

Pulse Report for the

Leadership Behaviours Profile

Steering your Leadership Development



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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 (LBP) has been developed by Team Management Services. **This report represents a snapshot of progress along your leadership development journey** several months beyond the original LBP event.

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

- Your participation several months ago as a subject in an LBP 360 review process.
- Learnings from that process were converted into your Personal Development Leadership Objectives.
- Recent completion of a short on-line questionnaire by **yourself** and your **manager/supervisor only** 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 specific leadership behaviours chosen from the original LBP profile. These are relevant **‘Power’ behaviours** supported through research or seen as particularly important for effective leadership. This 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 LBP results.

The **second** component uses your Personal Development Objectives (PDO's). These were created after the completion of your LBP Profile review and are now recorded in the Pulse system and asks the degree to which you are making progress towards these leadership goals. Written feedback complements 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 to re-energise and refresh your thinking.

Maximising Your Learning from the Pulse

Primarily the aim will be to gain insights as to progress over the few months between your LBP 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

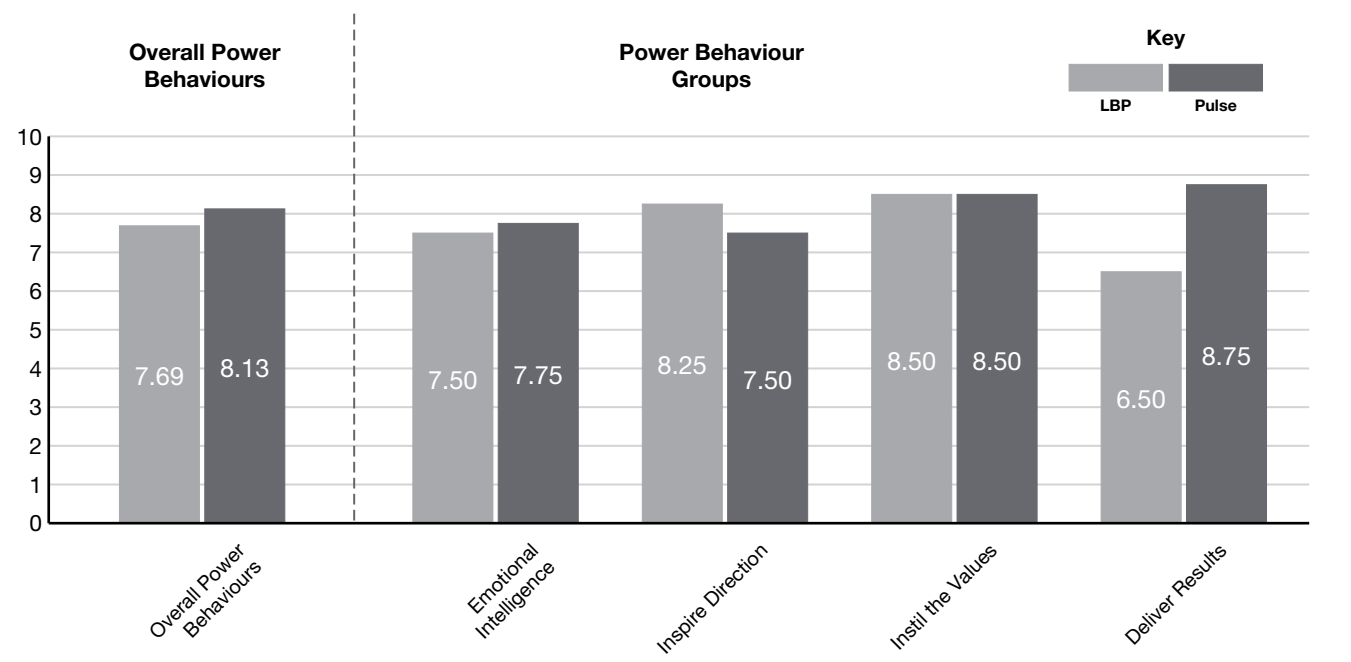
Instil the Values

- 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



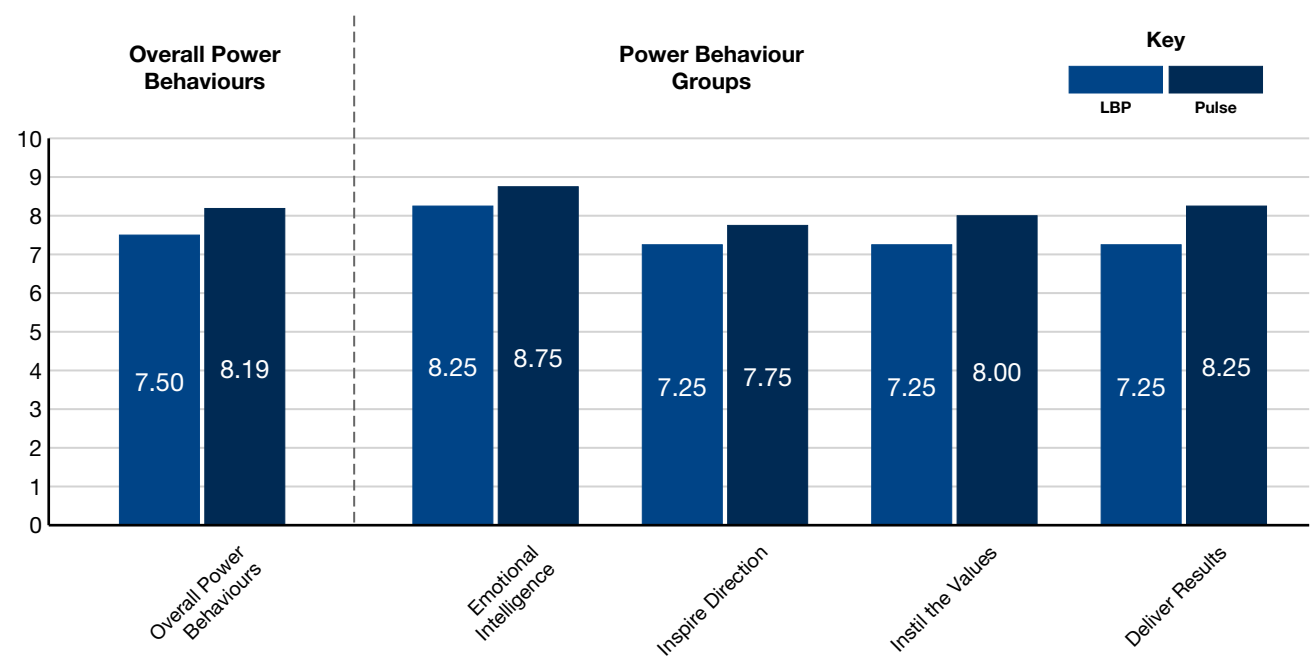
Explanation of Data

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

The adjacent bars compare your progress between the LBP 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.

Power Behaviour Groups	Your Results	
	LBP	Pulse
Overall	7.69	8.13
Emotional Intelligence	7.50	7.75
Inspire Direction	8.25	7.50
Instil the Values	8.50	8.50
Deliver Results	6.50	8.75

