

Managerial Effectiveness

Report

Demo Report

Sales Manager

February 2024

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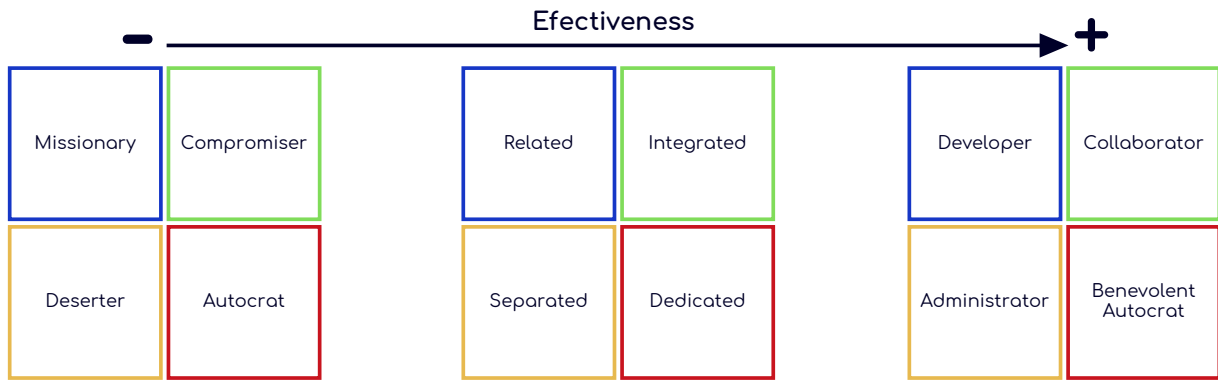
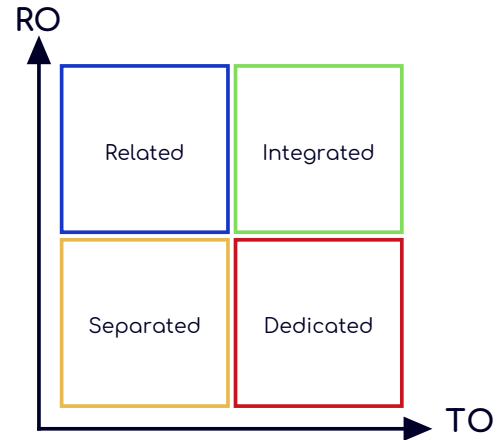
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3D Theory

William James Reddin, author of the 3D Theory, designed behavioral concepts to implement work practices that led individuals to be more effective and organizations more successful. This theory is based on two basic behavioral elements such as the tasks to be executed and the connection between the person with others as he/she interacts. Tasks (TO) and relationships (RO) are independent of each other. From their interconnection, four basic behavioral styles arise that facilitate the understanding of human behavior.

Individuals with a separated style tend to be cautious, accurate, and fact-based. Those with a related style emphasize development and growth through long conversations and connecting with others personally. Those with a dedicated style take the initiative constantly, determine tasks, and assign responsibilities to others. Lastly, those with an integrated style innovate, collaborate, and reach agreements with others. Behaviours usually do not fit perfectly into these four types. Nonetheless, they are very useful as a general framework.

Further research clearly determined that any of these four behavioral styles may be effective in specific situations. Effectiveness may vary depending on the situation. This means that each of the four basic styles has a less effective equivalent and a more effective equivalent, which results in eight managerial styles. Therefore, individuals will be more effective as they adapt their behavior to the situational requirements.



About William James Reddin

Reddin was a renowned British thinker and one of the main behavioral scientists who developed the 3D Managerial Effectiveness Theory. He graduated from Harvard Business School, then pursued his doctoral degree in the Massachusetts Institute of Technology and Bradford University.

Reddin served as dean for the Faculty of Business of the University of New Brunswick. After seventeen years serving as an academic, he decided to build a global consultancy practice specialized in managerial effectiveness and leadership development.

Report Methodology

Through this report, people will be able to collect information, as of its date of application, on the behavioral impact of the person in their current job situation and diagnose their leadership effectiveness. It is strongly advised to use this assessment tool periodically. Its goal is to make people reflect and undertake changes. Behavioral effectiveness expires.

The results allow people to increase their level of situational sensitivity and style awareness to then behavioral changes to be more effective and less prone to burnout. It also allows to find the structural support to migrate to a more effective style.

The report provides the following information:

01 The person's preferences and style predictability.

In this section, some preferences are described in order to understand the person better. Nevertheless, these are not related to their level of effectiveness.

02 The smart way to use a winning style and have the right impact.

reddin proved that leadership effectiveness is not related to personal preferences (or personality) but to the smart implementation of behaviors to a specific situation. If people can adapt their leadership style to the current situation, they shall be more effective.

Reddin's studies were incorporated into his thesis and eventually led to a theory known as 3D. Such theory posits that when people use a single style drawn from their beliefs, their behavior will be one-dimensional; when people use behaviors chosen for their form, their behavior will be bi-dimensional; and when people use the behavioral style required, their behavior will be three-dimensional and thus more effective.

