



Leadership Evolution Report

Leader A

Prepared by
Barrett Values Centre

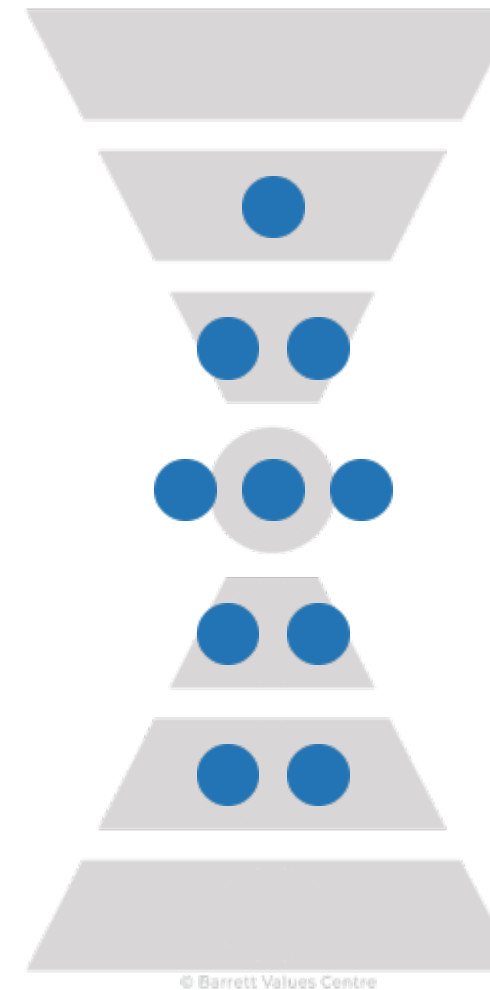
Leader's Profile

Leader A
14 Assessors

Barrett Leadership Model



Leader A's Values



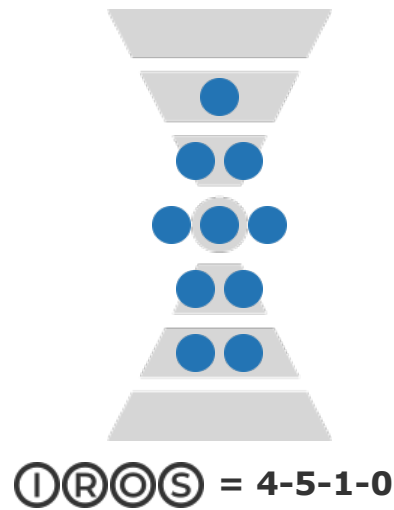
VALUE	LEVEL
accessible	2
accountability	4
building trust	5
clarity	5
decisiveness	3
delivering on promises	3
empowerment	4
respect	2
strategic thinker	4
win-win partnerships	6

Leadership Values

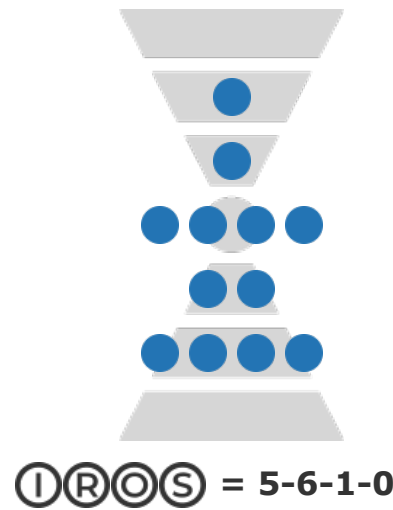
Leader A
14 Assessors

- 7 Visionary Leader
- 6 Mentor/Partner Leader
- 5 Authentic Leader
- 4 Facilitator/Innovator
- 3 Performance Manager
- 2 Relationship Manager
- 1 Crisis Manager

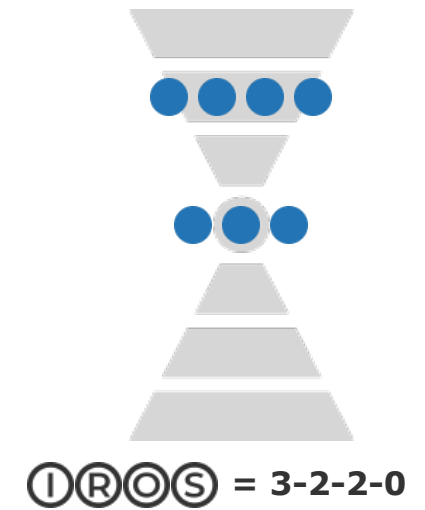
Leader A's Values (LV)



Observed Values (OV)



Desired Values (DV)



- ★ **LV & OV**
3 Matches
- 📍 **LV & DV**
1 Match
- 👤 **OV & DV**
1 Match
- 👥 **LV, OV & DV**
1 Match
- ① Individual
- ② Relationship
- ③ Organisational
- ④ Societal

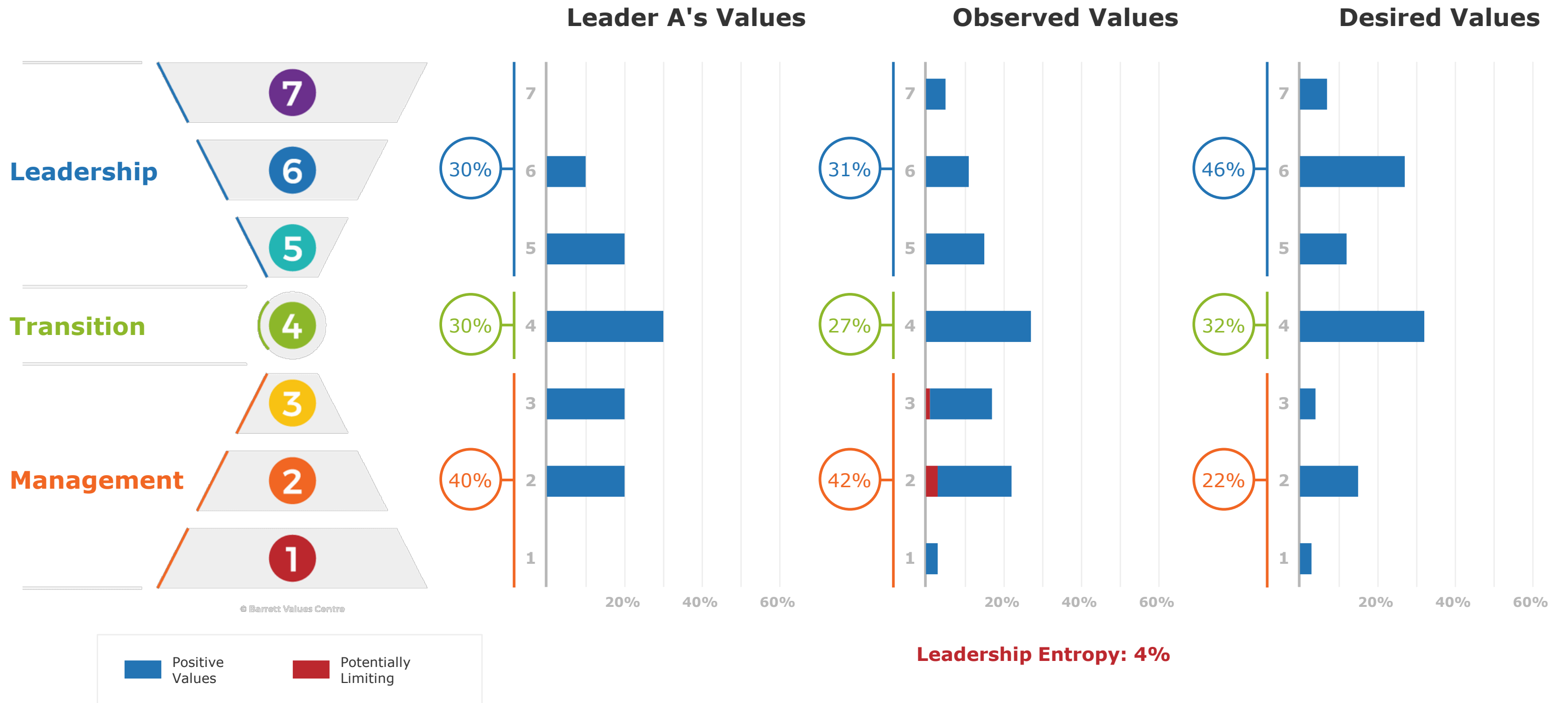
VALUE	LEVEL
★ accessible	2 ②
★ accountability	4 ②
building trust	5 ②
clarity	5 ①
★ decisiveness	3 ①
delivering on promises	3 ①
empowerment	4 ②
respect	2 ②
👥 strategic thinker	4 ①
📍 win-win partnerships	6 ③

