

# BREAKOUT!

# LFR

*THE LEADERSHIP FEEDBACK REPORT*



*Confidential Report*



# BreakOut! Leadership Feedback Report (LFR)

The Leadership Feedback Report (LFR) provides you with invaluable feedback on your current performance as a leader and advice on the most significant changes you can make to increase your effectiveness in the future. This report contains detailed, summary and comparative information on how others perceive you as a leader. The core component of this assessment is a series of 40 behaviors that are closely associated with leadership success. Essentially, those that you selected as observers have indicated how frequently they see you engaging in these behaviors. They have also provided commentary on what they most appreciate about you as well as advice on the changes they would most like to see in your behaviors in the future. This will be very helpful information as you consider how you can develop the perspectives, competencies and approaches necessary to excel as a leader as you move into the next chapter of your career.

The LFR has been designed to stimulate your learning during The BreakOut! Workshop which explores the following Four Key Practices of Leadership and associated questions.

## The Four Key Practices of Leadership

### 1. Intensify Passions and Purpose

How can I ignite passion and purpose in my organization, my team, me and in those we seek to serve?

### 2. Deepen Connections and Conversations

How can I expand and strengthen my personal community?

### 3. Multiply Contribution and Development

How can I help others dramatically increase their performance and growth?

### 4. Accelerate Change and Innovation

How can I create an environment in which we live continually ahead of the curve?

The information contained in this LFR report will provide you with direct feedback that will help you answer these four questions.

## Your Observers

The observers that you selected to provide feedback are categorized as follows:

- **Manager (MG)**
- **Direct Report (DR)**
- **Co-worker (CW)**
- **Other (OT)**

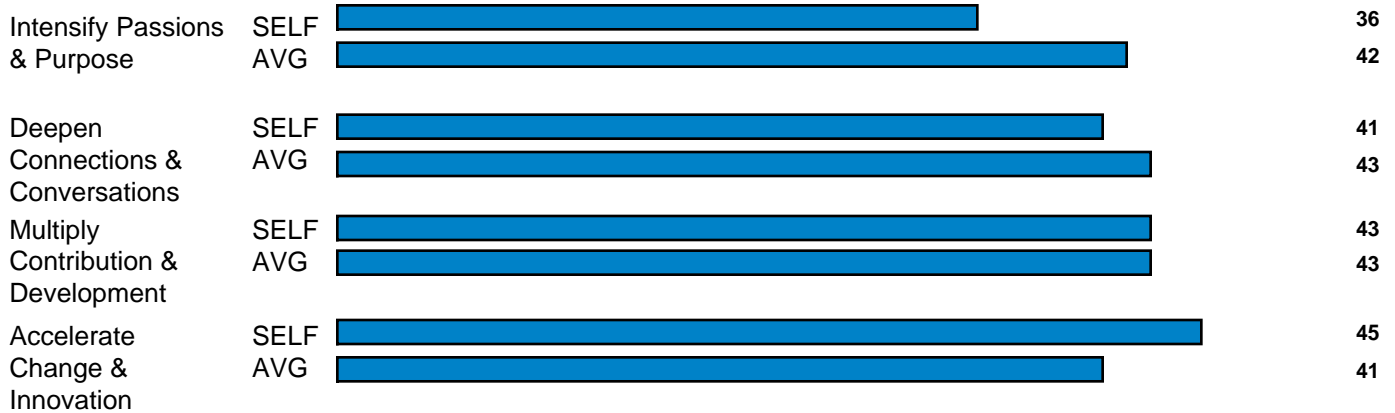
## Scoring Scale

- 1 = Almost Never
- 2 = Seldom
- 3 = Sometimes
- 4 = Often
- 5 = Almost Always

## Part A: LFR Report Summary

The following charts present summaries of your LFR scores. The first chart compares your scores (SELF) with those of the average of all observers (AVG). The second chart shows the total scores received from each observer. Scores may range from 10 to 50.

