

## Personal Feedback Report

### Developing your Global Leadership Competence

Thank you for completing the Global Leadership Accelerator (GLA) questionnaire.

Being a leader in a global or international context is a complex and demanding undertaking. There is no one right way of being successful, and the best approach in one situation is unlikely to be the best in another. The complexity of the task arises from many factors, but particularly from the fast-changing nature of the business world, resulting from major technical and social changes, and the need to interact with people from different and often unfamiliar countries and cultures.

To learn and develop as a leader you need to ensure a flow of personal feedback, time to reflect on and learn from your experiences (including what is succeeding and what is not) and an on-going effort to raise your own self-awareness. This feedback report will help you in this respect.

### Overall Considerations

Whilst working with this feedback report, please keep the following points in mind:

- » The GLA measures the relative emphasis and focus you put on a range of different leadership qualities, and it reflects the way you tend to behave as a leader when operating in an international or global context.
- » The GLA is not intended to measure any aspects of personality, but only qualities that can be changed through a focused development plan.
- » The GLA does not directly measure capabilities, although there may be an indirect relationship between where you place emphasis and the skills you have developed.
- » The best profile for you on the 10 dimensions, will depend on your particular role and context. The most effective leadership behaviours in any given international setting are contextual - what is appropriate in one situation may not be the best approach in another.

### Follow the 6 Point Process

On the next 2 pages you will find a suggested process for using this report to identify and plan your development as a global leader. Follow through the 6 steps in order to make the best use of your Global Leadership Accelerator data.

## Accelerate your Development with the 6 Stage Development Process

**1. Get to Know the GLA Competences**

Study and understand the 10 global leadership competences that the GLA measures. You will find descriptions of the competences contained in this report, and you may want to undertake some further research on the internet to appreciate why these competences are particularly important in the current business environment. Each competence has a visual image associated with it; make sure you can appreciate the connection between the concept underlying the dimension and the related image. (See pages 5 & 6)

**2. Understand Your Scores**

Consider your own scores on each of these dimensions, which have been arrived at on the basis of your responses to the GLA questionnaire. You will find your scores also on pages 4 & 5. These are normative scores expressed as percentiles, and they enable you to compare the relative focus and emphasis that you give to each dimension as compared with all the other people in the WorldWork international database. For example, if you score on the 80th percentile in relation to Agility, that indicates that you are giving a higher focus to this aspect of leadership than 80% of all other GLA responders.

**3. Digest Your Scores**

Take the time to digest your scores. Some you will probably quickly understand and accept. Other scores may surprise you in which case you need to test them in your own mind, drawing on your recent experience, and reflect on how you responded in particular circumstances where that competence was relevant. Remember, that these scores are not like examination marks where it is always good to be high; in some situations it may be better and more appropriate for you as a leader to be scoring at the lower end of the scale.

**4. Your Highest and Lowest Scores**

Identify areas of your leadership approach, as represented by the 10 GLA dimensions, which would benefit from increased or reduced focus. To help you think about this, your two highest and two lowest scoring dimensions are singled out with further analysis on pages 7 and 8. In each case the possible advantages and disadvantages of your highest and lowest scores are suggested, but you will need to think about which ones are relevant and real for you. There may also be additional advantages and disadvantages in your specific context that you would wish to add to those listed.

## Accelerate your Development with the 6 Stage Development Process

**5. Review your Leadership Style**

Use the scales on page 12 to analyse your overall leadership approach. Consider pairs of scores focusing especially on your 2 highest scores and your 2 lowest scores, to recognise what the combinations might mean for you. Try to form possible hypotheses as to what these combinations might indicate, and then reflect on your recent experience to decide whether they are real for you. For example, a high score on Self-directed and a low score on Resilience, could indicate a danger of 'burnout' and an inability to sustain the current approach.

