

Passionate Performance Leadership Assessment Report

Confidentially prepared for: Harry Hopkins

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Number of respondents: 3

Introduction

Congratulations! Completing the Passionate Performance leadership assessment is an essential step in elevating your coaching game. This report provides valuable feedback so you can develop a game plan for improvement. Maintain a mindset of improvement when viewing the results.

This report contains six sections:

Section I — *Overview* tells you how to get the most from this report and provides an overview of the *Passionate Performance* model.

Section II — *Scoring Format* explains how the ratings are scored and what to look for in the results.

Section III — *Results*. In this section, you will find:

- Overall averages for each of the five positive coaching habits and averages for each question.
- Ratings for your top strengths and areas for improvement.
- Gaps between your perception and perceptions of your raters.
- Written comments.

Section IV — *Interpretation* provides reflection questions to help you convert your assessment results into actionable insights.

Section V — *Personal Commitment* provides a simple template and tips to write a specific commitment you can keep.

Section VI — *Reinforcement Resources* suggests ways for you to improve every day and expand your impact.

Section I – Overview

To get the most from this assessment, print or save your assessment so you can take notes, answer the reflection questions, and complete your commitment.

Accept the results for what they are – personal perceptions. Do not seek out or challenge your employees. To the contrary, personally thank them for their valuable feedback. You may also want to let them know what you've learned and what actions you are taking toward improvement.

Before reviewing your report, read this brief overview of the Passionate Performance employee engagement model.

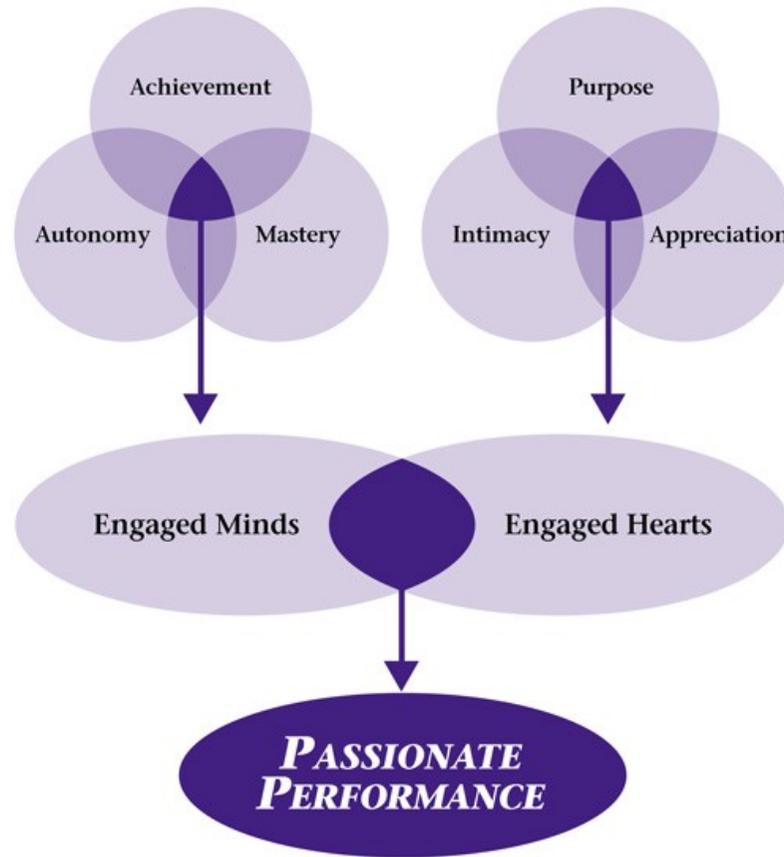
Igniting Passionate Performance

The key to Passionate Performance is found within the minds and hearts of employees where basic human needs are fulfilled. It's a simple but powerful formula: When my needs are fulfilled, I am engaged, and I perform at my peak ability. When my needs are met, I'm motivated to help those who meet my needs. When my needs are not met, I'm frustrated, out of control, unfocused, and disconnected – in a word, disengaged.

We all have these basic human needs, and they have remained the same amidst the tornado of external change. Times have changed, and our world has certainly changed, but people have not. In many organizations today, these basic needs still go unfulfilled. It's up to you as the leader to fulfill them.

When it comes to Passionate Performance, the mind and the heart go hand in hand. Engaged minds build your employees' performance and engaged hearts build their passion. Performance without passion tends to falter during tough times or in the face of challenges that require sacrifice, significant extra effort or unusually creative solutions. On the other hand, passion without performance results in diffused, unfocused efforts.

To meet these needs, leaders must first see them and acknowledge them. To see them, leaders must view their employees as people and not just workers. If you look at your employees as people, you can identify these six basic needs – three intellectual and three emotional: Engaged minds build your employees' performance and engaged hearts build their passion – they go hand in hand. You ignite Passionate Performance only when all three intellectual and all three emotional needs are fulfilled, and you connect minds and hearts.



