



LEADERSHIP
QUOTIENT™

LQ2 Report for:
Sample Report

LEADERSHIP
Great Leaders • Great Teams • Great Results

Introduction to the LQ2 Report

This LQ2 Report contains data on how others see you as a leader and is a follow-up to the LQ1 Report you took as part of the *Leadership: Great Leaders, Great Teams, Great Results* workshop.

As you review this report, remember the following two items:

1. **Take a balanced view.** Straight feedback is a priceless gift. Don't spend time guessing who gave you low scores or express hostility toward people who responded. Thank them for taking the time to give you feedback, then use the data in a balanced, effective way to improve your leadership abilities.
2. **Make an action plan.** Use this data as part of your continued effort to become a better leader. Remember to use the resources and tools available to you on the website at www.leadershipcontract.com.

How Your Score Is Calculated

Your **LQ Score** is an average of scores for each of the 4 Imperatives of Great Leaders. Each **Imperative Score** is derived from answers to two questions.

- The *first* question for each imperative asks respondents to indicate their level of agreement with a number of statements about your leadership.
- The *second* question for each imperative asks respondents to choose which of two statements is more likely to represent you as a leader.

Both of these questions are rated on a six-point scale. Each number on the scale is given a point value as follows:

Number	1	2	3	4	5	6
Points	0	20	40	60	80	100

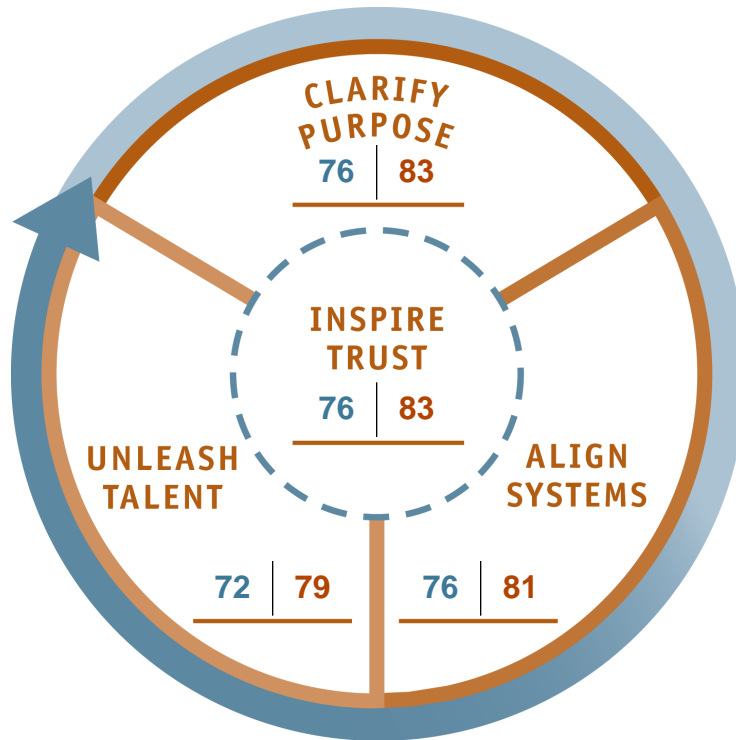
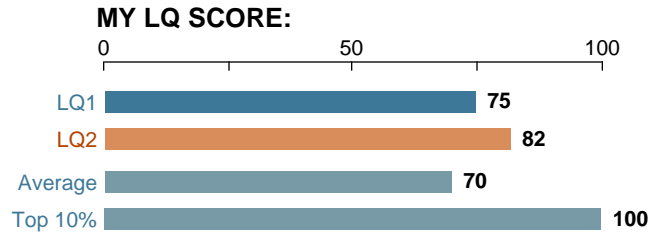
Your **IMPERATIVE SCORE** is an average of ALL respondent scores for both the first and second questions. "Self" scores are not included in the calculation, but are included for comparison. Items marked "I Don't Know or N/A" are also not included in the calculation.

Question 9 is your leadership **Net Promoter Score (NPS)**. This score is NOT part of your LQ Score. It is a separate measure that indicates people's willingness to recommend you as a leader. It is calculated from a 10-point scale by subtracting the percentage of people who marked 0 -- 6 from the percentage of people who marked 9 or 10. **It is not uncommon to have a negative score on this question.**

The "Average" and "Top 10%" scores are provided for comparison and represent a statistically representative sample of managers from the United States and Canada. This comparative data was gathered in conjunction with Harris Interactive.

