

Leadership Dimensions Inventory Pegasus International

ABC CORP

Pat Sample

Number of Respondents

Self:	1
Managers:	1
Peers:	4
Direct Reports:	3

ABC CORP LEADERSHIP DIMENSIONS INVENTORY: INTRODUCTION

The following pages provide you with your 360 data presented in various formats.
The actual 7-point rating for each of the 61 items used the following frequency scale:

- 7 = Always
- 6 = Usually
- 5 = Often
- 4 = Sometimes
- 3 = Occasionally
- 2 = Seldom
- 1 = Never

The "Overview" page shows the results for all 7 factors by each of the rating groups: Self, Manager/Supervisor, Peers/Customers, and Direct Reports. Each rating group is represented by a bar with a different fill pattern. If there are no raters in one of the groups an "na" appears in place of that the bar. Also, if there are fewer than 3 Peers/Customers or fewer than 3 Direct Reports, bars for that data will not be printed in order to protect the anonymity of the rating groups.

The "Strengths and Needs Factor Summary" page is a sort of the 7 factors according to the average ratings of all raters other than the "Self." The averages for the 3 highest rated factors ("Performance Strengths") and the 3 lowest rated factors ("Developmental Needs") are summarized on this page. Raters had to answer at least half of the items on a factor for their data to be included in that factor average.

The next 2 pages are sorts of all 61 items, again by the average ratings of all raters other than yourself. The 10 highest rated items are listed on the "Performance Strengths Item Summary" with the 10 lowest rated items on the "Developmental Needs Item Summary." On both of these lists, if the 11th item has the same overall rating as the 10th item, the 11th item also appears, and so forth until the tie is broken or the page is filled. Also note that the factor the item belongs to is indicated by a 3 or 4 letter factor code.

The next 7 pages summarize the data for a single factor (by rating group) showing the data for each item belonging to that factor.

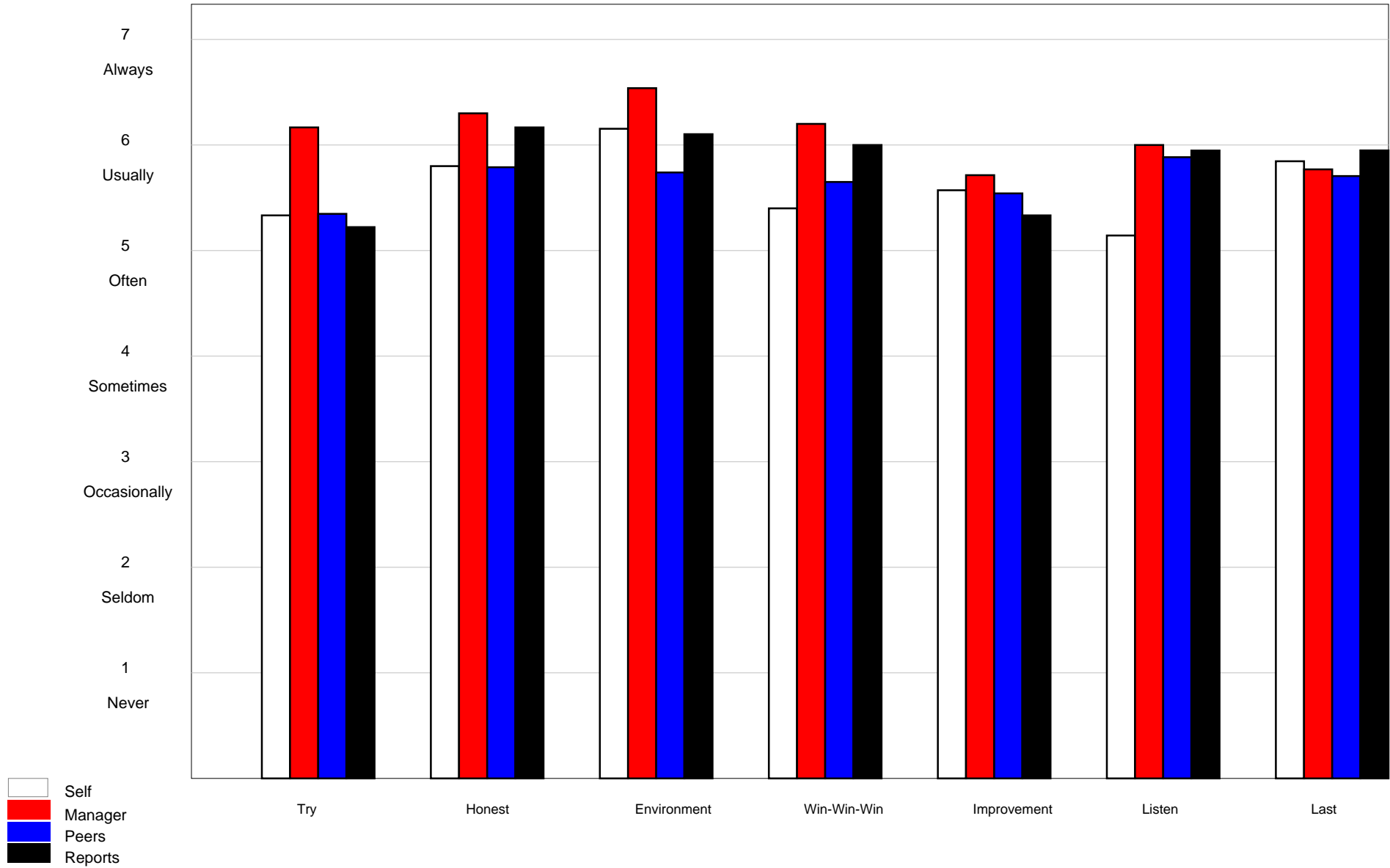
The next page shows the "Items with the Most DO LESS and DO MORE Suggestions." These suggestions are sums for all rating groups other than "Self." These "Less" and "More" suggestions can help focus on your developmental needs arising in your particular situation.

