

Leadership Skills

The Performance
Zone Series
for

Sample Candidate

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Overall Leadership Skill Score. Z = Zenith Score is Main Scoring Module

Leadership Skill Inventory

CONDITIONAL RISK - 8.66)- Overall Global Risk Score

PEOPLE SKILLS - **CONDITIONAL** RISK

- Talent - 8.76
- Access - 8.76
- Risk Level - 8.76



TASK SKILLS - **LOW** RISK

- Talent - 8.97
- Access - 9.17
- Risk Level - 9.07

SYSTEM SKILLS - **CONDITIONAL** RISK

- Talent - 8.60
- Access - 8.40
- Risk Level - 8.50

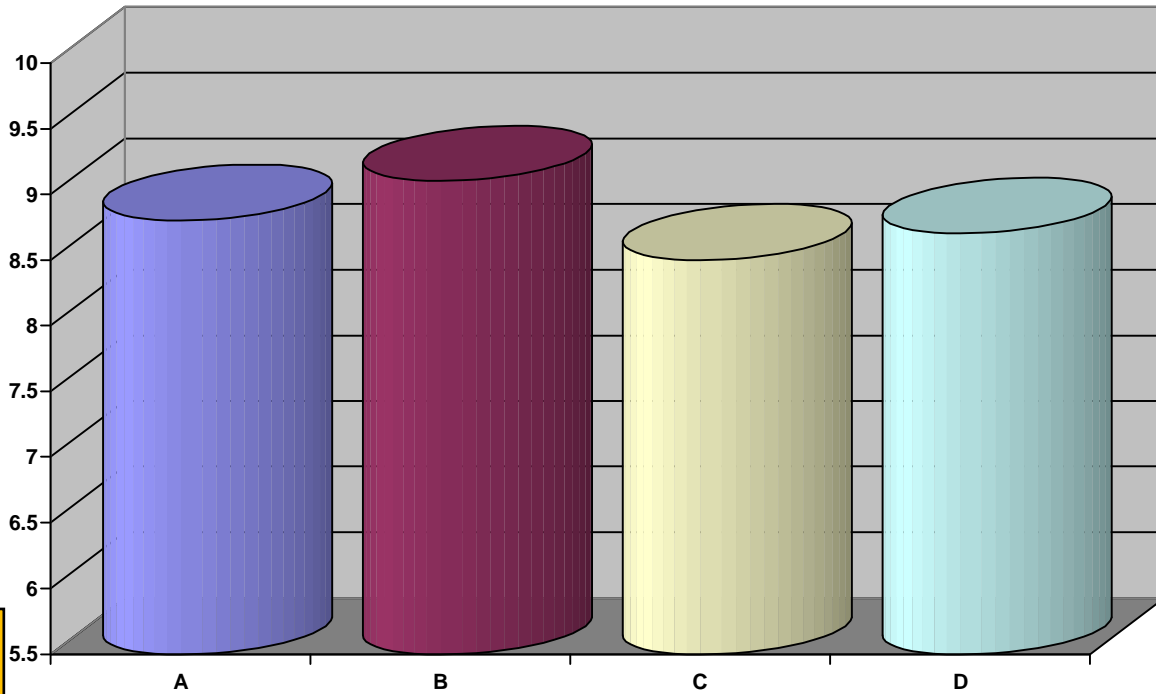
SELF SKILLS - **CONDITIONAL** RISK

- Talent - 8.52
- Access - 8.27
- Risk Level - 8.39

Scoring Legend:
Low Risk = Strong Fit
Situational Risk = Good Fit
Conditional Risk = Marginal Fit
Real Risk = Poor Fit

Leadership Screen with Nine Pathways

Global Graph



Note Scoring Legend from Low thru Real Risk.

→	Low Risk (Excellent ability to utilize the capacity and translate the talent into decisions; reduces the potential for errors and mistakes)	9.021 to 10.0
→	Situational Risk (Very good ability to utilize the capacity especially in well defined areas; however, there are specific situations that can interfere with the translation into decisions)	8.791 to 9.02
→	Conditional Risk (Limited access to the capacity indicating actual conditions that will increase the potential for mistakes and errors and restrict the transfer into decisions)	8.391 to 8.79
→	Real Risk (Restricted access to the capacity indicating the ability is consistently unavailable and individuals are subject to mistakes and errors in judgment)	6.0 to 8.39

A) People (Conditional Risk) — This section measures the ability to make sound and objective decisions about others and to build relationships.

B) Task (Low Risk) — This section measures the ability to see and understand what is happening in a practical, concrete manner.

