

LVI

LEADERSHIP[®]
VERSATILITY
INDEX

U.S. PATENT NO. 7,121,830



UDARBEJDET TIL

PAT SAMPLE
maj 2019

LEVERET AF



KAISER
leadership solutions

**LVI**

U.S. PATENT NO. 7,121,830

LEADERSHIP[®]
VERSATILITY
INDEX

PAT SAMPLE

VICE PRESIDENT OF NORTH AMERICA
SAMPLE COMPANY

TID I NUVÆRENDE JOB

0 ÅR, 6 MÅNEDER

LEDELSESERFARING:

13 ÅR, 3 MÅNEDER

FEEDBACK FRA 15 KOLLEGER I ALT

- B** Chef (1)
- O** Other Superiors (2)
- P** Sideordnede (4)
- D** Direkte underordnede (8)

ANVENDELSE AF DENNE RAPPORT

Leadership Versatility Index[®] har til hensigt at give feedback med formålet om at øge selvbevidstheden og for at guide udviklingen af den enkelte leder. Værktøjet er ikke oprettet for at give oplysninger, som man kan træffe beslutninger om ansættelse, forfremmelse, kompensation eller opsigelse på baggrund af, og bør derfor ikke bruges som den eneste informationskilde til sådanne beslutninger.

DENNE RAPPORT ER FORTROLIG OG MÅ IKKE DELES UDEN TILLADELSE.

Leadership Versatility Index, version 5.0
U.S. Patent No. 7,121,830

Alle rettigheder forbeholdes

Publiceret af
Kaiser Leadership Solutions, LLC
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www.kaiserleadership.com

LVI-metoden er udviklet af Bob Kaplan og Rob Kaiser
hos Kaplan DeVries Inc.

NORMER

Normerne på denne side kan bruges til sammenligning. Normerne stammer fra et sample med følgende karakteristika:

NORMGRUPPE:

21,596 DELTAGERE

BEDØMT AF:

291,961 OBSERVATØRER

OMRÅDE

USA/Canada	41,9%
Europa	27,1%
Asien/Stillehavsområdet	14,6%
Mellemøsten/Afrika	9,2%
Latinamerika	4,6%
Andet	2,6%

BRANCHE

Luftfart & Forsvar	2,4%
Byggeri	2,7%
Dagligvarer	5,3%
Uddannelse	2,3%
Underholdning & Beværtning	7,8%
Finans	7,9%
Statslig myndighed	4,3%
Sundhedsvæsen	12,4%
Produktion & Industri	15,7%
Medier	2,3%
Olie & Gas	3,1%
Service	1,3%
Detailhandel	3,7%
Sportsorganisationer	0,5%
Teknologi & Software & Internet	16,7%
Telekommunikation	4,1%
Transport	2,6%
Forsyning	0,4%
Andet	4,5%

NIVEAU

Direktion	8,1%
Administration	36,8%
Direktør	30,3%
Leder	17,0%
Supervisor	7,7%

DEMOGRAFI

Alder (år)	43,3	19 - 80
Ledelseserfaring (år)	12,5	0,25 - 50
Tid i nuværende job (år)	3,7	0,25 - 30
Mand Kvinde	68,6% 31,4%	

GNS RÆKKE

VISUALISERING AF NORMER

Normerne for enkelte scores præsenteres ud fra følgende grafik:



EVALUERINGSRAMME

LEDELSESMODEL

Versatilitet er evnen til at læse og respondere på skiftende omstændigheder med et bredt handlingsrepertoire; at kunne bruge modsatrettede tilgange frit, uafhængigt af personlige præferencer og fordomme overfor særlige ledelsesstile.

Leadership Versatility Index (LVI) måler versatilitet på to par af dimensioner i ledelse. Hvert par er en kombination af modsatrettede men komplementære adfærdsmønstre, som afspejler de spændinger og kompromiser, der gør ledelse til en balanceakt.

Modellen skelner hvordan du leder, forstået som din interaktionsstil med andre mennesker, fra hvad du leder, forstået som de organisatoriske anliggender, du fokuserer på.



VURDERINGSSKALA

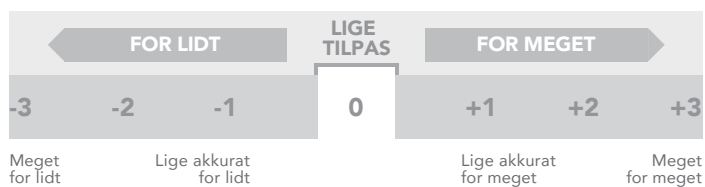
Øget versatilitet handler ikke kun om at styrke de mindre udviklede områder; det kan også indebære en tilpasning af de styrker, som du måske overgår fra tid til anden.

I stedet for at evaluere dig som "god" eller "dårlig", giver denne LVI-feedback et billede af, hvilken adfærd du med fordel kan gøre mere af, og hvilken du kan tone ned, for bedre at kunne forene de modsatrettede krav, du som leder skal kunne håndtere.

Hvor meget af en adfærd, der er for lidt, lige tilpas eller for meget, afhænger af situationen. For eksempel er kulturelle værdier og normer, forretningsudfordringer og behovene hos de mennesker, du arbejder med, med til at vurdere hvor meget

bestemme, hvor meget af en bestemt adfærd, der er passende.

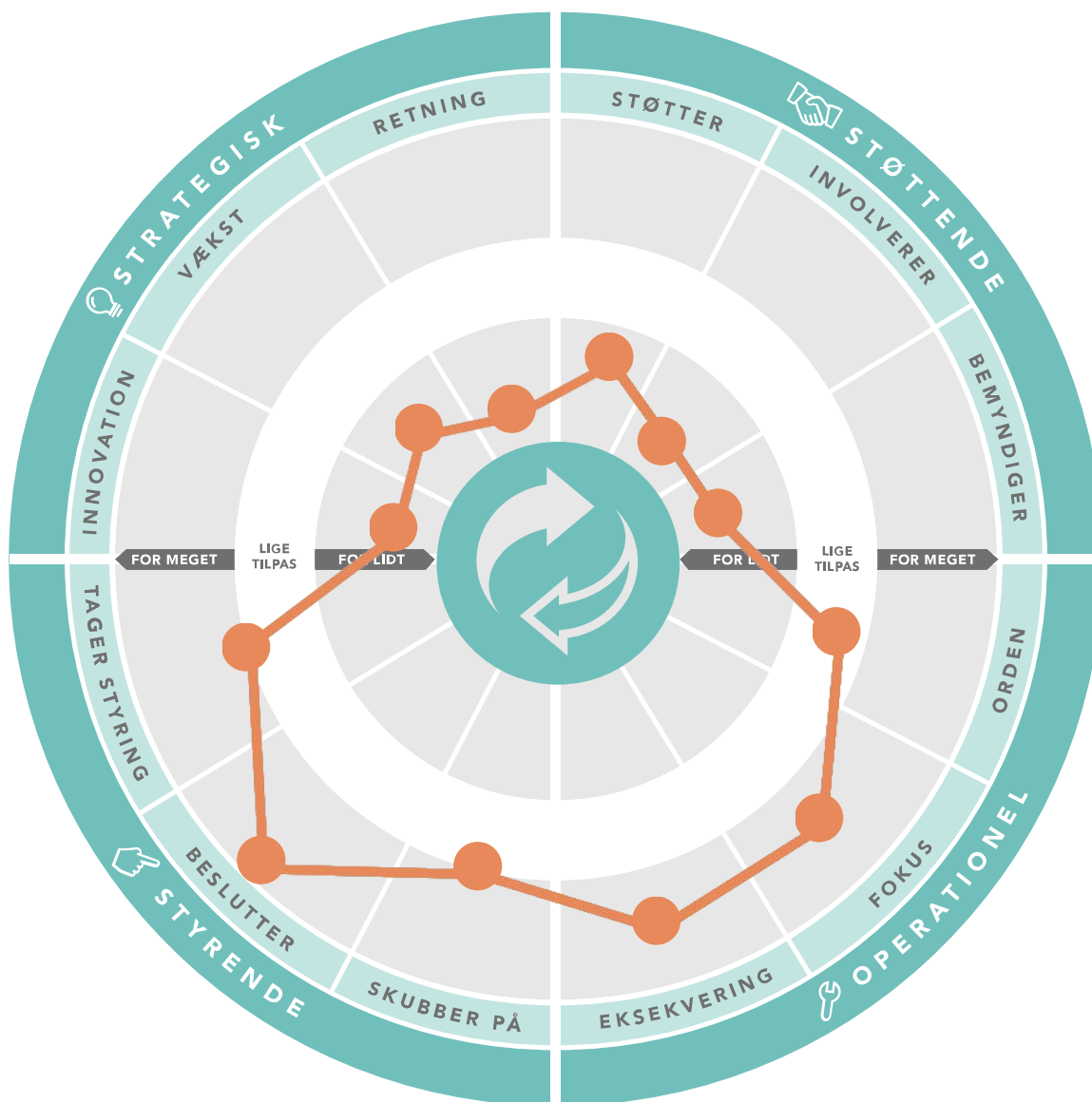
Din adfærd er blevet vurderet på en unik skala. I modsætning til den typiske vurderingsskala, hvor "højere scorer er bedre", ligger den ideelle score midt på denne skala, 0, som "Lige tilpas".



SKRIFTLIG FEEDBACK

I slutningen af rapporten vil du finde de kvalitative, skriftlige kommentarer, der supplerer den kvantitative feedback, som dine kolleger har givet dig. De skriftlige kommentarer uddyber og præciserer ofte, hvad der ligger til grund for de forskellige scores. De skriftlige kommentarer kan også belyse nogle elementer, som ikke nødvendigvis afdækkes i den kvantitative feedback.

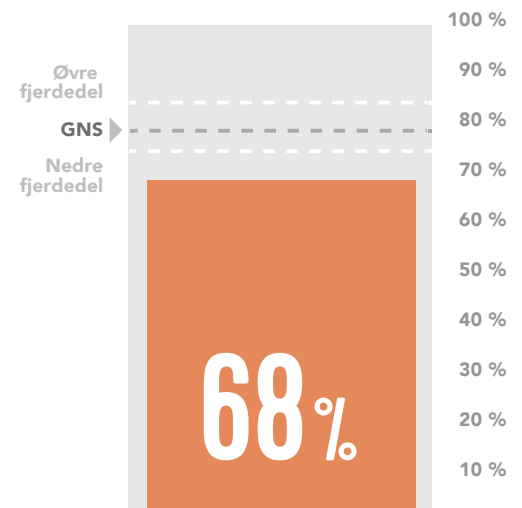
SAMLET PROFIL



DIN LVI-PROFIL

Resultaterne opsummerer den samlede 360-graders feedback fra dine 15 kolleger på tværs af 4 respondentgrupper, der har givet dig feedback. Disse resultater inkluderer ikke din egen vurdering. Resultaterne er udregnet som et gennemsnit af alle dine kollegers feedback. Derfor bidrager hver respondentgruppe ligeligt til den samlede 360-graders feedback.

