



Barrett Values Centre

## Leadership Development Report: Jane Smith



## Jane Smith (8 Assessors)

### ALIGNMENT WITH ASSESSORS

#### Values Matches: 5

5+: Many of your values are coming across effectively. You walk your talk and demonstrate authenticity in these areas.

3-4: A fair number of your values are coming across effectively. You have a reasonable level of authenticity.

1-2: The majority of your values are not coming across. People do not experience what is most important to you.

0: None of your values are coming across. You are not connecting with people. What might be the reason for this?

### ALIGNMENT OF OBSERVED AND REQUESTED VALUES

#### Values Matches: 5

6+: Assessors think you are on the right track.

4-5: You are doing well but people want you to make some changes.

2-3: You are somewhat on the right track but change is necessary.

0-1: People are asking you to make significant changes.

### PERSONAL MASTERY

If you have more than 6% entropy and one or more limiting values, you need to improve your personal mastery—the ability to manage or overcome limiting behaviours caused by your fear-based beliefs.

#### Personal Entropy: 1%

<7%: Your behaviour is not sourced from fear.

7-10%: You may need to monitor or adjust your behaviour when you are upset or out of balance.

11-15%: Your behaviour is counter-productive to your desired outcomes.

16-20%: Your personal integrity is compromised by your fears.

21%+: You require coaching support to improve your leadership/management style.

#### Potentially Limiting Values: 0

0: Your leadership/management style is primarily positive.

1-2: There may be some element of fear behind how you make decisions and the way you manage people.

3+: Fear is a factor in how you lead/manage others.

### NEW VALUES TO FOCUS ON

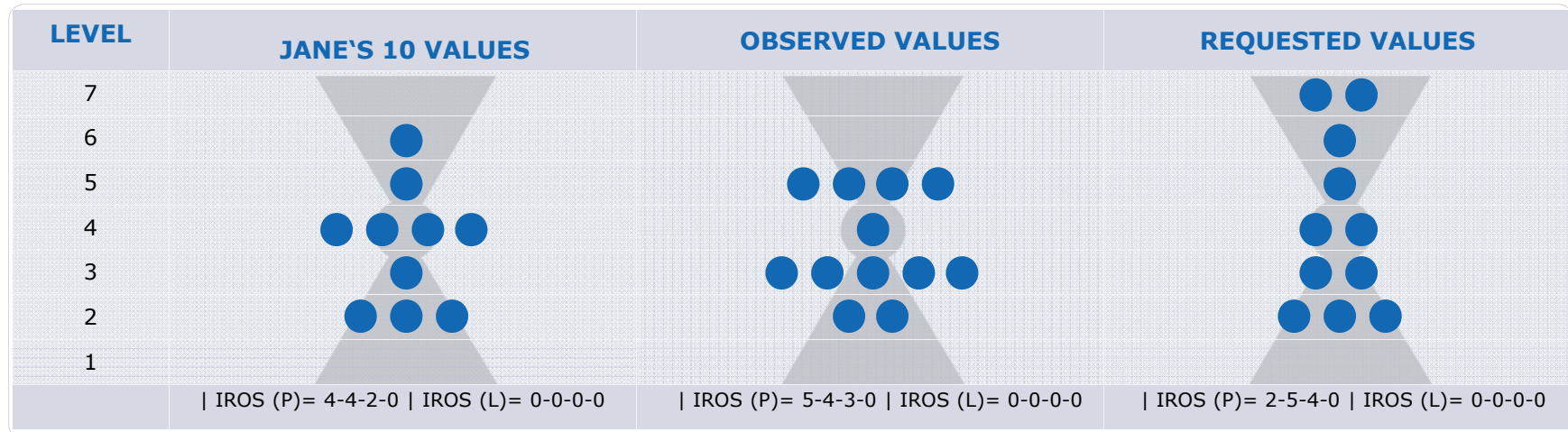
**leadership developer  
balance (home/work)  
compassion  
long-term perspective  
open communication  
teamwork**

What themes do you see and what action could you take to live these new values more fully?

To what extent are the new values an enhancement to how you currently lead/manage others, or corrective measures to personal mastery issues that need to be addressed?



