LEADER'S WINDOW
MEASURING LEADERSHIP DEVELOPMENT

BASELINE REPORT

Sample

Charter Oak
Consulting Group, Inc.
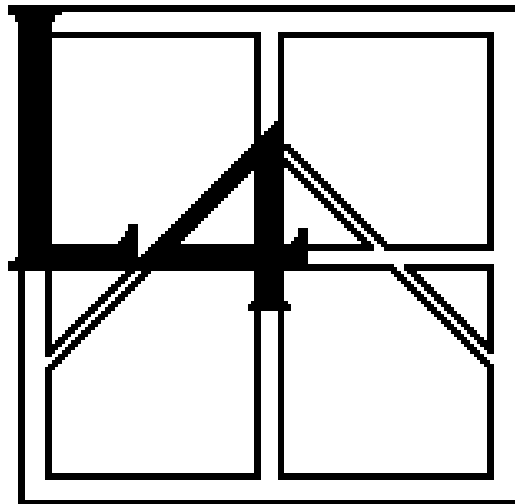
Leader's Window
Baseline Measure

Purpose

This report is designed to help you improve your ability to lead high performing teams. It will also establish a baseline for measuring your improvements as a leader. In addition to providing you with feedback, this baseline report should help you make focused action plans for using the L4 System.

Contents

In this report you will find:

The Leader's Window - the 4 phases for leading a high performing team

Window feedback - ratings for each phase plus interpretations of highs and lows

Comments - people's own words about ways you can become a stronger leader

Summary - ratings for all 4 phases: an opportunity to look for patterns in the data

Rank-Ordered Skills - overall strengths and weaknesses

Percentiles – Your strengths and weaknesses compared to other managers

Action Planning - an opportunity to decide what actions you need to take

Confidentiality

This report is provided to you in complete confidentiality. You are the only person receiving this report - no one else in your organization will have access to this information unless you show it to them.

To protect the confidentiality of the people who have given you feedback, numerical ratings from Direct Reports and Peers have been averaged. If only one Direct Report or Peer responded, their ratings have been merged with the other group's. Numerical ratings from Managers and Other Managers are not confidential and they were aware of that when they completed the questionnaire. All comments from any respondent have been reported anonymously.

The Leader's Window
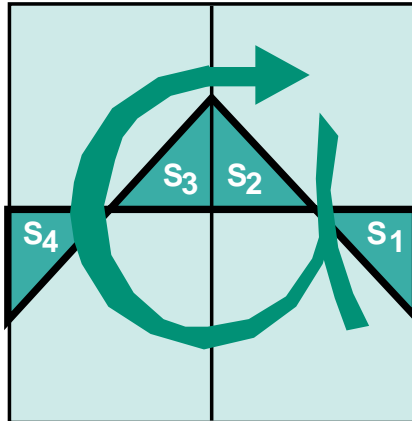
PHASE 3
WORK
+
SUPPORT

Use Style 4 to delegate to the individual team members so they can apply their knowledge and skills to their responsibilities.

Use Style 3 to develop individual team members when they need support to help them achieve the team's goals.

PHASE 4
TEAM PROBLEM SOLVING

Use Style 3 (distributed Style 2) with the group to facilitate updates and coordinate team members' areas of responsibility.

Also use Style 2 to focus the group on continuous improvements by identifying problems and giving input to solutions.

PHASE 1
TEAM
ORIENTATION

Start with Style 1 to orient the group by explaining the team's mission and the members' roles on the team.

Then use Style 2 to get the group's buy-in by involving them in identifying the best ways to work together.

PHASE 2
INDIVIDUAL ASSIGNMENTS

Use Style1 with individual team members to clarify roles and responsibilities and to start the Performance Contract process.

Then use Style 4 to empower each individual by delegating authority for the tasks they can handle on their own.