### Self vs. Observer Scores



### Scores from Individual Observers

	<u>CW</u>	<u>CW</u>	<u>CW</u>	<u>CW</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>DR</u>	<u>MG</u>	<u>OT</u>	<u>OT</u>	<u>OT</u>
Intensify Passions & Purpose	43	48	42	44	41	44	49	42	39	42	45	33	41
Deepen Connections & Conversations	44	50	49	39	42	41	50	43	43	39	48	38	43
Multiply Contribution & Development	42	50	40	39	45	45	50	43	46	40	47	38	43
Accelerate Change & Innovation	37	50	44	41	44	41	50	43	43	39	46	29	36

## Part B: Ranking of Observed Leadership Behaviors

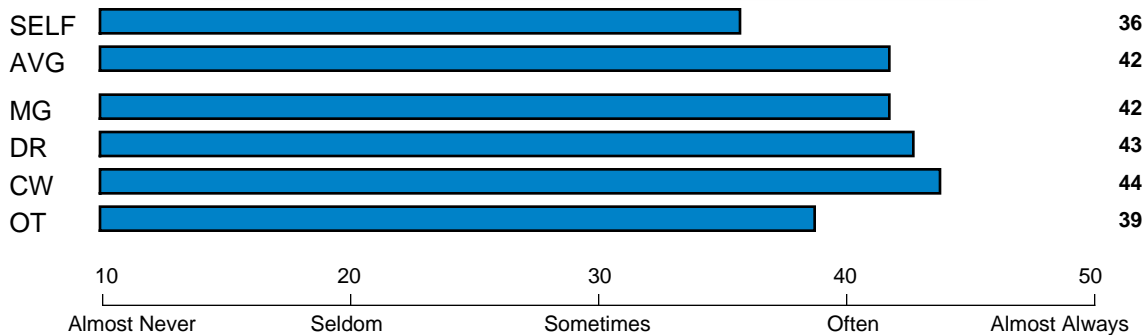
This chart presents a ranking of all leadership behaviors according to the frequency these are observed (most frequent to least frequent).

<u>Ranking</u>	<u>Leadership Behavior</u>	<u>#</u>	<u>Dimension</u>	<u>SELF</u>	<u>AVG</u>	<u>diff</u>
1.	Relishes challenges.	4	Change	5	4.85	0.15
2.	Seeks advice on his or her development.	26	Connection	5	4.77	0.23
3.	Smiles.	14	Connection	5	4.77	0.23
4.	Celebrates individual and organization accomplishments.	5	Passion	5	4.77	0.23
5.	Treats me like his or her best customer.	10	Connection	4	4.69	-0.69
6.	Speaks about the work with enthusiasm and conviction.	33	Passion	4	4.69	-0.69
7.	Challenges others to perform at their best.	27	Contribution	3	4.62	-1.62
8.	Provides others opportunities to make unique, valuable contributions.	3	Contribution	4	4.62	-0.62
9.	Expresses gratitude for the work they get to do.	9	Passion	5	4.62	0.38
10.	Treats setbacks as learning opportunities.	36	Change	5	4.54	0.46
11.	Provides well-intentioned performance feedback.	15	Contribution	5	4.54	0.46
12.	Treats others with dignity and respect.	2	Connection	4	4.54	-0.54
13.	Invests time and energy in development of others.	7	Contribution	5	4.46	0.54
14.	Finds opportunities to serve others.	30	Connection	5	4.46	0.54
15.	Is positive in the face of adversity.	17	Passion	3	4.46	-1.46
16.	Expresses confidence in others.	23	Contribution	4	4.38	-0.38
17.	Takes personal responsibility for team failures.	19	Contribution	5	4.38	0.62
18.	Has fun at work.	21	Passion	3	4.38	-1.38
19.	Demonstrates courage in facing the truth.	20	Change	5	4.31	0.69
20.	Challenges the status quo.	12	Change	5	4.31	0.69
21.	Highlights the contributions of others.	31	Contribution	4	4.31	-0.31
22.	Fosters creativity and innovation.	24	Change	3	4.23	-1.23
23.	Sees humor in self.	34	Connection	3	4.23	-1.23
24.	Raises difficult topics others will not.	22	Connection	4	4.23	-0.23
25.	Acts consistently with stated values and principles.	25	Passion	3	4.23	-1.23
26.	Holds others accountable for their performance.	35	Contribution	4	4.15	-0.15
27.	Sees the best in others.	11	Contribution	5	4.15	0.85
28.	Is open and transparent.	6	Connection	5	4.15	0.85
29.	Helps others excel in their work.	39	Contribution	4	4.08	-0.08
30.	Conveys an exciting and compelling view of the future.	13	Passion	5	4.08	0.92
31.	Acts with clear purpose.	1	Passion	3	4.08	-1.08
32.	Takes personal risks.	28	Change	5	4.00	1.00
33.	Promotes radical thinking.	16	Change	5	4.00	1.00
34.	Values differences.	38	Connection	3	4.00	-1.00
35.	Anticipates social, technology, and market changes.	32	Change	3	3.92	-0.92
36.	Listens deeply to others.	18	Connection	3	3.92	-0.92
37.	Invites differing ideas and opinions.	8	Change	5	3.85	1.15
38.	Tells a profound story about the organization.	29	Passion	4	3.85	0.15
39.	Quickly adapts to new circumstances.	40	Change	4	3.77	0.23
40.	Lets go of things outside of his or her control.	37	Passion	1	3.38	-2.38