03 The steps to follow to develop an improvement plan.

In order to improve people' managerial skills, it is fundamental to assess where they stands to then undertake initiatives to refocus their effort. It has been proven that when individuals undertake several change initiatives, they find it harder to focus and accomplish them. A person should focus on maximum three to four initiatives simultaneously.

About the Diagnosis

The Managerial Effectiveness Diagnosis (MED) is a matrix type test with 320 phrases distributed in 80 characteristics of force-choice method. It was designed by William James Reddin in 1983 in order to measure the requirements that managers see in the position they hold as well as their response to such requirements.

Its indicators include eight (8) leadership styles, two (2) orientations towards job execution and twenty (20) task elements. The MED complies with high indexes of reliability as well as internal and external validity (content, criteria, and construct).

Preferred Style

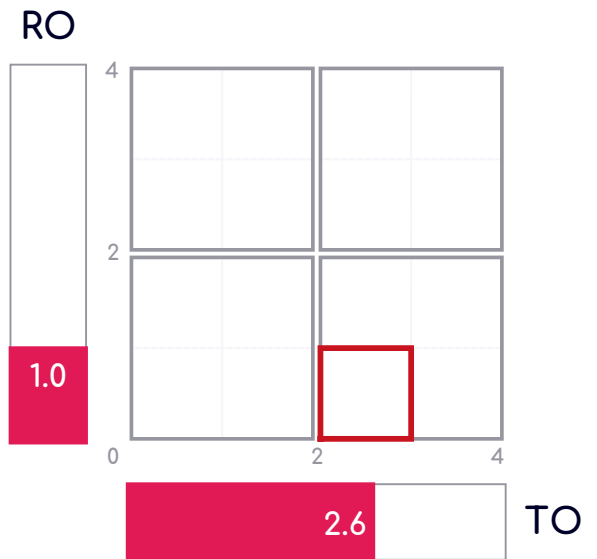
Preferred style: The result from the combination of the levels of task orientation and relationship orientation. It represents the set of behaviors with which the person feels the most comfortable and uses naturally. It is the easiest way to influence the person and the language that resonates the most with him/her in a conversation.

Task orientation (TO): The extent to which a person directs his/her efforts and that of others towards the task execution.

Relationship orientation (RO): The extent to which a person creates an atmosphere of trust and freedom among the individuals around him/her.

Dedicated

- Takes initiative to make others follow regulations.
- Keeps communication channels institutional and agile.
- Is consistent with time limits.
- Is implementation-oriented and follows agreements.
- May perform effectively in tasks that require initiative.
- Uses conflict to reach agreements.
- Treats others with professionalism and based on the hierarchy.



Recommended Responsibilities

- Responsibilities in functional supervision of competent and competitive groups, in charge of complex tasks that the person clearly masters.
- Responsibilities in areas where results depend directly upon applying authority over superior and employee personnel, with reserved authority over same-level colleagues (peers).
- High level of interaction with organizational sub-units in areas where the person is strong, with well-defined authority limits.
- Direction of complex structured tasks where productivity and quality are important.
- Responsibility for optimizing task processes.
- Variable, unpredictable and tense environment.

Need for power and status:

Irrelevant

Not important

Important

Very important

Ideal Team

The person will be more effective with people that are:

- Industrious and dedicated, with a need for some autonomy.
- Responsible with specific tasks in which efficiency is important.
- Competitive to a certain degree.
- Organized and spirited, devoted to the organization's cause.
- Reliable with tasks that require control over productivity.

Suggested span of control:

Between 2
and 4

Between 3
and 5

Between 4
and 6

Between 5
and 7

Between 6
and 8

Between 8
and 10

Strengths

Reporte is a person who is convinced that an organization's success depends on expert and disciplined task execution; for this reason, he maintains high level requirements for personnel under his command. His margin of tolerance for deviations is minimum and he offers strict supervision to make sure that implementation is exact. However, his structural insecurity causes him to frequently exhibit erratic and ineffective conduct. If it is necessary to intervene directly to correct deviations, he will do so with no concern about disturbing people's state of mind.

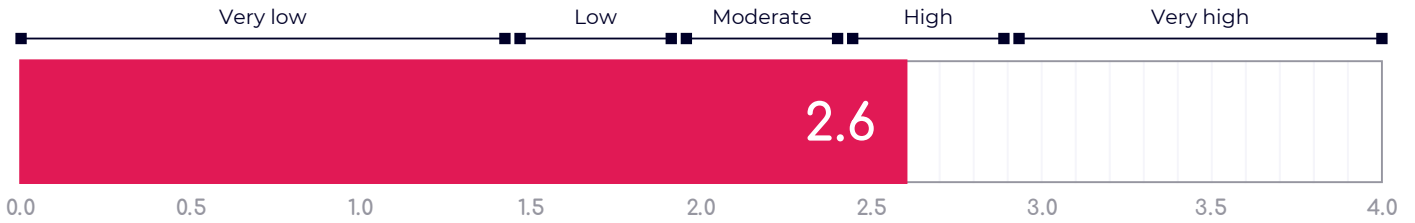
Reporte as a manager considers that people around him are fundamentally entities who bear specific responsibilities. He leans more toward responsibilities with low administrative and paperwork requirements, for which reason his communication tends to be more oral than written and his interaction rather informal. He is willing to participate at any time, although at times immaturely and without originality.

