# John Example

Report TLC-Q advice

# Introduction

Leading a team requires a number of specific competences. This report gives a description of how you see yourself as a team leader; what motivates you, what you are good at and what competences you actually show in practice.

The questionnaire you have just completed is based on 13 competences that are needed in order to be able to lead a team well. These competences stem from management literature, scientific research and from own research into what makes team leaders effective. In this questionnaire you were not only asked how often you apply a competence and how well or effectively you apply it, but also to what extent you like making use of this competence. The assumption here is that motivation and talent lead to certain competences and that these competences lead to results. The test provider also bases its management coaching and management training on this approach to team leadership.

Each situation and each team needs to achieve a specific result. Just as individual management should depend on the context, team management is also context specific. That is why this analysis shows which competences are important in your present context. The goals that you deem necessary for the team are used as a starting point. In order to achieve these goals, you as team leader need to possess specific competences. Your qualities will be used to indicate the types of results you tend to achieve, irrespective of the team context. This determines either to what extent you are the right person to lead your team in your specific context, or what changes you need to make to become an effective team leader in this phase.

This computer-generated report first presents the questionnaire results and gives an indication of which competences motivate you the most and which motivate you the least. Secondly, it indicates which competences you perform best and which you perform least well, followed by an indication of which competences you use the most and which the least in practice. This is followed by a description of your management style and what you want to achieve with your team. Finally, the report provides an analysis of your competences and personal development.

This report is meant to help you get a clear picture of what is needed to lead your team at the present time and in which ways you can contribute to that effectively.

## Disclaimer and copyright

In accordance with NIP guidelines, this report is valid for a maximum of two years as people may change over a period of time.

This automatically generated report describes an individual's personality traits as derived from the answers to the questionnaires. The answers are compared to those given by a large group of other people. The subjective nature of assessments based on questionnaires should be taken into account when interpreting the results. The test supplier can therefore not accept responsibility for the accuracy of the results and descriptions.

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# Your results

We will now present the main results. These results are based on the answers you gave in the questionnaire.

## Motivation

Your general level of motivation for team leadership can be described as very high. This means you are extremely motivated to use most competences. Leading a team will therefore give you a lot of satisfaction. This is a very good starting point as motivation forms the basis of competence. This type of job will give you pleasure and energy.

What do you find most motivating?

Taking the above into account, the following activities are relatively the most motivating:

| | |
|---|---|
| **Generating** | You want to be the source of creative and innovative ideas and you like building constructively on the ideas of others. You also like to stimulate team members to develop their own ideas. |
| **Consulting** | You enjoy giving attention to team members by asking them questions and helping them identify which goals they want to pursue and how. You act more as a consultant and give limited guidance. |
| **Supporting** | You enjoy giving your team members emotional support. They can always come to you with their problems and you like to act as a sounding board for them. You like to offer the necessary constructive support. |
| **Reasoning** | You like convincing others using facts, arguments and examples. You believe in the merit of your own ideas and you can stick to them. |
| **Coaching** | You find it motivating to help team members develop their qualities, to give feedback, and to recognize and name team members' qualities. |

What do you find least motivating?

The following competence motivates you the least:

| | |
|---|---|
| **Supervising** | You do not like drawing up rules and standards, nor checking up on team members and correcting them if necessary. |

# Strength and weakness analysis

General level of your performance as a team leader.

Along with motivation, it is interesting to see how you rate your ability as a team leader. On the whole you rate your ability as a team leader as extremely good compared to others.

What are you best at:

The following competences emerge as being relatively the strongest:

**Coaching** You see yourself as being good at strengthening the development and qualities of team members. You find it easy to give feedback and you are able to recognize and name team members' qualities and skills.

**Empowering** You see yourself as being good at encouraging the involvement and self-reliance of team members by providing trust and delegating decisions.

**Delegating** You see yourself as being good at delegating tasks and authority to team members. You also give team members the resources to carry out their tasks and you have no difficulty giving clear instructions concerning the desired results.

**Connecting** You see yourself as being good at creating a common bond between team members. You pay attention to team spirit and to what brings people together, and you make sure there is a good atmosphere within the team.