VALUE	VOTES	LEVEL
★ accessible	8	2 ②
👥 strategic thinker	8	4 ①
relationship builder	7	2 ②
ambitious	6	3 ①
inspiring	6	5 ②
★ accountability	4	4 ②
big picture view	4	6 ③
👤 business/ industry knowledge	4	4 ①
communication skills	4	2 ②
★ decisiveness	4	3 ①
drive and determination	4	4 ①
personable	4	2 ②

VALUE	VOTES	LEVEL
👥 strategic thinker	12	4 ①
👤 business/ industry knowledge	5	4 ①
collaborative working	5	6 ②
connecting with customers	5	6 ③
open to new ideas	5	4 ①
servant leader	5	6 ②
📍 win-win partnerships	5	6 ③

Balance Index

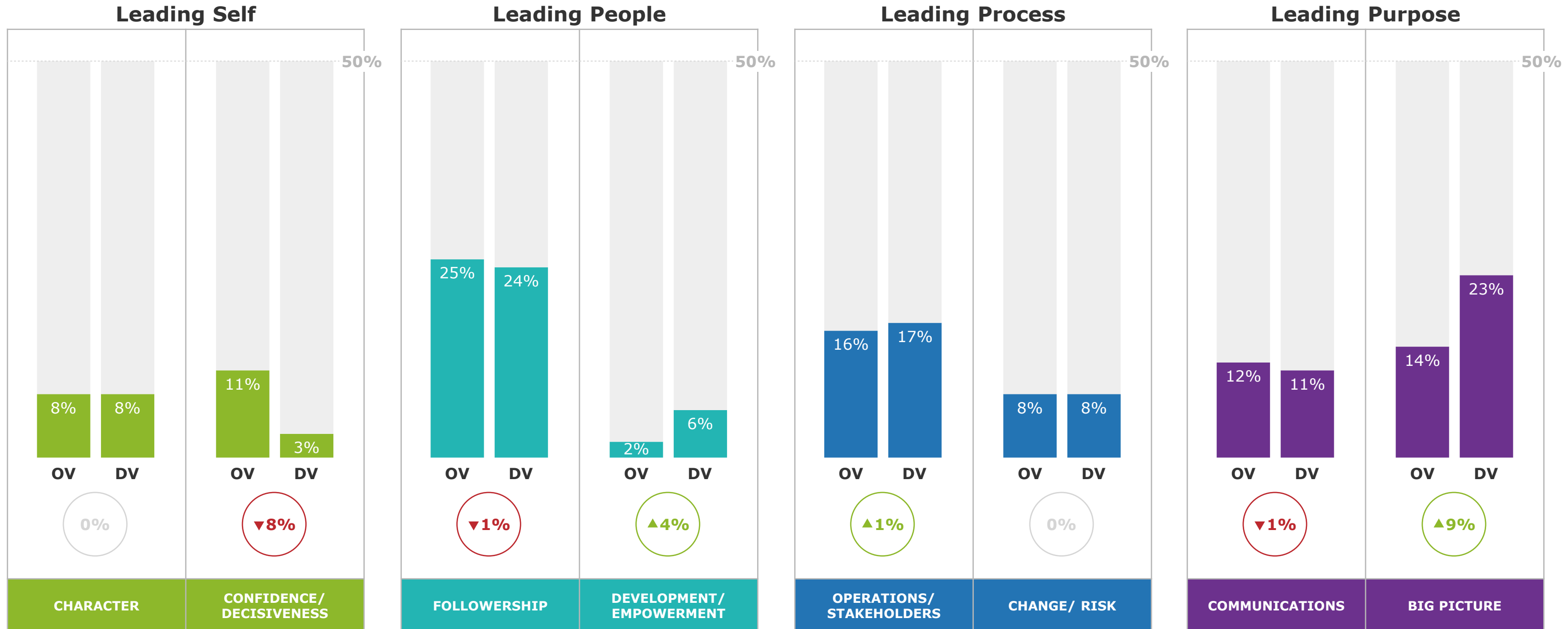
Leader A
14 Assessors



Leadership Perspectives

Positive Values Distribution

Leader A
14 Assessors



Leadership Perspectives

Leader A
14 Assessors

		Leading Self		Leading People		Leading Process		Leading Purpose	
		CHARACTER	CONFIDENCE/ DECISIVENESS	FOLLOWERSHIP	DEVELOPMENT/ EMPOWERMENT	OPERATIONS/ STAKEHOLDERS	CHANGE/ RISK	COMMUNICATIONS	BIG PICTURE
Leader A's Values	Leader A's Values	accountability	decisiveness	accessible building trust respect	empowerment	delivering on promises win-win partnerships		clarity	strategic thinker
	Observed Values	accountability	ambitious decisiveness drive and determination	accessible relationship builder inspiring personable		business/ industry knowledge		communication skills	strategic thinker big picture view
	Desired Values			collaborative working servant leader		business/ industry knowledge connecting with customers win-win partnerships	open to new ideas		strategic thinker

Development Opportunities

Leader A
14 Assessors

QUESTION	Leader A	ASSESSORS
Accessibility: Is accessible and visible	4	1 2 3 4 5
Accountability: Is willing to hold others accountable	3	1 2 3 4 5
Big Picture: Thinks strategically and creates a vision for the future	0	1 2 3 4 5
Communication: Is transparent and shares information on a regular basis	3	1 2 3 4 5
Conflict Resolution: Directly and courageously addresses issues	5	1 2 3 4 5
Developing Others: Coaches and mentors team members in their development	2	1 2 3 4 5
Empathy: Displays empathy and patience with others	3	1 2 3 4 5
Empowerment: Empowers, delegates, and trusts team members	5	1 2 3 4 5
Executive Presence: Displays confidence and self-assurance	4	1 2 3 4 5

Development Opportunities

Leader A
14 Assessors

QUESTION	Leader A	ASSESSORS
Expectations: Provides clarity of expectations, roles, and responsibilities	3	1 2 3 4 5
Feedback: Provides regular feedback and recognition	4	1 2 3 4 5
Listening: Is a good listener	2	1 2 3 4 5
Open to New Ideas: Is open to new ideas and differing views from others	4	1 2 3 4 5
Shared Vision: Communicates and promotes a shared vision	3	1 2 3 4 5
Team Building: Develops a cohesive, high performing team	4	1 2 3 4 5
Time Management: Demonstrates effective and smart time management	4	1 2 3 4 5
Trust: Works to build mutual trust	5	1 2 3 4 5
Work-Life Balance: Demonstrates and supports a healthy work-life balance	4	1 2 3 4 5

Feedback

Leader A

14 Assessors



Leader A is inspirational leader that has the ability to share the strategic vision eloquently at the high level, yet understand the important (selective) details at the lower levels where required. They are great at building relationships and teams that feel safe under their leadership- hence create good followership with this team. Leader A should continue to drive the strategy and action like they have done, while guarding against trying to change the business too quickly- we need to ensure we prioritise the biggest impact change initiatives and focus on delivering on them.

Jan Steenkamp



Leader A, I have enjoyed the last 20 months of working with you. Your knowledge of the business and leadership ethos are inspiring. You do it effortlessly within the confines of humanity. Thank you for the continued support to me on my journey.

