

**SAMPLE COMPANY PROGRAM**  
**LVI DESCRIPTIVE STATISTICS**  
Ratings for 38 Managers

September 2009

Leadership Effectiveness	All Coworker Ratings				LVI Norms		
	<i>M</i>	<i>SD</i>	Low	High	<i>M</i>	<i>SD</i>	<i>d</i>
Overall Effectiveness (10-pt rating)	7.92	.44	6.93	8.71	7.80	1.00	+ .12
Team Productivity	3.74	.30	3.22	4.35	3.76	.41	- .02
Team Vitality	3.71	.34	2.74	4.29	3.69	.43	+ .02

Versatility	All Coworker Ratings				LVI Norms		
	<i>M</i>	<i>SD</i>	Low	High	<i>M</i>	<i>SD</i>	<i>d</i>
Overall Versatility	82%	5%	61%	90%	80%	8%	+2%
Forceful-Enabling Versatility	82%	6%	57%	90%	79%	9%	+3%
Strategic-Operational Versatility	83%	5%	65%	92%	81%	8%	+2%

LVI Dimensions	All Coworker Ratings						
	<i>M</i>	<i>SD</i>	Low	High	Too little	Right Amt.	Too Much
Forceful	-.01	.35	-.82	+1.09	34%	34%	32%
Enabling	-.22	.27	-.79	+.63	47%	47%	5%
Strategic	-.26	.27	-.58	+.73	63%	32%	5%
Operational	-.16	.26	-.80	+.46	45%	50%	5%

LVI Sub-dimensions		All Coworker Ratings						
		<i>M</i>	<i>SD</i>	Low	High	Too little	Right Amt.	Too Much
Forceful	- Takes charge	+ .03	.35	-.52	+1.27	26%	47%	26%
	- Declares	+ .05	.34	-.92	+1.20	26%	45%	29%
	- Pushes	-.12	.48	-1.08	+.80	42%	37%	21%
Enabling	- Empowers	-.09	.31	-.69	+.82	34%	55%	11%
	- Listens	-.36	.26	-.90	+.45	74%	24%	3%
	- Supports	-.19	.36	-1.19	+.62	50%	39%	11%
Strategic	- Direction	-.29	.35	-.90	+.86	66%	29%	5%
	- Growth	-.26	.33	-.97	+.70	66%	26%	8%
	- Innovation	-.21	.23	-.60	+.61	58%	34%	8%
Operat'l	- Execution	-.09	.36	-1.13	+.68	37%	50%	13%
	- Efficiency	-.18	.26	-.76	+.43	45%	47%	8%
	- Order	-.22	.28	-1.00	+.57	50%	42%	8%

All Coworker Ratings

		<i>M</i>	<i>SD</i>	Low	High	Too little	Right Amt.	Too Much	
<b>Forceful</b>	Takes charge	1f. Takes charge	+ .16	.56	-1.15	+2.00	13%	45%	42%
		2f. Takes the initiative	+ .07	.37	-0.67	+1.27	13%	66%	21%
		3f. Sets clear expectations	- .23	.35	-1.00	+0.73	39%	58%	3%
		4f. Steps in	+ .15	.41	-0.63	+1.22	8%	66%	26%
	Declares	5f. Decisive	+ .18	.39	-0.33	+2.00	3%	74%	24%
		6f. Declares self	- .05	.45	-1.31	+1.45	26%	58%	16%
		7f. Forthcoming	- .17	.48	-1.62	+1.00	37%	53%	11%
		8f. Doesn't back down easily	+ .25	.39	-0.54	+1.40	5%	55%	39%
	Pushes	9f. Pushes people hard	+ .00	.66	-1.18	+1.56	24%	50%	26%
		10f. Expects a lot	+ .09	.54	-0.95	+1.36	21%	53%	26%
		11f. Direct when dissatisfied	- .32	.48	-2.00	+0.47	55%	37%	8%
		12f. Holds people accountable	- .26	.51	-1.33	+1.64	42%	53%	5%
<b>Enabling</b>	Empowers	1e. Empowers subordinates	- .14	.36	-0.77	+1.00	34%	58%	8%
		2e. Allows subs to take initiative	- .06	.33	-1.07	+1.00	13%	79%	8%
		3e. Hands-off	- .12	.33	-0.82	+0.83	24%	68%	8%
		4e. Trusts people	- .08	.34	-0.62	+0.92	24%	68%	8%
	Listens	5e. Participative	- .26	.31	-1.00	+0.64	39%	58%	3%
		6e. Draws people out	- .44	.32	-1.15	+0.36	61%	37%	3%
		7e. Open to influence	- .37	.32	-1.20	+0.09	47%	53%	0%
		8e. Makes it easy to push back	- .39	.42	-1.27	+1.18	58%	39%	3%
	Supports	9e. Shows appreciation	- .29	.51	-1.62	+1.55	37%	61%	3%
		10e. Treats people well	- .06	.37	-1.13	+0.82	18%	71%	11%
		11e. Sensitive to people's feelings	- .28	.48	-1.57	+0.45	45%	53%	3%
		12e. Cuts people slack	- .13	.32	-1.08	+0.43	18%	76%	5%
<b>Strategic</b>	Direction	1s. Future-oriented	- .34	.45	-1.08	+1.09	55%	37%	8%
		2s. Big-picture perspective	- .18	.39	-0.83	+1.09	32%	61%	8%
		3s. Visionary	- .39	.36	-1.00	+0.45	61%	37%	3%
		4s. Thinks strategically	- .28	.38	-1.29	+0.82	42%	53%	5%
	Growth	5s. Aggressive about growth	- .12	.46	-1.11	+1.55	34%	55%	11%
		6s. Launches many changes	- .20	.40	-1.00	+0.60	45%	42%	13%
		7s. Bold moves	- .27	.41	-1.06	+0.56	42%	47%	11%
		8s. Invests in capacity	- .46	.38	-1.07	+0.46	66%	29%	5%
	Innovation	9s. Questions the status quo	- .12	.28	-0.94	+0.73	16%	76%	8%
		10s. Embraces change	- .13	.31	-0.61	+0.64	29%	61%	11%
		11s. Unstructured discussions	- .45	.34	-1.08	+0.38	66%	32%	3%
		12s. Encourages innovation	- .18	.32	-0.77	+0.91	34%	61%	5%
<b>Operational</b>	Execution	1o. Results-oriented	+ .11	.36	-0.89	+0.50	11%	53%	37%
		2o. Pays attention to the details	- .08	.50	-1.15	+1.00	24%	61%	16%
		3o. Maps out detailed plans	- .47	.42	-1.56	+0.36	58%	39%	3%
		4o. Tactical	+ .05	.46	-1.15	+1.39	21%	55%	24%
	Efficiency	5o. Careful about capacity	- .28	.35	-1.17	+0.45	45%	50%	5%
		6o. Selective	- .28	.39	-1.39	+0.41	45%	53%	3%
		7o. Incremental change	- .21	.30	-1.31	+0.18	29%	71%	0%
		8o. Seeks efficiencies	+ .05	.37	-0.73	+1.36	11%	74%	16%
	Order	9o. Goes by the book	- .16	.41	-1.22	+0.91	24%	66%	11%
		10o. Stays with tried and true	- .11	.26	-0.90	+0.33	21%	76%	3%
		11o. Runs disciplined meetings	- .38	.38	-1.38	+0.55	55%	42%	3%
		12o. Manages workflow	- .27	.38	-1.22	+1.00	53%	42%	5%