



Profiles International  
imagine great people

# PROFILES INTERNATIONAL

## Создание выдающихся Лидеров и Команд

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# Создание выдающихся Лидеров и Команд

[illegible]

**«Сверх-  
производители»  
уходят!**

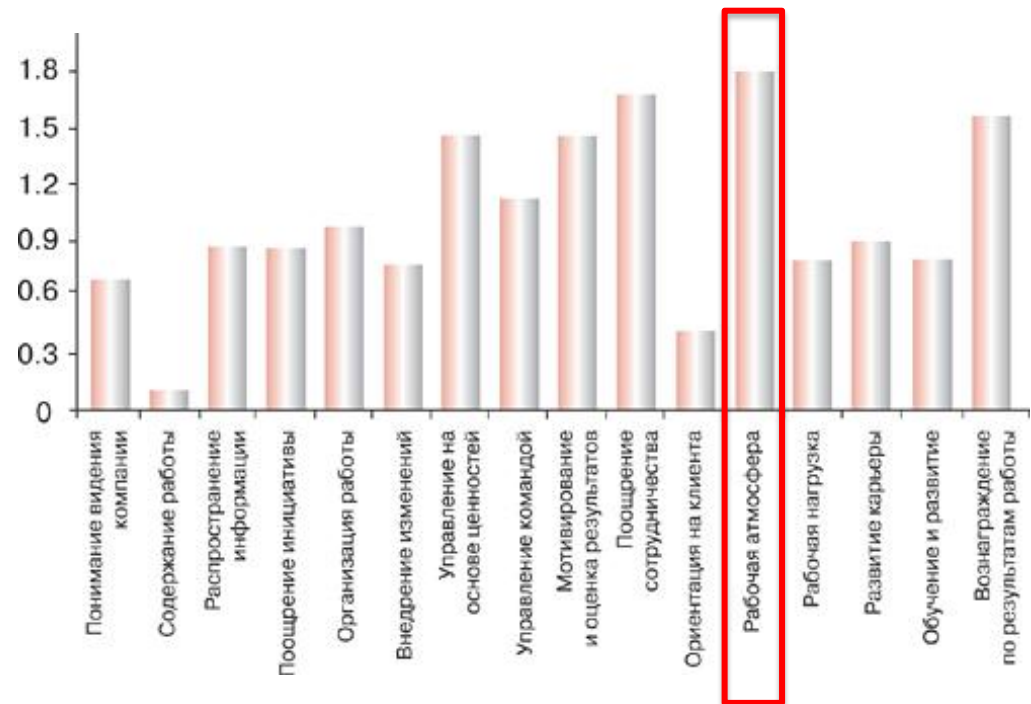




# Причина №2



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



## A collage of 12 images arranged in a grid-like fashion. The images include: a man in a turban, a young girl, a man in a yellow Brazil soccer jersey, the Burj Al Arab, a woman in traditional Japanese geisha makeup, a woman in a yellow headscarf, the Colosseum, a statue of a man, a woman in a green dress, a crescent moon and star, a woman in a white headscarf, and the Australian flag.

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- A group of five business professionals, three men and two women, are gathered around a wooden table in a bright, modern office. They are all looking at a laptop screen, which displays a complex data visualization or software interface. One woman on the right is pointing at the screen, while the others are leaning in, looking intently. The atmosphere is collaborative and focused. The office has large windows in the background, letting in natural light.



## A collage of 12 images representing various aspects of global diversity. The images include: a man in a headwrap, a young girl, a man in a yellow Brazil soccer jersey, the Eiffel Tower, the Burj Al Arab, a woman in a pink veil, a woman in a yellow headscarf, the Colosseum, a statue of a man, a woman in a green and white outfit, a woman in a white headscarf, and the Australian flag.

