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Reflector 360 LEADERSHIP

PEOPLE IMPROVE PERFORMANCE

Details of participant

Name B. Smith

Test data

Test date November 11, 2011

Test number 65455.234565

Profile Leadership

Respondents

Superior 1

Colleague 3

Direct report 4

Disclaimer

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Introduction

This is your Reflector 360 Leadership Report. This report contains the results from the questionnaires you and a number of people in your work area recently completed. The report offers insight into your attitude regarding various leadership roles.

Your Personal Report consists of the following sections:

- Leadership Roles Overview
- Result Overviews
- Development Tips

The contents of this report are personal and confidential: You yourself determine to whom you want to show it and with whom you want to discuss it.

Leadershiproles Overview

The leadershiproles including the corresponding definitions are listed in the following overview.

Change

Innovator

A strong focus on generating new ideas is typical for the Innovator. This leader often comes up with new ideas and also stimulates others to come up with new ideas and to anticipate changes and new developments. The keyword for the Innovator is 'innovation'.

Networker

The Networker represents the department/organization externally and often maintains a large network. The Networker uses this network to obtain external resources, achieve good negotiation results and to create opportunities. The keyword for the Networker is 'opportunities'.

Results

Producer

The Producer is a go-getter. This leader acts fast and is energetic, focusing on clear tasks and pursuit of concrete results. To accomplish this, the Producer also activates others and addresses their personal efforts. The keyword for the Producer is 'results'.

Director

It is typical for the Director to focus on setting goals and setting the course. The Director clarifies matters by formulating his own vision, setting goals and by taking decisive action. The keyword for this Director is 'direction'.

Control

Coordinator

The Coordinator is an individual who brings about planning and structure, allocates tasks and resources and monitors progress. The Coordinator is mainly focused on the efficiency of work processes. The keyword for the Coordinator is 'regulate'.

Monitor

The Monitor can be described as an individual who carefully analyzes, records and reports. The Monitor analyzes data and processes, and frequently sees to it that relevant information is available. The keyword for the Monitor is 'information'.

People

Team Builder

The Team Builder sets frameworks for collaboration and gives attention to the group process. To accomplish this, the Team Builder creates an awareness among other team members of interdependence and aims towards commitment. The keyword for the Team Builder is 'collaboration'.

Coach

The Coach places emphasis on coaching, mentoring and staff development. The Coach tries to empathize with others, addresses people's ambitions and cares for their personal performance and well-being. The keyword for the Coach is 'mentoring'.

Result Overviews

The Result Overviews on the following pages list various scores for each leadershiprole. These scores are based on the answers to the questionnaires given by you and your respondents.

All in all you will receive the following overviews:

- General Overview**
 This shows the score you gave yourself for each leadershiprole and the average score other people who completed the questionnaire (your 'respondents') gave you.
- Detailed Overview**
 This overview shows the average score for each leadershiprole given by each respondent group (a respondent group might be your manager, customers or colleagues) on your behavior.
- Detailed Item Overview**
 The Detailed Item Overview shows the score you and the various respondent groups gave you on each separate question (also called 'item'). See the following example:

		Self	Others				
			Others	Manager	Colleagues	Employees	Customer
Organizing your work							
Schedules time to prepare for unexpected matters.	highest	5,00	5,00			4,00	
	lowest		3,80	4,00	3,00	3,50	5,00
Combines interrelated activities when planning his/her work.	lowest	4,00	5,00		4,00	3,00	
	average		3,67	4,00	3,50	3,00	5,00
	highest		3,00	3,00	3,00		

The highest score one or more persons from the 'Others' group gave you for this behavior

The score you gave yourself for this behavior

The lowest score one or more persons from the 'Others' group gave you for this behavior

The average score 'Others' gave you for this behavior. In this case $((1 \times 4) + (2 \times 3.5) + (2 \times 3) + (1 \times 5)) / 6$

- Overview of Strengths and Weaknesses**
 This overview shows:
 - the behavior you display relatively often according to your respondents ('frequently displayed behavior');
 - the behavior you display least often according to your respondents ('least frequently displayed behavior').
 First review carefully the behavior in 'frequently displayed behavior'. Look for the common theme (or: themes) you are able to detect. Frequently, many of these behaviors are related to the same type of attitude, for example to working systematically or to communicating. The behavior you display frequently shows what your strengths are.

Next, study the theme(s) you recognize in the behavior listed under 'least frequently displayed behavior'. This is the behavior you display less frequently. This is where your relative weaknesses are.

Behavior you display often and behavior you display less often, usually runs like a thread through everything you do. That is why this may affect your scores in other leadershiproles. Review the Detailed Item Overview again keeping this theme/ these themes in mind. Now try to identify concretely what your major development points are and which actions would strengthen your behavior.

