



# **QuadRed Sample QuadLead (Mary Baker)**

Prepared By:

Guy Greco

Virtual CEO, Inc.

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**LEADERSHIP  
PERFORMANCE 360**

# Leadership Performance Report

## The QuadRed Leadership Performance 360 Model

1.0 Leadership Competence <i>What a Leader Does</i>	2.0 Leadership Character <i>Who a Leader Is</i>
1.1 Vision and Strategy	2.1 Leadership Image
1.2 Job Competence	2.2 Developing a Following
1.3 Industry Knowledge	2.3 Judgment/Decision-Making
1.4 Communication Skills	2.4 Ethics/Character
1.5 Leading Change	2.5 Coaching/Mentoring
1.6 Execution	2.6 Building Teams

### Assessment and Personal Development Objectives

1. Identify performance issues that impede leadership effectiveness.
2. Pay particular attention to your **High-Impact/Low-Performance** areas as perceived by yourself, your boss, your peers, and subordinates.
3. Prioritize your performance improvement goals.
4. Determine the steps (action items) that are necessary to positively impact on your leadership style.
5. Create a Personal Development Plan (PDP).
6. Execute your plan.



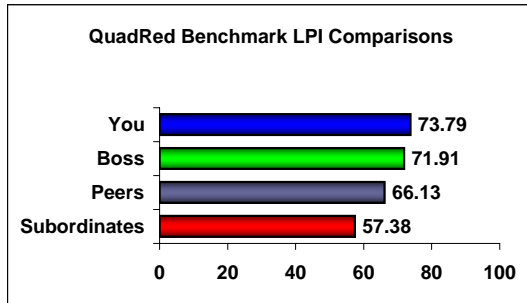
## QuadRed Sample QuadLead

Your Leadership Performance Index™:

**67**

Your Prior Year LPI™:

**NA**



This report was produced with input from:

- Self
- Boss
- Peers
- Subordinates

22-Mar-05

### Capabilities

Self	
Developing a Following	83
Judgment/Decision-Making	89
Industry Knowledge	87