Weaknesses

Reporte acts like a sullen, cold, distant, calculating and suspicious person, creating an environment of tense emptiness around him. In the midst of such a circumstance, people usually react with caution and desire to escape. Because of his singular way of being and thinking, he continually refers to recent events to rebuke others, overlooking any mark worthy of recognition. His means of interaction is derogatory criticism together with a process of discrimination and segregation. As a prejudiced person, he usually moves away from anyone who in his opinion does not agree with his standards of action and intelligence, but he does not only stay apart but also denounces and scorns ironically.

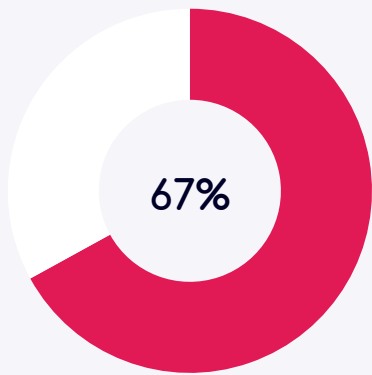
Reporte is a person who continually feels required to employ his maximum effort and thus achieve survival. His normal state is to strive to keep up-to-date. The small advantages he gets represent a breathing spell before again facing growing pressures.

Effective Leadership Index



Effective Leadership Index measures the level of consistency with which the person behaves in their current environment. A highly effective person is able to achieve results with little effort and less burnout, which enables them to spend more time creating their future.

The person's Effective Leadership Index is greater than 67% of the assessed individuals.



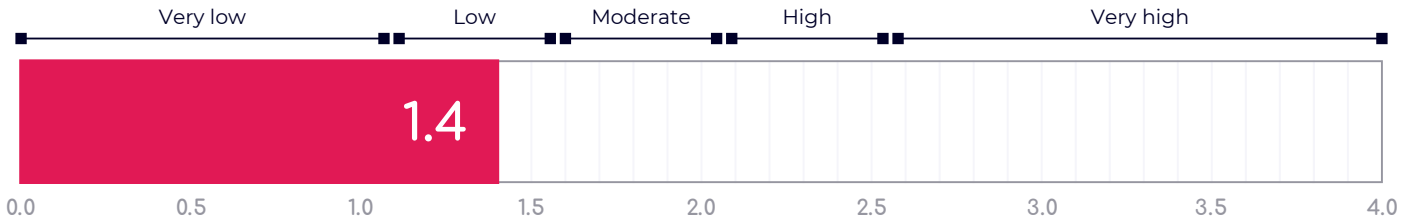
Reporte is a person of high effectiveness who gets results by directing his own efforts and those of others toward an established goal. He is found to be like a figure of authority and security, which does not allow questioning. He will always have a reason of principle to sustain his position in cases where his knowledge does not reach. His leadership is effective as a function of his knowledge and experience, which are unquestionable. Reporte manages to adhere to guiding principles but exhibits crudeness toward the people with whom he works, because his interest for them is exclusively as one more resource on the job, which enables him to achieve results in his function.

Reporte is generally interested in short and medium term results and directs his employees adequately by being demanding and tenacious without creating unnecessary resentment. He accepts new and useful ideas although he sometimes does not develop many of them. Reporte gets others to do what he wants them to do, in order to satisfy established objectives. He evaluates other persons on the basis of the quantity, quality and time in which results are achieved.

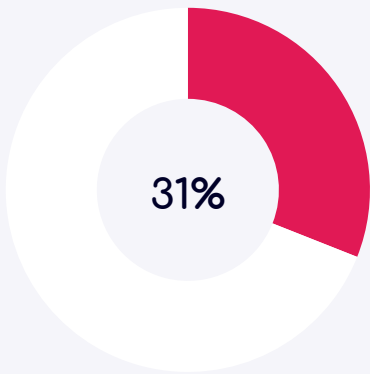
In certain situations of change, problems or conflicts, Reporte abuses the participative approach in an effort to maintain a productive and at the same time harmonious environment among his people, when he should choose a more active, comprehensive or disciplined behavior, this diminishes his effectiveness. He is then perceived as an undecided, ambiguous and idealistic person.

At other times, Reporte is greatly interested in complying and making others comply with superiors' resolutions and orders. He then likes to work apart and keeping at a distance from others and their tasks, because he all the time prefers for people to respond with sufficient responsibility and common sense, following directions. He is then found to be effective to manage structured situations, invariably looking for answers among procedures, regulations and policies. His leadership is strong, with capability to obtain what he intends.

Resistance to Change Index



Resistance to Change Index summarizes the behaviors through which the person opposes to the change efforts the organization makes. The percentage of people with the same level of resistance is of 31%.



Because of his mental structure, Reporte resists change only when it goes against his own values, if unconvinced about the capacity and knowledge of whoever proposes it or if it goes against established rules and procedures. However, due to his high effectiveness and ability to adapt his behavior to what the situation demands, he manages to open up to change, having self-confidence and trust in others and the organization.

