Charles Poulton's Reach 360

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Overview

The LDP:360 program provides a diverse and observation-based review of your Leading Profile – that is, the style with which you feel most comfortable exercising influence over others. This review was derived by comparing feedback from multiple sources, in the form of ratings and observations. Depending on the participants involved in your LDP:360 program, this may include: superiors, direct reports, peers, clients and others. These participants are referred to as “raters” throughout this report and their feedback is disclosed anonymously. To protect confidentiality, for any rater category in which there was only one participant (except for the Superior category), the ratings were consolidated with others in the undisclosed category.

Raters provided numerical scores based on their observation of specific competencies that are aligned with four clusters, one for each of the primary Leading Profiles: Counselor, Coach, Driver and Advisor. When you completed the Leading Dimensions Profile (LDP), you provided scores for these same competencies, based on your comfort level in demonstrating each profile.

Most people tend to exhibit one Leading Profile more so than the others, based on their motivational preferences and tendencies. Your primary Leading Profile is found on page 2 of this report. While your Leading Profile tends to be your “go to” style, your performance as a leader may depend largely on competencies that may be associated with other Leading Profiles. After all, a successful leader must be able to interact with a variety of people, each with their own unique motivational preferences and tendencies.

Your agility in leveraging all four Leading Profiles, with skill and in the optimal circumstances, can make all the difference in how your team relates to others and achieves its goals. Referred to as your REACH, these relational and achievement aspects of your leading are the key focus of this report. By relating to others using a combination of styles, and by achieving goals through diverse approaches, you can expand your REACH and strengthen your influence as a leader. Such growth comes from awareness and adjustment, both of which are encouraged in this LDP:360 program.

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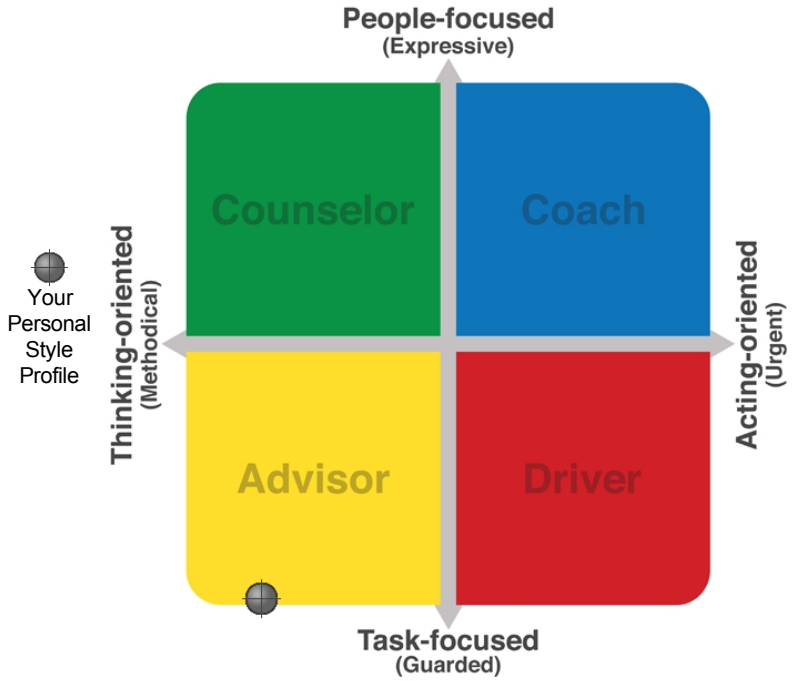
Leading Profile Matrix

When you completed the Leading Dimensions Profile (LDP), you indicated your preferences and tendencies for how you approach common circumstances (such as at work, home or in the community). These preferences and tendencies combine to reveal one of four Leading Profiles. Based on your responses to the LDP, your primary Leading Profile is best described as the: **Advisor Profile.**

Profile Summary

The Advisor Profile is most commonly recognized as being:

- more **Task-focused** than **People-focused**, meaning that you may be more objective and reserved in how you relate with others; and,
- more **Thinking-oriented** than **Acting-oriented**, meaning that you may be more methodical and thoughtful about achieving your goals.



Profile Markers

The key "markers" or behaviors of the Advisor Profile include:

Communicating with a reserved, formal style
Handling conflict by identifying compromises
Delegating by "teaching" the suggested approach
Planning through methodical, detailed preparation
Learning with careful, step-by-step reflection

Important Note

The closer your plot is to any corner of the matrix, the more your overall style will be similar to the profile shown in the respective quadrant. In contrast, the farther away your plot is from any corner, the less likely your style will reflect the profile indicated. The closer the plot is to the center of the matrix, the more your style is moderated, meaning you may tend to exhibit some of the characteristics of all four styles and may tend to be more fluid in your approach. In reality, there will be occasions where you may exhibit some characteristics of each profile, depending on the situation. The matrix shown here simply portrays your most common, primary Leading Profile.

