Barrett Values Centre

Leadership Development Report:
Jane Leader

Jane Leader (15 Assessors)

ALIGNMENT WITH ASSESSORS

Values Matches: 1

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: 1

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.

Leadership Entropy: 18%

<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: 1

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.

controlling

NEW VALUES TO FOCUS ON

strategic thinker
honesty
accountability
business/ industry knowledge
communication skills
decisiveness
innovative
open to new ideas
team builder

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?
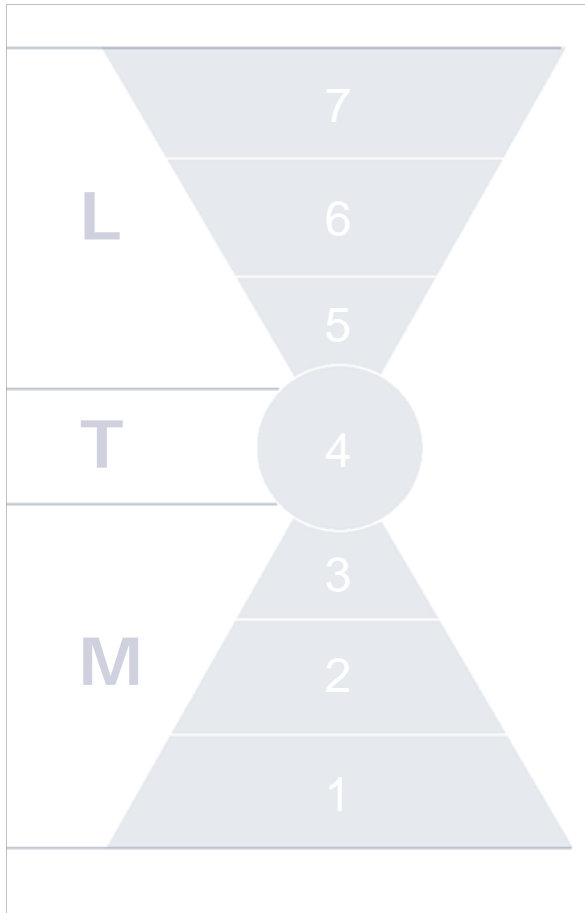
Jane Leader (15 Assessors)

Level	Jane: 10 VALUES (Self)	OBSERVED VALUES (OV)	REQUESTED VALUES (RV)
7			
6			
5			
4			
3			
2			
1			
	IROS (P)= 4-5-1-0 | IROS (L)= 0-0-0-0	IROS (P)= 3-1-2-0 | IROS (L)= 0-1-0-0	IROS (P)= 7-3-0-0 | IROS (L)= 0-0-0-0

Matches

Self-OV 1
OV-RV 1
Self-RV 3

Self		OV			RV		
attention to detail	3(I)	*attention to detail*	9	3(I)	strategic thinker	8	4(I)
communication skills	2(R)	goals orientation	7	4(O)	honesty	6	5(I)
developing others	4(R)	ambitious	6	3(I)	accountability	5	4(R)
humour/ fun	5(I)	high standards	6	3(I)	*attention to detail*	5	3(I)
listening	2(R)	accessible	5	2(R)	business/ industry knowledge	5	4(I)
managing well under pressure	1(I)	controlling (L)	5	1(R)	**communication skills**	5	2(R)
positive attitude	5(I)	solution focus	5	3(O)	decisiveness	5	3(I)
relationship builder	2(R)				innovative	5	4(I)
shared vision	5(O)				open to new ideas	5	4(I)
team builder	4(R)				**team builder**	5	4(R)

Leadership Values Plot   Copyright Barrett Values Centre

Jane Leader (15 Assessors)

Jane: 10 VALUES

Level	Positive
7	0%
6	0%
5	30%
4	20%
3	10% / 0%
2	30% / 0%
1	10% / 0%
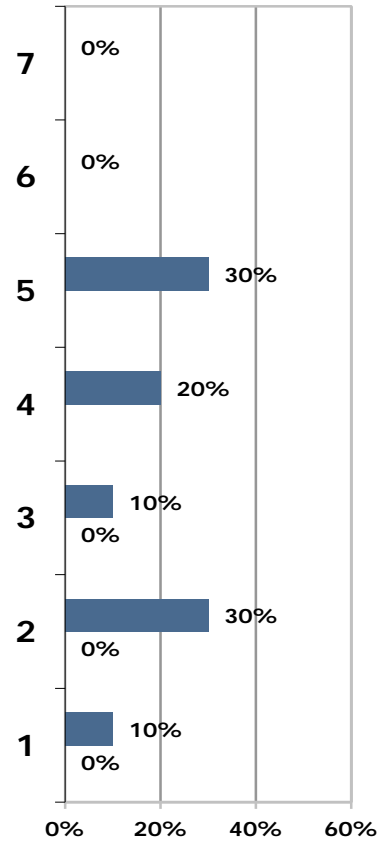
LTM = 30-20-50
Leadership Entropy = 0%

