



DNI Feedback Report For

John Doe

Acme Company

Date: January 1, 2003

Development Needs Inventory

A 360° Analysis of Management Strengths and Development Needs

Teleometrics International

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How to Benefit From Your DNI Report

John Doe

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.

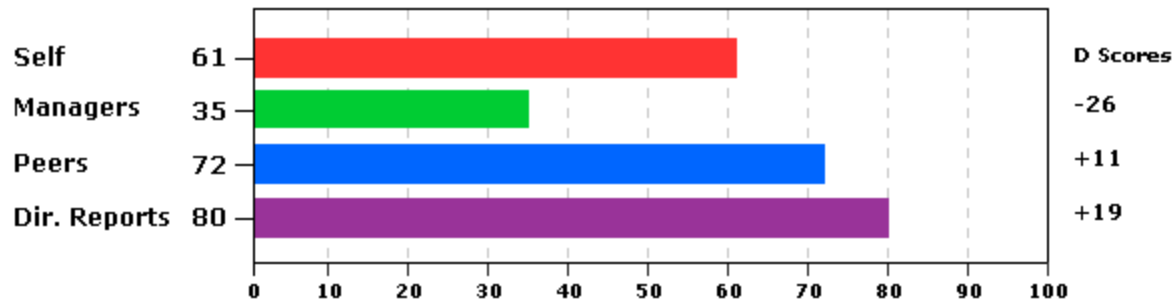
- The information and insight concerning your strengths and development needs is not the end result of your 360° feedback. If you do not convert these into action (*i.e.*, positive behavior change) you have not benefited from them, at least not in any practical way. Resources are available to help you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

Scale Definitions and Scores

for *John Doe*

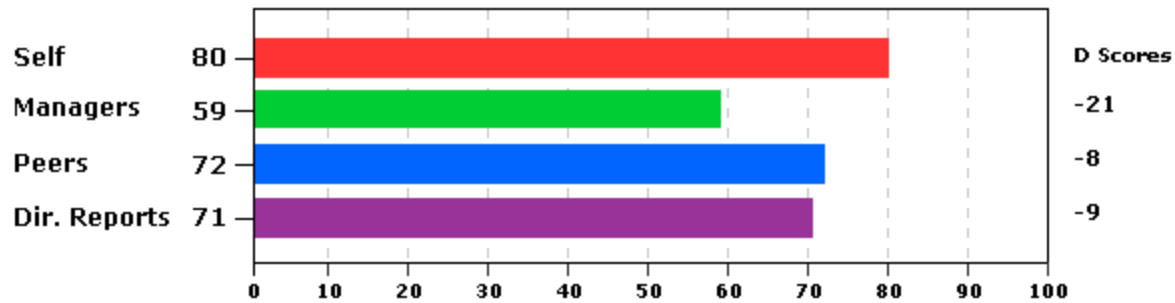
Communication

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.



