

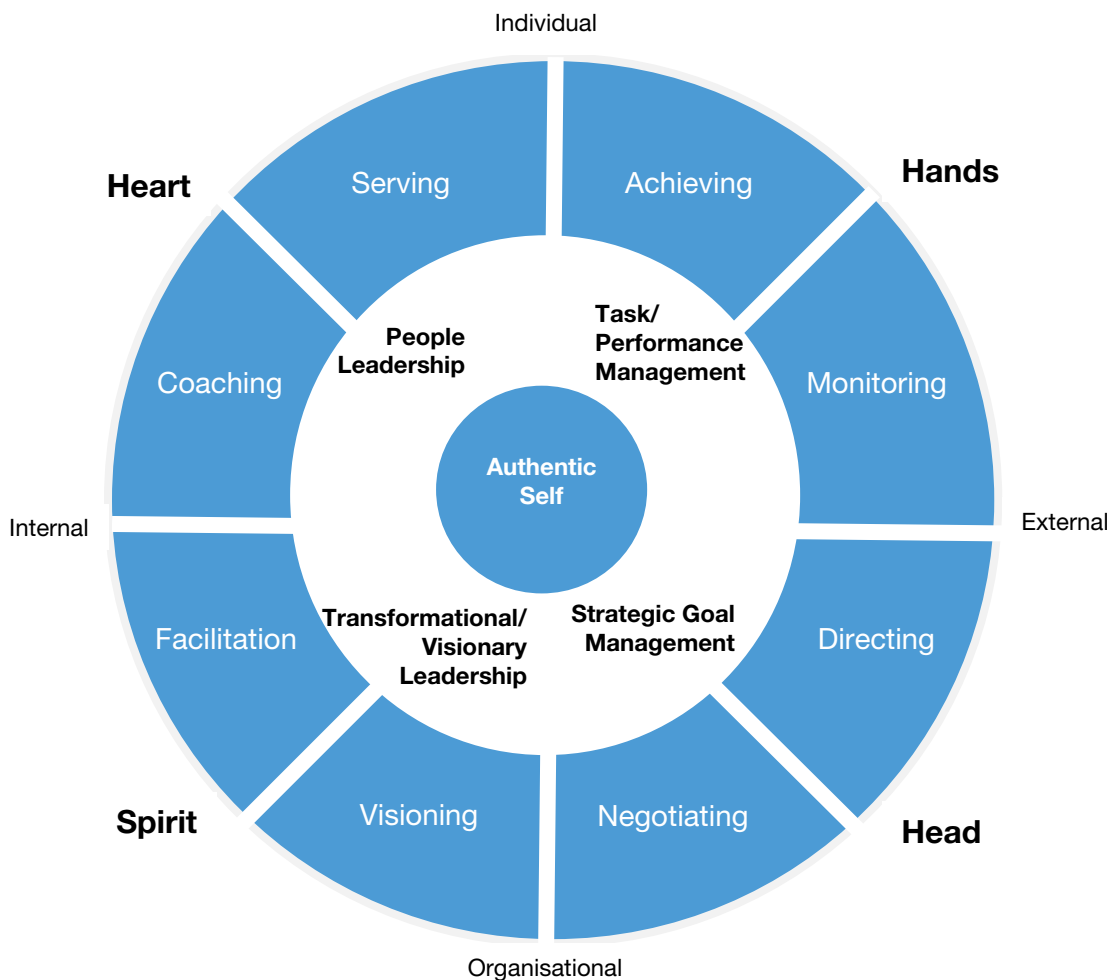
INTEGRAL 360 LEADERSHIP & MANAGEMENT PROFILE



INTRODUCTION TO THE INTEGRAL LEADERSHIP & MANAGEMENT 360° PROFILE (ILMP)

The Integral Leadership & Management 360° Profile (ILMP) is a 360° feedback process designed to help you with your personal and professional development. 360° feedback means that you get feedback from your peers, your subordinates and your superordinates. You therefore get a well rounded and reliable assessment of your leadership and managerial effectiveness.

The ILMP is based on the Integral Model of Leadership and Management (see diagram below). This model and the term 'integral' are derived from Ken Wilber's work on Integral Theory and adapted to leadership by Dr Ron Cacioppe. Aspects of Quinn's competing values framework are also incorporated in the model. Leadership effectiveness and organisational success depend upon the active integration of the organisational whole with individual parts. An integral leader also strikes a balance between organisational results and individual, team and organisational development.



Integral Theory integrates many scientific fields such as psychology and sociology with the eastern and western philosophical perspectives into a comprehensive framework for human development. It has been described as the new paradigm for the 21st century since it provides a new and holistic way of seeing ourselves and the purpose of work in organisations. Dr Ron Cacioppe has spent the last twenty years translating Integral Theory into relevant and practical applications for leaders, teams and the transformation of organisations.

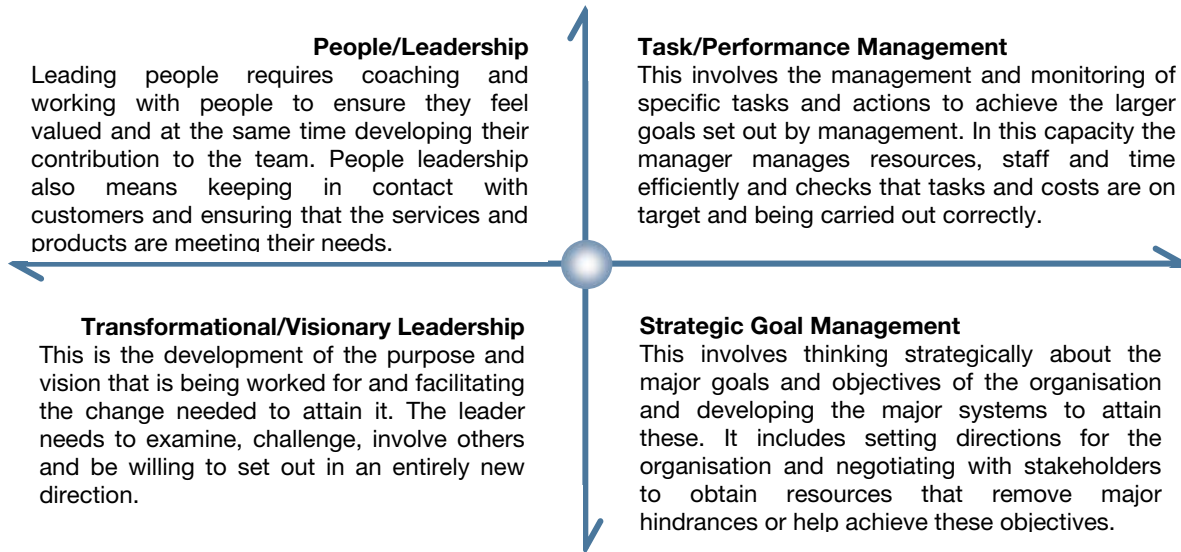
The set of profiles provided in this feedback booklet summarise important information about your leadership and managerial effectiveness. The profiles are based on the diagram above, and show the extent to which you demonstrate a set of roles, skills and qualities. The more you demonstrate each of the roles, skills and qualities, the more effective you are as a leader-manager.



INTRODUCTION TO THE INTEGRAL LEADERSHIP & MANAGEMENT 360° PROFILE (ILMP)

The following are the dimensions and brief summaries of the areas measured by the Integral 360° Profile.

4 Functions of Leadership and Management



8 Roles of Leadership and Management



The Authentic Self

At the core of the Integral model is the Authentic Self. The Authentic Self comprises those qualities and skills that demonstrate genuineness, integrity and balance in your personal and professional life. The Authentic Self acts, thinks and feels in a way that is harmonious and interconnected with everyone and everything you encounter.

