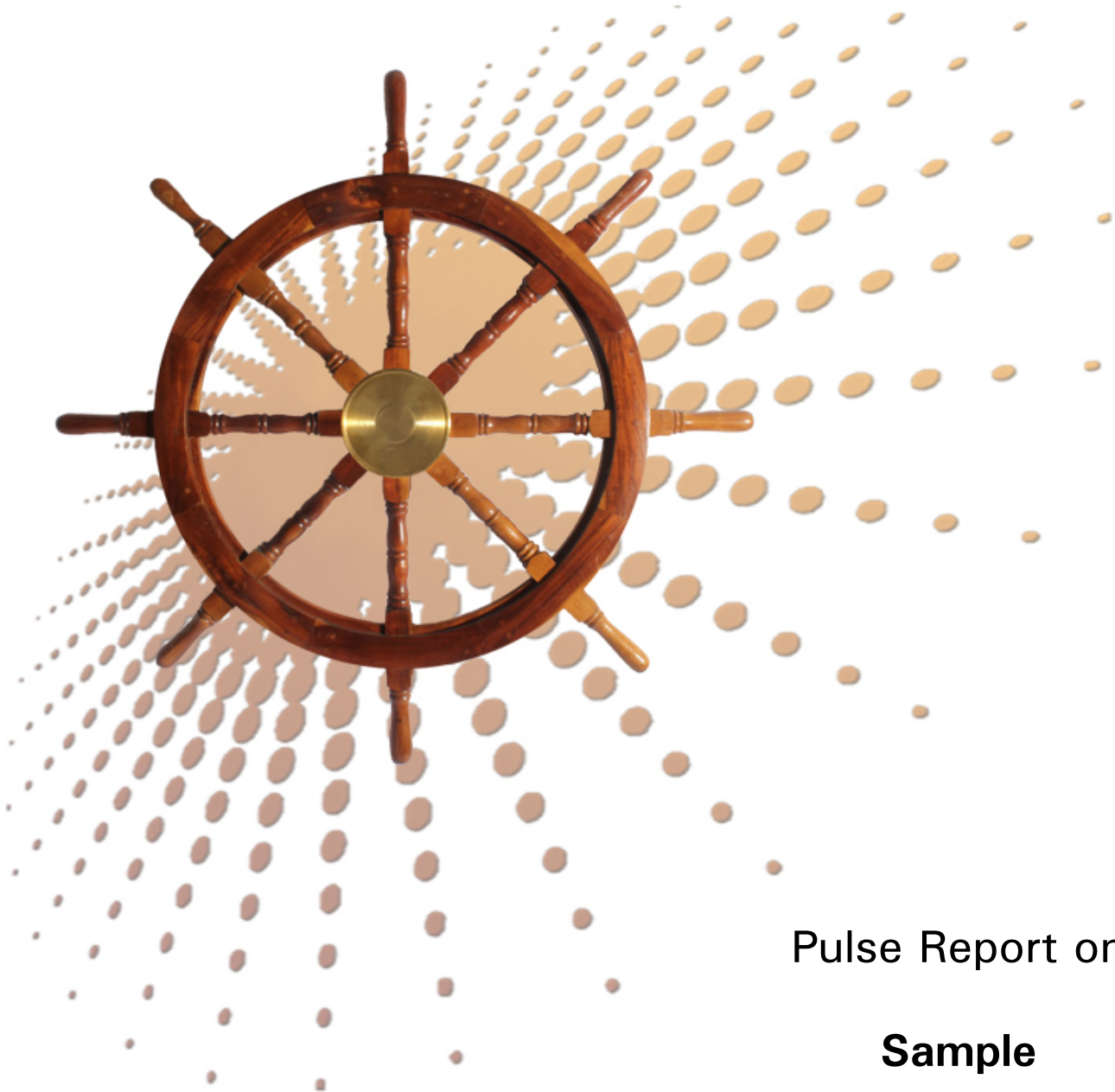


# Pulse Report for the

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## Leadership Behaviours Profile (LBP)