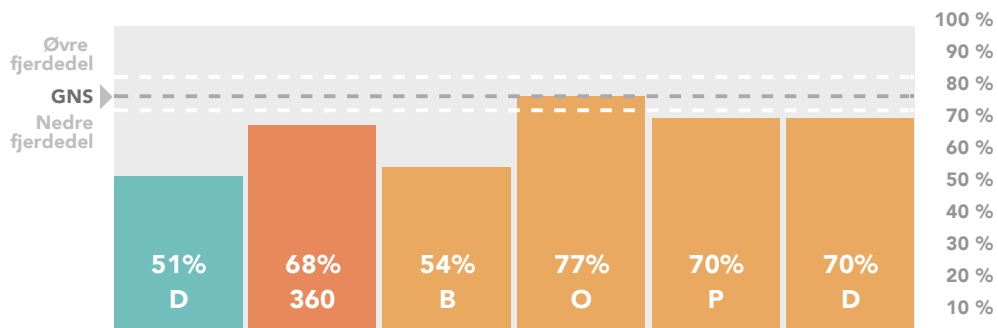
Til højre ses din samlede versatilitetsscore. Jo tættere din profil er på den hvide cirkel i centrum af modellen ovenfor, des mere balanceret opfatter dine kolleger din ledelse. En score på 100% betyder, at alt er vurderet som "lige tilpas", mens en score under 100% viser, at nogle punkter er blevet vurderet som enten "for lidt" eller "for meget".



HVORDAN DU LEDER RESUMÉ

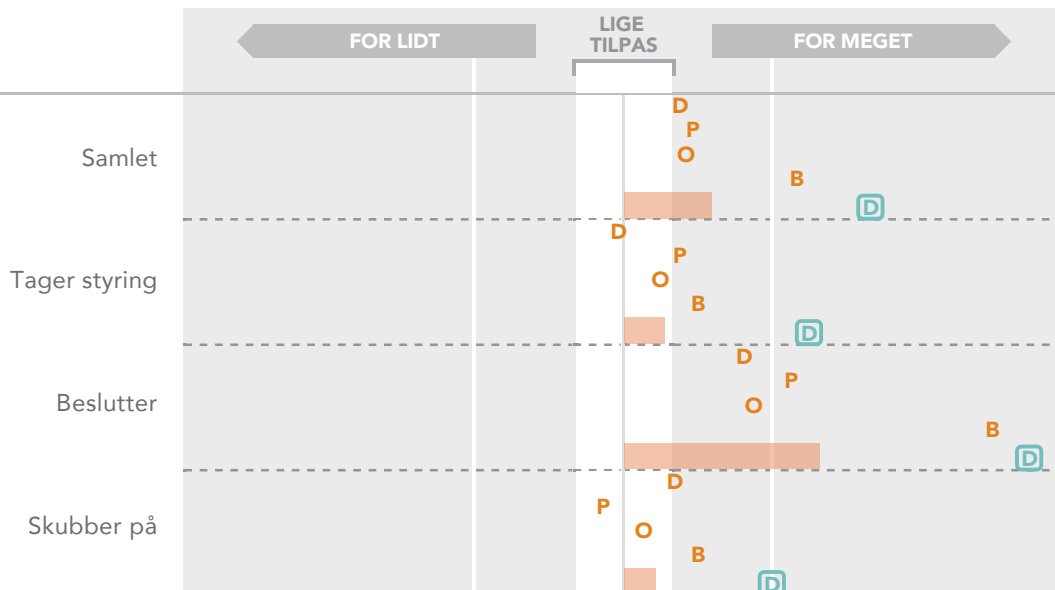
STYRENDE-STØTTENDE VERSATILITET

I hvilken udstrækning du er i stand til både at anvende magt som noget personligt og til at bemyndige andre