# Jane Smith (8 Assessors)

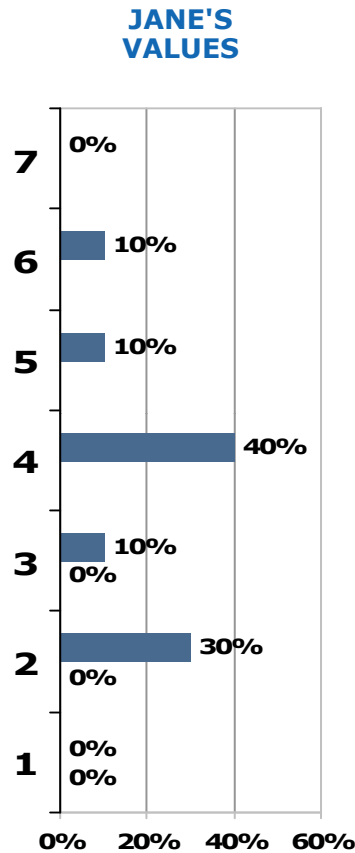
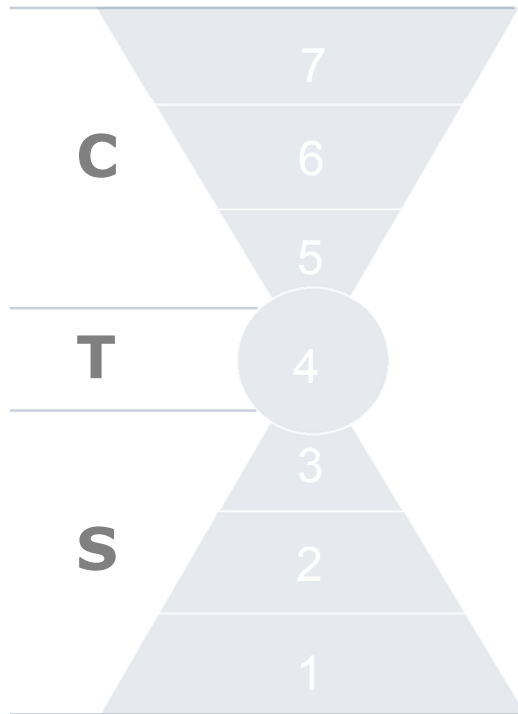


<b>Matches:</b>	accessible	2(R)	<u>efficiency</u>	6 3(I)	<u>supportive</u>	6 2(R)
	accountability	4(R)	<u>commitment</u>	5 5(I)	leadership developer	4 6(O)
<b>Self-OV 5</b>	<b>balance (home/work)</b>	4(I)	<u>customer satisfaction</u>	5 2(O)	<b>balance (home/work)</b>	3 4(I)
<b>OV-RV 5</b>	<u>commitment</u>	5(I)	honesty	5 5(I)	<u>best practices</u>	3 3(O)
<b>Self-RV 5</b>	continuous improvement	4(O)	<u>supportive</u>	5 2(R)	<u>commitment</u>	3 5(I)
<b>Health Index (PL)</b>	<u>customer satisfaction</u>	2(O)	accountability	4 4(R)	compassion	3 7(R)
	<u>efficiency</u>	3(I)	integrity	4 5(I)	<u>customer satisfaction</u>	3 2(O)
<b>Self 10-0</b>	making a difference	6(I)	<u>reliable</u>	4 3(R)	long-term perspective	3 7(O)
	<u>supportive</u>	2(R)	<u>best practices</u>	3 3(O)	open communication	3 2(R)
<b>OV 12-0</b>	<b>teamwork</b>	4(R)	experience	3 3(I)	<u>reliable</u>	3 3(R)
<b>RV 11-0</b>			productivity	3 3(O)	<b>teamwork</b>	3 4(R)
			trustworthy	3 5(R)		

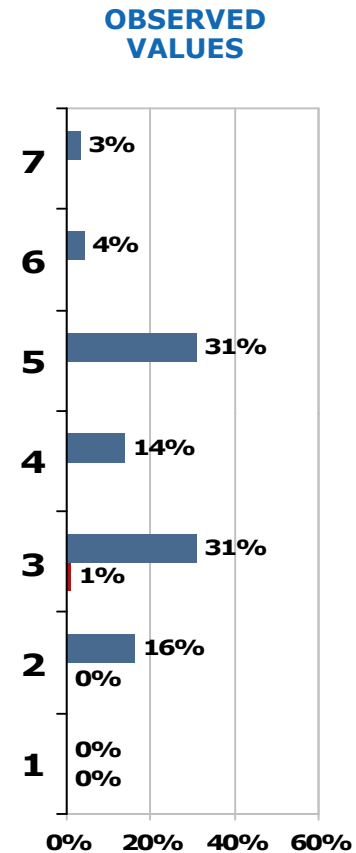
Black Underline = Self, & Assessor OV    Orange = Assessor OV & RV    P = Positive    I = Individual    O = Organisational  
 Orange = Self, & Assessor OV & RV    Blue = Self, & Assessor RV    L = Potentially Limiting (white circle)    R = Relationship    S = Societal



