Development Needs Inventory

A 360 Degree Analysis of Management Strengths and Development Needs

Leadership Management International

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How to Benefit From Your Report

1. ## Take it seriously!
   - This report provides you with a rare opportunity to see yourself as others see you in the workplace.

2. ## Carefully examine the report.
   - Carefully study each of the different ways in which your feedback is presented. These different modes of presentation are designed to help you gain insight and ultimately to develop an action plan for behavior change.

3. ## Avoid being defensive.
   - Do not become defensive when others do not see you in exactly the same way you see yourself.
   - Keep in mind that perceptions are important! Others react to you in terms of their perceptions of you, not your perception of yourself.

4. ## Remember, perception is not performance.
   - Do not confuse feedback on the DNI analysis of your development needs with performance evaluations.
   - To understand the difference, visualize the most effective manager you have ever known one who always gets the best possible performance evaluations, and for good reasons. Was he or she perfect? Certainly not. Even the best managers are much stronger in some areas than others, and their performance is outstanding because their strengths (for example in decision making) compensate for less-than-ideal contributions of other areas (say, motivating skills and interpersonal relations).
   - The DNI 360° feedback provides insight into relative strengths and thereby provides a realistic basis for continuing growth and development.

5. ## Look at the whole picture.
   - Don't focus on your development needs alone. Consider your strengths as well. Identifying strengths can significantly contribute to your personal growth, self-confidence, and self-esteem.

6. ## Information for action.
   - The information and insight concerning your strengths and development needs is not the end result of your 360° feedback. If you do not convert these into action (i.e., positive behavior change) you have not benefited from them, at least not in any practical way. Resources are available to help you transform information and insight into action.

This section presents your results for each scale by self and observer groups. The graph divides the scale into low, mid and high ranges with your result shown in the yellow circle. A difference score from self is shown for each observer group.

Communication

Managers with high scores on this scale are good listeners and are skilled in transmitting to others the intent of their own words, actions, and manner of expression.

		Difference
Self	81	
Managers	46	-35
Peers	60	-21
Direct Reports	65	-16
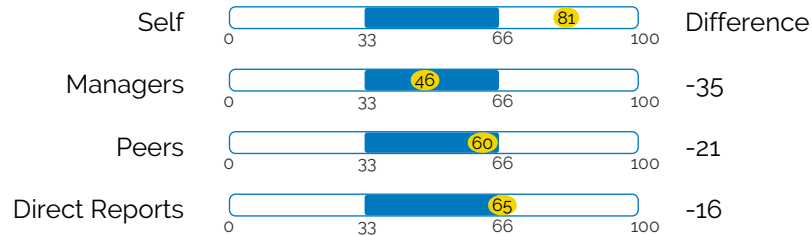
Delegation

Managers who are skilled in delegation achieve high productivity by selecting the most capable delegatees, clearly communicating the objectives to be achieved, providing maximum empowerment, and holding delegatees accountable for results.

		Difference
Self	73	
Managers	48	-25
Peers	58	-15
Direct Reports	73	0
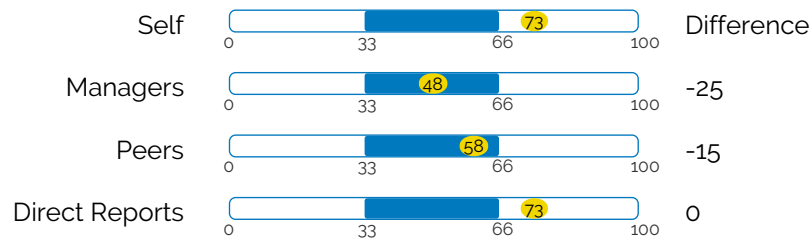
Empowerment

Managers who are skilled in the process of empowerment use their own organizational power and personal leadership skills to provide others with the resources they need to be effective. They empower their Direct Reports, of course, but they also empower their leaders and peers rather than undermine their power and influence.