Sydney Mbhele



I really liked the way you engaged with the people issues as if its innate to your leadership and brand. It makes you come across as authentic and believable. Employees believed that you truly wanted to change the way the business felt when you spoke about culture and cared about how they experience the work environment. Its important that they see that authenticity from the top.

Employees really felt inspired by you and one has to think about how one infuses that into the business from a leadership perspective.

The team could really acknowledge your depth and extent of your knowledge when you engaged on business decisions. You really take the trouble to understand every detail.

Chantal



You've got a great future ahead, continue to do what you believe is right

Heinie Werth



Leader A is a well-rounded and well-balanced executive. Their capabilities are extremely well developed and others could benefit immensely from him availing himself in a mentoring or coaching capacity.

Anonymous



Feedback

Leader A
14 Assessors



I would like to see a focus on getting resources to drive change more strongly, a stronger leadership stance on digital / customer and driving the organization on a few simple lead metrics.

Leader A should use their personable approach and relationship building skills to inspire people to rally around these big themes.

Anonymous



Leader A, my comments on what behaviours you can improve on is largely based on what you should continue to do, than what behaviours you should start.

You are a phenomenal leader that is well balanced in terms of technical, business acumen and leadership (emotional intelligence). My only concern is that your new role has a risk of structurally distancing you. I know you are a leader that enjoys to lead from the front and being with different stakeholders across the levels of the business.

I would encourage you to keep exploring opportunities to share your vision and passion across the cluster, as you have an amazing ability to inspire. I am aware these engagement opportunities will not always be possible. I am looking forward to a future of building the most aspirational organisation to work for and alongside you.

Khanyi Nzukuma

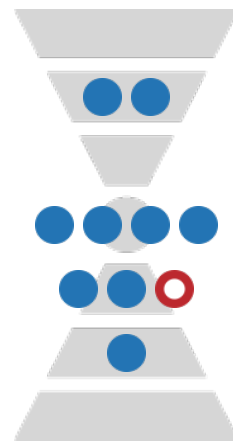


Leadership Values

Leader A

- 7 Visionary Leader
- 6 Mentor/Partner Leader
- 5 Authentic Leader
- 4 Facilitator/Innovator
- 3 Performance Manager
- 2 Relationship Manager
- 1 Crisis Manager

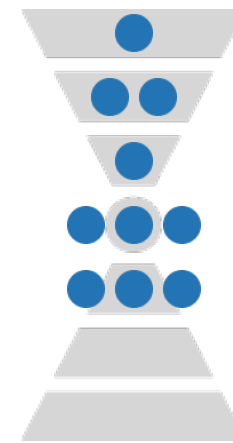
Leader A's Values (LDR1)



I R O S = 4-3-2-0 I R O S = 0-1-0-0

VALUE	LEVEL
accountability	4 (R)
courage	4 (I)
customer satisfaction	2 (O)
decisiveness	3 (I)
delivering on promises	3 (I)
demanding	3 (R)
developing others	4 (R)
drive and determination	4 (I)
empathy	6 (R)
employee fulfilment	6 (O)

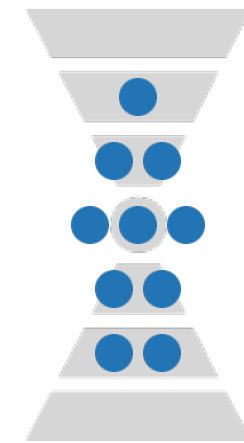
Leader A's Values (LDR2)



I R O S = 5-1-4-0

VALUE	LEVEL
analytical	3 (I)
big picture view	6 (O)
connecting with customers	6 (O)
decisiveness	3 (I)
developing others	4 (R)
high standards	3 (I)
long-term perspective	7 (O)
open to new ideas	4 (I)
shared vision	5 (O)
strategic thinker	4 (I)

Leader A's Values (LDR3)



I R O S = 4-5-1-0

VALUE	LEVEL
accessible	2 (R)
accountability	4 (R)
building trust	5 (R)
clarity	5 (I)
decisiveness	3 (I)
delivering on promises	3 (I)
empowerment	4 (R)
respect	2 (R)
strategic thinker	4 (I)
win-win partnerships	6 (O)

- ★ **LV 1/2**
1 Match
- 📍 **LV 1/3**
2 Matches
- 👤 **LV 2/3**
1 Match
- 👥 **LV 1/2/3**
1 Match

- I Individual
- R Relationship
- O Organisational
- S Societal

Leadership Values

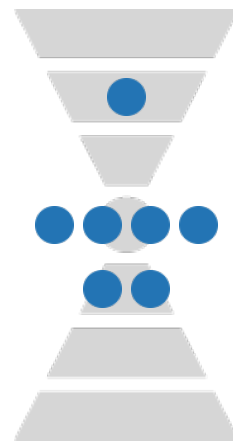
Leader A

11 Assessors LDR1

13 Assessors LDR2

14 Assessors LDR3

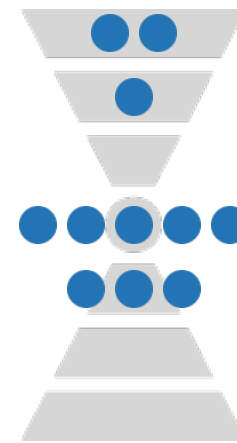
Observed Values (LDR1)



ⓐⓑⓓⓔ = 4-2-1-0

VALUE	VOTES	LEVEL
business/ industry knowledge	6	4 ⓐ
decisiveness	6	3 ⓐ
accountability	5	4 ⓑ
coaching/ mentoring	4	6 ⓑ
goals orientation	4	4 ⓓ
high standards	4	3 ⓐ
strategic thinker	4	4 ⓐ

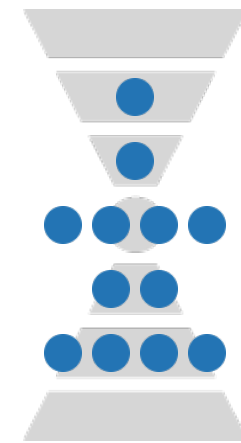
Observed Values (LDR2)



ⓐⓑⓓⓔ = 6-1-3-1

VALUE	VOTES	LEVEL
business/ industry knowledge	10	4 ⓐ
strategic thinker	8	4 ⓐ
big picture view	6	6 ⓓ
decisiveness	6	3 ⓐ
accountability	5	4 ⓑ
analytical	5	3 ⓐ
drive and determination	5	4 ⓐ
global thinking	4	7 ⓔ
goals orientation	4	4 ⓓ
high standards	4	3 ⓐ
long-term perspective	4	7 ⓓ

Observed Values (LDR3)



ⓐⓑⓓⓔ = 5-6-1-0

VALUE	VOTES	LEVEL
accessible	8	2 ⓑ
strategic thinker	8	4 ⓐ
relationship builder	7	2 ⓑ
ambitious	6	3 ⓐ
inspiring	6	5 ⓑ
accountability	4	4 ⓑ
big picture view	4	6 ⓓ
business/ industry knowledge	4	4 ⓐ
communication skills	4	2 ⓑ
decisiveness	4	3 ⓐ
drive and determination	4	4 ⓐ
personable	4	2 ⓑ

- 7 Visionary Leader
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- 5 Authentic Leader
- 4 Facilitator/Innovator
- 3 Performance Manager
- 2 Relationship Manager
- 1 Crisis Manager