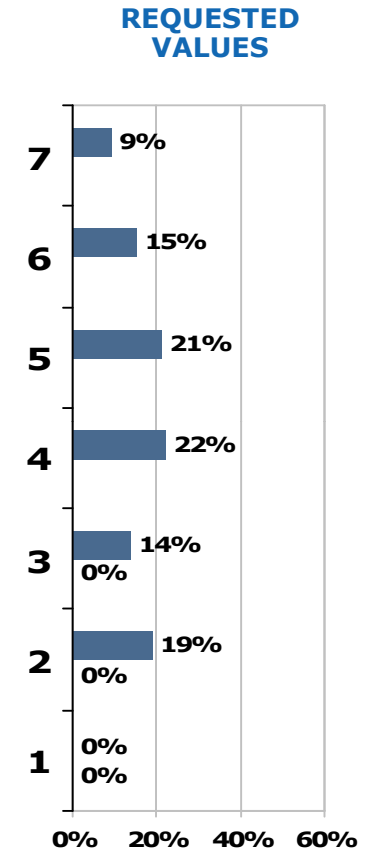
# Jane Smith (8 Assessors)



**CTS = 20-40-40**  
**Entropy = 0%**



**CTS = 38-14-48**  
**Entropy = 1%**



**CTS = 45-22-33**  
**Entropy = 0%**

C = Common Good  
 T = Transformation  
 S = Self-Interest

■ Positive Values  
■ Potentially Limiting Values



## Jane Smith (8 Assessors)

### VALUES JUMPS

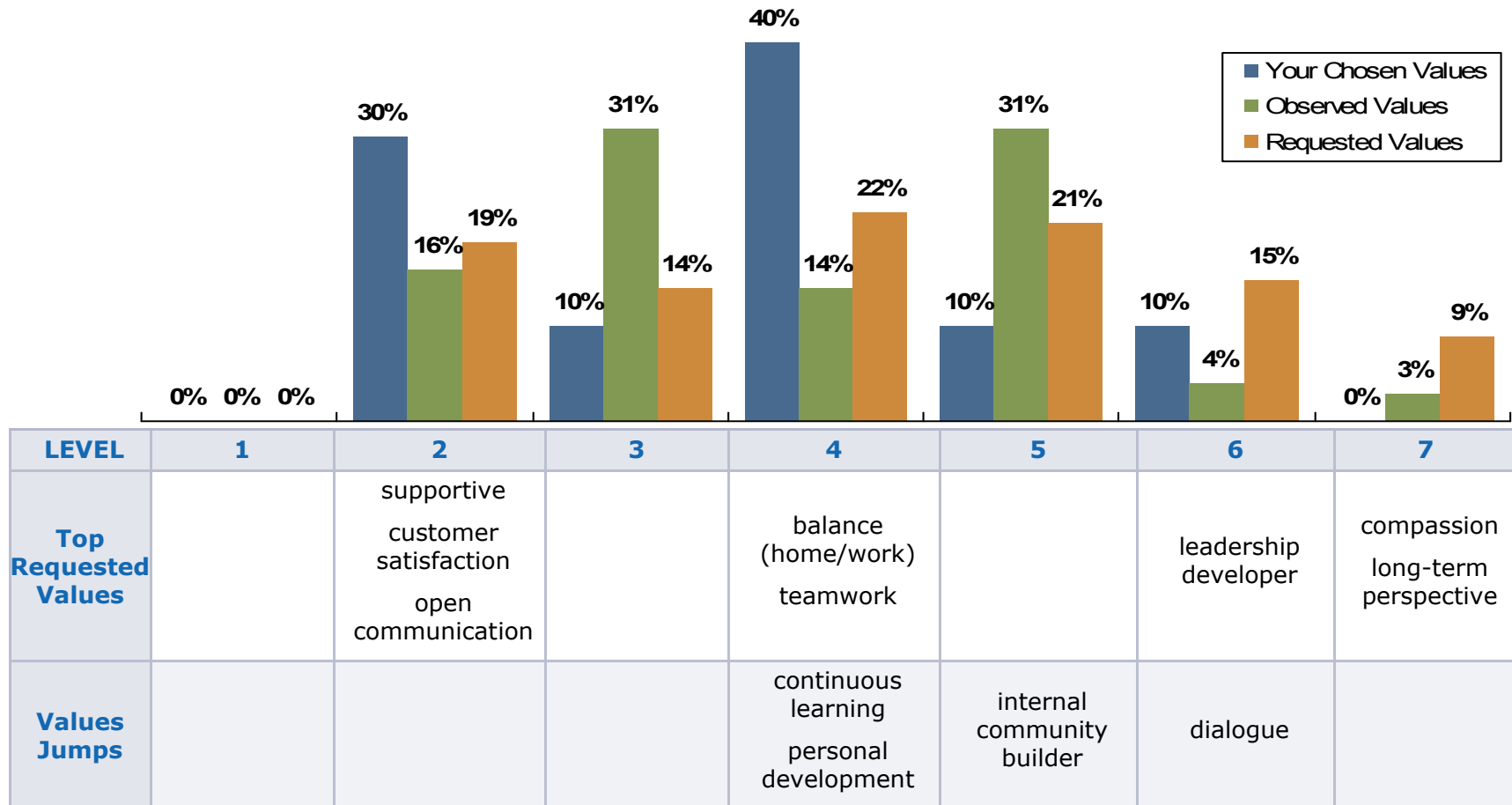
A value jump occurs when there are more votes for a requested value than an observed value. Listed below are the values with the largest increase in votes. The values in **bold** are listed in the top requested values on the values plot.