Steering your Leadership  
Development



Pulse Report on

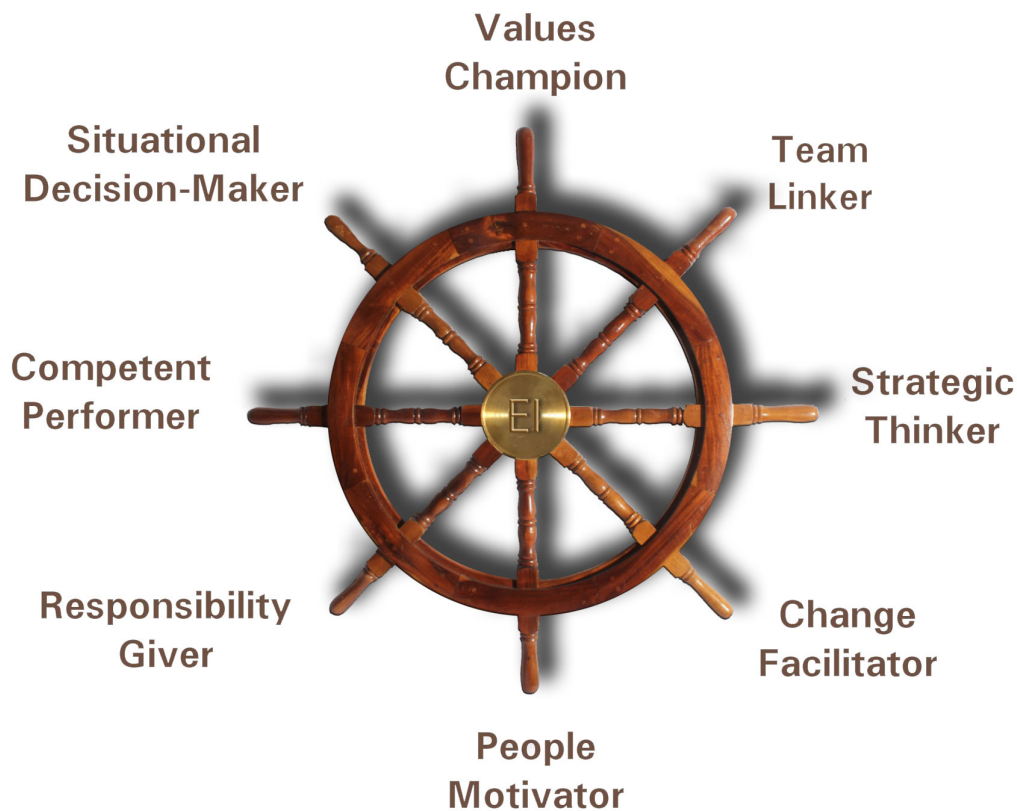
**Sample  
LBP**



Team Management Services



# Pulse Report for the Leadership Behaviours Profile (LBP)



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**Feedback Report  
on**

**Sample  
LBP**



**Month 2016**



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# About the Pulse Report for the Leadership Behaviours Profile

## What is The Pulse Report for the Leadership Behaviours Profile

The Pulse Report for the Leadership Behaviours Profile has been developed by Team Management Services (TMS). **This report represents a snapshot of progress along your leadership development journey** several months beyond the original LBP 360 event.

The sequence leading up to this report has been as follows:

- Participation as subject in an LBP 360 process.
- Learnings from that process converted into Personal Development Leadership Objectives.
- Completion of a short on-line questionnaire by **yourself** and your **manager/supervisor only** (Pulse questionnaire) to measure your development progress thus far.

## What does the Pulse Measure?

There are two components to the Pulse.

The **first** component comprises a selection of items from the original LBP 360 profile. These are relevant '**Power**' behaviours supported through research or seen as particularly important for the programme embarked upon as they align best with the stated outcomes. The selective approach (rather than repeating the whole 360 process) is seen as being an efficient alternative that can provide you with a progress report benchmarked against your original 360 results.

The **second** component takes your Personal Development Leadership Objectives (recorded in the Pulse system) and asks the degree to which you are making progress against these. Free flow text feedback comments complement objective scores which allow for clarification and the development of further insights.

Overall this Pulse should allow you to gauge how you are progressing towards your objectives and is aimed at helping you re-energise and refresh.

## Maximising Your Learning from the Pulse

Primarily the aim will be to gain insights as to progress over the few months between your 360 and the Pulse, as seen by yourself and your manager/supervisor. You may even wish to discuss this with your manager/supervisor or some other trusted colleague or advisor/coach. This may well stimulate new strategies or more effort towards your objectives. It may also stimulate new or adapted objectives for moving forward.

Having resolved new course(s) of action, schedule reflection time at least weekly to consider what needs to be different in your continuing quest for leadership improvement.