## Part C: LFR Dimension - Intensify Passions & Purpose

This page presents your summary and detailed scores for the Intensify Passions & Purpose dimension of the LFR.

### Summary Scores - Intensify Passions & Purpose



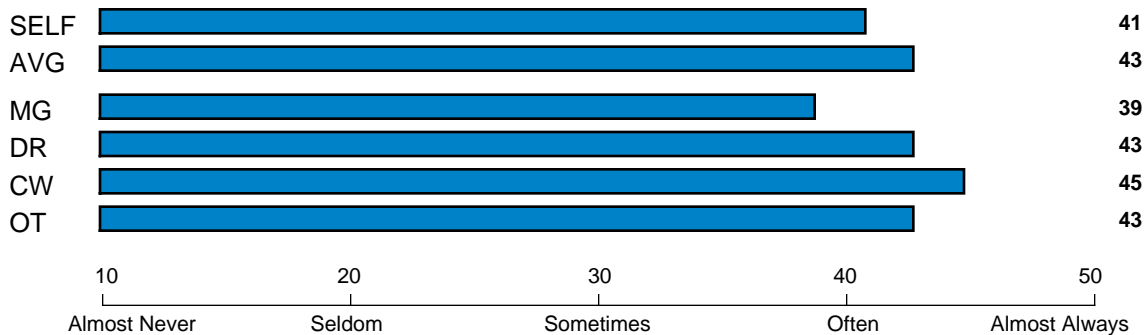
### Detailed Scores - Intensify Passions & Purpose

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	MG	OT	OT	OT
1. Acts with clear purpose.	3	4.1	5	5	4	3	4	4	4	4	4	4	4	4	4
5. Celebrates individual and organization accomplishments.	5	4.8	5	5	4	5	5	5	5	5	5	5	5	4	4
9. Expresses gratitude for the work they get to do.	5	4.6	5	5	5	5	5	5	5	5	4	4	5	2	5
13. Conveys an exciting and compelling view of the future.	5	4.1	4	5	3	5	4	5	5	4	3	4	4	3	4
17. Is positive in the face of adversity.	3	4.5	4	5	5	5	5	4	5	4	4	5	5	3	4
21. Has fun at work.	3	4.4	4	4	4	5	3	5	5	4	5	4	5	5	4
25. Acts consistently with stated values and principles.	3	4.2	4	5	4	4	4	4	5	5	4	4	4	3	5
29. Tells a profound story about the organization.	4	3.8	3	4	5	4	4	5	5	4	3	3	4	2	4
33. Speaks about the work with enthusiasm and conviction.	4	4.7	5	5	4	5	5	5	5	4	5	5	5	3	5
37. Lets go of things outside of his or her control.	1	3.4	4	5	4	3	2	2	5	3	2	4	4	4	2

## Part C: LFR Dimension - Deepen Connections & Conversations

This page presents your summary and detailed scores for the Deepen Connections & Conversations dimension of the LFR.