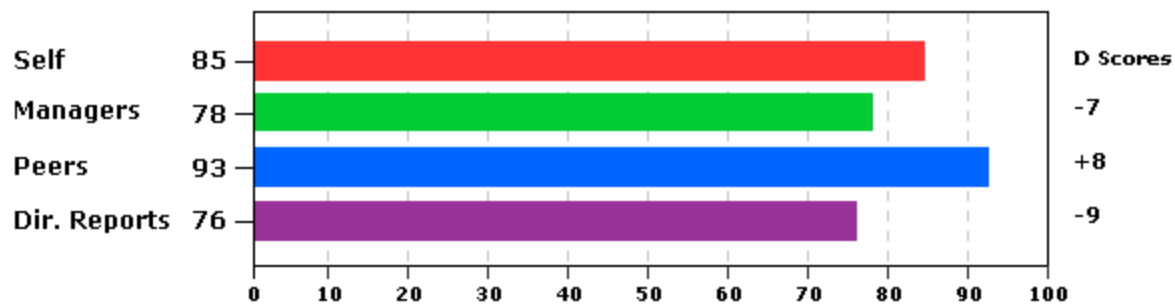
Delegation

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



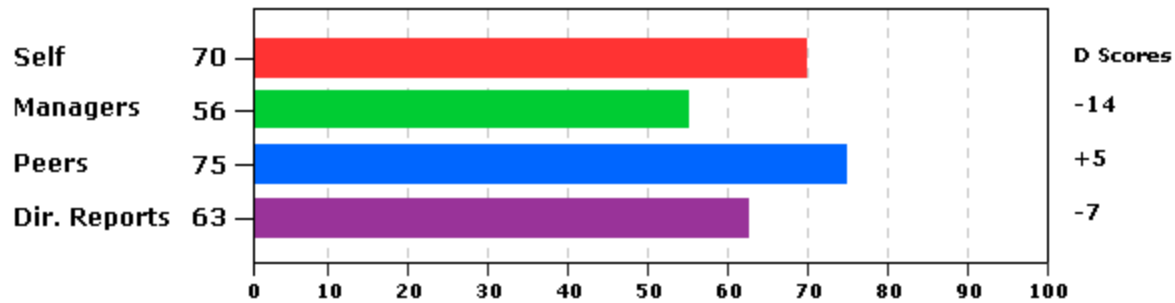
Empowerment

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.



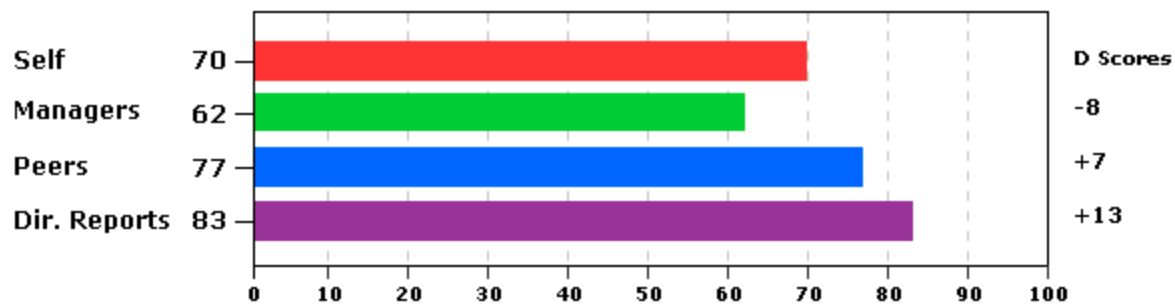
Trust Building

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.



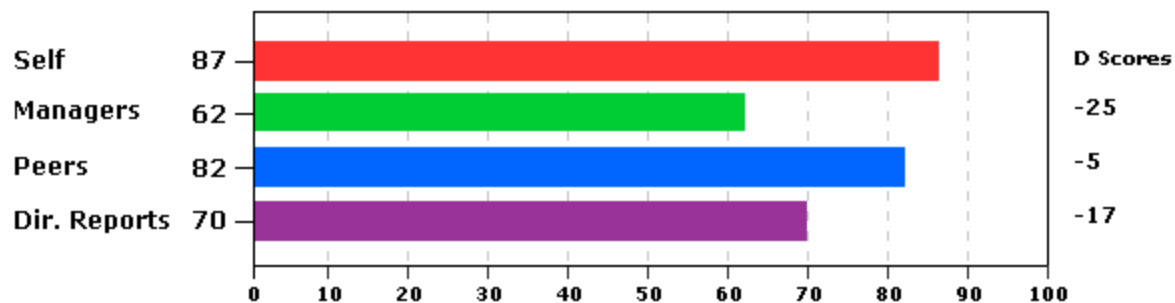
Decision Making

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.



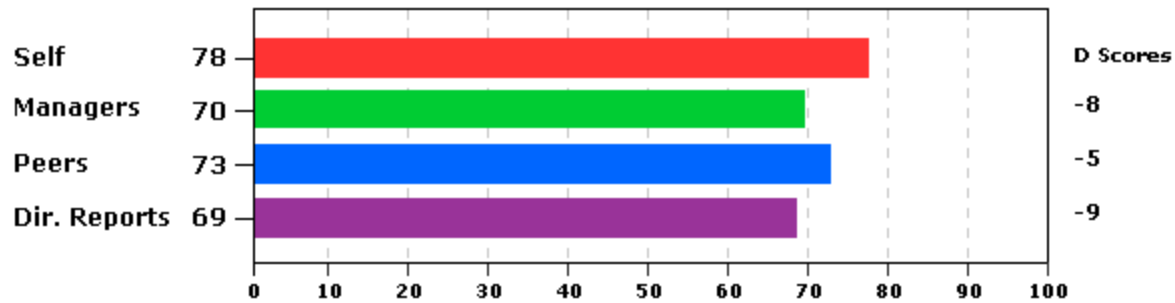
Interpersonal Relations

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.