The last pages show the verbal comments from your raters. Comments from Direct Reports and Peers are printed together to further protect their anonymity.

Further suggestions for analyzing your 360 results include paying special attention to:
areas where your self-ratings were markedly different from those of your other raters
areas where some of your rating groups contrast markedly from other rating groups.

ABC CORP LEADERSHIP DIMENSIONS INVENTORY OVERVIEW

FACTOR SUMMARY .. ALL GROUPS



**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
STRENGTHS AND NEEDS FACTOR SUMMARY
November, 2011**

PERFORMANCE STRENGTHS FACTOR SUMMARY

FACTOR	RATINGS			
Honesty	Average of All Others: 6.0			
	Self	Mngr	Peers	Repts
	5.8	6.3	5.8	6.2
Environment	Average of All Others: 6.0			
	Self	Mngr	Peers	Repts
	6.2	6.5	5.7	6.1
Listen	Average of All Others: 5.9			
	Self	Mngr	Peers	Repts
	5.1	6.0	5.9	5.9

DEVELOPMENTAL NEEDS FACTOR SUMMARY

FACTOR	RATINGS			
Try	Average of All Others: 5.4			
	Self	Mngr	Peers	Repts
	5.3	6.2	5.3	5.2
Improvement	Average of All Others: 5.5			
	Self	Mngr	Peers	Repts
	5.6	5.7	5.5	5.3
Last	Average of All Others: 5.8			
	Self	Mngr	Peers	Repts
	5.8	5.8	5.7	5.9

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
PERFORMANCE STRENGTHS ITEM SUMMARY
November, 2011**

Performance Strengths Items

ITEM	RATINGS				
HNST 15. Keeps confidences.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.8	7.0	6.9
HNST 14. Is someone I can trust.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.8	6.7	6.8
ENVR 21. Treats people with respect regardless of race, gender, or other differences.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.5	7.0	6.8
ENVR 29. Cares about me as an individual.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.3	6.7	6.5
HNST 13. Takes responsibility for his/her own actions and admits it when wrong.	Self	Mngr	Peers	Repts	All Others
	6.0	7.0	6.0	6.7	6.4
ENVR 22. Treats all associates the same regardless of their level or background.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.3	6.3	6.4
IMPR 37. When mistakes are made, does not punish or ridicule others.	Self	Mngr	Peers	Repts	All Others
	5.0	7.0	6.0	6.7	6.4
LSTN 47. Is accessible to me.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.3	6.3	6.4
LAST 49. Takes initiative to get things done.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	5.8	7.0	6.4
HNST 12. Praises when a job is well done.	Self	Mngr	Peers	Repts	All Others
	6.0	6.0	6.0	6.7	6.3
ENVR 18. Promotes cooperation and teamwork.	Self	Mngr	Peers	Repts	All Others
	7.0	7.0	6.0	6.3	6.3
ENVR 28. Exercises tact in dealing with others.	Self	Mngr	Peers	Repts	All Others
	6.0	7.0	5.8	6.7	6.3

