



DISCOVERING LEADERSHIP POTENTIAL

Emerging Leaders Profile™ provides new or high potential leaders and managers with feedback on how their specific management practices are perceived by others. This online 360 assessment tool provides individuals with the opportunity to better understand their leadership strengths and to acknowledge the areas of leadership they should development.

“The Emerging Leaders Profile has utility with a broad range of new and aspiring leaders. In my work at the Center for Creative Leadership, I found it is especially effective in providing valuable data to university leaders as they explored and refined their leadership skill set and fashioned their respective career paths.”

Michael T. Renn, Ed.D
*Retired Manager, Education Sector
Center for Creative Leadership*

The Assessment Tool

A Listening System

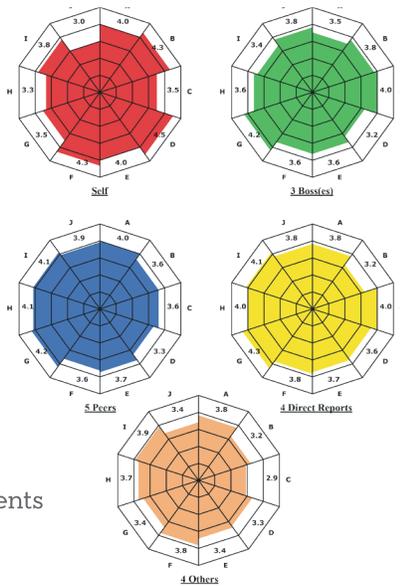
The Emerging Leaders Profile™ (ELP) is the system that listens. It gathers the opinions of others—bosses, peers, and direct reports—and plays back the aggregate information to leaders who want to improve their effectiveness. It analyzes raters' scores reported on a scale of 1 to 5 for 60 observable behaviors grouped into 12 leadership competencies.

Easily Understood Reports

Discovery Leadership Profile™ reports tell the story simply. It reveals the assessment of a leader's performance using a multi-sided circumplex. Each wedge represents one leadership competency.

The report compares four to five circumplexes—one for self, one for boss(es), one for peers, one for direct reports and one for others. Ratings are aggregated to assure the anonymity of respondents except boss and self.

Participants can immediately see differences revealed among the assessments of these separate raters.



Emerging Leader Profile™ works well with:

- Change Style Indicator®
- Influence Style Indicator™
- Decision Style Profile®

With Emerging Leaders Profile™ leaders will:

- ▶ Learn how those important to their success see their leadership performance
- ▶ Compare their self-perception to the perceptions of others
- ▶ Understand a common model for leadership effectiveness
- ▶ Benchmark their individual leadership performance
- ▶ Establish goals and monitor their efforts at adopting new behaviors
- ▶ Receive verbatim comments from raters through customized question responses
- ▶ Have the capacity to track progress on established goals
- ▶ Identify strengths and developmental needs in categories identified as important for effective leadership

Unique Features

- ▶ Succinct and focused competencies: Our research shows that succinct and focused leadership assessments produce more reliable and valid data. Lengthy assessments can produce rater fatigue.
- ▶ What really matters: The unique 'do more' or 'do less' special feature makes it possible for each rater to indicate whether they want the person being rated to do more or less of a behavior.
- ▶ Customized questions: Up to five open-ended questions can be crafted for the Discovery Leadership Profile. These questions can be customized to the participants' unique situation and challenges.
- ▶ Detailed, instructional feedback report: The twenty plus pages of this report lead participants through the interpretation of their data and the creation of an actionable goal setting process
- ▶ Follow up assessment: Discovery Leadership Profile is the only 360 assessment that allows participants to select up to five assessment items for reassessment in three months. This is a valuable coaching tool and has been shown to increase transfer of learning over 33%.
- ▶ Composite reports: In addition to valuable individual feedback reports, Discovery Leadership Profile generates composite reports which aggregates the feedback from any number of individuals creating a valuable picture of collective strengths and developmental opportunities.