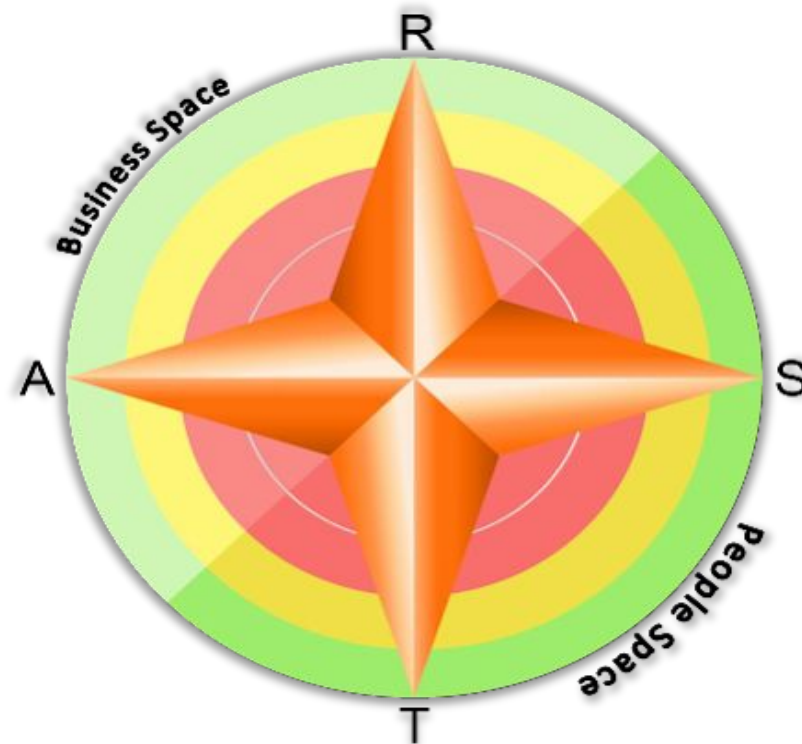


S.T.A.R. Leader™ Assessment

XYZ Ltd - Mr. Sample



The S.T.A.R. Model for High Performance™

EQUINOX

Equinox Consultants
www.equinox.co.in

Introduction

This report is based on the responses given by you and your colleagues to the S.T.A.R. Leader Assessment™. It attempts to provide you with a sense of your strengths and areas for improvement on the S.T.A.R.™ elements essential for leadership. Though the assessment and the tabulated results are quantitative and data-driven, the most important aspect of this report is the qualitative perspective it provides you and the thoughts and discussion that it provokes around specific aspects.

The S.T.A.R. Model for High Performance™

The ability to lead people and team requires right skills; skills such as, the ability to influence, to set stretch targets, to give feedback as well as praise and recognition. The leader must be able to step back from problems and think strategically, as well as take action to find solutions. It is an essential skill required for those who wish to facilitate development of people, teams and organizations.

The S.T.A.R. Model for High Performance™ provides a solid framework and proven techniques for facilitating and guiding individuals and groups towards realizing their potential for performance.

The factors which can make this happen are both identifiable and workable.

Stimulating Communication

Just having the title of a manager or leader of a team does not automatically qualify you to be or is an indication of your leadership ability, though that can be of definite advantage in order to make a difference. Effective communication is the core of all leadership. What is critical for any leader is her ability to stimulate communication between herself and the people whom she leads, in order to improve performance. Her ability to actively listen to their needs, understand their perspective and build effective conversations. Effective communication enables leaders to influence the attitudes and actions of the people who work for them. It helps them to sell their ideas and gain cooperation of the people in achieving their goals.

Organizations / businesses and teams are not just a collection of processes, buildings, or separate functional areas. It is made up of people and a network of communication among these people. The current reality of any business organization – its performance, conditions, and circumstances – is the product of communication its people are having. When this is apparent and understood, communication becomes a critical tool and the most fundamental aspect of determining success, profit, and growth.

The communication climate is highly influenced by the style of the leader and her followers tend to mirror the same in their day-to-day transactions. Most of the leadership challenges revolve around the aspect of communication and a good amount of time from the leadership is demanded to ensure that this aspect of leadership is taken care of.