VALUE	OBSERVED VALUES VOTES	REQUESTED VALUES VOTES	VALUES JUMP
<b>leadership developer</b>	<b>0</b>	<b>4</b>	<b>4</b>
<b>balance (home/work)</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>compassion</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>long-term perspective</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>open communication</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>teamwork</b>	<b>1</b>	<b>3</b>	<b>2</b>
continuous learning	0	2	2
dialogue	0	2	2
internal community builder	0	2	2
personal development	0	2	2



## Jane Smith (8 Assessors)

This diagram shows the percentage of positive values appearing at each level, comparing your self-assessment with the observed and requested values chosen by your assessors. The values in the table provide clarity around the desired direction for change in your leadership style.





## Jane Smith (8 Assessors)

### ENTROPY TABLE

This table shows by level the Potentially Limiting Values that were chosen by your assessors. The number of votes each value received determines whether or not they show up in the Observed Values Plot, and these numbers are shown in parenthesis. Potentially Limiting Values are found only at levels 1, 2 and 3.

Your entropy percentage of 1 is low. This indicates that your leadership style supports your ability to achieve your objectives.

LEVEL	1	2	3
Votes for Potentially Limiting Values: 1 out of 80			information hoarder (1)
Percentage of total votes: 1%	0%	0%	1%



# Jane Smith (8 Assessors)

## OBSERVED BEHAVIOURS

The following tables (pages 8-14) highlight how you and your assessors perceive your strengths and areas for improvement in relation to each of the Seven Levels of Leadership. The tables feature strengths statement that you and your assessors rated on the following scale:

- an existing strength
- needs some development
- needs significant development
- not relevant to role

The number of assessors who selected each rating is shown alongside the corresponding statement. Your self-rating is highlighted in green. To what extent does your selection agree with your assessors?

### LEVEL 1: THE CRISIS DIRECTOR

Leaders at Level 1 understand the importance of profit and shareholder returns while looking after the health and safety of employees. One of the most important attributes of these leaders is the ability to handle crises. They are calm and decisive in the midst of chaos and danger.

The potentially limiting aspects of this level are generated from fears about not having enough control. When leaders operate as authoritarians on a regular basis, they quickly lose the trust and commitment of their people. They are afraid to let go because they have difficulty in trusting others. The greater their fears, the more risk-averse they become.