LQ2 Summary

LQ1 Score	LQ2 Score
75	82



The 4 Imperatives of Great Leaders

Who Participated?

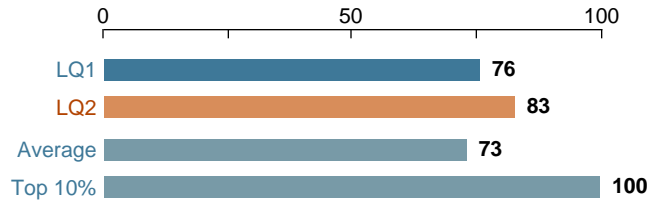
	Self	Boss	Direct Report	Other	TOTAL
LQ1	1	1	3	3	7

	Self	Boss	Direct Report	Other	TOTAL
LQ2	1	1	3	3	7

INSPIRE TRUST

LQ1 Score | LQ2 Score

MY SCORE:



Question 1:

When it comes to building credibility and trust, Sample...

	Self		Boss		Direct Report		Other		Average Score	
A. Tells the truth.	80	80	80	80	73	87	80	80	77	83
B. Shows respect for others.	80	100	80	100	67	80	80	73	74	80
C. Is straightforward--does not have a hidden agenda.	100	80	80	100	67	87	93	93	80	91
D. Fixes mistakes and doesn't cover things up.	60	80	80	80	73	80	80	87	77	83
E. Shows loyalty--does not badmouth others behind their backs.	60	80	80	100	60	73	80	73	71	77
F. Delivers results--has a clear track record of performance.	60	100	80	100	73	87	87	87	80	89
G. Constantly works to improve his or her abilities.	60	80	80	100	73	87	93	87	83	89
H. Confronts reality--does not hide from unpleasant situations.	80	80	80	100	73	73	87	80	80	80
I. Openly discusses and clarifies expectations.	80	80	60	80	67	73	80	87	71	80
J. Holds others accountable for results.	100	80	80	100	73	73	87	80	80	80
K. Genuinely listens to others.	80	100	80	80	60	80	87	80	74	80
L. Keeps commitments.	60	80	100	80	67	80	80	93	77	86
M. Extends trust to others.	80	100	60	80	67	80	87	80	74	80

Question 2:

As a leader, Sample is more likely to:

Rely on the power of position or title to get things done.

Rely on the strength of his or her relationships and personal credibility to get things done.



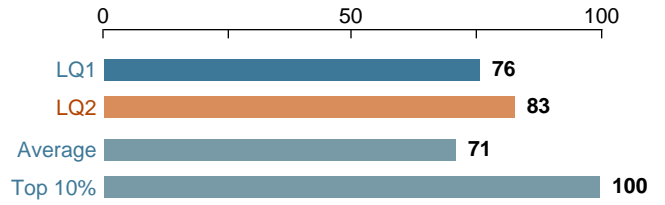
	Self		Boss		Direct Report		Other		Average Score	
	60	80	60	80	60	80	73	73	66	77

"INSPIRE TRUST" SCORES	74	86	77	90	68	80	84	82	76	83
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CLARIFY PURPOSE

LQ1 Score | LQ2 Score

MY SCORE:



Question 3:

When it comes to purpose and vision, Sample...

	Self		Boss		Direct Report		Other		Average Score	
A. Involves others in setting vision and direction.	80	80	80	80	60	80	73	87	69	83
B. Is in touch with the needs of customers (internal or external).	80	100	80	100	73	80	80	80	77	83
C. Focuses the team on meeting the needs of customers (internal or external).	60	100	80	100	80	73	93	87	86	83
D. Helps the team understand how they impact the organization's financial success (revenue, budgets, donations, etc.).	60	80	60	80	67	80	87	80	74	80
E. Helps the team understand the organization's mission and strategy.	80	100	80	80	60	93	93	80	77	86

Question 4:

As a leader, Sample is more likely to:

Expect people to focus on their own job and leave the bigger picture to someone else. | Ensure people understand how their work contributes to the bigger picture.



