



Complete Leadership Report & Profile

Prepared for A.N.Other
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evolve

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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:
Defining the Task	Effective	As often as not	Well	
Planning	Effective	Almost always	Well	Strength
Briefing	Adequate	As often as not	Adequately	Weakness
Organising	Adequate	As often as not	Adequately	Potential Weakness
Evaluating	Adequate	Mostly	Adequately	
Controlling	Effective	Almost always	Well	Strength
Supporting	Effective	Mostly	Well	
Motivating	Adequate	Mostly	Adequately	
Inspiring	Effective	As often as not	Well	
Setting an Example	Effective	Mostly	Adequately	
Reviewing	Effective	Mostly	Adequately	

See page 9 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
Overall Leadership		Team		Individual		Task

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:						
	far too little attention to	little attention to	less attention to	appropriate attention to	more attention to	much more attention to
Function						
Defining the Task			Individual	Task Team		
Planning			Team Individual			Task
Briefing		Team	Task			Individual
Organising	Task			Team		Individual
Evaluating		Task		Individual		Team
Controlling		Individual			Task Team	
Supporting	Team				Individual	Task
Motivating	Individual		Team			Task
Inspiring	Team			Individual		Task
Setting an Example			Team	Task		
Reviewing	Team				Individual	Task

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 in meeting the needs of the three circles, you pay appropriate attention to the individuals in your team, however you pay little attention to the team, but you pay too much attention to the task. You might consider reducing your attention to 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, 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, average at fulfilling the needs of the team as a whole and in need of improvement at fulfilling the needs of the task.

Strengths *(relative to your own perceived ability across all eleven functions)*

You regard the following leadership function/s as strengths: planning, controlling.

Weaknesses *(relative to your own perceived ability across all eleven functions)*

You regard the following leadership function/s as weaknesses: briefing, and the following as potential weak areas: organising.

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 effective at defining the task. 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 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 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. When defining the task you might consider paying a little more attention to the needs of the individual.

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 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 effective at planning. 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 planning, you pay less attention to the individuals in your team, you pay less attention to the team, but you pay too much attention to the task. When planning you might consider paying a little more attention to both the needs of the individual and the team, while reducing your attention to the needs of the task.

With respect to carrying out your responsibilities when planning, 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*

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 adequate at briefing. 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 brief, when they arise, and you may wish to consider some personal development in briefing.

With respect to balancing your attention to meeting the needs of the three circles when briefing, 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 briefing 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 briefing, 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.

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 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 evaluating.

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, you pay far too much attention to the team and you pay little attention to the task. When evaluating you might consider greatly 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 evaluating, 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.

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 adequate at organising. 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 organise, when they arise, and 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 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 organising 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 organising, 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.

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 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 controlling, you pay little attention to the individuals in your team, however you pay more attention to the team and you pay more attention to the task. When controlling you might consider slightly reducing your attention to 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 when controlling, 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.

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 effective at supporting. You mostly 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 supporting, you pay more attention to the individuals in your team, you pay very little attention to the team and you pay far too much attention to the task. When supporting you might consider greatly reducing your attention to the needs of the task and slightly reducing your attention to the needs of the individual, while paying a lot more attention to the needs of the

With respect to carrying out your responsibilities when supporting, 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, very good at fulfilling the needs of the team as a whole and in need of significant improvement 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 effective at inspiring. 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 inspire, when they arise.

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

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 adequate at motivating. 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 motivating.

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

With respect to carrying out your responsibilities when motivating, and comparing your own ratings with those of a general population, you regard yourself as in need of 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 significant improvement 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 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 setting an example.

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

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 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 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 effective at reviewing. 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 reviewing.

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

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, good 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.

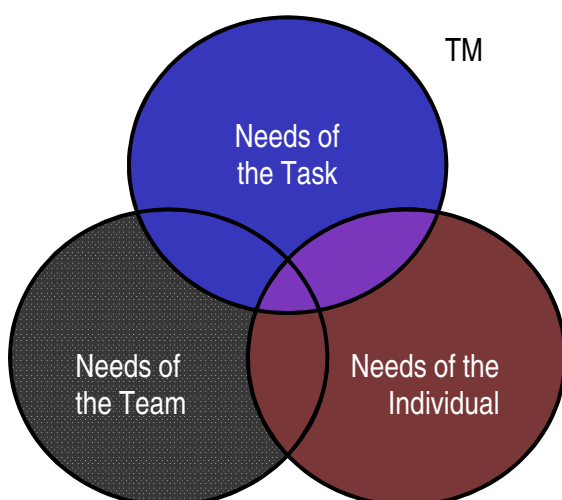
The functions have also been coloured, this time to highlight the relative level of attention you are paying to each area of need. As with your leadership colour, this colour may have a hint of blue, green or red indicating that you may be paying more attention to the needs of the task, the team or the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

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: 3A - Task Focused at the expense of the Team

Your Perceived Leadership Type by Function

Defining the Task: 2F - Individual Neglectful

Planning: 4A - Task Focused at the expense of the Team and the Individual

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

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

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

Controlling: 4F - Team and Task Focused at the expense of the Individual

Supporting: 4B - Task and Individual Focused at the expense of the Team

Motivating: 4A - Task Focused at the expense of the Team and the Individual

Inspiring: 3A - Task Focused at the expense of the Team

Setting an Example: 3B - Individual Focused at the expense of the Team

Reviewing: 4B - Task and Individual Focused at the expense of the Team

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

	Combined Ratings	Activity Ratings	Quality Ratings
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:

Evolve Leadteam Ltd.
7 Wood Road
Godalming
Surrey
GU7 3NN

Tel.: 0845 330 6992

[E-mail: d.faraday@evolve-leadteam.co.uk](mailto:d.faraday@evolve-leadteam.co.uk)

[Website: www.evolve-leadteam.co.uk](http://www.evolve-leadteam.co.uk)