- **Open questions**

Here are the answers to the open questions about your behavior you and your respondents filled out. Check which of these comments provide you with useful information about:

- behavior you should continue to display because it helps you to perform your work well and to achieve results;
- behavior you should display more often because it may help you to perform your work (even) better) and to achieve results;
- behavior you should display less often (or: not anymore) because it prevents you from doing a good job and from achieving results.

Based on the above, identify any new development points.

Five-point scale

The result overviews list a score on a five-point scale for each leadershiprole. These scores signify the following:

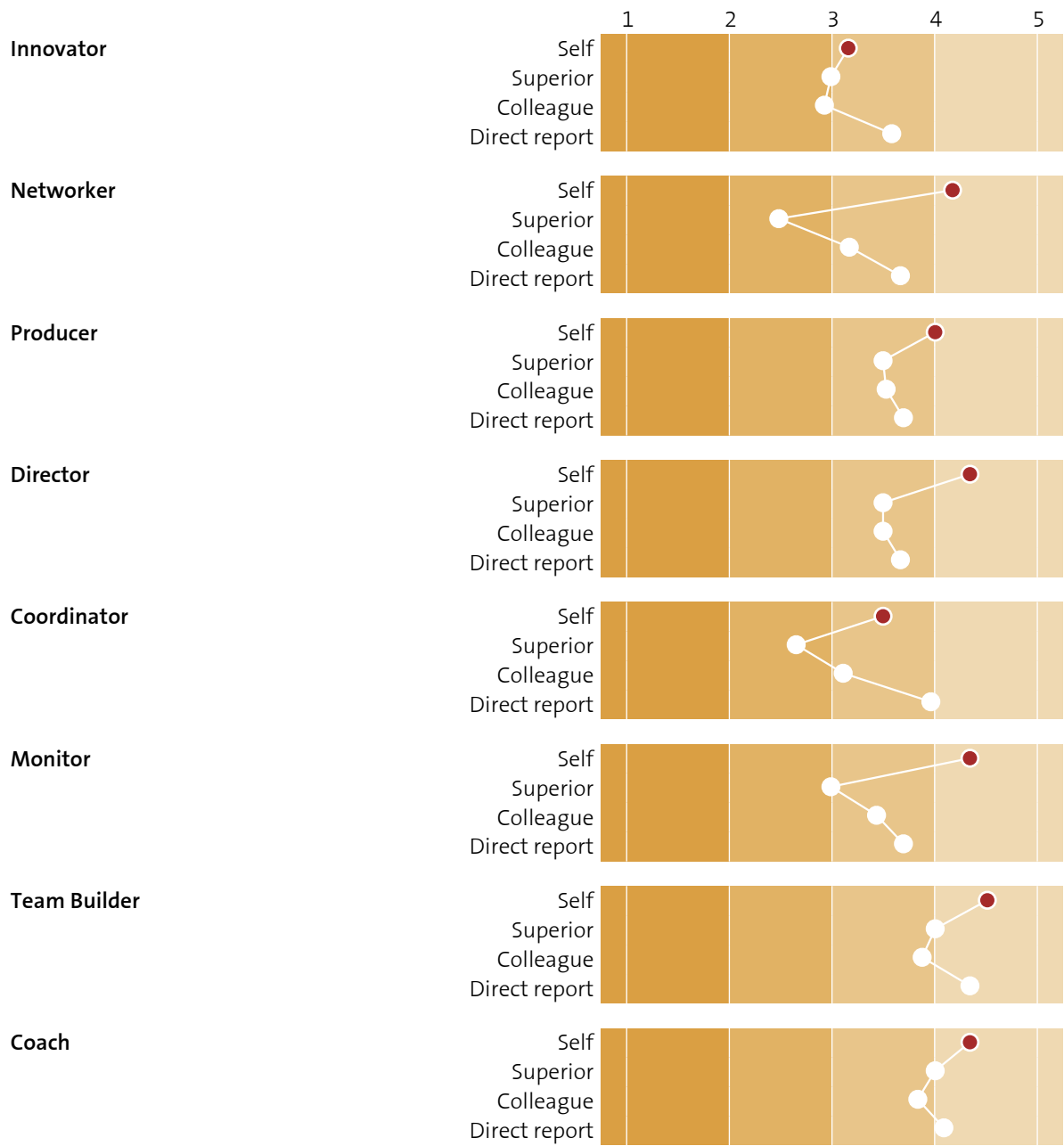
Developed sufficiently	↑	5	Participant always displays this behavior.	Strength: more than sufficiently developed.
		4	Participant frequently displays this behavior.	Developed sufficiently: no further development needed.
Needs to be developed	↓	3	Participant displays this behavior in some situations and not in others.	Further development is necessary, by way of coaching or training, for example.
		2	Participant seldom displays this behavior.	result.infotxt59
		1	Participant never displays this behavior.	Intensive development is necessary, by way of coaching or training, for example.