The Authentic Self is the real, true, genuine substance of who you are. The Authentic Self can be found at your absolute core. It is the part of you not defined by your job, function or role. It is the natural expression of your skills, talents and wisdom and is experienced when you are being true to yourself rather than what you believe you are supposed to be and do.



INTRODUCTION TO THE INTEGRAL LEADERSHIP & MANAGEMENT 360° PROFILE (ILMP)

The information on the following pages in the form of graphs charts and covers:

- Overall Integral ILMP indicators
- 4 functions of leadership and management
- 8 roles of leadership and management including
 - 16 skills in the four leadership roles
 - 16 skills in the four management roles
- Overall Authentic Self indicators
 - 16 skills of Authentic Self
- Vital organisation skills (*optional*)
- Outcomes of leadership behaviour
- Development summary
- Dominant leadership styles (*optional*)
- Open comments

It is important that you see the focus of the ILMP feedback as developmental rather than evaluative. Research and our experience have shown that leader-managers find the feedback most useful when it is used purely for developmental purposes. The feedback is not about assessing how good or bad you are relative to others, but rather it is about identifying your strengths as well as key improvement areas.

Your challenge is to use this feedback in a constructive way. You need to build the feedback into some tangible actions aimed at improving your leadership and managerial effectiveness. Your ILMP graphs show the extent to which you demonstrate certain skills and behaviours. The more often you demonstrate these, the greater is your managerial and leadership effectiveness.

To develop your effectiveness, begin by setting some realistic but challenging goals, develop a clear plan of action to develop your knowledge and skills and monitor your progress towards your goals.

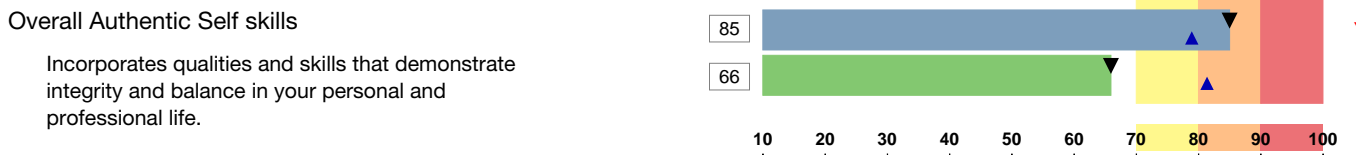
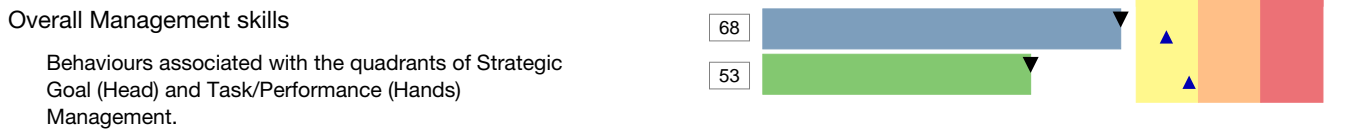
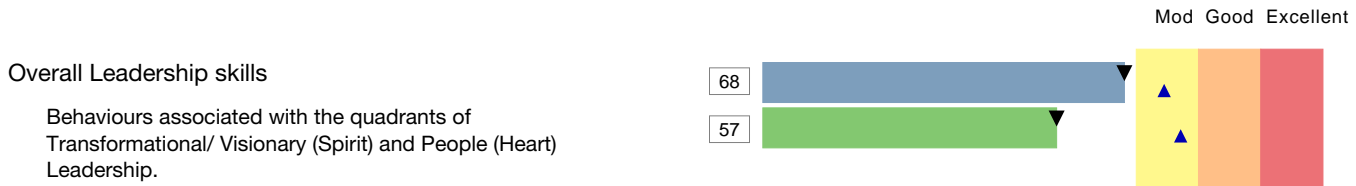
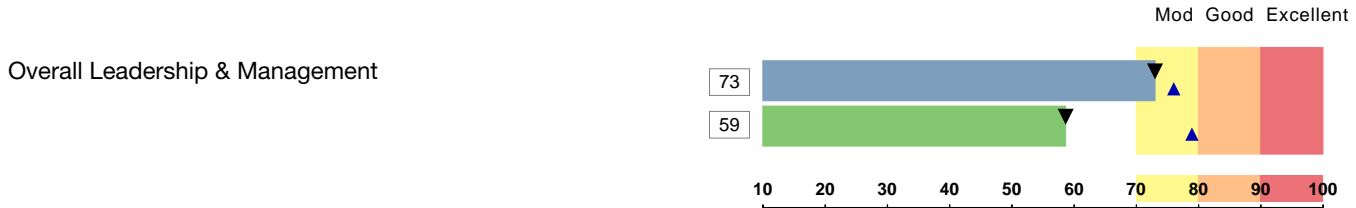
References

The following sources will provide further information on the Integral model, the work of Ken Wilber, and 360° feedback:

- Cacioppe, R. and Albrecht, S. 2000, 'Using 360° feedback and the integral model to develop leadership and management skills', *Leadership & Organisation Development Journal*, vol. 21, no. 8, pp. 390-404.
- Cacioppe, R. and Albrecht, S. 2001, 'Understanding and Developing Leadership and Management Using the Holon Model', *Leadership in the Antipodes: Findings, Implications and a Leader Profile*, Institute of Policy Studies.
- Thach, E. 2002, 'The impact of executive coaching and 360 feedback on leadership effectiveness', *Leadership & Organisation Development Journal*, vol. 23, no. 4, pp. 205-214.
- Wilber, K. (2001). *A Theory of Everything*. Boston, Shambhala.



OVERALL INDICATORS



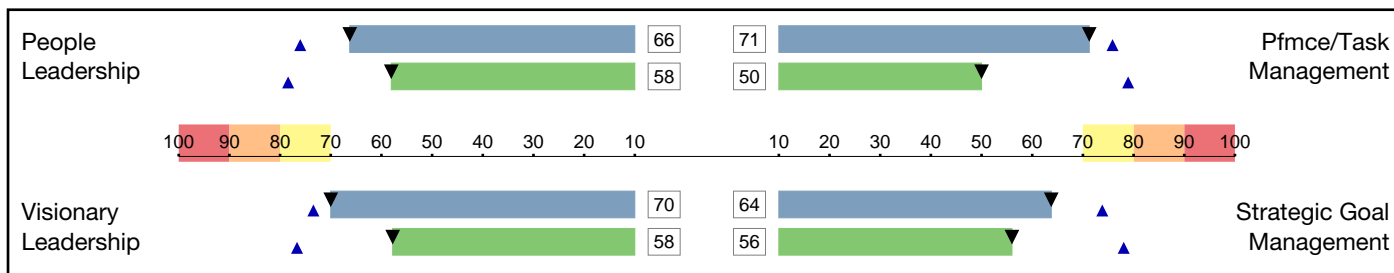
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 Sample Size (LMP) - Self: 1819 Other: 12177