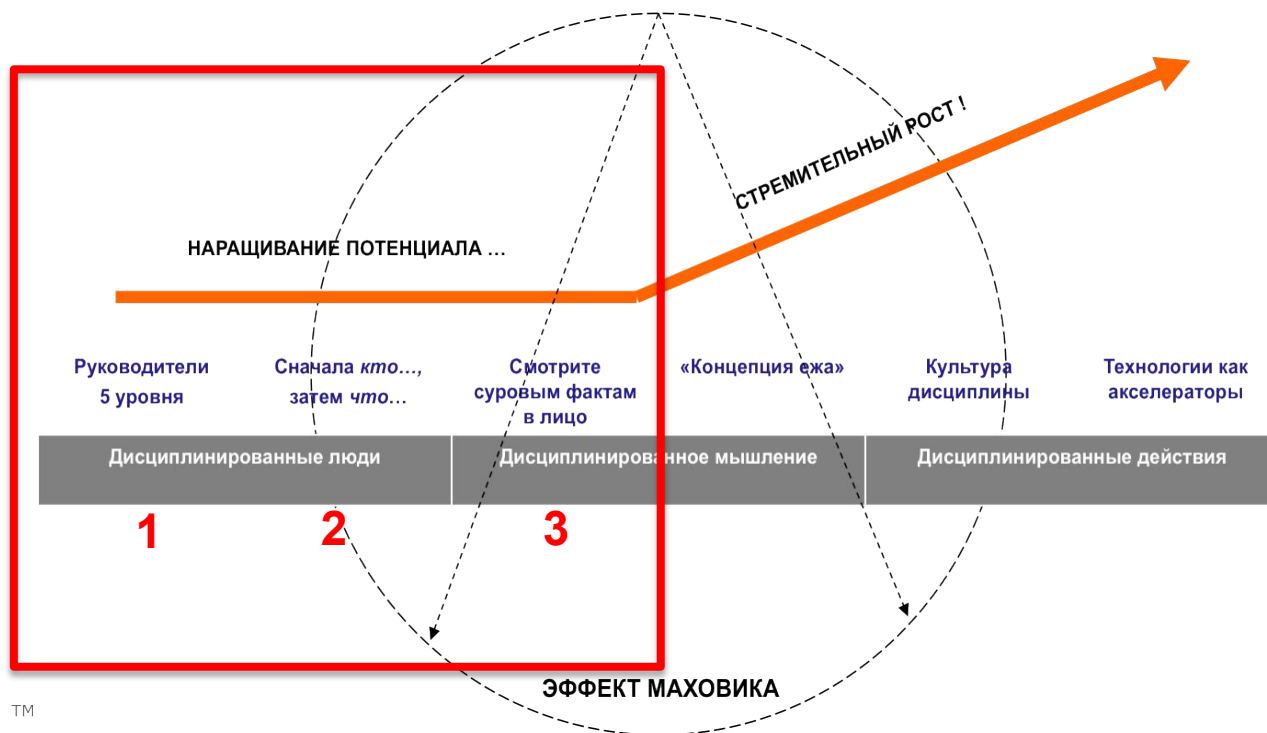
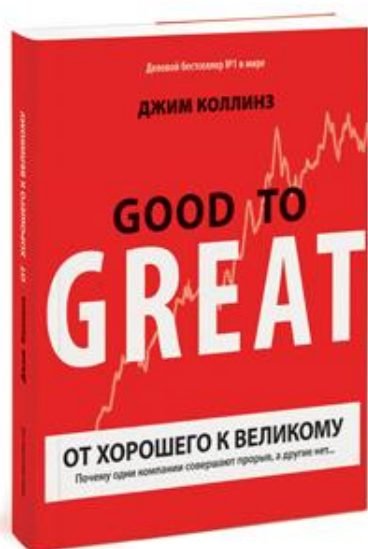
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# Что делают Лидеры?



- Profiles International помогает решить Три самые важные задачи ...



# Миссия Лидера



Джим Коллинз

## 1. Стремитесь стать руководителем пятого уровня

Такой лидер реализует себя не через личный успех, а через достижение высокой общественной цели – создание великой компании.

Джим Коллинз «От хорошего к великому»



# Команда Лидера



## 2. Действуйте по принципу: сначала «кто»... затем «что».

То есть любые преобразования в компании  
надо начинать с подбора нужных людей и  
избавления от людей ненужных.

