

RBL LEADERSHIP CODE®

Individual Report for Jorgen Weight



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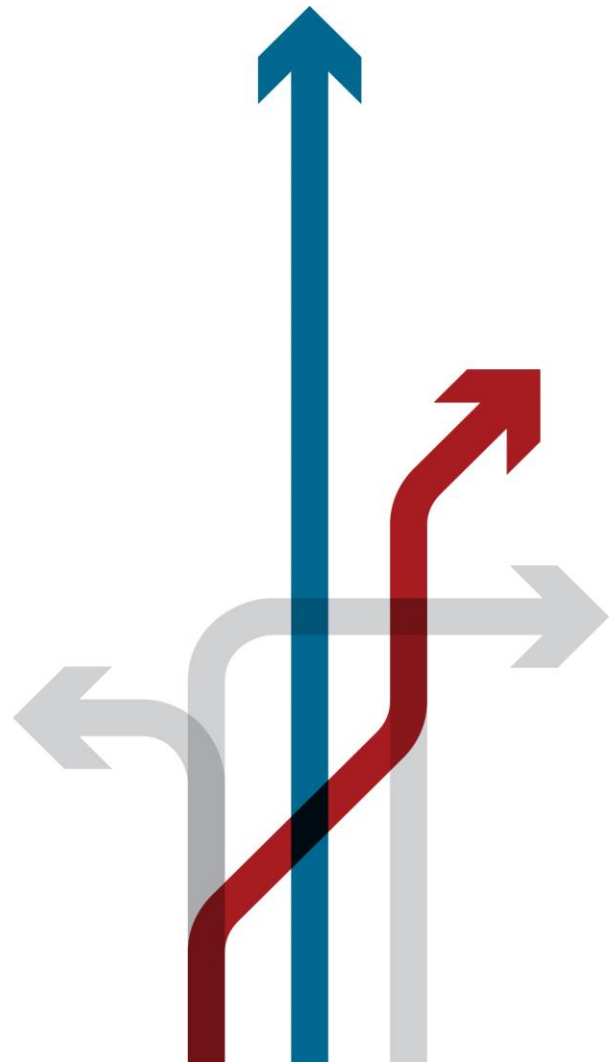
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This report is meant for development purposes only and any other use may not be supported by research.



Key Insights:

Strongest Domain: Personal Proficiency

Personal Proficiency is the foundation for effective leadership. Leaders strong in these proficiencies are both high performers and models from whom others learn. They are quick learners deeply motivated toward value creation in their organizations and their own future growth. Others see them as stabilizing and talented problem solvers. They inspire loyalty and goodwill because they act with integrity and trust. They are passionate about their beliefs, interests, and getting things done while maintaining equal measures of self-awareness and self-discipline in going about the intertwined businesses of life and work.

Leaders strongest in the Personal Proficiency domain demonstrate strengths in competencies associated with Personally Proficiency: Drive for results; Practice clear thinking; Know yourself; Tolerate stress; Demonstrate learning agility; Tend to character and integrity; Take care of yourself; and Have personal energy and passion.

Weakest Domain: Human Capital Developer

Leaders score low in this domain primarily because they focus too much on the near-term and not enough on future development. Sometimes, this is the result of near-term pressures that are allowed to crowd out thinking about future needs. These leaders just may not worry about the kinds of individuals and competencies needed by future initiatives, or whether they will be available when the time comes. Still others hurt individual development by hoarding top talent because they are more focused on their own organization's success than on the personal success of the individuals in their organizations.

You can build your strength in this domain by taking time to consider what future talent your organization will need and building an explicit plan to ensure that talent is on-board and ready. You can also use your own networks to find and develop next generation talent. As you do this, you will create talent bench-strength for the organization that will ensure future success and earn you a reputation as a manager who builds the organization's capability to deliver results through its people.

►The behaviors listed below were identified as **strengths and development needs**.

CONSENSUS STRENGTHS (These behaviors were rated *HIGHEST* by your raters and yourself.)