★ **OV 1/2**
2 Matches

📍 **OV 1/3**
0 Matches

👤 **OV 2/3**
2 Matches

👥 **OV 1/2/3**
4 Matches

ⓐ Individual

ⓑ Relationship

ⓓ Organisational

ⓔ Societal

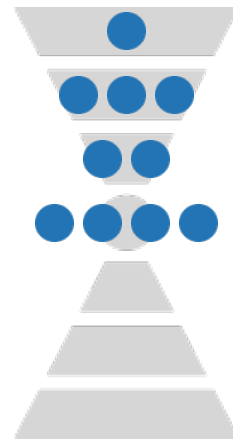
Leadership Values

Leader A

11 Assessors LDR1
13 Assessors LDR2
14 Assessors LDR3

- 7 Visionary Leader
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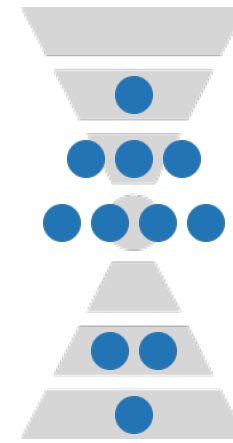
Desired Values (LDR1)



ⓐⓑⒸⒹ = 3-4-2-1

VALUE	VOTES	LEVEL
ⓐ strategic thinker	5	4 ⓐ
ⓑ balance (home/work)	4	4 ⓐ
ⓒ big picture view	4	6 ⓐ
ⓓ building trust	4	5 ⓑ
ⓔ collaborative working	4	6 ⓑ
ⓕ connecting with customers	4	6 ⓐ
ⓖ empowerment	4	4 ⓑ
ⓗ global thinking	4	7 ⓓ
ⓓ information sharer	4	4 ⓑ
ⓔ patience	4	5 ⓐ

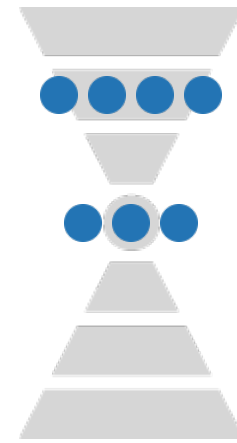
Desired Values (LDR2)



ⓐⓑⒸⒹ = 3-7-1-0

VALUE	VOTES	LEVEL
ⓐ strategic thinker	8	4 ⓐ
ⓑ building trust	6	5 ⓑ
ⓒ listening	6	2 ⓑ
ⓓ shared vision	6	5 ⓐ
ⓔ developing others	5	4 ⓑ
ⓕ patience	5	5 ⓐ
ⓖ accountability	4	4 ⓑ
ⓗ communication skills	4	2 ⓑ
ⓓ inclusiveness	4	4 ⓑ
ⓔ managing well under pressure	4	1 ⓐ
ⓕ servant leader	4	6 ⓑ

Desired Values (LDR3)



ⓐⓑⒸⒹ = 3-2-2-0

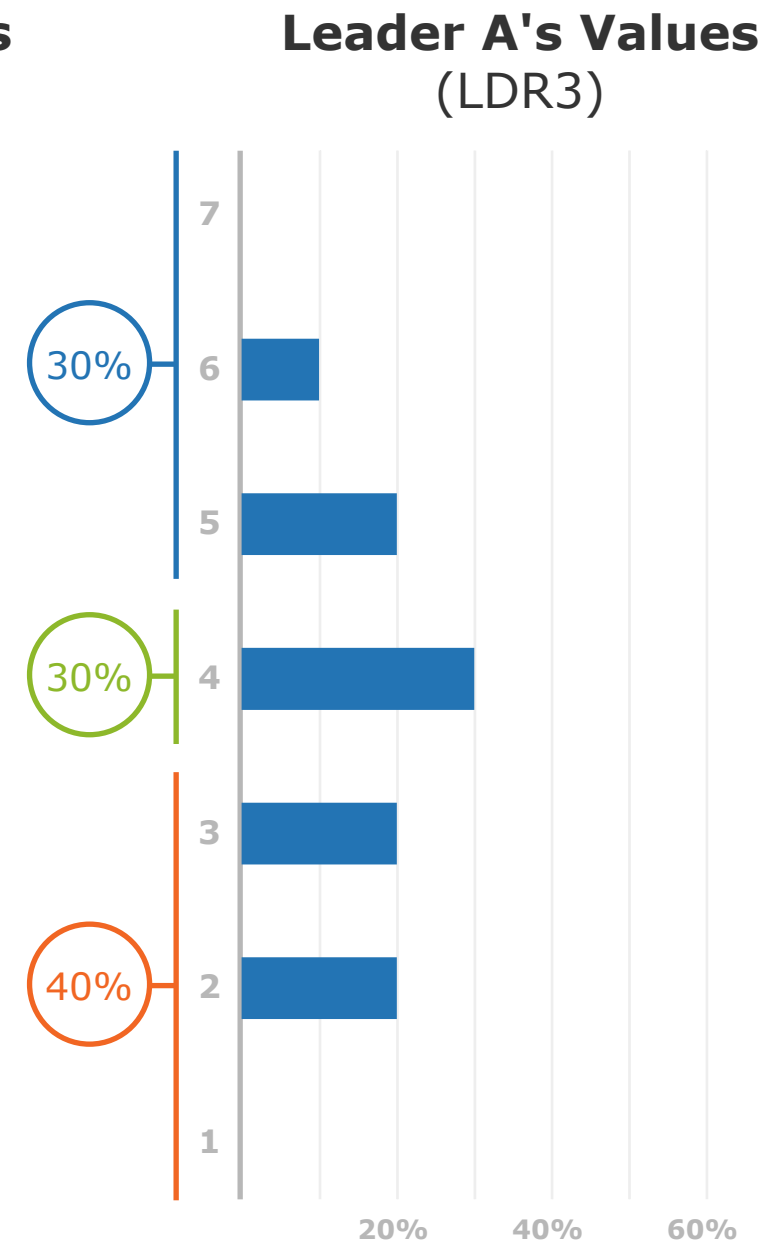
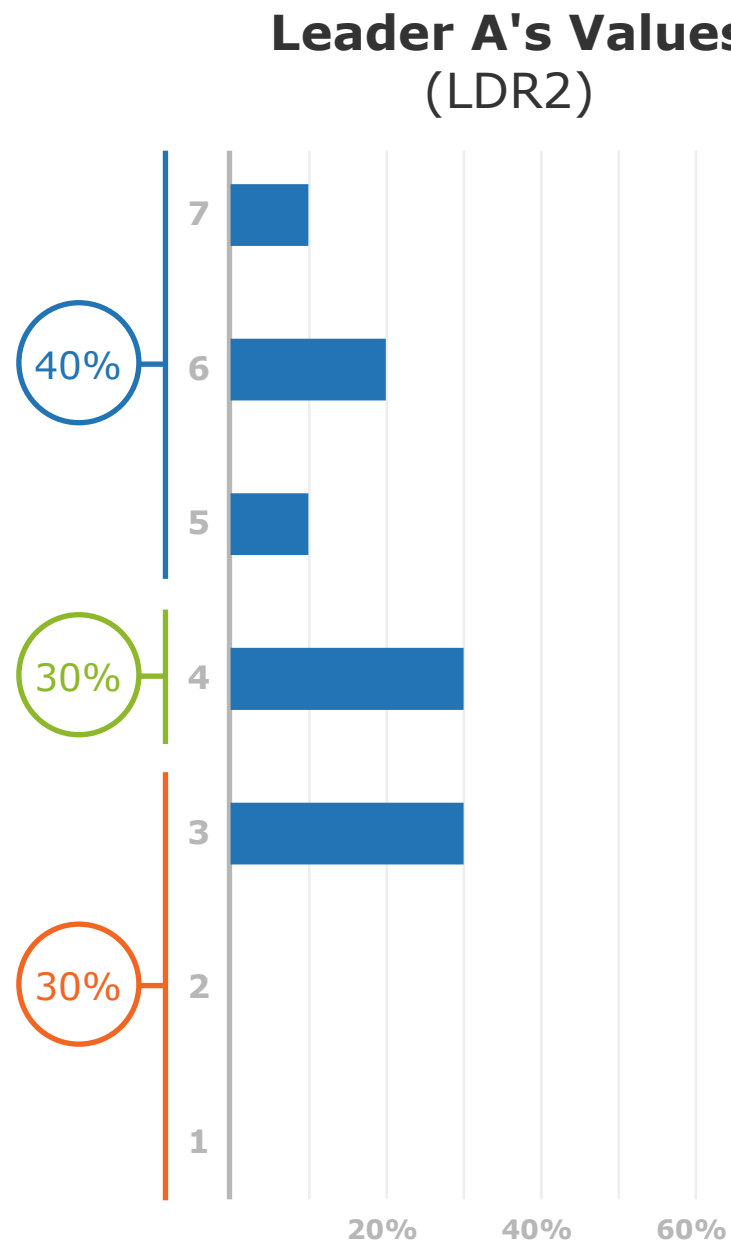
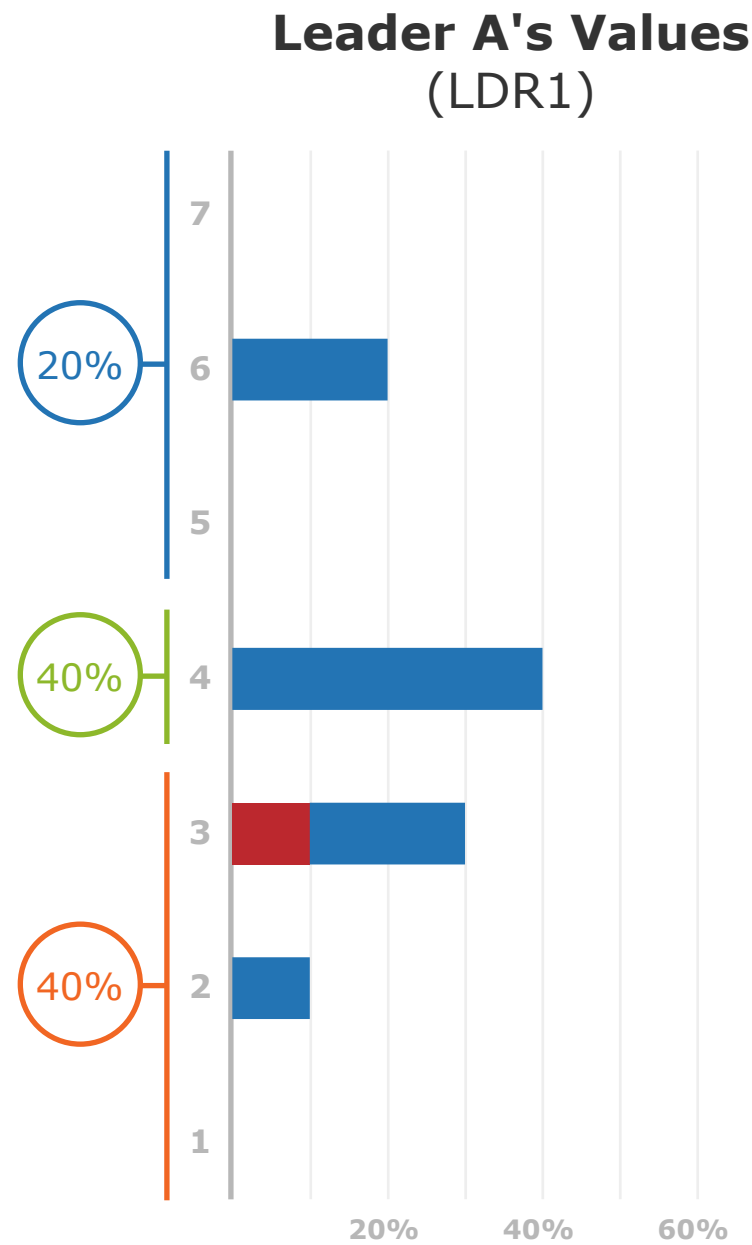
VALUE	VOTES	LEVEL
ⓐ strategic thinker	12	4 ⓐ
ⓑ business/ industry knowledge	5	4 ⓐ
ⓒ collaborative working	5	6 ⓑ
ⓔ connecting with customers	5	6 ⓐ
ⓕ open to new ideas	5	4 ⓐ
ⓖ servant leader	5	6 ⓑ
ⓗ win-win partnerships	5	6 ⓐ