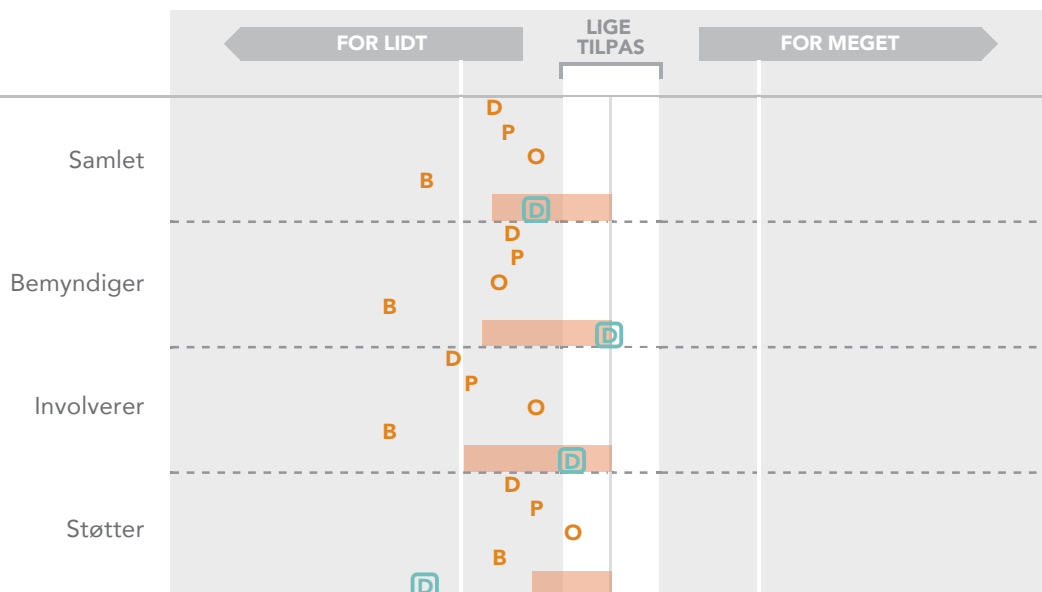
STYRENDE

Bruger personlig og positionel magt



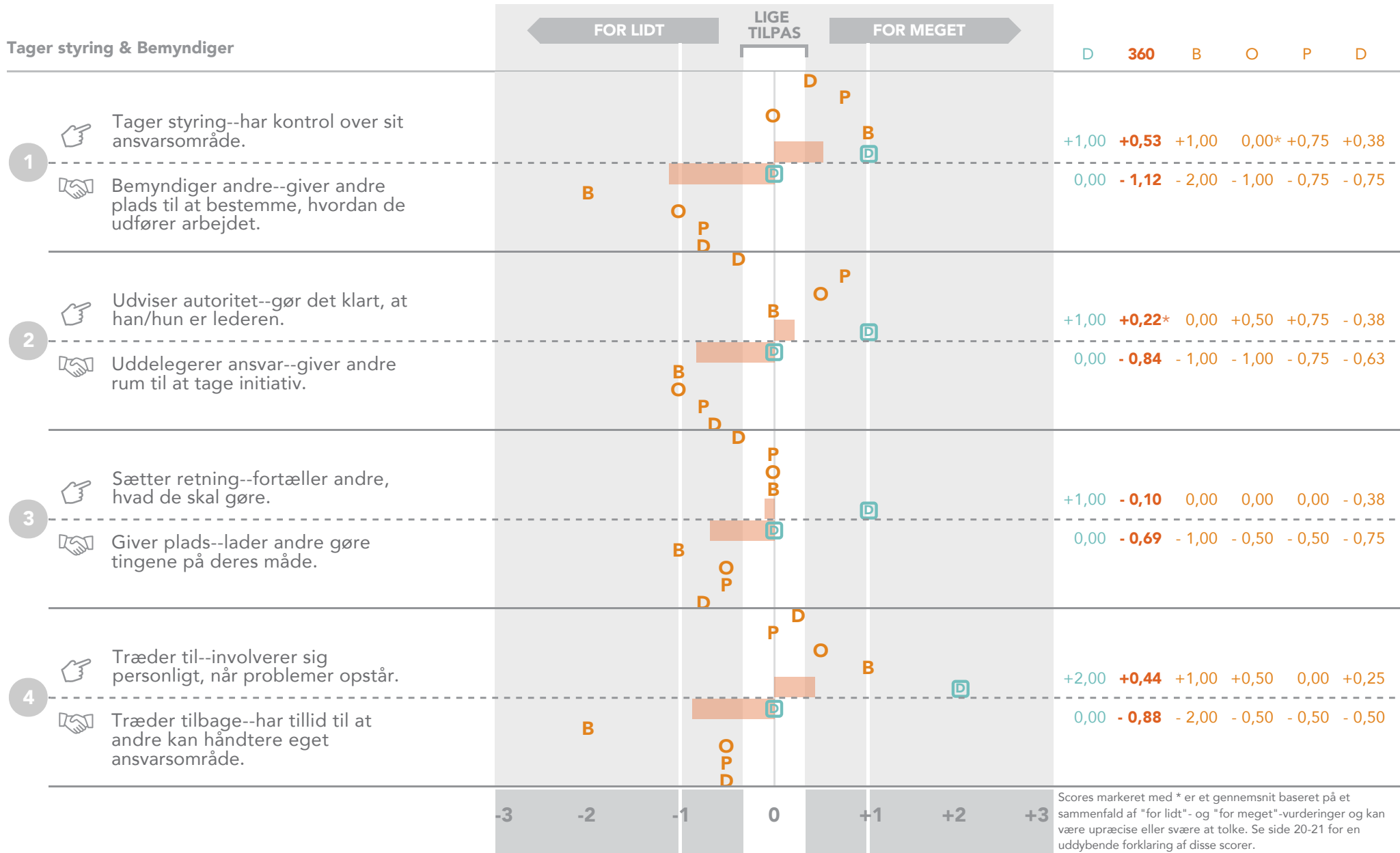
STØTTENDE

Involverer og gør andre gode



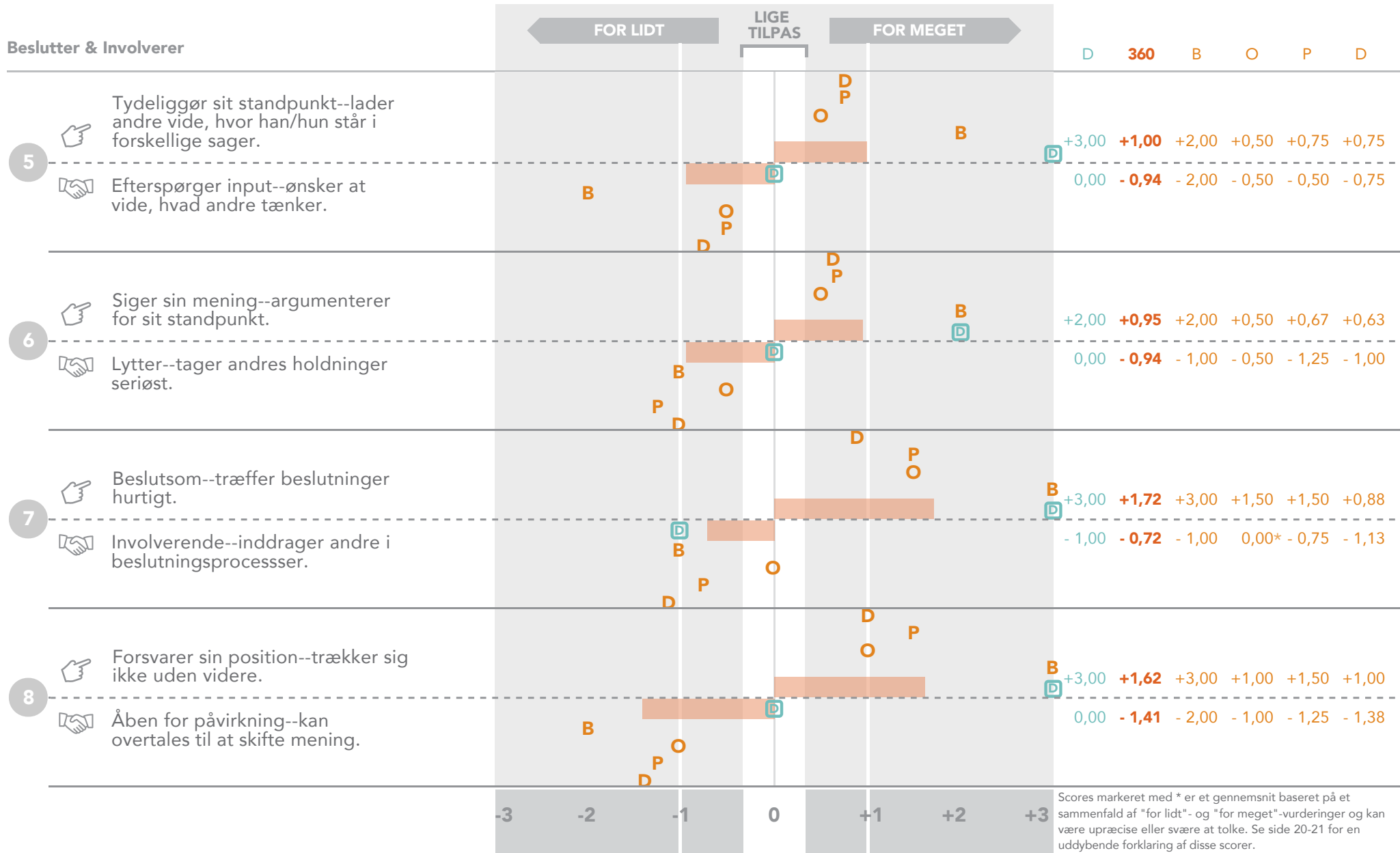
Dig 360 Gns. af B, O, P & D B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

HVORDAN DU LEDER DETALJEREDE RESULTATER



D Dig
 360 Gns. af B, O, P & D
 B Chef (1)
 O Other Superiors (2)
 P Sideordnede (4)
 D Direkte underordnede (8)

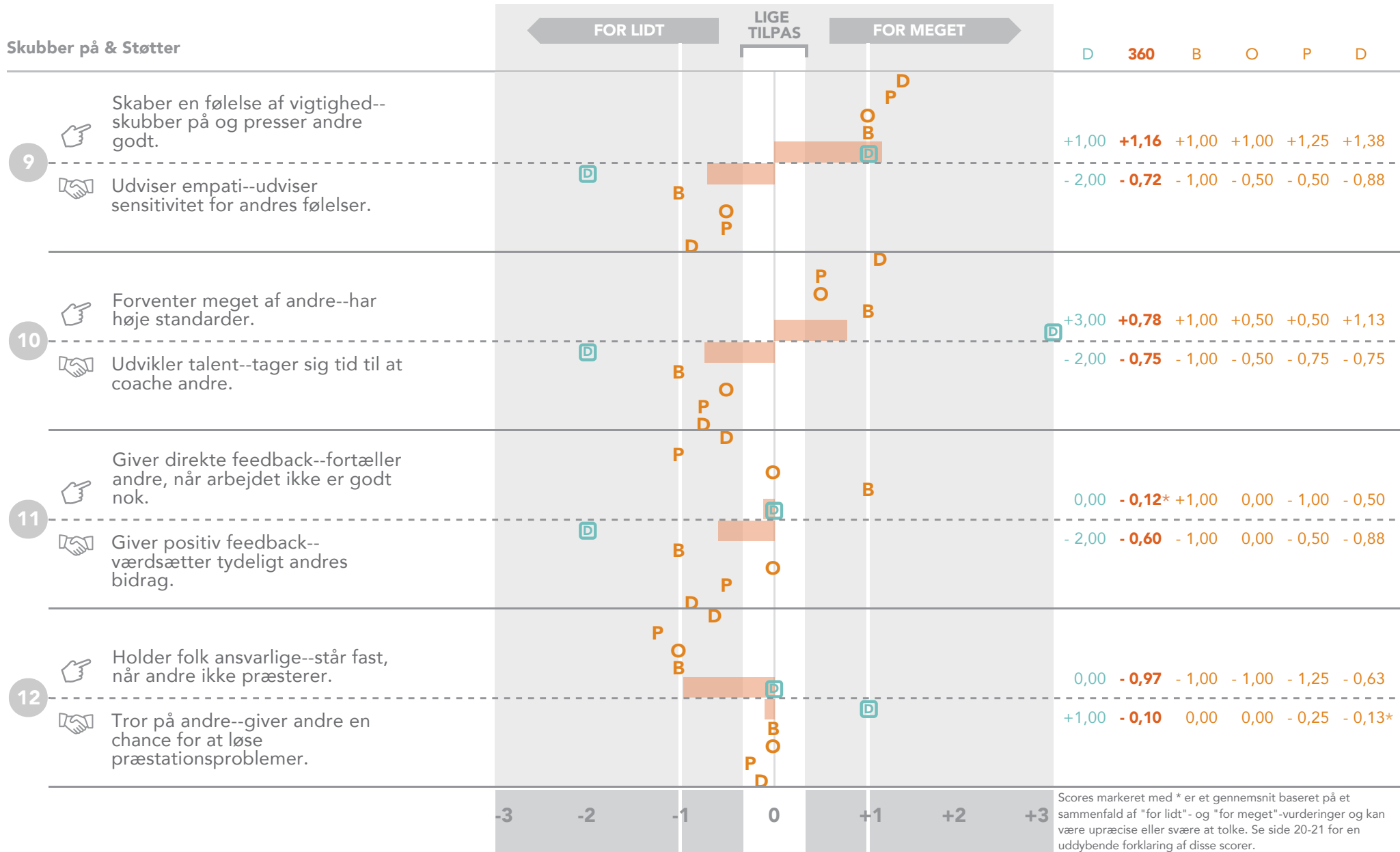
HVORDAN DU LEDER DETALJEREDE RESULTATER



D Dig
 360 Gns. af B, O, P & D
 B Chef (1)
 O Other Superiors (2)
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 D Direkte underordnede (8)

HVORDAN DU LEDER DETALJEREDE RESULTATER

Skubber på & Støtter



D Dig
 360 Gns. af B, O, P & D
 B Chef (1)
 O Other Superiors (2)
 P Sideordnede (4)
 D Direkte underordnede (8)

Scores markeret med * er et gennemsnit baseret på et sammenfald af "for lidt"- og "for meget"-vurderinger og kan være upræcise eller svære at tolke. Se side 20-21 for en uddybende forklaring af disse scorer.

HVORDAN DU LEDER VURDERINGERNES FORDELING

STYRENDE

	FOR LIDT				LIGE TILPAS			FOR MEGET			
	B	O	P	D	I	A	L	B	O	P	D
Tager styring											
1 I kontrol	0	1	0	0	1	6	8	1	1	3	3
2 Udviser autoritet	0	0	0	3	3	8	4	0	1	3	0
3 Sætter retning	0	0	0	3	3	12	0	0	0	0	0
4 Træder til	0	0	0	1	1	9	5	1	1	0	3
Beslutter											
5 Tydeliggør sit standpunkt	0	0	0	0	0	6	9	1	1	3	4
6 Siger sin mening	0	0	0	0	0	6	8	1	1	2	4
7 Beslutsom	0	0	0	0	0	4	11	1	2	4	4
8 Trækker sig ikke	0	0	0	0	0	2	13	1	2	4	6
Skubber på											
9 Skubber på	0	0	0	0	0	3	12	1	2	3	6
10 Forventer meget af andre	0	0	0	0	0	5	10	1	1	2	6
11 Giver direkte feedback	0	0	3	3	6	7	2	1	0	1	0
12 Holder folk ansvarlige	1	2	3	5	11	4	0	0	0	0	0
I alt	1	3	6	15	25	72	82	9	12	25	36
Procent	8%	13%	13%	16%	14%	40%	46%	75%	50%	53%	38%

STØTTENDE

	FOR LIDT				LIGE TILPAS			FOR MEGET			
	B	O	P	D	I	A	L	B	O	P	D
Bemyndiger											
1 Bemyndiger	1	2	3	5	11	4	0	0	0	0	0
2 Uddelegerer ansvar	1	2	3	4	10	5	0	0	0	0	0
3 Giver plads	1	1	2	4	8	7	0	0	0	0	0
4 Træder tilbage	1	1	2	2	6	9	0	0	0	0	0
Involverer											
5 Efterspørger input	1	1	2	5	9	6	0	0	0	0	0
6 Lytter	1	1	4	6	12	3	0	0	0	0	0
7 Involverende	1	1	3	6	11	3	1	0	1	0	0
8 Åben for påvirkning	1	2	3	5	11	4	0	0	0	0	0
Støtter											
9 Udviser empati	1	1	2	5	9	6	0	0	0	0	0
10 Udvikler andre	1	1	3	6	11	4	0	0	0	0	0
11 Udviser værdsættelse	1	0	2	6	9	5	1	0	0	0	1
12 Giver andre en chance	0	0	1	2	3	10	2	0	0	0	2
I alt	11	13	30	56	110	66	4	0	1	0	3
Procent	92%	54%	63%	58%	61%	37%	2%	0%	4%	0%	3%

I ALT Opsummering på tværs B, O, P & D (15) **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

HVORDAN DU LEDER LIGE TILPAS-VURDERINGER

Tabellen viser, hvor ofte du blev bedømt "lige tilpas". Det betyder, at respondenterne synes, at du tenderer til at anvende adfærd i tilpas grad i de rigtige situationer.

