



Profiles InternationalTM
imagine great people

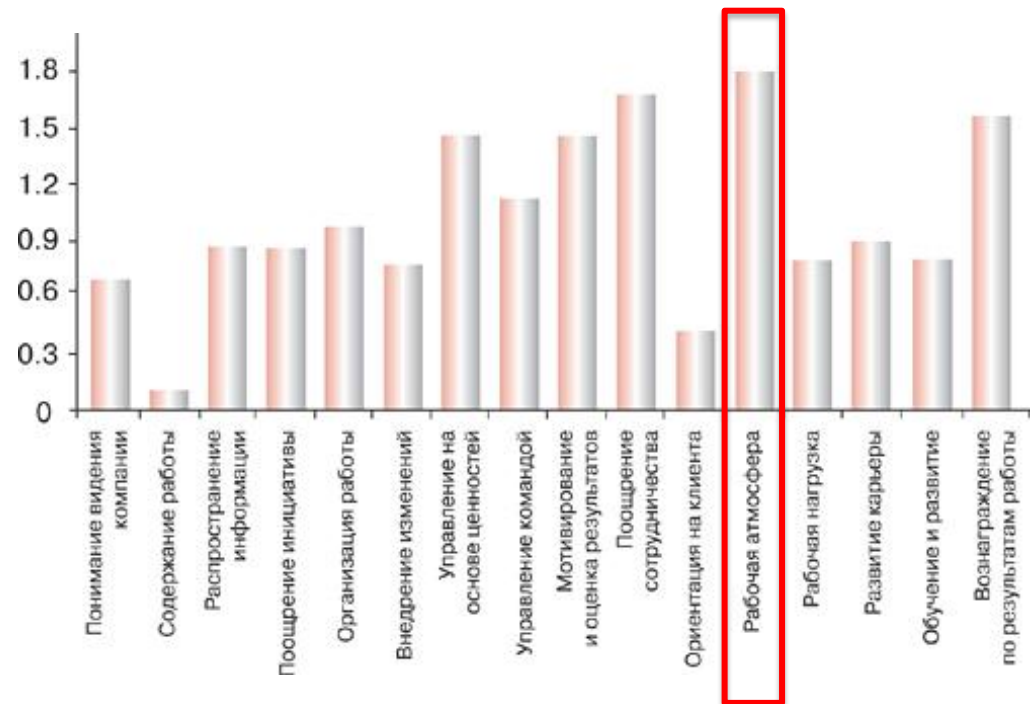
PROFILES INTERNATIONAL

Создание выдающихся
Лидеров и Команд

Причина №2



- Рейтинг факторов лояльности в небольшой компании (по исследованиям украинских психологов, Ирина Грабская, 2010)



Главная задача Руководителя



- Обеспечить...



Ключ Лидера



3. Смотрите суровым фактам в лицо, но все же не теряйте веру в успех

Нужно всегда верить в победу, невзирая ни на какие невзгоды. Мужество перед суровой действительностью и оптимизм одинаково важны для успеха.

Джим Коллинз «От хорошего к великому»

Измерьте Харизму Лидера



- Только Profiles International владеет методикой определения уровня Харизматичности Лидера



Имя _____ Email: _____
 Фамилия _____ Тел. _____

Харизма Лидерства

Этот конфиденциальный отчет охватывает специфические профессиональные черты, которые влияют на Вашу лидерскую харизму. Давая ответы на 30 пунктов, вы сможете оценить, насколько харизматичным Вы сами себя видите, и сравнить уровень своей Харизмы с десятками тысяч лидеров всего мира.

Инструкция по заполнению

- Заполните данный отчет относительно ваших управленческих черт. Для этого мысленно поставьте свое имя перед каждым пунктом.
- Определите частоту, с которой проявляете каждую из 30-ти, описанных в этом отчете поведений, обведя кружочком ваш выбор. Для полного завершения необходимо дать ответы на все вопросы. Ваши ответы будут конфиденциальными. Варианты следующие:
 1 – Почти никогда (0 – 10% часу) 4 – Обычно (61 – 89% часу)
 2 – Редко (11 – 39% часу) 5 – Почти всегда (90 – 100% часу)
 3 – Иногда (40 – 60% часу) N – Не было возможности увидеть данное поведение
- Попросите 3-5 своих коллег заполнить данный отчет, характеризуя Вас.
- Найдите средневзвешенное значение ответов коллег по каждому пункту.
- Сравните обобщенные ответы коллег с Вашими и сделайте соответствующие выводы о расхождениях.
- Зафиксируйте зоны своего развития и разработайте план личных изменений.