We also recommend that you also study the development potential of the leadershiproles in need of development as indicated, based on your personality profile. It is a fact that it will take more energy and concentration to display or develop a leadershiprole that does not match your personality than to develop a leadershiprole that does.

General Overview



Detailed Overview



Detailed Item Overview

Innovator		Self	Others			
			Others	Superior	Colleague	Direct report
Puts commonly accepted facts up for discussion to generate new ideas.	highest	2,00	4,00	4,00	4,00	4,00
	average		3,38			
	lowest		3,00			
Makes suggestions based on not immediately evident points of view.	highest	3,00	4,00	4,00	3,00	4,00
	average		3,25			
	lowest		2,00			
Uses unconventional sources for his/her solutions/ suggestions.	highest	4,00	4,00	3,00	3,00	4,00
	average		2,88			
	lowest		2,00			
Includes current social, political, and economic developments in proposals he/she makes.	highest	2,00	4,00	2,00	3,00	4,00
	average		3,25			
	lowest		2,00			
Shares his/ her knowledge about relevant social, political and economic developments with employees/ colleagues.	highest	4,00	5,00	3,00	3,00	5,00
	average		3,57			
	lowest		2,00			
Points out to people in his/her direct work area any social, political, and economic developments relevant to them.	highest	4,00	5,00	2,00	3,00	5,00
	average		3,43			
	lowest		2,00			
		3.17	3,28	3,00	2,94	3,58

Networker		Self	Others	Superior	Colleague	Direct report
Invests in long-term relationships even if the result is not immediately visible.	highest	5,00	4,00	3,00	4,00	4,00
	average		3,75			
	lowest		3,00			
Participates in networks in order to realize the objectives of his/her own (division of the) organization.	highest	3,00	4,00	2,00	4,00	4,00
	average		3,17			
	lowest		2,00			
Contacts relevant persons in his/her own network to achieve organizational objectives.	highest	5,00	4,00	4,00	4,00	4,00
	average		3,83			
	lowest		3,00			
Indicates the advantages for others of one's own viewpoint.	highest	4,00	4,00	2,00	3,00	4,00
	average		3,13			
	lowest		2,00			
Responds during his/her argumentation to the viewpoints, interests or preferences of others.	highest	4,00	5,00	2,00	4,00	5,00
	average		3,50			
	lowest		2,00			
In a discussion, builds especially on the arguments the other person shows to be sensitive to.	highest	4,00	3,00	2,00	3,00	3,00
	average		2,63			
	lowest		2,00			
		4.17	3,32	2,50	3,18	3,67

		Self	Others			
			Others	Superior	Colleague	Direct report
Producer						
Achieves the result better or faster than expected.	highest	3,00	3,00	3,00	3,00	3,00
	average		2,63		2,67	2,50
	lowest		2,00		2,00	2,00
Achieves the goals.	highest	5,00	4,00	4,00	4,00	4,00
	average		3,57		3,50	3,50
	lowest		2,00		3,00	2,00
Interferes when results threaten to be disappointing.	highest	4,00	5,00	3,00	5,00	4,00
	average		3,71		3,67	4,00
	lowest		3,00		3,00	4,00
Voices his/ her appreciation for employees/ colleagues whose achievements are above average.	highest	4,00	5,00	4,00	5,00	5,00
	average		4,13		4,00	4,25
	lowest		3,00		3,00	3,00
Calls employees/ colleagues to account when they do not set sufficiently high standards for their own work in his/ her eyes.	highest	4,00	5,00	4,00	5,00	4,00
	average		4,00		4,00	4,00
	lowest		2,00		2,00	4,00
Indicates that he/ she sets high standards for the results of collective activities/ projects.	highest	4,00	5,00	3,00	4,00	5,00
	average		3,63		3,33	4,00
	lowest		3,00		3,00	3,00
		4,00	3,61	3,50	3,53	3,70

Director						
Describes the future of his/her (division of the) organization in broad terms.	highest	4,00	5,00	3,00	3,00	5,00
	average		3,38		2,67	4,00
	lowest		2,00		2,00	3,00
Describes the way long-term objectives should be achieved.	highest	3,00	5,00	3,00	4,00	5,00
	average		3,50		3,33	3,75
	lowest		3,00		3,00	3,00
Suggests strategies for the coming years taking into account outside developments.	highest	4,00	4,00	3,00	4,00	4,00
	average		3,38		3,33	3,50
	lowest		2,00		3,00	2,00
Makes decisions for which not all information is yet available.	highest	5,00	4,00	4,00	4,00	4,00
	average		3,75		3,67	3,75
	lowest		3,00		3,00	3,00
Makes decisions whose consequences are not 100% foreseeable.	highest	5,00	5,00	4,00	5,00	4,00
	average		3,75		4,33	3,25
	lowest		2,00		4,00	2,00
Makes decisions if there are conflicting interests.	highest	5,00	4,00	4,00	4,00	4,00
	average		3,75		3,67	3,75
	lowest		3,00		3,00	3,00
		4,33	3,58	3,50	3,50	3,67

