

# **Development Needs Inventory**

A 360° Analysis of Management Strengths and Development Needs

J. Clifton Williams, Ph.D.  
Leadership Systems Corporation

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# How to Benefit From Your DNI Report

*John Doe*

## 1. Take it seriously!

- This report provides you with a rare opportunity to see yourself as others see you in the workplace.

## 2. Carefully examine the report.

- Carefully study each of the different ways in which your feedback is presented. These different modes of presentation are designed to help you gain insight and ultimately to develop an action plan for behavior change.

## 3. Avoid being defensive.

- Do not become defensive when others do not see you in exactly the same way you see yourself.
- Keep in mind that perceptions are important! Others react to you in terms of their perceptions of you, not your perception of yourself.

## 4. Remember, perception is not performance.

- Do not confuse feedback on the DNI analysis of your development needs with performance evaluations.
- To understand the difference, visualize the most effective manager you have ever known—one who always gets the best possible performance evaluations, and for good reasons. Was he or she perfect? Certainly not. Even the best managers are much stronger in some areas than others, and their performance is outstanding because their strengths (for example in decision making) compensate for less-than-ideal contributions of other areas (say, motivating skills and interpersonal relations).
- The DNI 360° feedback provides insight into relative strengths and thereby provides a realistic basis for continuing growth and development.

## 5. Look at the whole picture.

- Don't focus on your development needs alone. Consider your strengths as well. Identifying strengths can significantly contribute to your personal growth, self-confidence, and self-esteem.

## 6. Information for action.

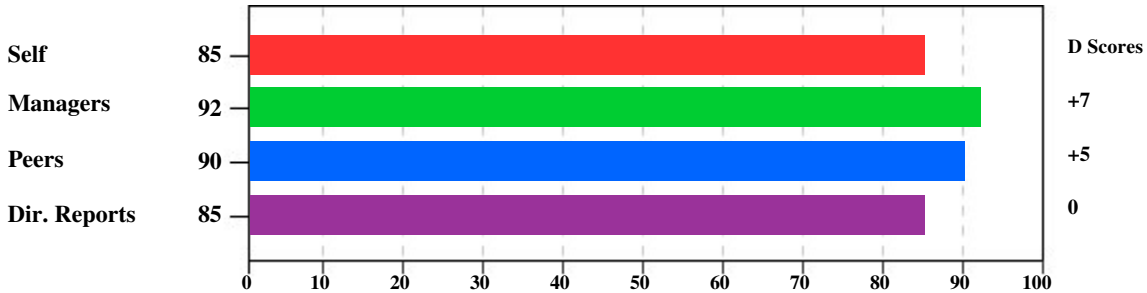
- The information and insight concerning your strengths and development needs is not the end result of your 360° feedback. If you do not convert these into action (*i.e.*, positive behavior change) you have not benefited from them, at least not in any practical way. Resources are available to help you transform information and insight into action.

# Scale Definitions and Scores

for *John Doe*

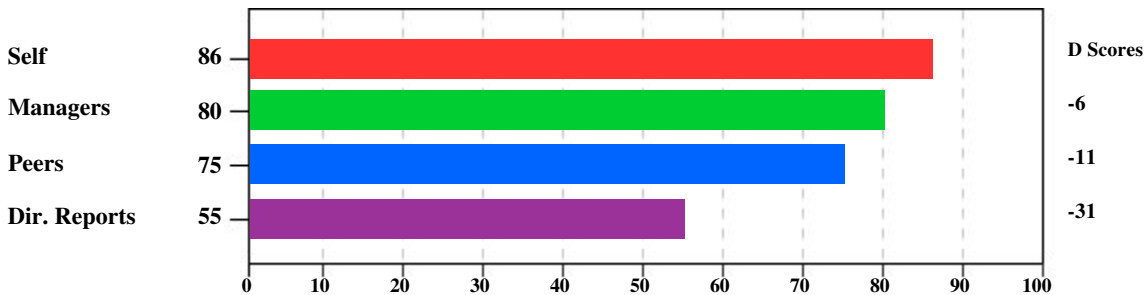
## Communication

Managers with high scores on this scale are good listeners and are skilled in transmitting to others the intent of their own words, actions, and manner of expression.