**Generating** You see yourself as being good at developing and introducing innovative ideas, making suggestions on how to achieve progress, and constructively building on other people's ideas.

What is your weakest skill?

The following competence emerges as your weakest:

**Supervising** You see yourself as being less good at supervising team members' the work. You do not find it easy to draw up rules and standards and have difficulty providing certainty and clarity about them.

# Your behaviour

General level of your performance as a team leader.

Finally, it is interesting to look at how you behave in practice. Assuming that a team leader should act in a way that expresses a relatively high number of management competencies, it is noticeable that you display a lot of leadership behaviour.

You actively display most competences and are a clear leader. You could, however, ask yourself whether you make enough choices. By setting priorities, you may be able to increase your effectiveness.

What is your most common behaviour in practice?

You use the following competences the most:

**Connecting** — You often work to create a common bond between team members. You pay a lot of attention to team spirit, to what brings people together, and you make sure there is a good atmosphere within the team.

**Inspiring** — You inspire and enthuse team members. You often show personal concern about future opportunities and results.

**Consulting** — You discuss goals with team members a lot. By asking questions, you help team members understand what their goals are and what is important in achieving these goals. This increases team members' sense of purpose.

**Reasoning** — You are able to convince other people with facts, arguments and examples. You maintain a belief in the merit of your own ideas.

**Supporting** — You offer emotional and social support. You listen to your team members and you verbalise their feelings and ideas. This encourages their self-confidence.

What do you do least frequently in practice?

You apply the following competence the least in practice:

**Supervising** — You rarely check team members' work. Furthermore, you do not often draft rules and standards, at the possible expense of certainty and clarity.

# Managerial style

Managerial style can be divided into a more people-oriented and a more task-oriented style of leadership. These styles are not mutually exclusive, both can be present to a greater or lesser degree. That is why an individual score for each unique style is given.

Sten scores

| | |
|---|---|
| **People-oriented** | 10 |
| **Task-oriented** | 10 |

You have no clear preference for either a people-oriented or task-oriented approach.

# Your distinctive competences

Everybody possesses distinctive skills, also called core skills. These are based on a combination of your motivation and your talent. By analysing the data and looking to what extent you possess certain leadership skills, we note that you tend to achieve the following type of result with your team. Below you will find the type of result and how it is reached.

**Unity, team spirit:** Promote the positive within the team.
No matter where you work, you will tend to get this type of result. It comes to you easily.

**Innovation:** Be a source of fresh ideas.
No matter where you work, you will tend to get this type of result. It comes to you easily.

**Skilful team members:** Strengthen team members' development and qualities.
No matter where you work, you will tend to get this type of result. It comes to you easily.

**Insight:** Present arguments strongly.
No matter where you work, you will tend to get this type of result. It comes to you easily.

# Desired results

## Priorities: Which results do you consider to be the most important to achieve with your team.

Highest priority:

**Enthusiasm:** Team members must become more enthusiastic.

Also important are:

**Unity, team spirit:** Cooperation, unity and team spirit should be increased.

**Leeway for team:** The team should be able to make more use of the organisation's facilities, parameters need to be strengthened.

Which competencies would be required in your team?

In order to achieve the highest priorities, you will have to show the following:

**Inspiring** Being able to involve team members in ambitious plans and able to (intrinsically) motivate them to achieve the set goals.

**Connecting** Being able to create a feeling of community and team spirit within the team.

**Representing team internally** Being able to positively represent the team and bring it to the fore within the organization.

## Your own contribution

Now we will take a look at your qualitative and quantitative scores for these competences. For your quantitative assessment we examined how often you actually use the three competences mentioned above in practice. For your qualitative assessment we examined how much you enjoy performing the three competences mentioned above and how good you consider yourself to be at them.

### Quantitative

You show more than enough leadership qualities to achieve a good team performance.

### Qualitative

You have many qualities to provide the the necessary type of leadership in the current team context. You seem to possess sufficient qualities to do the job.

(Keep in mind that these statements are based on your own assessments!)

# Final remarks

First of all some perspective about this report. The results are computer-generated, based on a limited questionnaire. The report is primarily intended as an incentive to self-analysis. On the other hand, the model offers a tried and tested measure of team leadership, and it can provide you with useful information. We advise you to take a look at the graphical overview in chapter 7 in order to analyse for yourself how things stand: you are the one who will have to make choices in terms of your team leadership and personal development.