- ★ **DV 1/2**
2 Matches
- 📍 **DV 1/3**
2 Matches
- 👤 **DV 2/3**
1 Match
- 👥 **DV 1/2/3**
1 Match

- ⓐ Individual
- ⓑ Relationship
- ⓒ Organisational
- ⓓ Societal

Balance Index

Leader A



■ Positive Values
 ■ Potentially Limiting

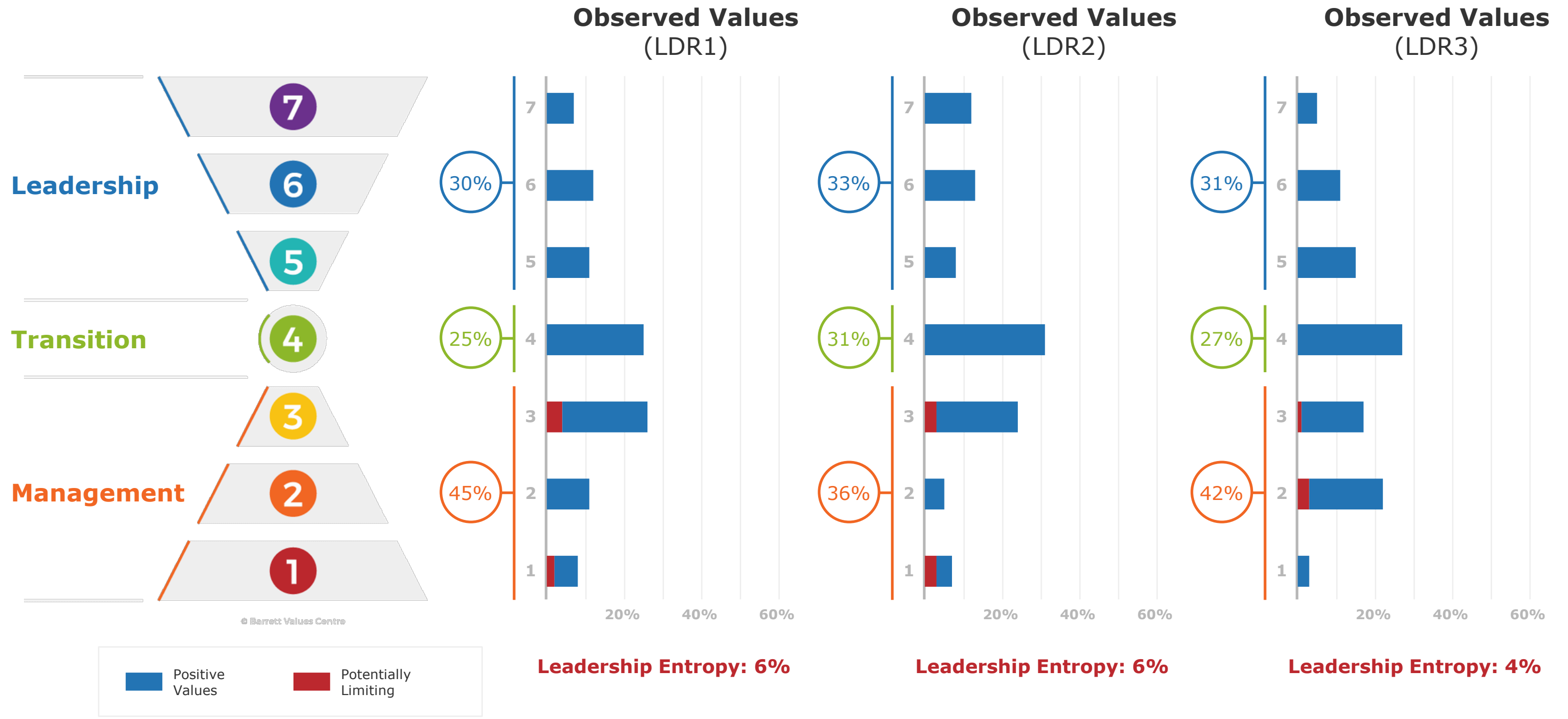
Leadership Entropy: 10%