C) System (Conditional Risk) — This section measures the ability to see, understand and appreciate planning, strategic thinking and issues, conceptual organizing and consistency and conformity.

D) Self (Conditional Risk) — This capacity measures the ability to see, understand and be sensitive to personal uniqueness, confidence and competency and goals and self organization.

The scoring legend applies to each of the 4 major dimensions of leadership (i.e., Dealing with Other People, Tasks/Projects, the System or Structure of the organization, and Self management). Together, these 4 measurements drive the overall Leadership capacity.

PEOPLE Values (Prioritized Core Strengths)

- 1) Sets priorities in relationships (Excellent Access)
- 2) Assigns tasks clearly and specifically (Excellent Access)
- 3) Keeps communications clear and to the point (Excellent Access)
- 4) Evaluates problems from all perspectives (Excellent Access)
- 5) Makes an effort to be pleasant, courteous and tactful (Very Good Access)
- 6) Deals with conflicting issues in a positive manner (Very Good Access)
- 7) Reinforces the value of cooperation and sharing (Very Good Access)
- 8) Promotes independence and freedom of choice (Very Good Access)

These are the Key Strengths and Key Blockers that impact this person's Leadership Skills dealing with PEOPLE.

PEOPLE Values (Prioritized Development Areas)

- 1) Concern about being fair can lead them to overlook issues (Real Risk)
- 2) Will be too optimistic about others (Real Risk)
- 3) Tends to be too concerned about taking care of the needs and interests of others (Conditional Risk)
- 4) May try too hard to make others feel valuable (Conditional Risk)

TASK Values (Prioritized Core Strengths)

- 1) Identifies crisis issues and minor problems (Excellent Access)
- 2) Knows when to take risks and chances (Excellent Access)
- 3) Knows what needs to be done and what can done (Excellent Access)
- 4) Builds strategies for crisis intervention (Excellent Access)
- 5) Sets priorities which integrate all needs (Excellent Access)
- 6) Inventive thinking without losing perspective (Excellent Access)
- 7) Translates priorities into decisions (Excellent Access)
- 8) Good sense of time and timing (Excellent Access)

These are the Leadership Skills and Blockers dealing with the TASK or "Doing Functions of leadership."

TASK Values (Prioritized Development Areas)

- 1) Has difficulty consistently staying focused and persistent (Real Risk)
- 2) Likely to inconsistently commit to goals (Real Risk)
- 3) Likely to be so focused that they overlook critical issues (Conditional Risk)
- 4) Likely to set unrealistic goals and priorities (Conditional Risk)

Note Risk Level for each blocker and Access Level for each Strength:
Real Risk
Conditional Risk
Situational Risk
Low Risk

SYSTEM Values (Prioritized Core Strengths)

- 1) Takes time to be creative and inventive (Excellent Access)
- 2) Pays attention to inventive thinking (Very Good Access)
- 3) Attentive to short and long range issues (Very Good Access)
- 4) Plans for things not working out as expected (Very Good Access)
- 5) Inventive and aware of critical issues (Very Good Access)
- 6) Builds organized strategies and programs (Very Good Access)
- 7) Attends to concrete and conceptual organizing (Very Good Access)

Same for Structural or Systems Leadership Skills.
Note Access level for strengths and Risk Level for blockers.

SYSTEM Values (Prioritized Development Areas)

- 1) Is inconsistent about pushing to attain their goals (Real Risk)
- 2) Tend to set challenging but inconsistent and potentially unrewarding goals (Real Risk)
- 3) Tend toward a chip on the shoulder attitude (Real Risk)
- 4) Tend to covertly or overtly get around standards, rules and codes (Real Risk)
- 5) Tend to set narrowly focused goals which reflect immediate, results oriented issues (Real Risk)

SELF Values (Prioritized Core Strengths)

- 1) Maintains a positive attitude toward themselves (Excellent Access)
- 2) Maintains a positive attitude toward the world (Excellent Access)
- 3) Identifies obstacles and ways to overcome them (Very Good Access)
- 4) Keeps an open mind (Very Good Access)
- 5) Makes an effort to maintain principles in all matters (Very Good Access)
- 6) Accepts responsibility for consequences (Very Good Access)
- 7) Puts the interest of team above self interest (Very Good Access)

This is a measure of the INTERNAL leadership strengths and blockers for this person. Note Strength access and blocker Risk levels.

SELF Values (Prioritized Development Areas)

- 1) Likely to fear making a mistake and will likely blame others for their misfortunes (Real Risk)
- 2) Stubbornly committed to personal goals (Real Risk)
- 3) Stubborn insistence on doing things their way (Real Risk)
- 4) Will inconsistently push ahead toward options which offer primarily immediate improvement (Real Risk)
- 5) Likely to be indecisive or uncertain about seeking feedback (Real Risk)

Note Prioritized
Leadership Strengths
presented in terms of
RISK Level.