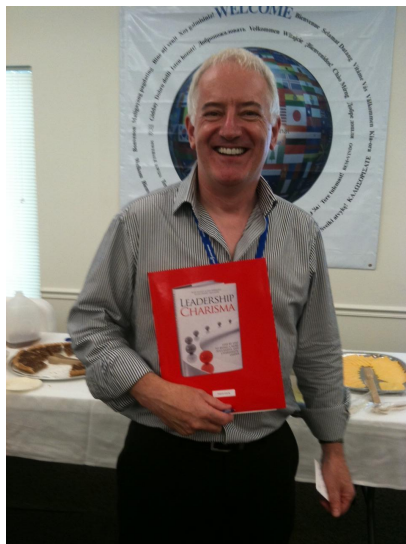
Джим Коллинз «От хорошего к великому»



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»

# Харизма Лидера



Дерек МакКейн

## • Харизматичность поведения выдающихся Лидеров

1. Коммуникация
  - Умеет слушать
  - Эффективен в общении
2. Развитие других
  - Ценит индивидуальные таланты
  - Мотивирует на личный успех
3. Продуктивность
  - Берёт и делает
4. Отношения
  - Строит личные отношения
  - Способствует командному успеху
5. Адаптивность
  - Мыслит творчески
6. Личное развитие
  - Демонстрирует приверженность
  - Ищет улучшений



# 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 проявляет 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 расхождении.
- 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. Умело 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