S.T.A.R. Leaders™ help create and facilitate a climate which is highly stimulating; is good - open, honest and transparent characterized by empathy, listening and feedback – where followers are comfortable in engaging in unfiltered, passionate debates about key issues. In such a climate there is less likelihood of destructive, back channel manipulations and protect-your-turf play. Such leaders optimize their decision-making where each and every member is fully aware of the decisions and feels inclusive in the process. The leader ensures that all are on the same page and are fully aware of the happenings in her team. This enables her to leverage strengths and capitalize on them for collective success. More importantly create buy-in for her leadership of the team she leads.

Trust

Trust is one of the core values in any interpersonal relationship. It is an essential ingredient for any leader to build effective working partnerships with people who work for them. Often, the definition of trust is limited to certainty or predictability. If someone is consistent and predictable, she is taken as trustworthy. While there is nothing wrong with this definition, it is highly limiting. Trust is not just about trustworthiness.

It is about people feeling secure to share their thoughts and feelings openly and feel comfortable being vulnerable with each other - thus willing to admit their mistakes, acknowledge their weaknesses or ask for help. There is high comfort level among the leader and her team members and they back each other in times of crises and at the same time celebrate each other's success openly. S.T.A.R. Leaders™ act or behave in a manner which is consistent and they command great amount of respect from the people they lead. They build trust by accepting others for who they are and allow them the space to effectively contribute to the results.

Effective leaders build trust on the foundation of openness – a communication climate that is open, honest and transparent. By doing so, they obtain immense benefit including – high morale, increased initiative, improved honesty, and improved productivity. All of which directly contribute to a profitable and rewarding interpersonal experience.

Accountability

Leaders who build effective relationships based on the foundation of trust have accountability as an integral part of their leadership. S.T.A.R. Leaders™ ensure that each and every member of the team is fully aware of the goals, their individual roles and the playing field. This, combined with the fact that she is comfortable being vulnerable with those who she leads, greatly enhances the credibility of what she intends to achieve for her team.

Leadership built on accountability ensures that people unreservedly disagree with each other and are comfortable in dealing with conflict. Such leaders are decisive and do not always look for consensus in decision making. They are able to get their team members to commit themselves and share the responsibility towards the achievement of the team goals.

As leaders they always like to work with clear service level agreements (SLAs), therefore, leaving little scope for ambiguities and conflicts to creep into the relationship. They improve accountability by defining clear and measurable parameters of performance.

The fact that accountability is clear makes leading by objectives easier, enables a climate which has people who can easily hold each other accountable for the commitments they make, builds role respect and improves focus.

Results

When leaders build and facilitate a climate of open and unhindered communication, of trust and accountability, they are, more often than not, able to deliver Results.

What makes it more compelling is that S.T.A.R. Leaders™ publicly clarify expected results and make them to be visible all the time. They ensure that people are committed to achieve collective team results, are willing to keep aside their individual ego and recognition. They stress the importance of collective success, at the same time, are also comfortable in acknowledging individual contributions. S.T.A.R Leaders™ constantly discuss about the results, remain committed and review performance to ensure that the results are not compromised.

S.T.A.R. Leaders™ facilitate and guide to achieve the results they are set out to.

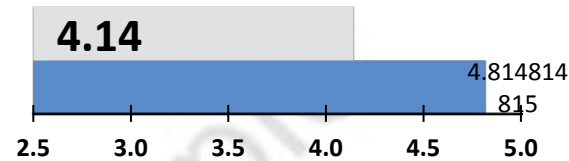
The Score Summary:

S.T.A.R. Rating:

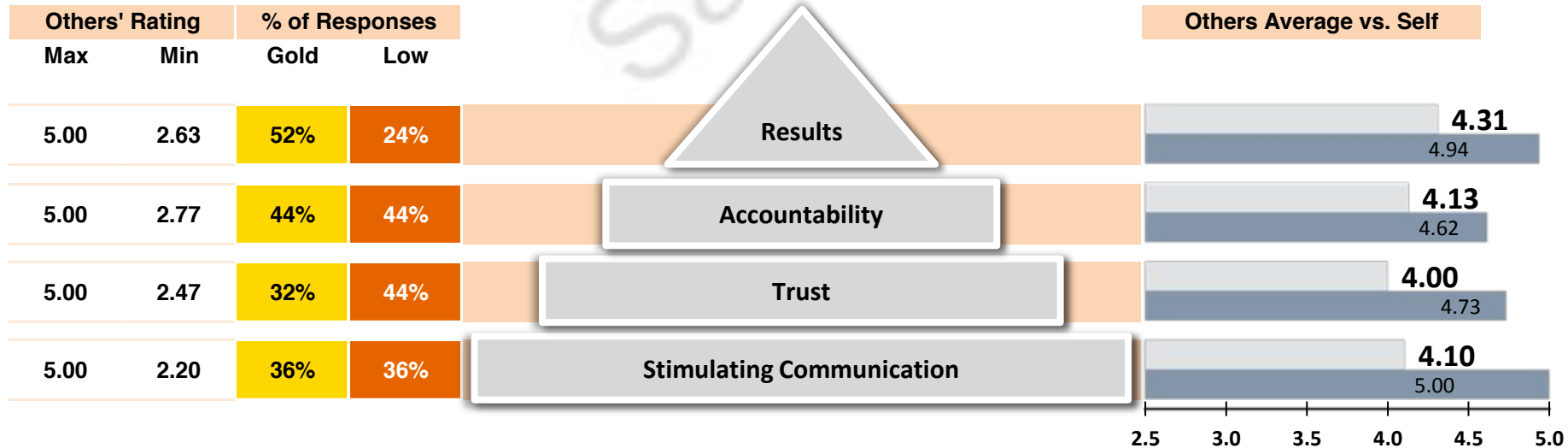
- Gold >= 4.5
- Silver 4.0 - 4.5
- Low 3.5 - 4.0
- Very low <= 3.5
- Self Rating



