

JOHNSON LEADERSHIP ASSESSMENT

The Johnson Leadership Assessment is based on the competencies of our Johnson Leadership Model. These competencies are derived from The Leadership Wheel in conjunction with a number of well known leadership frameworks and some of the foremost leadership competency research in the country. They are the result of years of comprehensive research into the nature of personal effectiveness and achieving results in organizations.

The competencies are organized into five leadership dimensions that are based in part upon the constructs used in the frameworks of these organizations, and in part upon some of the common themes in the assessment instruments that we use in our programs at the Johnson School. The dimensions serve to capture and frame the essence of these competencies, and together they constitute the Johnson Leadership Model.

KNOWLEDGE

1. **Technical Knowledge** – knowledge of industry, business acumen, functional expertise, and facility with technology.
2. **Cross-Functional Knowledge** – acquires and demonstrates cross-functional skills, able to exchange and make sense of information and ideas across disciplinary areas.
3. **Analytical Ability** – able to diagnose issues, find the necessary information, analyze the alternatives, and engage in a methodical problem solving process.
4. **Judgment** – incorporates objective knowledge and subjective lessons of experience in making pragmatic decisions in spite of incomplete information.
5. **Manages Performance** -- monitors, measures, and communicates performance at all levels including personal, interpersonal, team and system-wide performance.

RELATIONSHIPS

6. **Empathy** – understands the perspective of others, accurately reads and is sensitive to their moods and feelings, relates well to people from diverse backgrounds.
7. **Collaboration** – pulls teams and groups together, partners with others, encourages inclusion and participatory processes, cultivates networks of effective relationships
8. **Communication** – fosters open, fearless communication, advocates and listens well, interpersonally influential, facilitates conflict resolution directly and constructively.
9. **Service Orientation** – identifies and serves the needs of all stakeholders including customers, colleagues, shareholders, and the community, promotes socially responsible business.

10. **Coaching** – shares knowledge with others, and takes time to develop, empower and support the development of others.

VISION

11. **Change Catalyst** – fosters innovative environments, champions new ideas, challenges conventional thinking, and plans a process for change.
12. **Developing Vision**– able to identify what is most important in the face of complexity, establish a sense of vision and purpose, and communicate it
13. **Strategic Thinking** – sees big picture, identifies and capitalizes on organizational strengths, weaknesses, and leverages them against contextual threats, opportunities
14. **Manages Through Systems** – designs practices, processes, and procedures which allow managing from a distance, able to work through systems and others.