LEADER'S WINDOW		Self	Mgr 1	Mgr 2	Reports	Peers	Avg
Phase 1:	**Team Orientation**	**3.50**	**4.00**	**3.50**	**3.33**	**3.83**	**3.62**
1.1	Explaining the team's mission and clarifying team members' roles and responsibilities.	4.00	4.00	4.00	3.33	4.00	3.75
1.2	Getting team members' buy-in by involving them in identifying how the work will be done and the best ways to work together.	3.00	4.00	3.00	3.33	3.66	3.50
Phase 2:	**Individual Assignments**	**3.00**	**4.50**	**2.00**	**3.50**	**3.83**	**3.56**
2.1	Meeting with individual team members to confirm the goals they are accountable for and understand their action plans for achieving them.	3.00	5.00	1.00	3.00	3.66	3.25
2.2	Giving individuals authority for the tasks they can handle on their own and identifying the areas where they will need support.	3.00	4.00	3.00	4.00	4.00	3.87
Phase 3:	**Work & Support**	**3.50**	**4.00**	**3.50**	**4.16**	**4.00**	**4.00**
3.1	Letting go-getting out of team members' way so that they can apply their knowledge and skills to accomplishing team goals.	3.00	4.00	5.00	4.66	4.00	4.37
3.2	Being available to provide the support that individuals need; helping team members solve problems in their areas of responsibility.	4.00	4.00	2.00	3.66	4.00	3.62
Phase 4:	**Team Problem-Solving**	**3.50**	**4.00**	**2.50**	**3.83**	**3.83**	**3.68**
4.1	Bringing the team together for updates, problem solving, and opportunity identification; facilitating open communication so that team members get input to the key decisions they have to make.	3.00	4.00	3.00	4.00	3.66	3.75
4.2	Inviting input from the group while still being decisive about key decisions the leader has to make; refocusing the team on ways to continuously improve performance.	4.00	4.00	2.00	3.66	4.00	3.62

How To Use This Page

Circle your lowest ratings. Then look for patterns in the data.

- A lot of circles in one row point out a skill you need to work on.

- A lot of circles in one column identify who thinks you need to improve your leadership skills.

HIGHEST TO LOWEST SKILLS

The 8 actions for leading a high performing team are ranked from highest to lowest based on the average of all Others' ratings. Self ratings are not included in the average but are shown for comparison only.

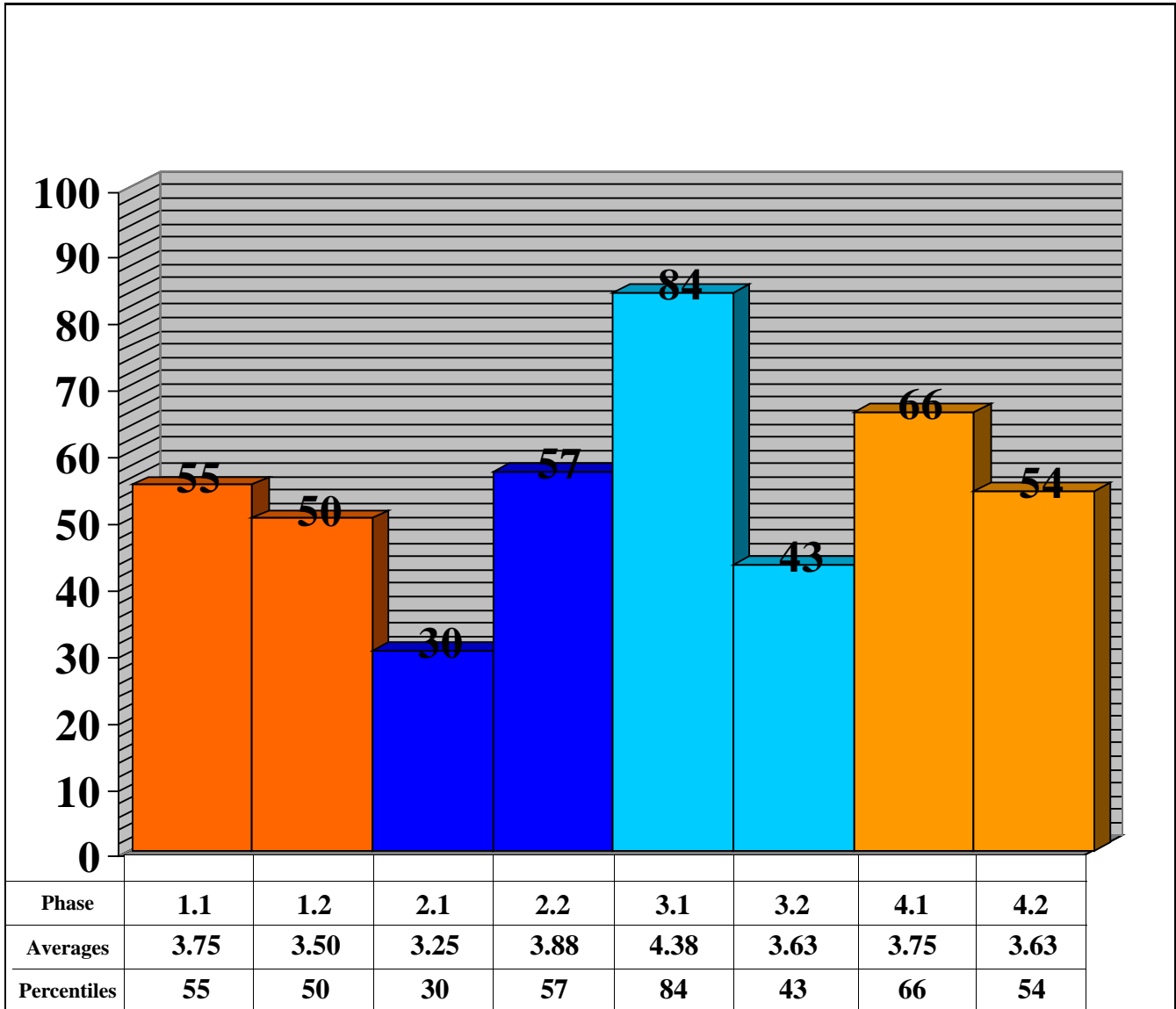|		Self	Others	Phase
3.1	Letting go-getting out of team members' way so that they can apply their knowledge and skills to accomplishing team goals.	3.00	4.37	Work & Support
2.2	Giving individuals authority for the tasks they can handle on their own and identifying the areas where they will need support.	3.00	3.87	Individual Assignments
4.1	Bringing the team together for updates, problem solving, and opportunity identification; facilitating open communication so that team members get input to the key decisions they have to make.	3.00	3.75	Team Problem-Solving
1.1	Explaining the team's mission and clarifying team members' roles and responsibilities.	4.00	3.75	Team Orientation
4.2	Inviting input from the group while still being decisive about key decisions the leader has to make; refocusing the team on ways to continuously improve performance.	4.00	3.62	Team Problem-Solving
3.2	Being available to provide the support that individuals need; helping team members solve problems in their areas of responsibility.	4.00	3.62	Work & Support
1.2	Getting team members' buy-in by involving them in identifying how the work will be done and the best ways to work together.	3.00	3.50	Team Orientation
2.1	Meeting with individual team members to confirm the goals they are accountable for and understand their action plans for achieving them.	3.00	3.25	Individual Assignments