		Others				
		Self	Others	Superior	Colleague	Direct report
Coordinator						
Gives deadlines as to when employees/ colleagues must deliver and which conditions must be met.	highest		5,00		4,00	5,00
	average	4,00	3,88	3,00	3,67	4,25
	lowest		3,00		3,00	3,00
Coordinates with all relevant parties his/her changes to a schedule.	highest		5,00		4,00	5,00
	average	4,00	3,75	3,00	3,00	4,50
	lowest		2,00		2,00	4,00
Develops solutions in advance to avoid potential obstacles to reach an objective.	highest		3,00		3,00	3,00
	average	2,00	2,50	2,00	2,67	2,50
	lowest		2,00		2,00	2,00
Determines in advance the manner in which progress will be monitored.	highest		4,00		4,00	4,00
	average	4,00	3,25	2,00	2,67	4,00
	lowest		2,00		2,00	4,00
Regularly requests information from the parties involved as to progress and whether the results will be achieved.	highest		5,00		4,00	5,00
	average	4,00	3,88	3,00	3,67	4,25
	lowest		3,00		3,00	4,00
Initiates activities or makes decisions to prevent disruption of a project's/ activity's progress.	highest		5,00		3,00	5,00
	average	3,00	3,71	3,00	3,00	4,25
	lowest		3,00		3,00	4,00
		3.50	3.49	2.67	3.12	3.96
Monitor						
Gathers relevant information from various sources.	highest		4,00		4,00	4,00
	average	3,00	3,50	3,00	3,67	3,50
	lowest		3,00		3,00	3,00
Makes connections between different information aspects.	highest		4,00		4,00	4,00
	average	4,00	3,38	2,00	3,33	3,75
	lowest		2,00		3,00	3,00
Divides information into different topics to gain better insight.	highest		4,00		3,00	4,00
	average	4,00	3,33	4,00	3,00	3,25
	lowest		3,00		3,00	3,00
Makes proposals on his/her own initiative to increase product and/or service quality.	highest		4,00		3,00	4,00
	average	5,00	3,50	3,00	3,00	4,00
	lowest		3,00		3,00	4,00
Implements improvable aspects in subsequent activities on his/her own initiative.	highest		5,00		5,00	5,00
	average	5,00	3,75	3,00	4,00	3,75
	lowest		2,00		3,00	2,00
Keeps a record of agreements (with others) about quality.	highest		5,00		5,00	5,00
	average	5,00	3,57	3,00	3,33	4,00
	lowest		2,00		2,00	3,00
		4.33	3.51	3.00	3.44	3.70

			Others			
		Self	Others	Superior	Colleague	Direct report
Team Builder						
Asks all team members for their opinion.	highest	5,00	5,00	4,00	3,00	5,00
	average		3,67		3,00	3,75
	lowest		3,00		3,00	3,00
Encourages team/ group members to take responsibility for the joint result.	highest	3,00	5,00	4,00	5,00	5,00
	average		4,00		4,00	4,00
	lowest		3,00		3,00	3,00
Gives team/ group members time and room to communicate with each other.	highest	5,00	5,00	4,00	5,00	5,00
	average		4,50		4,33	4,75
	lowest		4,00		4,00	4,00
Identifies problems in the team/ group and makes an effort to resolve these together.	highest	4,00	5,00	4,00	5,00	5,00
	average		4,38		4,33	4,50
	lowest		4,00		4,00	4,00
Takes action to stimulate cooperation.	highest	5,00	5,00	4,00	5,00	5,00
	average		4,25		4,00	4,50
	lowest		3,00		3,00	4,00
Helps others to achieve their objectives.	highest	5,00	5,00	4,00	4,00	5,00
	average		3,88		3,00	4,50
	lowest		2,00		2,00	4,00
		4.50	4.13	4.00	3.88	4.33

Coach

Helps others to become aware of their own strengths and weaknesses.	highest	3,00	4,00	4,00	4,00	4,00
	average		3,88		3,67	4,00
	lowest		3,00		3,00	4,00
Gives employees / colleagues/ coachees discretion to perform their tasks in their own way.	highest	5,00	5,00	4,00	4,00	5,00
	average		4,00		4,00	4,00
	lowest		3,00		4,00	3,00
Periodically evaluates the personal development progress with employees/ colleagues/ coachees.	highest	5,00	5,00	4,00	4,00	5,00
	average		4,13		4,00	4,25
	lowest		3,00		4,00	3,00
Takes the personal interest and circumstances of others into account.	highest	5,00	5,00	4,00	4,00	5,00
	average		4,13		4,00	4,25
	lowest		3,00		4,00	3,00
Responds to other people's emotions and/or resistance and opens these feelings up for discussion.	highest	3,00	5,00	4,00	4,00	5,00
	average		3,88		4,00	3,75
	lowest		3,00		4,00	3,00
Also pays attention to the atmosphere and a good relationship with others during a discussion.	highest	5,00	5,00	4,00	4,00	5,00
	average		3,88		3,33	4,25
	lowest		3,00		3,00	3,00
		4.33	3.98	4.00	3.83	4.08