		Difference
Self	79	
Managers	59	-20
Peers	54	-25
Direct Reports	70	-9
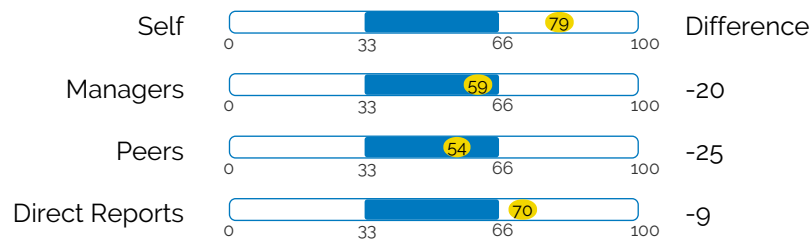
# Scale Definitions and Scores continued

Trust Building

Managers who are trust builders possess several interacting qualities such as personal integrity, technical competence, leadership skills, and excellent judgment that cause others to view them as trustworthy and make such managers centers of trust building within any organization or group of which they are a part.

		Difference
Self	80	
Managers	57	-23
Peers	59	-21
Direct Reports	68	-12
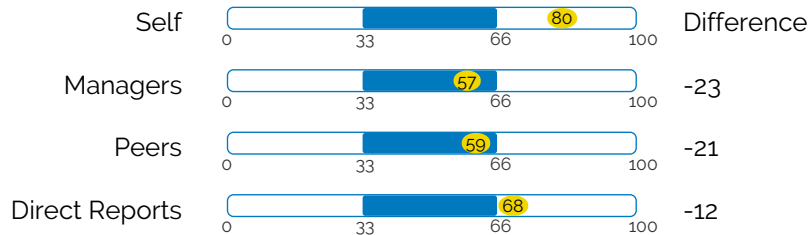
Decision Making

Effective managerial decisions reflects a sense of purpose, good judgment, personal integrity, and a balanced concern for organizational goals and the worth of the individual through whom those goals are achieved. Because they involve risks, good decisions do not always produce positive outcomes but they always result from the use of good decision process.

		Difference
Self	81	
Managers	38	-43
Peers	61	-20
Direct Reports	63	-18
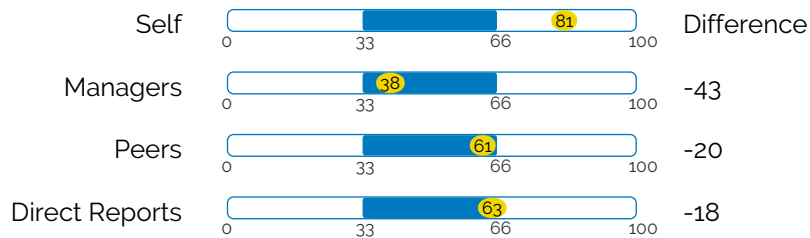
Interpersonal Relations

Managers with superior interpersonal relations establish long-term relationships of trust, cooperation, mutual respect, and mutual support. When appropriate, they skillfully challenge, disagree, and confront others, but they do so without destroying these valued relationships.

		Difference
Self	84	
Managers	52	-32
Peers	53	-31
Direct Reports	64	-20
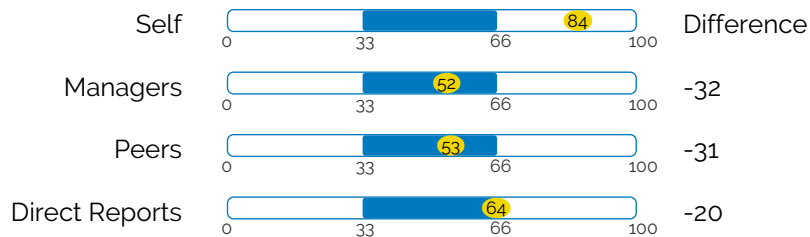
Scale Definitions and Scores continued