OBSERVED VALUES

Level	Positive / Limiting
7	3%
6	5%
5	11%
4	21%
3	31% / 3%
2	10% / 4%
1	1% / 11%
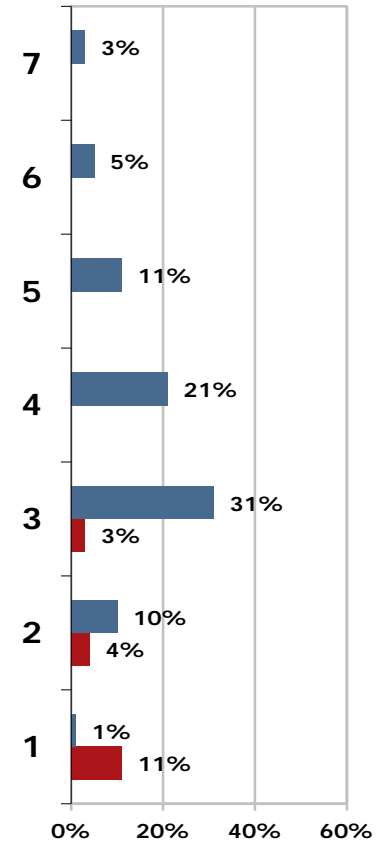
LTM = 19-21-60
Leadership Entropy = 18%

REQUESTED VALUES

Level	Positive / Limiting
7	4%
6	12%
5	17%
4	36%
3	18% / 1%
2	9% / 1%
1	1% / 1%
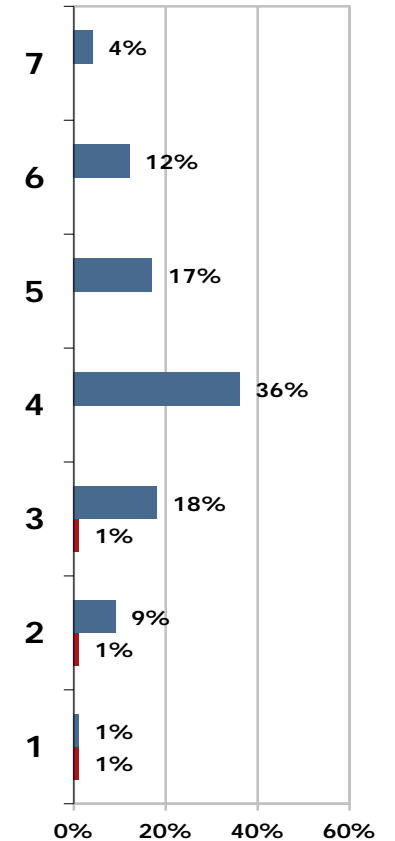
LTM = 33-36-31
Leadership Entropy = 3%

L = Leadership
T = Transformation
M = Management

■ Positive Values
■ Potentially Limiting Values

Values Distribution

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Jane Leader (15 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.

	OBSERVED VALUES VOTES	REQUESTED VALUES VOTES	VALUES JUMP
strategic thinker	3	8	5
business/ industry knowledge	0	5	5
communication skills	0	5	5
innovative	0	5	5
open to new ideas	1	5	4
vision	0	4	4
building trust	1	4	3
inspiring	0	3	3
making a difference	0	3	3

Jane Leader (15 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.