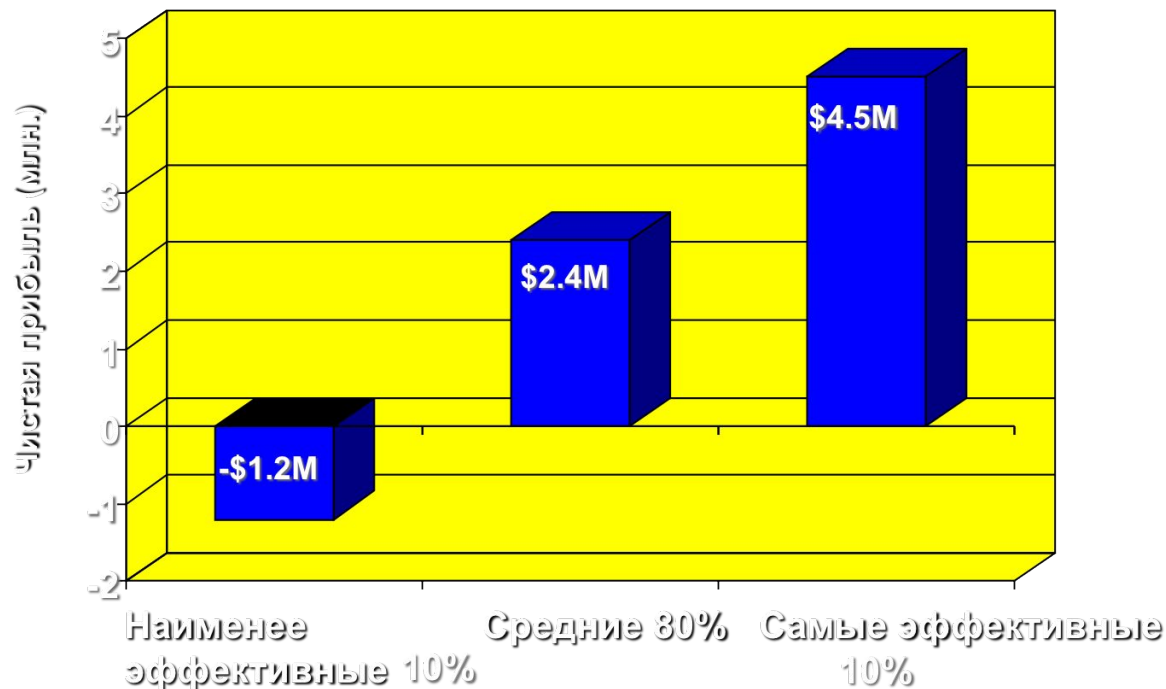
# Результаты Харизматичных Лидеров



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

## Хорошие лидеры приносят более высокую чистую прибыль

Команда лидеров Mortgage Bank – Оценка 360°

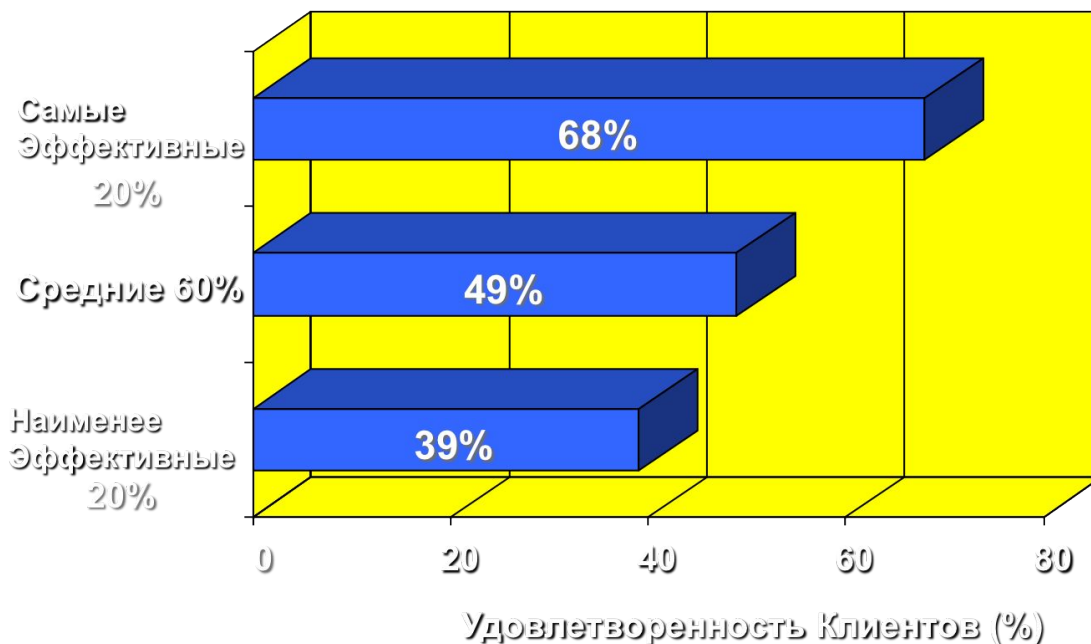


# Результаты Харизматичных Лидеров



У хороших лидеров более  
удовлетворенные клиенты

Управленческая команда лидеров Високотехнологичной  
компании – Оценка 360°





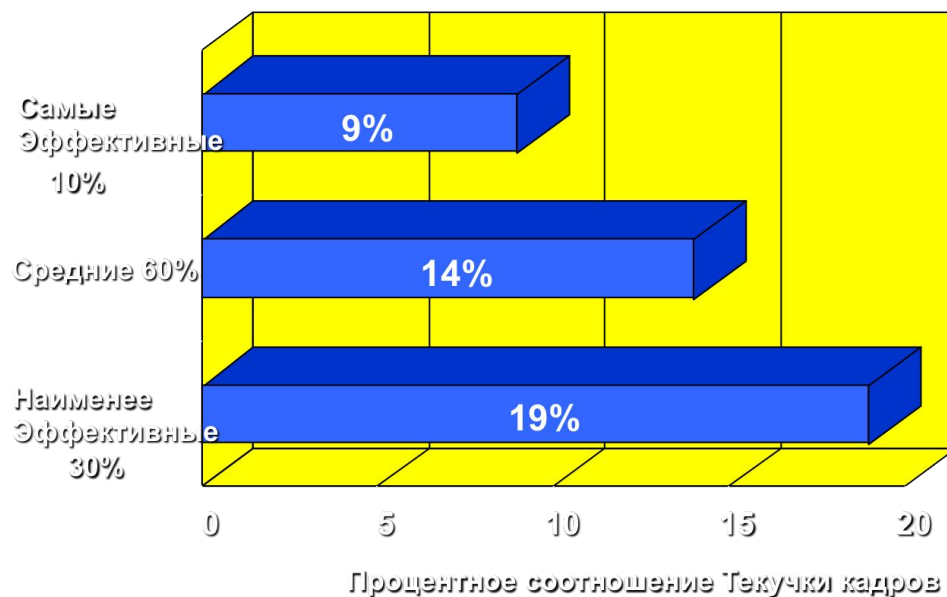


# Результаты Харизматичных Лидеров



У хороших лидеров меньшая текучка кадров

Управленческая команда Страховой компании – Оценка 360



## A collage of 12 images arranged in a grid-like fashion, representing global diversity. The images include: a man in a yellow Brazil soccer jersey; a woman in a yellow sari; a man in a green and white soccer jersey; a woman in a green and white soccer jersey; a man in a white soccer jersey; a woman in a white soccer jersey; a man in a white soccer jersey; a woman in a white soccer jersey; a man in a white soccer jersey; a woman in a white soccer jersey; a man in a white soccer jersey; a woman in a white soccer jersey.

- ## 8 универсальных Квалификационных категорий

- 
- The diagram is a circle divided into five main segments, each representing a category of competencies. Each segment is further divided into specific competencies. The categories and their respective competencies are:
- Лидерство (Leadership):**
    - Способность слушать (Ability to listen)
    - Умение вдохновлять (Inspire)