Motivating Skills

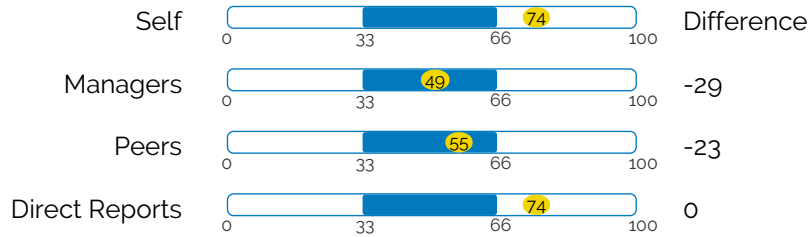Managers with superior motivating skills are effective in providing the rewards, inspiration, and trust that others need for peak performance. These skills are expressed in all relationships, not solely in relationships with direct reports.

	Score	Difference
Self	74	Difference
Managers	49	-29
Peers	55	-23
Direct Reports	74	0

Adaptability

Leaders who are adaptable serve as change agents within their organizations; they adapt and grow as needed to deal realistically with current and anticipated environmental change in, for example, markets, the economy, society in general, and the needs and demands of their organization.

	Score	Difference
Self	78	Difference
Managers	50	-28
Peers	53	-25
Direct Reports	73	-5
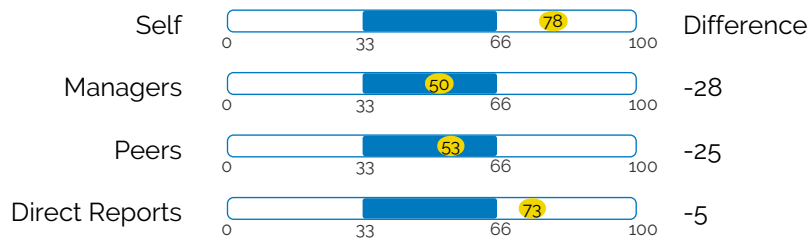
Concern for Productivity

Managers with high concern for productivity accept full responsibility for results and are highly motivated to achieve high production in the unit(s) they manage.

	Score	Difference
Self	78	Difference
Managers	60	-18
Peers	53	-25
Direct Reports	85	7
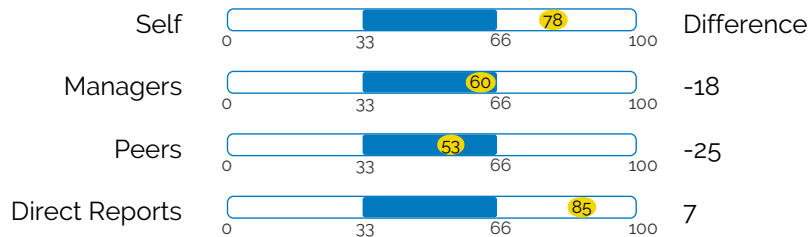
Scale Definitions and Scores continued

Leadership

By definition, effective leaders are highly influential. They take advantage of every opportunity to motivate with rewards, persuasion, trust building, and inspiration rather than with intimidation and coercion. By these and other means, effective leaders transform subordinates into productive followers who share their organization's values and goals.

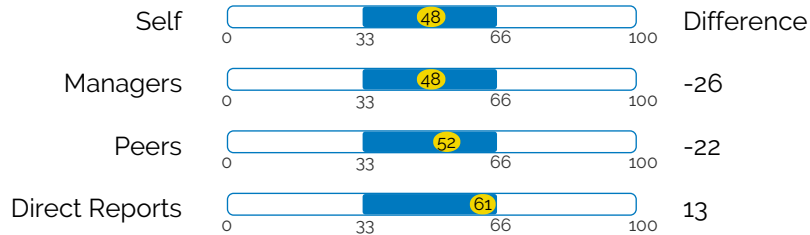|	Score	Difference
Self	48	Difference
Managers	48	-26
Peers	52	-22
Direct Reports	61	13

Team Building

This scale characterizes leaders who are themselves team players and who inspire followers to develop a broad repertoire of job-related skills, to flexibly change roles as called for by each new situation, to be highly cooperative, and to collectively focus on achieving their assigned objectives.