Leadership Entropy: 0%

Leadership Entropy: 0%

Balance Index

Leader A

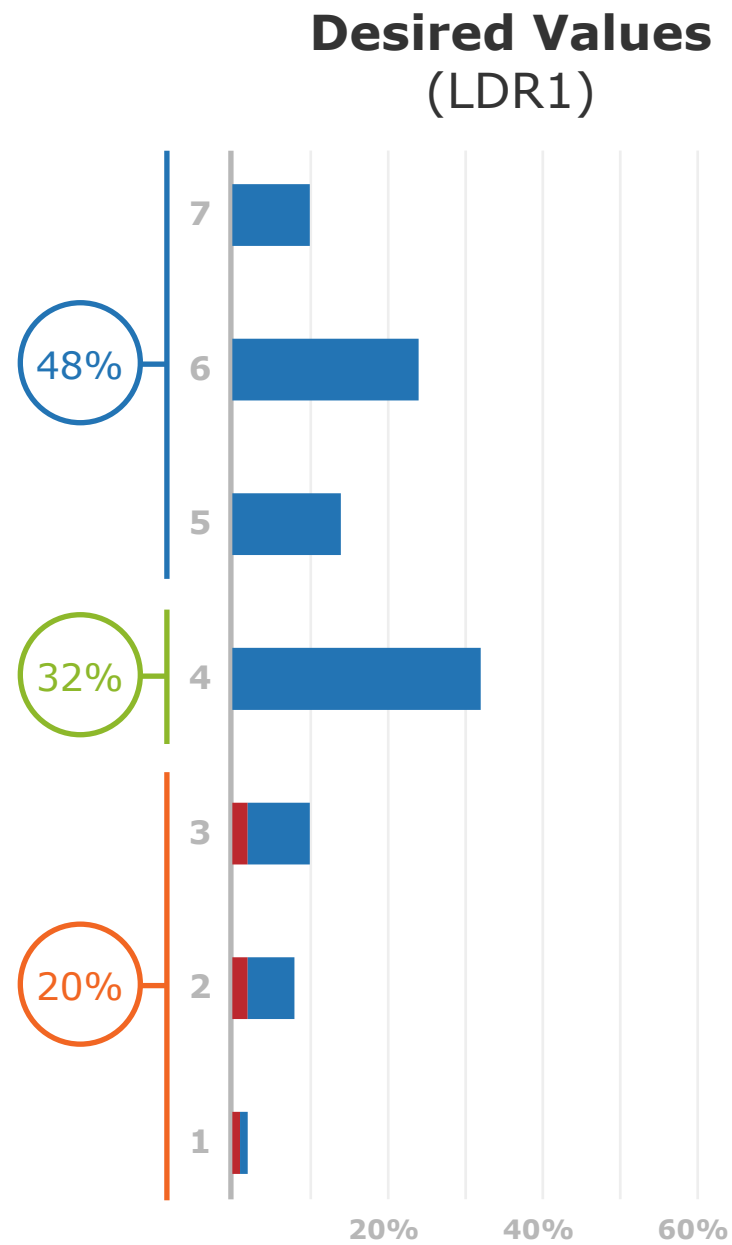


Balance Index

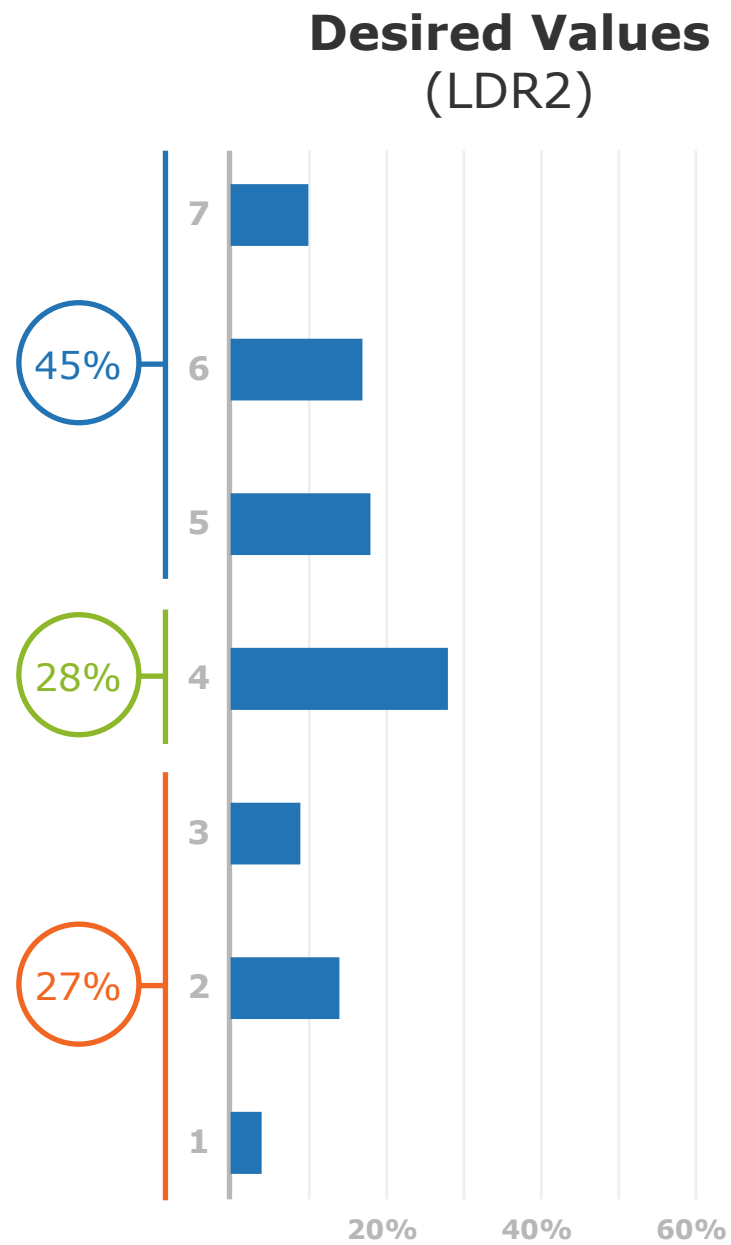
Leader A



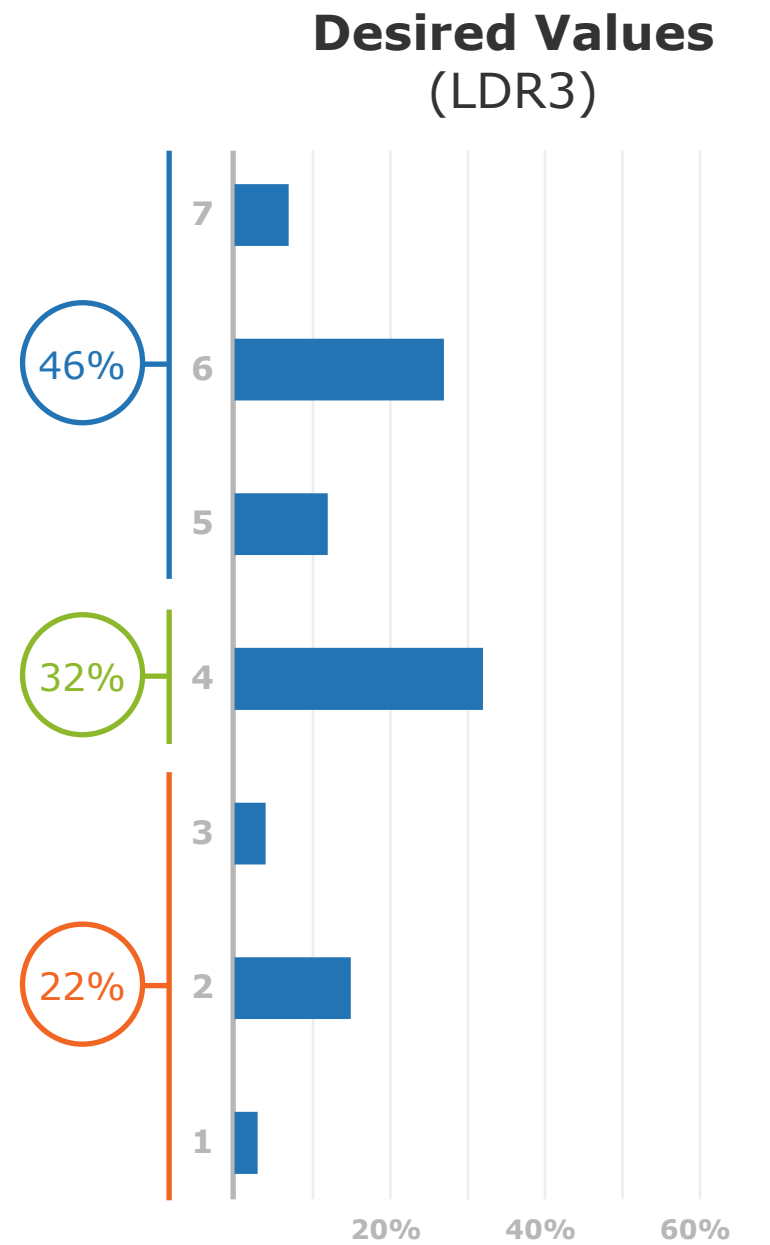
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Leadership Entropy: 5%