<i>Needs</i>	<i>Strategies</i>
Intellectual	
Achievement	<ul style="list-style-type: none"> ◆ Eliminate barriers to achievement. ◆ Define crystal clear goals.
Autonomy	<ul style="list-style-type: none"> ◆ Involve employees in improving their work processes. ◆ Set broad yet clear boundaries.
Mastery	<ul style="list-style-type: none"> ◆ Fit person to position for "highest and best use." ◆ Seize teachable moments to coach employees.
Emotional	
Purpose	<ul style="list-style-type: none"> ◆ Connect roles to a compelling purpose. ◆ Stay focused on activities that support your purpose.
Intimacy	<ul style="list-style-type: none"> ◆ Maintain small teams. ◆ Create and reinforce team rituals.
Appreciation	<ul style="list-style-type: none"> ◆ Find opportunities to appreciate employees' contributions. ◆ Demonstrate a sincere interest in your employees as people. Learn what makes them tick.

Engaged minds build performance.

Engaged hearts ignite passion.

When you fulfill all six needs you inspire *Passionate Performance*.

Section II — Scoring Format

This leadership assessment presents a picture of how you and your team each perceive your leadership engagement.

The scoring system is on a scale from 0 to 20. The numbering scale (below) corresponds to the answer possibilities:

- 0 = Strongly Disagree
- 5 = Disagree
- 10 = Neither Agree Nor Disagree
- 15 = Agree
- 20 = Strongly Agree

Low ratings (5 and below) indicate challenge areas, and high ratings (15 and above) indicate strengths.

Ratings of yourself are compared to the average rating of all others whom you invited to participate. For example, if five people other than yourself responded, then the "Others' Ratings" would be the sum of the five ratings divided by five.

Focus on themes. Look beyond the individual questions and results that clarify and confirm:

- Strengths on which to build and leverage;
- Improvement opportunities; and,
- Significant difference between your ratings and others' ratings.

Section III — Results

Passionate Performance Index Averages

This section shows aggregated (average) ratings for questions from all respondents that relate to each of the six employee needs.

Your ratings are shown separately from all others. It also shows you the following indices that help you assess where you stand in your pursuit of *Passionate Performance*:

- Emotional Engagement Index (the Heart)
- Intellectual Engagement Index (the Mind)
- Passionate Performance Index

Intellectual Needs

Achievement

Autonomy

Mastery

***Intellectual Engagement Index
(the Mind)***

Others' Ratings

66.7

63.3

60.0

63.3

Your Ratings

0.0

30.0

60.0

30.0

Emotional Needs

Purpose

Intimacy

Appreciation

***Emotional Engagement Index
(the Heart)***

Others' Ratings

56.7

53.3

53.3

55.6

Your Ratings

90.0

120.0

120.0

100.0

Passionate Performance Index

39.6

43.3

Question Averages

This section shows the ratings for each question and an average score for each focal area. Your ratings are shown separate from all others.

Achievement

There are no barriers to completing work.

My team has sufficient resources to enable them to meet their goals.

Goals are very clearly defined.

Decisions are made quickly to help them stay focused on achieving goals.

The way progress is being measured is clearly understood.

My team is committed to doing quality work all the time.

Average Score for Achievement

Others' Ratings

6.7

6.7

13.3

13.3

13.3

13.3

66.7

Your Ratings

0.0

0.0

0.0

0.0

0.0

0.0

0.0

Autonomy

My team is directly involved in improving work processes.

My team has significant flexibility to define the best way to perform their jobs.

There are clearly defined boundaries within which team members can use their skills and knowledge to make decisions.

I expect team members to provide ideas for work improvement.

Team members have the authority to implement changes to work processes.

My team members' opinions really count.

Average Score for Achievement

Others' Ratings

8.3

8.3

11.7

11.7

11.7

11.7

63.3

Your Ratings

5.0

5.0

5.0

5.0

5.0

5.0

30.0

Mastery

Natural abilities and interests closely match the requirements of each job.

Individual's skills are put to their "highest and best use" for the team.

Team members rarely find themselves frustrated performing tasks someone else could do.

In past year, I have had an opportunity to develop new job skills.

I frequently coach team members to help them succeed.

Team members have the opportunity to do what they do best every day.

Average Score for Achievement

Others' Ratings

10.0

10.0

10.0

10.0

10.0

10.0

60.0

Your Ratings

10.0

10.0

10.0

10.0

10.0

10.0

60.0

Purpose

My team has a clearly communicated purpose.
Each team member's role is directly connected to our team's purpose.
Team members are very proud to be part of my team.
Team members look forward to coming to work each day.
Team members rarely have to perform a task that does not directly support our team's purpose.
Each team member feels that his/her job is important.