	Score	Difference
Self	78	Difference
Managers	58	-20
Peers	69	-9
Direct Reports	79	1
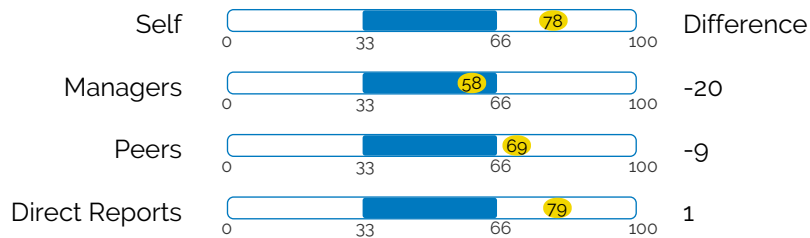
Disciplinary Action

This scale refers to a leader's effectiveness in taking disciplinary action that is appropriate for the offense, timely, typically viewed as fair, and that is generally successful in preventing the reoccurrence of undesirable behaviors.

	Score	Difference
Self	63	Difference
Managers	56	-17
Peers	67	-6
Direct Reports	73	10
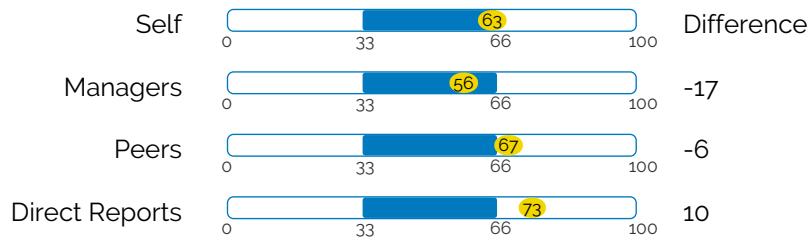
Time Organization

Time Organization, as operationally defined by the items in this scale, is leaders' wise and efficient use of time to achieve organizational objectives and their success in motivating and training their direct reports to do likewise.

		Difference
Self	67	
Managers	59	-8
Peers	50	-17
Direct Reports	77	10

Motivation Level

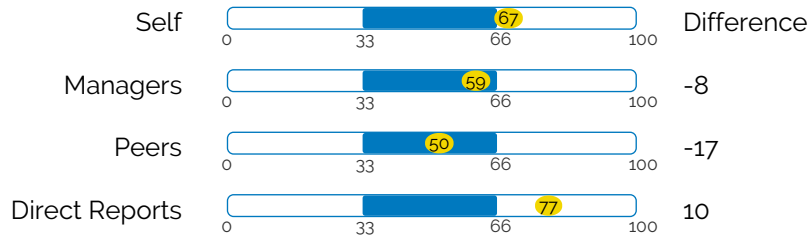Motivation Level is a leader's inclination (1) to exert a high level of goal-directed energy in the fulfillment of her/his managerial responsibilities and (2) to conscientiously uphold high organizational standards and high self-expectations.

		Difference
Self	58	
Managers	70	12
Peers	55	-3
Direct Reports	85	27
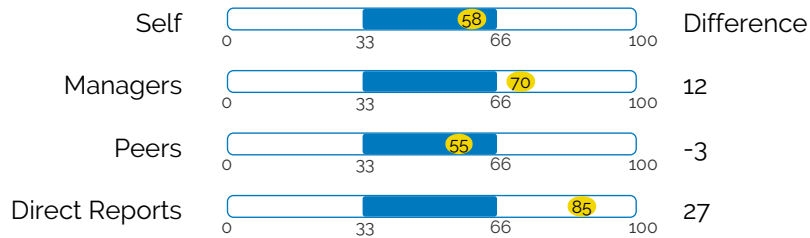
Goal Directedness

This scale characterizes managers who approach work with a clear sense of purpose and direction. The leader consciously and deliberately decides on priorities and concentrates their attention and energies accordingly. As leaders, their own goals find expression in the goals of their followers.