Rounding

All statistics provided on this report are derived from calculations performed at the observation level. As such, some averages and overall scores may differ due to rounding.

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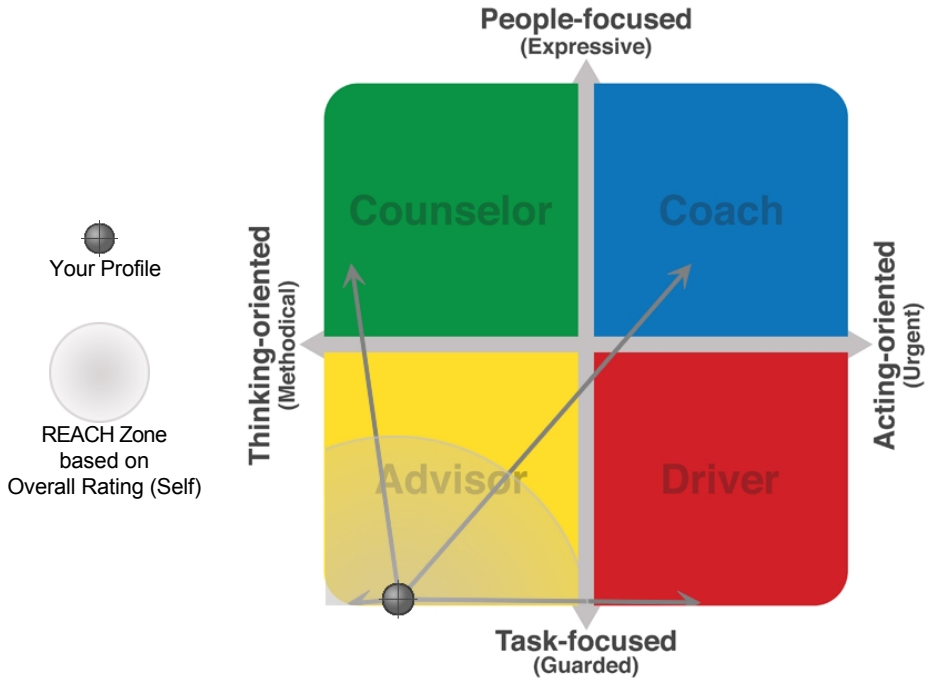
Summary

The ratings provided on the LDP:360 survey were averaged to derive your overall REACH Quotient.

REACH Quotient: 3.42 out of 5.00

The REACH Quotient is graphically displayed as a circular zone around your matrix plot, revealing the profile(s) within which you may be most effective exercising influence. The larger the REACH zone depicted, the greater the skill and agility with which you may adapt to other profiles when Relating to others and Achieving goals.



A comparative breakdown of your REACH is presented below, comparing your self-ratings to the average ratings provided by your (3) raters.

Profile Comparison

Styles	Combined Rating			0 1 2 3 4 5
Counseling Competencies	**3.19**	Self	3.00	
		Raters	3.25	
Coaching Competencies	**3.31**	Self	3.50	
		Raters	3.25	
Driving Competencies	**3.44**	Self	3.75	
		Raters	3.33	
Advising Competencies	**3.75**	Self	4.50	
		Raters	3.50	

Your REACH Quotient is derived from calculations reported on Page 4. Detailed ratings and narrative comments for each profile are provided on the following pages.

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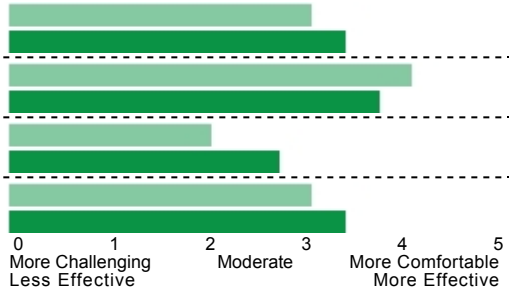
REACH Competencies

Each of the four profiles can be recognized by the extent to which you demonstrate specific competencies in your leading. You may be very comfortable in demonstrating certain competencies, while others may be more challenging. These competencies are shown below, comparing your ratings with the ratings provided by your (3) raters.