LEVEL 1	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Places appropriate emphasis on financial performance				8
Applies caution and control in appropriate measure			1	7

The numbers show **how many of your assessors** voted for each category.  
 = Leader's own rating





## Jane Smith (8 Assessors)


### LEVEL 2: THE RELATIONSHIP MANAGER/COMMUNICATOR

Relationship managers handle conflicts easily and invest time in building harmonious working relationships, both internally and externally. They use their relationship skills to handle difficult interpersonal issues and their communication skills to build loyalty with their employees.

The potentially limiting aspects of this level can stem from fears about being liked, *or where leaders are afraid to deal with their own or others' emotions*. They avoid conflicts, resort to manipulation to get what they want and protect themselves by blaming others when things go wrong.

LEVEL 2	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is accessible and supportive of others			3	5
Uses effective communication skills			3	5
Maintains a focus on customer/ stakeholder needs where appropriate			1	7

The numbers show **how many of your assessors** voted for each category.

 = Leader's own rating



## Jane Smith (8 Assessors)


### LEVEL 3: THE MANAGER/ORGANISER

Managers use metrics to manage performance. They build systems and processes that create order, efficiency, and enhance productivity. They are logical and rational in making decisions. They think strategically and move quickly to capitalise on opportunities. They want to be successful and they want to be the best.

When managers' needs for self-esteem are driven by subconscious fears, they become hungry for power, authority, recognition, or all three. They build bureaucracies and hierarchies to demonstrate their authority. Their need for self-esteem can lead them to work long hours. Image is important to them and they will play office politics to get what they want.

LEVEL 3	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Shows drive and determination				8
Demonstrates skill/experience in his/her role				8
Maintains strong visibility in the organisation			5	3
Promotes order, efficiency and quality	1		1	6

The numbers show **how many of your assessors** voted for each category.

 = Leader's own rating



## Jane Smith (8 Assessors)

### LEVEL 4: THE FACILITATOR/INFLUENCER

Facilitators seek advice, build consensus and empower their staff. They research and develop new ways of thinking and embrace continuous learning. They become enablers of others, encouraging them to express themselves and share their ideas. They encourage innovation and focus on team building. They enjoy challenges and are courageous and fearless in their approach to life. Facilitators are in the process of shifting from becoming a manager to becoming a leader.

LEVEL 4	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Demonstrates adaptability and is open to the ideas of others			1	7
Learns and grows from experiences			2	6
Encourages accountability through empowerment	1		2	5
Continuously seeks to innovate processes, practices and deliverables	1		1	6
Thinks strategically and provides clear goals			4	4
Demonstrates and supports teamwork			1	7
Offers constructive, regular feedback to support employee development		1	2	5
Demonstrates and supports a healthy work/life balance			4	4

The numbers show **how many of your assessors** voted for each category.  
 = Leader's own rating




## Jane Smith (8 Assessors)

### LEVEL 5: THE INTEGRATOR/INSPIRER

The integrator/inspirer builds a vision and mission for the organisation that inspires employees and customers alike. They promote a shared set of values and demonstrate congruent behaviours that guide their decision-making. By creating an environment of openness and fairness, they build trust and commitment. The culture they create brings out the best in people by unleashing enthusiasm, passion and creativity. They are focused on the common good. They are honest and truthful and display integrity in all they do.

LEVEL 5	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Promotes dedication to a compelling, shared vision		1	3	4
Shows enthusiasm and maintains a positive attitude			2	6
Displays authenticity and works to build mutual trust				8
Demonstrates patience and cooperation			2	6

The numbers show **how many of your assessors** voted for each category.

 = Leader's own rating




## Jane Smith (8 Assessors)

### LEVEL 6: MENTOR/PARTNER

Mentor/partners are motivated by the need to make a difference in the world. They are true servant-leaders. They care about their people, seeking ways to help employees find fulfilment through their work, and are active in building a pool of talent for the organisation by mentoring and coaching their subordinates. They collaborate with customers and suppliers to create win-win situations. They are active in the local community, building relationships that create goodwill and recognise the importance of environmental stewardship.

LEVEL 6	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays empathy towards coworkers			5	3
Works to ensure employee fulfilment	1		4	3
Serves as a coach/mentor to others	1	1	3	3

The numbers show **how many of your assessors** voted for each category.  
 = Leader's own rating




## Jane Smith (8 Assessors)

### LEVEL 7: WISDOM/VISIONARY

Wisdom/visionary leaders are motivated by the need to serve the world. Their vision is global. They are concerned about the state of the world and about the legacy they are leaving for future generations. They are committed to social responsibility. They act with humility and compassion. They are generous in spirit, patient and forgiving by nature. They are at ease with uncertainty and can tolerate ambiguity. They enjoy solitude and can be reclusive and reflective. Level 7 leaders are admired for their wisdom and vision.