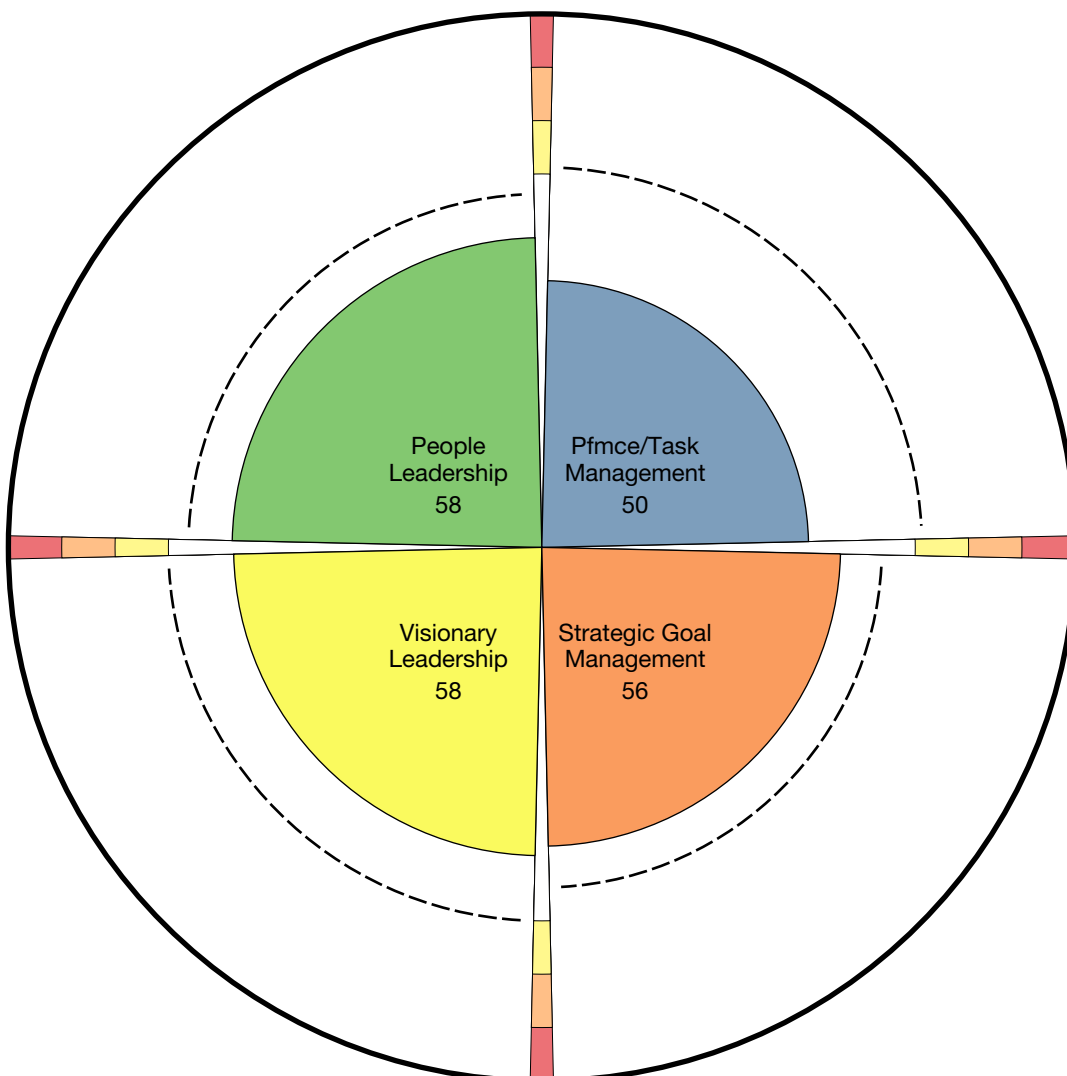
■ Self ■ Other ▼ Norm (Organisation) ▲ Norm (All LMP)
 ▼▲ Self score and Other score differ by more than 15 points



4 FUNCTIONS OF LEADERSHIP AND MANAGEMENT



■ Self ■ Other ▼ Norm (Organisation) ▲ Norm (All LMP)



Others Count: 6

Sample Size (Org) - Self: 1 Other: 6
 Sample Size (LMP) - Self: 1819 Other: 12177

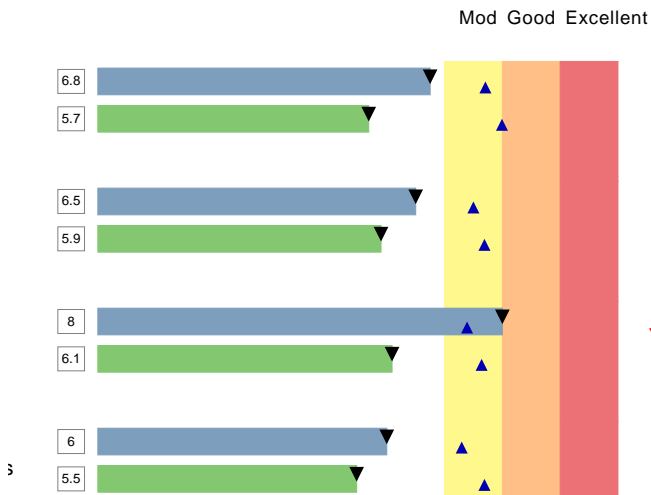
Other Rating
 Self Rating



8 ROLES OF LEADERSHIP AND MANAGEMENT

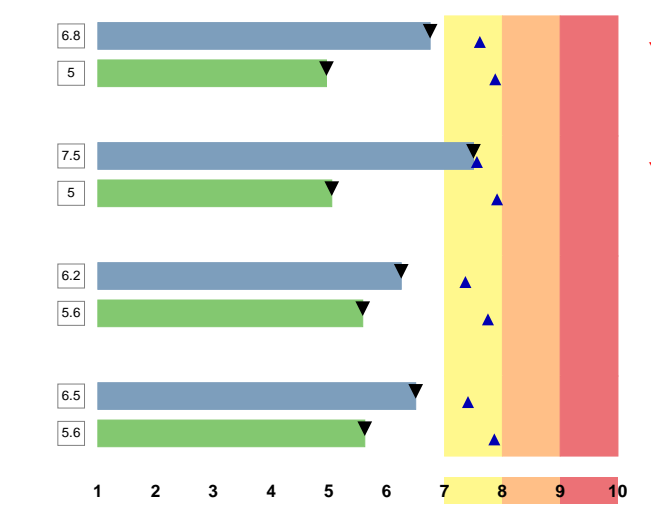
Leadership Roles

- Serving**
Develops good customer relations(text truncated)
customers. Coordinates with other satisfaction and provides resource:
- Coaching**
Encourages and helps developmen(text truncated)
communication. Encourages team contributions. Manages poor perfor
- Facilitating**
Manages meetings effectively and(text truncated)
participation. Manages conflict an techniques and methods, and corr
- Visioning**
Clearly communicates the vision at(text truncated)
Helps others to see the vision as w and future possibilities. Initiates ch



Management Roles

- Achieving**
Demonstrates problem solving. U:(text truncated)
Provides performance feedback. (Promotes continuous improvemer
- Monitoring**
Ensures actions comply with rules(text truncated)
provided. Monitors efficiency and Manages costs and budgets
- Directing**
Focuses on high priority activities(text truncated)
clear, challenging goals and deleg broader goals
- Negotiating**
Exercises influence and political sl(text truncated)
levels and keeps abreast of develc resources and effective public spe



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■ Self ■ Other ▼ Norm (Organisation)
▲ Norm (All LMP)
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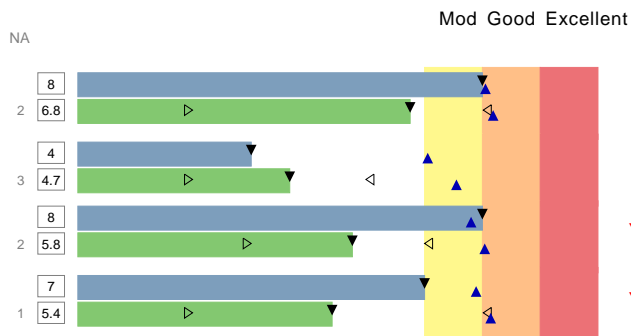


16 SKILLS OF LEADERSHIP ROLES

Serving

- 3. I develop positive relations with people and products (eg external clients and internal staff).
- 8. I make sure our section gets feedback and we are meeting their needs.
- 13. I liaise and cooperate with other divisions in the organisation, overall, provides good service.
- 18. I demonstrate a strong commitment to day-to-day activities (eg respond to requests on how we can improve our service).