### Summary Scores - Deepen Connections & Conversations



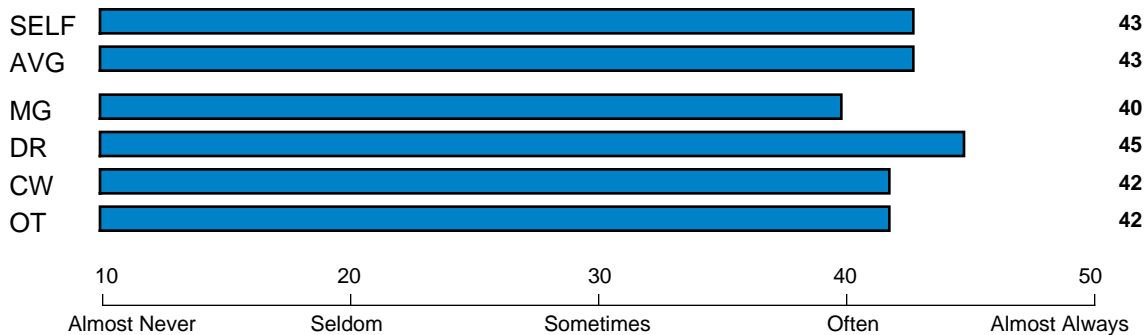
### Detailed Scores - Deepen Connections & Conversations

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	DR	MG	OT	OT	OT
2. Treats others with dignity and respect.	4	4.5	4	5	5	4	5	5	5	5	5	5	4	5	3	4
6. Is open and transparent.	5	4.2	4	5	5	3	4	2	5	5	3	4	5	4	5	
10. Treats me like his or her best customer.	4	4.7	4	5	5	5	5	5	5	5	4	4	5	5	4	
14. Smiles.	5	4.8	5	5	4	5	4	5	5	4	5	5	5	5	5	
18. Listens deeply to others.	3	3.9	4	5	5	3	4	3	5	4	4	3	5	3	3	
22. Raises difficult topics others will not.	4	4.2	4	5	5	4	4	4	5	4	4	4	4	4	4	
26. Seeks advice on his or her development.	5	4.8	5	5	5	4	5	5	5	4	5	5	5	4	5	
30. Finds opportunities to serve others.	5	4.5	4	5	5	4	4	5	5	4	4	4	5	4	5	
34. Sees humor in self.	3	4.2	5	5	5	4	3	3	5	4	4	3	5	4	5	
38. Values differences.	3	4.0	5	5	5	3	4	4	5	4	5	3	4	2	3	

## Part C: LFR Dimension - Multiply Contribution & Development

This page presents your summary and detailed scores for the Multiply Contribution & Development dimension of the LFR.

### Summary Scores - Multiply Contribution & Development



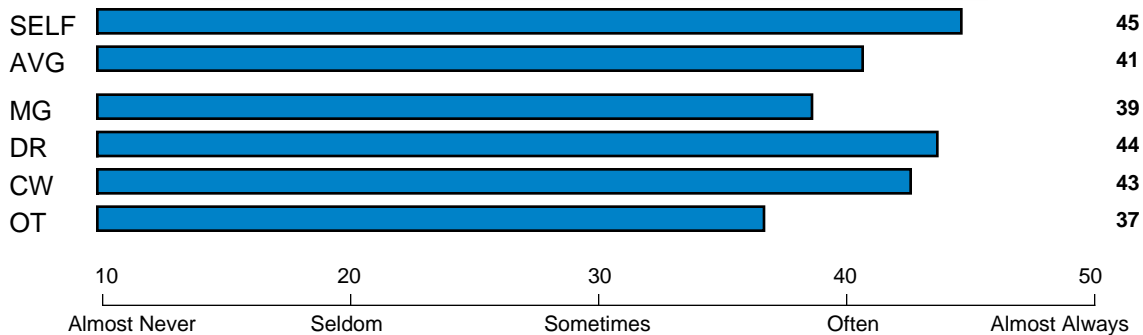
### Detailed Scores - Multiply Contribution & Development