1. Конструктивно реагирует на неудачи	N	1	2	3	4	5
2. Внимательно слушает, не перебивая	N	1	2	3	4	5
3. Умест тактично и конструктивно выражать критику	N	1	2	3	4	5
4. Устанавливает нормальную рабочую нагрузку	N	1	2	3	4	5
5. Держит себя в руках в критических ситуациях	N	1	2	3	4	5
6. Можно доверить конфиденциальную информацию	N	1	2	3	4	5
7. Эффективный, ясно говорящий оратор	N	1	2	3	4	5
8. Принимает ошибки и учится на них	N	1	2	3	4	5
9. Решительно разрешает проблемы	N	1	2	3	4	5
10. Достигает согласия благодаря найденным решениям	N	1	2	3	4	5

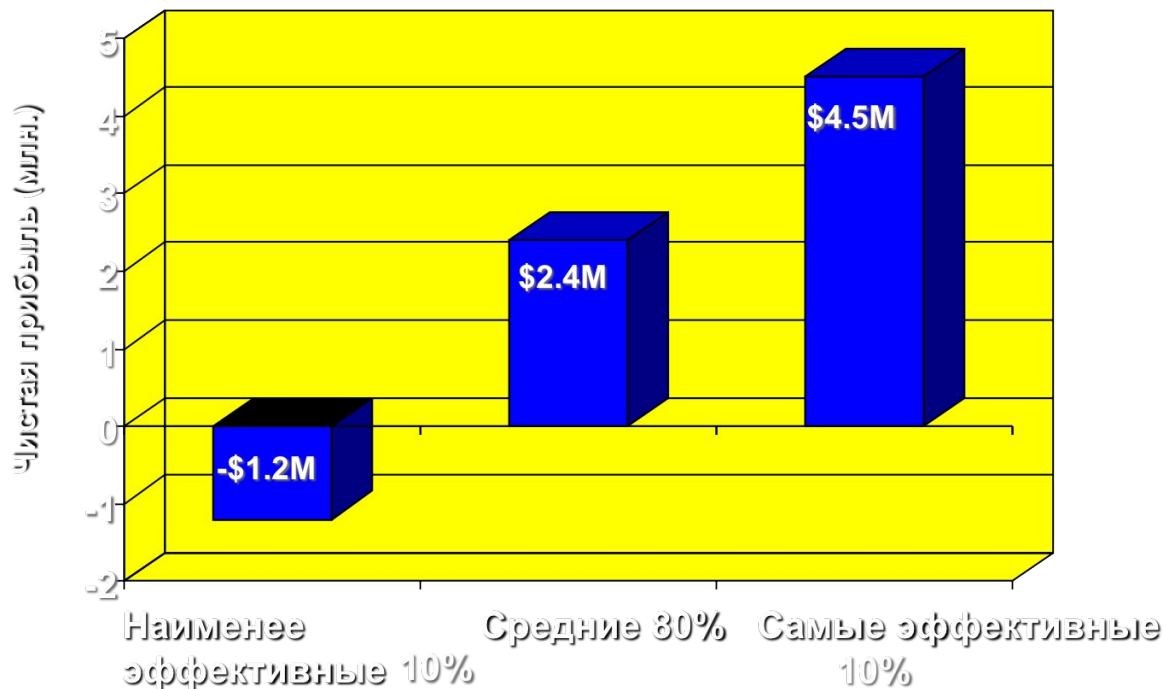
Результаты Харизматичных Лидеров



Statistics from *The Extraordinary Leader*, by Jack Zenger and Joe Folkman

Хорошие лидеры приносят более высокую чистую прибыль

Команда лидеров Mortgage Bank – Оценка 360°

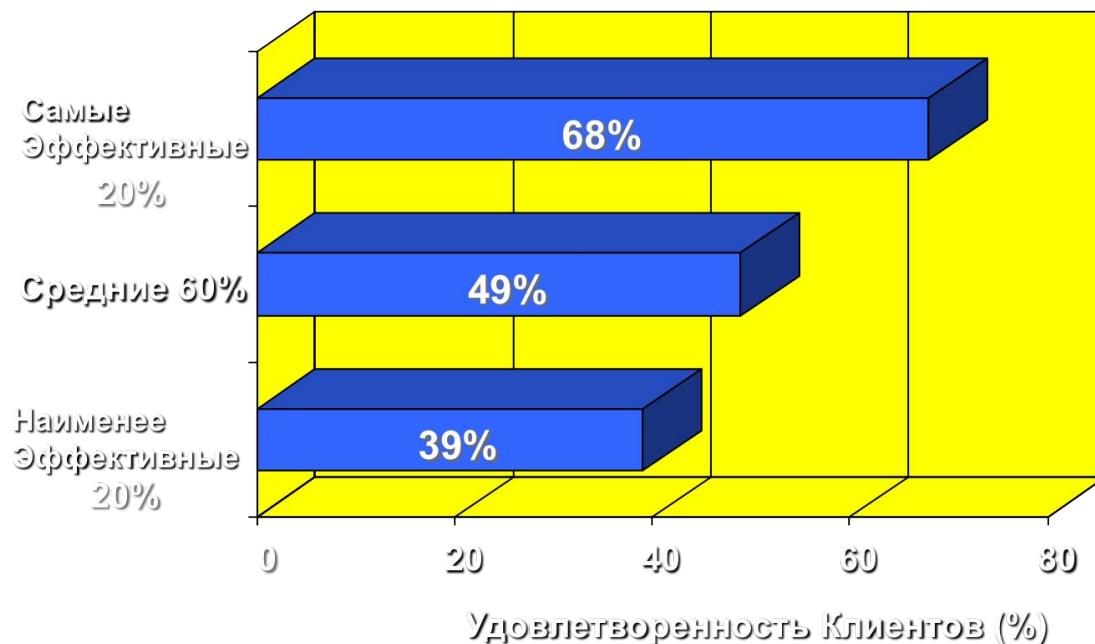


Результаты Харизматичных Лидеров



У хороших лидеров более удовлетворенные клиенты

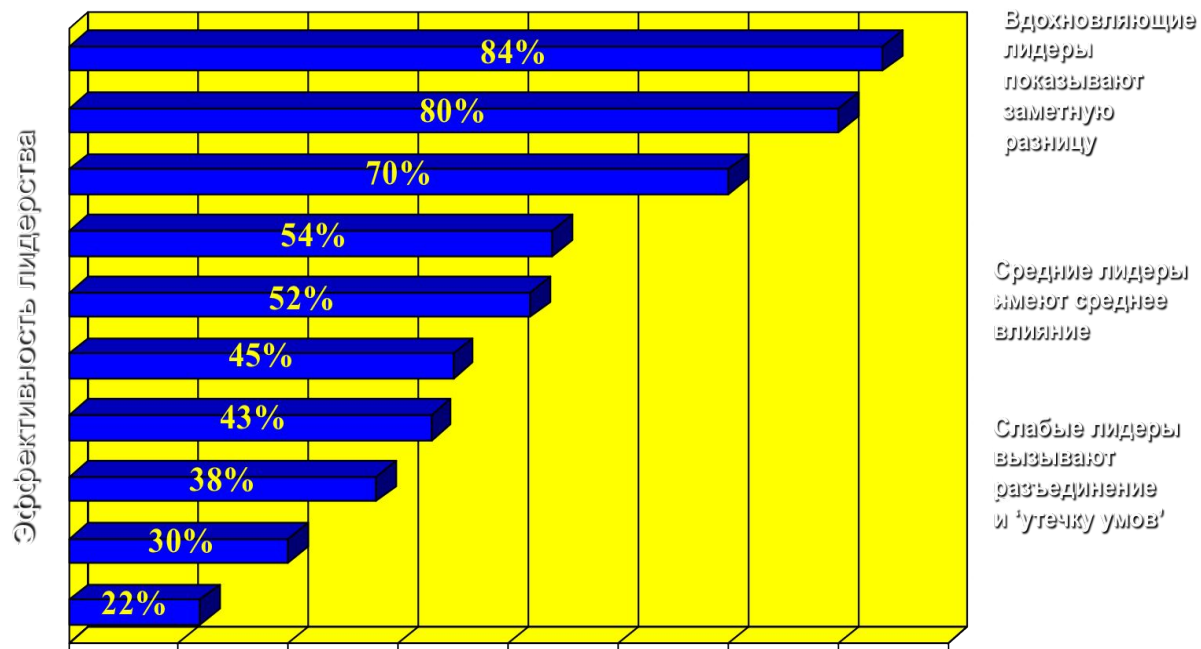
Управленческая команда лидеров Высокотехнологичной компании – Оценка 360°