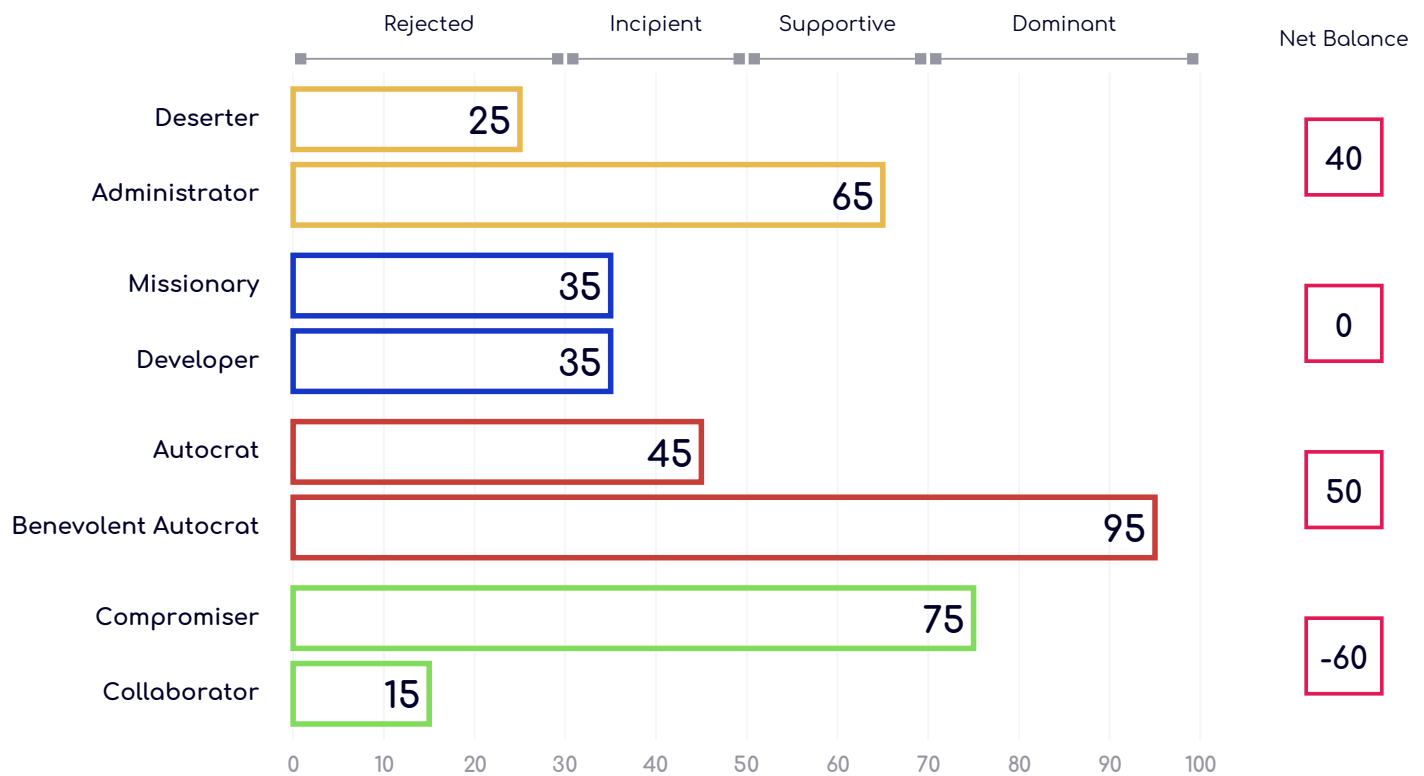
His resistance to change is observed in circumstances where Reporte insists on motivating the participation of his employees, even when it is obviously not appropriate. He then tries to minimize immediate problems instead of increasing production long term. He gets by compromise to amorphous and deficient decisions, which neither optimize nor solve anything, and with which nobody will really feel committed. His hesitant conduct leads him to ambiguity and idealism.

Balance of the Applied Styles

The 3D Theory makes two significant contributions to behavioral science. Firstly, it evidences that situations may be assessed. Secondly, it shows that the most appropriate behaviors may be identified based on the suitability of the leadership style according to the situation.

The following eight (8) styles described in the chart below represent the implementation and frequency of the person's influence style and its impact in the achievement of results. Highly effective styles are used when they suit the situation.

This way, the administrator style indicates efficiency while the deserter style, stagnation. The developer style indicates development for others; the missionary style evidences excessive tolerance while the benevolent autocrat shows productivity. The autocrat style shows authoritarianism. The collaborator style evidences synergy and the compromiser style, complacency.

