



Salecology[®]

Leadership Baseline

Complete Leadership
Review

Welcome

The Leadership Baseline takes a comprehensive look at your current performance and your persona to give you a complete health check of your leadership style and role.

Understanding your strengths and weaknesses as an executive can only help you become a more effective leader. Though undergoing a round of assessments may seem like a futile attempt to tell you what you already know about yourself, these tests can be quite pertinent in the information they provide.

Assessments can give you insight into areas where you need to focus more attention and help you reinforce the skills that you excel at. The results may surprise you and will certainly allow you to be more successful as an executive within your organization and as you continue in your career.

© Salecology
All rights reserved.
Salecology
Rex House, 4 -12 Regent St
London, SW1Y 4PE
United Kingdom

*Leadership and Learning
are indispensable to each
other.* John F. Kennedy

*If your actions create a
legacy that inspires others to
dream more, learn more, do
more and become more,
then, you are an excellent
leader.* Dolly Parton

*The quality of a leader is
reflected in the standards
they set for themselves.* Ray Kroc

Salecology[®]

The Leadership Baseline

The Leadership Baseline takes a holistic view of you as a whole and includes the following:

- Leadership 360 Feedback
- Aptitude assessment
- Personality Profile
- Behavioural Event Interview
- Interview with your stakeholders (optional)

Following the Baseline Reading, you will receive a 1-2-1 session with one of our Senior Salecologists who will walk you through the findings of the report and support you in determining areas you excel at and any potential areas for improvement. The session will cover:

- Assessment Review
- Consultation and coaching
- Identify Performance Strengths
- Identify Performance improvement areas
- Support Objective Settings





Your Salecology Baseline

Aptitude										
	1	11	21	31	41	51	61	71	81	91
	-	-	-	-	-	-	-	-	-	-
	10	20	30	40	50	60	70	80	90	99
Verbal										
Numerical										

Behaviours					
	1	2	3	4	5
Thinks					
Gathering Information					
Creating Ideas					
Processing Information					
Involves					
Creating Empathy					
Facilitating Interaction					
Growing Talent					
Inspires					
Influencing Others					
Building Confidence					
Inspiring Communicator					
Achieves					
Improving Performance					
Making It Happen					

Personality									
	1	2	3	4	5	6	7	8	9
Fellowship									
Authority									
Conformity									
Emotion									
Detail									

Integrity									
	1	2	3	4	5	6	7	8	9
Proficiency									
Work-Orientation									
Patience									
Fair-mindedness									
Loyalty									
Disclosure									
Initiative									

Candidate Name Salecology Baseline Copyright © Salecology



Personality Profile

Which part of your personality helps you drive business and lead by example? The Personality profile looks at the Big 5 model to support you in understanding more about you and how your persona affects:

- Relationship's
- Creativity
- Self Determination
- Self Control
- Emotional Resilience

The Big 5

Social relations (**fellowship**) look at how you prefer to interact with the world around you. It looks at how you prefer to engage, your interactive style and openness to building relationships.

Creativity (**detail**) considers your thinking style and combines of how you process information and make decisions, and considers how receptive you are to new ideas and experiences.

Self-determination (**authority**) describes the extent to which you like to influence and assert your opinions on others or if you prefer to accommodate others opinions and are much more agreeable.

Self-control(**conformity**) relates to your approach to life with respect to how much you plan, control and operate to a set of boundaries.

Emotional Resilience (**emotion**) reflects on your ability to cope with stress and anxiety. The key to a persons emotional state is how easy anxiety is raised either in response to external events or whether it is internally generated.

Because a weakness in one occupation may be neutral, or even a strength in another, the minor scales is used where relevant to a particular setting. For example, entrepreneurs will often take risks in order to learn front their mistakes, whereas this approach would not be desirable for airline pilots.

Personality									
	1	2	3	4	5	6	7	8	9
Fellowship							■		
Authority							■		
Conformity			■						
Emotion				■					
Detail							■		

Integrity									
	1	2	3	4	5	6	7	8	9
Proficiency									■
Work-Orientation								■	
Patience				■					
Fair-mindedness						■			
Loyalty					■				
Disclosure			■						
Initiative							■		

Integrity Scale

Proficiency - Assesses care in detailed tasks, versus a trial and error approach.

Work-orientation - Assesses belief in hard work, versus a belief in work-life balance.

Patience - Assesses calm and patience, versus competitive aggression.

Fair-mindedness - Assesses a rational approach versus an emotional approach.

Loyalty - Assesses a desire to follow, versus a desire to lead.

Disclosure - Assesses being truly open, versus "playing one's cards close to one's chest".

Initiative - Assesses enjoyment of rapid change, versus the valuing of tradition.

360 Feedback

One of the elements of the Baseline Reading is to measure your behaviour as a Leader with a Leadership 360° feedback. It utilises our framework containing 11 behaviours that have been identified as being key for effective management and leadership.