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
DEVELOPMENTAL NEEDS ITEM SUMMARY
November, 2011**

Developmental Needs Items

ITEM	RATINGS				
IMPR 38. Is continually learning and pursuing new skills.	Self	Mngr	Peers	Repts	All Others
	5.0	6.0	5.3	4.0	4.9
LAST 57. Extends beyond area of influence to help others achieve corporate goals.	Self	Mngr	Peers	Repts	All Others
	4.0	5.0	5.3	4.3	4.9
ENVR 23. Remains calm in stressful situations.	Self	Mngr	Peers	Repts	All Others
	5.0	5.0	4.5	5.3	4.9
TRY 1. Is willing to take risks when making decisions.	Self	Mngr	Peers	Repts	All Others
	4.0	5.0	4.8	5.0	4.9
IMPR 36. Lets others know how current performance can be improved.	Self	Mngr	Peers	Repts	All Others
	5.0	5.0	5.3	4.7	5.0
HNST 11. Has the courage to say "No" when appropriate.	Self	Mngr	Peers	Repts	All Others
	5.0	4.0	5.3	5.0	5.0
TRY 2. Asks questions which challenge old assumptions.	Self	Mngr	Peers	Repts	All Others
	5.0	6.0	5.0	4.7	5.0
IMPR 39. Encourages others to continue to learn and pursue new skills.	Self	Mngr	Peers	Repts	All Others
	5.0	5.0	5.5	4.7	5.1
TRY 5. Encourages direct reports to try a lot of stuff.	Self	Mngr	Peers	Repts	All Others
	6.0	7.0	5.0	4.7	5.1
IMPR 35. Takes the time to coach, mentor, and support others.	Self	Mngr	Peers	Repts	All Others
	6.0	5.0	5.5	5.0	5.3

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
 FACTOR SUMMARY ITEM ANALYSIS
 November, 2011**

Try Items

ITEM	Self	Mngr	Peer	Repts	All Others
1. Is willing to take risks when making decisions.	4.0	5.0	4.8	5.0	4.9
2. Asks questions which challenge old assumptions.	5.0	6.0	5.0	4.7	5.0
3. Is flexible and open-minded in trying new ideas.	6.0	6.0	6.0	5.7	5.9
4. Recognizes and takes time to learn from their own mistakes.	6.0	6.0	5.8	5.7	5.8
5. Encourages direct reports to try a lot of stuff.	6.0	7.0	5.0	4.7	5.1
6. Is willing to act on a new idea and seize the opportunity.	5.0	7.0	5.5	5.7	5.8

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
FACTOR SUMMARY ITEM ANALYSIS
November, 2011

Honesty Items

ITEM	Self	Mngr	Peer	Repts	All Others
7. Follows through on commitments.	5.0	6.0	5.8	6.0	5.9
8. Provides candid feedback to others in a way that facilitates improvements.	5.0	7.0	5.3	6.0	5.8
9. Hires and promotes qualified people.	6.0	7.0	5.7	5.3	5.7
10. Is willing to make unpopular decisions.	4.0	5.0	5.0	5.7	5.3
11. Has the courage to say "No" when appropriate.	5.0	4.0	5.3	5.0	5.0
12. Praises when a job is well done.	6.0	6.0	6.0	6.7	6.3
13. Takes responsibility for his/her own actions and admits it when wrong.	6.0	7.0	6.0	6.7	6.4
14. Is someone I can trust.	7.0	7.0	6.8	6.7	6.8
15. Keeps confidences.	7.0	7.0	6.8	7.0	6.9
16. Does not spread rumors or gossip.	7.0	7.0	5.3	6.7	6.0