STYRENDE

	LIGE TILPAS					
	D	I ALT	B	O	P	D
Tager styring						
1 I kontrol	0	6	0	0	1	5
2 Udviser autoritet	0	8	1	1	1	5
3 Sætter retning	0	12	1	2	4	5
4 Træder til	0	9	0	1	4	4
Beslutter						
5 Tydeliggør sit standpunkt	0	6	0	1	1	4
6 Siger sin mening	0	6	0	1	1	4
7 Beslutsom	0	4	0	0	0	4
8 Trækker sig ikke	0	2	0	0	0	2
Skubber på						
9 Skubber på	0	3	0	0	1	2
10 Forventer meget af andre	0	5	0	1	2	2
11 Giver direkte feedback	1	7	0	2	0	5
12 Holder folk ansvarlige	1	4	0	0	1	3
I alt	2	72	2	9	16	45
Procent	17%	40%	17%	38%	34%	47%

STØTTENDE

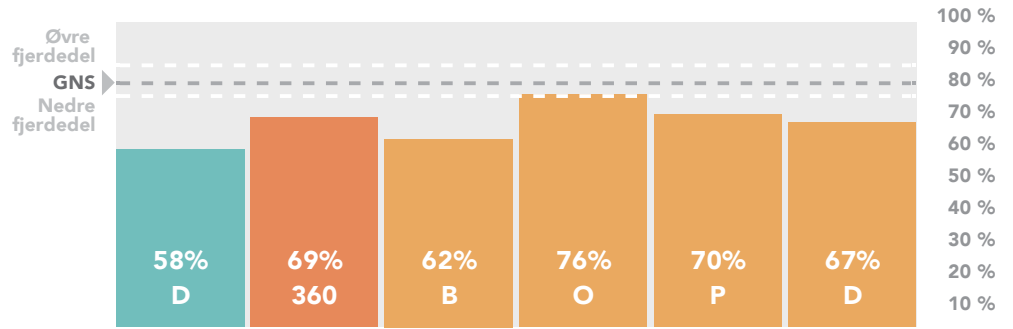
	LIGE TILPAS					
	D	I ALT	B	O	P	D
Bemyndiger						
1 Bemyndiger	1	4	0	0	1	3
2 Uddelegerer ansvar	1	5	0	0	1	4
3 Giver plads	1	7	0	1	2	4
4 Træder tilbage	1	9	0	1	2	6
Involverer						
5 Efterspørger input	1	6	0	1	2	3
6 Lytter	1	3	0	1	0	2
7 Involverende	0	3	0	0	1	2
8 Åben for påvirkning	1	4	0	0	1	3
Støtter						
9 Udviser empati	0	6	0	1	2	3
10 Udvikler andre	0	4	0	1	1	2
11 Udviser værdsættelse	0	5	0	2	2	1
12 Giver andre en chance	0	10	1	2	3	4
I alt	7	66	1	10	18	37
Procent	58%	37%	8%	42%	38%	39%

D Dig I ALT Opsummering på tværs B, O, P & D (15) B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

HVAD DU LEDER RESUMÉ

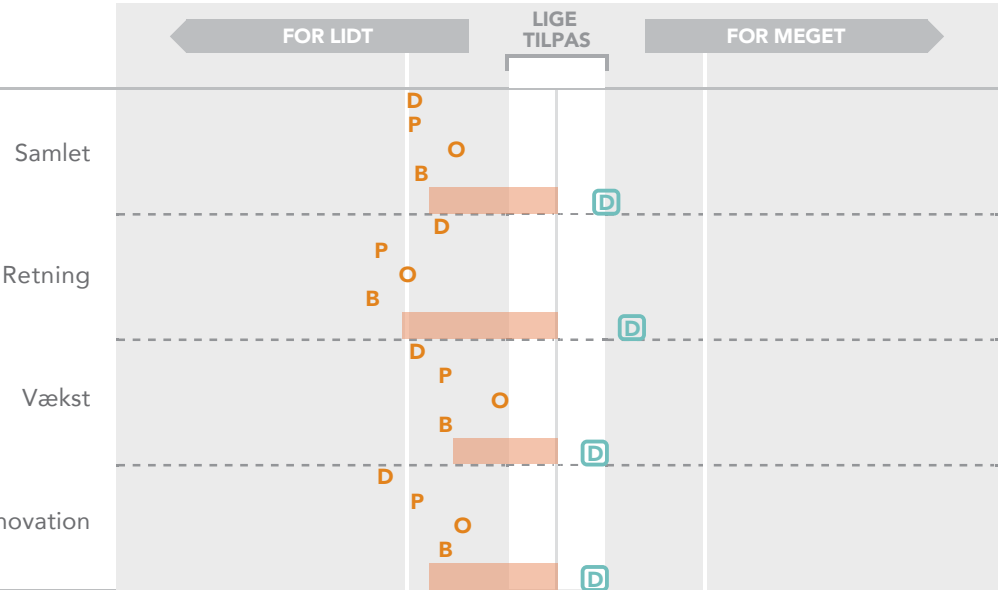
STRATEGISK-OPERATIONEL VERSATILITET

I hvilken udstrækning du er i stand til både at forudse fremtiden og effektuere, at det sker