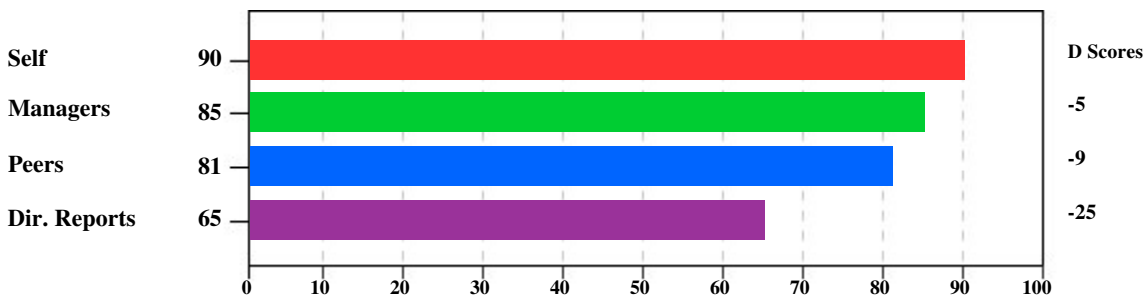
## Delegation

Managers who are skilled in delegation achieve high productivity by selecting the most capable delegates, clearly communicating the objectives to be achieved, providing maximum empowerment, and holding delegates accountable for results.



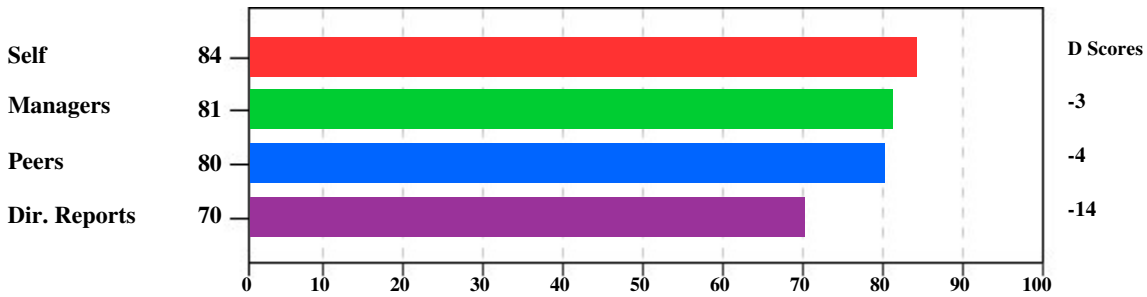
## Empowerment

Managers who are skilled in the process of empowerment use their own organizational power and personal leadership skills to provide others with the resources they need to be effective. They empower their Direct Reports, of course, but they also empower their leaders and peers rather than undermine their power and influence.



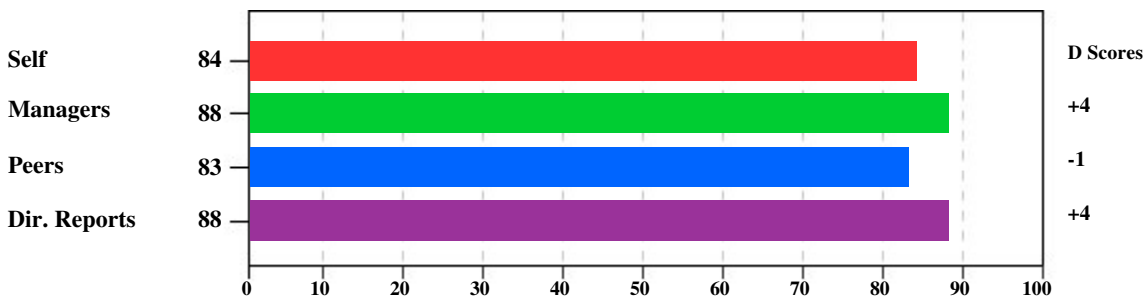
### Trust Building

Managers who are trust builders possess several interacting qualities such as personal integrity, technical competence, leadership skills, and excellent judgment that cause others to view them as trustworthy and make such managers centers of trust building within any organization or group of which they are a part.



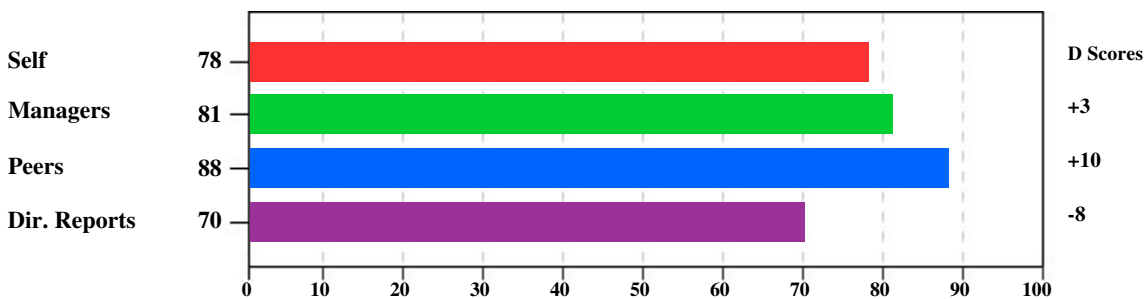
### Decision Making

Effective managerial decisions reflects a sense of purpose, good judgment, personal integrity, and a balanced concern for organizational goals and the worth of the individual through whom those goals are achieved. Because they involve risks, good decisions do not always produce positive outcomes but they always result from the use of good decision process.