Relating to Others

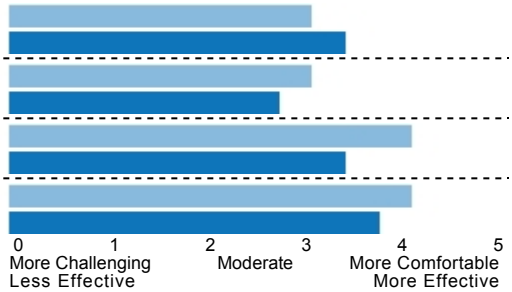
Counseling Competencies (the "who")

	Self	Raters
Assimilating team members	3.00	3.33
Cultivating team spirit	4.00	3.67
Identifying personal needs	2.00	2.67
Recognizing others' efforts	3.00	3.33
Average Rating:	3.00	3.25



Coaching Competencies (the "why")

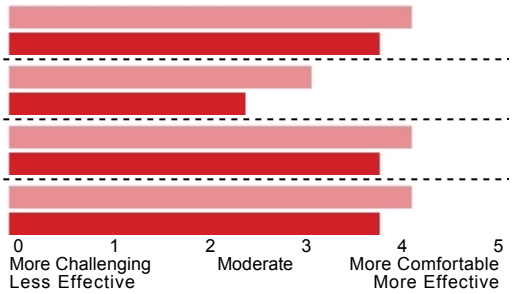
	Self	Raters
Building rapport	3.00	3.33
Easing tensions during conflict	3.00	2.67
Finding opportunities for synergy	4.00	3.33
Rallying others around a cause	4.00	3.67
Average Rating:	3.50	3.25



Achieving Goals

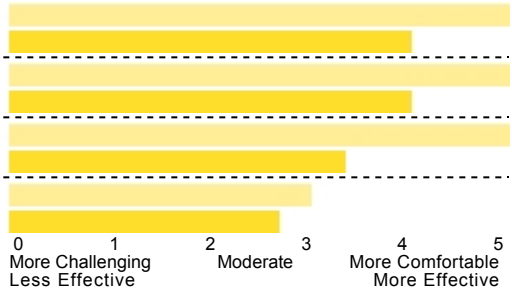
Driving Competencies (the "what")

	Self	Raters
Establishing clear expectations	4.00	3.67
Evaluating individual performance	3.00	2.33
Exercising control over team processes	4.00	3.67
Guiding team during change	4.00	3.67
Average Rating:	3.75	3.33



Advising Competencies (the "how")

	Self	Raters
Addressing quality concerns	5.00	4.00
Aligning resources with needs	5.00	4.00
Designing team structure/function	5.00	3.33
Integrating diverse perspectives	3.00	2.67
Average Rating:	4.50	3.50



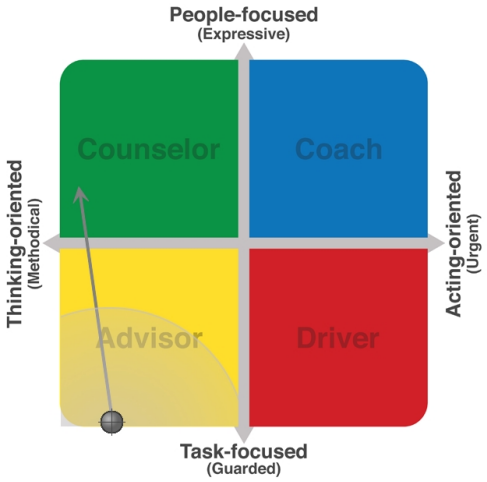
REACH Quotient: 3.42 out of 5.00

Your REACH Zone, shown on the LDP Matrix throughout this report, is derived from Overall REACH Ratings. On the pages that follow, you will find more detailed information regarding the ratings and observations gathered via the LDP:360 program.

REACHing to the Counselor Profile

The Counselor encourages a welcoming and nurturing climate in which team members recognize and care for each others' interests. The Counselor answers the "who" questions to ensure that team members are appreciated and supported.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. Summary and detailed results are presented below:



Based on your responses to the LDP, the Advisor Profile is your primary style

Self-Rating: **3.00**

Rater Categories: **3.25** (Rater Average)

Direct Reports (2) 3.00

Others/Undisclosed (1) 3.75

Gap: **0.25** Overall, your Self-Rating is slightly lower than the average rating provided by your raters.

Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Counselor Profile based on the following observations of your leading interactions.