Boss	
Execution	79
Communication Skills	72
Leading Change	79

Peers	
Execution	78
Judgment/Decision-Making	85
Communication Skills	76

Subordinates	
Execution	77
Ethics/Character	71
Communication Skills	69

### Constraints

Self	
Job Competence	62
Leading Change	63
Building Teams	67

Boss	
Developing a Following	56
Industry Knowledge	67
Building Teams	54

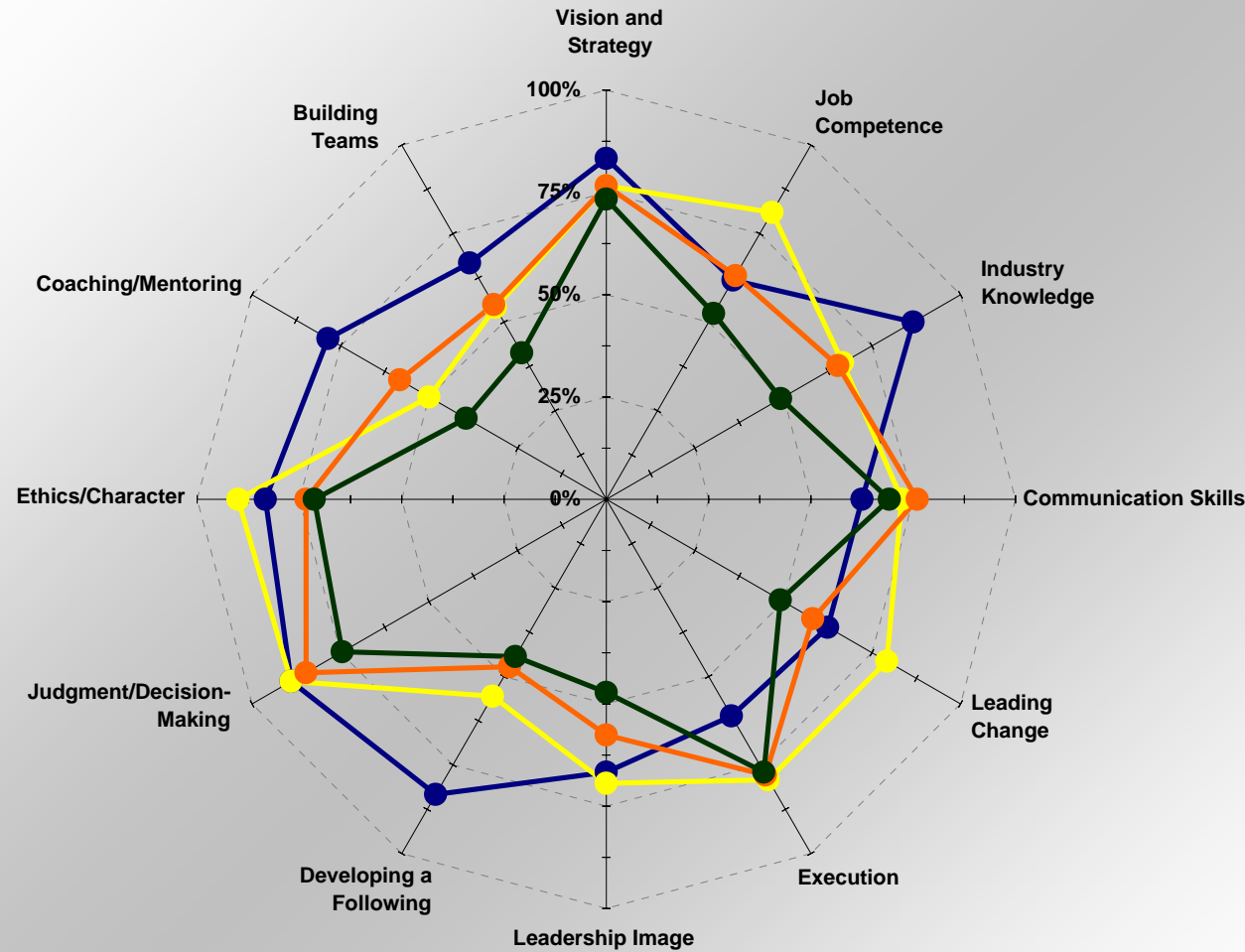
Peers	
Developing a Following	47
Building Teams	55
Coaching/Mentoring	58

Subordinates	
Building Teams	41
Coaching/Mentoring	40
Developing a Following	44

# EXECUTIVE SUMMARY

## Performance Comparison

This report compares the Self, Boss, Peers, and Subordinate Leadership Scores. The table indicates the degree to which the respondents agreed on the prioritization of the Leadership Disciplines. If everyone in a group had selected the same discipline as number one, that discipline would have received a score of 100%. (Self and Boss tables will always start at 100%.)