BEHAVIORS	COMPETENCY (DOMAIN)
Understands the level of technical skill required for the organization. (Behavior #19)	Ensure technical proficiency (Executor)
Can be trusted. (Behavior #59)	Tend to character and integrity (Personal Proficiency)
Appears to passionately enjoy and care about the work she/he does. (Behavior #66)	Have personal energy and passion (Personal Proficiency)

HIDDEN STRENGTHS (These behaviors had the greatest *POSITIVE* gap between your raters' score and your score.)

BEHAVIORS	COMPETENCY (DOMAIN)
Recognizes and uses the organization's strengths for the benefit of customers and investors. (Behavior #9)	Create strategic traction in the organization (Strategist)
Clearly identifies the competencies required for success in his/her organization. (Behavior #25)	Strengthen competency (Talent Manager)
Is skilled at seeing the broader implications – the bigger picture – in a mass of detail. (Behavior #47)	Practice clear thinking (Personal Proficiency)

CONSENSUS DEVELOPMENT NEEDS (These behaviors were rated *LOWEST* by your raters and yourself.)

BEHAVIORS	COMPETENCY (DOMAIN)
Ensures that rewards and growth opportunities reflect individual integrity, motivation, and work performance. (Behavior #31)	Create a positive work environment (Talent Manager)
Helps employees understand what is required at each stage in their development. (Behavior #38)	Help people manage their careers (Human Capital Developer)
Is not frustrated by difficult work situations. (Behavior #53)	Tolerate stress (Personal Proficiency)

HIDDEN DEVELOPMENT NEEDS (These behaviors had the greatest *NEGATIVE* gap between your raters' score and your score.)

BEHAVIORS	COMPETENCY (DOMAIN)
Rarely spends time on trivial tasks that can be delegated. (Behavior #64)	Take care of yourself (Personal Proficiency)
Finds ways to attract and retain people with the competencies required for success. (Behavior #26)	Strengthen competency (Talent Manager)
Seeks feedback from others in order to better understand strengths and weaknesses. (Behavior #51)	Know yourself (Personal Proficiency)

► The table below compares your scores for the **ten most critical leader behaviors** with global norms and scores for high performing leaders.

TOP TEN PERFORMANCE BEHAVIORS	HIGH PERFORMER SCORE	YOUR SCORE	GLOBAL NORM
Excels at describing strategic goals in ways that appeal to employee values and hopes for the future. (Behavior #7)	4.10	3.25	3.64
Appears to passionately enjoy and care about the work she/he does. (Behavior #66)	4.50	4.70	4.10
Translates our strategy into a compelling and achievable story. (Behavior #8)	4.20	3.33	3.66
Makes needed changes happen. (Behavior #10)	4.20	3.90	3.77
Finds ways to attract and retain people with the competencies required for success. (Behavior #26)	4.10	3.25	3.62
Helps people get the training, coaching, and technology they need to perform and develop in their current jobs. (Behavior #29)	4.10	3.57	3.69
Creates an employee brand that identifies expectations and rewards that appeal to the most talented current and potential employees. (Behavior #37)	4.10	3.38	3.62
Is a talent scout who excels at finding and developing next-generation talent. (Behavior #40)	4.10	3.20	3.51
Makes sure his/her team excels at delivering the required results. (Behavior #44)	4.30	4.00	3.86
Is consistently good at getting the right things done. (Behavior #45)	4.40	4.00	3.89



Your score is above the high-performer score.



Your score is below the global norm.

The behaviors listed above have the strongest relationship with individual performance and results (high scores on these behaviors tend to indicate higher individual performance).

► If you score **low** in any of the following areas you may limit your future opportunities.