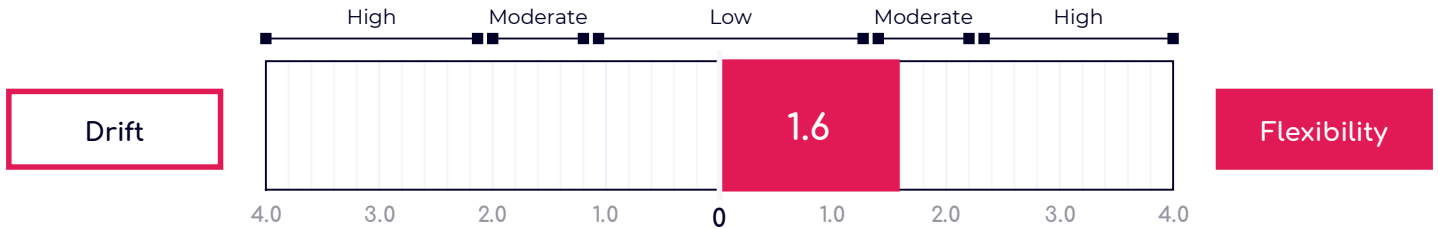


Range

The styles are as follows:

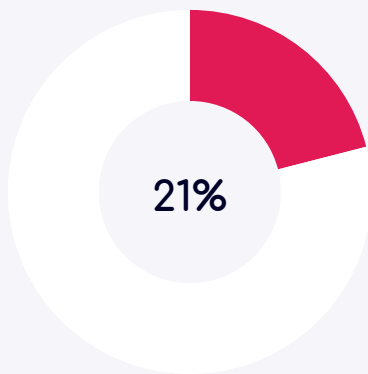
- **Rejected styles (0-29):** Styles the person hardly puts into practice.
- **Incipient styles (30-49):** Styles the person rarely uses but that may be developed through the right plan or arise from specific situational triggers.
- **Supportive styles (50-69):** Styles that surface in stressful or under pressure environments or when the dominant style failed to deliver the results the person expected.
- **Dominant styles (70-100):** Styles frequently evidenced in their person's current work situation.

Styles Repertoire Index



The Styles Repertoire Index predicts the situations in which the person will be the most capable. Individuals with resilience will manage themselves better in familiar environments for their determination and persistence while individuals with flexibility will do so in unfamiliar environments for their openness, versatility, and assertiveness. Individuals with rigidity will be intolerant to these situations and those with drift, ambivalent.

The percentage of individuals with the same range is 21%.



Repertoire Characteristics

An enterprising and ambitious person, yet at the same time fair, sensible, and willing to experiment. He has clear expectations of others and this allows him to evaluate them in a purposeful way. This individual is effective in communicating his ideas, conveying optimism and involvement in achieving results. He delegates assertively and is able to adapt to different situations.

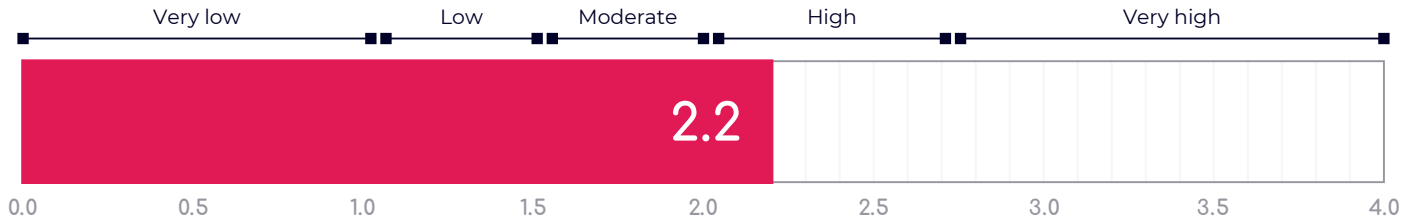
Suggested Roles

- Type of position: Directorship or high management in line functions and high volume operations of brand-name products or services in highly competitive markets, where his leadership and organizing capability add continuous improvement.
- Controller or auditor of profit centers where rigorous documentation is necessary.
- Specialist positions where innovation and order are required.
- Systems, information services or corporate accounting where his leadership and rigorous documentation are needed.
- Sales, quality or production of brand-name products and high risk operations for plural users, where his authority and discipline add continuous improvement when change is unpredictable.

Most Appropriate Management Position

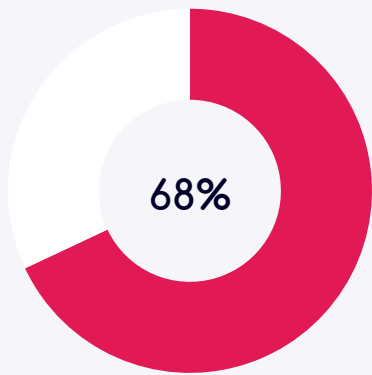
Positions where he can maintain good relationships with service areas, managing to satisfy interdepartmental requirements.

Level of Effectiveness Under Stress



The Level of Effectiveness Under Stress indicates the person's ability to respond with the appropriate behavior in unexpected situations with increased tension. A high or very high level indicates the ability to respond with consistent and high-impact leadership.

The person's Level of Effectiveness Under Stress is greater than 68% of the assessed individuals.