Overview of Strengths and Weaknesses

Frequently displayed behavior:		
Gives team/ group members time and room to communicate with each other.	4,50	Team Builder
Identifies problems in the team/ group and makes an effort to resolve these together.	4,38	Team Builder
Takes action to stimulate cooperation.	4,25	Team Builder
Voices his/ her appreciation for employees/ colleagues whose achievements are above average.	4,13	Producer
Periodically evaluates the personal development progress with employees/ colleagues/ coachees.	4,13	Coach
Takes the personal interest and circumstances of others into account.	4,13	Coach
Calls employees/ colleagues to account when they do not set sufficiently high standards for their own work in his/ her eyes.	4,00	Producer
Encourages team/ group members to take responsibility for the joint result.	4,00	Team Builder
Gives employees / colleagues/ coachees discretion to perform their tasks in their own way.	4,00	Coach
Gives deadlines as to when employees/ colleagues must deliver and which conditions must be met.	3,88	Coordinator
Regularly requests information from the parties involved as to progress and whether the results will be achieved.	3,88	Coordinator
Helps others to achieve their objectives.	3,88	Team Builder
Helps others to become aware of their own strengths and weaknesses.	3,88	Coach
Responds to other people's emotions and/or resistance and opens these feelings up for discussion.	3,88	Coach
Also pays attention to the atmosphere and a good relationship with others during a discussion.	3,88	Coach

Overview of Strengths and Weaknesses

Least frequently displayed behavior:		
Develops solutions in advance to avoid potential obstacles to reach an objective.	2,50	Coordinator
Achieves the result better or faster than expected.	2,63	Producer
In a discussion, builds especially on the arguments the other person shows to be sensitive to.	2,63	Networker
Uses unconventional sources for his/her solutions/ suggestions.	2,88	Innovator
Indicates the advantages for others of one's own viewpoint.	3,13	Networker
Participates in networks in order to realize the objectives of his/ her own (division of the) organization.	3,17	Networker
Determines in advance the manner in which progress will be monitored.	3,25	Coordinator
Includes current social, political, and economic developments in proposals he/she makes.	3,25	Innovator
Makes suggestions based on not immediately evident points of view.	3,25	Innovator
Divides information into different topics to gain better insight.	3,33	Monitor
Makes connections between different information aspects.	3,38	Monitor
Suggests strategies for the coming years taking into account outside developments.	3,38	Director
Describes the future of his/her (division of the) organization in broad terms.	3,38	Director
Puts commonly accepted facts up for discussion to generate new ideas.	3,38	Innovator
Points out to people in his/her direct work area any social, political, and economic developments relevant to them.	3,43	Innovator

Open questions

Who	Answer
Self	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Superior	In odio ipsum, porttitor et scelerisque in, mollis nec nisi.
Colleague	Duis pellentesque malesuada nulla a scelerisque. Nullam sit amet ante erat. Nunc in pellentesque diam. Aenean ac tortor mauris. In hac habitasse platea dictumst. Morbi at lectus sem, nec rutrum est.
Direct report	In suscipit, elit ut tempus consequat, lectus neque consequat ligula, nec ultrices elit turpis vitae massa. Nulla lobortis leo et magna tincidunt quis commodo felis consequat. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Sed at metus dui. Donec sodales euismod purus hendrerit luctus. Vivamus malesuada sollicitudin lorem, sit amet rhoncus ligula posuere non. Sed porttitor malesuada ultricies. Nam a erat non tortor blandit dictum.

Who	Answer
Self	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Superior	In odio ipsum, porttitor et scelerisque in, mollis nec nisi.
Colleague	Duis pellentesque malesuada nulla a scelerisque. Nullam sit amet ante erat. Nunc in pellentesque diam. Aenean ac tortor mauris. In hac habitasse platea dictumst. Morbi at lectus sem, nec rutrum est.
Direct report	In suscipit, elit ut tempus consequat, lectus neque consequat ligula, nec ultrices elit turpis vitae massa. Nulla lobortis leo et magna tincidunt quis commodo felis consequat. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Sed at metus dui. Donec sodales euismod purus hendrerit luctus. Vivamus malesuada sollicitudin lorem, sit amet rhoncus ligula posuere non. Sed porttitor malesuada ultricies. Nam a erat non tortor blandit dictum.