Leadership Entropy: 0%



Leadership Entropy: 0%

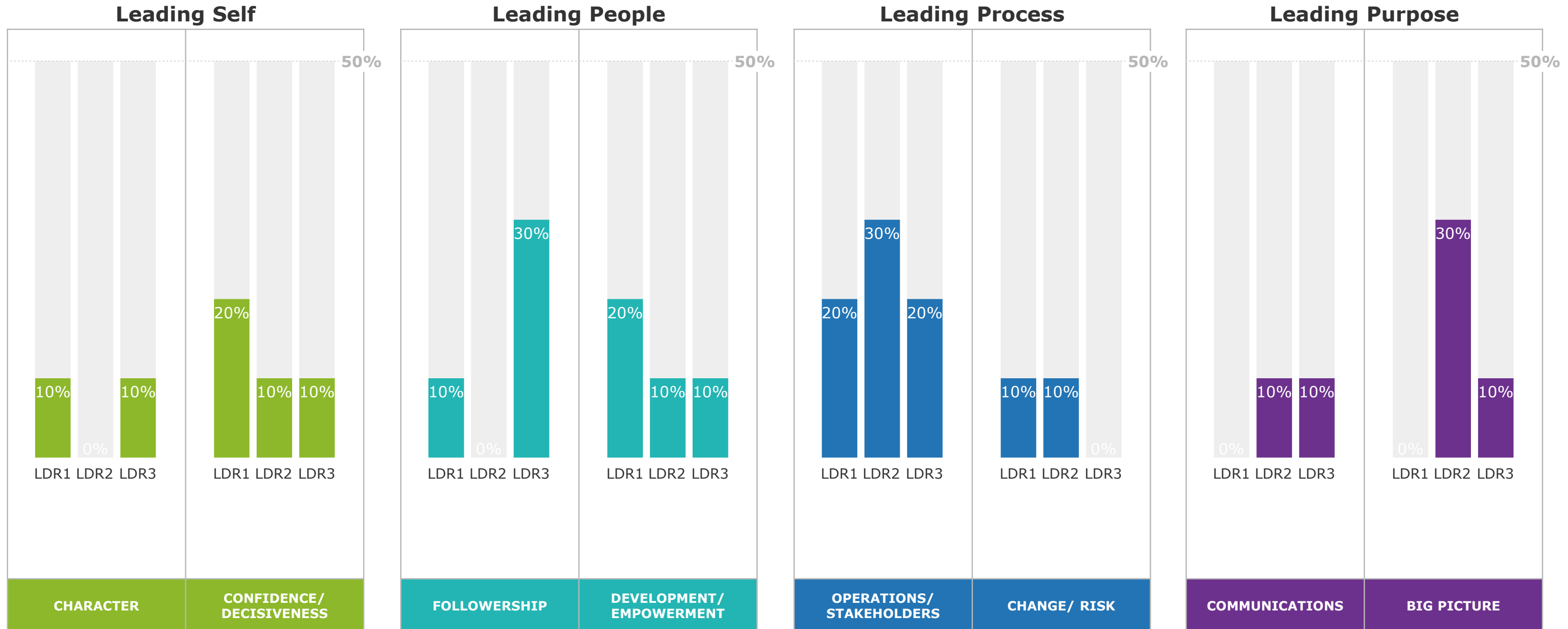


Leadership Perspectives

Leader A

Leader A's Values

Positive Values Distribution



Leadership Perspectives

Leader A

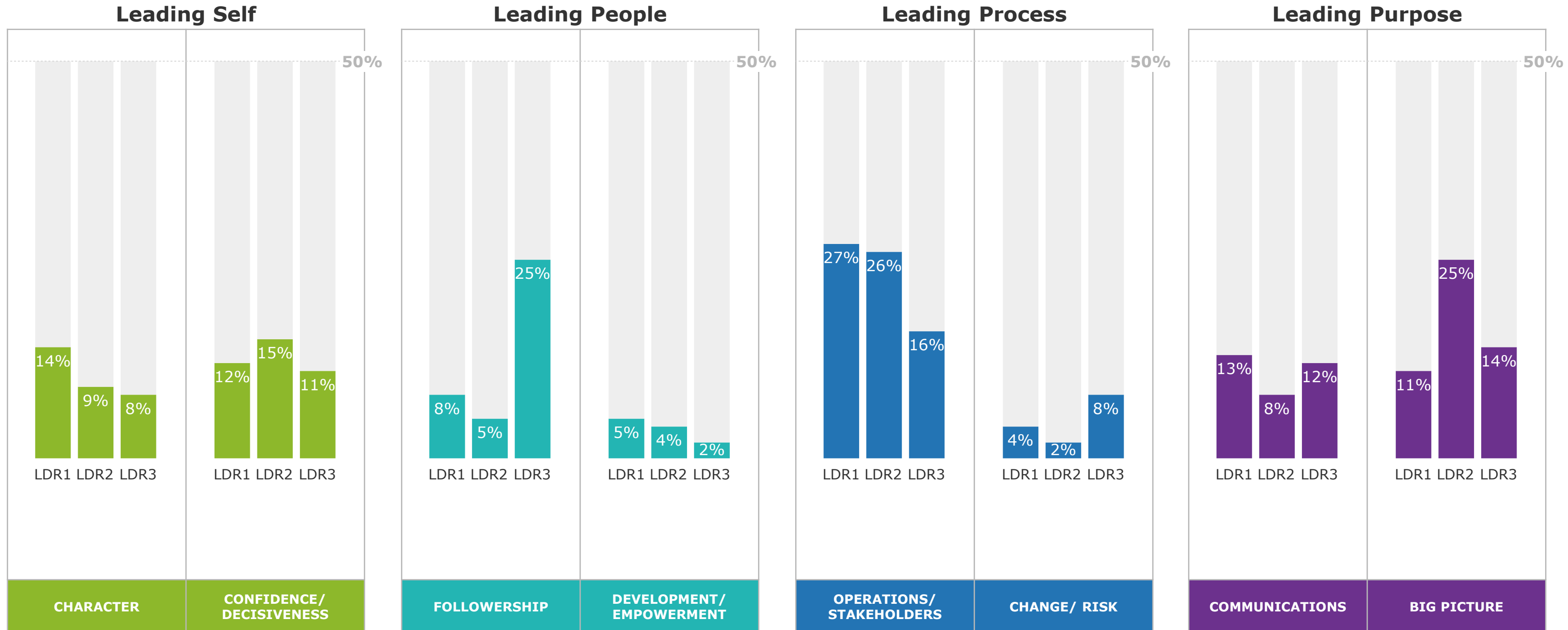
		Leading Self		Leading People		Leading Process		Leading Purpose	
		CHARACTER	CONFIDENCE/ DECISIVENESS	FOLLOWERSHIP	DEVELOPMENT/ EMPOWERMENT	OPERATIONS/ STAKEHOLDERS	CHANGE/ RISK	COMMUNICATIONS	BIG PICTURE
Leader A's Values (LDR1) Leader A's Values (LDR2) Leader A's Values (LDR3)	Leader A's Values (LDR1)	accountability	decisiveness drive and determination	demanding empathy	developing others employee fulfilment	customer satisfaction delivering on promises	courage		
	Leader A's Values (LDR2)		decisiveness		developing others	analytical connecting with customers high standards	open to new ideas	shared vision	big picture view long-term perspective strategic thinker
	Leader A's Values (LDR3)	accountability	decisiveness	accessible building trust respect	empowerment	delivering on promises win-win partnerships		clarity	strategic thinker