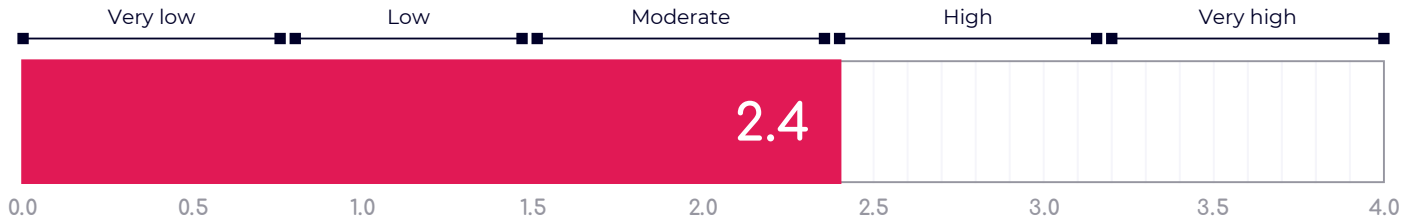
His ample repertory of conducts makes it possible for him to be more objective under certain pressure situations. On occasions, his openness allows him to appreciate various viewpoints, thus obtaining a more complete version of reality. Reporte clearly identifies where to use prudence, patience and restraint, where strength and drive, and up to what point tolerance and autonomy. However, when his authority role is not well-defined or in some tense situations, it is difficult for him to distinguish when to say "yes" and when to give a negative, thus diminishing his effectiveness.

When facing stability, Reporte manages to positively influence his people, as he exhibits energy and obtains high quality results in the required time. The set of internal standards he possesses is firm and his scale of values is clear and strong, which leads him to seek the creation of a productive environment. His self-confidence and way of doing things enable him to direct others' efforts in a highly effective manner.

When facing problems or conflicts, Reporte resorts to ambivalence and a preference for vague notions. What most influences his decision-making process tends to be the most recent or powerful pressure. The excessive use of participation when it evidently turns out to be inappropriate leads him to poor or compromise decisions where nothing is optimized or solved.

In some situations of considerable pressure, Reporte relies upon logic and reason. He then tries to maintain order and for his people to comply with basic performance standards. He organizes and manages his department in an effective manner, complies with organizational objectives and creates consistency and agreement.

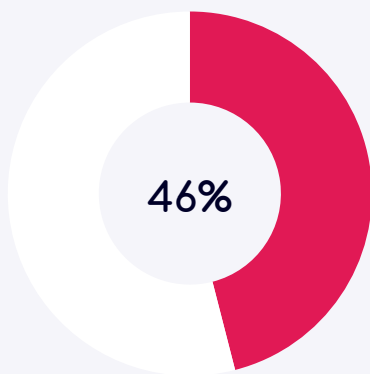
Need for Structure Index



The Need for Structure Index represents the level of support the person requires from the structure (hierarchy, information, policies, specific orders, and formal channels) to lead effectively.

A low level indicates that the person is able to decide autonomously without generating risks for the organization. A high level indicates that the person needs support from the organizational structure in order to facilitate their goals.

The percentage of people with the same level of Need for Structure Index is of 46%.

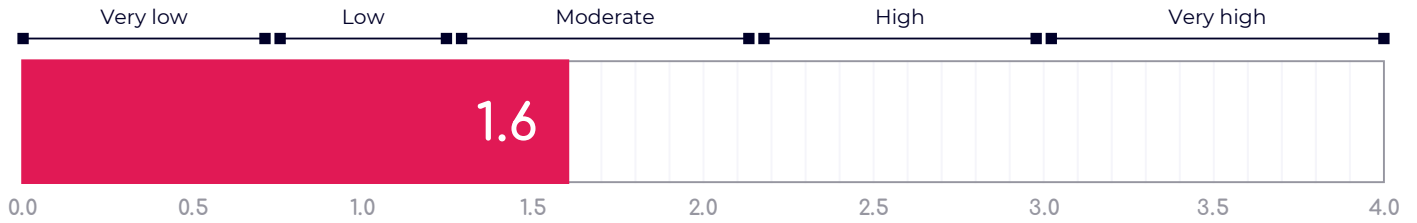


On account of his mental structure, Reportee evaluates the results of his work and that of his collaborators according to the way they have adhered to the prevailing standard. He resorts to standards for productivity, costs, expenses, etc. that have been previously set in similar situations and avoids deviations from these. He therefore prefers to work in highly structured environments where tasks are simple and repeated and where he can apply strict control over the latter.

Due to his ample repertory of conducts, Reportee is open to handling environments of little structure and on occasions manages to do so adequately; however, his reactions are on other occasions excessive when facing ambiguity, allowing changes to influence his person unduly. He is very sensitive to what others think and therefore reacts defectively toward rejection. His reluctance in saying "no" leads him to accept projects that cannot be completed on time.

When wanting to avoid adversity and being unable to control his environment, Reportee gets to accept responsibilities that he cannot comply with; although he then opens up to change, he does not on occasions manage to handle it adequately. For the above reasons, it is better to place him in structured environments where there is little change. It is important for his authority role to be well defined so he can exert supervision and close control over employees' activities. His superior should be watchful for the appearance of complex and unstructured situations, because in such circumstances he may lose control and exhibit faults in discipline, compliance with deadline dates and objectives of his area.