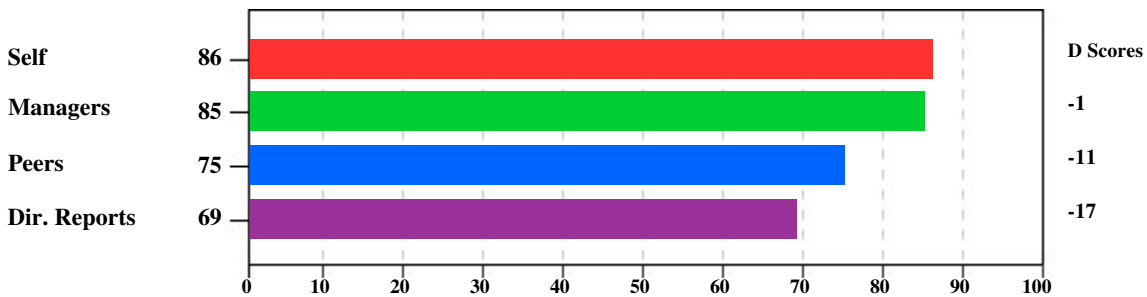
### Interpersonal Relations

Managers with superior interpersonal relations establish long-term relationships of trust, cooperation, mutual respect, and mutual support. When appropriate, they skillfully challenge, disagree, and confront others, but they do so without destroying these valued relationships.



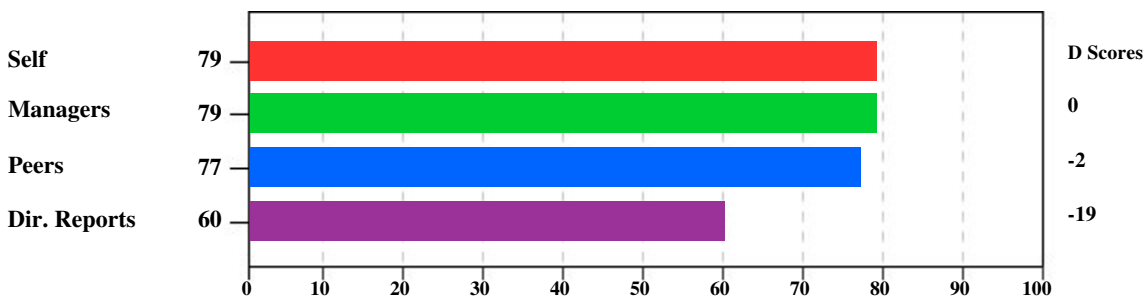
## Motivating Skills

Managers with superior motivating skills are effective in providing the rewards, inspiration, and trust that others need for peak performance. These skills are expressed in all relationships, not solely in relationships with direct reports.



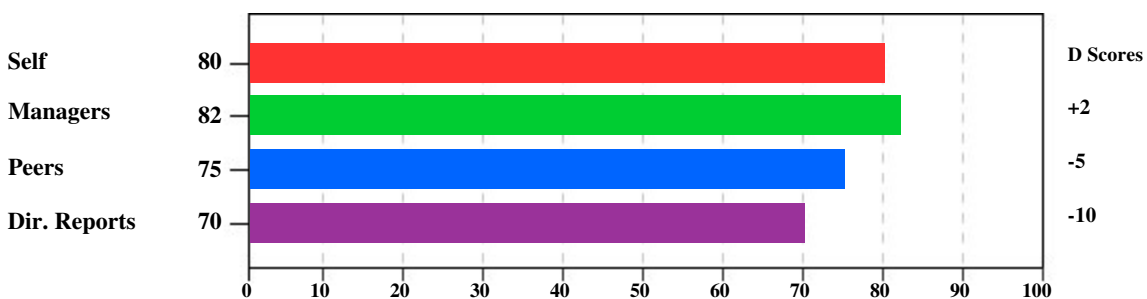
## Adaptability

Leaders who are adaptable serve as change agents within their organizations; they adapt and grow as needed to deal realistically with current and anticipated environmental change—in, for example, markets, the economy, society in general, and the needs and demands of their organization.