# Power Behaviours Being Measured

## Emotional Intelligence

- I display self knowledge
- I focus effort on the critical success factors of the business
- I create a climate of trust
- I coach others on how to be successful in their jobs

## Inspire Direction

- I inspire others to follow my lead
- I show others their place in the vision
- I communicate important future goals and direction to others
- I help others overcome their concerns about change

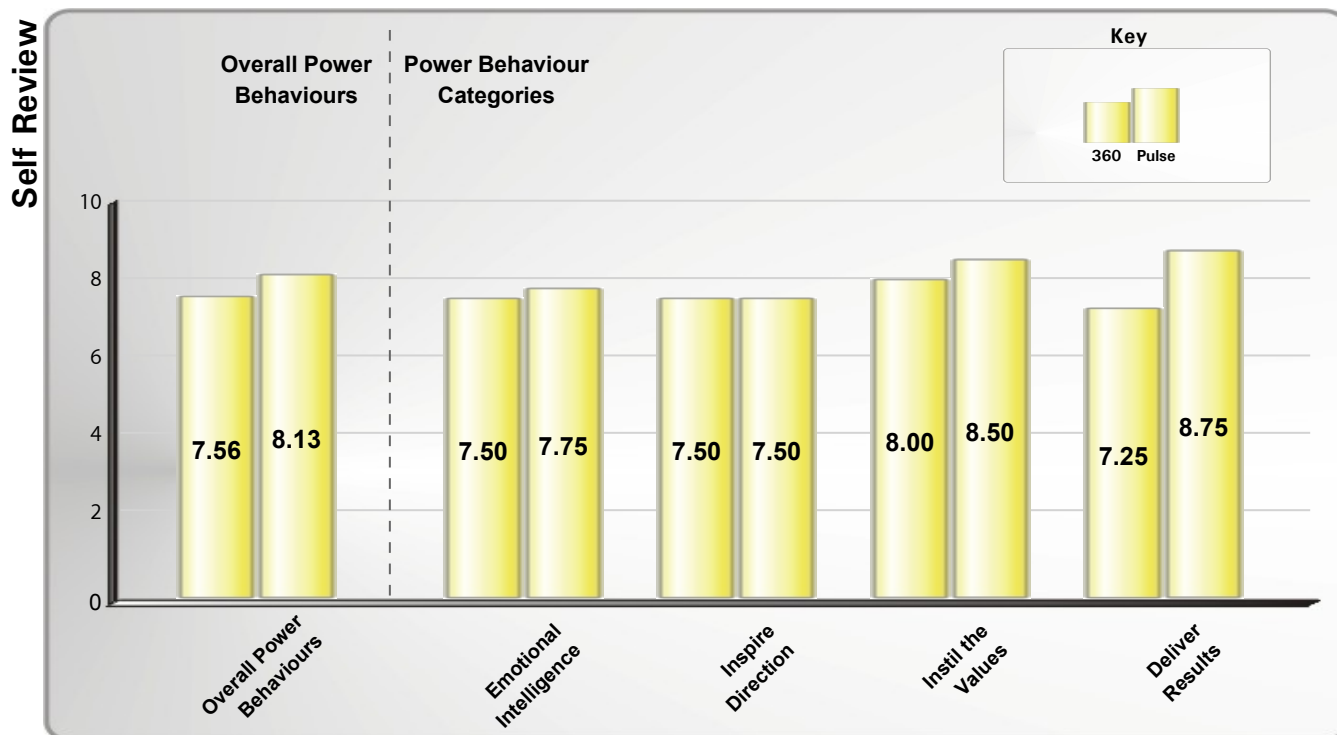
## Instil the Values

- I communicate the operating values to others
- I explain to others how the operating values should be applied
- I use the operating values to assist decision-making
- I demonstrate understanding of what operating values mean in practice

## Deliver Results

- I recognise the different talents people have to offer
- I clarify roles, responsibilities, accountabilities and authorities
- I link and co-ordinate the team in terms of the jobs to be done
- I provide feedback which is even-handed and fair

## Results: Self View



### Explanation of Data

In the graph above (and table below), the results of the comparison between your original 360 and the Pulse Power Behaviours are displayed.