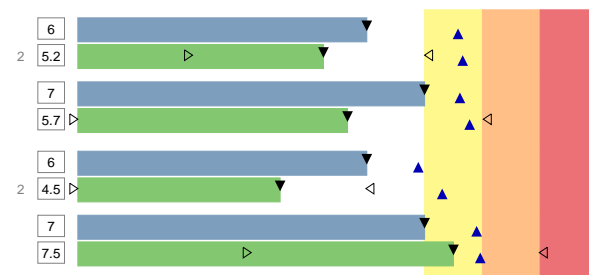
..... (text truncated)



Coaching

- 1. I coach and encourage people with my section to develop their skills and potential through training opportunities, suggest ways to improve.
- 6. I demonstrate team leadership and encourage others to take initiative.
- 11. I effectively manage people not performing well (eg help them find solutions, set goals, provide feedback).
- 16. I praise people for their positive contributions.

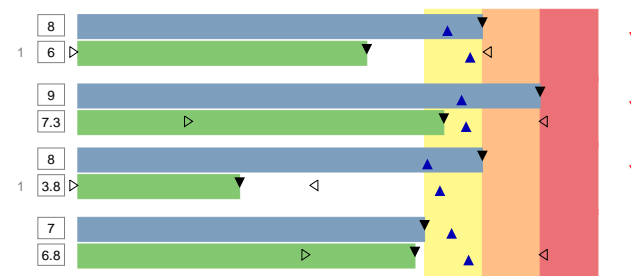
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Facilitating

- 2. I manage meetings effectively (eg set agendas, encourage participation, keep to time, set action items).
- 7. I use a participative style of management (eg planning, goal setting, decision making, delegation).
- 12. I effectively address and manage conflicts that arise within our section.
- 17. I facilitate group discussions effectively (eg encourage consensus, use brainstorming etc).

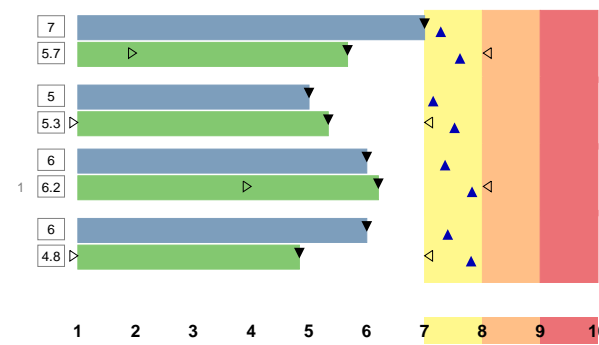
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Visioning

- 23. I inspire others to believe in and live by our organisation's values and its vision.
- 26. I communicate a long range vision for our organisation (eg clear sense of direction and purpose).
- 29. I work at developing possibilities and encourage others to contribute to our vision or goals.
- 32. I initiate and implement changes that will benefit the organisation as a whole.

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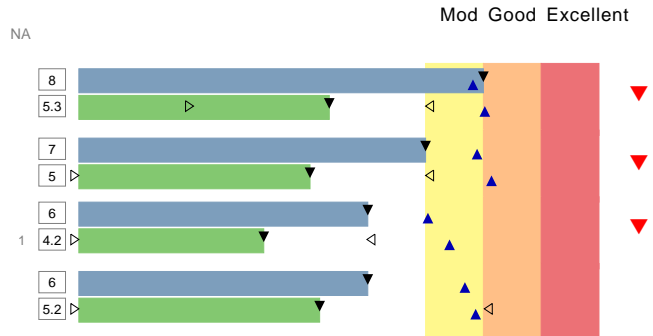


16 SKILLS OF MANAGEMENT ROLES

Achieving

- 5. I come up with good solutions wher the way of achieving our goals.
- 10. I promote and support attempts to i products and services.
- 15. I provide people within our section v feedback on their performance.
- 20. I create and develop new ideas and

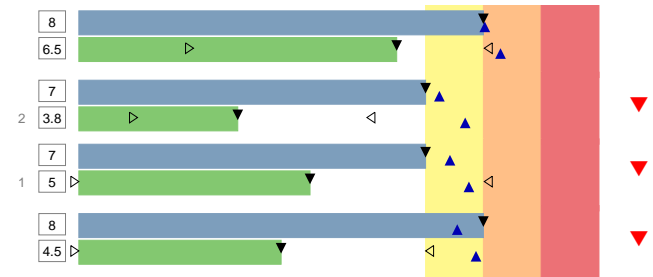
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Monitoring

- 4. I make sure that our decisions and : organisation's policies, standards a
- 9. I make sure our section has good in progressing toward our targets and
- 14. I monitor activities and procedures f section is working as effectively anc
- 19. I follow up on decisions to make sui

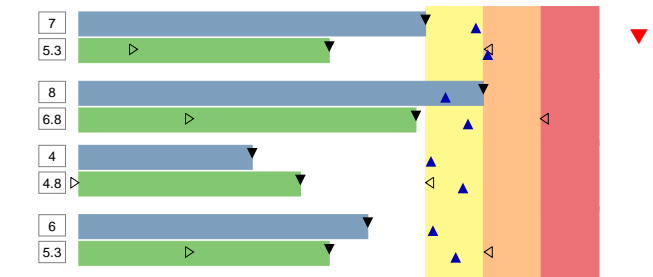
..... (text truncated)



Directing

- 21. I keep a focus on important, high pri
- 24. I effectively delegate responsibility b and the freedom they need to do the
- 27. I develop plans which clearly set out
- 30. I clearly communicate to people in th and activities fit into the broader org:

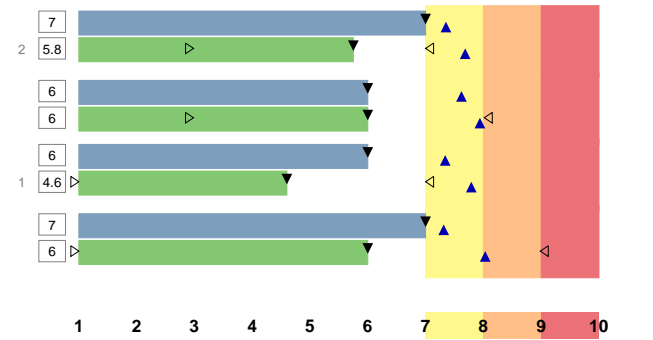
..... (text truncated)



Negotiating

- 22. I appropriately influence others to be section or workgroup.
- 25. I effectively represent the interests a group or section to higher levels of n
- 28. I negotiate effectively in order to obt: which help the overall success of ou
- 31. I am effective when speaking and pr forums held outside of our work grou .