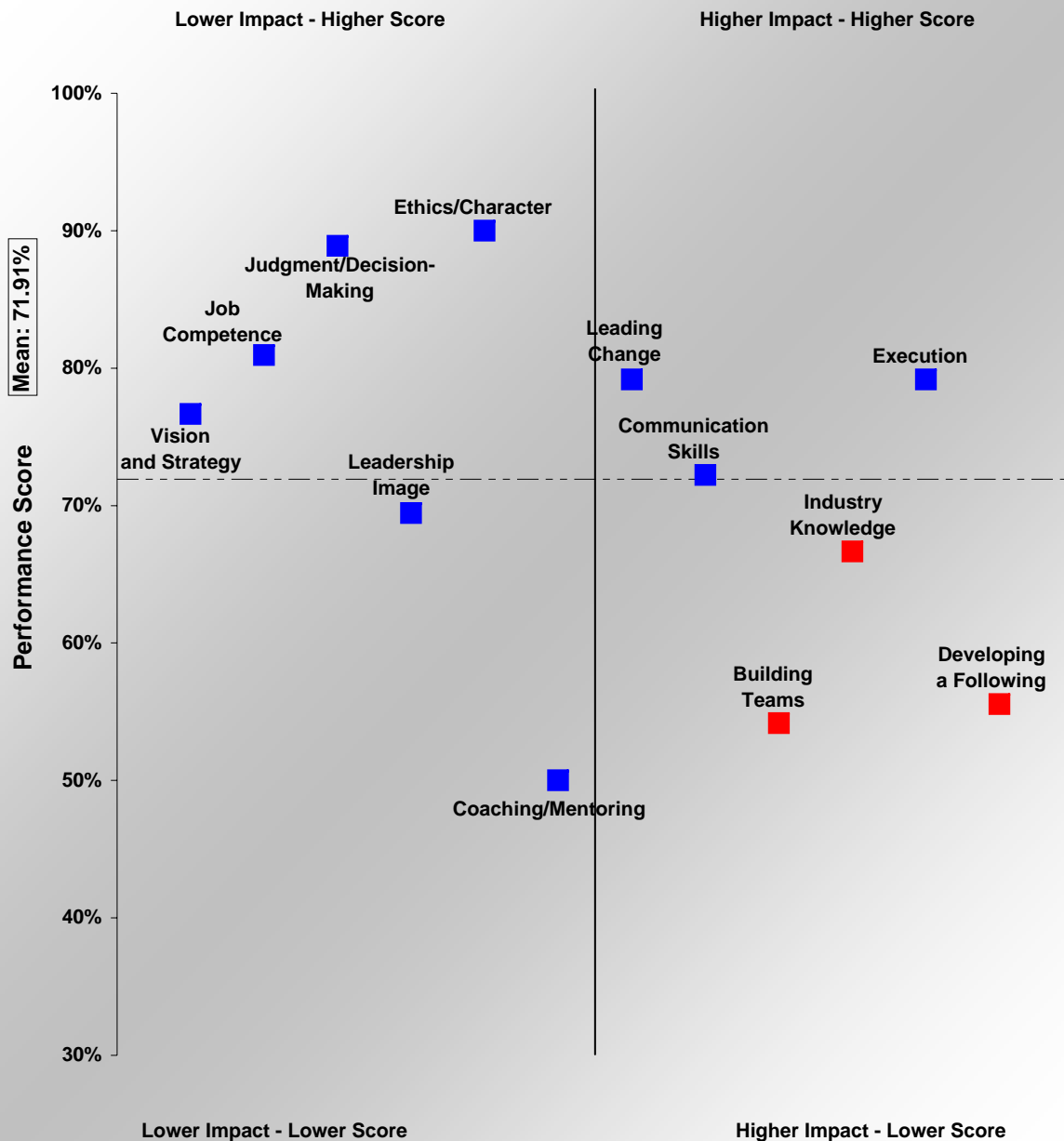


#	Principal Elements - Self	Impact	Perf.
1	Developing a Following	High	83.33%
2	Job Competence	High	61.90%
3	Judgment/Decision-Making	High	88.89%
4	Industry Knowledge	High	86.67%
5	Leading Change	Med	62.50%
6	Building Teams	Med	66.67%
7	Vision and Strategy	Med	83.33%
8	Ethics/Character	Med	83.33%
9	Execution	Low	61.11%
10	Coaching/Mentoring	Low	78.57%
11	Communication Skills	Low	62.50%
12	Leadership Image	Low	66.67%
#	Principal Elements - Boss	Impact	Perf.
1	Developing a Following	High	55.56%
2	Execution	High	79.17%
3	Industry Knowledge	High	66.67%
4	Building Teams	High	54.17%
5	Communication Skills	Med	72.22%
6	Leading Change	Med	79.17%
7	Coaching/Mentoring	Med	50.00%
8	Ethics/Character	Med	90.00%
9	Leadership Image	Low	69.44%
10	Judgment/Decision-Making	Low	88.89%
11	Job Competence	Low	80.95%
12	Vision and Strategy	Low	76.67%

# EXECUTIVE SUMMARY

## Degree of Impact (Boss)

This section plots the 12 Leadership Disciplines as perceived by the leader's boss. The vertical axis represents the Leadership Score and the horizontal axis represents the order of importance, with the highest priority listed at the right. The priority ranking table reflects the Leadership Disciplines in order of weighted priority, as determined by the boss. The table also indicates the performance mean score.



