

The Whole Person Assessment

Assessment Domains

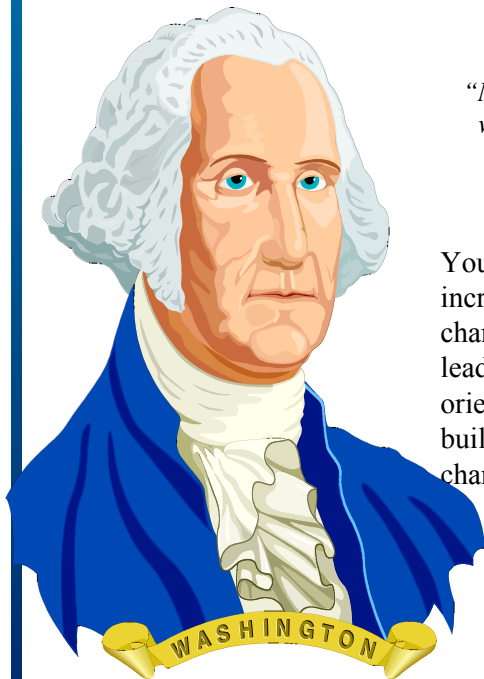
Those who wish to become **great transformational managers and leaders** must develop a holistic view of their capabilities. To just focus on management or leadership would be a mistake. It like looking at a rainbow and only seeing two colors. This assessment focuses on the five domains of business acumen: **Self-mastery, Leadership, Management, Technical, and Strategy and Tactics.**

Uses of the Instrument

This instrument:

- Serves as a model for individual development and self-improvement,
- Defines a growth path for the future,
- Provides a comprehensive view of business expertise,
- Is change oriented and transformational in it's focus, and
- Integrates into leadership development, training and coaching.

The Leadership Domain



“My definition of a leader . . . is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it.”

Harry S. Truman, 1884-1972

You never get too good at the art of leadership. It's becoming an increasingly important skill to develop as organization must change to stay competitive. Becoming a better transformational leader requires paying special attention to: developing change oriented influence abilities, enhanced communication skills, building high performance teams, and possessing desirable character traits. Categories include:

- Power and Influence—9 factors
- Communication Skills—8 factors
- Group Facilitation—5 factors
- Character—4 factors

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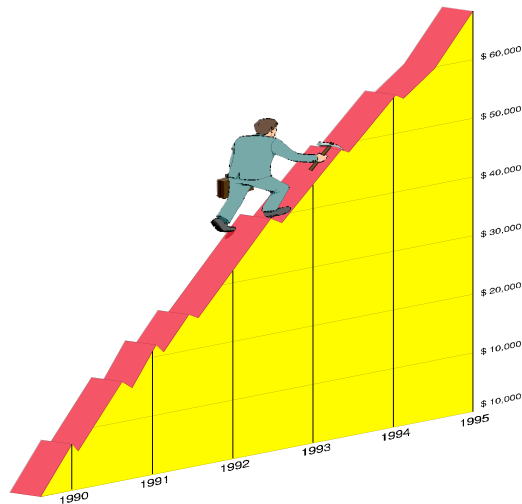
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The Managerial Domain

"Management Must Manage".
Harold Geneen, Former CEO IT&T

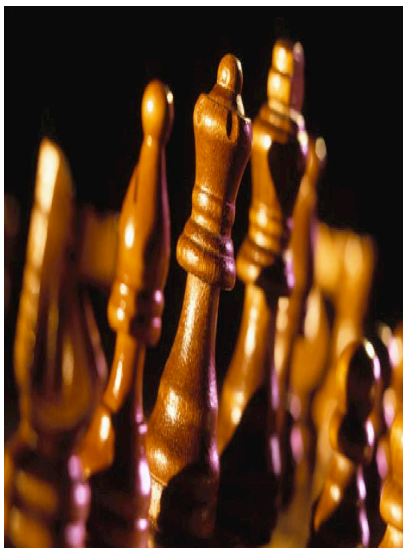
One cannot succeed in the world of business without a strong management knowledge base. Those who have had the benefit of a business education will recognize that there are timeliness concepts and principles of American management. This domain looks at twenty elements of management including: type of work, key processes & organizational functions. Categories include:

- Nature of Work—2 factors
- Management Processes—4 factors
- Functions—14 factors



Strategy and Tactics

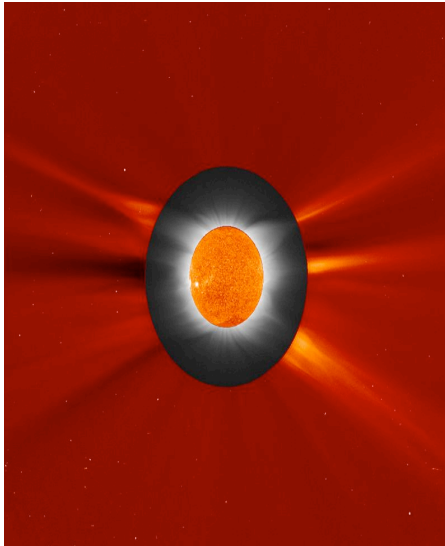
"I'm a problem solver—I solved the same problem 50 times last year."
A manager's lament



It's commonly said that managers are decision makers. But making a decision is easy compared to solving a complex problem. This domain assesses elements of problem solving from definition to evaluation. It stresses both knowing what to do and how to do it. Strategy and tactics is also about thinking things through conceptually—for knowing what to do is as important as acting on what you know. Category factors include:

- Problem Solving & Decision Making—11 factors
- Organizational Development—5 factors
- Environmental Scanning—6 factors

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The Self-Mastery Domain

“Knowing others is knowledge; knowing your Self is wisdom. Mastering others is influence, mastering yourself is true power.”

Thinkexist.com

Few individuals understand the workings of their own mind and so they fail to develop hidden talents and access mental resources lying closely below the surface. Managers fail to understand that after college, they often enter a period of arrested self-development. They continue to learn little about their minds and many fail to realize that career success depends on knowing how to change mental processes and master states of mind.

Categories include:

- Wisdom—5 factors
- Resourcefulness—7 factors
- Goal Driven—2 factors
- Self-Improvement—6 factors
- Self-Control—5 factors

For Further Reading:

<http://www.legacee.com/Info/Leadership/SelfDevelopment.html>



The Technical Domain

“If GM had kept up with technology like the computer industry has, we would all be driving a \$25 car that got 1000 mpg.”

Bill Gates, Chairman, Microsoft

While technical tools are more important early in one's career, executives and managers should continue to develop this side of their competency base. For example, most managers should invest time each year to learn new information technology hardware and software. In this part of the assessment, each individual identifies the technology tools they need to work on. There are three general categories:

- Equipment & Tools
- Software Programs
- Technologies