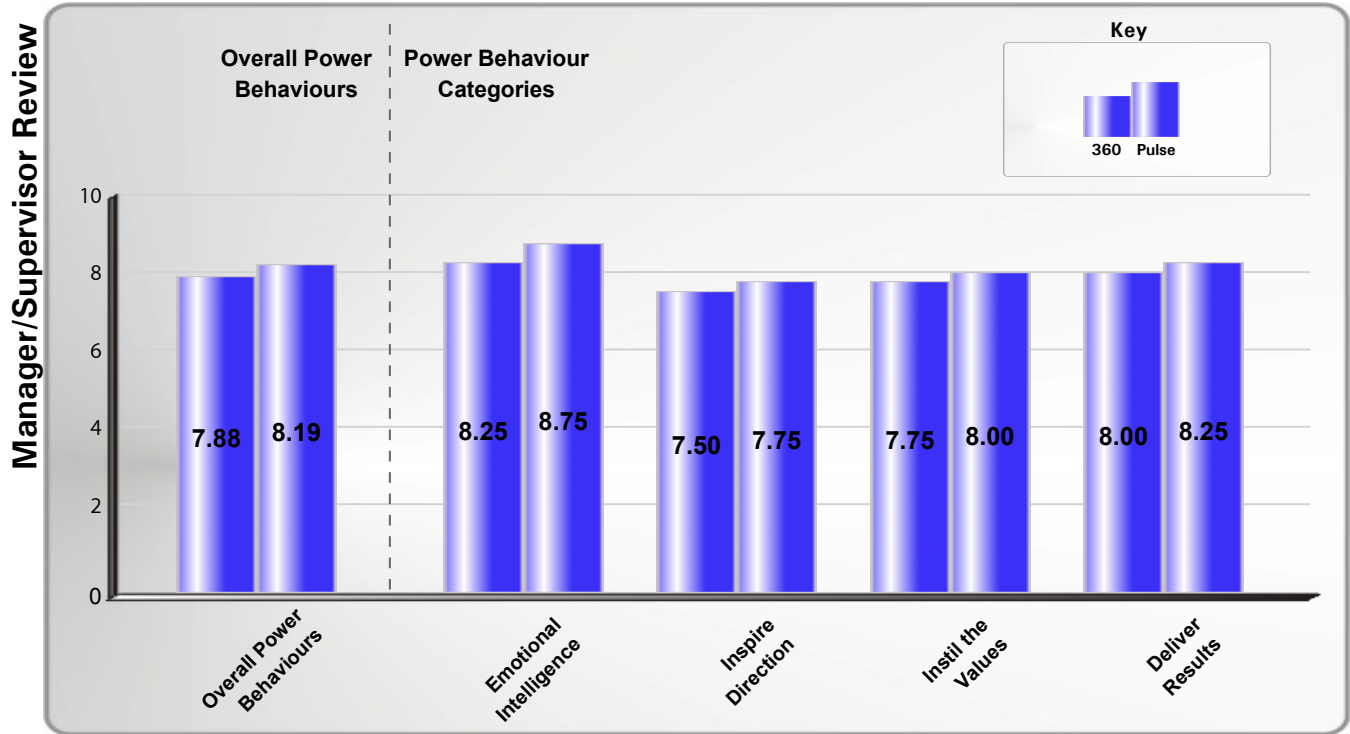
The adjacent bars compare your progress between the 360 and the recent Pulse questionnaire on the Power Behaviours, from a self-perspective. Is the second bar higher than the first (indicating an overall increase in desired behaviours)? An increase of one point (or more) can be viewed as a positive improvement.

**Table version of the results**

Power Behaviour Categories	Your Results	
	360	Pulse
Overall	7.56	8.13
Emotional Intelligence	7.50	7.75
Inspire Direction	7.50	7.50
Instil the Values	8.00	8.50
Deliver Results	7.25	8.75