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
FACTOR SUMMARY ITEM ANALYSIS
November, 2011

Environment Items

ITEM	Self	Mngr	Peer	Repts	All Others
17. Addresses performance problems directly and timely.	6.0	6.0	5.5	5.7	5.7
18. Promotes cooperation and teamwork.	7.0	7.0	6.0	6.3	6.3
19. Sets clear direction that aligns his/her team with the organization's strategy.	5.0	6.0	5.8	5.3	5.6
20. Can lead a group of people to succeed.	6.0	6.0	5.5	6.0	5.8
21. Treats people with respect regardless of race, gender, or other differences.	7.0	7.0	6.5	7.0	6.8
22. Treats all associates the same regardless of their level or background.	7.0	7.0	6.3	6.3	6.4
23. Remains calm in stressful situations.	5.0	5.0	4.5	5.3	4.9
24. Empowers others with the resources and authority they need to succeed.	5.0	6.0	5.3	6.3	5.8
25. Is able to inject fun into the workplace.	7.0	7.0	5.5	5.7	5.8
26. Has a good sense of humor.	6.0	7.0	6.0	6.0	6.1
27. Usually exhibits an optimistic outlook.	6.0	7.0	5.8	6.0	6.0
28. Exercises tact in dealing with others.	6.0	7.0	5.8	6.7	6.3
29. Cares about me as an individual.	7.0	7.0	6.3	6.7	6.5

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
FACTOR SUMMARY ITEM ANALYSIS
November, 2011

Improvement Items

ITEM	Self	Mngr	Peer	Repts	All Others
35. Takes the time to coach, mentor, and support others.	6.0	5.0	5.5	5.0	5.3
36. Lets others know how current performance can be improved.	5.0	5.0	5.3	4.7	5.0
37. When mistakes are made, does not punish or ridicule others.	5.0	7.0	6.0	6.7	6.4
38. Is continually learning and pursuing new skills.	5.0	6.0	5.3	4.0	4.9
39. Encourages others to continue to learn and pursue new skills.	5.0	5.0	5.5	4.7	5.1
40. Regularly and constructively discusses with employees how to meet goals and expectations.	7.0	6.0	5.0	6.3	5.8
41. Is able to help people see their mistakes without making them feel unintelligent or ineffective.	6.0	6.0	5.8	6.0	5.9

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
FACTOR SUMMARY ITEM ANALYSIS
November, 2011

Listen Items

ITEM	Self	Mngr	Peer	Repts	All Others
42. Is open to feedback without becoming defensive.	4.0	5.0	5.5	6.0	5.6
43. When listening to others, does not interrupt.	4.0	6.0	5.8	6.0	5.9
44. When listening to others, takes into consideration the other person's point of view.	6.0	6.0	6.0	6.0	6.0
45. Utilizes mechanisms and processes to listen to associates.	5.0	6.0	6.0	6.3	6.1
46. Utilizes mechanisms and processes to listen to customers and consumers.	4.0	6.0	6.0	6.0	6.0
47. Is accessible to me.	7.0	7.0	6.3	6.3	6.4
48. Is curious and inquisitive.	6.0	6.0	5.8	5.0	5.5

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
FACTOR SUMMARY ITEM ANALYSIS
November, 2011

Last Items

ITEM	Self	Mngr	Peer	Repts	All Others
49. Takes initiative to get things done.	7.0	7.0	5.8	7.0	6.4
50. Uses the organization's resources wisely.	7.0	6.0	6.0	6.3	6.1
51. Maintains self-control, even in difficult or emotional circumstances.	6.0	5.0	5.5	6.3	5.8
52. Does the "right" thing, even if it is unpopular.	7.0	5.0	5.8	5.0	5.4
53. Creates a sense of accountability for results within his/her team.	6.0	6.0	5.7	6.7	6.1
54. Does what is best for the entire organization, not just for his/her own interests.	6.0	7.0	6.0	6.0	6.1
55. Is organized.	6.0	5.0	5.8	5.3	5.5
56. Conducts effective meetings with agendas.	5.0	6.0	5.8	6.3	6.0
57. Extends beyond area of influence to help others achieve corporate goals.	4.0	5.0	5.3	4.3	4.9
58. Puts the overall, long-term interests of the company ahead of personal or business units interest.	5.0	5.0	5.8	5.3	5.5
59. Recognizes the existing commitments of direct reports and peers and has realistic expectations.	5.0	6.0	5.5	6.0	5.8
60. Focuses on things that matter.	6.0	6.0	5.8	6.7	6.1
61. Is good at prioritizing the steps that need to be accomplished to reach a goal.	6.0	6.0	5.8	6.0	5.9