You are a

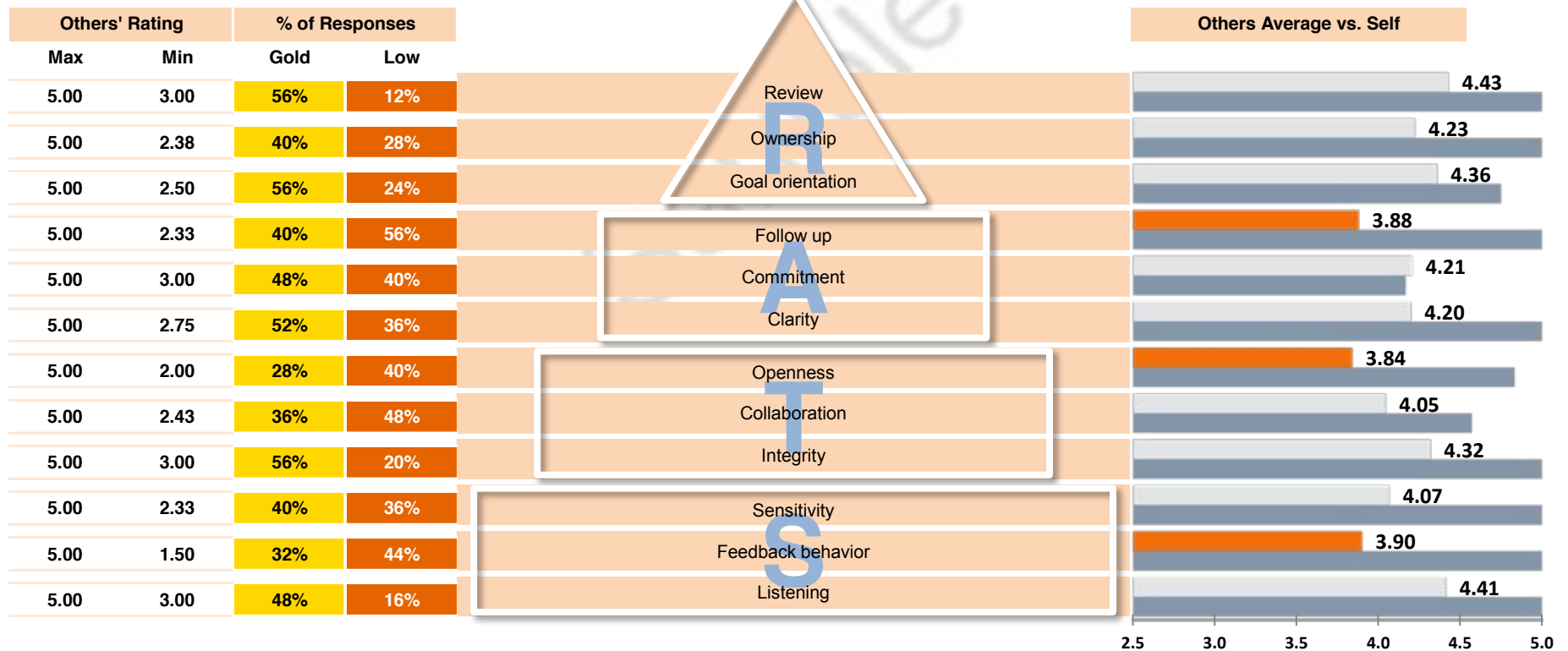


Dimensions:



The Score Summary:

Elements:



The Assessment Summary:

Stimulating Communication:

Your score on the dimension Stimulating Communication was medium, which indicates that you do not always engage in unfiltered discussion around important topics. You lack openness in some of your interpersonal relationships. You have not created a climate which enables communication across levels. It also means your use of feedback is very limited and you do not use it effectively to enhance performance of the members in your team. While this being the case, your medium scores indicates you do not provide clarity to all members through your communication, leading to a possibility of unknown agendas. Not all members are able to understand you and the intent of your behavior and action. More importantly some of the members see you as a person who is not sensitive to their needs and one who does not try and understand their perspective and ideas. You also come across as a person who is more critical of others while providing feedback and tend to hurt others with your communication style. A medium score typically indicates that at least 50% of your respondent groups feel differently about you on the dimension of Stimulating Communication.

A medium score on the element of Listening could mean that while you are open to others opinions and views, either it is not always visible or you do not do it often in your transactions with others. During your meetings with others you sometimes allow discussions to meander and fail to keep the focus. This could be either because you do not always start your meetings with a statement of expected outcome; you possibly need help in facilitation. You would do well by attempting to document every stage of meetings conduct and publish them for effectiveness.

A low score on the element of Feedback Behavior could mean that you have not promoted a climate where contributions of others are recognized and shared. Members of your team also do not see you acknowledging them for their work. It also shows that people see you as a person not open for feedback. You tend to reserve and not provide feedback in a timely manner.

You have scored medium on the element of Sensitivity indicating that you do not always take care to be sensitive to the feelings and needs of others in your transactions. You sometimes are not respectful of their ideas. You sometimes tend to hurt others while providing feedback. People feel that you do not often try and understand them for who they are and what they bring to the relationship.

Trust:

Your score in the dimension of Trust is medium, which indicates you are not very open and vulnerable about your strengths, weaknesses, mistakes and needs for help. Not all members in your team trust you and may not be able to see opportunities or be comfortable of collaborating with you. It also means that some people who work for you are not comfortable expressing their ideas and opinions freely with you, especially when they do not match with your own. A medium score on Trust could also mean that not all members are unguarded in their interactions with you. You may not be consistent in your behaviors during interpersonal interactions. Not all are able to see you displaying behaviors which you expect of them. More often you may be emphasizing on individual performances than collective work and are perceived by some as more detached in your approach with people. Not all find it easy to get information from you which might help them accomplish their roles. A medium score typically indicates that at least 50 per cent of your respondent groups feel differently about you on the dimension of Trust.

Your score on the element of Integrity is medium indicating that you are not consistent in your behavior and others find difficulty in recognizing the intent behind your actions. It also indicates that you are not always demonstrating yourself the behaviors which you expect from others.

A medium score on the element of Collaboration indicates that you do not always promote win: win relationships. It indicates that you do not consistently offer incentives for members sharing information. You also do not always provide information readily for members in fulfilling their role. A medium score indicates that at least half of your team feels this way.