Average Score for Achievement

Others' Ratings

11.7
11.7
8.3
8.3
8.3
8.3
8.3
56.7

Your Ratings

15.0
15.0
15.0
15.0
15.0
15.0
15.0
90.0

Intimacy

My team members have someone at work that cares about them.
My team is just the right size for us to feel connected.
Some of my team members' best friends are people they work with.
Team members feel connected to their customers whether they are internal or external customers.
We have predictable team rituals.
Our team celebrations make members feel more connected with fellow team members.

Average Score for Achievement

Others' Ratings

13.3
13.3
6.7
6.7
6.7
6.7
6.7
53.3

Your Ratings

20.0
20.0
20.0
20.0
20.0
20.0
20.0
120.0

Appreciation

In the last two weeks, team members have received recognition or praise for doing good work.
I really know my team members as people (not just employees).
It is the norm to hear the words "please" and "thank you" from my team.
I acknowledge team member contributions to others who are outside of our team.
I always find the time to thank team members for their efforts.
Team members feel like valuable members of our team.

Average Score for Achievement

Others' Ratings

11.7
11.7
8.3
8.3
8.3
8.3
8.3
56.7

Your Ratings

15.0
15.0
15.0
15.0
15.0
15.0
15.0
90.0

Strengths and Opportunities

This section ranks the 5 highest- and 5 lowest-rated questions, as your respondents perceive them. Your rating is also shown for these questions. The questions are listed in descending order (highest to lowest) based on others' ratings.

Top Five Strengths

My team is just the right size for us to feel connected.

My team members have someone at work that cares about them.

Goals are very clearly defined.

Decisions are made quickly to help them stay focused on achieving goals.

The way progress is being measured is clearly understood.

Others' Ratings

13.3

13.3

13.3

13.3

13.3

Your Ratings

20.0

20.0

0.0

0.0

0.0

Top Five Opportunities

Team members feel connected to their customers whether they are internal or external customers.

We have predictable team rituals.

Our team celebrations make members feel more connected with fellow team members.

My team has sufficient resources to enable them to meet their goals.

There are no barriers to completing work.

Others' Ratings

6.7

6.7

6.7

6.7

6.7

Your Ratings

20.0

20.0

20.0

0.0

0.0

Gaps

This section shows any gaps in your results. Gaps are simply the difference between your rating and the ratings of others.

Look at the **Gaps** column in the table below.

Negative numbers indicate ratings of others that are lower than your rating.

Positive numbers indicate ratings of others that are higher than your rating.

Intellectual Needs

Achievement

Others' Ratings (x)

66.7

Your Ratings (y)

0.0

Gaps (x-y)

66.7

Autonomy

63.3

30.0

33.3

Mastery

60.0

60.0

0.0

**Intellectual Engagement Index
(the Mind)**

63.3

30.0

33.3

Emotional Needs:

Purpose

56.7

90.0

-33.3

Intimacy

53.3

120.0

-66.7

Appreciation

53.3

120.0

-66.7

**Emotional Engagement Index
(the Heart)**

55.6

100.0

-44.4

Passionate

39.6

43.3

-3.7

Performance Index

Biggest Gaps: Blind Spots and Hidden Talents

These are the questions with the greatest differences between your ratings and the ratings of others.

A gap can occur two ways:

1. Your rating of yourself is higher than how others rate you. If the difference is significant, this is considered a *blind spot* – you see yourself stronger than others see you on a particular question.
2. Your rating of yourself is lower than how others rate you. If the difference is significant, this is considered a *hidden skill* – others see you stronger than you see yourself on a particular question.

Hidden Skills

Goals are very clearly defined.

Decisions are made quickly to help them stay focused on achieving goals.

The way progress is being measured is clearly understood.

My team is committed to doing quality work all the time.

There are no barriers to completing work.

Others' Ratings (x)

13.3

13.3

13.3

13.3

6.7

Your Ratings (y)

0.0

0.0

0.0

0.0

0.0

Gaps (x-y)

13.3

13.3

13.3

13.3

6.7

Blind Spots

Team members feel like valuable members of our team.

Some of my team members' best friends are people they work with.

Team members feel connected to their customers whether they are internal or external customers.

We have predictable team rituals.

Our team celebrations make members feel more connected with fellow team members.

Others' Ratings (x)

8.3

6.7

6.7

6.7

6.7

Your Ratings (y)

15.0

20.0

20.0

20.0

20.0

Gaps (x-y)

-6.7

-13.3

-13.3

-13.3

-13.3

Written Comments

This section lists each written comment made by others who completed their assessment of you.

To preserve anonymity, comments appear in random order.