How To Use This Page

Think about these questions:
- What are your highest rated skills as a team leader?
- What are your lowest rated skills as a team leader?
- Are there any skills where your Self ratings are higher than the Others' ratings?
- Are there any skills where your Self ratings are lower than the Others' ratings?

PERCENTILES

In the graph below, your feedback has been converted to percentiles that compare your average ratings from all Others to the averages of all the managers who have received Leader's Window feedback. This comparison illustrates your relative strengths and opportunities for improvement.

Phase	1.1	1.2	2.1	2.2	3.1	3.2	4.1	4.2
Averages	3.75	3.50	3.25	3.88	4.38	3.63	3.75	3.63
Percentiles	55	50	30	57	84	43	66	54

How To Use This Page

Comparing yourself to other managers:

- What are your relative strengths?
- What are your relative opportunities for improvement?

DO MORE

These comments are from all others in no particular order. Your self comments are preceded by an (S).

* Sharing his ideas; clarifying goals; objectives expectations; involving his managers in decisions that impact their roles and responsibilities; delegate responsibilities for individual deliverables to others to free himself for more strategic leadership.

* Utilize his role as COO to be more decisive cross departmentally.

* Increased mentoring opportunities of your Direct Reports. Enhanced/Increased Communications. Confirm that there is consistent message of project direction and support at both your level and that of your direct reports.

* Increase visibility. Become more involved with teams.

DO LESS

These comments are from all others in no particular order. Your self comments are preceded by an (S).

* Less day to day project management; less internal processing - more group processing of ideas and direction.

* Nothing.

* Making decisions without involving his team. Stop operating in a vacuum.

OTHER SUGGESTIONS

These comments are from all others in no particular order. Your self comments are preceded by an (S).

* Take the time to share your ideas and allow others to provide detailed deliverables; provide input so your team doesn't need to second guess what you want and how to meet your needs and expectations.

* Nothing.

* Less hands-off behaviors.