			Gap	Hi	Lo
Assimilating team members	Self	3.00		3	3
	Direct Reports (2)	3.00		3	3
	Others/Undisclosed (1)	4.00		4	4
Cultivating team spirit	Self	4.00		4	4
	Direct Reports (2)	3.50		4	3
	Others/Undisclosed (1)	4.00		4	4
Identifying personal needs	Self	2.00		2	2
	Direct Reports (2)	2.50		3	2
	Others/Undisclosed (1)	3.00		3	3
Recognizing others' efforts	Self	3.00		3	3
	Direct Reports (2)	3.00		3	3
	Others/Undisclosed (1)	4.00		4	4

Comments on ReAching to the Counselor Profile

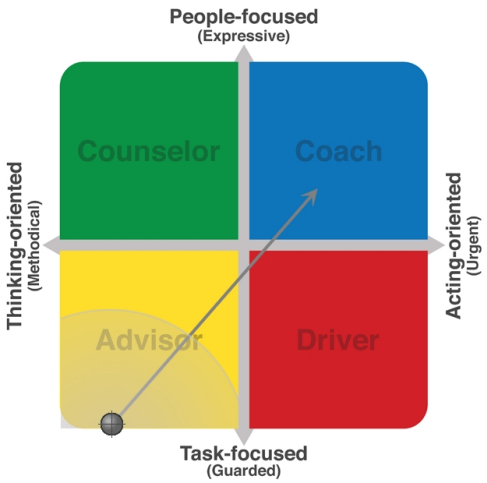
Raters were asked to provide optional comments regarding your utilization of the Counselor Profile. Any comments provided are shown below:

- Charles is OK at recognising the needs of his immediate team but not so much of other team members that are part of operations. Sometimes he is oblivious to this or doesn't see it as his concern at all. Even though it is not his direct responsibility it comes across as uncaring.
- All good
- I think Charles (like me) could be more attuned to the personal needs of others as we get so caught up in the business we sometimes neglect the people. As COO Charles has to have a handle on getting new starters assimilated into the YumYum way of being which he does very effectively.

REACHing to the Coach Profile

The Coach inspires team members through emotional appeal to face challenges with urgency and passion. The Coach answers the "why" questions to ensure that team members are emotionally engaged in fulfilling their shared purpose.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. Summary and detailed results are presented below:



Based on your responses to the LDP, the Advisor Profile is your primary style

Self-Rating: **3.50**

Rater Categories: **3.25** (Rater Average)

Direct Reports (2) 3.00

Others/Undisclosed (1) 3.75

Gap: **0.25** Overall, your Self-Rating is slightly higher than the average rating provided by your raters. This may be a blind spot within your leadership style.

Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Coach Profile based on the following observations of your leading interactions.

		0 1 2 3 4 5	Gap	Hi	Lo
Building rapport	Self	3.00		3	3
	Direct Reports (2)	3.00		3	3
	Others/Undisclosed (1)	4.00		4	4
Easing tensions during conflict	Self	3.00		3	3
	Direct Reports (2)	2.50		3	2
	Others/Undisclosed (1)	3.00		3	3
Finding opportunities for synergy	Self	4.00		4	4
	Direct Reports (2)	3.00		3	3
	Others/Undisclosed (1)	4.00		4	4
Rallying others around a cause	Self	4.00		4	4
	Direct Reports (2)	3.50		4	3
	Others/Undisclosed (1)	4.00		4	4

Comments on ReAching to the Coach Profile

Raters were asked to provide optional comments regarding your utilization of the Coach Profile. Any comments provided are shown below:

- Charles is good at keeping us all focused on the mission of YumYum Dairy and is enthusiastic about projects. He is not so good at recognising conflict in the team and helping us sort it out. This has led to some people leaving .
- All good
- Charles is a role model in using the different strengths of the people that report to him. He can have a tendency to let people sort their own differences out and only get involved when things become serious - perhaps he could get involved earlier on before things escalate.

REACHing to the Driver Profile

The Driver directs team members' contributions to comply with expectations and meet timely performance goals. The Driver answers the "what" questions to ensure that team members are focused and accountable in pursuing desired outcomes.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. Summary and detailed results are presented below:

Based on your responses to the LDP, the Advisor Profile is your primary style

Self-Rating: **3.75**

Rater Categories: **3.33** (Rater Average)

Direct Reports (2) 3.00

Others/Undisclosed (1) 4.00

Gap: **0.42** Overall, your Self-Rating is higher than the average rating provided by your raters. This may be a blind spot within your leadership style.

Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Driver Profile based on the following observations of your leading interactions.