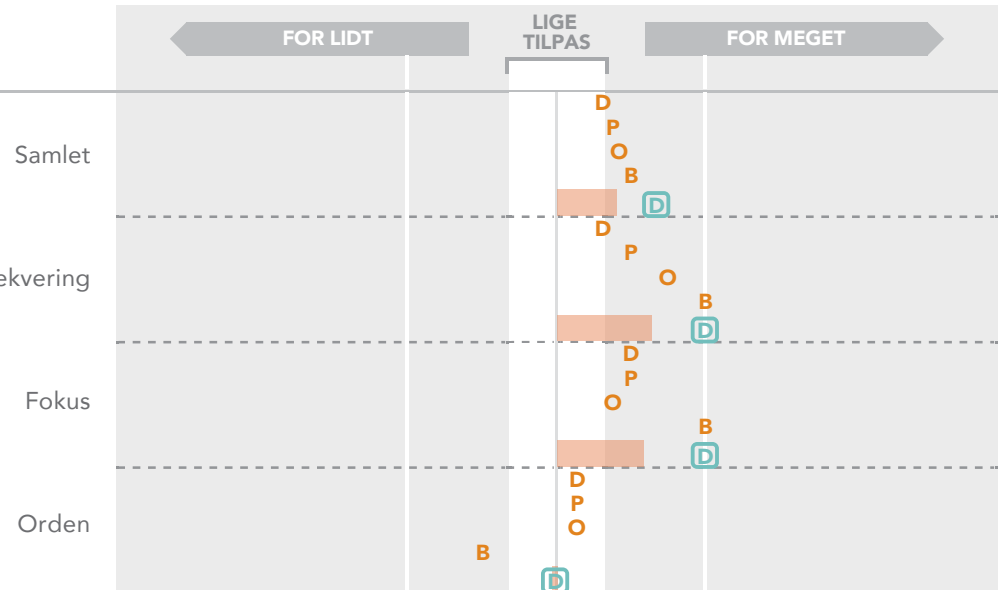
STRATEGISK

Positionerer organisationen til succes på den lange bane



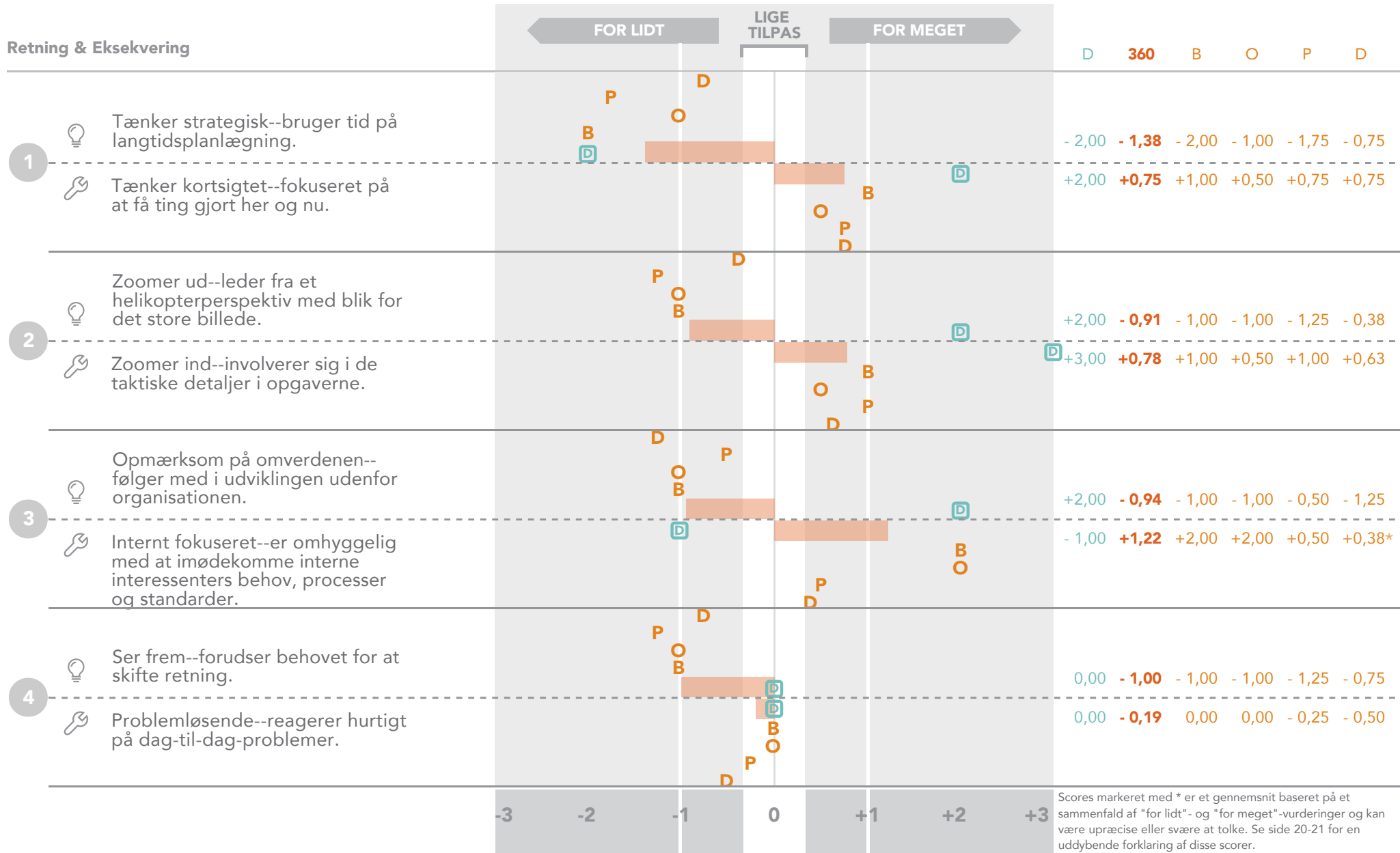
OPERATIONEL

Fokuserer organisationen på detaljerne i at få eksekveret



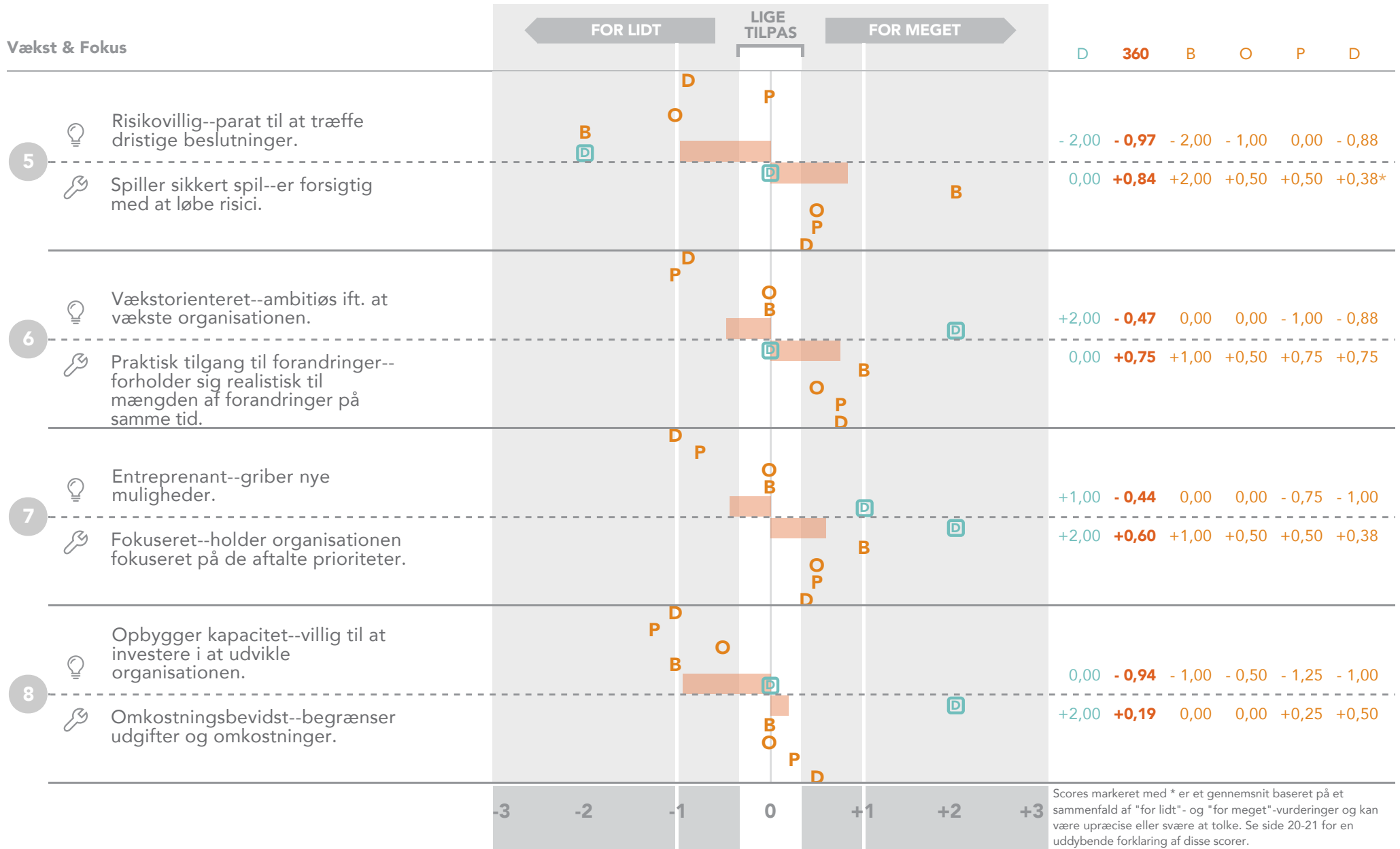
Dig 360 Gns. af B, O, P & D B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

HVAD DU LEDER DETALJEREDE RESULTATER



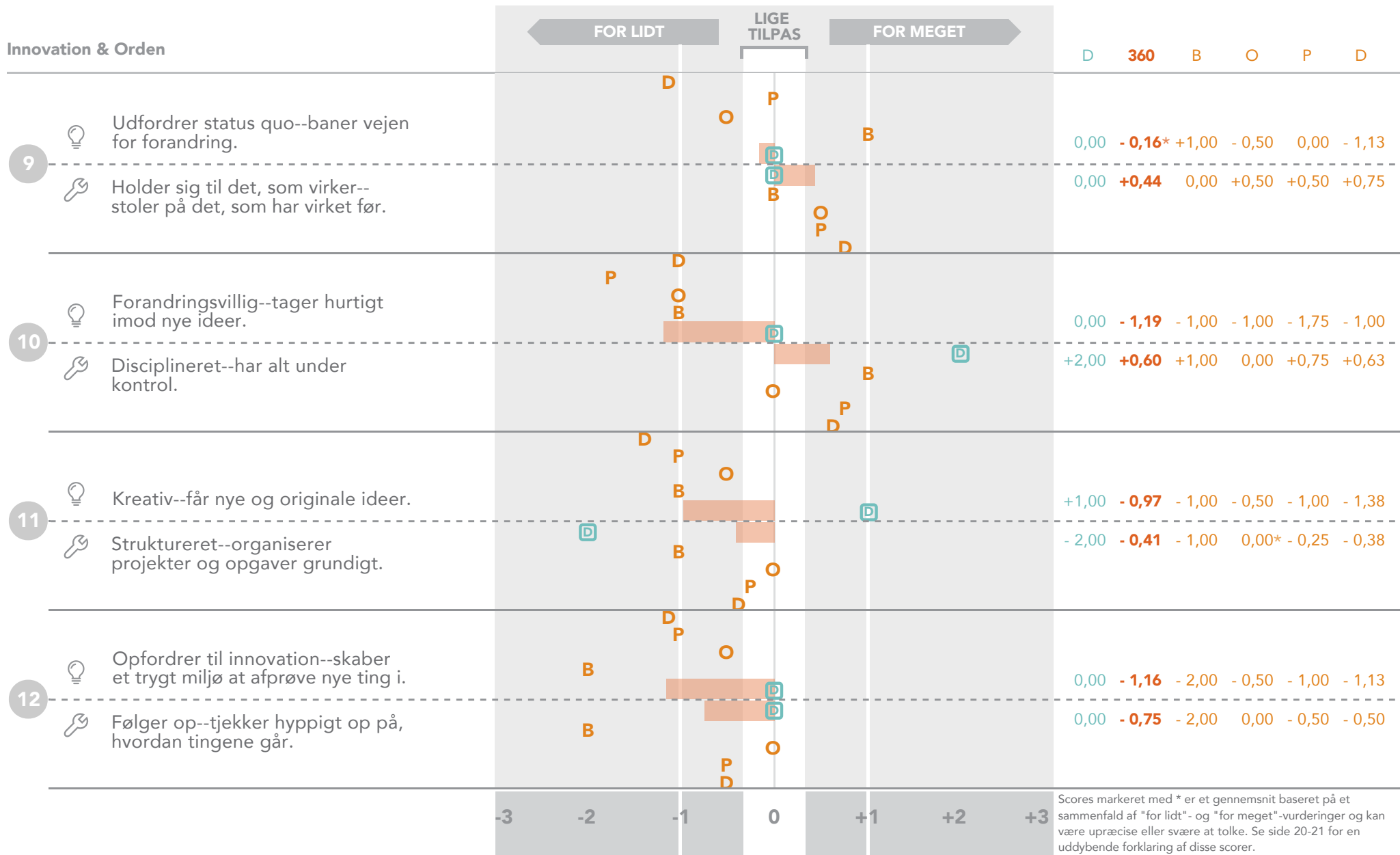
D Dig
 360 Gns. af B, O, P & D
 B Chef (1)
 O Other Superiors (2)
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HVAD DU LEDER DETALJEREDE RESULTATER



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HVAD DU LEDER DETALJEREDE RESULTATER



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 360 Gns. af B, O, P & D
 B Chef (1)
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 P Sideordnede (4)
 D Direkte underordnede (8)

HVAD DU LEDER VURDERINGERNES FORDELING

STRATEGISK

	FOR LIDT				LIGE TILPAS			FOR MEGET			
	B	O	P	D	I	A	L	B	O	P	D
Retning											
1 Tænker strategisk	1	1	4	4	10	5	0	0	0	0	0
2 Ser det store billede	1	2	2	4	9	5	1	0	0	0	1
3 Opmærksom på omverdenen	1	2	2	5	10	5	0	0	0	0	0
4 Ser frem	1	2	2	4	9	6	0	0	0	0	0
Vækst											
5 Risikovillig	1	2	0	4	7	8	0	0	0	0	0
6 Vækstorienteret	0	0	2	3	5	10	0	0	0	0	0
7 Entreprenant	0	0	2	5	7	7	1	0	0	0	1
8 Opbygger kapacitet	1	1	4	5	11	3	1	0	0	0	1
Innovation											
9 Udfordrer status quo	0	1	0	4	5	9	1	1	0	0	0
10 Forandringsvillig	1	2	4	4	11	3	1	0	0	0	1
11 Kreativ	1	1	3	5	10	5	0	0	0	0	0
12 Opfordrer til innovation	1	1	4	5	11	3	1	0	0	0	1
I alt	9	15	29	52	105	69	6	1	0	0	5
Procent	75%	63%	60%	54%	58%	38%	3%	8%	0%	0%	5%

OPERATIONEL

	FOR LIDT				LIGE TILPAS			FOR MEGET			
	B	O	P	D	I	A	L	B	O	P	D
Eksekvering											
1 Tænker kortsigtet	0	0	0	0	0	7	8	1	1	2	4
2 Involverer sig i taktiske detaljer	0	0	0	0	0	6	9	1	1	3	4
3 Internt fokuseret	0	0	0	3	3	3	9	1	2	2	4
4 Problemløsende	0	0	1	4	5	10	0	0	0	0	0
Fokus											
5 Udviser forsigtighed ved risici	0	0	0	2	2	6	7	1	1	2	3
6 Praktisk tilgang til forandringer	0	0	0	0	0	5	10	1	1	3	5
7 Fokuseret på prioriteterne	0	0	0	1	1	7	7	1	1	2	3
8 Omkostningsbevidst	0	0	0	1	1	10	4	0	0	1	3
Orden											
9 Holder sig til det, som virker	0	0	0	0	0	9	6	0	1	2	3
10 Disciplineret	0	0	0	1	1	7	7	1	0	2	4
11 Struktureret	1	1	1	3	6	8	1	0	1	0	0
12 Følger op	1	0	2	3	6	9	0	0	0	0	0
I alt	2	1	4	18	25	87	68	7	9	19	33
Procent	17%	4%	8%	19%	14%	48%	38%	58%	38%	40%	34%

I ALT Opsummering på tværs B, O, P & D (15) **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

HVAD DU LEDER LIGE TILPAS-VURDERINGER

Tabellen viser, hvor ofte du blev bedømt "lige tilpas". Det betyder, at respondenterne synes, at du tenderer til at anvende adfærden i tilpas grad i de rigtige situationer.

