



LEADER - MANAGER PROFILE

FOR:

John David Globe

ORGANIZATION:

Globe International

DATE:

May-06



SEQUUS

LEADER-MANAGER ASSESSMENT PROFILE

Confidential feedback for: John David Globe

MANAGING M1: PRESERVE THE SYSTEM	SCORE		LEADING L1: CHALLENGE THE SYSTEM	SCORE	
	Self	Average Of Others		Self	Average Of Others
1. I work hard to preserve, defend and maintain the way we do things around here against those who would disrupt or ignore them.	3	4.20	6. I openly challenge old and outdated ways of doing things at work.	5	1.2
11. I analyse situations carefully to minimize or eliminate the risk of failure.	5	1.60	16. I like to have many options from which to choose before I make a decision.	5	2
21. I make sound, objective decisions based on the facts.	3	3.00	26. I enjoy experimenting and taking risks even when we may fail.	4	3.4
TOTALS FOR MANAGE	11	8.80	TOTALS FOR LEAD	14	6.6

MANAGING: What changes do I need to make in the way I preserve the system?

LEADING: What changes do I need to make in the way I challenge the system?

MANAGING M2: PLAN, BUDGET AND SCHEDULE	SCORE		LEADING L2: INSPIRE A SHARED VISION	SCORE	
	Self	Average Of Others		Self	Average Of Others
2. I plan, budget and schedule our work well in advance.	3	4.2	7. I make my values, beliefs and leadership philosophy clear to all.	5	1.6
12. I focus on short term priorities (weekly, monthly and quarterly).	3	4.6	17. I have a clear and compelling vision for my part of the organization for the next several years.	5	1.8
22. I set clear, specific, measurable goals and help others do the same.	2	3.2	27. I get excited about my vision for the future and show it.	5	3
TOTALS FOR MANAGE	8	12	TOTALS FOR LEAD	15	6.4

MANAGING: What changes do I need to make in the way I plan, budget and schedule?

LEADING: What changes do I need to make in the way I inspire a shared vision?

MANAGING M3: ORGANIZE AND STAFF	SCORE		LEADING L3: ALIGN KEY STAKEHOLDERS	SCORE	
	Self	Average Of Others		Self	Average Of Others
3. I ensure that each job in my area clearly fits with our overall goals.	3	4.4	8. I meet with people outside of our area and enlist their input into new directions that could affect them and their work.	5	1.2
13. I organize tasks and people into specialized jobs in order to get the work done efficiently.	3	4.2	18. I make use of informal relationships and go around the formal hierarchy in order to get some things done.	4	1
23. I support and follow the formal organizational structure and am careful to work through the proper channels.	2	2.8	28. I encourage others to find ways to meet their personal goals within our organizational vision.	5	2.6
TOTALS FOR MANAGE	8	11.4	TOTALS FOR LEAD	14	4.8

MANAGING: What changes do I need to make in the way I organize and staff?

LEADING: What changes do I need to make in the way I align key stakeholders?

MANAGING M4: DIRECT AND SUPERVISE	SCORE		LEADING L4: ENABLE OTHERS	SCORE	
	Self	Average Of Others		Self	Average Of Others
4. I provide clear directions to staff on what to do and how to do it.	3	4.2	9. I make sure that staff have the knowledge, skills, tools and resources they need to reach our long term goals.	5	1.6
14. I ensure that each staff person knows our performance standards and how their performance will be measured.	3	4.6	19. I give people as much freedom as they are prepared to take.	5	1.8
24. I supervise staff closely to ensure individuals learn and follow established operating procedures.	1	3	29. I model the behaviour that I want others to adopt.	4	2.6
TOTALS FOR MANAGE	7	11.8	TOTALS FOR LEAD	14	6

MANAGING: What changes do I need to make in the way I direct and supervise?