Leadership Perspectives

Leader A

Observed Values

Positive Values Distribution



Leadership Perspectives

Leader A

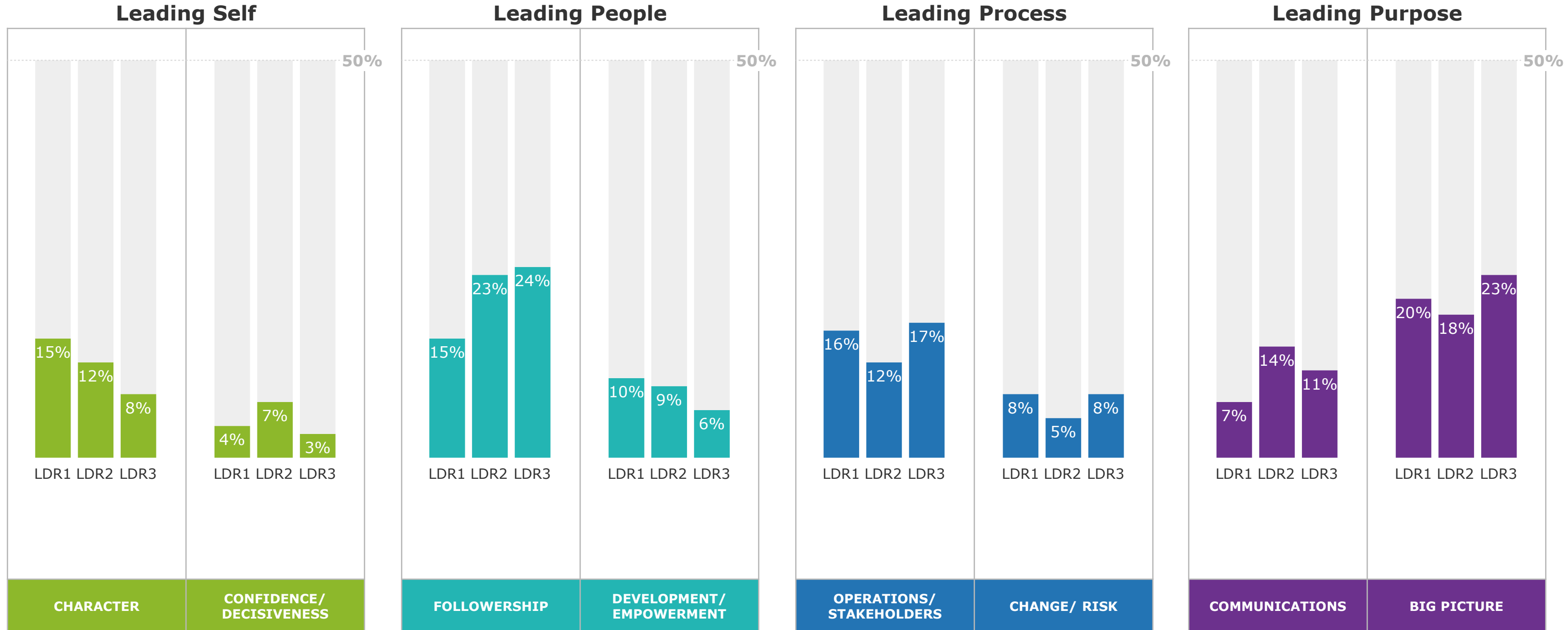
	Leading Self		Leading People		Leading Process		Leading Purpose	
	CHARACTER	CONFIDENCE/ DECISIVENESS	FOLLOWERSHIP	DEVELOPMENT/ EMPOWERMENT	OPERATIONS/ STAKEHOLDERS	CHANGE/ RISK	COMMUNICATIONS	BIG PICTURE
Observed Values (LDR1)	accountability	decisiveness		coaching/ mentoring	business/ industry knowledge high standards		goals orientation	strategic thinker
Observed Values (LDR2)	accountability	decisiveness drive and determination			business/ industry knowledge analytical high standards		goals orientation	strategic thinker big picture view global thinking long-term perspective
Observed Values (LDR3)	accountability	ambitious decisiveness drive and determination	accessible relationship builder inspiring personable		business/ industry knowledge		communication skills	strategic thinker big picture view

Leadership Perspectives

Leader A

Desired Values

Positive Values Distribution



Leadership Perspectives

Leader A

	Leading Self		Leading People		Leading Process		Leading Purpose	
	CHARACTER	CONFIDENCE/ DECISIVENESS	FOLLOWERSHIP	DEVELOPMENT/ EMPOWERMENT	OPERATIONS/ STAKEHOLDERS	CHANGE/ RISK	COMMUNICATIONS	BIG PICTURE
Desired Values (LDR1)	balance (home/work) patience		building trust collaborative working	empowerment	connecting with customers		information sharer	strategic thinker big picture view global thinking
Desired Values (LDR2)	patience accountability	managing well under pressure	building trust servant leader	developing others inclusiveness			listening shared vision communication skills	strategic thinker
Desired Values (LDR3)			collaborative working servant leader		business/ industry knowledge connecting with customers win-win partnerships	open to new ideas		strategic thinker

Development Opportunities

Leader A

QUESTION	ASSESSORS – EXISTING STRENGTH %				
	LDR1		LDR2	LDR3	
Accessibility: Is accessible and visible	90%	▼	69%	▲	87%
Accountability: Is willing to hold others accountable	93%	▼	92%	▼	82%
Big Picture: Thinks strategically and creates a vision for the future	86%	▲	94%	▼	92%
Communication: Is transparent and shares information on a regular basis	84%	▼	69%	▲	78%
Conflict Resolution: Directly and courageously addresses issues	0%		0%		0%
Developing Others: Coaches and mentors team members in their development	0%	▲	100%	▼	0%
Empathy: Displays empathy and patience with others	0%		0%		0%
Empowerment: Empowers, delegates, and trusts team members	25%		25%		25%
Executive Presence: Displays confidence and self-assurance	50%		50%		50%

Development Opportunities

Leader A

QUESTION	ASSESSORS – EXISTING STRENGTH %			
	LDR1		LDR2	LDR3
Expectations: Provides clarity of expectations, roles, and responsibilities	75%		75%	75%
Feedback: Provides regular feedback and recognition	100%		100%	100%
Listening: Is a good listener	0%		0%	0%
Open to New Ideas: Is open to new ideas and differing views from others	75%	▼	69%	▲ 85%
Shared Vision: Communicates and promotes a shared vision	0%		0%	0%
Team Building: Develops a cohesive, high performing team	0%		0%	0%
Time Management: Demonstrates effective and smart time management	0%	▲	100%	▼ 0%
Trust: Works to build mutual trust	0%	▲	100%	▼ 0%
Work-Life Balance: Demonstrates and supports a healthy work-life balance	75%	▼	62%	▼ 0%