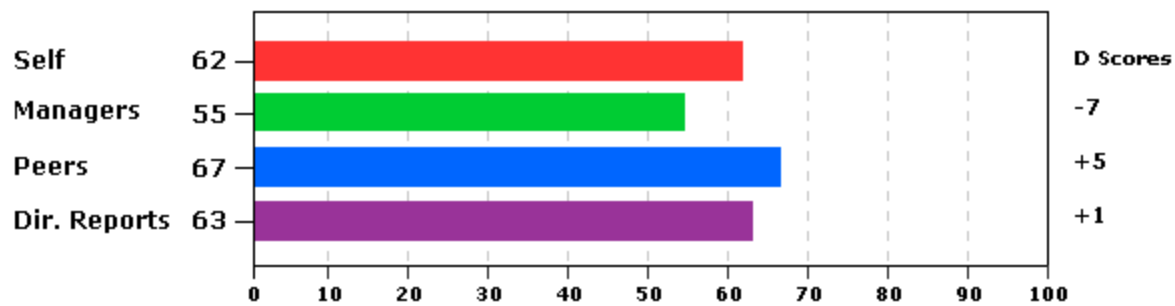
Motivating Skills

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.



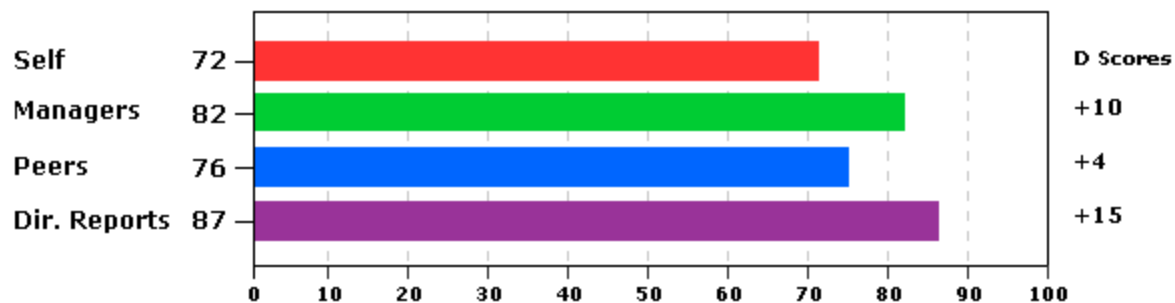
Adaptability

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.



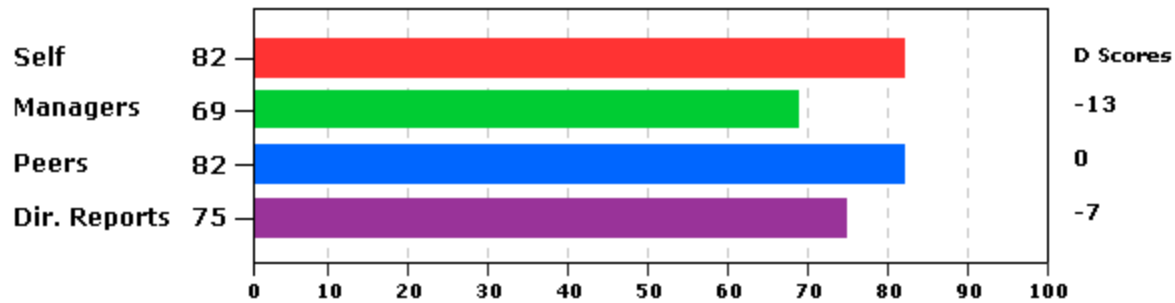
Leadership

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.