Should you be interested in a more thorough analysis of the qualities of your management potential, then it may be useful make use of a talent assessment or management development assessment test in your organisation. Keep in mind that the quality of the management determines, to a high degree, the quality of the organisation.

We wish you all the best and hope you enjoy developing further and leading your team!

# Graphical representation

During the test, for each subject, you indicated how often you do something, how good you are at it, and how enjoyable you find it. This graphic representation shows your attitude to each activity in sten scores.

Sten scores

### Consulting
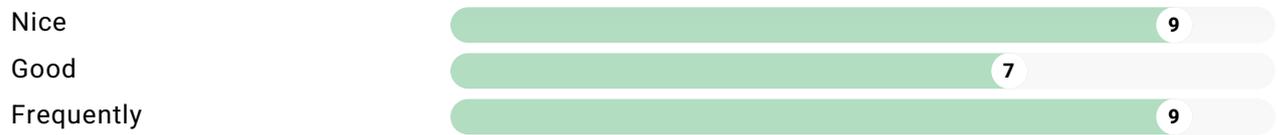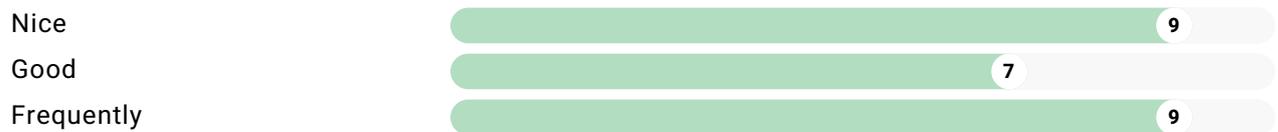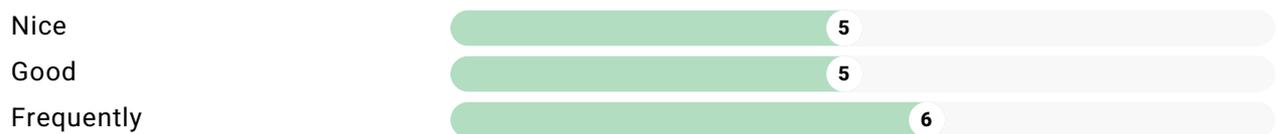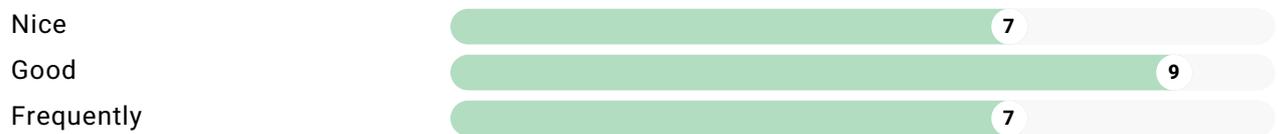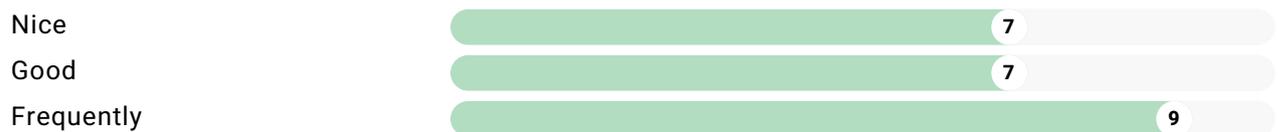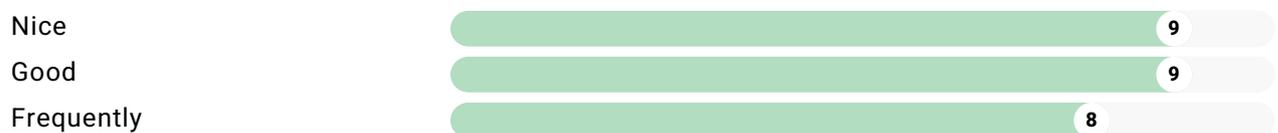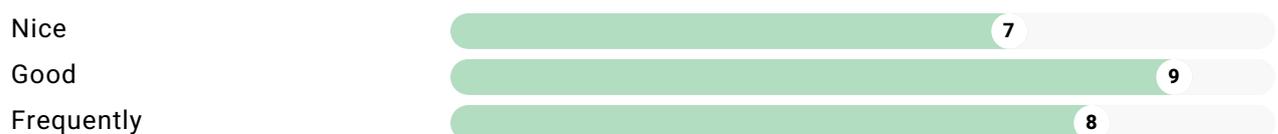
| | |
|---|---|
| Nice | 9 |
| Good | 7 |
| Frequently | 9 |