Your score on the element of Openness is low indicating that you are not comfortable being vulnerable in front of others. You are not transparent and are guarded in your interactions with others. It also indicates that others find it difficult to share their pain points with you.

Accountability:

Your score on the dimension of Accountability is medium which indicates that you will struggle at times to get buy-in from others for your decisions. This score indicates that people who work for you may not be very clear about the role they play and more importantly your expectation of them in the role. This could create ambiguity within the team about performance measures and objectives. This also indicates that people hesitate to confront you about performance and behavioral concerns.

Your score on the element of Clarity is medium indicating that some members feel you have not provided clarity for your team members about their role. You have not created a climate where members are clear about performance parameters, not preventing people from stepping into each other's role unnecessarily. You may not be clearly assigning responsibilities for enabling members to follow through with their actions. A medium score also indicates that at least half of your respondents feel otherwise.

Your score on the element of Commitment is medium indicating that you have members in your team who have opposing views on your leadership with regards to the element of commitment. You must however take cognizance of the fact that not all members feel motivated to work in your team. Some of the members may be perceiving you to be indecisive at times. Not all members are committed to the decisions and goals of the team.

Your score on the element of Follow up is low which indicates that you have not encouraged an environment where immediate feedback is provided for members on their performance. You have not created a climate which puts enough pressure on poor performers. There is not enough follow up from you on the commitments made in the team.

Results:

Your score on the dimension of Results is medium which indicates that not all members of your team are fully aware of the results which are expected to be delivered. Some of the members who you lead are not clear of the priorities and do not know the cost of non-performance. It also indicates that you are not using review effectively as a mechanism for driving results orientation in your team. You are also not able to build a sense of ownership across your team and you are not able to gain the commitment of all members of your team towards achievement of goals you set.

Your score on the element of Goal Orientation is medium which indicates that you do not always provide clarity on the goals and priorities which exist in the team. You are not able to align everyone in the team towards team goals. It also indicates that you are not always flexible and adaptable in your approach.

Your score on the element of Ownership is medium which indicates that not all members of your team feel the same about your ability to create a culture which encourages persistency, celebration, upgradation of skills and knowledge, willingness to make sacrifices and where members stretch themselves to achieve collective goals.

Your score on the element of Review is medium indicates that not all members feel that you provide clarity on the milestones, encourage sharing of success stories, periodically review performance and examine what challenges exist. You may not be emphasizing enough the need for documentation and sharing of best practices.

Strengths:

Listed below are the top 12 behaviors where you have scored highest relative to other behaviors. Understanding and continuing to leverage your strengths is as important as identifying and correcting the weaknesses. Please note that behaviors with an average score above a 4.50 are areas where you scored particularly high.

Most Frequently Displayed Behavior	Dimension	Element	Score
Makes everyone aware of the milestones on way to achievement of goals.	Results	<i>Review</i>	4.64
During meetings keeps the group focused on the discussion on hand and discourages side conversations.	Stimulating Communication	<i>Listening</i>	4.56
Takes personal responsibility to improve the team's performance, especially, when the team fails.	Results	<i>Ownership</i>	4.56
Periodically reviews performance and examines what aids or interferes in achieving the results.	Results	<i>Review</i>	4.52
Encourages flexibility and adaptability in the team for achieving collective goals.	Results	<i>Goal Orientation</i>	4.52
Is consistent in behavior and it is easy for others to recognize his/her intent.	Trust	<i>Integrity</i>	4.48
Makes sure that everyone is committed to the team decisions.	Accountability	<i>Commitment</i>	4.48
Ensures that members remain committed to their agreements and goals.	Accountability	<i>Commitment</i>	4.48
Encourages the team to be clear of the priorities that exist within the team.	Results	<i>Goal orientation</i>	4.44
Emphasizes documentation and sharing of best practices.	Results	<i>Review</i>	4.44
Clarifies team members' roles and encourages them to seek clarity.	Accountability	<i>Clarity</i>	4.40
Provides clarity and aligns everyone towards the goal.	Results	<i>Goal orientation</i>	4.40

Weaknesses:

Listed below are the bottom 12 behaviors where you have scored lowest relative to other behaviors. To improve your effectiveness as a **S.T.A.R. Leader™**, it is critical that you understand and address these areas. Note that behaviors with an average score below a 3.50 are areas where you scored particularly low.