LEVEL	1	2	3	4	5	6	7
Your Chosen Values	10%	30%	10%	20%	30%	0%	0%
Observed Values	1%	10%	31%	21%	11%	5%	3%
Requested Values	1%	9%	18%	36%	17%	12%	4%

	1	2	3	4	5	6	7
Top Requested Values				strategic thinker accountability business/ industry knowledge innovative open to new ideas team builder	honesty		
Values Jumps					building trust inspiring	making a difference	vision
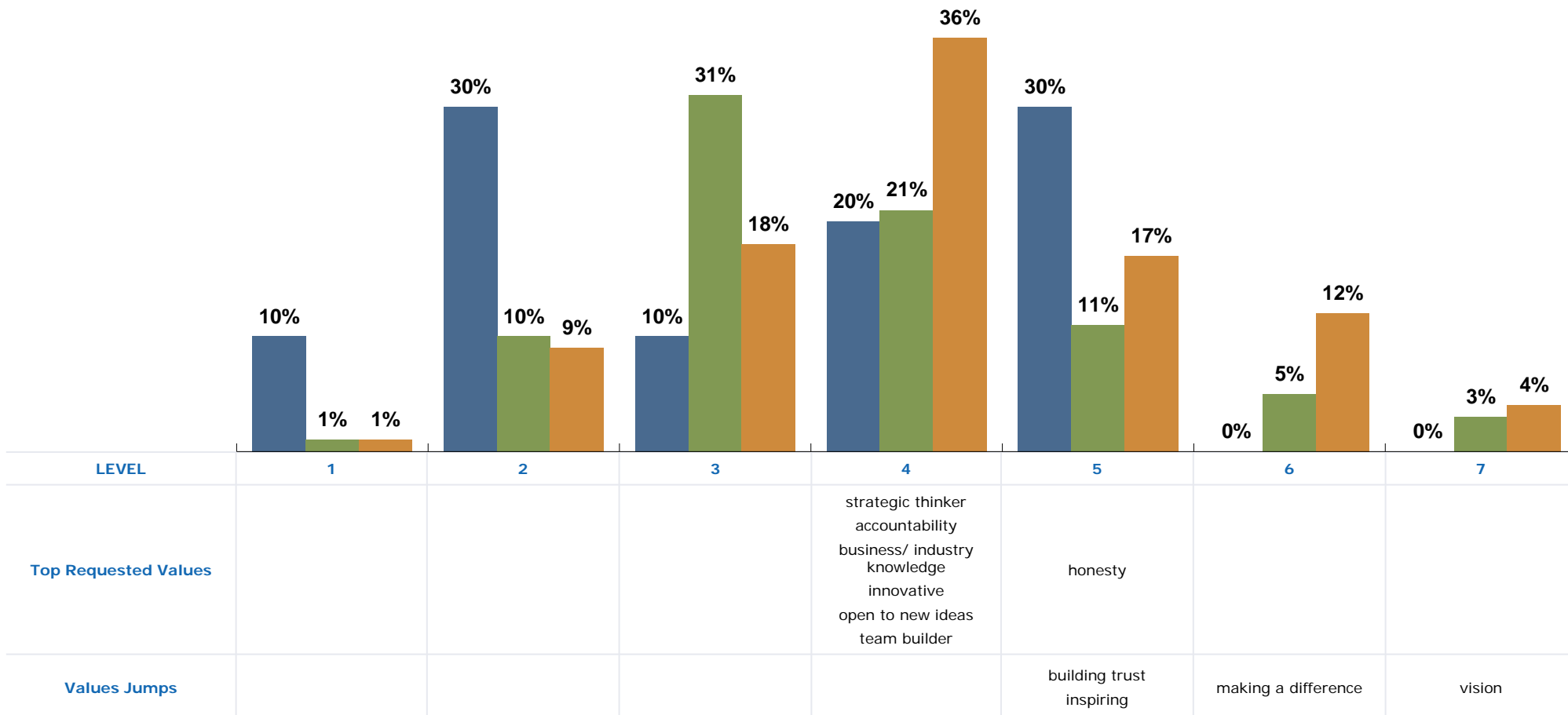
Your Chosen Values ■   Observed Values ■   Requested Values ■

Positive Values Distribution   Copyright Barrett Values Centre

LEADERSHIP 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 Leadership Entropy percentage of 18 is high. This indicates that your level of leadership entropy is compromising your personal integrity and your ability to achieve your objectives and those of your organisation. Your behaviours and actions are adversely affecting the people around you, your decision-making processes and/or your sense of work/life balance. Identify what steps you can take to overcome the negative qualities that stand in the way of achieving the results that you want, and take appropriate action to reduce your level of leadership entropy.