LEVEL 7	NOT RELEVANT TO ROLE	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays humility and compassion			1	7
Shows wisdom when handling multiple levels of complexity/uncertainty			2	6

The numbers show **how many of your assessors** voted for each category.

 = Leader's own rating



## Jane Smith (8 Assessors)

### FEEDBACK

Your assessors were asked how they felt you could improve your leadership style. This is their feedback.

HOW CAN THIS PERSON IMPROVE HIS OR HER LEADERSHIP STYLE?	NAME (if given)
<p>This is a tough question to answer, as I get the sense that Jane doesn't have a lot of power in her leadership role in terms of getting the Sales objectives. I know that she fights and fights to get things done for us, but she often comes back frustrated. And then she has to deal with our frustration. But I don't think her patience is a problem! I'd like to see Jane set up in a way that she has an equal voice on the management team.</p> <p>Aside from that, I would suggest that Jane strive to not immediately jump into problem solving mode. Firstly, sometimes people need to just vent or express their thoughts/feelings on a situation. Secondly, her tendency to try to solve problems (while I completely understand that this comes from a place of caring and support within her), can reduce some of the autonomy and empowerment I think she and her team would like to see. I, by no means, see Jane as controlling or micro-managing. But her logical/pragmatic nature moves her into "getting things done". I think this has created some dependency on her within her team that is unnecessary.</p> <p>I think that Jane often gets wrapped up in the day to day, with her consulting role. While I know that she enjoys working with consultants, but I would like her to have more space to manage the people on her team and think bigger picture (even though she says that is not her strength and I don't believe that).</p>	<i>Sarah</i>
<p>Maybe providing more tools/support to empower people to take initiative.</p>	
<p>I don't know, I have not had a lot of professional interaction with her and would like to have more.</p>	Linda
<p>Shift the balance a little from head to heart.</p>	John Jones
<p>I think you are making great progress in this area and would like to see you continue to not over burden your self. Also, we have talked before about doing more forward looking activities (planning, metrics, etc) and less day to day "assembly line" work. This may require more staff to free you up? I love your pragmatic approach to things and your openness to ideas.</p>	Christopher



## Jane Smith (8 Assessors)

### FEEDBACK

Your assessors were asked how they felt you could improve your leadership style. This is their feedback.

HOW CAN THIS PERSON IMPROVE HIS OR HER LEADERSHIP STYLE?	NAME (if given)
Improve visibility in the organisation. I believe this is a company-wide challenge. That is it - Jane is delightful.	<i>Sienna Jackson</i>
Jane - You are a great manager and master organiser. I would like to see you step out of your comfort zone a bit and spend more time on strategic planning and leadership development. It would be helpful for you to offer more of your own perspective when conducting reviews or touchbases, not just rely on the "how are you feeling and what can I do for you" approach. You have quite a bit of wisdom to share, and I suspect it could be applied on a larger, more strategic scale.	
Jane is very clear and adds such value to the organization. She could become a stronger leader through inspiring and supporting the Group's employees. This could involve deeper, more inquisitive and open listening, and then determining how she might support the other person. As we are a small company, this goes beyond just her team. It is a way to create more cohesion serve as a leader to the organization, versus just serving a particular team.	





## Jane Smith (8 Assessors)

### DESIGNING YOUR ACTION PLAN

This table, and the one on the following page, show how the top values chosen by you and your assessors may help you understand ways to enhance your leadership style and performance.

The number of votes are those allocated to each value by your assessors. Potentially limiting values are shown in red.

### VALUES CHOSEN BY YOU

<b>ALIGNMENT</b> <i>Your chosen values, which are clearly recognised by your assessors.</i>			<b>UNREALISED POTENTIAL</b> <i>Your chosen values, which are not strongly recognised by your assessors. Potentially limiting values here are not a major handicap.</i>		
<b>Value/Behaviour</b>	<b>Votes</b>	<b>Level</b>	<b>Value/Behaviour</b>	<b>Votes</b>	<b>Level</b>
efficiency	6	3	accessible	1	2
commitment	5	5	balance (home/work)	1	4
customer satisfaction	5	2	continuous improvement	1	4
supportive	5	2	making a difference	1	6
accountability	4	4	teamwork	1	4



## Jane Smith (8 Assessors)

### DESIGNING YOUR ACTION PLAN

This table shows how the top values chosen by your assessors may help you understand ways to enhance your leadership style and performance.