**6. Prepare a Personal Development Plan**

Having worked through stages 1 to 5, you should be in a position to identify some aspects of your leadership approach that would benefit from a higher, or possibly lower, level of focus given your current, or future, global leadership role. Go to [https://worldwork.global/wp-content/uploads/Personal\\_Development\\_Plan.pdf](https://worldwork.global/wp-content/uploads/Personal_Development_Plan.pdf) where you will be provided with some advice and a format to prepare your own development plan (PDP).

**Space for Notes**



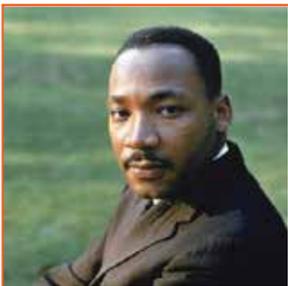
**International Networker** – builds new relationships easily and takes the time to find out about other people. At ease interacting with people from different backgrounds and maintains a network of business contacts.

**Your percentile score is 24**



**Agile** – enjoys change and quick to accept new challenges. Tends to be curious and keen to learn. Able to re-frame thinking and adapt behaviour when the social, cultural or business context changes.

**Your percentile score is 75**



**Influential** – picks up signals from others in order to understand how best to persuade them. They can deploy a range of different influencing tactics and work with formal and informal power structures to have their proposals accepted.

**Your percentile score is 92**



**Resilient** – remains effective when faced with high-pressure situations. Manages the emotional highs and lows of working life, and bounces back quickly in the face of mistakes and setbacks.

**Your percentile score is 16**



**People Focused** – puts a high priority on personal relationships in the work context. Perceptive about other peoples' needs and motivations and uses this to build loyalty. Scales own effectiveness by achieving objectives through other people.

**Your percentile score is 73**



**Innovator** – challenges conventional thinking and promotes change and improvement. Quick to accept and work with new ideas and involves others in seeking creative solutions to business problems. Curious and ready to experiment and learn.

**Your percentile score is 90**



**Inclusive** – relates and works well with people from different backgrounds who have different systems of beliefs and values. Interested to find out about different cultures and works to promote inclusion and fair treatment for all in the workplace.

**Your percentile score is 60**



**Self-directed** – motivated by challenging targets and has a single-minded approach to achieving objectives whatever the distractions. Self-reliant and able to provide leadership by setting a clear sense of direction for self and others.

**Your percentile score is 64**



**Push Style** – pushes forward personal/organisational goals, values and messages in a confident, assertive way despite pressures to compromise. Openly articulates needs and expectations and provides a sense of purpose and direction for others.

**Your percentile score is 85**



**Pull Style** – draws other people towards themselves by showing personal interest and winning trust. Builds relationships easily and is sensitive to the unspoken thoughts and feelings of others. Sees the best in others and adapts to their different ideas and agendas.

**Your percentile score is 70**

**Your highest scoring dimension**

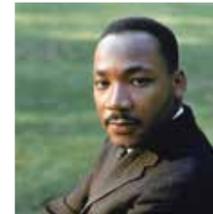
Read the description of your highest scoring dimension on the next page, and then ask yourself the following questions, and record your answers and reflections in the Notes box below:

- » Do I recognise this as a valid depiction of my global leadership style?
- » Can I think of a recent specific situation where this aspect of my approach to leadership was apparent? What effect did it have in the immediate situation? Is it likely that there will be any longer-term consequences?
- » What advantages and disadvantages might result from such a strong focus in my approach to leadership?

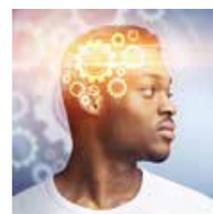
**Notes****Your next highest scoring dimension**

Read the description of your next highest scoring dimension on the next page, and then ask yourself the following questions, and record your answers and reflections in the Notes box below:

- » Do I recognise this as a valid depiction of my global leadership style?
- » Can I think of a recent specific situation where this aspect of my approach to leadership was apparent? What effect did it have in the immediate situation? Is it likely that there will be any longer-term consequences?
- » What advantages and disadvantages might result from such a strong focus in my approach to leadership?