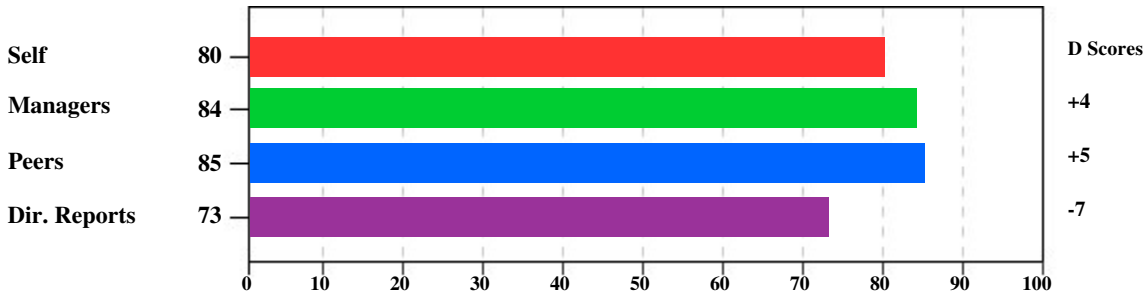
## Concern For Productivity

Managers with a high concern for productivity accept full responsibility for achieving and are highly motivated to achieve high production in the unit(s) they manage.



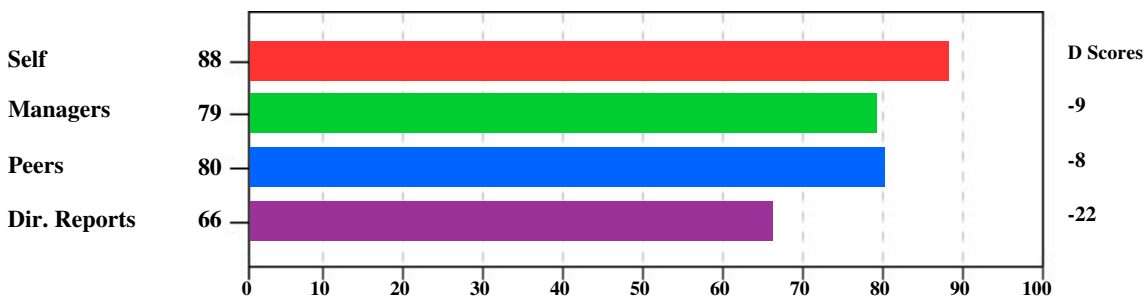
## Leadership

By definition, effective leaders are highly influential. They take advantage of every opportunity to motivate with rewards, persuasion, trust building, and inspiration rather than with intimidation and coercion. By these and other means, effective leaders transform subordinates into productive followers who share their organization's values and goals.



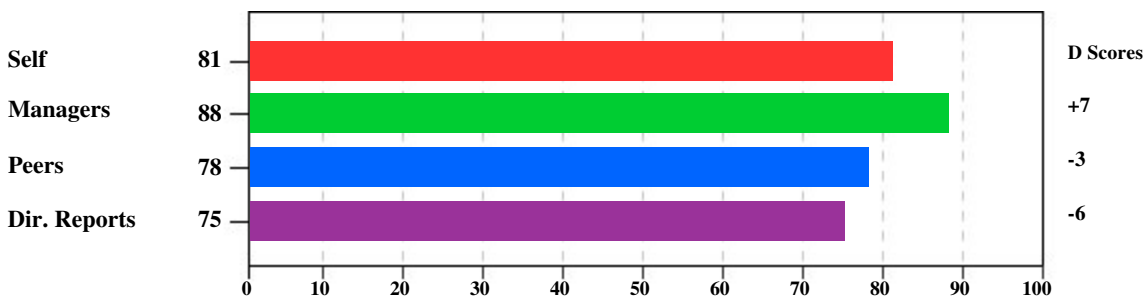
## Planning

is the process, appropriate at all levels of management, by which leaders decide, often with considerable help from others, what they want to achieve and develop appropriate strategies for achieving it.



## Time Organization

as operationally defined by the items in this scale, is leaders' wise and efficient use of time to achieve organizational objectives and their success in motivating and training their direct reports to do likewise.



# Scale Scores and Difference Scores

of *John Doe*

## DNI Summary Ratios -- An Example (Average of *others* / all) = 83/81

		Score	Diff.
{	Self	75	
	Managers	88	+13
	Peers	72	-3
	Dir. Reports	90	+15

## Understanding Your DNI Summary Ratios.

These ratios enable you to compare your self-description with the way others described you. Consider it a kind of mirror--if not a reality check, at least it is a means of comparing your self-perception with others' perceptions on each of the DNI scales.