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
ITEMS WITH THE MOST DO LESS and DO MORE SUGGESTIONS
November, 2011

All Others

ITEMS	Do Less	Do More
HNST 11. Has the courage to say "No" when appropriate.	0	3
TRY 2. Asks questions which challenge old assumptions.	0	2
ENVR 19. Sets clear direction that aligns his/her team with the organization's strategy.	0	2
IMPR 36. Lets others know how current performance can be improved.	0	2
TRY 5. Encourages direct reports to try a lot of stuff.	0	1
HNST 9. Hires and promotes qualified people.	0	1
HNST 10. Is willing to make unpopular decisions.	0	1
ENVR 17. Addresses performance problems directly and timely.	0	1
ENVR 23. Remains calm in stressful situations.	0	1
ENVR 26. Has a good sense of humor.	0	1
WIN 32. Makes decisions which support our operating and growth strategies.	0	1
IMPR 35. Takes the time to coach, mentor, and support others.	0	1
IMPR 38. Is continually learning and pursuing new skills.	0	1
IMPR 39. Encourages others to continue to learn and pursue new skills.	0	1
LAST 52. Does the "right" thing, even if it is unpopular.	0	1
LAST 55. Is organized.	0	1
LAST 57. Extends beyond area of influence to help others achieve corporate goals.	0	1

ABC CORP LEADERSHIP DIMENSIONS INVENTORY
COMMENTS SUMMARY
November, 2011

63. List the most outstanding qualities with regard to the associate's overall effectiveness.

Self

No Comment
α

Manager

Effective in coraling and motivating team. Setting team goals and prioritizing tasks to achieve successful outcome.
α

All Others

Fair. Good listener. Good at project planning. Good multi-tasker. Approachable usually.
α

Pat is very easy to get along with, and does a great job at keeping things organized as much as possible, even for complex projects. Pat exhibits high optimism even in stressful situations.
α

Team player.
α

Pat is one of the most devoted, hardest working people I know. Makes any project fun. Organization skills are very good. Very efficiently manages work. Additionally, eye for detail is excellent.
α

Good at prioritizing and ensuring goals are met. Very dedicated! Organized
α

Dependable Team Player, Enthusiastic, Good Listener
α

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
COMMENTS SUMMARY
November, 2011**

64. List the most important things that could be improved upon in order to increase overall effectiveness.

Self

No Comment
α

Manager

Look at the scope of the team and understand what can we and cannot be achieved. Pushing back can help the success of the team and minimize frustration. Need to find teams workload balance.
α

All Others

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
COMMENTS SUMMARY
November, 2011**

65. Describe this person's greatest strengths as a leader.

Self

No Comment
α

Manager

Great communication, team management, project priority and management skills.
α

All Others

Pat is detail-oriented and is very good at making everyone feel that they're part of the team.
α

Likeable.
α

Leads by example and is not afraid to roll up sleeves and get the work done.
α

Dedicated. Organized . Sees long term goals and ensures they are accomplished.
α

Ability to multitask, motivate team members; organizational skills
α

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
COMMENTS SUMMARY
November, 2011**

66. Describe specific things this person could do to become a more effective leader.

Self

No Comment
α

Manager

Be the conduit between projects needed and projects being worked on. Push your team to get projects out and push back and demand prioritization on projects when team is maxed.
α

All Others

**ABC CORP LEADERSHIP DIMENSIONS INVENTORY
COMMENTS SUMMARY
November, 2011**

67. General Comments and or clarification of responses.

Self

No Comment
α

Manager

No Comment
α

All Others