    - Делегирование обязанностей (Delegate)
    - Приспособляемость к обстоятельствам (Adaptability)
  - Гибкость (Flexibility):**
    - Креативное мышление (Creative thinking)
    - Индивидуальные взаимоотношения (Individual relationships)
    - Содействие командному успеху (Contribution to team success)
    - Умение работать эффективно (Effective communication)
  - Взаимоотношения (Relationships):**
    - Компетентность (Competence)
    - Активность действий (Active actions)
    - Успех в работе (Success in work)
    - Развитие индивидуальных талантов (Development of individual talents)
  - Решение задач (Problem Solving):**
    - Умение стимулировать работу (Ability to stimulate work)
    - Надежность и ответственность (Reliability and responsibility)
  - Личное Развитие (Personal Development):**
    - Общение (Communication)
    - Понимание нужд людей (Understanding the needs of others)
    - Ориентация в информации (Orientation in information)
    - Умение эффективно обучаться (Ability to learn effectively)
    - Профессиональный рост (Professional growth)



## Исполнительный обзор

- Благоприятная зона  
(3,50 - 4,25)

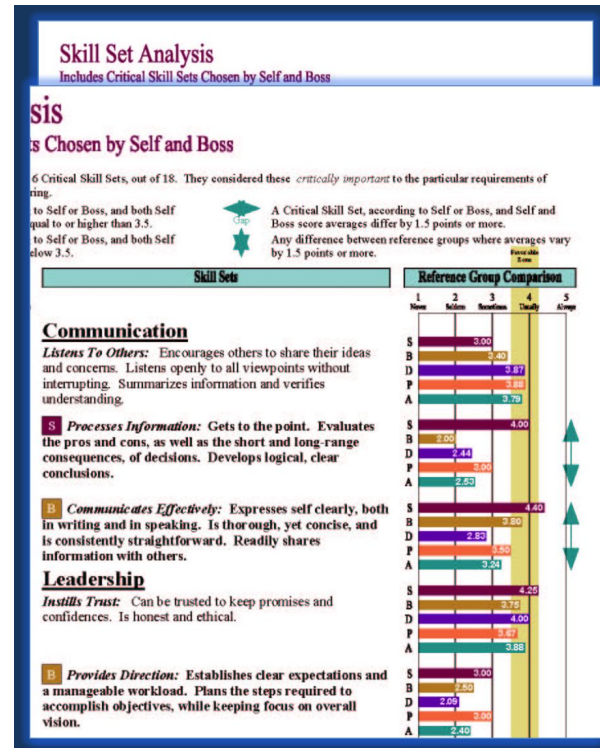
**Общий Счет Анализа**

0 1 2 3 4 5  
Наче́ркнуто Номе́ра Ре́зульты Ито́га Числа  
Всё Наблюдения Сам Участник  
Разница

Целевой Ключ: **У** Сам Участник **В** Все Наблюдатели (объединяет оценку Начальника, Подчиненных и Коллег)

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## Как мои управленцы-лидеры оценены по основным компетенциям?