		Difference
Self	67	
Managers	73	6
Peers	65	-2
Direct Reports	83	16
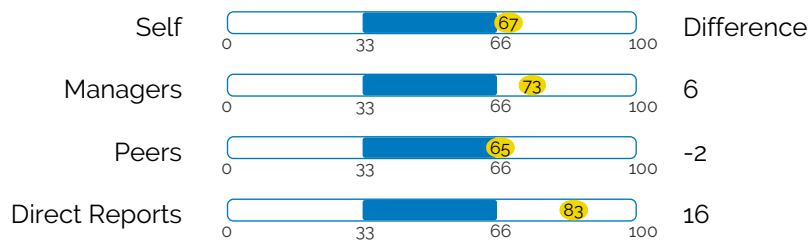
Scale Scores and Differrence Scores

DNI Summary Ratios Example

(Average of others/self) = 83/75

	Score	Difference
Self	75	
Managers	88	+13
Peers	72	-3
Direct Reports	90	+15

Others -|

Understanding your DNI Summary Ratios

These ratios enable you to compare your self description with the way others describe you using a single ratio value for each factor.

Consider it a kind of mirror--if not a reality check. It is a means of comparing your self-perception with others' perceptions on each of the scales.

	Score	Difference	Ratio		Score	Difference	Ratio
Communication			57/81	**Concern for Productivity**			66/78
Self	81%			Self	78%		
Managers	46	-35		Managers	60	-18	
Peers	60	-21		Peers	53	-25	
Direct Reports	65	-16		Direct Reports	85	7	
Delegation			60/73	**Leadership**			54/48
Self	73%			Self	48%		
Managers	48	-25		Managers	48	-26	
Peers	58	-15		Peers	52	-22	
Direct Reports	73	0		Direct Reports	61	13	
Empowerment			61/79	**Team Building**			69/78
Self	79%			Self	78%		
Managers	59	-20		Managers	58	-20	
Peers	54	-25		Peers	69	-9	
Direct Reports	70	-9		Direct Reports	79	1	
Trust Building			61/80	**Disciplinary Action**			65/63
Self	80%			Self	63%		
Managers	57	-23		Managers	56	-17	
Peers	59	-21		Peers	67	-6	
Direct Reports	68	-12		Direct Reports	73	10	

Scale Scores and Difference Scores continued

	Score	Difference	Ratio		Score	Difference	Ratio
Decision Making			54/81	**Time Organization**			62/67
Self	81%			Self	67%		
Managers	38	-43		Managers	59	-8	
Peers	61	-20		Peers	50	-17	
Direct Reports	63	-18		Direct Reports	77	10	
Interpersonal Relations			56/84	**Motivation Level**			70/58
Self	84%			Self	58%		
Managers	52	-32		Managers	70	12	
Peers	53	-31		Peers	55	-3	
Direct Reports	64	-20		Direct Reports	85	27	
Motivating Skills			59/74	**Goal Directedness**			74/67
Self	74%			Self	67%		
Managers	49	-29		Managers	73	6	
Peers	55	-23		Peers	65	-2	
Direct Reports	74	0		Direct Reports	83	16	
Adaptability			59/78				
Self	78%						
Managers	50	-28					
Peers	53	-25					
Direct Reports	73	-5					

Scale Rankings

The chart below arranges scales from highest to lowest score as reported by yourself, managers/supervisors, peers, and direct reports. These rankings are one way of showing the extent to which observer descriptions are consistent with your own and with one another's descriptions. You may also find the question ranking that follows this section may help to supplement these scale rankings by providing added detail.