		Score	Diff.	Ratio
<b>Communication</b>				89/88
	Self	85		
	Managers	92	+7	
	Peers	90	+5	
	Dir. Reports	85		

		Score	Diff.	Ratio
<b>Delegation</b>				70/74
	Self	86		
	Managers	80	-6	
	Peers	75	-11	
	Dir. Reports	55	-31	

		Score	Diff.	Ratio
<b>Empowerment</b>				77/80
	Self	90		
	Managers	85	-5	
	Peers	81	-9	
	Dir. Reports	65	-25	

		Score	Diff.	Ratio
<b>Trust Building</b>				77/79
	Self	84		
	Managers	81	-3	
	Peers	80	-4	
	Dir. Reports	70	-14	

		Score	Diff.	Ratio
<b>Decision Making</b>				86/86
	Self	84		
	Managers	88	+4	
	Peers	83	-1	
	Dir. Reports	88	+4	

		Score	Diff.	Ratio
<b>Interpersonal Relations</b>				80/79
	Self	78		
	Managers	81	+3	
	Peers	88	+10	
	Dir. Reports	70	-8	

		Score	Diff.	Ratio
<b>Motivating Skills</b>				76/79
	Self	86		
	Managers	85	-1	
	Peers	75	-11	
	Dir. Reports	69	-17	

		Score	Diff.	Ratio
<b>Adaptability</b>				72/74
	Self	79		
	Managers	79		
	Peers	77	-2	
	Dir. Reports	60	-19	

		Score	Diff.	Ratio
<b>Concern For Productivity</b>				76/77
	Self	80		
	Managers	82	+2	
	Peers	75	-5	
	Dir. Reports	70	-10	

		Score	Diff.	Ratio
<b>Leadership</b>				81/80
	Self	80		
	Managers	84	+4	
	Peers	85	+5	
	Dir. Reports	73	-7	

		Score	Diff.	Ratio
<b>Planning</b>				75/78
	Self	88		
	Managers	79	-9	
	Peers	80	-8	
	Dir. Reports	66	-22	

		Score	Diff.	Ratio
<b>Time Organization</b>				80/80
	Self	81		
	Managers	88	+7	
	Peers	78	-3	
	Dir. Reports	75	-6	

# Scale Rankings

for *John Doe*

The chart below arranges scales from highest to lowest score as reported by yourself, managers/supervisors, peers, and direct reports. These ranking are one way of showing the extent to which observer descriptions are consistent with your own and with one another’s descriptions. The questions that follow are designed to help you think clearly about this information and thereby help you to make maximum use of it.

Rank	Scales (Self)		Scales (Managers)		Scales (Peer)		Scales (Direct Reports)	
1	Empowerment	90	Communication	92	Communication	90	Decision Making	88
2	Planning	88	Decision Making	88	Interpersonal Relations	88	Communication	85
3	Delegation	86	Time Organization	88	Leadership	85	Time Organization	75
4	Motivating Skills	86	Empowerment	85	Decision Making	83	Leadership	73
5	Communication	85	Motivating Skills	85	Empowerment	81	Interpersonal Relations	70
6	Decision Making	84	Leadership	84	Planning	80	Trust Building	70
7	Trust Building	84	Concern For Productivity	82	Trust Building	80	Concern For Productivity	70
8	Time Organization	81	Interpersonal Relations	81	Time Organization	78	Motivating Skills	69
9	Leadership	80	Trust Building	81	Adaptability	77	Planning	66
10	Concern For Productivity	80	Delegation	80	Concern For Productivity	75	Empowerment	65
11	Adaptability	79	Adaptability	79	Delegation	75	Adaptability	60
12	Interpersonal Relations	78	Planning	79	Motivating Skills	75	Delegation	55

# Scale Rankings

*Continued*

## Exercise for Analysis of Scale Ranks

Insofar as possible, taking the structure, culture, and predominant leadership style of your organization into consideration, which three scales show your greatest strengths?

First \_\_\_\_\_

Second \_\_\_\_\_

Third \_\_\_\_\_

Which three scales show the greatest need for personal growth and development? List these, beginning with the one that appears at this point in your data analysis to be your greatest development need. If you believe that you have a development need that is more important than the ones suggested in this survey, make a note of that fact in order to give it the attention it deserves.

