

THE LEADERSHIP CODE

Individual Report for **Roland Whipple**



1.0 Introduction to The Leadership Code

- 1.1 Leadership Code: The DNA of Effective Leaders
- 1.2 The Domains of The Leadership Code
- 1.3 The Structure of The Leadership Code

2.0 Summary Results

- 2.1 Understanding Your Report
- 2.2 Your Domain Scores
- 2.3 Your Competency Scores
- 2.4 Your Career Development Level

3.0 In-Depth Analysis

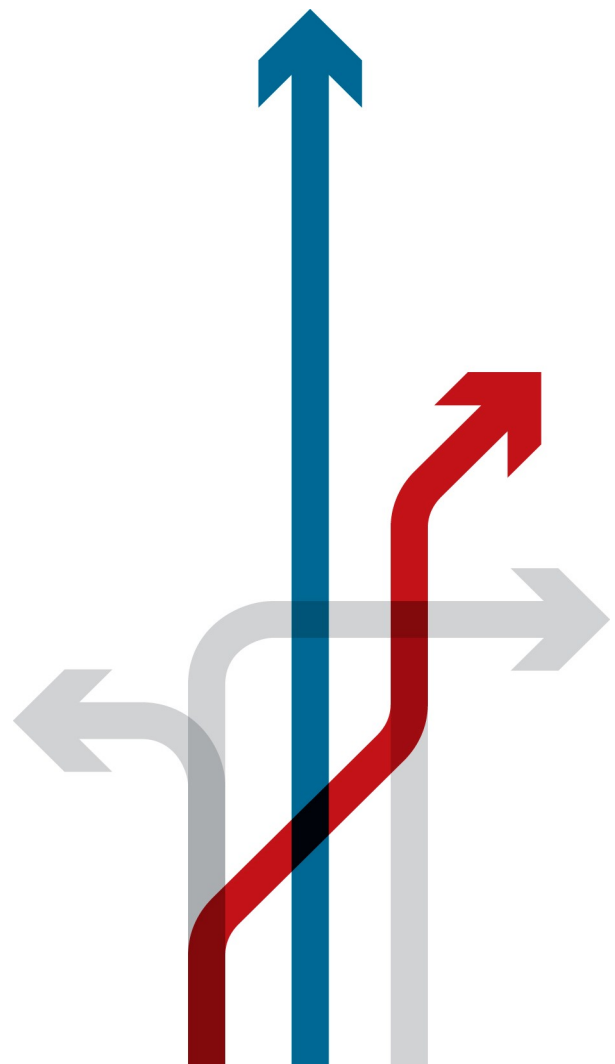
- 3.1 Your Strengths and Opportunities
- 3.2 The Ten Most Critical Leader Behaviors
- 3.3 Potential Pitfalls
- 3.4 Employee Commitment
- 3.5 Rater Differences

4.0 Written Comments

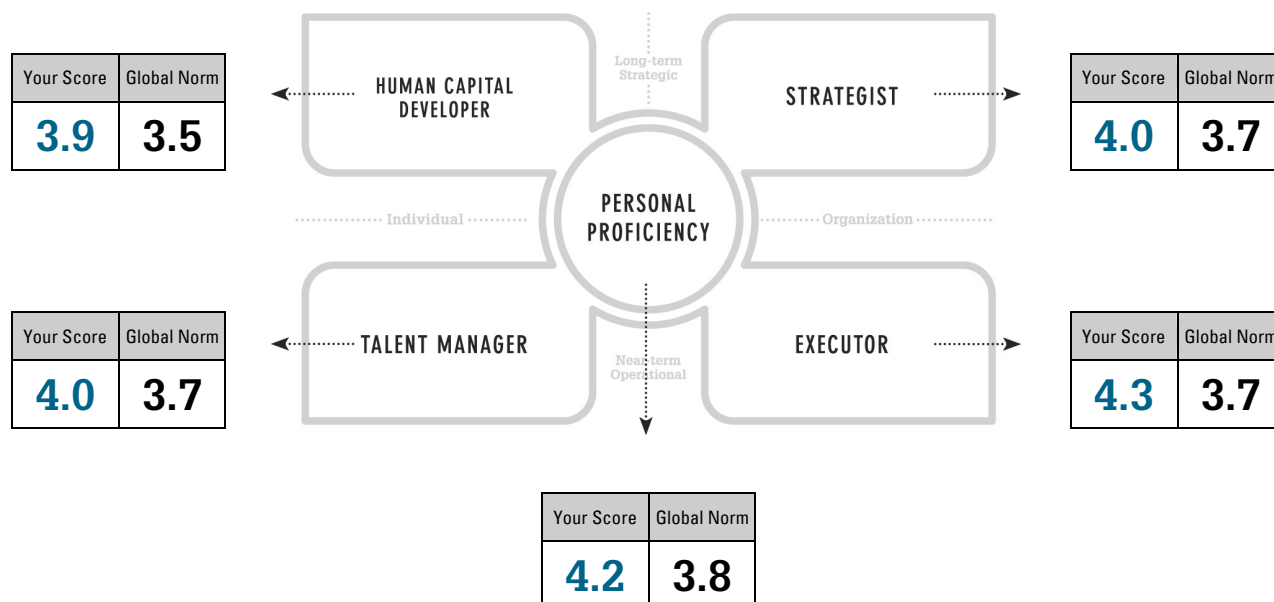
- 4.1 General Comments
- 4.2 Behavior-Specific Comments