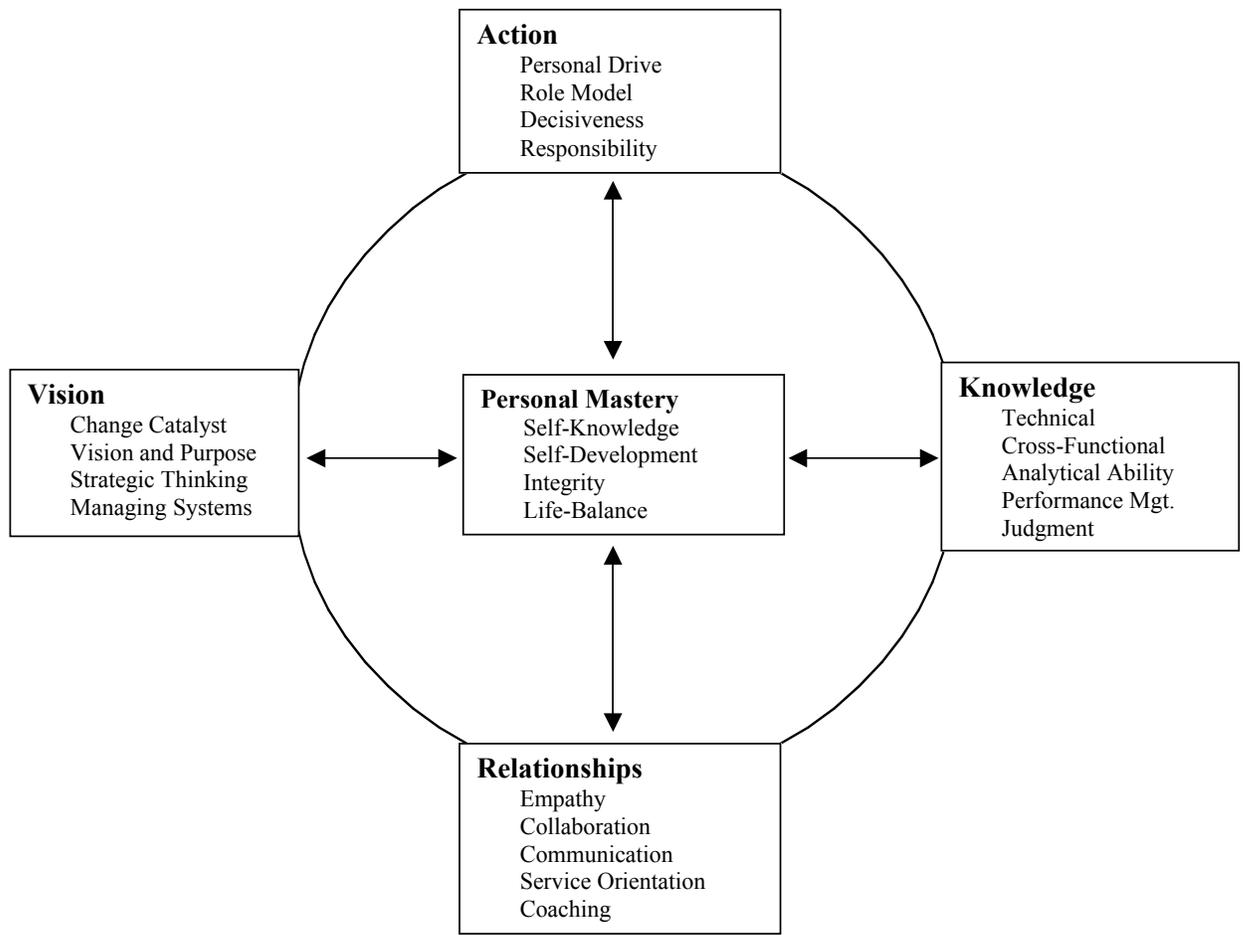
ACTION

15. **Personal Drive** – possesses ambition, takes initiative, goal and achievement oriented, strives for results and excellence, tough and able to persevere through adversity.
16. **Role Model** – models ethical behavior, matches words and actions, able to lead by example, and emulates espoused personal and organizational values.
17. **Decisiveness** – is decisive and action oriented, takes calculated risks, and has courage to make and follow through on decisions.
18. **Responsibility** – takes responsibility for personal actions, able to frame problems as an opportunity rather than a burden, proactive in the face of adversity.

PERSONAL MASTERY

19. **Self-Awareness** – seeks feedback, knows and manages personal strengths and weaknesses, and is clear on personal goals and values.
20. **Self-Development** – committed to and actively strives to improve, seeks learning opportunities, and learns from experience.
21. **Integrity** – grounded in a deeply held value system that guides actions, and provides confidence and courage under uncertainty.
22. **Life Balance** – takes care of self, allocates time, activity and personal resources to fulfill all life priorities, creates balance between work and life goals.

The following diagram shows how the five dimensions fit together. Each represents a major strategy of leadership and for developing leadership potential. Ideally, an effective leader is balanced, or agile, and has strengths in each dimension. To strengthen an area of weakness, a leader focuses on developing the individual competencies associated with that dimension. Each of them are interdependent with the others and Personal Mastery plays a central role in driving the learning and development process.



READING YOUR FEEDBACK REPORT

How well do you know this person? This indicates how well your respondents know you. The better the respondent knows you, the more credible the response.

Importance to Job: This gives the frequency distribution of respondents indicating which of the twenty-two competencies in the five dimensions of the leadership are most important to the job.

Response Scale: Your Johnson Leadership Assessment is presented as a mean and frequency distribution of the following scale:

- 1 = Strongly Disagree (needs a lot of improvement)
- 2 = Disagree (needs improvement)
- 3 = Neutral (meets expectations)
- 4 = Agree (modestly exceeds expectations)
- 5 = Strongly Agree (greatly exceeds expectations)
- n/a = Not observed or not applicable

Column One: The first column of your report represents the competencies and questions for each of the five categories in the model.

Columns Two & Three: Represents the number of people responding to the report:

- Group Norm* = number of people responding for all participants in your cohort
- Self* = shows whether you responded to the report
- Supervisor* = the number of supervisors or bosses responding
- Peers* = the number of peers responding
- Direct Reports* = the number of direct reports responding

Column Four: The mean score for each of the above categories

Column Five: Standard deviation from the mean

Column Six: Graphical display of the above means

Column Seven-Twelve: Frequency distribution of responses across the above scale

Summary Section: At the end of each of the five leadership dimensions – Knowledge, Relationships, Vision, Action and Personal Mastery – is a summary assessment across all competencies for that dimension

Open Comments: At the very end of the report there is a summary of responses of comments relating to overall strengths and areas of suggested improvement. These comments provide a contextual complement to the responses to the questions.