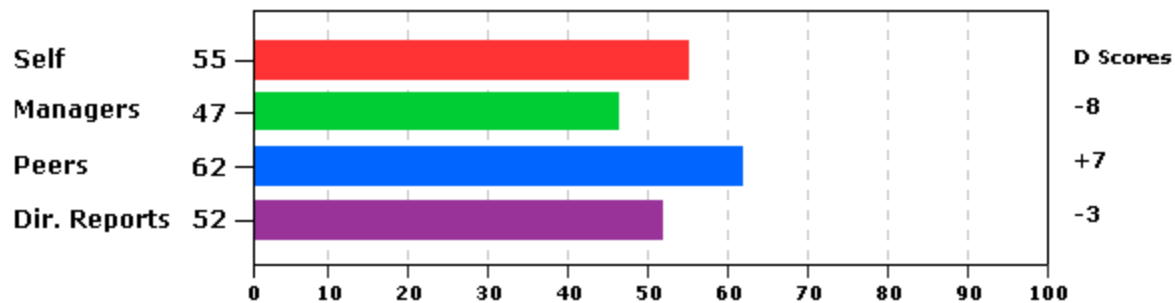
Team Building

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.



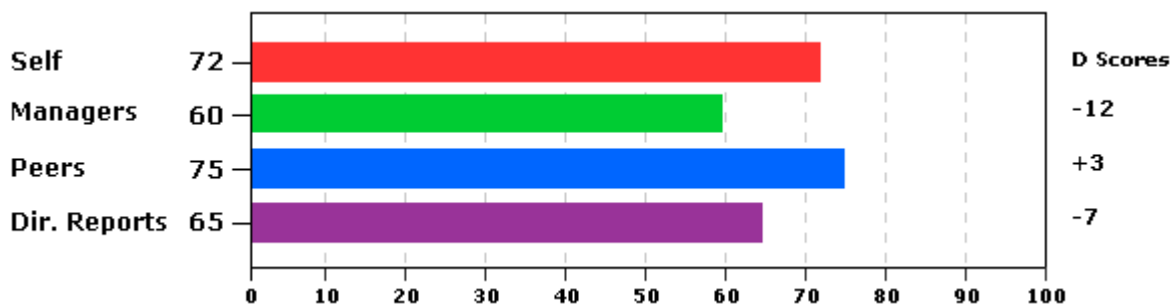
Planning

is the process, appropriate at all levels of management, by which leaders decide, often with considerable help from others, what they want to achieve and develop appropriate strategies for achieving it.



Innovation

characterizes managers who are creative in generating solutions to problems, who continually improve methods and processes, and who are change agents who help their company achieve and maintain cutting-edge competencies.



Scale Scores and Difference Scores of *John Doe*

DNI Summary Ratios -- An Example
(Average of *others* / all) = **83/81**

	Score	Diff.
Self	75	
Others { Managers	88	+13
Peers	72	-3
Dir. Reports	90	+15

Understanding Your DNI Summary Ratios.

These ratios enable you to compare your self-description with the way others described you. Consider it a kind of mirror--if not a reality check, at least it is a means of comparing your self-perception with others' perceptions on each of the DNI scales.

	Score	Diff.	Ratio
Communication			62/62
Self	61		
Managers	35	-26	
Peers	72	+11	
Dir. Reports	80	+19	

	Score	Diff.	Ratio
Delegation			67/71
Self	80		
Managers	59	-21	
Peers	72	-8	
Dir. Reports	71	-9	

	Score	Diff.	Ratio
Empowerment			82/83
Self	85		
Managers	78	-7	
Peers	93	+8	
Dir. Reports	76	-9	

	Score	Diff.	Ratio
Trust Building			65/66
Self	70		
Managers	56	-14	
Peers	75	+5	
Dir. Reports	63	-7	

	Score	Diff.	Ratio
Decision Making			74/73
Self	70		
Managers	62	-8	
Peers	77	+7	
Dir. Reports	83	+13	

	Score	Diff.	Ratio
Interpersonal Relations			71/75
Self	87		
Managers	62	-25	
Peers	82	-5	
Dir. Reports	70	-17	

	Score	Diff.	Ratio
Motivating Skills			71/73
Self	78		
Managers	70	-8	
Peers	73	-5	
Dir. Reports	69	-9	