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	MG	OT	OT	OT
3. Provides others opportunities to make unique, valuable contributions.	4	4.6	4	5	4	4	5	5	5	4	5	4	5	5	5
7. Invests time and energy in development of others.	5	4.5	4	5	4	4	5	4	5	5	5	5	5	4	3
11. Sees the best in others.	5	4.2	4	5	3	4	4	5	5	4	4	4	5	3	4
15. Provides well-intentioned performance feedback.	5	4.5	5	5	4	4	5	4	5	5	5	4	4	4	5
19. Takes personal responsibility for team failures.	5	4.4	4	5	4	4	5	5	5	4	4	4	4	4	5
23. Expresses confidence in others.	4	4.4	4	5	4	3	4	5	5	5	4	4	5	4	5
27. Challenges others to perform at their best.	3	4.6	5	5	5	4	5	5	5	4	5	4	5	4	4
31. Highlights the contributions of others.	4	4.3	4	5	4	4	4	4	5	4	4	4	5	4	5
35. Holds others accountable for their performance.	4	4.2	4	5	4	4	4	4	5	4	5	3	4	4	4
39. Helps others excel in their work.	4	4.1	4	5	4	4	4	4	5	4	5	4	5	2	3

## Part C: LFR Dimension - Accelerate Change & Innovation

This page presents your summary and detailed scores for the Accelerate Change & Innovation dimension of the LFR.

### Summary Scores - Accelerate Change & Innovation



### Detailed Scores - Accelerate Change & Innovation

Leadership Behavior	SELF	AVG	CW	CW	CW	CW	DR	DR	DR	DR	DR	MG	OT	OT	OT
4. Relishes challenges.	5	4.8	4	5	5	5	5	5	5	5	5	5	5	4	5
8. Invites differing ideas and opinions.	5	3.8	4	5	5	3	5	3	5	5	4	3	4	2	2
12. Challenges the status quo.	5	4.3	3	5	4	5	4	5	5	4	5	4	5	4	3
16. Promotes radical thinking.	5	4.0	3	5	4	4	5	3	5	4	4	4	4	3	4
20. Demonstrates courage in facing the truth.	5	4.3	4	5	4	4	5	4	5	4	4	4	5	3	5
24. Fosters creativity and innovation.	3	4.2	4	5	5	4	4	4	5	5	5	4	5	2	3
28. Takes personal risks.	5	4.0	3	5	5	4	5	5	5	4	3	3	4	3	3
32. Anticipates social, technology, and market changes.	3	3.9	4	5	3	4	4	4	5	4	4	4	4	2	4
36. Treats setbacks as learning opportunities.	5	4.5	4	5	5	5	4	5	5	4	5	4	5	4	4
40. Quickly adapts to new circumstances.	4	3.8	4	5	4	3	3	3	5	4	4	4	5	2	3





## Part D: Comments from Observers

### 1. What do you most appreciate about this person?

Jane has a deep understanding of not only technology learning/training, but she also understands very well how the users of technology think, and the best way to tap into that thought process to achieve desired objectives.

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Jane has a positive disposition. At work, she is driven, determined, and unafraid to tackle difficult situations. As one of her direct reports, I see that she appreciates each team members different talents and encourages us to see it in ourselves. She tries to find tasks that we would like and encourage our growth.

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Jane is very positive about her job, people she works with, and any challenges that come her way. I have very rarely someone who is so positive at work, and eager to help others develop.

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Jane, is open and honest. She wants the team to be the best and leads by example. She develops talent and ensures that all her team can be the best and achieve their full potential. She always provides the 'big picture' and gives time freely.

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I appreciate her honest and intense caring about the people around her and the clear and present energy she brings to her environment. She has grown enormously since I have come to know her. She has

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Jane is a master at growing her team. She encourages relationships among team members on a global basis, provides opportunities for sharing responsibility and learning together on projects, and focuses on the mission of the team and how it relates to the mission of the firm.

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Three points. First, Jane has a genuine and contagious enthusiasm for her work, her clients and the people she leads. Next, she's a true fighter and tenaciously pushes through her challenges. Jane has a "never give up spirit." And last, she operates from a pure heart and noble intentions. It comes across in spades when collaborating with her.

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Jane values her team as she sees the teams accomplishment or failures as a reflection of the entire team. She motivates and inspires all team members to be the best they can be and challenges team members to be the best they can be.

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Jane brings a tremendous amount of energy and expertise to her role.