LEADER'S WINDOW		RATINGS BY OTHERS					
	Self	Mgr 1	Mgr 2	Reports	Peers	Avg
Phase 1: Team Orientation	**3.50**	**4.00**	**3.50**	**3.33**	**3.83**	**3.62**
1.1 Explaining the team's mission and clarifying team members' roles and responsibilities.	4.00	4.00	4.00	3.33	4.00	3.75
1.2 Getting team members' buy-in by involving them in identifying how the work will be done and the best ways to work together.	3.00	4.00	3.00	3.33	3.66	3.50

In Phase 1,

- The team is in the forming and focusing stages of group development.

- Team members need to understand the team's mission, goals, and measures of success.

- Each member needs to know his/her role and how to coordinate with other members of the team.

To orient the team, the leader needs to use a balance of these styles:

- Style 1, Directing to provide as much information as possible about what the team has to accomplish, how results will be measured, why each person is needed, and what he/she is expected to do.

- Style 2, Problem Solving to involve team members in deciding how the work will get done - who has the ability and/or motivation to take the lead on key activities, how people will support each other's initiatives, and when the group will meet to coordinate individual efforts.

What This Means For You

If your ratings for question 1.1 are:

- high, you are good at using Style 1, Directing for forming groups in pursuit of a clear mission, clearly defined goals, and clearly understood roles and responsibilities.
- low, you are not being clear enough about the team's purpose and direction. You should bring the entire group together, explain what needs to get done, the payoffs for success and the pitfalls of failure, and what you need from each person in order to achieve the team's mission.

If your ratings for question 1.2 are:

- high, you are good at using Style 2, Problem Solving to get the team involved in identifying the scope of the team's work, the timing of critical events, the roles that each team member will play, and the ways that everyone will interact together.

- low, a lack of buy-in makes the team's success your mission instead of a shared one. You should involve the entire group by inviting their questions and concerns, soliciting their input about who will work on what, and listening to their ideas about what it will take for the team to accomplish its goals.

LEADER'S WINDOW	Self	Mgr 1	Mgr 2	Reports	Peers	Avg
		RATINGS BY OTHERS				
Phase 2: Individual Assignments	**3.00**	**4.50**	**2.00**	**3.50**	**3.83**	**3.56**
2.1 Meeting with individual team members to confirm the goals they are accountable for and understand their action plans for achieving them.	3.00	5.00	1.00	3.00	3.66	3.25
2.2 Giving individuals authority for the tasks they can handle on their own and identifying the areas where they will need support.	3.00	4.00	3.00	4.00	4.00	3.87

In Phase 2,

- Individuals are ready to do Performance Contracting - a clear understanding about what they need to do to deliver results - what they are expected to accomplish, and in what time frame.

- Team members need action plans that are in alignment with the team leader's expectations.

- The team leader needs to know the actions each individual can take alone, the types of support they need, and the critical checkpoints for making key decisions.

To clarify individual assignments, the leader needs to use a balance of these styles:

- Style 1, Directing to start the Performance Contracting process with a clear understanding of what each team member is expected to do - what are the deliverables and when are they due?

- Style 4, Delegating to hand off ownership to each team member by asking how they plan to achieve results, what tasks they can do on their own, and what types of support they need.

What This Means For You

If your ratings on question 2.1 are:

- high, you are good at using Style 1, Directing for clarifying what you expect from the individuals who work with you. People are clear about the results you want them to produce.

- low, team members are not clear about what they are accountable for. You should start the Performance Contracting process by meeting with each inidividual to define their responsibilities - be sure they know what you expect them to accomplish and by when.

If your ratings on question 2.2 are:

- high, you are good at using Style 4, Delegating to hand off meaningful responsibilities - empowering people with the authority they need to do their work while offering support when they need it.

- low, you are not delegating very effectively. You should hand off responsibilities more deliberately so that people feel accountable for the work they can do on their own and confident that you will be available to support them when they need it.

	Self	Mgr 1	Mgr 2	Reports	Peers	Avg
RATINGS BY OTHERS						
Phase 3: Work & Support	**3.50**	**4.00**	**3.50**	**4.16**	**4.00**	**4.00**
3.1 Letting go-getting out of team members' way so that they can apply their knowledge and skills to accomplishing team goals.	3.00	4.00	5.00	4.66	4.00	4.37
3.2 Being available to provide the support that individuals need; helping team members solve problems in their areas of responsibility.	4.00	4.00	2.00	3.66	4.00	3.62

In Phase 3,

- Individuals work on their assignments - this is where the work actually gets done, the rubber meets the road.
- Team members need to feel trusted to get the job done - empowered to accomplish results.
- Individuals also want support when they get stuck and timely input when it is needed.