LEVEL	1	2	3
Votes for Potentially Limiting Values: 27 out of 150	controlling (5) authoritarian (4) over-managing (4) cautious (3)	demanding (4) internally competitive (2)	power (3) lack of confidence (1) long hours (1)
Percentage of Total Votes: 18%	11%	4%	3%

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/unable to comment

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 MANAGER

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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Places appropriate emphasis on financial performance			1	14
Applies caution and control in appropriate measure			5	10

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

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LEVEL 2: THE RELATIONSHIP MANAGER

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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is accessible and supportive of others		3	6	6
Uses effective communication skills		2	5	8
Maintains a focus on customer/stakeholder needs where appropriate	1	1	5	8

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

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LEVEL 3: THE PERFORMANCE MANAGER

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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Is reliable and focused on achievement			4	11
Demonstrates skill/experience in his/her role			9	6
Maintains strong visibility in the organisation			10	5
Promotes order, efficiency and quality			7	8

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

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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Demonstrates adaptability and is open to the ideas of others		4	4	7
Learns and grows from experiences			3	12
Encourages accountability through empowerment		4	3	8
Continuously seeks to innovate processes, practices and deliverables			7	8
Thinks strategically and provides clear goals			10	5
Demonstrates and supports teamwork		2	5	8
Offers constructive, regular feedback to support employee development	1	1	7	6
Demonstrates and supports a healthy work/life balance			3	12

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

Leader's own rating =

LEVEL 5: THE INSPIRATIONAL LEADER

The inspirational leader 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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Promotes dedication to a compelling, shared vision			7	8
Shows enthusiasm and maintains a positive attitude			6	9
Displays authenticity and works to build mutual trust		3	3	9
Demonstrates patience and cooperation		3	5	7

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

Jane Leader (15 Assessors)

LEVEL 6: THE MENTOR/PARTNER LEADER

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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays empathy towards coworkers			4	11
Works to ensure employee fulfilment	1	1	8	5
Serves as a coach/mentor to others	1	1	6	7

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

Level 6 Behaviours

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LEVEL 7: THE VISIONARY LEADER

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/UNABLE TO COMMENT	NEEDS SIGNIFICANT DEVELOPMENT	NEEDS SOME DEVELOPMENT	AN EXISTING STRENGTH
Displays humility and compassion			4	11
Shows wisdom when handling multiple levels of complexity/uncertainty			9	6

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

FEEDBACK

What feedback you would like this person to have?	NAME (if given)
As you transition into your new role it is important to reflect on what leadership attributes are needed in your new role as these may not be the same as the strengths you have used to be successful thus far in your career.	Jim
A very supportive person to work with in the team.	Tanya
Micromanagement hinders the growth of team members	
Jane is new to her role, and is currently delivering on expectations. I think that she should start to challenge process and systems a lot more, and find new and innovative ways to enhance the message and measurement of marketing processes.	John

FEEDBACK

What feedback you would like this person to have?	NAME (if given)
I am hapy with Jane being my leader first time I am reporting directly to her and appreciate her honesty and fairness in her decision making. She is very approacable and listen and mentor if and when required. She is very calm person and professional in all her dealings with me. She very strong leadership skills. I am enjoying reporting into her. I have not been in any dispute with her and find her leadership style refreshing.	Sara

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

ALIGNMENT *Your chosen values, which are clearly recognised by your assessors.*			**UNREALISED POTENTIAL** *Your chosen values, which are not strongly recognised by your assessors. Potentially limiting values here are not a major handicap.*		
Value/Behaviour	**Votes**	**LEVEL**	**Value/Behaviour**	**Votes**	**LEVEL**
attention to detail	9	3	positive attitude	3	5
			relationship builder	3	2
			team builder	3	4
			listening	2	2
			developing others	1	4
			managing well under pressure	1	1
			communication skills	0	2
			humour/ fun	0	5
			shared vision	0	5

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

POSSIBLE BLIND SPOTS Values you demonstrate, perhaps without awareness of their impact.			DEVELOPMENT PRIORITIES New requests from your assessors.		
Value/Behaviour	Votes	LEVEL	Value/Behaviour	Votes	LEVEL
goals orientation	7	4	strategic thinker	8	4
ambitious	6	3	honesty	6	5
high standards	6	3	accountability	5	4
accessible	5	2	business/ industry knowledge	5	4
controlling	5	1	decisiveness	5	3
solution focus	5	3	innovative	5	4
			open to new ideas	5	4

DESIGNING YOUR ACTION PLAN

1. Personal Mastery

If your level of Leadership 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 Leader (15 Assessors)

Positive Focus / Excessive Focus

Level	Role	Focus

Visionary Leader — 7

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

Mentor/Partner Leader — 6

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

Inspirational Leader — 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.

Performance Manager — 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 Manager — 1

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