	Score	Diff.	Ratio
Adaptability			62/62
Self	62		
Managers	55	-7	
Peers	67	+5	
Dir. Reports	63	+1	

	Score	Diff.	Ratio
Leadership			82/79
Self	72		
Managers	82	+10	
Peers	76	+4	
Dir. Reports	87	+15	

	Score	Diff.	Ratio
Team Building			75/77
Self	82		
Managers	69	-13	
Peers	82	0	
Dir. Reports	75	-7	

	Score	Diff.	Ratio
Planning			54/54
Self	55		
Managers	47	-8	
Peers	62	+7	
Dir. Reports	52	-3	

	Score	Diff.	Ratio
Innovation			67/68
Self	72		
Managers	60	-12	
Peers	75	+3	
Dir. Reports	65	-7	

Scale Rankings

for *John Doe*

The chart below arranges scales from highest to lowest score as reported by yourself, managers/supervisors, peers, and direct reports. These ranking are one way of showing the extent to which observer descriptions are consistent with your own and with one another's descriptions. The questions that follow are designed to help you think clearly about this information and thereby help you to make maximum use of it.

Rank	Scales (Self)		Scales (Managers)		Scales (Peer)		Scales (Direct Reports)	
1	Interpersonal Relations	87	Leadership	82	Empowerment	93	Leadership	87
2	Empowerment	85	Empowerment	78	Team Building	82	Decision Making	83
3	Team Building	82	Motivating Skills	70	Interpersonal Relations	82	Communication	80
4	Delegation	80	Team Building	69	Decision Making	77	Empowerment	76
5	Motivating Skills	78	Interpersonal Relations	62	Leadership	76	Team Building	75
6	Leadership	72	Decision Making	62	Innovation	75	Delegation	71
7	Innovation	72	Innovation	60	Trust Building	75	Interpersonal Relations	70
8	Trust Building	70	Delegation	59	Motivating Skills	73	Motivating Skills	69
9	Decision Making	70	Trust Building	56	Delegation	72	Innovation	65
10	Adaptability	62	Adaptability	55	Communication	72	Trust Building	63
11	Communication	61	Planning	47	Adaptability	67	Adaptability	63
12	Planning	55	communication	35	Planning	62	Planning	52

Scale Rankings

Continued

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 _____

Identifying the Strengths

of *John Doe*

Combined with earlier parts of this report, the information presented below can help you identify some of your managerial 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.

To help you identify the descriptive items that contributed most to those scale scores, the thirty items on which your average scores were highest are listed below in descending order. 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.

Item Scores

- 100** Is committed to continual improvement in the products and/or services of his/her unit
- 100** Relates to others with honesty and integrity
- 100** Is consistently trustworthy and is a trust builder
- 100** Motivates direct reports to continually upgrade their skills and job knowledge
- 93** Thrives on change and innovation
- 93** Is challenged by problems that require creative solutions
- 93** Is a creative innovator and change agent within the organization
- 93** Promotes cooperation rather than competition among members of work groups
- 93** Is deeply committed to self-development and development of Direct Reports
- 93** Makes daily decisions that are strongly influenced by clearly formulated goals
- 93** Empowers Direct Reports to achieve their full potential
- 93** Expects high individual productivity and superior quality work
- 93** Is highly informed concerning the advances and trends in his/her field
- 93** Is trusted by his/her direct reports, and as a result, they are confident they will receive rewards they are promised
- 93** Can always be depended upon to be truthful
- 93** Takes the initiative rather than waiting to be told that changes need to be made
- 87** Is an agent of constructive change within the organization
- 87** Has earned a reputation for being competent and knowledgeable
- 87** Makes decisions that reflect her/his tendency to think rationally and act purposefully
- 87** Is a highly skilled and effective planner
- 87** Motivates with threats and punishment only as a last resort
- 87** Provides the resources Direct Reports need for high performance
- 87** Seeks continual improvement in methods and processes
- 87** Gives Direct Reports maximum freedom to do their work
- 87** Practices general rather than close supervision

It is probable that some of the items listed above are from Scales other than the ones on which you have received the highest scores. Given the complex nature of human abilities and the interrelatedness of different abilities, that should not be surprising. As you study the statements listed above, take notes of the ones that you think are contributing most to your effectiveness in your present position. You have earned the right to take satisfaction in these strengths.