Результаты Харизматичных Лидеров



Эффективность лидерства влияет на привлечение
сотрудников

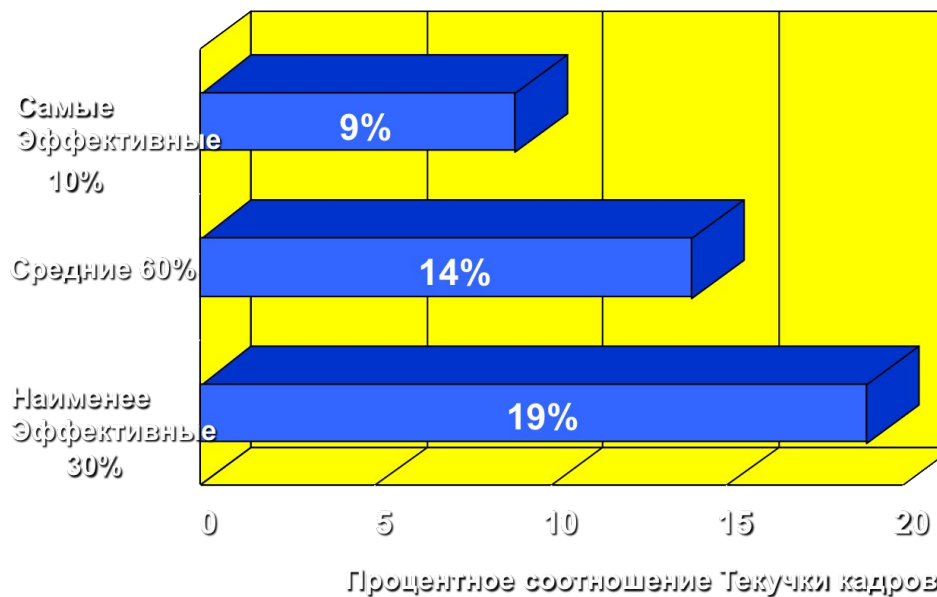


Результаты Харизматичных Лидеров



У хороших лидеров меньшая текучка кадров

Управленческая команда Страховой компании – Оценка 360



Check Point 360



• Диагностика личностной компетентности

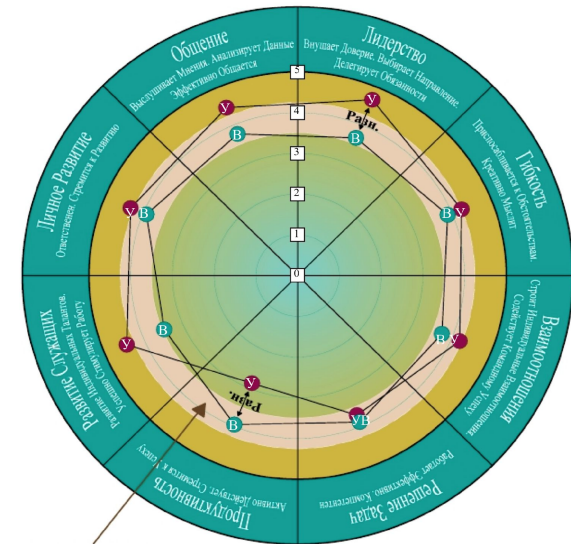
Данный отчет суммирует результаты анкет, которые

- Вы
- Ваш руководитель
- Ваши подчиненные и
- Ваши коллеги

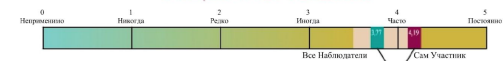
заполнили в рамках **Анализа 360°**.