To support individual performance, the leader needs to use a balance of these styles:

- Style 4, Delegating to give people the space to do their work - getting out of the way and trusting them to do what they have the ability and motivation to do.
- Style 3, Developing to give people the support they need - being available to listen, acting as a sounding board to help them think through their decisions, and giving advice when it's needed.

What This Means For You

If your ratings on question 3.1 are:

- high, you are good at using Style 4, Delegating to allow team members to do their work - letting team members handle their responsibilities as they see fit and complete their tasks without interference.
- low, you are not delegating in a way that makes people feel empowered. You need to work on letting go so that people feel like they have the authority to handle the responsibilities you want them to own.

If your ratings on question 3.2 are:

- high, you are good at using Style 3, Developing to help team members grow as they work on stretch assignments - being approachable, listening, asking good questions, and providing support as needed.
- low, you are not available enough for team members to ask questions, solicit advice, and get the support they need. You should make time to be accessible and do more active listening so that you fully understand the problems team members are confronting and can provide support where it is truly needed.

		Self	Mgr 1	Mgr 2	Reports	Peers	Avg
Phase 4:	**Team Problem-Solving**	**3.50**	**4.00**	**2.50**	**3.83**	**3.83**	**3.68**
4.1	Bringing the team together for updates, problem solving, and opportunity identification; facilitating open communication so that team members get input to the key decisions they have to make.	3.00	4.00	3.00	4.00	3.66	3.75
4.2	Inviting input from the group while still being decisive about key decisions the leader has to make; refocusing the team on ways to continuously improve performance.	4.00	4.00	2.00	3.66	4.00	3.62

RATINGS BY OTHERS

In Phase 4,

- The team is in the performing and leveling stages of group development.

- The group needs regular meetings for updates, progress reports, and input to each other's decisions - identifying and solving problems, and organizing to go after opportunities.

- The group also needs periodic time outs to revitalize the team - recognition, celebrations, refocusing on better ways to work together, and reforming as people join or leave the team.

To facilitate team problem-solving, the leader needs to use a balance of these styles:

- Style 3, Developing to facilitate open communication and support team members with their areas of responsibility - using listening skills to structure input to team members' decisions.

- Style 2, Problem Solving to seek group input to his/her decisions, structure efficient problem-solving and opportunity-identification meetings, and continuously refocus the group on better ways to work together.

What This Means For You

If your ratings on question 4.1 are:

- high, you are good at using Style 3, Developing to bring the group together for open discussions that keep everyone well-informed - using listening skills to help team members provide input to each other's decisions and getting the group to identify and solve problems.

- low, you should use more Style 3 with the group. Bring the team together more often, and use listening skills to foster open communication and problem solving - ask questions, encourage openness, reflect people's thoughts and feelings, and summarize key points.

If your ratings on question 4.2 are:

- high, you are good at using Style 2, Problem Solving to use the brainpower of the group to help you make better decisions and to continuously identify ways to improve the team's performance - actively seeking team members' ideas without sacrificing the need to be decisive.

- low, you need to do a better job of using Style 2 to get group input to your decisions and refocus the team on more effective ways to work together. You should seek more input before deciding, or reach closure on the input you already have, or you may need to do both.

Action Plan

How can you improve the performance of the teams you lead?
Use the spaces below to make notes about the actions you plan to take.

PHASE 3 WORK + SUPPORT	PHASE 4 TEAM PROBLEM SOLVING

S_3 S_2 S_4 S_1
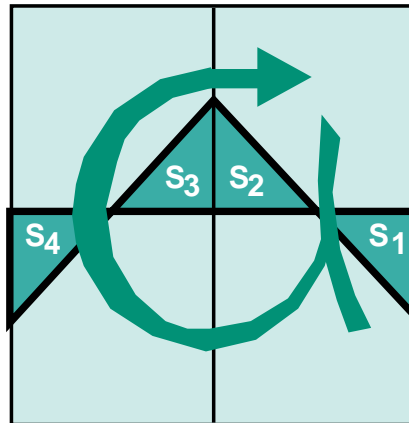
PHASE 1 TEAM ORIENTATION

PHASE 2 INDIVIDUAL ASSIGNMENTS