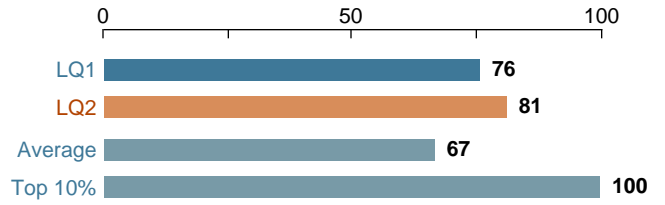
	Self		Boss		Direct Report		Other		Average Score	
	60	80	60	80	67	80	80	80	71	80

"CLARIFY PURPOSE" SCORES	70	90	73	87	68	81	84	82	76	83
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ALIGN SYSTEMS

LQ1 Score | LQ2 Score

MY SCORE:



Question 5:

When it comes to getting work done, Sample...

	Self		Boss		Direct Report		Other		Average Score	
A. Clearly defines the most important goals.	80	80	60	80	60	80	87	87	71	83
B. Establishes clear measures to track progress on these goals.	100	80	80	100	67	73	80	73	74	77
C. Meets regularly to discuss progress on these goals.	80	100	80	100	73	87	87	93	80	91
D. Creates a culture that attracts high performers.	80	100	80	80	73	80	87	80	80	80
E. Encourages people to grow and develop.	60	100	60	80	67	73	87	80	74	77
F. Helps the right people get into the right jobs.	60	80	60	80	67	80	80	87	71	83
G. Recognizes and rewards people for performance.	80	80	60	100	60	80	80	87	69	86
H. Creates systems and processes that help people better accomplish their work.	80	100	80	100	73	87	80	73	77	83
I. Regularly gathers feedback from customers (internal or external).	100	100	80	80	73	67	93	93	83	80
J. Uses customer feedback to improve performance.	100	80	80	80	73	80	93	80	83	80

Question 6:

As a leader, Sample is more likely to:

Create an environment where everything depends on him or her.

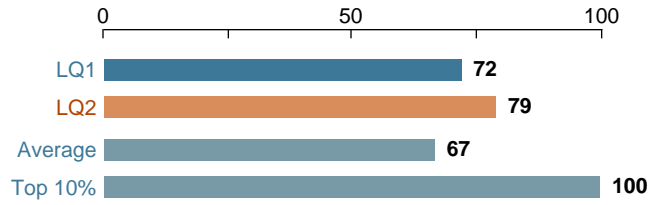
Design systems and processes to help things move forward independent of him or her.

	Self		Boss		Direct Report		Other		Average Score	
	80	100	80	80	60	73	80	67	71	71

"ALIGN SYSTEMS" SCORES	82	91	73	87	68	78	85	82	76	81
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UNLEASH TALENT | LQ1 Score | LQ2 Score

MY SCORE:



Question 7:

When it comes to working with others, Sample...

	Self		Boss		Direct Report		Other		Average Score	
A. Sees potential in others and brings out the best in them.	100	80	60	80	53	80	87	80	69	80
B. Helps people tap into their talents and passion at work.	80	80	60	80	67	73	73	73	69	74
C. Ensures that people are paid fairly for the work they do.	80	80	60	80	33	47	73	80	54	66
D. Helps people feel that their contributions are valued and appreciated.	80	100	80	100	60	73	87	73	74	77
E. Ensures there is a clear understanding around the results people are expected to achieve.	60	60	80	80	67	87	80	87	74	86
F. Involves people in setting their work goals--does not mandate them.	80	60	80	100	67	80	87	73	77	80
G. Allows people the freedom and latitude they need to accomplish their work.	60	60	60	80	60	73	87	93	71	83
H. Creates a culture where everyone is accountable for results.	80	80	100	80	67	80	80	87	77	83
I. Gives people candid and helpful feedback.	80	80	80	100	73	73	80	80	77	80
J. Welcomes candid feedback from others.	100	80	80	80	67	80	80	93	74	86
K. Is seen by others as a source of help and support.	80	60	60	80	80	80	87	87	80	83

Question 8:

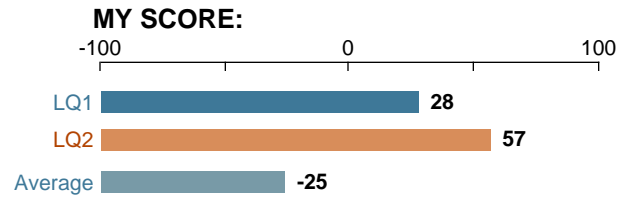
As a leader, Sample is more likely to:

Push, control, and watch over people in order to get results. | Unleash, empower, and support people in order to get results.