## Results: Manager/Supervisor View



### Explanation of Data

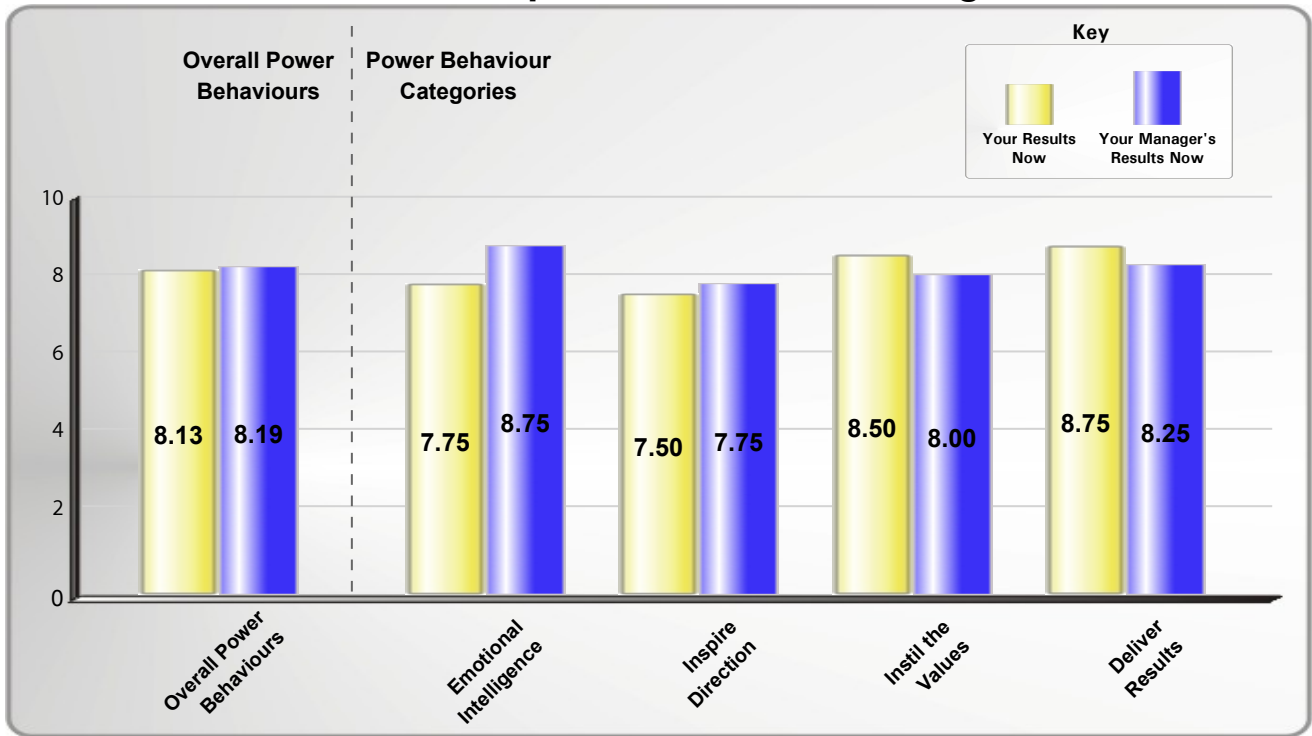
The equivalent information from your manager/supervisor's perspective is now provided in the graph above (and table below).

The adjacent bars compare your overall progress between the 360 and the recent Pulse questionnaire on the Power Behaviours, as perceived by your manager/supervisor. Is the second bar higher than the first (indicating a perception of an overall increase in desired behaviours)? An increase of one point (or more) can be viewed as a positive improvement especially since it is your manager/supervisor's view.

**Table version of the results**

Power Behaviour Categories	Your Manager's Results	
	360	Pulse
Overall	7.88	8.19
Emotional Intelligence	8.25	8.75
Inspire Direction	7.50	7.75
Instil the Values	7.75	8.00
Deliver Results	8.00	8.25

## Current Comparison of Pulse Ratings



### Explanation of Data

In the graph above (and table below), the results of your Pulse questionnaire are compared to the equivalent results as seen from your manager/supervisor's perspective. This allows for any difference in perception to be identified.

An exact agreement is often unrealistic but when the difference between these ratings is 1 or more, the difference is likely to be significant and worth exploring. These are noted in red in the table below. For any Power Behaviour Categories identified as such, consider discussing the discrepancy with your manager/supervisor.

Comparative Results Table

Power Behaviour Categories	Comparative Results	
	Your Results	Your Manager's Results
Overall	8.13	8.19
Emotional Intelligence	7.75	8.75
Inspire Direction	7.50	7.75
Instil the Values	8.50	8.00
Deliver Results	8.75	8.25

## Results by Power Behaviour

For this section of the Pulse, the focus is on those Power Behaviours that **your manager/supervisor has identified as requiring the most improvement effort now**. These are highlighted in red in the table below.

Your scores are additionally included to allow you to compare your perception to that of your manager/supervisor for each of the Power Behaviours.