Who	Answer
Self	Lorem ipsum dolor sit amet, consectetur adipiscing elit.
Superior	In odio ipsum, porttitor et scelerisque in, mollis nec nisi.
Colleague	Duis pellentesque malesuada nulla a scelerisque. Nullam sit amet ante erat. Nunc in pellentesque diam. Aenean ac tortor mauris. In hac habitasse platea dictumst. Morbi at lectus sem, nec rutrum est.
Direct report	In suscipit, elit ut tempus consequat, lectus neque consequat ligula, nec ultrices elit turpis vitae massa. Nulla lobortis leo et magna tincidunt quis commodo felis consequat. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Sed at metus dui. Donec sodales euismod purus hendrerit luctus. Vivamus malesuada sollicitudin lorem, sit amet rhoncus ligula posuere non. Sed porttitor malesuada ultricies. Nam a erat non tortor blandit dictum.

Development Tips

The following pages list a number of development tips. These development tips describe concrete activities you can use to strengthen your behavior for any competency.

You will receive development tips for those competencies whose behavior you displayed least frequently according to your respondents. These happen to be the competencies with the relatively weakest development. Development tips are printed for a competency to which the following applies:

- the average competency assessment by your respondents is equal or less than 3.5.

- the average competency assessment by one respondent is equal or less than 2.75.

If all your competency scores are higher than 3.5, you will receive development tips for the two competencies which *compared to the other competencies* are least developed in your case. So you will always receive two development tips.

The development tips describe activities anyone could apply to strengthen his/her behavior regarding this competency. Accordingly, these are generally applicable tips for a particular competency. From these tips, choose the activities that apply to your specific situation. You may also use the tips and include them in your Personal Development Plan (PDP).

In addition to development tips for a particular competency, the Detailed Overview and the Detailed Item Overview for that competency are also printed.

We would also like to note that you may also focus on your strongly developed competencies, in addition to your less developed competencies. Your colleagues may benefit, for instance, if you coach them in behavior that is part of this competency/ these competencies, if they think it necessary.

Innovator

3,28

Definition A strong focus on generating new ideas is typical for the Innovator. This leader often comes up with new ideas and also stimulates others to come up with new ideas and to anticipate changes and new developments. The keyword for the Innovator is 'innovation'.

Detailed Overview



Detailed Item Overview

Innovator		Self	Others			
			Others	Superior	Colleague	Direct report
Puts commonly accepted facts up for discussion to generate new ideas.	highest		4,00	4,00	4,00	4,00
	average	2,00	3,38	4,00	3,33	3,25
	lowest		3,00	3,00	3,00	3,00
Makes suggestions based on not immediately evident points of view.	highest		4,00	4,00	3,00	4,00
	average	3,00	3,25	4,00	3,00	3,25
	lowest		2,00	3,00	3,00	2,00
Uses unconventional sources for his/her solutions/ suggestions.	highest		4,00	3,00	3,00	4,00
	average	4,00	2,88	3,00	3,00	2,75
	lowest		2,00	3,00	3,00	2,00
Includes current social, political, and economic developments in proposals he/she makes.	highest		4,00	2,00	3,00	4,00
	average	2,00	3,25	2,00	3,00	3,75
	lowest		2,00	3,00	3,00	3,00
Shares his/ her knowledge about relevant social, political and economic developments with employees/ colleagues.	highest		5,00	3,00	3,00	5,00
	average	4,00	3,57	3,00	2,50	4,25
	lowest		2,00	2,00	2,00	4,00
Points out to people in his/her direct work area any social, political, and economic developments relevant to them.	highest		5,00	2,00	3,00	5,00
	average	4,00	3,43	2,00	2,50	4,25
	lowest		2,00	2,00	2,00	4,00
		3.17	3,28	3,00	2,94	3,58

Innovator

The keyword for the Innovator is 'innovation'. An Innovator's behavior is characterized by actively following and anticipating external developments, generating new ideas, and encourage others to share ideas and anticipate developments. The following tips may help you to be more effective as an Innovator:

- Give regular thought to the following: How could we do something in an entirely different way than we are used to? Deviate from existing routines and ways of doing things and thinking and focus on new solutions and alternatives.
- Make sure that you keep abreast of new developments and innovations, e.g. through your network, websites, (trade) publications, and television and radio programs. Ask yourself regularly in this context what new opportunities these developments might imply for your organization (or division) and work. Where are the opportunities? And how could you respond to them? Translate this into concrete proposals, goals, and actions.
- Ask other people whose opinions you value about their opinions on certain technological, economic, social, and political developments. Which consequences and opportunities do they see for the organization, its goals and activities in this context? Next, ask yourself this: Are there any opinions or ideas there that you had not directly thought of yourself, but that you can and want to pursue? If so: Which ones? And will you do with them?
- Organize a brainstorming session with your own employees on how you could approach or change something. Encourage creativity, question things that are taken for granted, and mainly use such meetings to respond to proposals for tackling things in new ways.
- Pay attention to the innovative solutions or creative approaches of employees and other people in your own organization. Also, make time available for employees to work out good, original ideas. That way, you show that you value an original idea; you also show that things really do get done with good, original ideas.
- Share knowledge and information you have on new developments with employees, colleagues and others for whom these things might possibly be relevant. Regularly ask yourself for whom certain information and ideas might be even more interesting and keep them informed. That way, you also serve as a role model in terms of sharing knowledge on developments and information.
- Ask yourself this: Which people in your environment would you classify as being 'creative' and/or 'innovative' types who often come up with original ideas? Talk to them (more often) and pay special attention to things like: How do they think? Where do they get their ideas from? Ask these kinds of creative people more often what they think is the solution to a specific problem or choice you yourself are facing. Respond to their ideas and work several of them out.
- Brainstorm with others more often and for longer than you usually do in various (discussion) situations over how you could tackle or solve something. Consider as many ideas as possible that are 'not like other ideas' and force yourself to think freely, without immediately translating ideas into objections or their practical feasibility.