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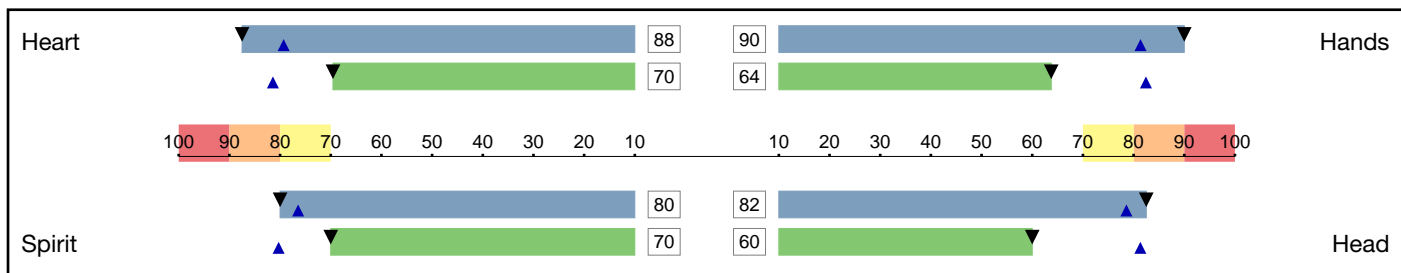
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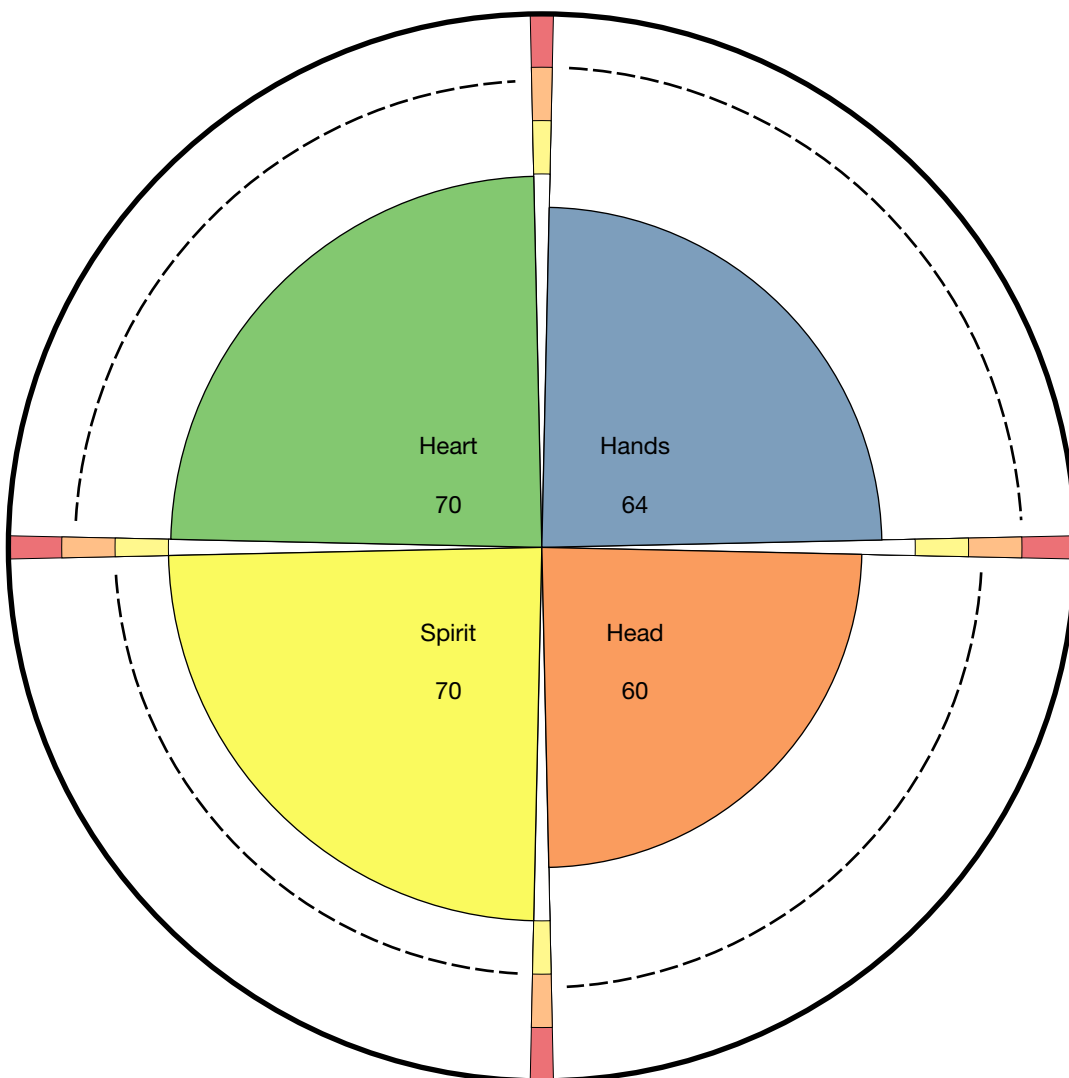
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OVERALL AUTHENTIC SELF INDICATORS



■ Self ■ Other ▼ Norm (Organisation) ▲ Norm (All LMP)



Others Count: 6

Sample Size (Org) - Self: 1 Other: 6
 Sample Size (LMP) - Self: 1819 Other: 12177

▲ Other Rating
 - - - Self Rating

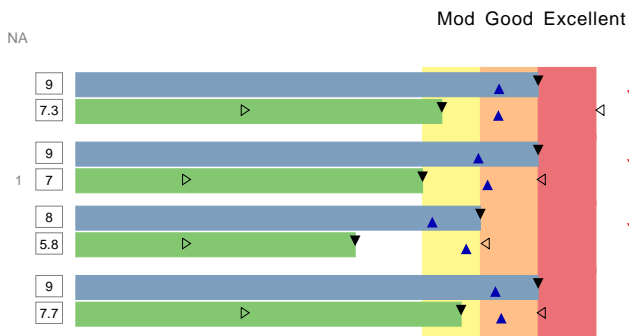


16 SKILLS OF AUTHENTIC SELF

Heart

- 33. I am open and honest when commu
- 37. I am optimistic and look for solution: pessimistic or give up.
- 42. I manage stress effectively (eg mane when faced with tight deadlines).
- 45. I show a genuine concern for the he: work with.

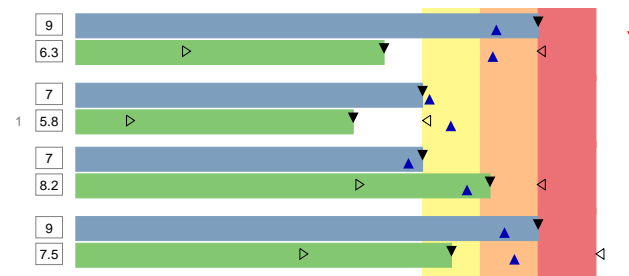
.... (text truncated)



Spirit

- 36. I am open to new experiences and c learn.
- 41. I inspire others and am able to draw
- 46. I look after my physical wellbeing a healthy diet, work-home balance).
- 48. I demonstrate a high standard of pe professional conduct.

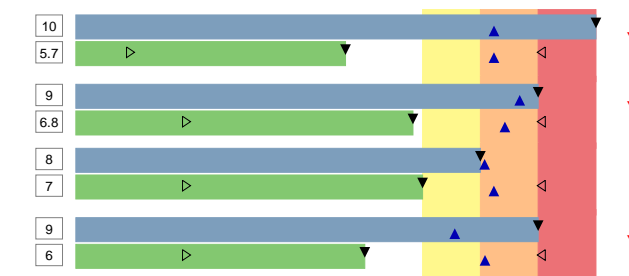
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Hands

- 34. I can be relied upon to follow throug
- 38. I take responsibility for my decisions
- 44. I show commitment and enthusiasm my words and through my actions.
- 47. I have confidence in myself as a leac things for the better.