### Supporting

| | |
|---|---|
| Nice | 9 |
| Good | 7 |
| Frequently | 9 |

### Structuring

| | |
|---|---|
| Nice | 5 |
| Good | 5 |
| Frequently | 6 |

### Empowering

| | |
|---|---|
| Nice | 7 |
| Good | 9 |
| Frequently | 7 |

### Inspiring

| | |
|---|---|
| Nice | 7 |
| Good | 7 |
| Frequently | 9 |

### Generating

| | |
|---|---|
| Nice | 9 |
| Good | 9 |
| Frequently | 8 |

### Delegating

| | |
|---|---|
| Nice | 7 |
| Good | 9 |
| Frequently | 8 |

### Reasoning

| | |
|---|---|
| Nice | 9 |
| Good | 8 |

Frequently — 9

## Supervising

Nice — 4

Good — 5

Frequently — 4

## Connecting

Nice — 8

Good — 9

Frequently — 10

## Coaching

Nice — 9

Good — 9

Frequently — 8

## Representing team internally

Nice — 7

Good — 6

Frequently — 7
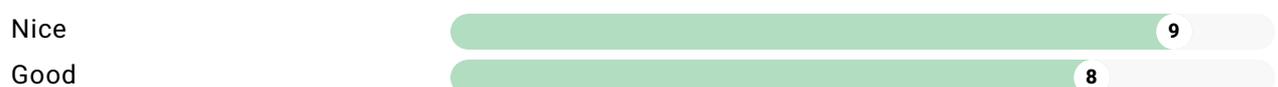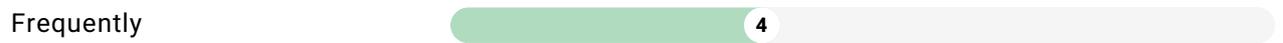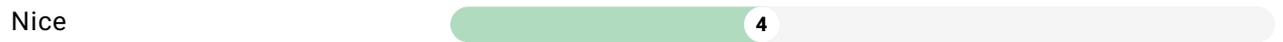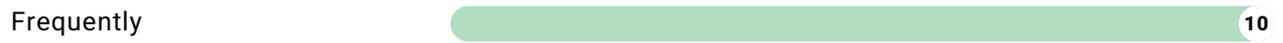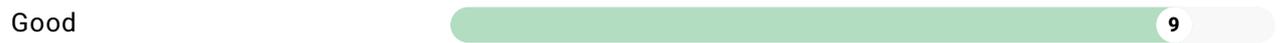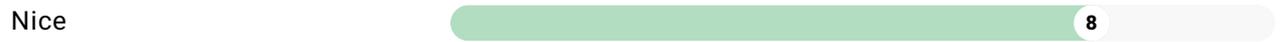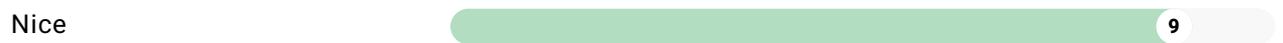
## Representing team externally

Nice — 5

Good — 6

Frequently — 6

# Interpretation of the scores

This report contains a number of figures which we would like to explain. The graphic representation of the personality traits is shown in sten scores.

Sten scores have the following meanings:

| Sten | Meaning |
|------|---------|
| 1 | Far below average |
| 2 | Well below average |
| 3 | Below average |
| 4 | Just below average |
| 5 | Average |
| 6 | Average |
| 7 | Just above average |
| 8 | Above average |
| 9 | Well above average |
| 10 | Far above average |