Greatest Need \_\_\_\_\_

Second Greatest \_\_\_\_\_

Third Greatest \_\_\_\_\_

# Identifying the Strengths

of *John Doe*

Combined with earlier parts of this report, the information presented below can help you identify some of your managerial strengths. Awareness of a strength should not be taken to mean that you cannot make improvement in that area of your leadership performance. As a general rule rapid growth and development are best made by focusing on specific development needs. However, perfecting your strengths can also improve your effectiveness, and noteworthy performance in one area can often compensate for less strength in another.

To help you identify the descriptive items that contributed most to those scale scores, the thirty items on which your average scores were highest are listed below in descending order. The score differences among the item scores may or may not have practical significance, but you will find it interesting to compare them with the item score averages of your group. The latter scores will be provided by a consultant or a member of your organization.

## Item Scores

- 100 Communicates a vision that inspires and motivates
- 100 Communicates effectively with groups
- 94 Does not allow defensiveness and prejudice to bias his/her decisions
- 94 Communicates effectively in writing
- 94 Continually coaches and provides other training for her/his Direct Reports
- 94 Can always be depended upon to be truthful
- 94 Makes decisions that show maturity and common sense
- 94 Communicates effectively with peers
- 94 Is a problem solver, not a problem avoider
- 94 Is effective in collecting the information required to make sound decisions
- 94 Uses efficient methods for handling routine paperwork
- 94 Actively seeks to improve communication from her/his Direct Reports
- 88 Motivates direct reports to use their time efficiently
- 88 Plans desired outcomes; leaves little to chance or luck
- 88 Develops plans to meet the training needs of his/her direct reports
- 88 Has a strong sense of priorities; does first things first
- 88 Coordinates her/his unit plans with the company's mission, strategies, and goals
- 88 Identifies strengths and inspires others to believe in their own worth and ability
- 88 Is not impulsive; does not make decisions now that should be postponed
- 88 Consistently rewards desirable behavior and discourages undesirable behavior
- 88 Is a highly effective communicator
- 88 Does not compete with Direct Reports for power or recognition
- 88 Takes the initiative rather than waiting to be told that changes need to be made
- 88 Makes decisions that reflect her/his tendency to think rationally and act purposefully
- 88 Gets along well with other employees at all levels

It is probable that some of the items listed above are from Scales other than the ones on which you have received the highest scores. Given the complex nature of human abilities and the interrelatedness of different abilities, that should not be surprising. As you study the statements listed above, take notes of the ones that you think are contributing most to your effectiveness in your present position. You have earned the right to take satisfaction in these strengths.

## DNI Item Ranking

(continued from "Strength Identification")

Below are listed all of the DNI items except those just listed under *Strength Identification*. These are arranged from highest to lowest description score (based on all descriptions, including your own). Combined with the information presented in previous charts, this will help you further identify your strengths and development needs. The items with the highest scores are strengths relative to those nearer the lower end. Even if all of your scores are high, the items with the lowest scores provide your best input for personal development.

- 88 Does everything possible to help Direct Reports reach their goals
- 81 Relates to others with honesty and integrity
- 81 Anticipates the need for change and takes appropriate action
- 81 Is effective in reducing unhealthy conflict among others
- 81 Demonstrates outstanding ability to motivate others
- 81 Leads in ways that develop a deep sense of loyalty and respect
- 81 Leads rather than drives her/his Direct Reports
- 81 Makes decisions that reflect high personal integrity and genuine concern for others
- 81 Holds delegates accountable for results
- 81 Is highly skilled in interpersonal relations
- 81 Freely shares information; practices open communication
- 81 Provides the resources Direct Reports need for high performance
- 81 Praises Direct Reports who make progress toward worthy goals
- 81 Takes calculated risks as situations warrant; is not excessively cautious
- 81 Motivates with threats and punishment only as a last resort
- 81 Seeks continual improvement in methods and processes
- 81 Keeps his/her manager/supervisor well informed
- 81 Allows delegates to take calculated risks and make mistakes in order to grow
- 81 Makes daily decisions that are strongly influenced by clearly formulated goals
- 81 Sets challenging but realistic target dates for achieving objectives
- 81 Contributes to the well-being and effectiveness of others throughout the organization
- 81 Completes projects in minimum possible time
- 81 Does not put off tasks that need to be done today
- 81 Is highly effective in the use of his/her time to achieve organizational objectives
- 81 Does not make decisions that her/his Direct Reports should make
- 81 Motivates Direct Reports to set and reach challenging goals
- 81 Makes timely decisions—makes decisions when they will be most effective
- 81 Is consistently trustworthy and is a trust builder
- 81 Actively seeks ways to more efficiently use time
- 81 Carefully plans strategies for reaching personal and organizational goals
- 75 Does not do work that should be done by direct reports
- 75 Sets target dates and is guided by them in the achievement of tasks and goals
- 75 Is highly informed concerning the advances and trends in his/her field
- 75 Must sometimes make tough decisions about people, but those decisions are viewed as fair and considerate
- 75 Creatively generates alternative solutions to problems
- 75 Is a highly skilled and effective planner
- 75 Does not waste time by interrupting the work of others
- 75 Seldom wastes time
- 75 Allocates sufficient time for planning and goal setting
- 75 Schedules his/her work to permit maximum concentration of thought and energy
- 75 Keeps the needs and goals of the organization in mind at all times
- 75 Is a good listener; seeks to understand what others *mean* to say
- 75 Is an excellent team player and team builder
- 75 Uses her/his authority to empower rather than overpower (i.e., dominate) others
- 75 Is skilled at disagreeing without being offensive
- 75 Attempts to place employees in work that is interesting and rewarding in itself
- 75 Is a leader with whom others readily identify and support
- 75 Gives clear and concise work assignments