STRATEGISK

LIGE TILPAS

	D	I ALT	B	O	P	D
Retning						
1 Tænker strategisk	0	5	0	1	0	4
2 Ser det store billede	0	5	0	0	2	3
3 Opmærksom på omverdenen	0	5	0	0	2	3
4 Ser frem	1	6	0	0	2	4
Vækst						
5 Risikovillig	0	8	0	0	4	4
6 Vækstorienteret	0	10	1	2	2	5
7 Entreprenant	0	7	1	2	2	2
8 Opbygger kapacitet	1	3	0	1	0	2
Innovation						
9 Udfordrer status quo	1	9	0	1	4	4
10 Forandringsvillig	1	3	0	0	0	3
11 Kreativ	0	5	0	1	1	3
12 Opfordrer til innovation	1	3	0	1	0	2
I alt	5	69	2	9	19	39
Procent	42%	38%	17%	38%	40%	41%

OPERATIONEL

LIGE TILPAS

	D	I ALT	B	O	P	D
Eksekvering						
1 Tænker kortsigtet	0	7	0	1	2	4
2 Involverer sig i taktiske detaljer	0	6	0	1	1	4
3 Internt fokuseret	0	3	0	0	2	1
4 Problemløsende	1	10	1	2	3	4
Fokus						
5 Udviser forsigtighed ved risici	1	6	0	1	2	3
6 Praktisk tilgang til forandringer	1	5	0	1	1	3
7 Fokuseret på prioriteterne	0	7	0	1	2	4
8 Omkostningsbevidst	0	10	1	2	3	4
Orden						
9 Holder sig til det, som virker	1	9	1	1	2	5
10 Disciplineret	0	7	0	2	2	3
11 Struktureret	0	8	0	0	3	5
12 Følger op	1	9	0	2	2	5
I alt	5	87	3	14	25	45
Procent	42%	48%	25%	58%	52%	47%

D Dig I ALT Opsummering på tværs B, O, P & D (15) B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

PUNKTERNES RANGORDEN

		D	360	B	O	P	D	
👉	7 Beslutsom	+3,00	+1,72	+3,00	+1,50	+1,50	+0,88	FOR MEGET
👉	8 Trækker sig ikke	+3,00	+1,62	+3,00	+1,00	+1,50	+1,00	
👉	3 Internt fokuseret	-1,00	+1,22	+2,00	+2,00	+0,50	+0,38*	
👉	9 Skubber på	+1,00	+1,16	+1,00	+1,00	+1,25	+1,38	
👉	5 Tydeliggør sit standpunkt	+3,00	+1,00	+2,00	+0,50	+0,75	+0,75	
👉	6 Siger sin mening	+2,00	+0,95	+2,00	+0,50	+0,67	+0,63	
👉	5 Udviser forsigtighed ved risici	0,00	+0,84	+2,00	+0,50	+0,50	+0,38*	
👉	10 Forventer meget af andre	+3,00	+0,78	+1,00	+0,50	+0,50	+1,13	
👉	2 Involverer sig i taktiske detaljer	+3,00	+0,78	+1,00	+0,50	+1,00	+0,63	
👉	1 Tænker kortsigtet	+2,00	+0,75	+1,00	+0,50	+0,75	+0,75	
👉	6 Praktisk tilgang til forandringer	0,00	+0,75	+1,00	+0,50	+0,75	+0,75	
👉	7 Fokuseret på prioriteterne	+2,00	+0,60	+1,00	+0,50	+0,50	+0,38	
👉	10 Disciplineret	+2,00	+0,60	+1,00	0,00	+0,75	+0,63	
👉	1 I kontrol	+1,00	+0,53	+1,00	0,00*	+0,75	+0,38	
👉	4 Træder til	+2,00	+0,44	+1,00	+0,50	0,00	+0,25	
👉	9 Holder sig til det, som virker	0,00	+0,44	0,00	+0,50	+0,50	+0,75	
👉	2 Udviser autoritet	+1,00	+0,22*	0,00	+0,50	+0,75	-0,38	LIGE TILPAS
👉	8 Omkostningsbevidst	+2,00	+0,19	0,00	0,00	+0,25	+0,50	
👉	3 Sætter retning	+1,00	-0,10	0,00	0,00	0,00	-0,38	
👉	12 Giver andre en chance	+1,00	-0,10	0,00	0,00	-0,25	-0,13*	
👉	11 Giver direkte feedback	0,00	-0,12*	+1,00	0,00	-1,00	-0,50	
👉	9 Udfordrer status quo	0,00	-0,16*	+1,00	-0,50	0,00	-1,13	
👉	4 Problemløsende	0,00	-0,19	0,00	0,00	-0,25	-0,50	FOR LIDT
👉	11 Struktureret	-2,00	-0,41	-1,00	0,00*	-0,25	-0,38	
💡	7 Entreprenant	+1,00	-0,44	0,00	0,00	-0,75	-1,00	
💡	6 Vækstorienteret	+2,00	-0,47	0,00	0,00	-1,00	-0,88	
👉	11 Udviser værdsættelse	-2,00	-0,60	-1,00	0,00	-0,50	-0,88	
👉	3 Giver plads	0,00	-0,69	-1,00	-0,50	-0,50	-0,75	
👉	7 Involverende	-1,00	-0,72	-1,00	0,00*	-0,75	-1,13	
👉	9 Udviser empati	-2,00	-0,72	-1,00	-0,50	-0,50	-0,88	
👉	10 Udvikler andre	-2,00	-0,75	-1,00	-0,50	-0,75	-0,75	
👉	12 Følger op	0,00	-0,75	-2,00	0,00	-0,50	-0,50	
👉	2 Uddelegerer ansvar	0,00	-0,84	-1,00	-1,00	-0,75	-0,63	
👉	4 Træder tilbage	0,00	-0,88	-2,00	-0,50	-0,50	-0,50	
💡	2 Ser det store billede	+2,00	-0,91	-1,00	-1,00	-1,25	-0,38	
👉	5 Efterspørger input	0,00	-0,94	-2,00	-0,50	-0,50	-0,75	
👉	6 Lytter	0,00	-0,94	-1,00	-0,50	-1,25	-1,00	
💡	3 Opmærksom på omverdenen	+2,00	-0,94	-1,00	-1,00	-0,50	-1,25	
💡	8 Opbygger kapacitet	0,00	-0,94	-1,00	-0,50	-1,25	-1,00	
👉	12 Holder folk ansvarlige	0,00	-0,97	-1,00	-1,00	-1,25	-0,63	
💡	5 Risikovillig	-2,00	-0,97	-2,00	-1,00	0,00	-0,88	
💡	11 Kreativ	+1,00	-0,97	-1,00	-0,50	-1,00	-1,38	
💡	4 Ser frem	0,00	-1,00	-1,00	-1,00	-1,25	-0,75	
👉	1 Bemyndiger	0,00	-1,12	-2,00	-1,00	-0,75	-0,75	
💡	12 Opfordrer til innovation	0,00	-1,16	-2,00	-0,50	-1,00	-1,13	
💡	10 Forandringsvillig	0,00	-1,19	-1,00	-1,00	-1,75	-1,00	
💡	1 Tænker strategisk	-2,00	-1,38	-2,00	-1,00	-1,75	-0,75	
👉	8 Åben for påvirkning	0,00	-1,41	-2,00	-1,00	-1,25	-1,38	

Scorer markeret med en * er svære at tolke på; de er baseret på et sammenfald af "for lidt"- og "for meget"-vurderinger. Se side 20-21 for en forklaring af disse scorer.





👉 Styrende 🤝 Støttende 💡 Strategisk 🔑 Operational

D Dig 360 Gns. af B, O, P & D B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

ADFÆRDSTEMAER



Punkterne i dette skema er fordelt med afsæt i den samlede 360-graders feedback. Hvert felt udgør en liste af punkter, der er rangeret oppefra og ned. Listen med "Overgjorte styrker" er altså rangeret sådan, at punkterne, der er blevet vurderet mest "for meget", starter fra toppen. Listen med "Mangler" er rangeret sådan, at punkterne, der er blevet vurderet mest "for lidt", starter fra toppen. På samme måde er listen med "Styrker" rangeret sådan, at punkterne, der er vurderet mest "lige tilpas", starter fra toppen. Skemaet indeholder ikke de punkter, hvor nogle grupper vurderede "for lidt", mens andre grupper vurderede det samme punkt "for meget".

Teksten er farvekodet for at indikere, om din selv vurdering var for lidt, **lige tilpas** eller **for meget** (eller ikke relevant).

 STYRENDE	 STØTTENDE	 STRATEGISK	 OPERATIONEL	
Overgjorte styrker				
<ul style="list-style-type: none"> 7 Beslutsom 8 Trækker sig ikke 9 Skubber på 5 Tydliggør sit standpunkt 6 Siger sin mening 10 Forventer meget af andre 1 I kontrol 4 Træder til 			<ul style="list-style-type: none"> 3 Internt fokuseret 5 Udviser forsigtighed ved risici 2 Involverer sig i taktiske detaljer 1 Tænker kortsigtet 6 Praktisk tilgang til forandringer 7 Fokuseret på prioriteterne 10 Disciplineret 9 Holder sig til det, som virker 	FOR MEGET
Styrker				
<ul style="list-style-type: none"> 3 Sætter retning 	<ul style="list-style-type: none"> 12 Giver andre en chance 		<ul style="list-style-type: none"> 8 Omkostningsbevidst 4 Problemløsende 	LIGE TILPAS
Mangler				
<ul style="list-style-type: none"> 12 Holder folk ansvarlige 	<ul style="list-style-type: none"> 8 Åben for påvirkning 1 Bemyndiger 5 Efterspørger input 6 Lytter 4 Træder tilbage 2 Uddelegerer ansvar 10 Udvikler andre 7 Involverende 9 Udviser empati 3 Giver plads 11 Udviser værdsættelse 	<ul style="list-style-type: none"> 1 Tænker strategisk 10 Forandringsvillig 12 Opfordrer til innovation 4 Ser frem 11 Kreativ 5 Risikovillig 3 Opmærksom på omverdenen 8 Opbygger kapacitet 2 Ser det store billede 6 Vækstororienteret 7 Entreprenant 	<ul style="list-style-type: none"> 12 Følger op 11 Struktureret 	FOR LIDT

UOVERENSSTEMMELSER MELLEM RESPONDENTGRUPPER




Du har modtaget en uoverensstemmende feedback fra dine respondentgrupper på de følgende punkter, hvor en eller flere grupper indikerede "for lidt", mens en eller flere andre indikerede "for meget". Disse punkter er blevet markeret med en *.