Networker

3,32

Definition The Networker represents the department/organization externally and often maintains a large network. The Networker uses this network to obtain external resources, achieve good negotiation results and to create opportunities. The keyword for the Networker is 'opportunities'.

Detailed Overview



Detailed Item Overview

Networker		Self	Others			
			Others	Superior	Colleague	Direct report
Invests in long-term relationships even if the result is not immediately visible.	highest	5,00	4,00	3,00	4,00	4,00
	average		3,75		3,67	
	lowest		3,00		3,00	4,00
Participates in networks in order to realize the objectives of his/her own (division of the) organization.	highest	3,00	4,00	2,00	4,00	4,00
	average		3,17		3,00	3,67
	lowest		2,00		2,00	3,00
Contacts relevant persons in his/her own network to achieve organizational objectives.	highest	5,00	4,00	4,00	4,00	4,00
	average		3,83		4,00	3,50
	lowest		3,00		4,00	3,00
Indicates the advantages for others of one's own viewpoint.	highest	4,00	4,00	2,00	3,00	4,00
	average		3,13		2,33	4,00
	lowest		2,00		2,00	4,00
Responds during his/her argumentation to the viewpoints, interests or preferences of others.	highest	4,00	5,00	2,00	4,00	5,00
	average		3,50		3,33	4,00
	lowest		2,00		3,00	3,00
In a discussion, builds especially on the arguments the other person shows to be sensitive to.	highest	4,00	3,00	2,00	3,00	3,00
	average		2,63		2,67	2,75
	lowest		2,00		2,00	2,00
		4.17	3,32	2,50	3,18	3,67

Networker

The keyword for the Networker is 'opportunities'. A Networker's behavior is characterized by actively initiating and maintaining contact and working relationships with other people and parties, as well as by convincing others. The following tips may help you to be more effective as a Networker:

- Invest in building up and maintaining relationships with other people and parties as well as in networking, even if doing so does not produce tangible results immediately. Remember that networking takes time and effort.
- When contacting others, look for points you share in common and ways in which you could be useful to each other.
- Pass on business opportunities or useful information (that neither you or anyone else in your organization can exploit) to people in your network. Networking, after all, is a relationship that has to come from both sides, and 'giving' people information, help and attention is at least as important as 'taking' them.
- Regularly look into whether there are people in your network that could help you to achieve a (business) goal you have set for yourself. Do not hesitate to contact them, explore options, and solicit their help or cooperation.
- If it is important for you to further expand your network, look into the kind of scope and quality your network needs and how to achieve them. Formulate quantifiable goals, for example:
 - Join two clubs or associations before date x.
 - Expand the network by date x by y persons including A, B and C.
 - Use your own network at least ten times before date z.
- Organize fairly regular informal meetings, like an 'open day', a presentation on an appealing subject, or a meeting concerning a certain issue. Invite people from both your network and the networks of others.
- Prior to a discussion or meeting at which you would like to accomplish something, for which you will have to try to convince others, consider what kind of people you will be dealing with, and what their interests and goals are. Look into what arguments they will relate to best. Utilize this information in the arguments you put forward.
- If you want to convince others of something or move them in a certain direction, explicitly articulate the benefits for other people (and not just the characteristics) of your point of view or proposal. Stress how they stand to benefit from doing things your way.
- Listen carefully to your discussion partners and respond to what they say. Also, respond to the objections and counter-arguments they put forward, and try and see if you can use these objections and counter-arguments (among other things) towards attaining your own goal. Do not cling too rigidly to your own story and arguments.
- If you find it difficult to make new contacts, prior to an opportunity to do so, immerse yourself in that type of company. Ask yourself: What kind of people are they? What are your common interests? What agreements between you and them suggest themselves? What other potential discussion topics are there? Also set the goal for yourself of approaching at least x number of unknown people at the next meeting. While making contact, you can avail yourself of the conversation topics and agreements you had previously thought of. Keep listening carefully to what the other person says; react to it and ask questions.
- Make sure you trade contact information with any new person you have just met at a meeting or some other occasion. Try making further appointments with people with whom you feel there might be opportunities for collaboration, in order to get to know them better, trade information, and/or specifically explore what you might be able to do for each other.