- 75 Is aware of and responsive to the true feelings, attitudes, and motives of others
- 75 Expects high individual productivity and superior quality work
- 75 Relates to others in such a way that they want to accept her/his leadership
- 75 Never loses sight of the importance of high productivity
- 75 Is committed to continual improvement in the products and/or services of his/her unit
- 75 Is a highly effective delegator

Since you were least likely to be described in terms of the following 20 items, they provide excellent input for your management development program. In one sense they are more useful than your scale scores and difference scores since they point to specific behaviors that are likely to need improvement.

- 75 Is highly respected as a leader and a manager
- 75 Is an agent of constructive change within the organization
- 75 Inspires in others a deep personal commitment to the organization's values and goals
- 75 Skillfully organizes personal and delegated work to achieve production efficiency
- 75 Is trusted by his/her direct reports, and as a result, they are confident they will receive rewards they are promised
- 69 Backs persons to whom he/she has assigned responsibility and delegated authority
- 69 Skillfully prepares Direct Reports for acceptance of innovation and change
- 69 Grants all the authority that delegates need to perform well
- 69 Has earned a reputation for being competent and knowledgeable
- 69 Relates with sensitivity to people with very different backgrounds and characteristics
- 69 Empowers Direct Reports to achieve their full potential
- 69 Tends to be a peacemaker rather than a troublemaker
- 69 Is deeply committed to self-development and development of Direct Reports
- 69 Exhibits a self-assurance that makes others confident when following her/his leadership
- 69 Adapts rapidly to present and anticipated environmental changes
- 69 Contributes to an organizational culture that is inspiring and optimistic
- 69 Gives Direct Reports maximum freedom to do their work
- 69 Sets and adheres to target dates for the achievement of tasks and goals
- 62 Attempts to anticipate the impact of uncontrollable variables on outcomes
- 62 Does not do work that should be delegated

## Additional Recommendations

for *John Doe*

The statements printed below are yet another way to call attention to your strengths and development needs and to offer recommendations for development. The recommendations for development focus on DNI scales on which you scored lowest, even though your scores may not be particularly low. This strategy is based on the fact that (1) regardless of how high your scale scores are, some are higher than others, (2) regardless of how effective a manager is, nobody is perfect and every manager has potential for growth, and (3) highly effective managers often achieve that status because their strengths offset or compensate for non-fatal flaws in their managerial behavior.

It is noteworthy that highly effective managers are more likely than others to respond to growth opportunities and the least effective managers are least likely to admit that they have development needs. In assessing your own development needs, remember that although you may perform exceptionally well in your present position you may need to hone your leadership skills to be given an opportunity to perform at a still higher level of management.

The development needs discussed below should not be interpreted as meaning that your performance in these areas is necessarily poor. The DNI is not a performance evaluation. Rather, this report calls to your attention areas where improvement is possible and may be advisable. In deciding which areas of development to give priority attention we recommend the following.