Исполнительный обзор

Обзор Самооценки - Все Наблюдатели



Общий Счет Анализа

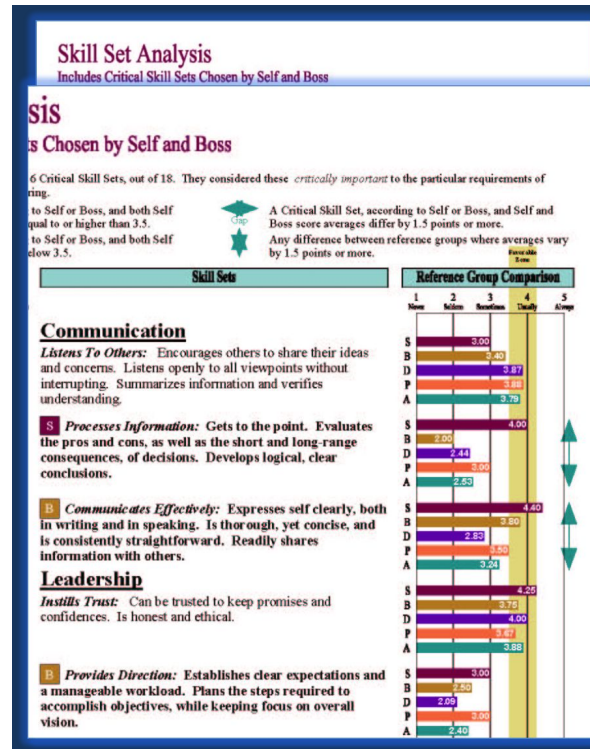


Цвета Клеток: ■ Сам Участник ■ Все Наблюдатели (обеспечивают оценку Наблюдателя, Подчиненных и Коллег)
←Точка→ Суммарное отклонение от оценки всех Наблюдателей на 1 пункт в бокс

Компетенции менеджеров



- Диагностика личностной компетентности



Как мои управленцы-лидеры оценены по основным компетенциям?

Программы развития



Пошаговый план действий Личностного развития

Development Summary for Darcy Walker

The following suggestions will help direct your development efforts:

Delegates Responsibility

- Get used to the fact that others will do things better than you.
- Examine your workload and delegate.

Delegates to the Best Person for the Job

- Survey individuals to see what they can do.
- Match people's strengths with work assignments.
- Present small, challenging tasks to individuals.
- If you know a person is trying to do a job better than you, give them the job.
- If no one has the qualifications for a job, give them the necessary training.
- Consider the other person's workload.

Oversee, but Don't Over control.

- Give as much direction as necessary. During periodic progress reviews, give clear direction.
- Make your expectations explicit.
- Clarify which actions will require authority to act independently.
- Delegate in stages when appropriate. Transfer to the other person.
- Encourage others as they take on new responsibilities.
- Help them succeed and everyone else.
- Remember that failure can be a disastrous mistake, but allow the opportunity to learn from it.

Let Others Sharpen Their Problem-Solving Skills

- When people present problems, let them become solution-oriented.
- Show confidence in the other person's ability to solve the problem.

Development Summary for Darcy Walker

The following suggestions will help direct your development efforts:

Facilitates Team Success

Handle Conflict in a Direct and Effective Manner

- Don't ignore conflict, thinking it will disappear. Some conflict is inevitable and constructive in a team environment.
- Listen carefully to all viewpoints in a dispute.
- Explore multiple options. Then resolve the conflict.

Encourage Cooperation in Order to Resolve Conflicts

- When recognizing outstanding performance, give equal emphasis to team achievement.
- Validate the importance of each and every team member's contribution.

Learn to Collaborate on Team Decisions.

- Practice the art of compromise when making decisions.
- To gain support for decisions, involve team members in order to increase commitment.

Establish Team Objectives.

- As much as possible involve the team in setting overall mission of your business. Also, make sure everyone understands the team's purpose.
- Keep everyone apprised of team progress.

Develop Group Dynamics That Bring Out the Best in Each Team Member

- Recruit individuals with talents that will complement the team.
- Capitalize on each person's strengths and weaknesses.

Development Summary for Darcy Walker

The following suggestions will help direct your development efforts:

Provides Direction

Outline Expectations.

- Clarify each team member's responsibilities for success.
- Develop job descriptions that are distinct and specific. Constructing the descriptions. Review and revise the descriptions in the workplace.
- Clearly communicate policies, procedures and guidelines.
- Make expectations known for job behavior and attitude.
- Spell out the expectations of your clients.
- Explain and answer questions until expectations are clear.
- Hold others accountable for performance at the level of performance.

Make Appropriate Work Assignments.

- Distribute responsibilities so that all bases are covered.
- Redirect work that has not been as productive as planned.
- Keep the workload for each individual challenging.
- Be available to discuss problems with assignments.

Translate Tomorrow's Vision into Today's Activities

- Make sure everyone understands, and feels a part of, the organization's mission and long-term goals that are consistent with the organization's vision.
- Continually evaluate systems and processes. Make changes as needed.
- Plan times for team members to report their individual contributions to the group effort.
- In planning the steps necessary to complete a project, set the final deadline.
- Plan for, and make available, all necessary resources.