	FOR LIDT	LIGE TILPAS	FOR MEGET
 STYRENDE			
2 Udviser autoritet		B	D O P
11 Giver direkte feedback	P D	D O	B
 STRATEGISK			
9 Udfordrer status quo	O D	D P	B

D Dig B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

UOVERENSSTEMMELSER INDENFOR DEN SAMME RESPONDENTGRUPPE

Du har modtaget uoverensstemmende feedback fra dine kolleger fra den samme respondentgruppe på følgende punkter, hvor mere end en fjerdedel har vurderet "for lidt" og mere end en fjerdedel har vurderet "for meget". Disse punkter er indikeret med en **fed orange** skrifttype ved "for lidt" (FL), "lige tilpas" (LT) og "for meget" (FM). Det er disse punkter, der tidligere er blevet markeret med en * i rapporten. Resultaterne fra de andre respondentgrupper vises også her for at gøre det muligt at sammenligne.

		D			B			O			P			D		
		FL	LT	FM	FL	LT	FM	FL	LT	FM	FL	LT	FM	FL	LT	FM
	STYRENDE															
1	I kontrol			1			1	1		1		1	3		5	3
	STØTTENDE															
7	Involverende	1			1			1		1	3	1		6	2	
12	Giver andre en chance			1		1			2		1	3		2	4	2
	OPERATIONEL															
3	Internt fokuseret	1					1			2		2	2	3	1	4
5	Udviser forsigtighed ved risici		1				1		1		2	2	2	2	3	3
11	Struktureret	1			1			1		1	1	3		3	5	

FL For lidt **LT** Lige tilpas **FM** For meget

D Dig **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

EFFEKTIVITET SOM LEDER AF ET TEAM

Ledelse handler om at skabe resultater gennem andre, og gode præstationer er oftest et resultat af et velfungerende samarbejde. Derfor er de præstationer, som dit team skaber, en vigtig indikator for din effektivitet som leder. Teamets performance kan være karakteriseret ved to dimensioner:

Produktivitet refererer til mængden og kvaliteten af teamets resultater.

Energi omhandler, hvad teammedlemmerne føler omkring deres arbejde og om hinanden.

Du og dine kolleger vurderede det team, som du er direkte ansvarlig for, ud fra tre parametre for Produktivitet og tre parametre for Energi. Skalaen spænder fra 1 til 5, hvor højere vurderinger indikerer mere af den egenskab, som spørgsmålet omhandler. Nedenfor ses de overordnede resultater. Det specifikke resultat af hvert parameter fremkommer på næste side.

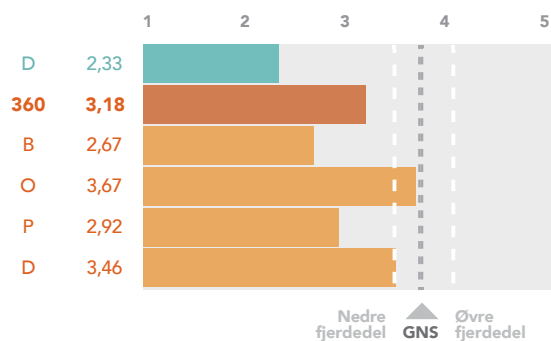


Dig Gns. af B, O, P & D B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

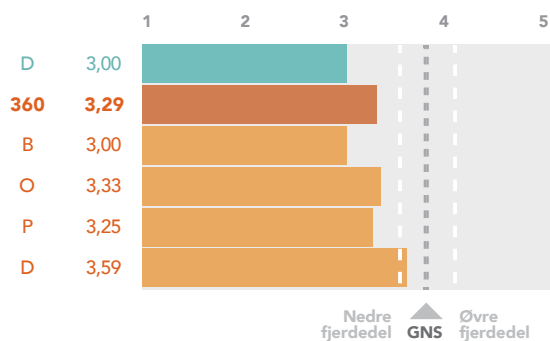
EFFEKTIVITET SOM LEDER AF ET TEAM

SKALASCORER

ENERGI

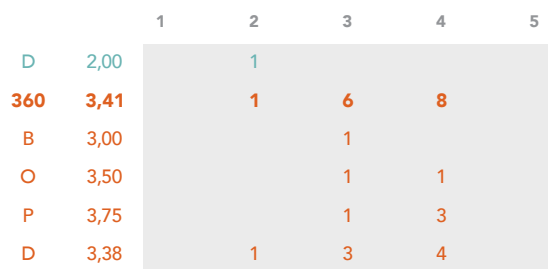


PRODUKTIVITET

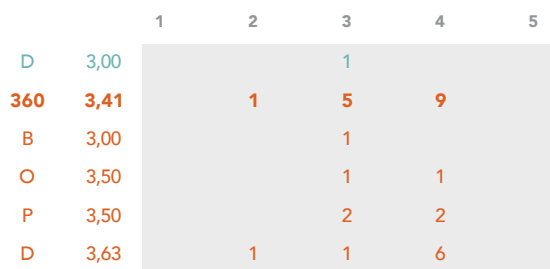


SCORER

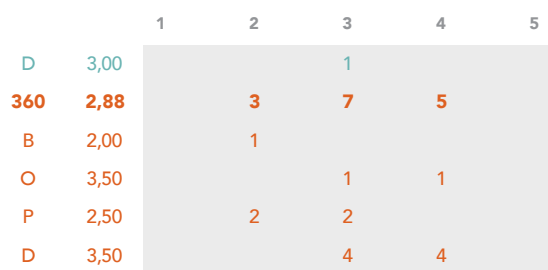
ARBEJDSMORAL



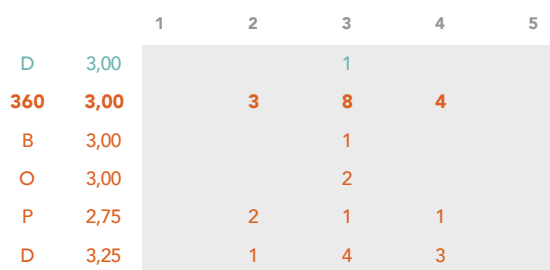
KVANTITET



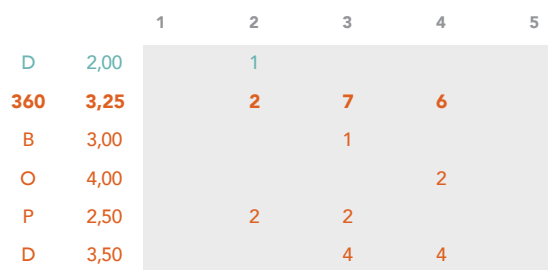
ENGAGEMENT



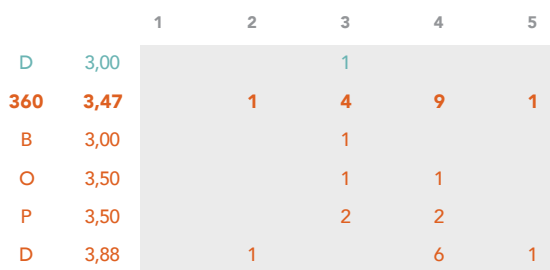
KVALITET



SAMMENHÆNGSKRAFT



SAMLET PRODUKTIVITET



D Dig 360 Gns. af B, O, P & D B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

SKRIFTLIG FEEDBACK

1. Hvad er Pat Sample's største styrke som leder—hvad værdsætter og respekterer du mest ved ham/hende?

Svarene er angivet præcist som besvaret. Hvert tekststykke repræsenterer en enkelt respondent.

- D** I am honest and ethical with high principles. I take my responsibility as a leader very seriously. I give everything to my job. And I have deep technical expertise in my functional area with a lot of experience.
- B** Pat is a take-charge manager who really understands the operational side of the business. Intent on getting results. She is very clear where she stands on issues and speaks her mind. And she is a reliable, go-to manager; you can count on her to get the job done.
- O** Pat is known as a hard-charger who will go the extra mile to get results. She has what they call managerial courage. She also has deep experience in manufacturing.
- She has grown up in this company and knows her business very well. She isn't afraid to step up and take responsibility for fixing problems either.
- P** Understands how the business works, at an intimate, detailed level. She is a natural leader and presses hard for results. Has a big presence.
- She knows what she wants and does everything to achieve her goals. She is also a great sparring partner to help someone better understand complex situations. She is not afraid of making decisions. She shows courage in her management.
- When a decision is made, she takes detailed care in its implementation. Very good drive for results. Makes sure her voice is heard.
- Willing to understand any trouble (big or small) or activity and be involved to learn more from it. Pat is really good at understanding problems at a detailed level. She is quick to establish a clear view of alternatives.
- D** Pat is a natural leader, who knows exactly where she wants her team to go and never gives up until she reaches her targets. She has tremendous drive and focus on results, and she really knows her stuff.
- Great with numbers, really quick on her feet, a masterful problem solver. Very analytical.
- Pat is very knowledgeable in her area of expertise; she has a very deep understanding of operations and the supply chain.
- One of the best improvisers and problem-solvers I have ever met! She also has a very strong work ethic and stands up for what she believes in.
- A sense of urgency and drive for results. Pat will do whatever it takes to deliver.
- Pat is pragmatic, fast, and focused on results. She pushes people to perform at a higher level.

D Dig **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

Pat is very clear about what she believes should be done. She always takes a position and is quick to let you know where she stands.

Pat is a hands-on leader who really knows the business. She also has deep technical smarts due to her experience.

D Dig B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

SKRIFTLIG FEEDBACK

2. Overgør Pat Sample nogle af sine styrker? Beskriv kort, når det bliver "for meget af det gode", hvor en styrke kan blive til en svaghed, og han/hun med fordel kan "skrue ned".

Svarene er angivet præcist som besvaret. Hvert tekststykke repræsenterer en enkelt respondent.