	YOUR SCORE	GLOBAL NORM	BEHAVIOR INDEX
Results	4.0	3.8	10, 44, 45, 46

	YOUR SCORE	GLOBAL NORM	BEHAVIOR INDEX
Ethics	4.7	4.2	59, 60, 61

	YOUR SCORE	GLOBAL NORM	BEHAVIOR INDEX
Associations	3.8	3.9	18, 32, 33, 53, 55

	YOUR SCORE	GLOBAL NORM	BEHAVIOR INDEX
Learning	3.8	3.8	50, 51, 52, 54, 56, 57, 58



Your score is **above average**. This is unlikely to be a critical weakness area for you.



Your score is **below average**. Consider whether this is a critical weakness area for you.



Your score is **significantly below average**. Carefully consider what you can do to improve in this area.

Where other sections of this report focus on areas you should excel in, this section highlights four areas that you should not do poorly in. Research over the last several decades has established that there are several weaknesses that can disqualify leaders from future career opportunities.

Results: Failure to deliver the results that matter.

Ethics: Indulging in or allowing unethical or fraudulent behavior.

Associations: Lack of strong interpersonal relationships and the ability to build a team.

Learning: Inability to learn from mistakes and continue to grow.

►The following score is a composite score of **your ability to inspire commitment** in your direct reports.

Your VOI ² C ² E Commitment Score	DIRECT REPORTS	GLOBAL NORM	BEHAVIOR INDEX
	3.6	3.8	7, 22, 23, 27, 30, 31, 33

Leaders who are able to create high levels of commitment and engagement in the individuals in their teams or organizations are more effective and more successful. If your score is near or below the global norm, consider taking actions to strengthen one or more of the following areas:

- V** **Vision:** Employees feel part of something important: not "just a job."
- O** **Opportunity:** Development is encouraged and supported.
- I** **Incentive:** Performance is recognized and rewarded.
- I** **Impact:** Employees see the tangible impact of their effort and contribution.
- C** **Community:** Employees feel part of a team.
- C** **Communication:** Information is shared openly.
- E** **Entrepreneurship:** Employees feel they have latitude to take initiative.

►The behaviors listed below had the **largest gaps between rater groups**.

Behavior #63	Makes time to pursue personal interests while maintaining energy and passion for the job.	MANAGERS	PEERS	DIRECT REPORTS
		1.0	4.0	4.0
Behavior #32	Treats everyone with humanity, justice, and temperance, even under stressful circumstances.	MANAGERS	PEERS	DIRECT REPORTS
		2.0	4.5	4.2
Behavior #17	Ensures his/her team has a clear purpose and clear roles.	MANAGERS	PEERS	DIRECT REPORTS
		2.0	4.5	3.6
Behavior #52	Is receptive to feedback from others on strengths and weaknesses.	MANAGERS	PEERS	DIRECT REPORTS
		2.0	4.3	3.4
Behavior #39	Invests time in helping key employees develop and advance.	MANAGERS	PEERS	DIRECT REPORTS
		5.0	4.0	3.0

 High Score

 Low Score

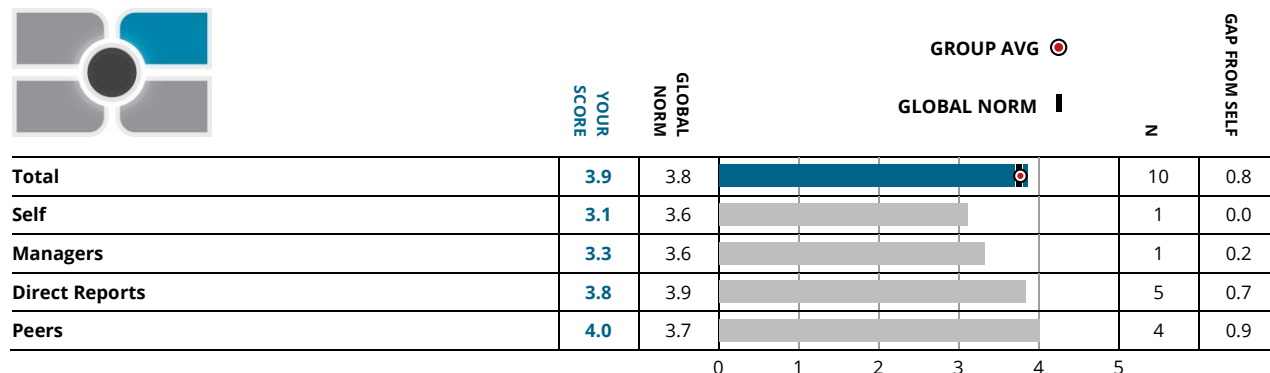
Each rater group interacts with you in a different setting. These differences allow for unique perspectives on your leadership attributes. A large difference in ratings indicates that your behavior comes across differently to different people. Think about these differences as you put together your individual development plan.