**Notes****Influential 92**

Leaders who score high on 'Influential' are typically motivated to persuade others to their point of view and will spend time and energy to do so, and work with formal and informal power structures to have their views accepted. They observe other people and are quick to pick up signals from them. They are sensitive to the thoughts and feelings of others and can ascertain the pressures and issues that constrain their decisions as well as the values that are important to them. They typically have a range of influencing tactics which can be used in different cultural settings, including some based on the use of analysis and logical arguments that support the benefits of any proposal, and others based on building coalitions and using relationships to seek support. They often have a good network of key contacts and are able to find and persuade key decision makers in order to have their ideas accepted and implemented.

**Innovator 90**

Leaders who score high on 'Innovator' tend to enjoy variety and change and like to break from routines when possible. They may pride themselves on challenging conventional thinking in order to find better ways of working and bring about change. They are quick to accept and work with new ideas and look for innovative solutions to business problems. They like to work with people who have different cultural backgrounds and bring new points of view, in order to integrate diverse perspectives and arrive at new insights. Typically, they are curious and keen to learn new things and expand their understanding in different areas. Such leaders look for new approaches and are ready to experiment and adopt new ways of working, but may sometimes be over optimistic and run into unforeseen problems.

**Your lowest scoring dimension**

Read the description of your lowest scoring dimension on the next page, and then ask yourself the following questions, and record your answers and reflections in the Notes box below:

- » Do I recognise this as a valid depiction of my global leadership style?
- » Can I think of a recent specific situation where this aspect of my approach to leadership was apparent? What effect did it have in the immediate situation? Is it likely that there will be any longer-term consequences?
- » What advantages and disadvantages might result from such a low focus on this dimension?

**Notes****Your next lowest scoring dimension**

Read the description of your next lowest scoring dimension on the next page, and then ask yourself the following questions, and record your answers and reflections in the Notes box below:

- » Do I recognise this as a valid depiction of my global leadership style?
- » Can I think of a recent specific situation where this aspect of my approach to leadership was apparent? What effect did it have in the immediate situation? Is it likely that there will be any longer-term consequences?
- » What advantages and disadvantages might result from such a low focus on this dimension

**Notes****Resilient 16**

Leaders who score low on 'Resilient' are less able to deal with high pressure roles without becoming stressed, which could take the form of physical or emotional reactions. They may become agitated or anxious when the pressure becomes too great, leading to feelings of being overwhelmed and being unable to respond appropriately. Typically, they will be more comfortable in predictable working environments, where they can control and minimise external shocks and set their own targets and timescales. It may take them longer to recover their self-confidence after setbacks. A low score may also indicate that the leader is not currently in a high-pressure role and so does not need to tap into any internal resources to perform at a high level.

**International Networker 24**

Leaders who score low on 'International Networker' are likely to have a more limited network of business contacts. They may be skilled at building close connections with the people they work with, but will be less adventurous in seeking out and building relationships with people outside of their family and immediate work colleagues. Typically, they put more focus on task related activities - getting work done and meeting their targets - than on building an extensive network of new business contacts. Often they will be more comfortable working and socialising with people they know and trust rather than seeking to establish new relationships.