Rank	Scales (Self)		Scales (Managers)		Scales (Peers)		Scales (Direct Reports)	
1	Interpersonal Relations	84	Goal Directedness	73	Team Building	69	Concern for Productivity	85
2	Communication	81	Motivation Level	70	Disciplinary Action	67	Motivation Level	85
3	Decision Making	81	Concern for Productivity	60	Goal Directedness	65	Goal Directedness	83
4	Trust Building	80	Empowerment	59	Decision Making	61	Team Building	79
5	Empowerment	79	Time Organization	59	Communication	60	Time Organization	77
6	Adaptability	78	Team Building	58	Trust Building	59	Motivating Skills	74
7	Concern for Productivity	78	Trust Building	57	Delegation	58	Delegation	73
8	Team Building	78	Disciplinary Action	56	Motivating Skills	55	Adaptability	73
9	Motivating Skills	74	Interpersonal Relations	52	Motivation Level	55	Disciplinary Action	73
10	Delegation	73	Adaptability	50	Empowerment	54	Empowerment	70
11	Time Organization	67	Motivating Skills	49	Interpersonal Relations	53	Trust Building	68
12	Goal Directedness	67	Delegation	48	Adaptability	53	Communication	65
13	Disciplinary Action	63	Leadership	48	Concern for Productivity	53	Interpersonal Relations	64
14	Motivation Level	58	Communication	46	Leadership	52	Decision Making	63
15	Leadership	48	Decision Making	38	Time Organization	50	Leadership	61

Question Rankings

The following lists the survey questions ranked in order from your highest average feedback score to your lowest average feedback score. Combined with earlier parts of this report, this list of sorted questions can help you identify some of your managerial strengths and areas for improvement. We recommend that you start by looking at your highest 5-10 questions as examples of possible strengths to maximize and, next, examine your lowest 5-10 questions as examples of possible weaknesses that could be improved. The score differences among the item scores may or may not have practical significance, but you will find it interesting to compare them with the item score averages of your group. The latter scores will be provided by a consultant or a member of your organization.

Identifying the Strengths

Awareness of a strength should not be taken to mean that you cannot make improvement in that area of your leadership performance. As a general rule rapid growth and development are best made by focusing on specific development needs. However, perfecting your strengths can also improve your effectiveness, and noteworthy performance in one area can often compensate for less strength in another.

Avg	Question
100	Motivates direct reports to continually upgrade their skills and job knowledge
100	Carefully plans strategies for reaching personal and organizational goals
100	Has high activity/energy level
92	Does not postpone disciplinary action that needs to be taken now; has good timing
92	Completes projects in minimum possible time
92	Has a strong sense of purpose and goal-directedness
92	Builds team spirit and pride in team achievement
92	Has a high level of aspiration
83	Makes decisions that reflect his/her tendency to think rationally and act purposefully
83	Adapts rapidly to present and anticipated environmental changes
83	Provides the resources direct reports need for high performance
83	Practices general rather than close supervision
83	Actively seeks ways to more efficiently use time
83	Tenaciously sticks with a job until it is completed
83	Sets goals that are realistic but difficult enough to be challenging
83	Inspires team members to help one another achieve excellence in their work
83	Actively seeks to improve communication from and among team members
75	Never loses sight of the importance of high productivity
75	Is highly respected as a leader and a manager
75	Relates to others with honesty and integrity
75	Anticipates the need for change and takes appropriate action
75	Uses his/her authority to empower rather than overpower (i.e., dominate) others
75	Is effective in collecting the information required to make sound decisions
75	Contributes to an organizational culture that is inspiring and optimistic
75	Seeks continual improvement in methods and processes
75	Takes disciplinary action that is fair, timely, and effective
75	Turns disciplinary action into a positive learning experience
75	Takes disciplinary action in private
75	Does not put off tasks that need to be done today
75	Schedules his/her work to permit maximum concentration of thought and energy
75	Uses efficient methods for handling routine paperwork
75	Motivates direct reports to use their time efficiently
75	Sets multiple goals that are compatible with one another
75	Builds mutual respect among members of work groups she/he supervises
75	Helps followers realize their importance as interdependent members of work groups
75	Effectively uses within-group discipline to maintain peak motivation to achieve
67	Relates to others in such a way that they want to accept his/her leadership
67	Is a highly effective delegator
67	Demonstrates outstanding ability to motivate others
67	Communicates effectively in writing
67	Sets challenging but realistic target dates for achieving objectives