	Self		Boss		Direct Report		Other		Average Score	
1 2 3 4 5 6	100	80	60	80	53	67	80	80	66	74

"UNLEASH TALENT" SCORES	82	75	72	85	62	74	82	82	72	79
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LEADERSHIP NPS | LQ1 Score | LQ2 Score



Question 9:

All things considered, how likely are you to recommend Sample as a leader to others?

	Not at all likely														Extremely likely						
	0	1	2	3	4	5	6	7	8	9	10	7	8	9	10						
Self	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0		
Boss	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0		
Direct Report	0	0	0	0	0	1	0	0	0	0	0	0	1	1	0	1	1	0	0	1	
Other	0	0	0	0	0	0	0	0	0	1	0	0	0	0	1	0	0	2	2	0	0
TOTAL	0	0	0	0	0	1	0	0	0	1	0	0	0	1	2	0	1	4	3	0	1

% Promoters % Detractors NPS

57	57	-	29	0	=	28	57
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COMMENTS

Question 10:

Please explain below why you chose the number you did on Question 9, above.

LQ1

"Boss" Comments

Sample does exhibit good leadership abilities and I would have him lead any of my teams. (Promoter)

"Direct Report" Comments

Sample is a great manager, but sometimes wants to run everything. (Passive)

Sample is the best manager I have every had. He is helpful with training and getting projects done. (Promoter)

Sample is the same as every other manager. (Detractor)

"Other" Comments

Sample does a great job leading his team. They are consistantly finishing projects on time. (Promoter)

Sample manages his team a little too closely. (Detractor)

I work closely with Sample's team and he always delivers project ahead of schedule. (Promoter)

LQ2

"Boss" Comments

Sample's leadership has improved greatly in the last months (Promoter)

"Direct Report" Comments

Sample has made improvements to the team. (Passive)

Sample has improved his relationship with his team. (Passive)

Sample continues to be my favorite manager ever! (Promoter)

"Other" Comments

Sample has increased the productivity of his team. (Promoter)

Sample seems to have his team performing well (Passive)

Sample has made great strides to improve his team. (Promoter)

COMMENTS

Question 11:

If there were one thing Sample could do to improve his or her leadership, what would it be?

LQ1

"Boss" Comments

Empower those around him to be independant in their projects.

"Direct Report" Comments

Allow his team to learn how to solve their own problems.

There is nothing Sample could improve upon.

Recognize the ability in his team to do there own work and appreciate the talent he has on his team.

"Other" Comments

Keep other departments he is working with in the loop on what the status is of projects his team is working on.

Sample can be a little challenging to work with if he does not have all the details before him.

He could involve his team more in the decision making process.

LQ2

"Boss" Comments

Sample needs to still work on trust issues with his team, but at least he is addressing it.

"Direct Report" Comments

While Sample has made changes to empower his team members not all the changes have taken full effect.

Continue to allow his team to make independant decisions on tasks.

I guess he feels he needs to improve his trust relations with the team.

"Other" Comments

Sample should seek the input of his team more before making decisions.

Sample could be easier to work with on high pressure projects

Sample needs to trust that the team he has build can do the job.

COMMENTS

Question 12:

Please give an instance where you saw Sample exhibit great leadership.

LQ1

"Boss" Comments

Last quarter's close was an excellent example where Sample made clear goals and motivated his team to achieve them.

"Direct Report" Comments

When we were designing the new taxing documents, Sample let his team decide which components they wanted to work on and documents became a great success.

Sample has really done a great job of training me in all aspects of my position.

Last quarter we finished the close on time.

"Other" Comments

A couple of years ago we worked together to finish at big audit. Sample's team was one of the few to complete their piece before the deadline.

Sample took over a failing project and turned around the results to be successful.

Once we were under a very tight schedule and Sample had his team work day and night to deliver the project on time.

LQ2

"Boss" Comments

Sample has made process changes within his department to empower his team to be more effective.

"Direct Report" Comments

Sample showed great leadership in recognizing where improvement needed to be made in the team and addressing them.

Initiating improvements in team relationships.

The other day he won the manager of the month award.

"Other" Comments

Sample ensured his team delivered the last monthly report in a timely matter and with no errors.

Well the going we rough, Sample did deliver the lastest reports on time.

Sample used his expert knowledge to deliver new tax documentation that improved our processes.