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Always willing to provide feedback

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Her motivation and determination; her explanation of why she works so hard to be better and bring out the best in everyone. Jane sincerely wants each individual to understand their strengths and work towards using them for themselves and the team. I appreciate that she always pushes everyone to strive for more and to not let anything stop you. She really instills the fact that she deeply believes in each person's abilities.

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Her enthusiasm for her work, her self development and the people who work for her.

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**Part D: Comments from Observers**

**2. What one change would you like to see in this persons behavior as a leader?**

Very hard to explain, but Jane's communication style can be a bit off-putting sometime--her tone can come across in a condescending way that makes people feel she is almost gently chiding them. She needs to find a way to modify this.

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None that I have observed.

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It is hard to come up with something in this section so if I really have to find something, it is maybe to keep some focus on the shorter term achievements, while of course still working on the more strategic goals. Jane has been an invaluable partner in bringing high quality training to our division.

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Tone down the natural 'exuberance' in situations to get more 'buy in' from the team.

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I would like to see her bring a grounded, true self to large meetings in order to communicate her ideas more clearly.

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I'd like her to be less of a perfectionist, with herself and with other people.

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Two points. First, to speak concisely and logically especially when meeting with senior people -- and do it consistently. Second, to adopt a default communication stance of, as Covey puts it, "seek first to understand, then to be understood." Building her inquiry skills further, especially when differences of opinion arise, should serve her and her team well.

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More hands-on involvement in all the business units other than Research/S&T, more on IBD

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Jane could be more flexible and open minded when evaluating various solutions to a problem.

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To understand there are more than one ways to accomplish something.

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Jane reads a lot, attends seminars and is a constant learner which is great. However, sometimes I feel that she takes the knowledge she picks up and doesn't quite translate it correctly and yet tries to use it in every situation. She changes her focus to depend on what the latest item it is that she has heard and tries to apply it. She needs to learn to take things in and make them her own in a more discreet way. One idea is not a panacea for life.

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I would like to see her more measured and balanced in her approach to leadership tasks. Jane tends to jump in and act rather than take a step back and listen.

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## Part E: Comparison with Other Leaders

On this chart, your scores are compared with the scores of all other leaders who have taken the LFR. This is presented as a percentile ranking. For example, if you score at the 60th percentile, this means that 40% of others would have scored higher than you and 60% would have scored lower.





## Part F: My Learning

Your LFR Report can be a potent resource in helping to accelerate your personal development when used in conjunction with thoughtful reflection. It likely highlighted some of your strengths as well as your development needs. You may have been aware of some of these, however, there may also have been some surprises. As you reflect on your report, you are encouraged to consider:

1. Gaps in perception: between a) you and others, b) observer categories, and c) individuals within observer categories. Note that some of these gaps will be due to your behavior and some will be due to the differing expectations others have of you.

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2. Themes, patterns and inconsistencies.

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3. Specific areas of strength and development opportunities noted in the observer comments.

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Use the following chart to summarize your learning from the LFR Report.

		<b>THE FEEDBACK WINDOW</b>	
		<b>EXPECTED</b>	<b>NOT EXPECTED</b>
<b>POSITIVE STUFF</b>			
<b>NOT SO POSITIVE STUFF</b>			



## Part G: Next Steps

To ensure that your good intentions are translated into enduring changes in behavior, it is important that you plan and commit to some specific actions.

### 1. Strengths

a. What are your most important strengths, talents and abilities?

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b. What feedback in the LFR Report supports your assessment?

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c. In what ways can you develop these strengths further?

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## Part G: Next Steps

### 2. Development Opportunities

a. What are your most significant development opportunities?

Lined writing area for question a.

b. If you do not change, what is the potential impact on your performance and/or career?

Lined writing area for question b.

c. What actions will you take immediately?

Lined writing area for question c.



## Part G: Next Steps

### 3. Connecting with Others

The feedback that you received in your LFR Report is based on how others perceive you and your behavior. You can often accelerate your development by discussing your report with them and exploring the feedback you received in more depth. Make note below of the issues that you plan to discuss:

a. with your manager:

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b. with your direct reports:

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c. with your colleagues:

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d. with others:

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