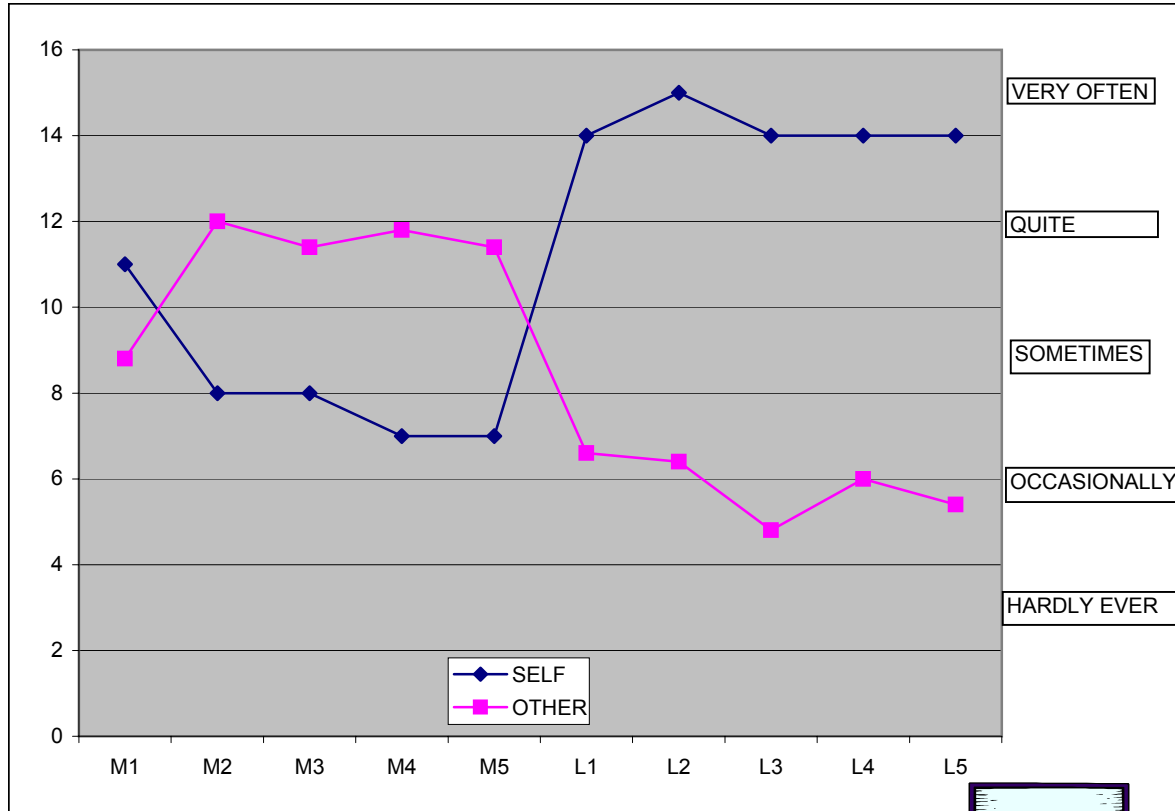
LEADING: What changes do I need to make in the way I enable others?

MANAGING M5: CONTROL AND PROBLEM-SOLVE	SCORE		LEADING L5: ENCOURAGE THE HEART	SCORE	
	Self	Average Of Others		Self	Average Of Others
5. I monitor performance closely and provide regular feedback to keep everyone on track.	2	4.2	10. I trust others to do what is needed to reach our overall goals.	5	1.2
15. I ensure that we focus on our top priorities and avoid wasting energy on activities outside of our plan.	3	4.2	20. I go out of my way to acknowledge and celebrate the achievements of others.	4	1.6
25. I work hard to prevent mistakes. If they do occur, I make sure we quickly get back on track.	2	3	30. I encourage staff to try out their new ideas in the hopes that some will help move us closer to our long term goals.	5	2.6
TOTALS FOR MANAGE	7	11.4	TOTALS FOR LEAD	14	5.4

MANAGING: What changes do I need to make in the way I control and problem-solve?

LEADING: What changes do I need to make in the way I encourage the heart?

PROFILE CHART



INTERPRETATION

The above table shows your Self profile compared to the profile created from feedback from Others. Pay attention to the gap between your numbers and the Others. Also, note the difference between managing and leading.



MANAGEMENT

- M1= PRESERVE THE SYSTEM
- M2= PLAN, BUDGET AND SCHEDULE
- M3= ORGANIZE AND STAFF
- M4= DIRECT AND SUPERVISE
- M5= CONTROL AND PROBLEM-SOLVE

OUTCOME:
ORDER, PREDICTABILITY AND STABILITY

LEADERSHIP

- L1= CHALLENGE THE SYSTEM
- L2= INSPIRE A SHARED
- L3= ALIGN KEY STAKEHOLDERS
- L4= ENABLE OTHERS
- L5= ENCOURAGE THE HEART

OUTCOME:
CHANGE, RISK & UNCERTAINTY