1. **Take seriously how others have described your managerial behavior.** If you think their views are inaccurate and too harsh, keep in mind that others' perceptions may not be accurate but they are, nevertheless, a reality that shapes their responses to everything you do and say. In deciding *which* scale score differences to take seriously and which to ignore, keep in mind that very small differences are not likely to be statistically or practically significant. Differences between scale scores that are less than five points may be due to the unreliability of measurements. The greater the differences, the more practical value your awareness of them is likely to have.
2. **Be highly analytical** in deciding what action to take as a result of this report. For example, take into consideration the kind of leadership behavior that is most valued by the decision makers in your organization.
3. Do not regard knowledge as the final product of this assessment process—rather **plan specific, visible, behavior changes** and begin immediately to implement those changes. Do not hesitate to invite coaching from your supervisor/manager or, perhaps, a peer whose judgment you value.
4. In order to plan specific behavior changes that you believe will be helpful, refer to the list of DNI items and scores presented earlier in this report. Thinking in terms of one of your lowest scale scores, start with the last items and work backward. Take note of items that obviously relate to the scale under consideration. This process will help you understand why the scale score was among your lowest. Obviously, you can do this with any scale score, regardless of its size.

# Additional Recommendations

*Continued*

## Four of Your Highest Scale Scores

In deciding how seriously to take the following 'Additional Recommendations,' take the following into consideration. (1) Their selection does not take into consideration the fact that the actual differences between these Scale Scores and between these four and others may be very small—say, five points or less—and may not be of statistical or practical significance. The greater the differences the more seriously you should search for reasons why. A good place to begin is to refer to your item scores in the strength identification part of this report. (2) The absolute size of the Scale Scores is important. Obviously if your score on one Scale is in the nineties and another is in the seventies you can be sure there is a reason that is worth discovering. (3) Also take into consideration how important a given scale is in your particular company and more specifically to effectiveness and success in the position you occupy.

- **Communication**

Your *Communication* skills, as indicated by your DNI scores, undoubtedly make a positive contribution to many aspects of your leadership performance. Few managers, except those who are very successful, are viewed so favorably on this dimension of leadership.

- **Decision Making**

Judging from your DNI score on *Decision Making* this attribute has probably been a major contributor to your managerial effectiveness. Good decision making alone will not produce managerial success, but few managers succeed without it.

- **Time Organization**

Your score on *Time Organization* indicates that you do not waste time or cause others to waste time. Typically, one of the few areas of improvement left for a manager with a score such as yours is to perform fewer tasks that can and should be delegated and to eliminate tasks that, while valuable in some ways, are not absolutely necessary.

- **Leadership**

Your score on *Leadership* indicates that you have a good grasp of how to exert the kind of influence needed to be an effective manager in a twenty-first century organization. Chances are high that you have already done much to actualize your leadership/management potential. Nevertheless, everyone can grow. To benefit from your DNI results, set goals for behavior change that relate to the three or four development scales on which your scores were lowest, beginning with the one where improvement is most likely to benefit your company. Then act on the fact that leadership/management development is meaningful only in terms of what you do, not what you know.

## Additional Recommendations

*Continued*

### Four of Your Lowest Scale Scores

Be sure to evaluate the relevance of the following recommendations in the light of the statements previously made under 'Four of Your Highest Scale Scores.' Application of those guidelines should lead you to the conclusion that if your lowest Scale Scores are relatively high and the differences between your highest and lowest Scale Scores are small, you should give very little weight to these recommendations.

- **Delegation**

You can benefit from improving your delegation skills. That is significant because delegation is a critical managerial skill. Consider getting feedback from persons who have had an opportunity to observe your job performance. They can help you gain insight into which specific aspects of your delegation may be most in need of improvement. Pay special attention to this behavior if your direct reports believe you need improvement since they are the ones who experience your delegation skills on a daily basis.

- **Adaptability**

*Adaptability* one of your lowest scores. It might be worthwhile to ask yourself whether you embrace or resist change, personal growth, innovation, and continuous improvement in work methods and managerial practices. Since the world is constantly changing, managers who have any resistance to constructive change have a problem.

- **Concern For Productivity**

Regardless of how favorably you scored on other scales, the fact that your score on *Concern for Productivity* (based on others' descriptions as well as you own) was below your average of all DNI scales suggests that you may not be as concerned with productivity as you should be. Or, of equal importance in some situations, you may need to change others' perception of the level of your concern for productivity. Why is this important? Because a manager's impact on productivity and consequently on a company's bottom line is always important. In many companies it is the most critical determiner of a manager's success, especially in a highly competitive economy.

- **Planning**

Your scale score on *Planning* was one of your lowest—not an unusual occurrence. The more rules, regulations, policies, procedures, etc. your company has, the less planning will be expected of you. And in companies with planning departments, managers often conclude that their employer neither expects them to plan nor appreciates any effort they might make to plan. Nevertheless, effective managers tend to use whatever freedom they possess to set goals and develop strategies for their achievement. Goal-setting, an important aspect of planning, correlates highly with productivity and most companies place high value on productivity.