67	Is an excellent team player and team builder
67	Communicates effectively with peers
67	Keeps the needs and goals of the organization in mind at all times
67	Is consistently trustworthy and is a trust builder
67	Is a leader with whom others readily identify and support
67	Keeps his/her manager/supervisor well informed
67	Allows delegatees to take calculated risks and make mistakes in order to grow
67	Tends to be a peacemaker rather than a troublemaker
67	Gives clear and concise work assignments
67	Empowers direct reports to achieve their full potential
67	Freely shares information; practices open communication
67	Expects high individual productivity and superior quality work
67	Does not waste time by interrupting the work of others
67	Does not do work that should be done by direct reports
67	Anticipates problems that are likely to occur and takes action to prevent them
67	Exerts a high level of goal-directed energy to achieve and be successful
58	Is a highly effective communicator
58	Leads rather than drives his/her direct reports
58	Is highly skilled in interpersonal relations
58	Has earned a reputation for being competent and knowledgeable
58	Continually coaches and provides other training for his/her direct reports
58	Makes decisions that reflect high personal integrity and genuine concern for others
58	Is an agent of constructive change within the organization
58	Communicates effectively with groups
58	Does everything possible to help direct reports reach their goals
58	Does not allow defensiveness and prejudice to bias his/her decisions
58	Is trusted by his/her direct reports, and as a result, they are confident they will receive rewards the
58	Skillfully organizes personal and delegated work to achieve production efficiency
58	Grants all the authority that delegatees need to perform well
58	Is effective in reducing unhealthy conflict among others
58	Skillfully prepares direct reports for acceptance of innovation and change
58	Is a problem solver, not a problem avoider
58	Gives direct reports maximum freedom to do their work
58	Motivates direct reports to set and reach challenging goals
58	Makes timely decisions when they will be most effective
58	Consistently rewards desirable behavior and discourages undesirable behavior
58	Praises direct reports who make progress toward worthy goals
58	Is aware of and responsive to the true feelings, attitudes, and motives of others
58	Thoroughly collects the facts before taking disciplinary action
58	Takes disciplinary action that is appropriate for the offense
58	Keeps prejudice out of disciplinary actions
58	Is highly effective in the use of his/her time to achieve organizational objectives
58	Seldom wastes time
58	Allocates sufficient time for planning and goal setting
58	Sets target dates and is guided by them in the achievement of tasks and goals
58	Rewards direct reports who develop work-related skills needed to play diverse roles
58	Promotes cooperation rather than competition among members of work groups
58	Is motivated to learn and grow continually
50	Can always be depended upon to be truthful
50	Is an influential manager/supervisor whose leadership transforms *employees* into productive
50	Is committed to continual improvement in the products and/or services of his/her unit
50	Leads in ways that develop a strong sense of loyalty and respect
50	Identifies strengths and inspires others to believe in their own worth and ability
50	Does not do work that should be delegated
50	Is skilled at disagreeing without being offensive
50	Is very committed to self-development and development of direct reports
50	Makes daily decisions that are strongly influenced by clearly formulated goals
50	Is not impulsive; does not make decisions now that should be postponed
50	Uses threats and punishment only as a last resort
50	Must sometimes make tough decisions about people, but those decisions are viewed as fair and considerat
50	Takes calculated risks as situations warrant; is not excessively cautious
50	Relates with sensitivity to people with very different backgrounds and characteristics
50	Is highly informed concerning the advances and trends in his/her field