Power Behaviours	Comparative Results	
	Your Results	Your Manager's Results
<b>Emotional Intelligence</b>		
I display self knowledge	7	8
I focus effort on the critical success factors of the business	8	9
I create a climate of trust	9	10
I coach others on how to be successful in their jobs	7	8
<b>Inspire Direction</b>		
I inspire others to follow my lead	7	7
I show others their place in the vision	8	8
I communicate important future goals and direction to others	8	9
<b>I help others overcome their concerns about change</b>	<b>7</b>	<b>7</b>
<b>Instil the Values</b>		
I communicate the operating values to others	8	9
<b>I explain to others how the operating values should be applied</b>	<b>9</b>	<b>7</b>
I use the operating values to assist decision-making	8	8
I demonstrate understanding of what operating values mean in practice	9	8
<b>Deliver Results</b>		
I recognise the different talents people have to offer	10	9
I clarify roles, responsibilities, accountabilities and authorities	8	8
<b>I link and co-ordinate the team in terms of the jobs to be done</b>	<b>8</b>	<b>7</b>
I provide feedback which is even-handed and fair	9	9

## **Review of Personal Development Objectives**

Up to this point in the Pulse, the assessment has been reporting on the perceptions you and your manager/supervisor have as to your behaviours.

The focus of the Pulse now shifts to the specific Personal Development Objectives that you have been working on since the original 360 event.

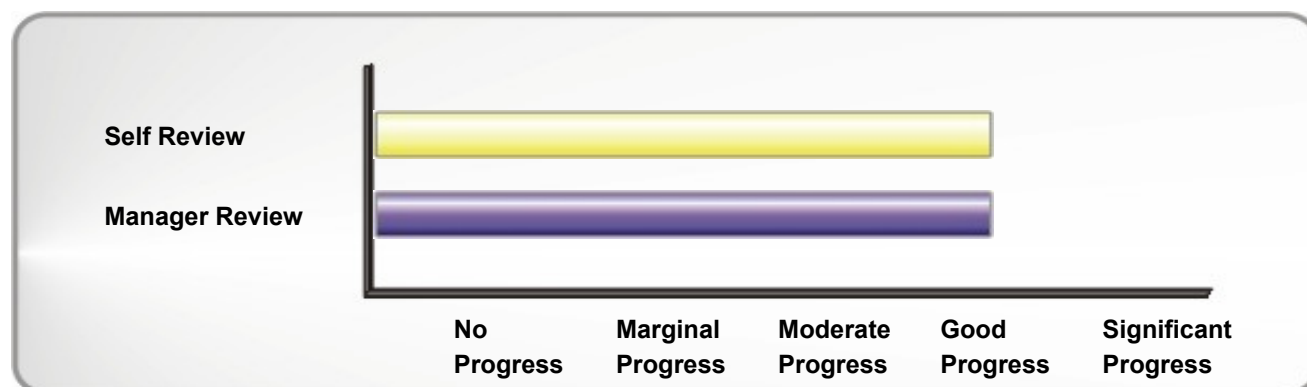
On the following pages, each of these Objectives are presented in turn with an analysis of your progress as perceived by you and your manager/supervisor.

When reviewing the information in this next section, please consider the behavioural results of the preceeding section too. Use both of these in combination to enhance your planning around the 'next steps' in your continuing leadership development.

Personal  
Development  
Objective

*Work with the staff and the Board to bed in values that can be part of our brand and regularly communicate these, our purpose and vision for the next 5 years both internally and externally. This means finalising values, strategic direction and ensuring that these are incorporated into all operational functions. This means showing others their place and role more effectively.*

## Progress Summary



## Written Feedback

### Self Comments

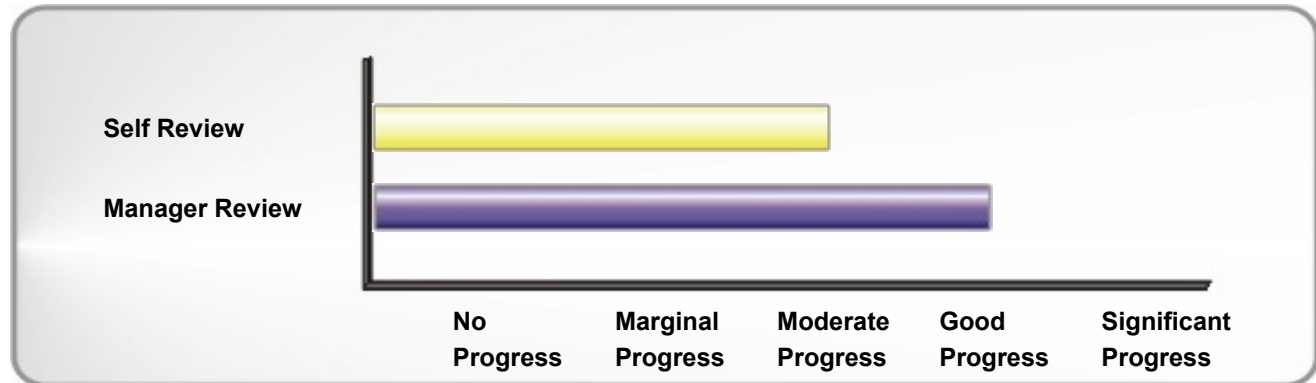
- The Board have agreed the values and supported the general direction of the refresh of the strategic directions. We are refining detail which we hope will be agreed at the April Board meeting. We will recruit new positions with the new values underpinning the recruitment process.

