



LEADERSHIP AND MANAGEMENT DEVELOPMENT QUESTIONNAIRE

Personal Report

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Introduction

The Leadership and Management Development Questionnaire (LMDQ) measures aspects of your leadership and management capability by asking you how far you agree with statements about your behaviors, motives, and effectiveness in various leadership and management situations. Groups of statements relate to different aspects of leadership and management capabilities called competencies. It is the particular combination of competencies possessed by an executive that shapes their style and contributes to their performance.

Competencies are not the only influence on your performance and your potential, however, as your personality, your interests, your values, your intellectual abilities, your life experience, and your current situation also contribute to making you the type of leader you are. Psychological tests do not measure the whole you which is why they need to be interpreted in the context of other information about you.

Please keep the following points in mind as you consider the results of your assessment.

First, your profile is based on what you have said about yourself through your responses to the questionnaire, so that what we are measuring is your own perception of your leadership and management competencies.

Second, your results can be affected by your strategy for answering the questionnaire - whether this was conscious or unconscious - for example, whether you felt under pressure to convey a particular profile or impression of your leadership and management competencies.

Third, the purpose of this report is to provide a rich picture of what you are good at and where you need to develop. This is achieved by comparing your scores against those of a very large international comparison group of people in leadership and management positions.

Your results are reported using Standard Ten Scores (Stens) and Percentiles. The table below shows what different Stens and Percentile scores indicate about your current leadership and management competencies.

Sten	Percentile Meaning	Capability
8-10	Sten 8 is higher than about 90% of the comparison group	Outstanding Strength
7	Sten 7 is higher than about 75% of the comparison group	Strength
5-6	Sten 6 is higher than about 60% of the comparison group	Mid-Range Competence
4	Sten 4 is higher than about 25% of the comparison group	Basic Competence
1-3	Sten 3 is higher than about 10% of the comparison group	Emergent Competence

Finally, please note that this free leadership assessment is intended to help you clarify your view of yourself and help you to develop your competencies and achieve your potential. If you do not recognize yourself in the following pages, check what other people think by taking views from bosses, peers, and direct reports.

Leadership and Management

Leadership is to do with taking an organization into the future. It is about vision, strategy development, inspirational communication, motivation, and empowerment. Management is to do with tasks that keep an organization running such as project planning, continuous improvement, budgeting, performance management, and problem-solving.

The LMDQ management and leadership competence framework covers four key areas of leadership and management: strategy, communications, people, and operations. Each of these key areas is made up of two competency factors and five competency dimensions. These competency factors and dimensions contribute differentially to the leadership side and management side of an individual's competence and confidence as shown in the table below.

Competency	Leadership	Management
Key Area 1	Analyzing and strategizing	Creating and changing
Strategy	Analyzing and interpreting Thinking and acting strategically Initiating and risk taking	Adapting and changing Creating and improving
Key Area 2	Communicating and influencing	Relating and connecting
Communications	Communicating and presenting Influencing and persuading Consulting and deciding	Relating and networking Connecting with customers
Key Area 3	Motivating and coaching	Collaborating and supporting
People	Motivating and empowering Coaching and developing	Collaborating and team working Reading and handling feelings Showing courage and integrity
Key Area 4	Learning and coping	Planning and delivering
Operations	Learning and being mindful Handling pressure and setbacks	Planning and monitoring Competing and achieving Financing and controlling

Summary Profile

This report card gives your overall leadership and management competence, your competence in leadership, your competence in management, and your competence in the four key areas of *strategy*, *communications*, *people*, and *operations*. Your Sten scores are shown in brackets.

Competency	1	2	3	4	5	Level Description
Leadership and management Overall effectiveness of leadership and management competencies			■			Mid-Range Competence (5) Higher than about 40% of the comparison group
Leadership Effectiveness of leadership competencies			■			Mid-Range Competence (5) Higher than about 40% of the comparison group
Management Effectiveness of management competencies			■			Mid-Range Competence (5) Higher than about 40% of the comparison group
Strategy Competence in leading and managing strategy			■			Mid-Range Competence (5) Higher than about 40% of the comparison group
Communications Competence in leading and managing communications			■			Mid-Range Competence (5) Higher than about 40% of the comparison group
People Competence in leading and managing people			■			Mid-Range Competence (5) Higher than about 40% of the comparison group
Operations Competence in leading and managing operations		■				Basic Competence (4) Higher than about 25% of the comparison group

Leadership and Management Competencies Profile

This report card gives your scores on the twenty primary leadership and management competencies in the LMDQ competence framework. Your Sten and Percentile scores are shown in brackets.

Competency		1	2	3	4	5	Level Description
Strategy	Initiating and risk taking			■			Mid-Range Competence (5 40)
	Analyzing and interpreting			■			Mid-Range Competence (5 40)
	Thinking and acting strategically			■			Mid-Range Competence (6 60)
	Adapting and changing		■				Basic Competence (4 25)
	Creating and improving			■			Mid-Range Competence (5 40)
Communications	Communicating and presenting		■				Basic Competence (4 25)
	Influencing and persuading			■			Mid-Range Competence (6 60)
	Consulting and deciding			■			Mid-Range Competence (5 40)
	Relating and networking		■				Basic Competence (4 25)
	Connecting with customers		■				Basic Competence (4 25)
People	Motivating and empowering			■			Mid-Range Competence (6 60)
	Coaching and developing	■					Emergent Competence (3 10)
	Collaborating and team working		■				Basic Competence (4 25)
	Reading and handling feelings				■		Strength (7 75)
	Showing courage and integrity			■			Mid-Range Competence (6 60)
Operations	Learning and being mindful		■				Basic Competence (4 25)
	Handling pressure and setbacks		■				Basic Competence (4 25)
	Planning and monitoring	■					Emergent Competence (3 10)
	Competing and achieving			■			Mid-Range Competence (5 40)
	Financing and controlling			■			Mid-Range Competence (6 60)

Learning and Development

Your results indicate that you possess fairly well-developed leadership competencies and fairly well-developed management competencies. Your leadership competencies and your management competencies seem to be as well developed as those of the average leader/manager so there is scope to improve both. However, this assessment of your current capabilities is based on a self-report measure. It would be a good idea to check what your bosses and coworkers think before taking development decisions.