5.0 Detailed Results

- 5.1 Strategist
- 5.2 Executor
- 5.3 Talent Manager
- 5.4 Human Capital Developer
- 5.5 Personal Proficiency
- 5.6 Outcome Questions
- 5.7 Behavior Frequency Table



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



Key Insights:

Strongest Domain: *Executor*

Leaders with strengths as Executors answer the question, “How will we make sure we get where we are going?” They make strategy happen. Executors understand how to create plans and assign accountability, know which decisions to take and which to delegate, and manage time and priorities for the best results. They know what to take responsibility for and what to let go. They keep promises to multiple stakeholders. Executors make things happen.

Leaders whose strongest domain is the Executor domain demonstrate strengths in competencies associated with execution: Make change happen; Follow a decision protocol; Ensure accountability; Build teams; and Ensure technical proficiency.

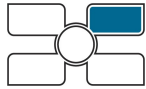
Weakest Domain: *Human Capital Developer*



Leaders with strengths as Human Capital Developers answer the question, “Who stays and sustains the organization for the next generation?” Just as good parents invest in helping their children succeed, Human Capital Developers help future leaders be successful. Human Capital Developers build a workforce plan that is focused on what future talent their organization will need. They understand how to grow that future talent in the organization and help employees see how they can shape fulfilling careers in the organization. Human Capital Developers make sure the organization will outlive any single individual.

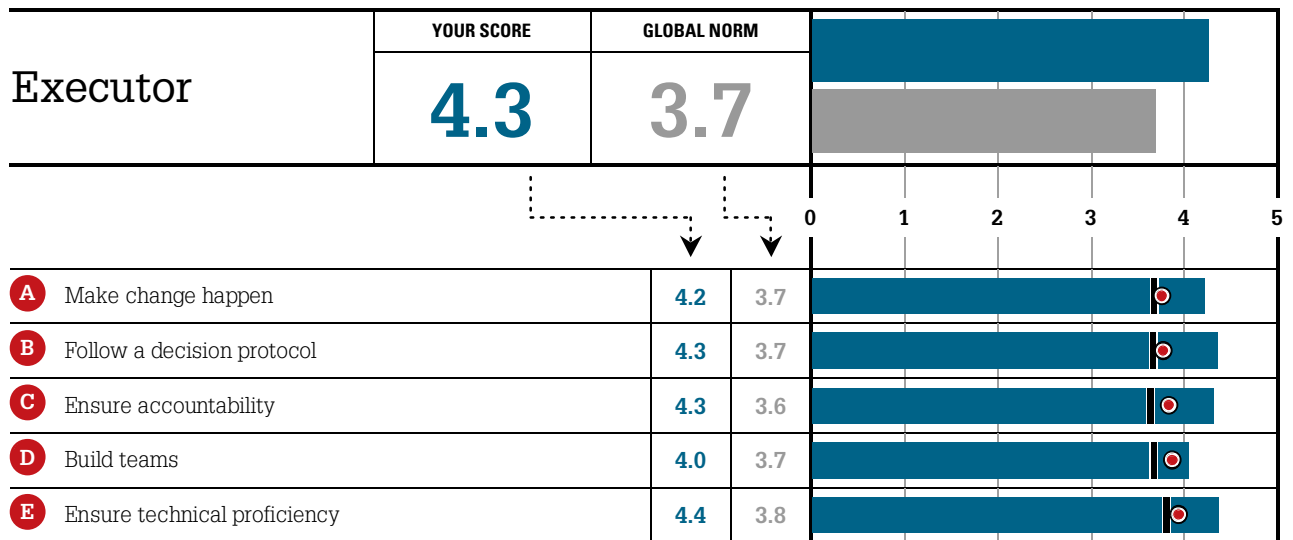
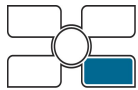
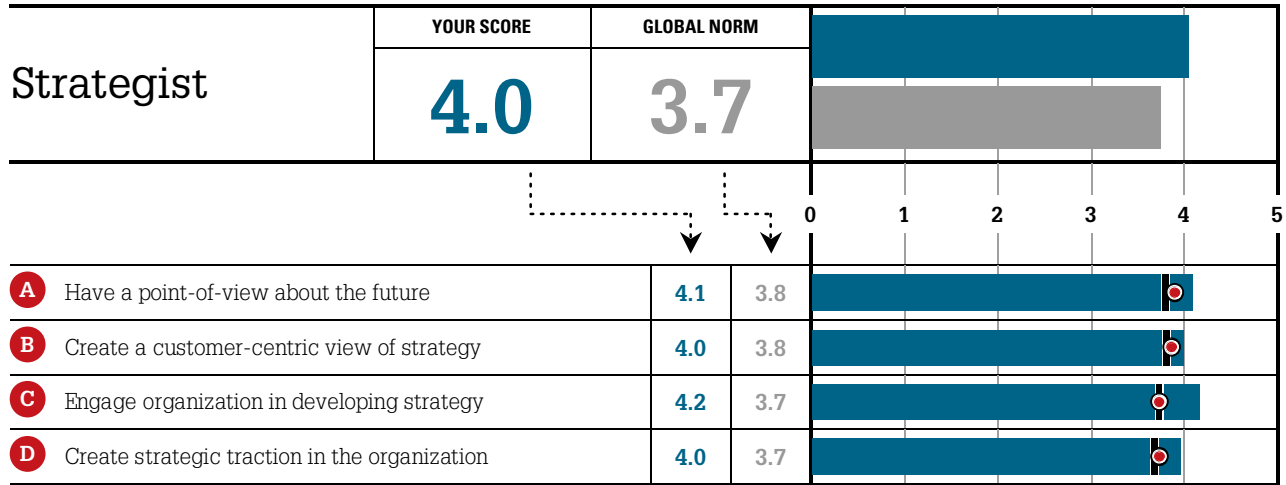
Leaders whose strongest domain is the Human Capital Developer domain demonstrate strengths in competencies associated with human capital development: Map the workforce; Link firm and employee brand; Help people manage their careers; Find and develop next-generation talent; and Encourage networks and relationships.