**Manager/Supervisor Comments - none received**

Personal  
Development  
Objective

*As part of SLT development ensure that accountability and leadership for each project is clearly articulated, expectations set and reviewed at SLT level.*

## Progress Summary



## Written Feedback

### Self Comments

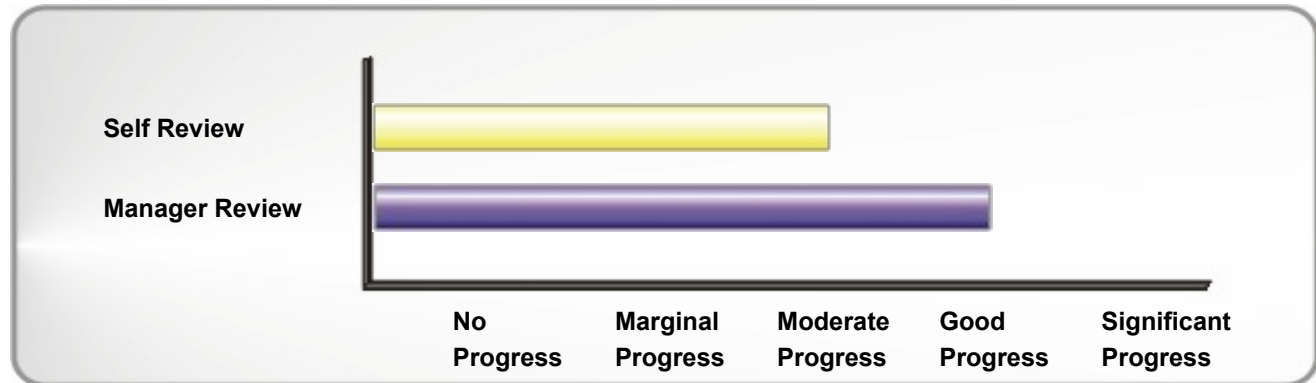
- We are reasonably clear about this at SLT, but still some work to do on documentation of this and regular review of projects.

**Manager/Supervisor Comments - none received**

Personal  
Development  
Objective

*Create specific avenues for more debate of ideas and discussion, before managing a collaborative decision making process.*

## Progress Summary



## Written Feedback

### Self Comments

- Last year, the staff were well engaged, allowing debate and discussion on the refresh of the values. How we do this for other topics both internally and with the sector still needs further planning. The "forums" we run do allow discussion and debate to some extent, but could be improved.

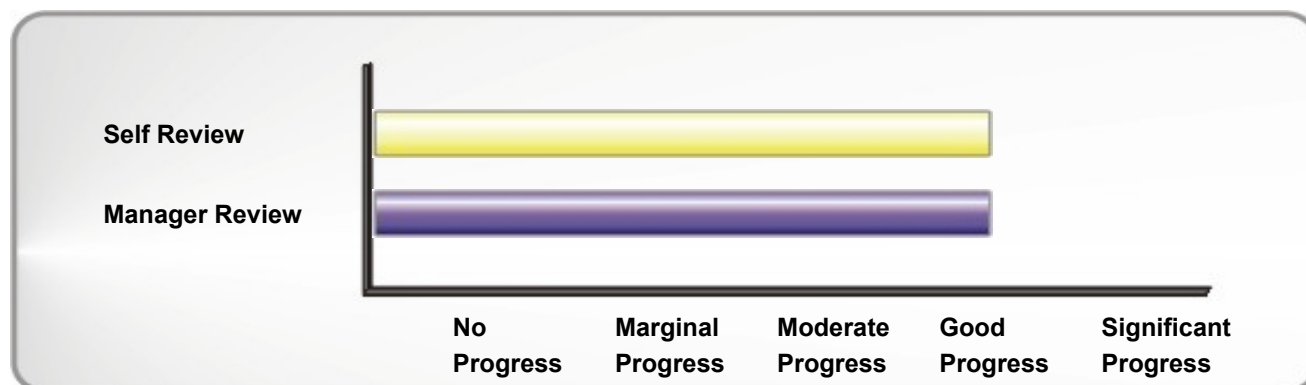
### Manager/Supervisor Comments

- I think Sample has always done this well.