DNI Item Ranking

(continued from "Strength Identification")

Below are listed all of the DNI items except those just listed under *Strength Identification*. These are arranged from highest to lowest description score (based on all descriptions, including your own). Combined with the information presented in previous charts, this will help you further identify your strengths and development needs. The items with the highest scores are strengths relative to those nearer the lower end. Even if all of your scores are high, the items with the lowest scores provide your best input for personal development.

- 87 Builds mutual respect among members of work groups she/he supervises
- 87 Sets target dates and is guided by them in the achievement of tasks and goals
- 87 Actively seeks the best ideas of others in order to perform more effectively
- 87 Possesses the broad base of knowledge needed to be optimally innovative
- 81 Inspires team members to help one another achieve excellence in their work
- 81 Sets and adheres to target dates for the achievement of tasks and goals
- 81 Has a strong sense of priorities; does first things first
- 81 Coordinates her/his unit plans with the company's mission, strategies, and goals
- 81 Involves direct reports in generating alternative solutions to problems
- 81 Is open to new ideas, strategies, and methods
- 81 Helps followers realize their importance as interdependent members of work groups
- 81 Is a problem solver, not a problem avoider
- 81 Adapts rapidly to present and anticipated environmental changes
- 81 Praises Direct Reports who make progress toward worthy goals
- 81 Motivates Direct Reports to set and reach challenging goals
- 81 Identifies strengths and inspires others to believe in their own worth and ability
- 81 Anticipates the need for change and takes appropriate action
- 81 Backs persons to whom he/she has assigned responsibility and delegated authority
- 81 Does everything possible to help Direct Reports reach their goals
- 81 Is highly respected as a leader and a manager
- 81 Makes decisions that reflect high personal integrity and genuine concern for others
- 81 Makes decisions that show maturity and common sense
- 81 Holds delegates accountable for results
- 75 Relates to others in such a way that they want to accept her/his leadership
- 75 Continually coaches and provides other training for her/his Direct Reports
- 75 Communicates a vision that inspires and motivates
- 75 Leads in ways that develop a deep sense of loyalty and respect
- 75 Gets along well with other employees at all levels
- 75 Grants all the authority that delegates need to perform well
- 75 Makes timely decisions makes decisions when they will be most effective
- 75 Must sometimes make tough decisions about people, but those decisions are viewed as fair and considerate
- 75 Takes calculated risks as situations warrant; is not excessively cautious
- 75 Rewards direct reports who develop work-related skills needed to play diverse roles
- 75 Is a leader with whom others readily identify and support
- 75 Contributes to the well-being and effectiveness of others throughout the organization
- 75 Allows delegates to take calculated risks and make mistakes in order to grow
- 75 Is skilled at disagreeing without being offensive
- 75 Attempts to place employees in work that is interesting and rewarding in itself
- 75 Is a divergent thinker rather than seeing everything in traditional ways
- 75 Builds team spirit and pride in team achievement
- 75 Attempts to anticipate the impact of uncontrollable variables on outcomes
- 75 Develops plans to meet the training needs of his/her direct reports
- 75 Carefully plans strategies for reaching personal and organizational goals
- 75 Actively seeks to improve communication from and among team members
- 75 Actively seeks to improve communication from her/his Direct Reports
- 68 Rotates job assignments to develop a versatile work force
- 68 Plans desired outcomes; leaves little to chance or luck
- 68 Allocates sufficient time for planning and goal setting

- 68 Exhibits a self-assurance that makes others confident when following her/his leadership
- 68 Uses her/his authority to empower rather than overpower (i.e., dominate) others
- 68 Is not impulsive; does not make decisions now that should be postponed
- 68 Tends to be a peacemaker rather than a troublemaker
- 68 Contributes to an organizational culture that is inspiring and optimistic
- 68 Does not make decisions that her/his Direct Reports should make
- 68 Consistently rewards desirable behavior and discourages undesirable behavior
- 68 Sets challenging but realistic target dates for achieving objectives
- 68 Is effective in reducing unhealthy conflict among others
- 68 Inspires in others a deep personal commitment to the organizations values and goals
- 68 Leads rather than drives her/his Direct Reports
- 68 Demonstrates outstanding ability to motivate others
- 62 Communicates effectively with groups
- 62 Does not compete with Direct Reports for power or recognition

Since you were least likely to be described in terms of the following 20 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.