2.3 Your Competency Scores

► The following graphs show how you scored on each domain and competency.



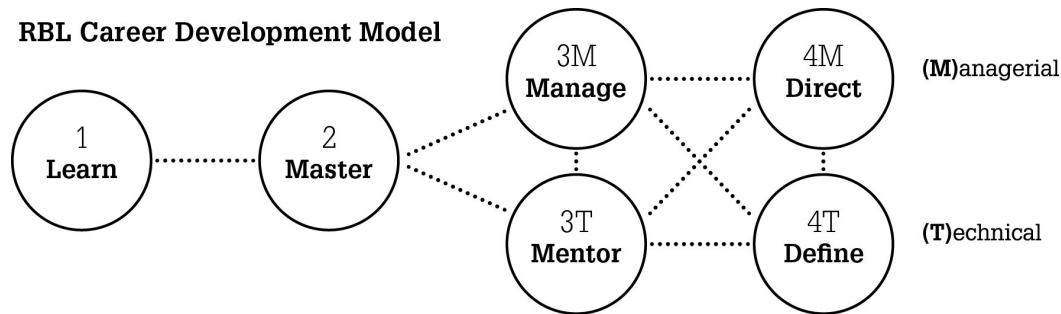
Group Avg 
Global Norm 



► Career Development Level is a powerful way to **understand how you are contributing** to the organization.

Your Career Development Level	SELF	YOUR SCORE
	3M	3M

RBL Career Development Model



Key Insights:

Note: It is important for your career success to understand your current career level. You can get additional feedback from others by discussing this model with your boss, a professional or peer coach, or your peers.

Career Level 3M. Individuals in this career level are leading a team or a department and are responsible for getting work done through others. Success in this level requires an understanding that is broader than the individual’s original narrow technical area of expertise. High performance in level 3M includes:

- Coordinating and directing the work of a team or department so that objectives are achieved.
- Building the overall competence of the group and connecting individual and team agendas.
- Solving problems and removing barriers for others on the team.
- Stimulating and directing others through ideas, questions, and direction.
- Using both formal and informal influence to get things done.

► The following score represents a composite score of behaviors that **measure the commitment of your direct reports** against the average score of the direct reports of other leaders.