Results: Manager/Supervisor's View



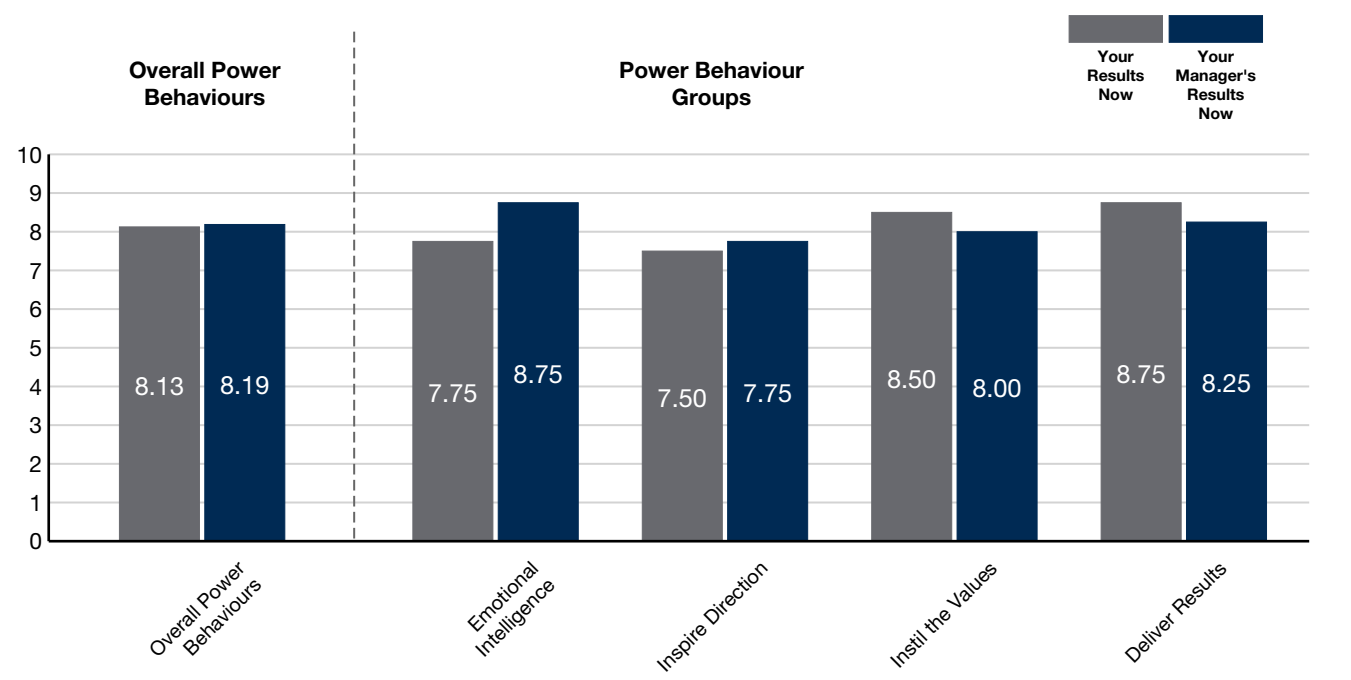
Explanation of Data

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 LBP 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.

Power Behaviour Groups	Your Manager's Results	
	LBP	Pulse
Overall	7.50	8.19
Emotional Intelligence	8.25	8.75
Inspire Direction	7.25	7.75
Instil the Values	7.25	8.00
Deliver Results	7.25	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 blue in the table below. For any Power Behaviour groups identified as such, consider discussing the discrepancy with your manager/supervisor.

Power Behaviour Groups	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 blue 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
Emotional Intelligence		
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
Inspire Direction		
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
I help others overcome their concerns about change	7	7
Instil the Values		
I communicate the operating values to others	8	9
I explain to others how the operating values should be applied	9	7
I use the operating values to assist decision-making	8	8
I demonstrate understanding of what operating values mean in practice	9	8
Deliver Results		
I recognise the different talents people have to offer	10	9
I clarify roles, responsibilities, accountabilities and authorities	8	8
I link and co-ordinate the team in terms of the jobs to be done	8	7
I provide feedback which is even-handed and fair	9	9

Review of Pulse Personal Development Objectives

Up to this point your report has been showing 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 your original LBP.

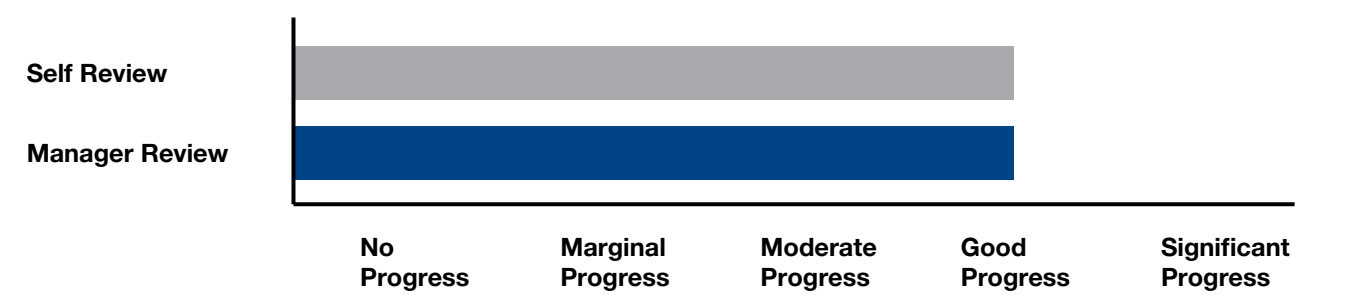
On the following pages, each of these Objectives are presented in turn with an analysis of your progress as perceived by you and your manager/supervisor.