#	Priorities	Impact	Perf.
1	Developing a Following	High	55.56%
2	Execution	High	79.17%
3	Industry Knowledge	High	66.67%
4	Building Teams	High	54.17%
5	Communication Skills	Med	72.22%
6	Leading Change	Med	79.17%
7	Coaching/Mentoring	Med	50.00%
8	Ethics/Character	Med	90.00%
9	Leadership Image	Low	69.44%
10	Judgment/Decision-Making	Low	88.89%
11	Job Competence	Low	80.95%
12	Vision and Strategy	Low	76.67%

# Leadership Competence

## Performance Scores

This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.

### Leadership Competence

Vision and Strategy		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score			Std. Dev.			
		DK	1	2	3	4	5	6				Self:	Mean Score	Std. Dev.	Boss:	Mean Score	Std. Dev.	Peers:
1. Can clearly explain the reason your company is in business.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Self:	83.33%	11.78				
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	Boss:	76.67%	9.12				
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33	Peers:	76.67%	11.34				
	Subordinates	0%	0%	20%	0%	40%	40%	0%	40%	66.67%	20.41	Subordinates:	73.33%	22.05				
2. Has the ability to anticipate the future needs of the company.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>						
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	0%	0%	0%	0%	75%	25%	100%	87.50%	8.34							
	Subordinates	0%	0%	0%	20%	20%	60%	0%	60%	73.33%	14.91							
3. Has the ability to set a clear course of direction for the company.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	0%	0%	75%	0%	25%	25%	75.00%	16.67							
	Subordinates	0%	0%	20%	0%	0%	60%	20%	80%	76.67%	25.28							
4. Can effectively translate vision into a realistic, achievable strategy.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	0.00							
	Subordinates	0%	20%	0%	20%	0%	0%	60%	60%	73.33%	38.37							
5. Has demonstrated a willingness to take reasonable risks.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.62							
	Subordinates	0%	0%	0%	0%	40%	60%	0%	60%	76.67%	9.12							
Job Competence		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score			Std. Dev.			
		DK	1	2	3	4	5	6				Self:	Mean Score	Std. Dev.	Boss:	Mean Score	Std. Dev.	Peers:
6. Demonstrates excellent skill and experience in his/her functional area.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	Self:	61.90%	18.54				
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	Boss:	80.95%	11.50				
	Peers	0%	0%	0%	0%	75%	25%	0%	25%	70.83%	8.33	Peers:	63.10%	11.44				
	Subordinates	0%	0%	0%	20%	60%	0%	20%	20%	70.00%	18.26	Subordinates:	52.38%	22.56				
7. Is often sought after for advice in his/her area of expertise.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--							
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34							
	Subordinates	0%	20%	0%	40%	0%	20%	20%	40%	60.00%	32.49							
8. Is well-read and informed.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--							
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--							
	Peers	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	13.61							
	Subordinates	0%	20%	0%	20%	40%	20%	0%	20%	56.67%	25.27							

Leadership Competence		Performance Scores							This section lists the Leadership Competence performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									FREQUENCY OF RESPONSE					
Leading Change (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
25. Knows how to manage the change process.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>Self:</b>	<b>62.50%</b>	<b>20.97</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>79.17%</b>	<b>8.33</b>
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62	<b>Peers:</b>	<b>58.33%</b>	<b>12.17</b>
	Subordinates	0%	20%	40%	0%	20%	20%	0%	20%	46.67%	27.39	<b>Subordinates:</b>	<b>49.17%</b>	<b>23.86</b>
Execution		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
26. Has an unwavering resolve to achieve goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Self:</b>	<b>61.11%</b>	<b>16.67</b>
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Boss:</b>	<b>79.17%</b>	<b>7.71</b>
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33	<b>Peers:</b>	<b>77.78%</b>	<b>15.94</b>
	Subordinates	0%	0%	20%	0%	40%	20%	20%	40%	70.00%	24.72	<b>Subordinates:</b>	<b>77.04%</b>	<b>19.23</b>
27. Sets clear goals and priorities.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	50%	25%	25%	50%	79.17%	15.96			
	Subordinates	0%	0%	0%	0%	40%	20%	40%	60%	83.33%	16.67			
28. Establishes clear measurements for success.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	25%	25%	25%	25%	50%	75.00%	21.52			
	Subordinates	0%	0%	0%	0%	40%	20%	40%	60%	83.33%	16.67			
29. Effectively aligns organizational resources to achieve goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	50%	50%	0%	50%	75.00%	9.62			
	Subordinates	0%	0%	0%	20%	20%	60%	0%	60%	73.33%	14.91			
30. Makes it clear how each employee contributes to the company's success.	Self	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--			
	Boss	100%	0%	0%	0%	0%	0%	0%	0%	0.00%	--			
	Peers	0%	0%	25%	25%	25%	25%	0%	25%	58.33%	21.52			
	Subordinates	0%	0%	0%	0%	20%	80%	0%	80%	80.00%	7.45			
31. Regularly tracks progress against goals.	Self	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	0%	25%	50%	25%	75%	83.33%	13.61			
	Subordinates	0%	0%	20%	0%	20%	20%	40%	60%	76.67%	27.89			
32. Assigns clear accountability for each objective.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	50%	50%	100%	91.67%	9.62			
	Subordinates	0%	0%	20%	0%	20%	40%	20%	60%	73.33%	25.28			

Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									FREQUENCY OF RESPONSE					
Developing a Following (cont.)		DK	1	2	3	4	5	6	Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
43. Has effective interpersonal skills.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--	<b>Self:</b>	<b>83.33%</b>	<b>10.54</b>
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--	<b>Boss:</b>	<b>55.56%</b>	<b>8.61</b>
	Peers	0%	0%	75%	25%	0%	0%	0%	0%	37.50%	8.34	<b>Peers:</b>	<b>47.22%</b>	<b>13.61</b>
	Subordinates	0%	0%	20%	60%	0%	0%	20%	20%	56.67%	25.28	<b>Subordinates:</b>	<b>44.44%</b>	<b>22.03</b>
44. Is a good consensus builder.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	25%	75%	0%	0%	0%	62.50%	8.34			
	Subordinates	0%	20%	40%	20%	0%	20%	0%	20%	43.33%	25.27			
45. Enjoys engaging with people.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	50%	25%	0%	0%	0%	0%	33.33%	13.61			
	Subordinates	0%	20%	40%	20%	20%	0%	0%	0%	40.00%	19.00			
46. Is willing to consider ideas that are contrary to his/her own.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	25%	50%	25%	0%	0%	0%	50.00%	13.61			
	Subordinates	0%	20%	20%	40%	0%	20%	0%	20%	46.67%	24.72			
Decision-Making/Judgment		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
47. Is able to make timely decisions.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>88.89%</b>	<b>9.62</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>88.89%</b>	<b>9.62</b>
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00	<b>Peers:</b>	<b>84.72%</b>	<b>8.58</b>
	Subordinates	0%	0%	0%	20%	0%	80%	0%	80%	76.67%	14.91	<b>Subordinates:</b>	<b>74.44%</b>	<b>20.77</b>
48. Is able to deal with complex issues.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Subordinates	0%	0%	20%	0%	0%	40%	40%	80%	80.00%	27.39			
49. Offers solutions that effectively address problems.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Peers	0%	0%	0%	0%	25%	25%	50%	75%	87.50%	15.96			
	Subordinates	0%	0%	20%	0%	40%	40%	0%	40%	66.67%	20.41			
Ethics/Character		FREQUENCY OF RESPONSE							Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.	
50. Demonstrates that personal ethics guide his/her decisions.	Self	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>Self:</b>	<b>83.33%</b>	<b>11.78</b>
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--	<b>Boss:</b>	<b>90.00%</b>	<b>14.91</b>
	Peers	0%	0%	0%	0%	50%	25%	25%	50%	79.17%	15.96	<b>Peers:</b>	<b>73.33%</b>	<b>13.68</b>
	Subordinates	0%	0%	0%	20%	40%	40%	0%	40%	70.00%	13.94	<b>Subordinates:</b>	<b>71.33%</b>	<b>14.84</b>