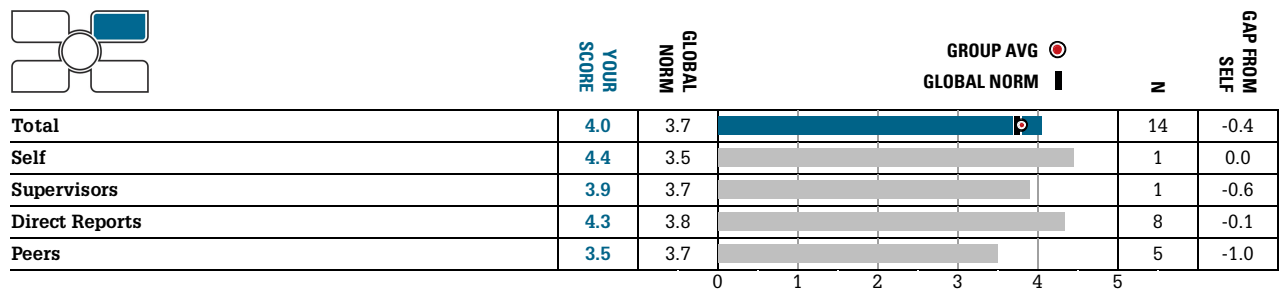
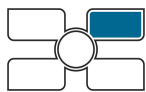
Your VOI ² C ² E Commitment Score	DIRECT REPORTS	GLOBAL NORM	BEHAVIOR INDEX
	4.2	3.8	7, 22, 23, 27, 30, 32, 33

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 score, consider taking actions to strengthen one or more of the following areas:

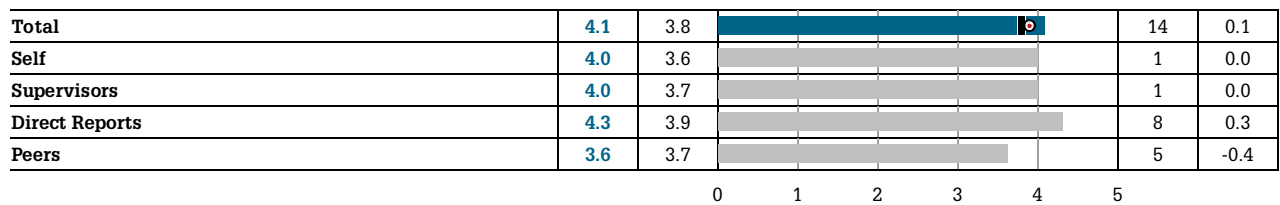
- V** **Vision:** Employees feel part of something important: not "just a job."
- O** **Opportunity:** Development is encouraged and supported.
- I** **Incentive:** Performance is recognized and rewarded.
- I** **Impact:** Employees see the tangible impact of their effort and contribution.
- C** **Community:**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

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.

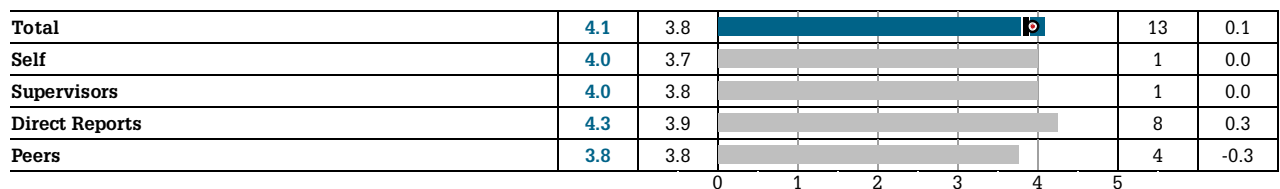
– Dave Ulrich, Norm Smallwood, and Kate Sweetman, *The Leadership Code* (Harvard Business School Press, 2009)



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.



 The **RBL** Group**Who We Are**

The RBL Group is a global professional services firm committed to creating value through the effective management of people and organizations. We work with our clients to implement cutting edge leadership practices and to advance the transformation of strategic human resource management. Our clients include top companies throughout the world and across a wide range of industries. The RBL Group is recognized as a trusted advisor to the world's top HR leaders and their senior executives.

What we believe

Leaders must deliver both tangible and intangible value to key stakeholders. Leaders must deliver the promises the company makes to employees, customers, and investors. We believe that an outside-in perspective—linking customer expectations with employees and leader behaviors—is fundamental to high performance. The integration of theory, applied research, and practice is critical to effective interventions and a cornerstone of our services and products. We sponsor and publish ongoing thought leadership and research in the areas of leadership, strategic HR, and organization design and alignment.

Results Oriented

All of our work focuses on outcomes, not activities. The outcomes of our work include capabilities the organization requires to succeed, intangible value seen by shareholders, and customer and employee experience. We help organizations deliver direct value in the form of profitability, productivity, quality, and customer delight.

Innovative

We shape the global intellectual agenda for HR and leadership practices. We have authored over two dozen books and hundreds of articles, and have earned recognition for thought leadership from Business Week, The Wall Street Journal, Financial Times, Forbes, Fortune, Fast Company, HR Magazine, and others.

Engaging

We combine the insights and knowledge of your leaders with our expertise and process skills to deliver a unique experience for each client. Whether delivering consulting, education, or products, we collaborate with our clients to make things interesting, fun, and relevant.

www.rbl.net

3521 N. University Ave, Ste. 100 · Provo, UT 84604
+1.801.616.5600 · rblmail@rbl.net