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

**Personal
Development
Objective**

Demonstrate good critical thinking skills and analyse information.

Progress Summary



Self Comments

- I believe my ability to demonstrate good critical thinking skills has developed as I get more across the subject matter and am able to contribute to discussions about policy issues. I believe I am using my analytical skills to analyse information and improve the quality of my written briefings and other documents.

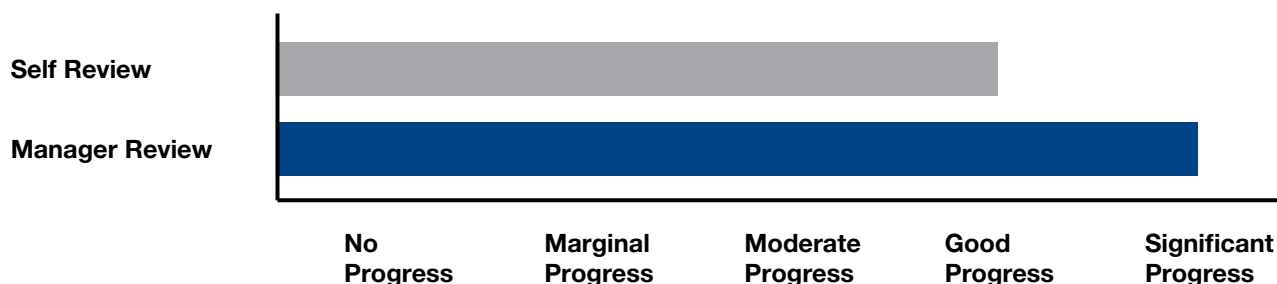
Manager/Supervisor Comments

- In the last six months, Sample has been required to determine policy positions across a wide range of subject matter. He has effectively researched these topics and applied his own original thinking and analysis to develop sound, rational positions.

**Personal
Development
Objective**

Target my writing to the audience and ensure my messaging is current.

Progress Summary



Self Comments

- I believe I am continually increasing my understanding of the audience of the documents I am writing and have been successful, in most cases, in targeting my writing to target the correct audience. I still need to get a better understanding of writing to and for international audiences including using the correct language style and level of information.

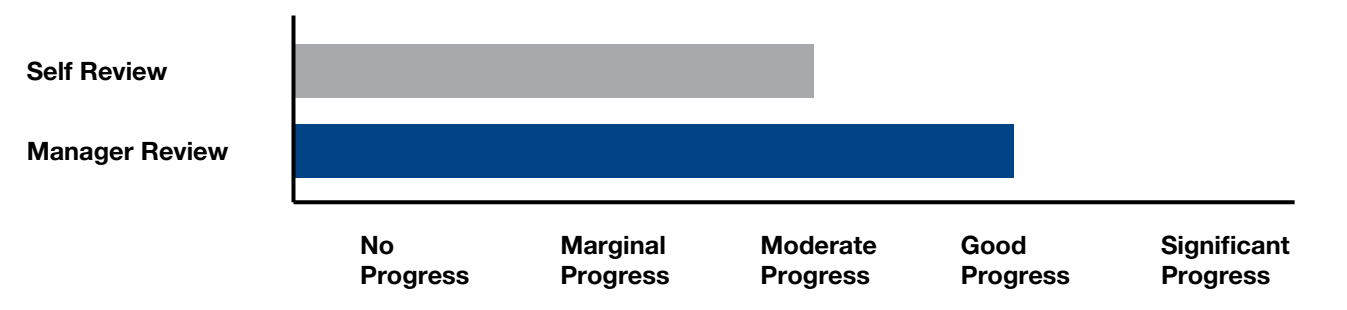
Manager/Supervisor Comments

- Sample has produced a range of briefing material and papers in support of different meetings. While many of these papers covered similar topics, Sample was able to appropriately tailor the messaging to his audience. His work in this area was formally recognised by the Executive.

Personal Development Objective

Demonstrate sound leadership in the management of my direct reports.

Progress Summary



Self Comments

- I try to ensure my messaging is always current and not just a rehash of work previous submitted that is not relevant or current for the audience.