Personal  
Development  
Objective

*Demonstrate personal confidence more. Seek opportunities to speak to wider audiences about the work of the organisation, as well as opportunities for speaking at industry-specific events.*

## Progress Summary



## Written Feedback

### Self Comments

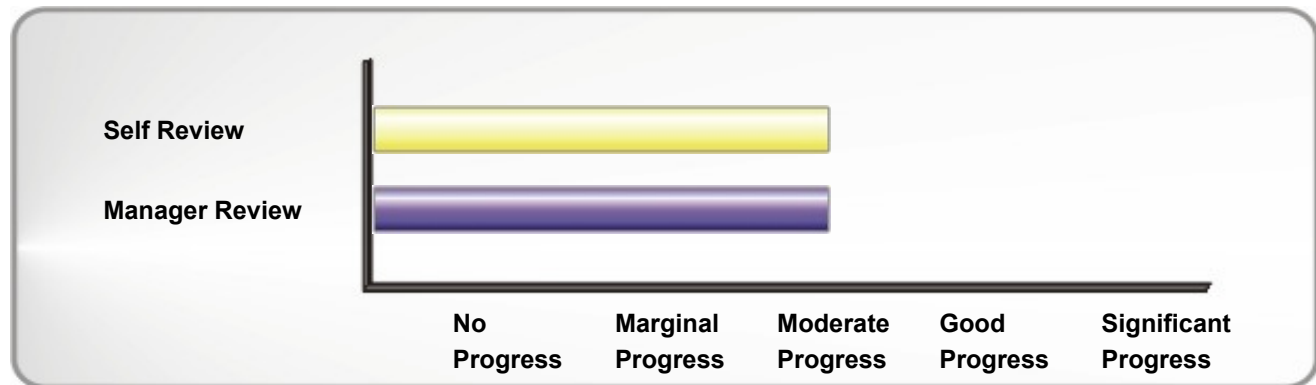
- As it has become clearer that the sector has a great deal of confidence in us, this has become easier! I have been meeting with CEs and Chairs around NZ - both in the public and private sector. We have a strong story to tell and it is easier to be more confident about this as we now have "runs on the board".

### Manager/Supervisor Comments

- I think Sample is sometimes still a little inclined to take the views of people who have been consulted or to whom something has been delegated without really thinking about what she herself thinks about an issue.



## Progress Summary



## Written Feedback

### Self Comments

- We already have a sense of urgency as an organisation. A balance needs to be struck between good process, ensuring good engagement and quality of work, and the urgency to deliver. More discussion needs to be had on this. I shall be meeting regularly at team level in the organisation on a quarterly basis to engage on this issue more.

### Manager/Supervisor Comments

- I think this may not matter as much now, but I think the sense is more one of steady progress. I am not sure which is really better in the long term.

## Next Steps

You have now received Pulse feedback on how your leadership development is progressing.

Information has been provided on your perception of your leadership behaviours, as well as the equivalent perceptions of your manager/supervisor – both historically as measured in your Leadership Behaviours Profile and currently as recorded in this Pulse report.

It is now time to critically assess areas of your performance which may require your development energies to leverage or improve.

Review your original Leadership Behaviours Profile and the action planning that you prepared as part of that intervention. How have things changed – or remained the same? What changes are you prepared to invest your time and effort into?

Using the information in this report you should now also review your Personal Development Objectives. Do they need amendment based on your progress? Are one or more completed? Should you be seeking to add new objectives?

As indicated earlier, you may wish to discuss this with your manager/supervisor or some other trusted colleague or mentor/coach. This may well stimulate new strategies or more effort towards your objectives. It may also stimulate new or adapted objectives for moving forward.

Having resolved new course(s) of action, schedule reflection time at least weekly to consider what needs to be different in your continuing quest for leadership improvement.

## Contact Details

The Pulse Report for the Leadership Behaviours Profile is produced by Team Management Services Ltd. For queries about using the profile please contact Team Management Services through the details given below.

The profile is available for use by accredited consultants. Accreditation and training in the use of the profile is available through Team Management Services.

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