50	Does not make decisions that his/her direct reports should make
50	Is not an autocratic leader
50	Criticizes sparingly; praises generously
50	Has a strong sense of priorities; does first things first
50	Actively works to acquire the multiple skills needed to be a team player
50	Is a conscientious and hard working leader
50	Is highly motivated to achieve excellence in his/her work
42	Does not compete with direct reports for power or recognition
42	Makes decisions that show maturity and common sense
42	Actively seeks to improve communication with his/her direct reports
42	Takes the initiative rather than waiting to be told that changes need to be made
42	Supports employees to whom he/she has assigned responsibility and delegated authority
42	Gets along well with other employees at all levels
42	Inspires in others a strong personal commitment to the organization's values and goals
42	Contributes to the well-being and effectiveness of others throughout the organization
42	Exhibits a self-assurance that makes others confident when following his/her leadership
42	Is a good listener; seeks to understand what others mean to say
42	Creatively generates alternative solutions to problems
42	Does not scold or talk down to direct reports as though they were inferior
33	Communicates a vision that inspires and motivates
33	Holds delegatees accountable for results
25	Attempts to place employees in work that is interesting and rewarding in itself

Behaviors Needing Improvement

The items above, at the bottom of this list, represent your lowest scores. Since you were least likely to be described in terms of these items, they provide excellent input for your management development program. In one sense they are more useful than your scale scores and difference scores since they point to specific behaviors that are likely to need improvement.

Additional Recommendations

The results in this report are a way to call attention to your strengths and development needs and to offer recommendations for development. The recommendations for development focus on DNI scales on which you scored lowest, even though your scores may not be particularly low. This strategy is based on the fact that (1) regardless of how high your scale scores are, some are higher than others, (2) regardless of how effective a manager is, nobody is perfect and every manager has potential for growth, and (3) highly effective managers often achieve that status because their strengths offset or compensate for non-fatal flaws in their managerial behavior. In assessing your own development needs, remember that although you may perform exceptionally well in your present position you may need to hone your leadership skills to be given an opportunity to perform at a still higher level of management. The development needs discussed below should not be interpreted as meaning that your performance in these areas is necessarily poor. The DNI is not a performance evaluation. Rather, this report calls to your attention areas where improvement is possible and may be advisable. In deciding which areas of development to give priority attention we recommend the following:

1. *Take seriously how others have described your managerial behavior.* If you think their views are inaccurate and too harsh, keep in mind that others perceptions may not be accurate but they are, nevertheless, a reality that shapes their responses to everything you do and say.
2. *Be highly analytical in deciding what action to take as a result of this report.* For example, take into consideration the kind of leadership behavior that is most valued by the decision makers in your organization.
3. Do not regard knowledge as the final product of this assessment process rather *plan specific, visible, behavior changes* and begin immediately to implement those changes. Do not hesitate to invite coaching from your supervisor/manager or, perhaps, a peer whose judgment you value.
4. In order to plan specific behavior changes that you believe will be helpful, refer to the list of DNI items and scores presented earlier in this report. *Thinking in terms of one of your lowest scale scores, start with the last items and work backward.* Take note of items that obviously relate to the scale under consideration. This process will help you understand why the scale score was among your lowest. Obviously, you can do this with any scale score, regardless of its size.

Exercise for Analysis of Scale Ranks

Insofar as possible, taking the structure, culture, and predominant leadership style of your organization into consideration, which three scales show your greatest strengths?

- First _____
- Second _____
- Third _____

Which three scales show the greatest need for personal growth and development? List these, beginning with the one that appears at this point in your data analysis to be your greatest development need. If you believe that you have a development need that is more important than the ones suggested in this survey, make a note of that fact in order to give it the attention it deserves.

- Greatest Need _____
- Second Greatest _____
- Third Greatest _____

Open Questions from Your Raters

What are a few changes that would make this leader more effective?

Fred needs to keep his personal life out of his workplace. It's great that he has a family and he is an amazing chef, but he needs to keep home at home.

Fred tends to have frequent mood swings. One moment he could be elated and the next he could be heavy-hearted.

I think he is a great manager although he is quite inconsistent with his mood. I'm not sure if there are issues at home or something but he tends to be a different Fred each day.

What do you feel are the most important strengths of this leader?

Fred has this unfailing optimism that motivates those around him and he tends to create amazing relationships.

He loves to cook for the whole office and I have to give it to him, he's good.

Although it is a downer whenever he is upset, when he is happy he lights up the whole office. He seems to give us all a reason to find good things in everyday life. If you get the chance try his baked ziti.