It is known as the high performance leadership framework because it has been researched and developed for over 20 years making it one of the most validated behavioural frameworks available. It has been proven that those individuals who display strengths in these behaviours achieve greater personal career success.

The surveys consist of behavioural statements that are easy to understand and rate. The leader completes the questionnaire and nominates a group of people (their manager, peers and direct reports) to provide feedback and rate each statement using a five point rating scale. There are also two verbatim questions, the responses to which provide added value to the feedback process.

The framework has been extensively validated across a wide range of industries and job levels and have been proven to differentiate between high performers and average performers.

For further information see our 360 Feedback User Guide.



Salecology High Performance Framework

Behavioural Event Interview

The Behavioural event interview (BEI) supplements or replaces the 360 Feedback in the Baseline Report. It is often used:

- During selection / recruitment processes
- When 360 feedback is not available / applicable
- Need scores / results faster

BEI is an advanced form of structured interviewing that gathers evidence of past behaviour against an agreed competency framework. You will be guided to tell the 'story' of successful and unsuccessful outcomes in recent business roles whilst the interviewer skilfully probes and clarifies exactly how you achieved success.

Our accredited Salecologist (interviewer) evaluates the 'story' you've told using our High Performance Competency Framework, combines it with the 360 Feedback if applicable, and a report is produced to summarise the evidence and present the evaluation of your capability in terms of the 11 behaviourally based competencies.

The benefits of behavioural event interviewing:

- Shown to have 50% more predictive validity than traditional interviewing
- Especially effective when evaluating candidates for senior roles
- Captures evidence of individual performance against a framework of behaviours required to succeed in a dynamic and challenging role
- The experience is more pleasant for the interviewee, allowing them to give an accurate account of their capabilities, and gain a positive impression of the hiring organisation

Behaviours					
	1	2	3	4	5
Thinks					
Gathering Information					
Creating Ideas					
Processing Information					
Involves					
Creating Empathy					
Facilitating Interaction					
Growing Talent					
Inspires					
Influencing Others					
Building Confidence					
Inspiring Communicator					
Achieves					
Improving Performance					
Making It Happen					

Feedback and review

Following the Baseline Reading, you will receive a 1-2-1 session with one of our Senior Salecologists who will walk you through the findings of the report and support you in determining areas you excel at and any potential areas for improvement. The session will cover:

- Assessment Review
- Consultation and coaching
- Identify Performance Strengths
- Identify Performance improvement areas
- Support Objective Settings

Our Salecologists can look at all aspects of you, including business, personal and life, to help identify your key strengths and support you to spot elements that might hold you back. Having reviewed the data an action plan can be created to help you achieve your goals and ambitions.

Developing Your Behaviours

Status Quo

Having reviewed your 360° report you should now be firmly in the building awareness phase of the cycle of behavioural change. You will now be aware of where your strengths and development areas lie and how these are impacting upon your performance and relationships at work.

Preparing for change

You may still have some questions that you want to have answers to, or may feel you need more information.

The next stage to developing your behaviours is the preparation phase and it is now that you will start to fill those gaps and begin to ready yourself for changing your behaviour.

First it's helpful to summarise what you've learnt from this report and what further questions you might have.

In which behaviours does the report indicate you have strengths?	Which behaviours are areas for development?
Does one respondent group consistently rate you higher or lower than the others? Why do you think this is?	Do the open-ended comments give you any insight on the impact your behaviours are having?

What's my goal?	What will success look and feel like?	When will I start making changes? When will I achieve my goal?
How can I leverage my strengths?	What are the areas I need to develop?	What resources do I need?
Who can help me?	What's getting in my way? How can I remove those barriers?	What else do I want to consider or find out about?

Sample Person
Salecology.com

Page 38
Salecology

Home Sample Person
www.salecology.com



Conclusion

A Leadership Baseline survey represents a major investment in you. Fortunately technology has slashed the time and resources required to run a comprehensive feedback survey. There is no doubt that a well run survey can produce enormous benefits both for the individuals taking part and for the company which employs them.

Here at Salecology we are experts in leadership and improving behavioural performance.

We do this by:

- **Bringing together your expertise with ours** you are an expert on your business and we are the experts in the business of people measurement and performance. We seek to understand your challenges and business needs and to provide advice and guidance to help you make the right choices.
- **Providing customer service that is second to none** we do what we say we will, when we say we'll do it.
- **Ensuring our solutions are best in class** by continually reviewing the market and linking this with the current research in the fields of management, learning and development and occupational psychology.

If you would like to discuss your project requirements or the options available please contact the Salecology team on:

psychometrics@salecology.com

+44 (0)207 649 9959

www.salecology.com

© Salecology
All rights reserved.
Salecology
Rex House, 4 -12 Regent St
London, SW1Y 4PE
United Kingdom