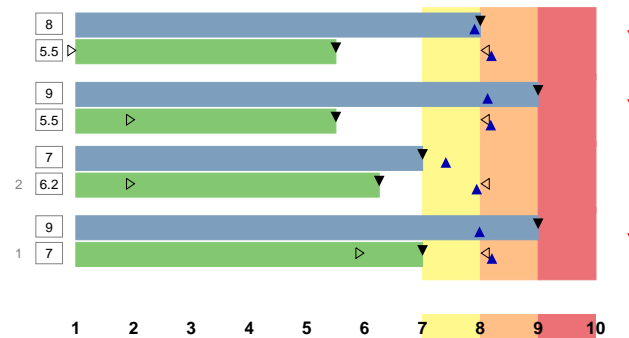
.... (text truncated)



Head

- 35. I think clearly and make intelligent d decisions.
- 39. I base decisions on what is fair and may not like me for the decisions.
- 40. I take account of the community an decisions and actions.
- 43. I have a clear set of principles and v than following what others expect n

.... (text truncated)



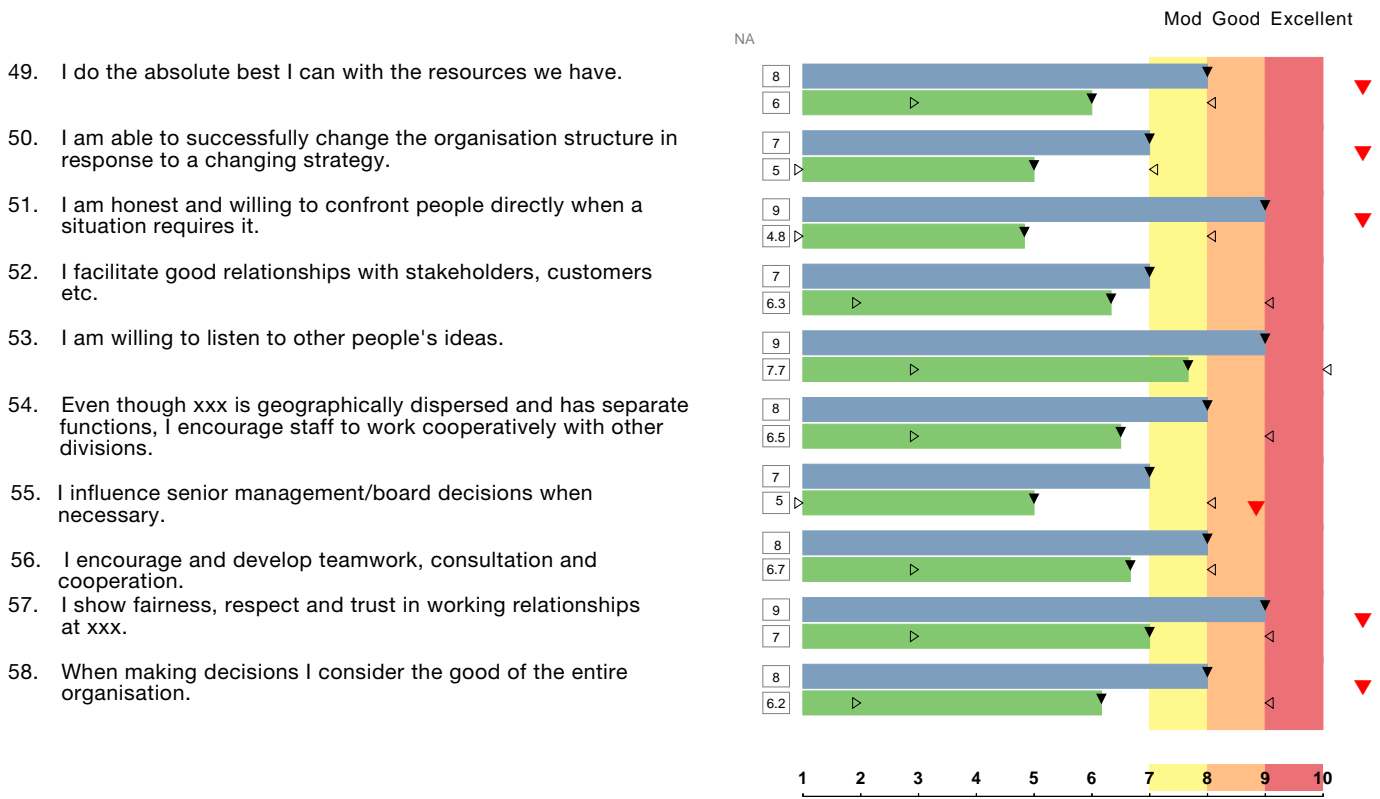
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VITAL ORGANISATION SKILLS



Others Count: 6

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 Sample Size (LMP) - Self: 1819 Other: 12177

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▷◁ Your Group Min/Max

■ Self ■ Other ▼ Norm (Organisation)

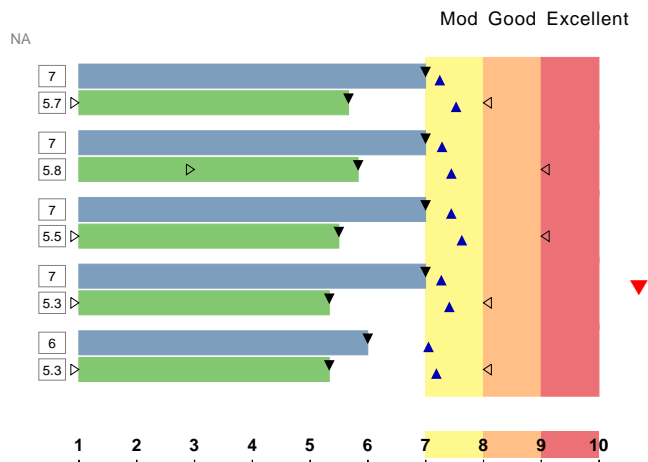
▼▲ Self score and Other score differ by more than 1.5 points



OUTCOMES OF LEADERSHIP BEHAVIOUR

- 77. My leadership style results in work with me.
- 78. My leadership behaviour results with the organisation.
- 79. My style of management results in performance.
- 80. I feel my leadership style results in my staff.
- 81. My leadership behaviour results in my staff.

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Others Count: 6

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▷◁ Your Group Min/Max
 ■ Self ■ Other ▼ Norm (Organisation)
 ▲ Norm (All LMP)

▼▲ Self score and Other score differ by more than 1.5 points



DEVELOPMENT SUMMARY

Mod Good Excellent

Highest Rated skills (Self)



Highest Rated skills (Other)



Others Count: 6

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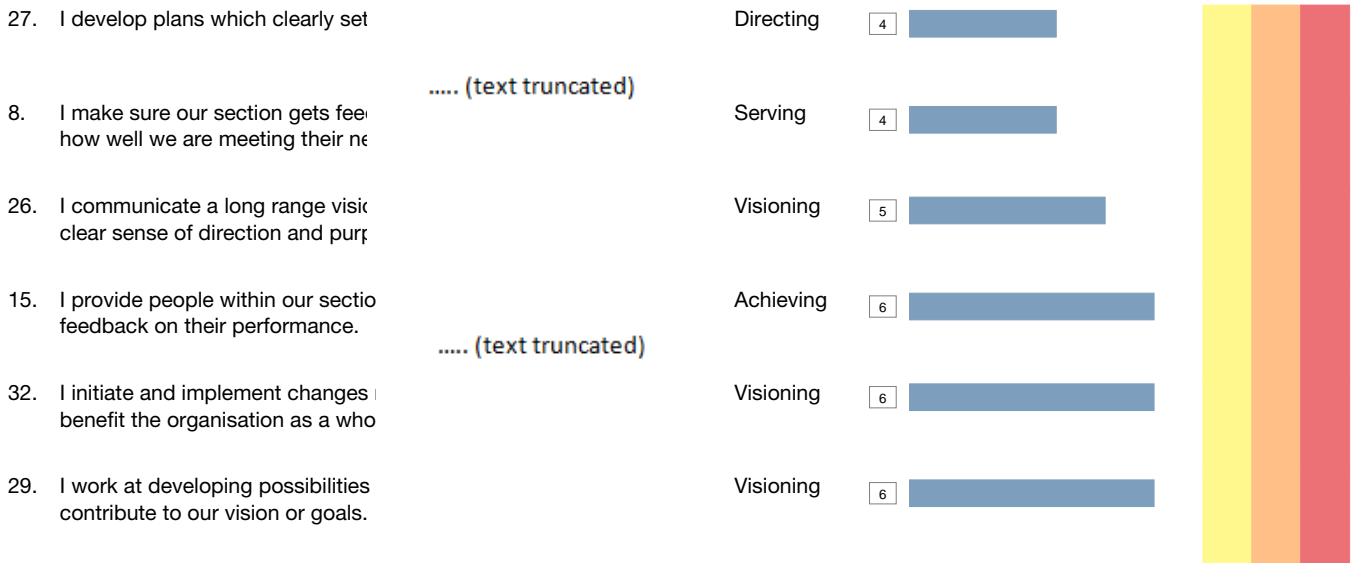
■ Self ■ Other