Least Frequently Displayed Behavior	Dimension	Element	Score
Provides incentives for members who readily offer help when needed.	Trust	Collaboration	3.44
Creates an environment where poor performers feel the pressure and look for improvement.	Accountability	Follow up	3.48
Seeks feedback regularly from others on his/her behavior and its impact on them.	Stimulating Communication	Feedback behavior	3.56
Apologizes to others without any discomfort.	Trust	Openness	3.60
Encourages members to seek help when needed and offers incentives for the same.	Trust	Collaboration	3.60
Creates an environment where members feel comfortable in discussing their strengths and weaknesses with others.	Trust	Openness	3.64
Members feel comfortable in expressing their opinions passionately and openly without any fear of reprisal.	Trust	Openness	3.72
Promotes an environment where members provide feedback on behaviors and processes in a timely manner.	Stimulating Communication	Feedback behavior	3.80
Promotes role respect by not allowing team members to step into each others' role unless called for.	Accountability	Clarity	3.80
Does not hesitate to decide, even if complete information is not available.	Accountability	Commitment	3.88
Is transparent and unguarded in his/her interactions with others.	Trust	Openness	3.88
Creates an environment where members are sensitive to each others' feelings and needs.	Stimulating Communication	Sensitivity	3.88

S.T.A.R. Behaviors :

Section below tabulates your scores on all the behaviors which a S.T.A.R. Leader™ needs to exhibit. The table shows the Self scores, Others' score along with the maximum and minimum score to help you gain in-depth understanding of what contributes to your S.T.A.R. rating.

<i>Review</i>	Self	Others				
		All	Supervisor	Peers	Direct Reports	
	Max	5.00				
Makes everyone aware of the milestones on way to achievement of goals.	Average	5.00	4.64	5.00	4.40	4.68
	Min	3.00				
	Max	5.00				
Encourages members to share success stories within the team.	Average	5.00	4.12	3.00	4.00	4.21
	Min	2.00				
	Max	5.00				
-----	Average	5.00	4.52	4.00	4.20	4.63
	Min	3.00				
	Max	5.00				
-----	Average	5.00	4.44	5.00	4.40	4.42
	Min	2.00				
	5.00	4.43	4.25	4.25	4.49	

Ownership

	Max	5.00	5.00			
Encourages discussions on goals, roles and objectives within the team.	Average	5.00	4.24	5.00	4.40	4.16
	Min	2.00				
	Max	5.00				
Helps the team members to build on their proposals and supports them in their achievement.	Average	5.00	4.24	3.00	4.40	4.26
	Min	2.00				
	Max	5.00				
-----	Average	5.00	4.04	5.00	3.40	4.16
	Min	1.00				
	Max	5.00				
-----	Average	5.00	4.08	5.00	4.60	3.89
	Min	1.00				
	Max	5.00				
-----	Average	5.00	4.40	5.00	4.20	4.42
	Min	3.00				

Creates a team culture where team success is valued more than individual glory.

Takes personal responsibility to improve the team's performance, especially, when the team fails.

	Self	Others			
		All	Supervisor	Peers	Direct Reports
Max		5.00			
Average	5.00	4.24	1.00	4.40	4.37
Min		1.00			
Max		5.00			
Average	5.00	4.00	1.00	4.20	4.11
Min		1.00			
Max		5.00			
Average	5.00	4.56	5.00	4.40	4.58
Min		2.00			
	5.00	4.23	3.75	4.25	4.24

Goal orientation

Provides clarity and aligns everyone towards the goal.

Creates an environment where members acknowledge each others' strengths and tap into them for achieving common goal.

Max		5.00			
Average	5.00	4.40	5.00	4.40	4.37
Min		2.00			
Max		5.00			
Average	4.00	4.08	3.00	3.60	4.26
Min		2.00			
Max		5.00			
Average	5.00	4.44	5.00	4.40	4.42
Min		2.00			
Max		5.00			
Average	5.00	4.52	4.00	4.40	4.58
Min		2.00			
	4.75	4.36	4.25	4.20	4.41

Follow up

Creates an environment where members give immediate feedback to each other on problems arising out of their roles.