Level of Adaptability



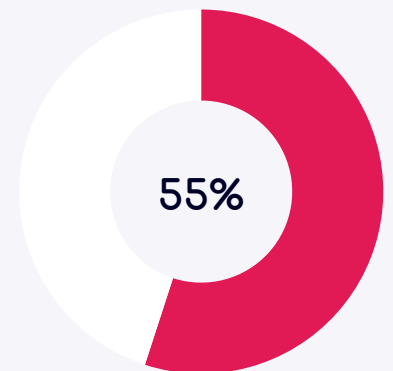
Reporte is a person of low adaptability. Although he possesses a varied array of conducts to face up to different situations that arise, the constant changes in behavior occasionally cause him to be ineffective. Although he because of his mental structure exhibits more interest in obtaining results than in people, without neglecting the adherence to guiding principles, his lack of personal identity cause him to be easily influenced and sensitive to rejection. Reporte is perceived to be someone who on occasions delays decisions, does not commit himself and yields to the opinion of others.

Reporte can inhabit spaces where the main requirement is discipline, determination and decisiveness. He is frequently seen to be a strong and self-confident person who dominates with elegance; he is concerned about obtaining short and long term results. His mental structure helps him to successfully take on problem-solving and decision-making tasks, handling himself adequately in different lines of command.

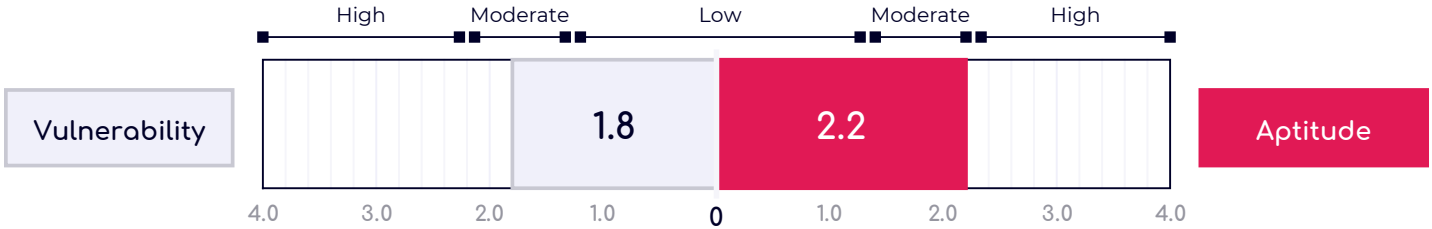
In a similar manner, he manages to adapt his conduct to what the situation requires in behavioral terms. Reporte is then capable of carefully observing deviations from a given standard, and has the capability of developing control systems to organize his work environment.

Level of Adaptability represents the ability to respond effectively to the changes that take place in the environment by adapting or imposing to new realities with ease. It refers to the different behaviors the person is able to adopt.

The person's Level of adaptability is greater than 55% of the assessed individuals.

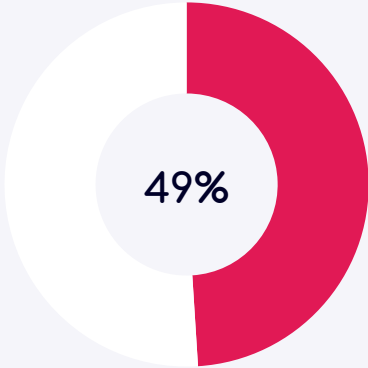


Level of Managerial Aptitude



Level of Managerial Aptitude summarizes a set of competencies that the person shows. Skills are related to the work environment, the capability to execute tasks, and taking care of personal relationships. A high level of mastery of these groups indicates the ability to deliver results through the effort of others. A low level indicates that the person has poor perception and must make a deliberate effort to guarantee results.

The person has managerial skills greater than 49% of the assessed individuals.



Through the twenty competencies people can become aware of their strengths and weaknesses. They will be able to learn the specific areas that need improvement. Some competencies will be marked as important when the competency is identified as relevant for their role.

Management of the Environment

Relationship with Direct Manager

Opportunity to respond to the requirements of the direct manager by focusing on the key results of the company.



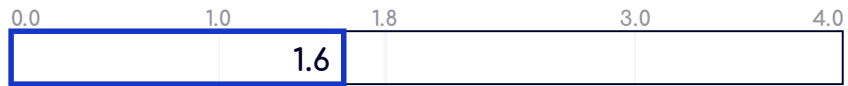
Important



Reporte establishes close and frank relationships with superiority, attracting counsel and advice. He stimulates confidence in his functional capabilities and at the same time obtains freedom of action. He commits to their objectives as a personal project.

Relationship with Colleagues

Sense of collaboration and help with peers.



Important



Reporte occasionally turns out to be too sensitive and scrupulous when dealing with same-level colleagues (peers), due to his exaggerated concern about maintaining harmony, having cordial relationships and avoiding conflict. This makes him vulnerable, because he interprets any act that does not involve or mention him as contempt and lack of consideration and recognition.

Relationship with Employees

Monitoring, motivation, and coaching of the goals for each key member of the team.



Important



Reporte likewise promotes frank and open relationships with his employees, and is characterized by the interest devoted to personal concerns. It is easy for him to add their efforts to his own, which increases his power to generate results. He achieves high productivity through the enthusiastic devotion of his employees toward objectives.

Relationship with Advisors

Dealing with qualified people who hold support positions with no authority or power. Their job is to provide information and consultancy.