DEVELOPMENT SUMMARY

Mod Good Excellent

Lowest Rated skills (Self)



Lowest Rated skills (Other)



1 2 3 4 5 6 7 8 9 10

Others Count: 6

Sample Size (Org) - Self: 1 Other: 6
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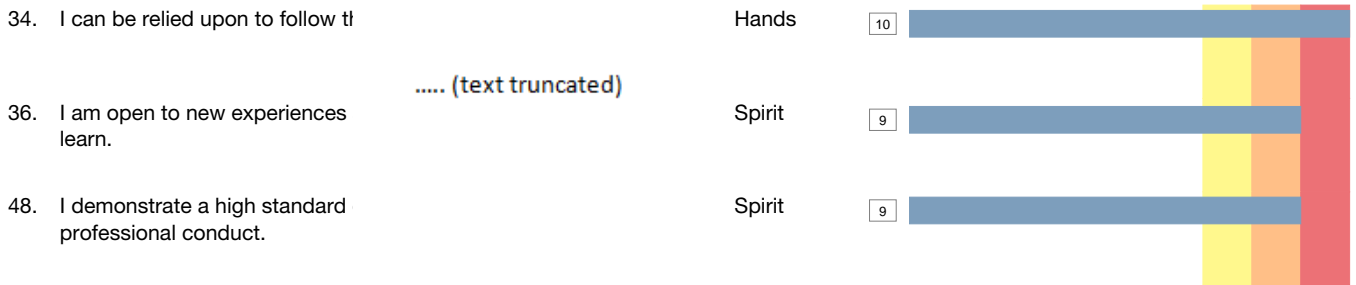
■ Self ■ Other



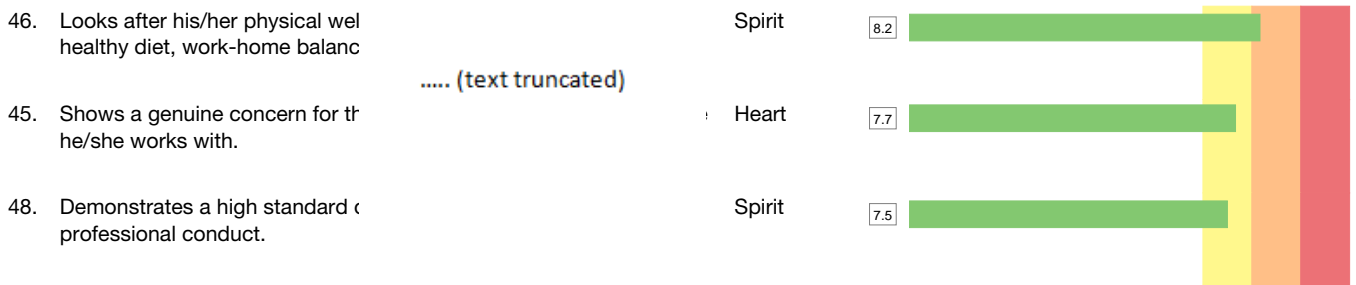
DEVELOPMENT SUMMARY

Mod Good Excellent

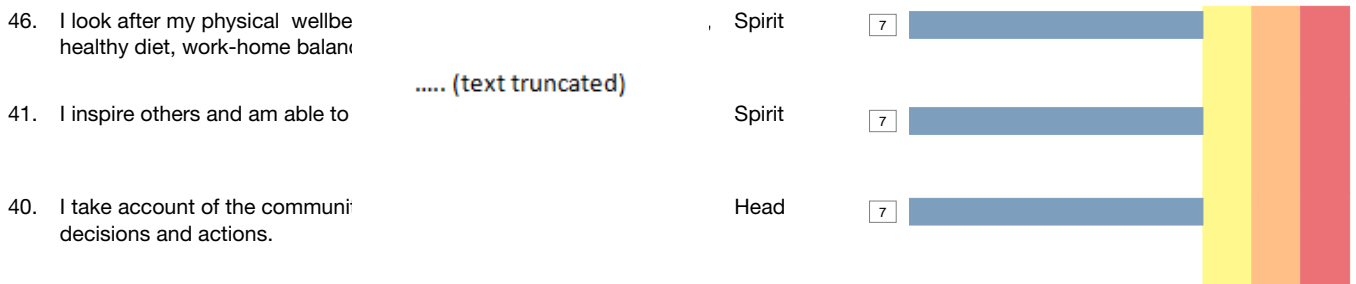
Highest Rated Authentic Self Skills (Self)



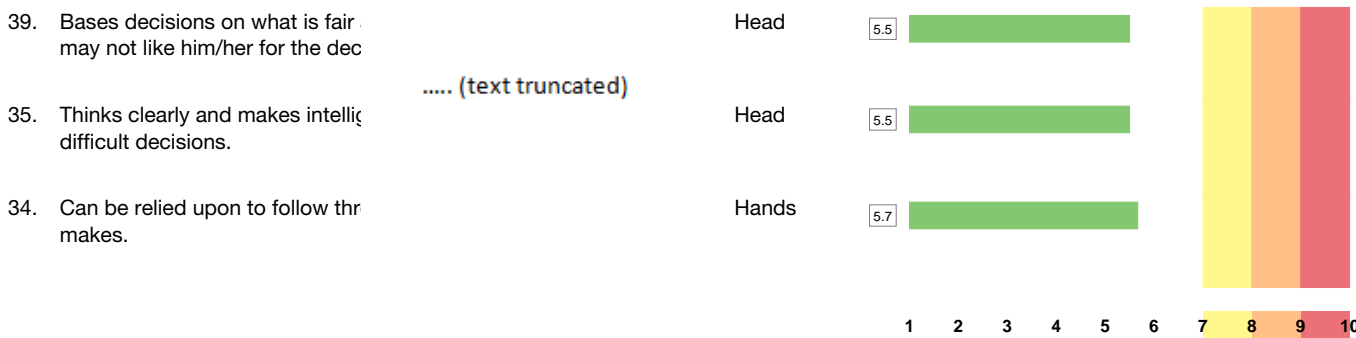
Highest Rated Authentic Self Skills (Other)



Lowest Rated Authentic Self Skills (Self)



Lowest Rated Authentic Self Skills (Other)