My strengths are

Leader's Strengths #3

My areas for improvement are

Leader's Areas of Improvement #3

Section IV — Interpretation

At this stage, you now have a lot of data. Some of it may be surprising.

Focus on themes rather than the ratings on any individual question or a specific write-in comment. Look for common threads or underlying issues.

Review your results to identify your:

- Strengths to build on and leverage;
- Improvement opportunities; and
- Significant gaps between how you view your leadership engagement and how others see it.

The following reflection questions are provided to help convert your results into actionable insights.

Strengths

1. Based on your assessment results, what are your top two strengths (highest scores)?

2. In what situations do you believe you are most naturally an engaging leader?

3. How can you use your strengths to help you become an even more engaging leader?

Improvement Opportunities

1. Based on your assessment results, what are your top two improvement opportunities (lower scores)?

2. In what situations do you find it most challenging to engaging your team?

Gaps

1. Based on your assessment results, what (if any) are the two gaps – blind spots or hidden skills?

- *Hidden skills* are areas where others see you stronger than you see yourself.

- *Blind spots* are areas where you see yourself as being stronger than others see you.

2. Did any of these results surprise you?

3. Why do you think these gaps exist?

4. What can you do to start closing the gap?

Section V — Personal Commitment

Now that you have reflected on your strengths, opportunities, and gaps, make a personal commitment to engage your team.

3 Steps to Elevate Your Leadership

1. Study your feedback report

- Look at relative scores across needs and questions.
- Identify blind spots.
- See if written comments provide insight/clarity.
- Avoid weighing written comments more than the quantitative results.

2. Identify only one area to improve.

- If there are several areas to improve, simply select the one you are most motivated by.
- Seek clarifying input from your team. Just take it in. Do not react or rationalize.
- Start with one action that has the greatest impact on your team.
- Focus on your lowest ratings first.

3. Make a commitment, then act on it.

- Keep your commitment small, specific, and measurable (see next page).
- Act immediately on your new commitment.
- Ask for help from your leader and team to meet your commitment.
- Provide specific, periodic updates when you meet with your leader to keep yourself accountable.
- It takes 28 days of repeated action and reinforcement to nurture a new, positive habit.

My Personal Commitment

Employee Need I will focus on...

EXAMPLE:

Autonomy

My SPECIFIC Action...

I dedicate the first five minutes of my weekly staff meeting to asking for suggestions so my team will be more involved in improving our customer service.

Barriers and how I will overcome them...

I tend to jump to conclusions because I have done my employees' jobs in the past. I generally know what will work best.

To overcome this barrier, I will just listen to their ideas in the meeting without giving an immediate response.

By default, I will support their ideas, unless I know it will harm the company or our customers. This will enlist their ownership of the ideas and implementation.

How I will know I have been successful...

I will receive unsolicited suggestions with solutions for improvement (initiative).

I see improvements in our quarterly customer service rating (performance).

MY Commitment:

In the words of Zig Ziglar, an inspiring coach to millions, "**You don't have to be great to start, but you have to start to be great.**"

So, get started today!

Create a six-month reminder in your calendar to retake this assessment to measure your progress.

Section VI – Reinforcement Resources

Free Tips and Tools

Free leadership tips and tools:

- 9 self-assessments with real-time feedback reports.
- 15 mini-movies to motivate you and your team.
- 6 quick tips on video clips. Linked to YouTube channel with 100+ other videos.
- 5 Top 10 Lists to help you learn from others' experience.
- Blog archive containing 400+ posts/videos to equip and inspire you (searchable by keyword).

Visit www.theLgroup.com or text "leadership" to 444-999.

Executive Coaching

The *Executive Navigation*SM coaching process is results-focused and supported by field-tested tools to help you elevate your leadership. Clients significantly and measurably improve personal productivity and team performance.

Keynote Presentation

Invite the authors to present a high-energy, practical look at how to ignite Passionate Performance in your organization.

High-impact Workshop

Equip your organization's leaders with tools to engage the hearts and minds of their teams. Delivered by one of the authors or a certified facilitator, this high-impact, interactive workshop delivers simple tools that participants can put to work right away.

Trainer's Kit

Train your leaders on *Passionate Performance*. This just-add-water training kit includes: detailed facilitator notes and engaging participant exercises, 60+ professionally designed slides that address all the key points from the book, and a 50+ page participant guide.



Consulting: Our top-notch consultants deliver cut-through-the-clutter insights that drive results for your team.



Executive Coaching: Our advisors help executives boost team and personal performance.



Speaking: Engage your team with passionate delivery and equip them with practical tools.



Resources: Rapid-read books, multimedia training tools and leadership assessments.



Training: Rely on our certified facilitators (English- or Spanish-speaking) or use our just-add-water training kits for internal delivery.

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