- 62 Skillfully prepares Direct Reports for acceptance of innovation and change
- 62 Is an excellent team player and team builder
- 62 Communicates effectively with peers
- 62 Does not allow defensiveness and prejudice to bias his/her decisions
- 62 Freely shares information; practices open communication
- 62 Creatively generates alternative solutions to problems
- 62 Relates with sensitivity to people with very different backgrounds and characteristics
- 62 Keeps his/her manager/supervisor well informed
- 62 Is effective in collecting the information required to make sound decisions
- 62 Effectively uses within-group discipline to maintain peak motivation to achieve
- 62 Is not an autocratic leader
- 56 Is a good listener; seeks to understand what others *mean* to say
- 56 Gives clear and concise work assignments
- 56 Is a highly effective communicator
- 56 Is a highly effective delegator
- 50 Is highly skilled in interpersonal relations
- 50 Does not do work that should be delegated
- 50 Schedules his/her work to permit maximum concentration of thought and energy
- 43 Communicates effectively in writing
- 43 Is aware of and responsive to the true feelings, attitudes, and motives of others

Additional Recommendations

for *John Doe*

The statements printed below are yet another 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.

It is noteworthy that highly effective managers are more likely than others to respond to growth opportunities and the least effective managers are least likely to admit that they have development needs. 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.

Additional Recommendations

Continued

Your Four Highest Scale Scores

Trust Building

Your proven ability and motivation to build trust undoubtedly has a positive impact on many aspects of your leadership role. A high level of trust is earned, not conveyed by position or power. A high DNI score on trust building tends to reflect others belief in both a managers character and competence.

Innovation

Your score on *Innovation* shows that you are aware of the need for creative problem solving and constructive change as part of your managerial role. This should serve you well in an age of dramatic change, knowledge explosion, and global competition.

Adaptability

A high score such as yours on *Adaptability* usually indicates a tendency to embrace constructive change, continuous improvement, and opportunities for personal growth and development. Given that we live in a world that is in a state of continual change this is an attribute that you should value highly and continue to nourish.

Empowerment

Your DNI scores indicate that you do a good job of empowering others. You should take satisfaction in this since empowerment is a major foundation stone of transforming leadership i.e., leadership that relies heavily on the motivation that results from an identification of direct reports with their leaders and with the goals and values of the organization their leaders represent.

Additional Recommendations

Continued

Your Four Lowest Scale Scores

Communication

Improving communicating skills, like improving decision making, should be a goal of every manager. Your best advice for doing this can probably come from the people with whom you communicate on a daily basis, especially anyone you value as a management coach or counselor. One or more of your direct reports can probably make a contribution and might be honored that you would call on them.

Interpersonal Relations

Talented, motivated, and high-performing managers are often less successful than they could be because of interpersonal conflicts, insensitivity to others needs, and other "people problems." Without regard to the absolute size of your score on Interpersonal Relations, it was not one of your highest DNI scores. Would better interpersonal relations make you more effective and successful? Can you identify behaviors and attitudes that would improve your relations with others?

Leadership

You can benefit from doing whatever it takes to make Leadership one of your most outstanding managerial characteristics. On the DNI, the Leadership scale is very broadly defined in terms of a number of items taken mostly from the other scales. If *Participative Leadership* was one of the qualities described in your company's study, check to see whether you may be relying excessively on your delegated authority to influence your direct reports. That is quite common but it is becoming increasingly ineffective in progressive organizations. Keep in mind that management and leadership are not the same. "We manage inventories; we lead people."

Delegation

You can benefit from improving your delegation skills. That is significant because delegation is a critical managerial skill. Consider getting feedback from persons who have had an opportunity to observe your job performance. They can help you gain insight into which specific aspects of your delegation may be most in need of improvement. Pay special attention to this behavior if your direct reports believe you need improvement since they are the ones who experience your delegation skills on a daily basis.