Prioritized Leadership Values (Core Strengths)

- 1) **Optimism, Seeing And Expecting The Best (Vision, Mission) (Low Risk)**
Maintains a positive attitude toward themselves
- 2) **Respecting The Rights Of Each Person (Vision, Mission) (Low Risk)**
Maintains a strong sense of direction and purpose
- 3) **Optimism, Seeing And Expecting The Best (Vision, Mission) (Low Risk)**
Maintains a positive attitude toward the world
- 4) **Respecting The Rights Of Each Person (Trust) (Low Risk)**
Promotes autonomy and freedom of action
- 5) **Walking The Walk, Keeping Promises (Integrity) (Low Risk)**
Accepts responsibility for consequences
- 6) **Knowing what is needed to get the job done (Preparation, Tactics) (Low Risk)**
Identifies crisis issues and minor problems
- 7) **Being Fair And Consistent (Team Synergy) (Low Risk)**
Evaluates problems from all perspectives
- 8) **Knowing what is needed to get the job done (Preparation, Tactics) (Low Risk)**
Knows what is needed to support decisions
- 9) **Knowing what is needed to get the job done (Preparation, Tactics) (Low Risk)**
Knows what needs to be done and what can be done
- 10) **Knowing what is needed to get the job done (Preparation, Tactics) (Low Risk)**
Finds out what is causing problems

This is an excellent example of someone who has a number of good STRENGTHS...but their PERFORMANCE BLOCKERS (see next page) override and interfere with this person's ACCESS to the strengths and so the "NET TALENT LEADERSHIP SKILL SCORE IS CONDITIONAL (C Level).

The Net Talent measurement changes the ability to predict leadership PERFORMANCE!

Leadership Blockers presented in terms of overall RISK LEVEL. This is a great coaching model.

Prioritized Leadership Values (Development/Blockers)

1) Sense Of Purpose And Meaning (Vision, Mission) (Real Risk)

Is inconsistent about pushing to attain their goals

2) Personal Discipline (Strategy, Discipline) (Real Risk)

Stubbornly committed to personal goals

3) Learning To Adapt And Grow (Innovation, Change) (Real Risk)

Likely to fear making a mistake and will likely blame others for their misfortunes

4) Setting Clear Goals (Consistency, Conformity) (Real Risk)

Set personally based goals which can be unrealistic and out of touch

5) Setting Clear Goals (Consistency, Conformity) (Real Risk)

Tend to set idealistic, inconsistent and potentially unrewarding goals

6) Respecting The Rights Of Each Person (Trust) (Real Risk)

Tends to be too optimistic about others

7) Personal Commitment, Dedication (Vision, Mission) (Real Risk)

Makes unrealistic commitments they will not keep

This example shows the power of the "NET TALENT" measurement. If you JUST looked at the strengths this person would seem a VERY strong candidate. The blockers that INTERFERE with the ability to ACCESS the strengths makes all the difference.

Priority List of Critical Leadership Performance Dimensions

Listed below are the Critical Leadership Performance Dimensions. These factors are listed in order of the talent you currently display for paying attention to and valuing them. The first Talent is your strongest, followed by the rank order of the remainder of the factors.

- 1 (9.15) SETTING VISION, MISSION AND PURPOSE
- 2 (9.11) BUILDING TRUST AND A COMMON BOND
- 3 (9.07) FOSTERING INNOVATION AND CHANGE
- 4 (8.88) INSTILLING RESPONSIBILITY AND INTEGRITY
- 5 (8.86) PREPARATION AND TACTICS
- 6 (8.79) BUILDING TEAM SYNERGY
- 7 (8.75) FOCUSING ON RESULTS
- 8 (8.74) DEVELOPING STRATEGY, DISCIPLINE
- 9 (8.64) MAINTAINING CONSISTENCY AND CONFORMITY

This page identifies BOTH the Hierarchy (Top 3 = Primary Focus, 4-6 = Secondary Focus, 7-9 = Inconsistent Focus of Leadership Skills AND the Strength of that skill. Both are very important considerations as you seek leaders who will be in alignment with your organizational agenda.

Skill Strength Scoring Legend:

9.021 to 10.0 = Low Risk or Strong Access (A Level) to this Skill

8.791 to 9.02 = Situational Risk or Good Access (B Level) to this Skill

8.391 to 8.79 = Conditional Risk or Marginal Access (C Level) to this Skill

6.0 to 8.39 = Real Risk or Poor Access (D Level) to this Skill.