Max		5.00			
Average	5.00	3.88	1.00	3.80	4.05
Min		1.00			
Max		5.00			
Average	5.00	4.28	4.00	4.40	4.26
Min		2.00			
Max		5.00			
Average	5.00	3.48	2.00	2.60	3.79
Min		1.00			
	5.00	3.88	2.33	3.60	4.04

Commitment		Self	Others			
			All	Supervisor	Peers	Direct Reports
-----	Max		5.00			
	Average	5.00	4.16	5.00	4.40	4.05
	Min		1.00			
Members feel motivated to work with him/her everyday.	Max		5.00			
	Average	4.00	4.04	2.00	4.20	4.11
	Min		2.00			
Gains commitment from members on group decisions even if they disagreed initially.	Max		5.00			
	Average	5.00	4.20	2.00	4.20	4.32
	Min		2.00			
-----	Max		5.00			
	Average	5.00	4.48	5.00	4.60	4.42
	Min		3.00			
-----	Max		5.00			
	Average	5.00	4.48	5.00	4.40	4.47
	Min		3.00			
Does not hesitate to decide, even if complete information is not available.	Max		5.00			
	Average	1.00	3.88	3.00	2.40	4.32
	Min		1.00			
		4.17	4.21	3.67	4.03	4.28
Clarity						
-----	Max		5.00			
	Average	5.00	4.40	5.00	4.20	4.42
	Min		2.00			
Communicates what constitutes good performance and the cost of non-performance to team members.	Max		5.00			
	Average	5.00	4.28	5.00	4.00	4.32
	Min		3.00			
-----	Max		5.00			
	Average	5.00	3.80	4.00	3.60	3.84
	Min		1.00			
-----	Max		5.00			
	Average	5.00	4.32	5.00	4.00	4.37
	Min		2.00			
		5.00	4.20	4.75	3.95	4.24

	Self	Others			
		All	Supervisor	Peers	Direct Reports
Openness					
-----	Max	5.00			
	Average	5.00	4.12	4.00	4.60
	Min	2.00			
-----	Max	5.00			
	Average	5.00	3.64	2.00	4.00
	Min	1.00			
Admits his/her mistakes.	Max	5.00			
	Average	5.00	4.08	1.00	4.00
	Min	1.00			
-----	Max	5.00			
	Average	4.00	3.72	1.00	3.80
	Min	1.00			
Is transparent and unguarded in his/her interactions with others.	Max	5.00			
	Average	5.00	3.88	3.00	3.80
	Min	1.00			
Apologizes to others without any discomfort.	Max	5.00			
	Average	5.00	3.60	1.00	3.80
	Min	1.00			
		4.83	3.84	2.00	4.00
					3.89
Collaboration					
Promotes win:win relationships and encourages collaboration on tasks and projects.	Max	5.00			
	Average	5.00	4.32	2.00	4.40
	Min	2.00			
Points out, and encourages team members to look for, points of agreement during discussions.	Max	5.00			
	Average	5.00	4.16	5.00	4.40
	Min	2.00			
-----	Max	5.00			
	Average	5.00	3.60	3.00	4.40
	Min	1.00			
-----	Max	5.00			
	Average	4.00	4.16	1.00	4.20
	Min	1.00			

	Self	Others			
		All	Supervisor	Peers	Direct Reports
-----	Max	5.00			
	Average	3.00	3.00	4.40	3.21
	Min	1.00			
-----	Max	5.00			
	Average	5.00	5.00	4.20	4.26
	Min	2.00			
-----	Max	5.00			
	Average	5.00	5.00	4.40	4.32
	Min	2.00			
		4.57	3.43	4.34	4.00

Integrity

Is consistent in behavior and it is easy for others to recognize his/her intent.	Max	5.00			
	Average	5.00	5.00	4.60	4.42
	Min	2.00			
-----	Max	5.00			
	Average	5.00	4.00	3.80	4.26
	Min	1.00			
		5.00	4.50	4.20	4.34