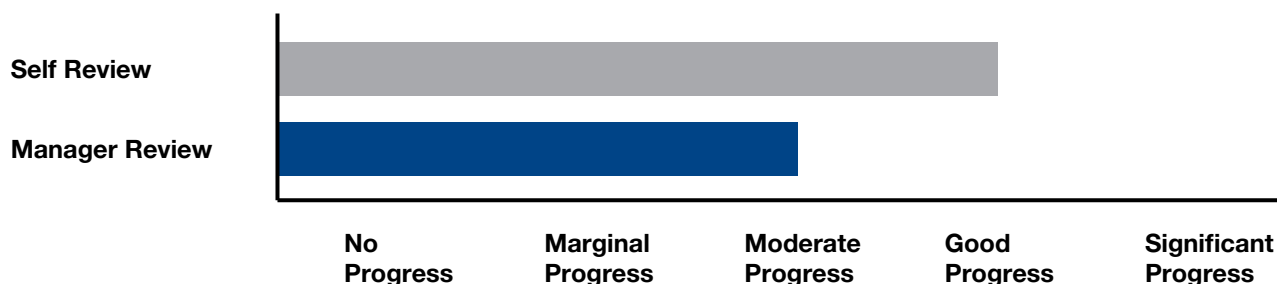
Manager/Supervisor Comments

- Sample has had some challenging situations to deal with in managing his direct reports and, in some cases, this has made him uncomfortable because he is new to managing teams. However, he has risen to the challenge on each occasion and is gaining confidence in his ability to lead a team.

Personal Development Objective

Identify and communication the strategic direction of my work.

Progress Summary



Self Comments

- I am continually trying to improve my management skills for my direct reports but have a lot of room for improvement. The increase in direct reports from 1 to 4 in a short time period proved to be especially challenging, especially at a time that was very busy for the department. I am getting an understanding of how each of my direct reports likes to work and how they work together and trying new management techniques to enable an efficient team.

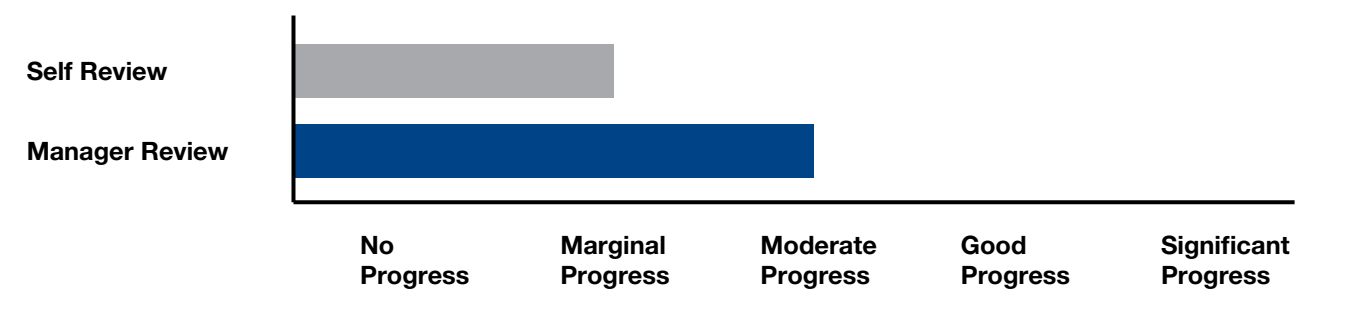
Manager/Supervisor Comments

- Over the last six months, Sample has played an important role in developing the strategic direction of the division's international engagement. He has also worked to ensure that his team members understand this strategic direction and incorporate it into their work.

Personal Development Objective

Manage my priorities to meet timeframes and management expectations.

Progress Summary



Self Comments

- I am committed to extending my understanding of my work and the strategic drivers. As my understanding and knowledge improve, I believe I will be able to further contribute to shaping and communicating the strategic direction of my work.

Manager/Supervisor Comments

- Sample has worked steadily to manage priorities so that work is delivered on time and to a high standard. He has a demanding workload effectively manages his team to deliver outcomes.

Next Steps

Having now received this Pulse feedback on how your leadership development is progressing it is now time to re-assess. Critically look at the areas of your performance which may require your development energies to leverage or improve.

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.

Review your original LBP and the action planning that you prepared as part of that review process. Have things changed or remained the same and if so how? What changes are you prepared to invest your time and effort into?

Using the information in this report you should now also review your PDO's. 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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