Development Summary for Darcy Walker

The following suggestions will help direct your development efforts:

Seeks Improvement

Learns from Your Mistakes.

- Keep in mind that a mistake only becomes a failure if you fail to learn from it.
- Don't blame others. Take responsibility for your mistakes.
- Discuss with others what you did right and what you could have done differently.
- Spend some time reflecting on a mistake. The time investment will pay off if you gain insights into the causes. Then put the past behind you. It will be most productive to focus on how you will apply lessons learned to future performance.

Learns from Criticism.

- Accept negative feedback as performance improvement information. Use it constructively to become more capable on the job.
- Realize that your self-perception of your performance may be different from the perceptions of others. Learning of the discrepancies in perceived performance can improve your effectiveness.
- Don't become angry or defensive. Giving negative feedback is hard enough. If you make it more difficult, you may stop the flow of valuable developmental information.
- Request feedback. Let others know you are open to suggestions. Thank them for their honesty.

Commit to Lifelong Learning.

- Stay current with business-related information, as it quickly becomes outdated.
- Improve the skills you have and learn new ones.
- Discover how you learn best. Then use those resources to develop competencies. (See the introductory paragraph above.)
- Take a self-directed approach to learning. Don't wait for someone to push you.
- Keep growing and changing; it's a law of nature and of business.

Анализ Менеджмента Организации



- Диагностика компетентности Команды



PROFILES International

CheckpointOnline

Language: English

Administrators: Log On

Privacy Policy

Products

Current user: Deiric McCann Client

Skill Builder: Help, Log Off

Current user: Deiric McCann Client

Help, Log Off, Checkpoint Central

Current user: Deiric McCann Client

Organizational Management Analysis Report Setup - Step 1 of 4

Meter balance: 0

IMPORTANT: In order to ensure the accuracy of the data you are viewing on screen, DO NOT use your browser's "BACK" or "FORWARD" buttons. Use the buttons and links provided on each page to navigate between steps.

* Indicates required fields.

Group Name
You may enter a name which describes the group for which the report is being prepared. The group name will be printed on the Organizational Management Analysis report.

Group name:

Description
You may enter a description of this report. This information will not be printed on the report, and is intended to help you determine the difference between reports at a later date. A maximum of 500 characters is allowed in this field.

Зоны роста Команды



Organizational Development Summary - All Raters

Color Key: ■ Percentage of Raters below the Favorable Zone
■ Percentage of Raters within the Favorable Zone
■ Percentage of Raters above the Favorable Zone

As accumulated from the CheckPoint reports, this report includes a total of 169 CheckPoint surveys completed by the various raters, Boss(es), Peers and Direct Reports. This graph shows the perceived management strengths and areas for development and compares this information to the critical skills required for success as chosen by your management team. All of these Organizational Development areas are explored in greater detail in a later section of this report.

You can see what percentage of raters identified their Managers as below, within, or above the Favorable Zone.

Skill Sets	(*)	Percentage of Raters		
Delegates Responsibility		29%	38%	33%
Seeks Improvement		29%	34%	37%
Listens To Others		28%	38%	34%
Thinks Creatively	6	27%	40%	33%
Cultivates Individual Talents		27%	39%	34%
Processes Information		26%	36%	38%
Facilitates Team Success	1	25%	31%	44%
Provides Direction	5	24%	40%	36%
Communicates Effectively	3	24%	40%	36%
Motivates Successfully	4	23%	30%	47%
Builds Personal Relationships		22%	38%	40%
Achieves Results	2	20%	29%	51%
Adjusts to Circumstances		19%	44%	37%
Takes Action		18%	39%	43%
Works Competently		17%	24%	59%
Instills Trust		15%	27%	58%
Works Efficiently		14%	46%	40%
Displays Commitment		10%	30%	60%

Насколько сильно мы
верим, что
находимся в ЭТИХ
критических
областях?

Программа развития организации



На чем нужно сфокусироваться моей организации?

Organizational Development Priorities, Cont.

Motivates Successfully

Builds Personal Relationships

Achieves Results

Communicates Effectively

Provides Direction

Приоритеты развития - представлены в порядке важности

Как нас найти?



www.profilesinternational.com

www.profilesinternational.com.ua

Олег Афанасьев

Управляющий партнер

Profiles International в Украине

oleg@profilesinternational.com.ua

Моб. тел. 8 067 401 31 71