The number of votes are those allocated to each value by your assessors. Potentially limiting values are shown in red.

### VALUES CHOSEN BY YOUR ASSESSORS

<b>POSSIBLE BLIND SPOTS</b> <i>Values you demonstrate, perhaps without awareness of their impact.</i>			<b>DEVELOPMENT PRIORITIES</b> <i>New requests from your assessors.</i>		
<b>Value/ Behaviour</b>	<b>Votes</b>	<b>Level</b>	<b>Value/ Behaviour</b>	<b>Votes</b>	<b>Level</b>
honesty	5	5	leadership developer	4	6
integrity	4	5	compassion	3	7
reliable	4	3	long-term perspective	3	7
best practices	3	3	open communication	3	2
experience	3	3			
productivity	3	3			
trustworthy	3	5			



## Jane Smith (8 Assessors)

### DESIGNING YOUR ACTION PLAN

#### 1. Personal Mastery

If your level of personal entropy is greater than 6% and/or you have one or more potentially limiting values observed by your assessors, you will need to focus on your personal mastery. This means your behaviours are driven by your conscious or subconscious fear-based beliefs ("limiting behaviours"). You will want to address the source of these fears.

For each potentially limiting value observed by your assessors write down what actions you propose to take to regulate these behaviours. You may wish to seek further clarity from your assessors about how to address these issues.

#### 2. Alignment

These are the values that are coming across loud and clear to many of your assessors. If any of them are potentially limiting values address them as part of your personal mastery programme.

#### 3. Unrealised Potential

If you have positive values in this section, first decide which of these values you would like to emphasise and then write down what behaviours you will adopt to make these values more observable to others.

If you have any potentially limiting values in this area, check to see if any of them are similar to any other potentially limiting values chosen by your assessors, that appear in the entropy table. Then decide if these are significant issues or not, and if they are, include them in your personal mastery programme (see 1 above).

#### 4. Possible Blind Spots

If there are positive values in this section that you are unaware of, reflect on what behaviours you are demonstrating that would lead people to have chosen these values. Decide if these values are important to you, and to what extent you want to give them more emphasis in the future. How would you do that?

If there are potentially limiting values in this section bring them into your personal mastery programme (see 1 above).

#### 5. Development Priorities

If you have any values in this section, write down how you are going to develop these skills/capabilities. Then, identify the areas from the **observed behaviour** statements where you scored yourself significantly higher than your assessors and ask them what they believe you could do to improve your performance in these areas.

For each item, write down, how you intend to grow and develop this skill/capability. Your assessors' feedback may help give you further insights/ ideas.



## Jane Smith (8 Assessors)

Positive Focus/**Excessive Focus**

Wisdom/Visionary

7

**SERVICE TO HUMANITY**  
Ethics. Compassion. Humility. Forgiveness. Wisdom  
Long-term perspective. Social responsibility.

Mentor/Partner

6

**COLLABORATION WITH CUSTOMERS & LOCAL COMMUNITY**  
Employee fulfilment. Mentoring and Coaching. Empathy.  
Strategic alliances. Environmental stewardship.

Integrator/Inspirer

5

**DEVELOPMENT OF INTERNAL COMMUNITY**  
Enthusiasm. Commitment. Creativity. Positive attitude.  
Shared vision and values. Fairness. Openness. Honesty.

Facilitator/Influencer

4

**CONTINUOUS RENEWAL**  
Personal development. Adaptability. Courage.  
Promotes learning and innovation. Empowers team members.

Manager/Organiser

3

**PRIDE IN PERFORMANCE**  
Productivity. Efficiency. Quality. Best practices. Excellence.  
**Reactive. Long-hours. Power seeking.**

Relationship Manager

2

**RELATIONSHIPS SUPPORTING ORGANISATIONAL NEEDS**  
Employee recognition. Open communication. Conflict resolution.  
**Demanding. Being liked. Internally competitive.**

Crisis Director

1

**FINANCIAL STABILITY & ORGANISATIONAL GROWTH**  
Managing adversity. Directive. Willing to take charge.  
**Controlling. Overly cautious. Short-term focus.**