**A summary of your leadership style**

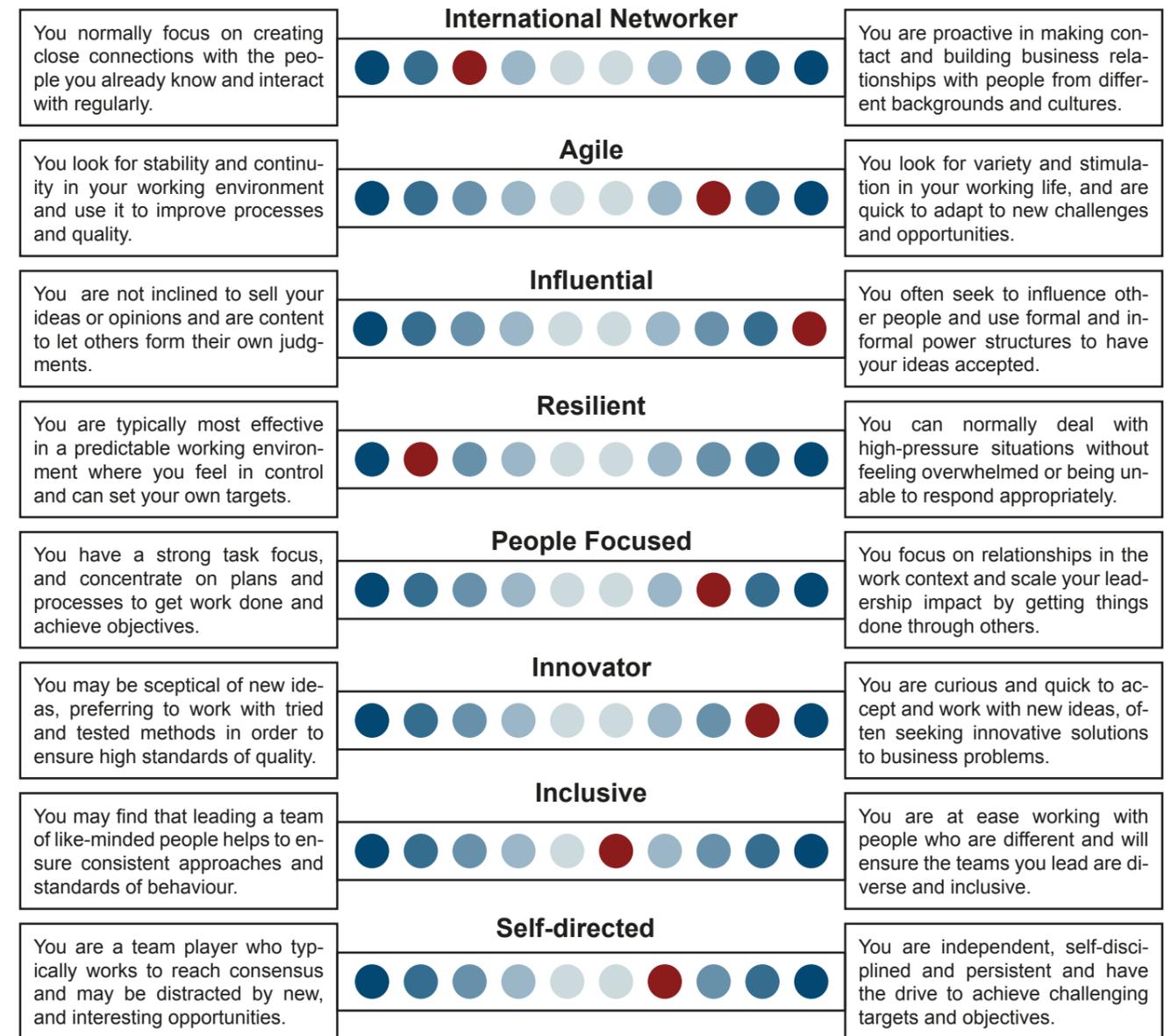
The Summary profile chart on the next page enables you to take an overview of your scores on all the GLA dimensions. You can use this chart to get a feel for your overall leadership style. It is useful to look for meaning in pairs of scores taken together. Using your 2 highest and 2 lowest scores there are 6 possible pairings that might be particularly relevant for you. For each of these pairings, ask yourself:

- » What do these 2 scores (high or low) suggest about my leadership style?
- » Could a high score modify the impact of a low score?
- » Do 2 high scores or 2 low scores when taken together suggest a particular flavour to my leadership style?

Record your reflections in the Notes box below and then go [here](#) to prepare your Personal Development Plan.

**Notes**

**Primary Leadership Dimensions**



**Summary Dimensions**