			Gap	Hi	Lo
Establishing clear expectations	Self	4.00		4	4
	Direct Reports (2)	3.50		4	3
	Others/Undisclosed (1)	4.00		4	4
Evaluating individual performance	Self	3.00		3	3
	Direct Reports (2)	2.00		3	1
	Others/Undisclosed (1)	3.00		3	3
Exercising control over team processes	Self	4.00		4	4
	Direct Reports (2)	3.00		3	3
	Others/Undisclosed (1)	5.00		5	5
Guiding team during change	Self	4.00		4	4
	Direct Reports (2)	3.50		4	3
	Others/Undisclosed (1)	4.00		4	4

Comments on ReAching to the Driver Profile

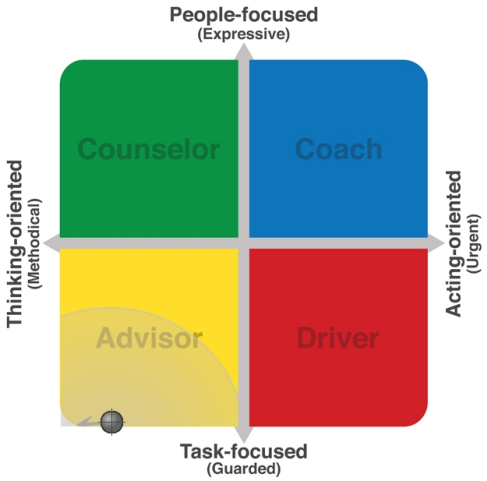
Raters were asked to provide optional comments regarding your utilization of the Driver Profile. Any comments provided are shown below:

- I haven't had a proper performance review since I cam here. It is all too casual for me. I get feedback but I don't get a chance to know what else I should be doing to improve.
- All good
- Charles is very close to the business and leads from the front in terms of operations. The company is undergoing some major change at the moment and Charles is instrumental in guiding the business through this in a calm and disciplined manner. One area where Charles could perhaps pay more attention is giving more regular feedback on performance to his senior leadership team.

REACHing to the Advisor Profile

The Advisor is recognized for maintaining a stable and structured work process in which resources are used to maximize team members' efficiency. The Advisor answers the "how" questions to ensure the team operates in an orderly and consistent manner.

Raters were asked to evaluate the frequency and effectiveness with which you may leverage this profile. Summary and detailed results are presented below:



Based on your responses to the LDP, the Advisor Profile is your primary style

Self-Rating: **4.50**

Rater Categories: **3.50** (Rater Average)

Direct Reports (2) 3.13

Others/Undisclosed (1) 4.25

Gap: **1.00** Overall, your Self-Rating is higher than the average rating provided by your raters. This may be a blind spot within your leadership style.

Observation Statistics

Raters were asked to evaluate the extent to which you REACH to the Advisor Profile based on the following observations of your leading interactions.

			Gap	Hi	Lo
Addressing quality concerns	Self	5.00		5	5
	Direct Reports (2)	3.50		4	3
	Others/Undisclosed (1)	5.00		5	5
Aligning resources with needs	Self	5.00		5	5
	Direct Reports (2)	3.50		4	3
	Others/Undisclosed (1)	5.00		5	5
Designing team structure/function	Self	5.00		5	5
	Direct Reports (2)	3.00		3	3
	Others/Undisclosed (1)	4.00		4	4
Integrating diverse perspectives	Self	3.00		3	3
	Direct Reports (2)	2.50		3	2
	Others/Undisclosed (1)	3.00		3	3

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Comments on ReAching to the Advisor Profile

Raters were asked to provide optional comments regarding your utilization of the Advisor Profile. Any comments provided are shown below:

- Charles should listen more to the ideas of his team as we are best placed to improve things. Some of my team are discouraged from offering suggestions for improvement as nothing appears to ever happen.
- All good
- Charles has led the quality control of the business for many years to his credit. He can at times be a little headstrong in his decision making and could benefit from taking on more diverse perspectives especially in making strategic decisions.

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Contact Information

For more information regarding the Leading Dimensions Profile (LDP) or other products and services available to help you develop and coach high performers, please contact your LDC Affiliate:

OrgDev Institute (ODi)
https://www.orgdevinstitute.co

Important Note

The information contained herein describes certain behavioral preferences and tendencies derived from the participant's self-reporting. While such patterns of behavior tend to be consistent over time, these can change based on circumstances beyond the scope of what has been measured by this survey. Therefore, this information does not represent a comprehensive measure of psychological traits, nor does it claim to represent a prediction of future behavior. No part of this information is intended to convey a psychological, medical, or psychiatric evaluation, and in no way is this information intended to convey an evaluation of employability. This information is intended to provide insight that is useful in coaching, team-building, and other aspects of professional development and training. No employment decision should be made based, in whole or in part, on the results contained herein, and no indication of suitability for employment should be inferred or implied based on the Leading Dimensions Profile (LDP).