Leadership Character		Performance Scores							This section lists the Leadership Character performance scores as perceived by the leader being evaluated, and his/her boss, peers, and subordinates. The Level of Awareness/Agreement Charts indicate the percent of time that an Agree, Disagree, or Don't Know response was selected for that particular discipline.					
									Ethics/Character (cont.)		FREQUENCY OF RESPONSE			
		DK	1	2	3	4	5	6						
51. Acts in accordance with organizational values.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>83.33%</b>	<b>11.78</b>
	Boss	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Boss:</b>	<b>90.00%</b>	<b>14.91</b>
	Peers	0%	0%	0%	25%	50%	25%	0%	25%	66.67%	13.61	<b>Peers:</b>	<b>73.33%</b>	<b>13.68</b>
	Subordinates	0%	0%	20%	0%	40%	40%	0%	40%	66.67%	20.41	<b>Subordinates:</b>	<b>71.33%</b>	<b>14.84</b>
52. Follows through on his/her promises.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>DK = Don't Know/Not Applicable</b> <b>1 = Strongly Disagree</b> <b>2 = Disagree</b> <b>3 = Somewhat Disagree</b> <b>4 = Somewhat Agree</b> <b>5 = Agree</b> <b>6 = Strongly Agree</b>		
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Peers	0%	0%	0%	0%	25%	75%	0%	75%	79.17%	8.33			
	Subordinates	0%	0%	0%	20%	60%	20%	0%	20%	66.67%	11.78			
53. Will not sacrifice ethics for better financial performance.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	0%	0%	100%	100%	100.00%	--			
	Peers	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	0.00			
	Subordinates	0%	0%	0%	0%	20%	60%	20%	80%	83.33%	11.78			
54. Puts the needs of the organization ahead of his/her personal aspirations.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	0%	0%	0%	50%	50%	0%	0%	0%	58.33%	9.62			
	Subordinates	0%	0%	0%	20%	40%	40%	0%	40%	70.00%	13.94			
Coaching/Mentoring		FREQUENCY OF RESPONSE						Pos. Score	Mean Score	Std. Dev.	Mean Score	Std. Dev.		
		DK	1	2	3	4	5	6						
55. Takes the time to develop and mentor his/her staff.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--	<b>Self:</b>	<b>78.57%</b>	<b>8.13</b>
	Boss	0%	0%	100%	0%	0%	0%	0%	0%	33.33%	--	<b>Boss:</b>	<b>50.00%</b>	<b>14.91</b>
	Peers	0%	0%	50%	25%	25%	0%	0%	0%	45.83%	15.96	<b>Peers:</b>	<b>58.33%</b>	<b>18.39</b>
	Subordinates	0%	20%	60%	20%	0%	0%	0%	0%	33.33%	11.78	<b>Subordinates:</b>	<b>39.52%</b>	<b>14.62</b>
56. Knows when to personally manage projects and when to let his/her staff have control.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	0%	25%	25%	0%	50%	0%	0%	0%	45.83%	25.00			
	Subordinates	0%	0%	40%	60%	0%	0%	0%	0%	43.33%	9.13			
57. Gives subordinates the freedom to make mistakes.	Self	0%	0%	0%	0%	0%	100%	0%	100%	83.33%	--			
	Boss	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Peers	25%	0%	0%	0%	50%	25%	0%	25%	72.22%	9.62			
	Subordinates	0%	20%	60%	20%	0%	0%	0%	0%	33.33%	11.78			
58. Confronts low performers.	Self	0%	0%	0%	0%	100%	0%	0%	0%	66.67%	--			
	Boss	0%	0%	0%	100%	0%	0%	0%	0%	50.00%	--			
	Peers	25%	0%	0%	25%	50%	0%	0%	0%	61.11%	9.62			
	Subordinates	0%	20%	40%	20%	0%	20%	0%	20%	43.33%	25.27			

## Peers - Comments.

Mary does an excellent job of thinking about industry events and how they impact our organization. She can put together an effective strategy and she is very good at execution. I think she could be a little more accessible to her staff.

Mary is someone we can count on to get things done. She could work a little bit on her "bedside manner". I know Mary and she is not as distant as some people think.

Mary can work through a problem better than anyone I know. She is a quicker thinker and problem-solver. It's great to have Mary on the team.

There have been some complaints coming from Mary's staff that she is so driven to get things done that they feel she only tells them what to do, not why they're doing it. She needs to spend more time developing her staff and involving them in the process.