Coordinator

3,49

Definition The Coordinator is an individual who brings about planning and structure, allocates tasks and resources and monitors progress. The Coordinator is mainly focused on the efficiency of work processes. The keyword for the Coordinator is 'regulate'.

Detailed Overview



Detailed Item Overview

Coordinator		Self	Others			
			Others	Superior	Colleague	Direct report
Gives deadlines as to when employees/ colleagues must deliver and which conditions must be met.	highest		5,00		4,00	5,00
	average	4,00	3,88	3,00	3,67	4,25
	lowest		3,00		3,00	3,00
Coordinates with all relevant parties his/her changes to a schedule.	highest		5,00		4,00	5,00
	average	4,00	3,75	3,00	3,00	4,50
	lowest		2,00		2,00	4,00
Develops solutions in advance to avoid potential obstacles to reach an objective.	highest		3,00		3,00	3,00
	average	2,00	2,50	2,00	2,67	2,50
	lowest		2,00		2,00	2,00
Determines in advance the manner in which progress will be monitored.	highest		4,00		4,00	4,00
	average	4,00	3,25	2,00	2,67	4,00
	lowest		2,00		2,00	4,00
Regularly requests information from the parties involved as to progress and whether the results will be achieved.	highest		5,00		4,00	5,00
	average	4,00	3,88	3,00	3,67	4,25
	lowest		3,00		3,00	4,00
Initiates activities or makes decisions to prevent disruption of a project's/ activity's progress.	highest		5,00		3,00	5,00
	average	3,00	3,71	3,00	3,00	4,25
	lowest		3,00		3,00	4,00
		3,50	3,49	2,67	3,12	3,96

Coordinator

The keyword for the Coordinator is 'regulate'. A Coordinator's behavior is characterized by setting up plans and structures, assigning tasks and means, and monitoring progress. The following tips may help you to be more effective as a Coordinator:

- For each area of responsibility or project, determine the following: 'What results have to be achieved?' and 'What standards do these results have to meet?' Split up goals of great scope into sub-goals, if necessary. Next, ask yourself this: Which activities have to be carried out in order to attain these goals? How much time, what budget, people, materials, and other capacities will be required?
- Once the use of the required capacities has been settled, create a planning overview in which you specify the following, among other things: What results have to be delivered? When? What conditions do these results have to meet? What activities have to be performed to do so?, etc. Make sure to formulate all this in as specific, feasible and quantifiable terms as possible.
- Be clear about what you expect of each person involved in a project or activity. Bring up the question of what others need or expect from you as well. Agreements reached should be laid down in writing as much as possible.
- Organize a 'project kickoff' to which all persons involved will be invited and at which you provide them with insight into what the project looks like in its entirety and what it is meant to achieve. In this way, you provide persons involved with an overall picture of what they are a part of, and the 'higher goals' their own actions contribute to. This can also help people to appreciate how their contributions relate to those of others in the course of the project. Naturally, you do not have to keep everyone informed on everything all the time, but also be careful not to provide information that is too limited and only concerns what is or seems immediately relevant.
- Make sure that everyone who is involved in a project or activity is well informed on the planning and make information (centrally) available.
- Prior to starting out with a goal or project, determine what the main priorities are. Are there any absolute requirements that cannot be changed? And are there actually aspects where concessions could be made if necessary? For example, consider the choice between: time, quality, and money. This is helpful in carrying out 'preliminary work' in the event that choices have to be made between (relatively) important and less important criteria.
- At an early stage, look into what obstacles you might face that could jeopardize your goal or project, as well as what the chances are of their arising. In doing so, exhaustively draw on your own experiences with other situations or projects and also ask other people what potential risks they see. If possible, take action in order to avoid these kinds of disruptions. In the case of unavoidable disruptions that might well occur and that might have serious consequences, determine in the meantime how best to deal with them the moment they do occur.
- Prior to the start of a project or activity, determine how and how frequently progress will be monitored. Plan in times for doing this and, if necessary, organize the capacity you will need to this end.
- Regularly monitor activities for which you bear ultimate responsibility, to see if they are progressing according to plan and/or whether results will be attained. Whenever this turns out not to be the case, take action immediately.
- Keep people involved abreast of developments and changes in planning. As soon as something changes, immediately ask yourself this: Which activities, results and people/parties will be affected by this? Inform the relevant persons of what is going on and discuss the consequences with them; where necessary, reach new agreements.
- Think about how planning supervision and the progress of activities and projects might be more easily monitored. For example, think about a project administration or attendance management system. Make sure these resources are available to you and others in the organization.