# Зоны развития



## Strengths

A consensus of your reference group ratings shows these competencies are clear strengths, as they fall in or above the Favorable Zone.

### **S** Displays Commitment

Works Competently

### **SE** Achieves Results

Takes Action

Builds Personal Relationships

Works Efficiently

### **S** Adjusts to Circumstances

Instills Trust

Listens To Others

В чем они сильны?

В чем их нужно развивать?



## Development Areas

A consensus of your reference group ratings shows these competencies (which fall below the Favorable Zone) as in need of improvement and should be considered a top priority for your career development.

Thinks Creatively

### **B** Communicates Effectively

### **SE** Facilitates Team Success

### **S** Processes Information

### **B** Seeks Improvement

Motivates Successfully

Cultivates Individual Talents

### **B** Provides Direction

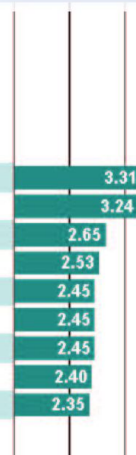
### **SE** Delegates Responsibility

Critical Development Area!

Critical Development Area!

Critical Development Area!

Critical Development Area!





# Программы развития



## Development Summary for Darcy Walker

The following suggestions will help direct your development efforts:

### Delegates Responsibility

- Delegate to Free Up Your Time
  - Get used to the fact that others can do the job.
  - Examine your workload and delegate.
- Delegate to the Best Person for the Job
  - Survey individuals to see what they can do.
  - Match people's strengths with work.
  - Present small, challenging tasks.
  - If you know a person is trying to do a job, give them the opportunity.
  - If no one has the qualifications for a job, provide the necessary training.
  - Consider the other person's workload.
- Oversee, but Don't Over-control
  - Give as much direction as necessary to get the job done.
  - During periodic progress reports, make your expectations explicit.
  - Clarify which actions will require authority to act independently.
  - Delegate in stages when appropriate, transferring to the other person.
  - Encourage others as they take on new responsibilities.
  - Help them succeed and encourage them to learn from their mistakes.
  - Remember that failure can be a disastrous mistake, but allow them 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.

### Facilitates Team Success

#### Handle Conflict in a Direct and Effective Manner

- Don't ignore conflict, thinking it will disappear on its own.
- Some discord 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 the decision-making process.

#### 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's strengths and weaknesses.
- Capitalize on each person's strengths and weaknesses.

## Пошаговый план действий Личностного развития

### 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 job descriptions in the workplace.
- Clearly communicate policies, procedures and goals.
- Make expectations known for job behavior and attitude.
- Spell out the expectations of your clients.
- Explain and answer questions until expectations are understood.
- 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 vision.
- Establish short and long-term goals that are concrete.
- Continuously evaluate systems and processes. Make the organization more efficient.
- Plan time for team members to report their individual progress and view of the group effort.
- In planning the steps necessary to complete a project, set the final deadline.
- Plan for, and make available, all necessary resources.

### Seeks Improvement

#### Learn 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.

#### Learn 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.

## A collage of 12 images representing various aspects of global diversity. The images include: a man in a headwrap, a young girl, a man in a yellow Brazil soccer jersey, the Burj Al Arab, a woman in a pink veil, a woman in a yellow headscarf, the Colosseum at night, a statue of a man, a woman in a green dress, a woman in a white headscarf, the Eiffel Tower, and the Australian flag.

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# 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	23%	31%	44%
Provides Direction	5	24%	40%	36%
Communicates Effectively	3	24%	40%	36%
Motivates Successfully	4	23%	36%	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?



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# Как нас найти?



[www.profilesinternational.com](http://www.profilesinternational.com)

[www.profilesinternational.com.ua](http://www.profilesinternational.com.ua)

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