1 2 3 4 5 6 7 8 9 10

Others Count: 6

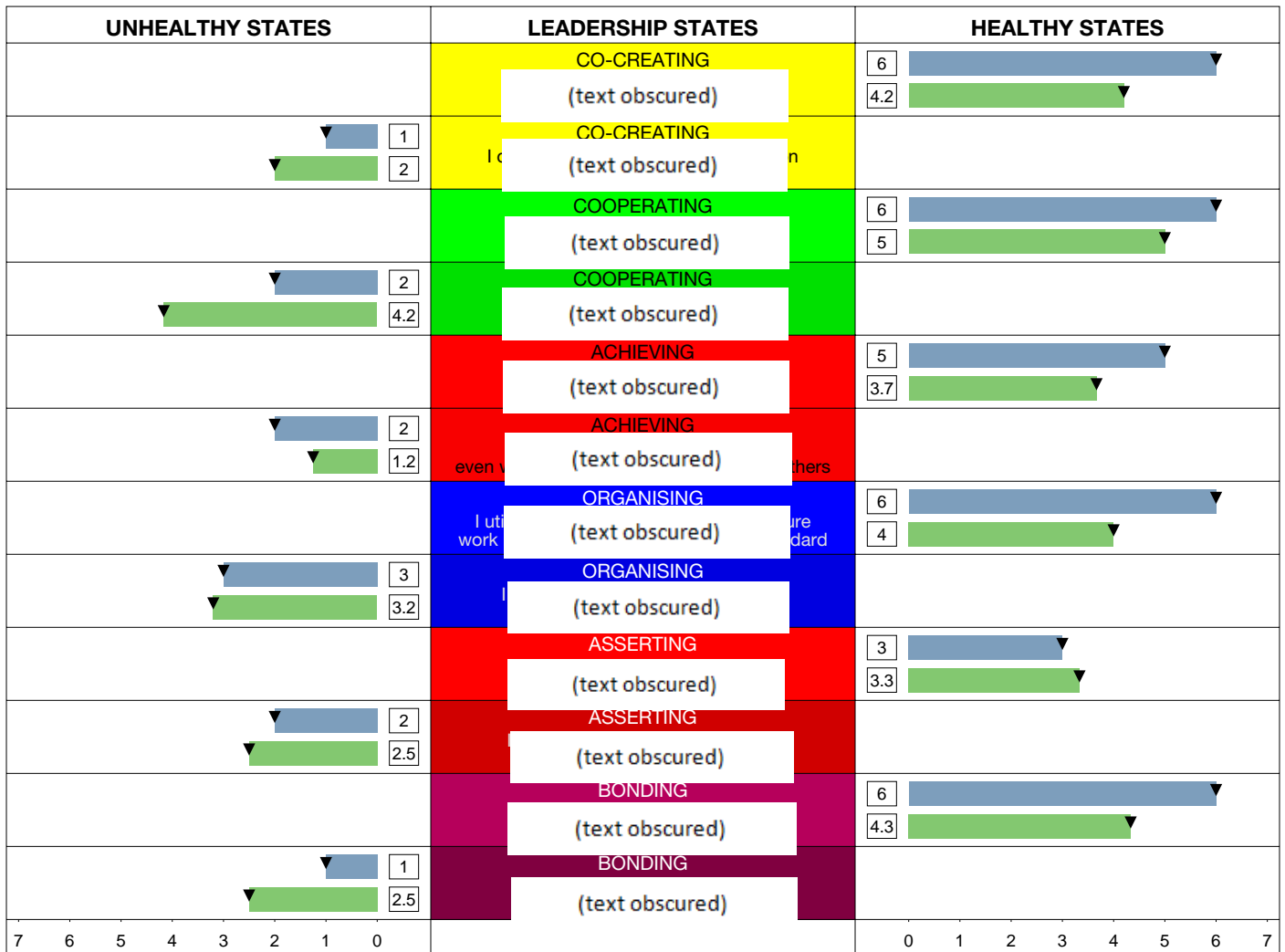
Sample Size (Org) - Self: 1 Other: 6
Sample Size (LMP) - Self: 1819 Other: 12177

■ Self ■ Other



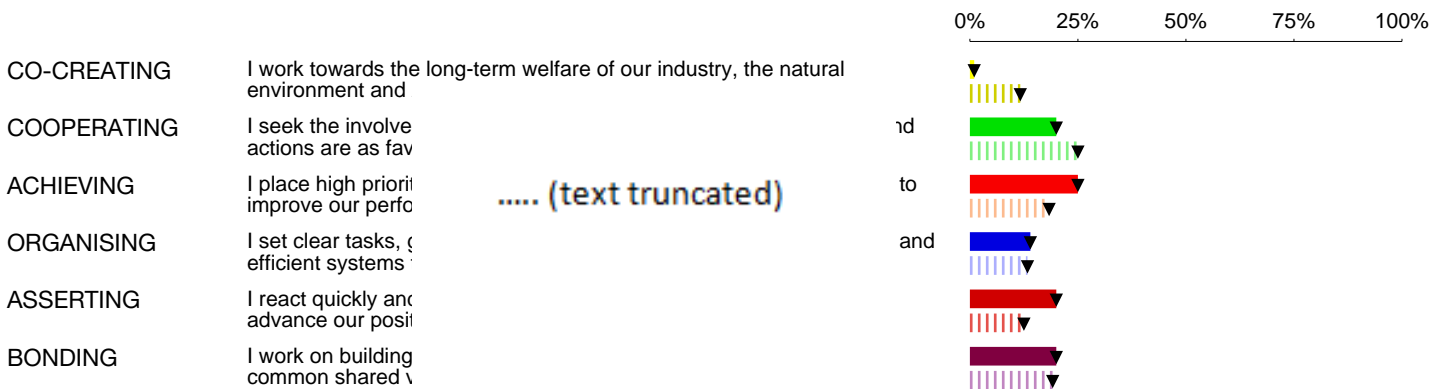
INTEGRAL LEADERSHIP STATES AND ACTIVITIES

The graphs below indicate the extent of time which you engage in different behaviours. These behaviours relate to various states of healthy and unhealthy states of leadership. The longer the coloured line, the more time you are demonstrating these behaviours.



LEADERSHIP ACTIVITIES

The information below may help you understand the leadership style you portray compared to what others consider are your actions and priorities. The graphs reflect the amount of time you currently spend in each state. The order of these statements reflects levels of self development from a wider, longer term view to a self oriented and immediate view.



Others Count: 6
 Sample Size (Org) - Self: 1 Other: 6
 Sample Size (LMP) - Self: 1819 Other: 12177

■ Self Rating
 ||||| Other Rating
 ▼ Org Average

OPEN COMMENTS

Please note that these comments are displayed exactly as they were submitted by individual respondents. They have not been edited in any way by I.D.

82. Describe the two (2) areas you feel you most need to improve to increase your managerial and leadership effectiveness (eg managing time, setting goals, being more innovative).

Self Comments:

Setting goals, tasks & actions

Managing my time with my managers

Other Comments:

Needs to stop avoiding conflict

Needs to make decisions

Setting goals and enforcing deadlines for those goals

Confronting unsuitable behaviour

Decision making

Being more innovative

Make decisions in a timely manner

Setting Goals

Procrastination in critical decision-making.

Inadequate review or feedback of key subordinate's performance.



OPEN COMMENTS

Please note that these comments are displayed exactly as they were submitted by individual respondents. They have not been edited in any way by I.D.

83. Describe two (2) strengths you have as a leader and manager.

Self Comments:

My integrity & "team" philosophy, eg always involve & encourage the right people in major decisions that affect them / the company.

My behaviour towards people rarely changes including when pressured or difficult situations. I am approachable & unemotional. People know I will always respond appropriately, not react emotionally, inappropriately.

Other Comments:

Intelligent

Approachable and open

Approachable at all times.

Doesn't react badly to bad news

Good motivator

Good communicator

Willing to listen to other people's ideas

Effectively delegates responsibility by giving people challenging jobs

Nice person!



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