very different challenges for most leaders. Your least surprising developmental areas are, by definition, ones you know very well. You may have developed strategies that compensate for them; perhaps you have moved to a position in which they seem less important or less critical. In any case, they are probably known quantities for you.

Your most surprising developmental areas, in contrast, are potentially more troubling in that they could represent blind spots. Your preferences, attitudes, and behavior in such an area may be somewhat hidden from you but visible to others and may hamper your effectiveness.

- Mark your potential blind spots on your Snapshot page and then go back and read the detailed comments printed for each of these Leadership Characteristics.

- Consider the formal and informal feedback you have received from others (especially the person to whom you report) and your career aspirations. How do the behaviors related to your potential blind spots show up in your work? How do others react to you when they do show up? What can you do to change?

- Read the action step suggested for each potential blind spot. If it fits your own assessment, consider what practical measures you can take to act on it.

STARTING WITH YOUR CURRENT SITUATION

Another way to use this report is to consider some of the major challenges you are facing at work. Perhaps you are trying to pull together a new team for an important project. Or maybe you are leading or assisting in a major change initiative. Or perhaps your challenge is to be effective in an organization whose structures and lines of authority are hazy and indistinct (or rigid and bureaucratic). You can use this report to help you gain some insights into meeting some of these key challenges.

CONSIDER THE FOLLOWING STEPS

1. Write down the major challenge you are facing. (Pick only one challenge at first and repeat this process to consider others.)

2. Scan this report and mark the core performance areas and/or Leadership Characteristics that seem most relevant to your challenge.

3. Among the areas you marked, identify the Leadership Characteristics for which you received a check mark. These are generally your strengths. It may be more advantageous to you to capitalize on one of these strengths than to strengthen a less developed characteristic. Make a list of the strengths on which you want to capitalize.

4. Go back and carefully reread the areas you marked, paying most attention to those in which you have a magnifying glass. Do you agree that the observations and descriptions are reasonably accurate? Do you see the behaviors playing out as developmental areas for you?

5. Next, reread any marked areas in which you have an arrows symbol. Do you agree with the observations and descriptions? Do you see the behaviors playing out as strengths for you, or do you see developmental areas? Where mixed, does the behavior generally serve you more as a strength than a limitation? Make a list of the suggested action steps that seem most relevant.

6. As you reflect on your list, does it seem reasonably accurate and descriptive? Are the results or descriptors relatively consistent with each other? Are the results consistent with what you have heard before in the way of formal and informal feedback?

7. Focus on the two or three key action areas that you want to pursue.

We hope that by reading this report you have gained personal awareness and insight and have grown more sensitive to some of the unique strengths and limitations of your particular style and how they affect your work as an executive or manager. We encourage you to use your enhanced self-awareness to embark on a self-directed process of continual personal and professional development.