- D** I can put too much pressure on the team in order to deliver results. Very demanding, which can bring some loss of confidence from coworkers. Speed can become impatience and too much pressure. I have also learned that I can come on strong, and shut other people down. Can be defensive at times.
- B** Pat leads with her opinion and comes on too strong. She will raise an issue, then proceed to say what she thinks should be done. I admire her initiative, but sometimes she's too quick to speak up. Once she locks onto a position, it is hard to get her to see other perspectives. She intimidates some people with her assertiveness, instead of influencing them in more subtle ways. She can also be very critical of peoples' ideas.
- O** She is very knowledgeable, but can be sometimes seem a bit opinionated. She relies too much on her operational knowledge.
- Pat is a bit impatient—impatient to meet her objectives or the objectives of her unit. She is clearly results-oriented. This orientation could put high pressure on the members of her team. It could be a risk of over-management.
- P** Sometimes too detail-oriented. Thinks she can manage with an Excel file and a few action plans. More communication and dialogue is needed, not just more numbers.
- Sometimes Pat can be a little bit too aggressive during discussion.
- Because she is a quick and intelligent person, some people on her team might not follow her mind as fast as expected. They feel frustrated due to the fact that they don't understand what Pat says and don't dare to ask for explanations. Pat should be more careful in this situation and ensure that everybody understands her point.
- Pat wants to achieve her goals and has difficulties accepting others' points of view. She can be very dogmatic if she thinks she is right.
- D** Pat can sometimes be aggressive toward her team in her willingness to get the best out of them.
- Too impatient—changes are not so easily accomplished in the reality of that on the spread sheet. Could burn people out.
- Pat is really strong in operations, but she also has a tendency to swoop in and take over on tactical matters that are frankly beneath her.
- As results-oriented, she can be a bit narrow-minded and short-sighted. For instance, she sometimes says no to good ideas and new approaches because there will be a learning curve.
- Very principled but sometimes inflexible. Pat also has high standards, but often expects too much from people.

D Dig **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

She is a great problem-solver and knows the technical side of the business inside and out; however, she tends to get too involved in solving technical problems, to the point of micromanaging some times. She typically does this in the operational area. I have never seen her micromanage in other areas.

She is very smart, but can also jump too conclusions, without considering all the relevant facts. This could be perceived as a strength turned into a weakness.

Can be very arrogant, especially toward weak people. She thinks from an operational perspective, can be limited in her ability to see things from a sales and marketing perspective.

D Dig B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

3. Har Pat Sample nogle udviklingspunkter, hvor han/hun har brug for at "skrue op" eller med fordel kan tillære sig ny adfærd?

Svarene er angivet præcist som besvaret. Hvert tekststykke repræsenterer en enkelt respondent.

- D** I need to spend more time planning ahead. I have lots of ideas for where to take this unit, but need to spend less time reacting and more time on strategic planning. It is difficult because so much of our results depend on execution. And there is a lot of pressure to deliver in the near term. I could also delegate more. I could also be more open to other points of view.
- B** Pat needs to show more interest in other people's ideas, among her peers and especially on her team. I sometimes think she leaves money on the table by teeing up an issue and offering her solutions and ideas out of the gate. If she could slow down, introduce a problem, and solicit input, she would have greater buy-in and probably better quality solutions. This is especially so in areas outside her realm of expertise and experience.
- O** Pat should be more strategic in her approach.
- Pat could get more out of her people. She should draw them out more, invite their ideas and participation more. Her organization is centered around her and this limits how much her people can contribute.
- P** Collaboration. She is too focused on her team and shows little interest in lateral teams.
- Pat sometimes doesn't know what she doesn't know. Sometimes she could be more humble and seek more information rather than appear like she has all the answers.
- I'm not sure that Pat is a strategic thinker. Most of her concerns are minute-by-minute. I sometimes think she sacrifices the long term for short-term results.
- Pat could sharpen her people skills. She could especially be a better, more active listener.
- D** Pat isn't a very good listener. Sometimes when you raise an issue, you can tell her mind is somewhere else.
- She is not very inclusive. She doesn't involve people in the major decisions that affect them.
- Pat could be more realistic about what can and can't be done. Her expectations are too high and this has her issuing too many priorities. A more realistic appraisal of what is feasible would give us greater focus.
- I don't think Pat fully understands the business, especially the sales and marketing functions. She has little experience in these areas and tends to avoid them, to the point of being out of touch.

D Dig **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

Pat could be more patient. Her urgency is appreciated, but sometimes she charges on without all the information. She is also too busy doing to think about what we are doing.

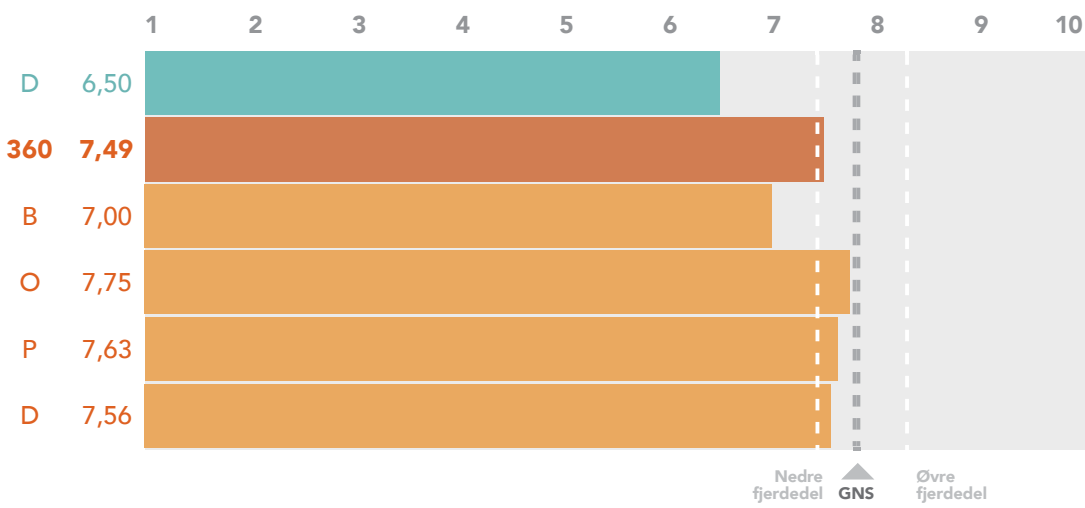
It sometimes feels as if she doesn't appreciate the way a business functions. It is obvious that she favors Ops and is not interested in the marketing side.

Pat sometimes seems risk averse and unwilling to change. She is not receptive to fresh ideas. Pat is kind of a loner in that she doesn't seek input. She could also show more appreciation.

Sometimes I wonder if Pat trusts us. She doesn't delegate as much as she should. She is also not always willing to try other peoples' ideas.

SKRIFTLIG FEEDBACK

4. Vurder venligst Pat Sample's generelle effektivitet som leder på en skala fra 1-10, hvor 5 er tilstrækkeligt og 10 er fremragende.



Beskriv, hvad der gør netop Pat Samples lederskab effektivt, og hvad der skal til for, at du vil give en højere bedømmelse.

Svarene er angivet præcist som besvaret. Hvert tekststykke repræsenterer en enkelt respondent.

- D 6,50** Because of speed, reactivity, strong focus, and good results. Increasing trust and delegation would enable me to do more and bring more effectiveness. I could be more open-minded, and perhaps less defensive and outspoken.
- B 7,00** Pat is a driver and pushes for results, which are usually good. She could do better at forming peer relationships. She needs to learn how to be better at give and take, and not always have to win the debate. Pat needs to be less reactive, and more strategic about how she spends her time. She also needs to learn how to work through a team.
- O 8,00** With her business knowledge and her people skills, she is easily accepted by the team and can focus on real issues rather than on conflicts. To get a higher rating, she needs to think more strategically and less tactically. I'd like to see her analyze whether an initiative should be done, rather than how it could be done.
- 7,50** Good initiative, drive for results, and experience. Be more collaborative and strategic.
- P 7,50** A challenging leader that will help us to progress in many fields. Could reach the same results by more consensual ways. Be more supportive when people are in trouble. Let them have time to work on the issues: additional reporting doesn't help to solve the problems.

D Dig B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)

8,00 I think Pat is already a far better-than-average manager. She still needs to create some distance from her team's work in order to better empower her staff. It would help a lot with her peers to be more open and less defensive.

7,00 Be more constructive and cooperative with the rest of our team. Be more trusting of her own team, clarify the ground rules (who decides what, based on what information, for what aim or objective), and control your feelings more in public. Also, manage using criticism and praise at right time (praise in public and, critique in private).

8,00 Pat is overall a good manager. To improve, she will have to get a wider picture and learn to manage high-level people.

D 8,00 Pat is a very good manager. Efficiency, rapidity, and courage are her greatest strengths. She could learn more about other parts of the business.

6,00 I think she could increase her effectiveness by showing more interest in every functional area, especially sales and marketing.

7,00 Because she is so intense and keen on delivering and she knows a lot about the business. She needs to focus on fewer priorities and doing less herself and delegate things.

8,50 She is a great operational leader. She could soften up a bit and show more appreciation for everyone's efforts.

8,00 I think Pat is a great leader as is. We need more of her kind of drive and relentless pursuit of results.

7,50 To get a higher range, Pat has to improve her way of treating people and has to learn to sometimes be more patient for her direct reports who are not always as smart/quick as she is.

8,00 Because she is able to run her business in every aspect of it. She could include people more and be more open to other ways of thinking.

7,50 Pat doesn't treat people with the respect they deserve. She pushes hard, but could get more done with less churn if she used a softer touch.

D Dig **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

5. Hvilke opmuntrende ord har du til Pat Sample?

Svarene er angivet præcist som besvaret. Hvert tekststykke repræsenterer en enkelt respondent.

- D** Trust myself and lighten up a bit. Learn to trust others and step back.
- B** Pat has her heart in the right place. She is making strides in the right direction. My advice is to seek first to understand, then to be understood.
- O** Hang in there. You have achieved a lot already, and can achieve even more.
 - Pat continues to be someone we can count on. Just know that we believe in you, Pat.
- P** Pat has a lot of gifts, and I admire her deep knowledge of operations.
 - Take the leap of faith, Pat: take a chance, trust people, and see what happens. You'll be surprised by how much people can do if you show you believe in them.
 - I like working with Pat and think she adds a lot to our team.
 - Trust your peers, Pat. We're on your side.
- D** Just remember what you already know: treat people like you want to be treated. You already have our respect.
 - I think Pat is one of the best leaders in the company. Keep it up!
 - I hope Pat isn't discouraged by this feedback. It may not all be positive, but if you can take it in, you'll be the stronger leader for it.
 - I have a lot of respect for Pat. She knows more than I will ever know about this business.
 - You have helped me raise my game by challenging me. Thank you.
 - Pat has a very bright future. If she can add on the strategic and people-skills pieces, she will be an extraordinary leader.
 - Trust yourself, Pat. You know what you are doing.

D Dig **B** Chef (1) **O** Other Superiors (2) **P** Sideordnede (4) **D** Direkte underordnede (8)

Pat, you don't have to always know everything. We already know you know a lot!

D Dig B Chef (1) O Other Superiors (2) P Sideordnede (4) D Direkte underordnede (8)