Additional Differences:

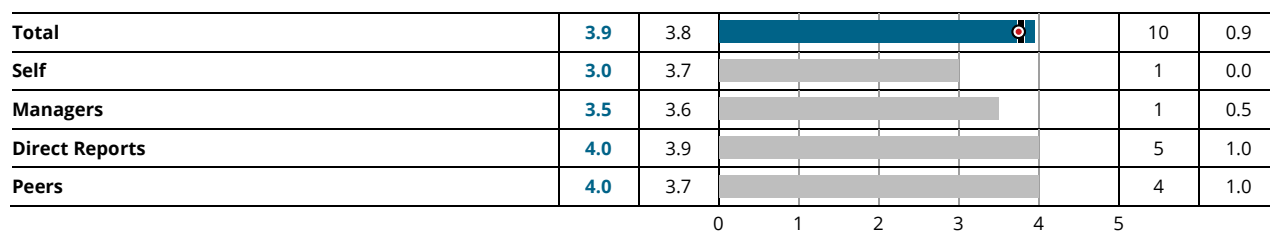
There may be additional behaviors where there was significant disagreement among your rater groups. For a full listing of behaviors by rater group scores, see Section 5.7.

Strategists combine vision and analytics. They envision a future state that creates or responds to opportunities. They specify rigorous financial, customer, technology, and organization analytics to build a path to reach the future state. To be both visionary and analytical, strategic leaders must clearly understand their organization's current core competencies (technical skills like creating space-age adhesives, state-of-the-art engines, world-class logistics support, or great consumer design), organization capabilities (the company's culture and ways of doing things, like collaborating across boundaries, managing talent, or knowing how to get new products to market fast), financial resources, and technology. Effective strategists distinguish themselves by enabling their organizations to harness these strengths in ways that no one else does or can hope to do realistically.

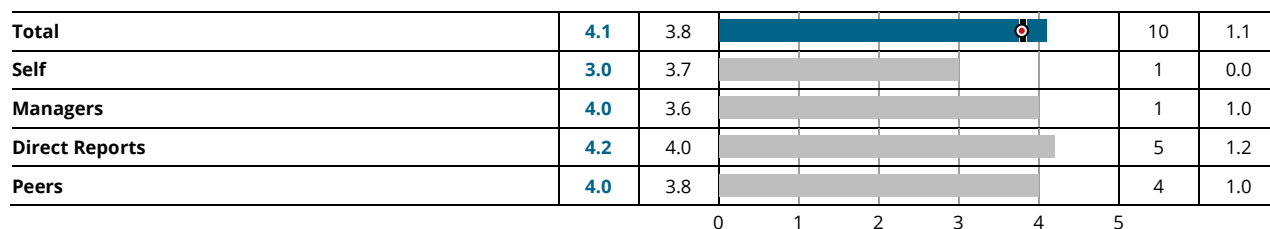
– Dave Ulrich, Norm Smallwood, and Kate Sweetman, *The Leadership Code* (Harvard Business School Press)



A Have a point-of-view about the future



Behavior 1. Has a point-of-view about how future trends will affect how our business operates.



Behavior 2. Has a clearly articulated point-of-view about the direction for future opportunities.