Sensitivity

-----	Max	5.00			
	Average	5.00	1.00	4.00	4.00
	Min	1.00			
Respects ideas, irrespective of whom they come from.	Max	5.00			
	Average	5.00	4.00	4.40	4.37
	Min	2.00			
-----	Max	5.00			
	Average	5.00	3.00	4.00	4.00
	Min	1.00			
		5.00	2.67	4.13	4.12

	Self	Others				
		All	Supervisor	Peers	Direct Reports	
Feedback behavior						
-----	Max	5.00				
	Average	5.00	4.28	5.00	4.40	4.21
	Min	2.00				
Creates an environment where members feel comfortable in telling each other about the impact of their unproductive behaviors.	Max	5.00				
	Average	5.00	3.96	4.00	4.20	3.89
	Min	1.00				
-----	Max	5.00				
	Average	5.00	3.80	1.00	4.20	3.84
	Min	1.00				
-----	Max	5.00				
	Average	5.00	3.56	1.00	3.60	3.68
	Min	1.00				
		5.00	3.90	2.75	4.10	3.91
Listening						
-----	Max	5.00				
	Average	5.00	4.56	3.00	4.20	4.74
	Min	3.00				
Encourages people to talk and voice their opinions.	Max	5.00				
	Average	5.00	4.36	5.00	4.40	4.32
	Min	2.00				
-----	Max	5.00				
	Average	5.00	4.32	3.00	4.20	4.42
	Min	2.00				
		5.00	4.41	3.67	4.27	4.49

Open questions:

Listed below are the responses to the open questions asked in the survey. This will help you to collate and analyze the top-of-the-mind issues pointed out by your colleagues and also in creating action plans for future. These statements are reproduced verbatim.

The first comment under each question is by "Self".

What does he/she do well and should continue doing?

- Passion for the team and team success.
- He should continue to focus on the assigned ops and people for improved results.
- Attending the request immediately on receipt
- Passion for team improvement.
- Comfort zone and created and team place for openness and place for growth and learnings
- Helping team out
- Spends more time with team members and process. He should do the same thing and readily available to team when ever they need his support.
- positive thinking
- Understand each person concerns and the root cause and continue to give them feedback.
- Maintain same passion towards work.
- He is the best leader had good communcation and lersdership skills and should be continue for ever
- He will continue with us the team member
- All the decision, action and suggestions need to come by own instead taking from his manager
- He is a dynamic leader who handles the team without any issues.He is a problem solver and should continue the same in future.
- He is doing well should continue the same
- hard work
- He has already built the good rapport with all the team members, and good in balancing the team during business pressures what ever may be..hope it will continues.

What should he/she stop doing?

- Over aggression.
- He should moderate his response specific to escalation management both on floor and in the meeting rooms is critical area to focus.
- Over aggressive in nature
- Over aggression.
- Unnecessary arguments
- Prolonging discussions in pear group team meeting. If he is not in agreement with the statement given by Manager, he should discuss with him, but not long time to waste others time.
- Stop being aggressive
- He is very rational and professional. but he should think from other point of view also not just what is coming from his mind, so that others don't get discouraged and should control his temper/anger.
- Control aggression
- may be intergartive
- Always motivate his team professionally and growthwise and try to support his team to his manager
- He should stop taking step by step guidance from his manager, by doing that he could not take his individual decision for the benefit of his own team - he should seek guidance where necessary---
- No point of criticism
- Relates to process i didn't find any wrong with him till now..apart from that i can't say that what he suppose to stop from doing..
- Should reduce aggressive

What does he/she NOT do well and needs to improve?

- Leave planning for the team.
- Stay cool while reacting to the issues encountered in the day to day job
- Networking.
- Attitude
- He was good in process and team. But when we ask for a presentation, he gives in high level for even who joined today. He should develop in that area. Should provide the brief information to understand their levels.
- sometimes unable to share the opinion as he won't listen to other words when he is in an angry/temper/tension. This should not be practiced. It will demotivate.
- He is a good manager
- Need to give full support to his team and give positive feedback to his manager.
- He always seeks his manager's guidance so he could not do well....
- No improvements required. Good in their own way.
- We have seen a lot of change in him regarding control of aggression... Now we can say there is no way for that..
- Need to put more concentration on the people who are very much poor in communication in the team.