Important



His relationships with staff departments are occasionally full of amiability and understanding, of more value for the bond itself than the purpose of the interdepartmental relationship. It is habitual for him to grant too many concessions or be too tolerant when not receiving the expected service level.

Relationship with Work Groups

Dealing with committees and work groups for the improvement of the company.



Important



He on occasions maintains an environment of good relationships with service areas, seeking to obtain mutual understanding in order to satisfy interdepartmental requirements. He stimulates fluid communications and collaborates in the achievement of common objectives.

Relationship with Customers

Responsiveness to build better customer relationships.



Important



Reporte sometimes interacts easily in relation to his clients or users seeking the best solution for their needs. He knows he has much to contribute but accepts that customers finally have a better feel for their own requirements. He achieves high results through motivation and commitment.

Relationship with the General Public

Sense of collaboration and help towards people or individuals who are not employees or customers.



Important



Reporte exhibits aggressive behavior and has difficulty in dealing with the public in general.

Management of Tasks and Execution

Creativity

Versatility to solve challenges with imagination and diverse ideas.



Important



Reporte in some environments inhibits his employees' creativity because he imposes his criteria, ideas and decisions. He frequently underestimates the people who work around him and does not recognize their imaginative capability. Good ideas are often criticized.

Goal Setting

Consistency and objectivity to set goals in order to maximize the contribution.



Important



If so required, Reporte sets objectives in a reliable manner and manages to set high goals that he generally complies with, obtaining his employees' commitment and responsibility in this field.

Planning

Habits to order key events coherently and use resources wisely.



Important



In the planning activity Reporte sometimes devotes marked attention toward improvement in the future, directing others toward compliance with high production standards. He contributes the best from his experience.

Managing Change

Ability to promote change in the structure of tasks, methods, and policies. It includes the influence to change attitudes as well as the behaviors of people and groups.



His impatience leads him to be an impetuous and hasty person in the introduction of changes, since Reporte expects others to yield to his sense of urgency and criteria. He prefers for change implementation to depend on his strength and leadership, because it is difficult to rely upon others.

Execution

Effective execution of plans, commitments, and decisions.



Reporte in certain situations sees implementation as an act of individual responsibility and gives others freedom to proceed according to their style. He offers assistance and support where considered necessary and promotes individual satisfaction as the product (result) of implementing decisions and plans.

Controls

Methods for monitoring the state of different processes and necessary corrective actions to ensure control.



Reporte tends to establish strict supervision over employees' activities in the control function, which on many occasions incites negative behaviors of low involvement and commitment and increases the risk of deviations.

Evaluation

Habits to review your own effort and others' periodically and strictly to assess their performance and impact.



Reporte on occasions believes that self-evaluation is an excellent opportunity for results improvement and personal development. He considers that evaluation is a good recourse for reinforcing effective behaviors and continually resorts to it in order to maintain an atmosphere of enthusiasm and collaboration.

Productivity

Skill required to take advantage, in optimal conditions, of the critical resources of the organization.



His line of action for improving productivity is at other times based upon creating a work atmosphere that is stimulating and full of satisfactions; Reporte continually recognizes well accomplished work and stimulates people to make their best creative effort to give productive job solutions.

Management of the Interpersonal Relationships

Communication

Skill and flexibility to share relevant information about the dynamics of processes promptly and honestly. This guarantees truthfulness and adherence to facts.



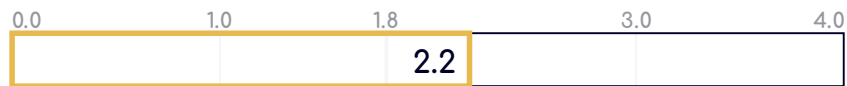
Important



In some situations, his communication is poorly effective because Reporte allows the group to be the one who talks and decides and is found to be weak and hesitant in his opinions, at times when he ought to act with more energy.

Managing Conflicts

Effectiveness to take advantage and solve conflicts directly, which makes the involved parties concur to find a timely solution.



Important



Reporte acts according to a sense of fairness and justice when facing conflicts and is careful to establish the position of responsibility corresponding to each person. He is distinguished in his impartiality and objectivity.

Managing Mistakes

Skill required to correct mistakes within organizational procedures and regulations effectively and in due time. This results in learning and experiences.



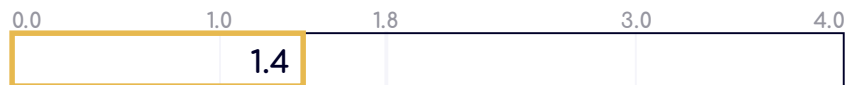
Important



Reporte sometimes sees errors as an opportunity to increase the experience of the people involved in the tasks. He personally assists the people that need it and shares his knowledge and experience so that the possibilities of any error diminish with time. He is certain that high productivity and high motivation will be achieved when things are going well.

Conducting Meetings

Skill required to organize and lead meetings with the work team in order to guarantee the coordination of efforts and commitment.



Important



His presence is continually unnoticed in formal meetings because Reporte is a person of little interest and wish for becoming involved with additional daily responsibilities. He adjusts his work pace to the needs for his time, and it is frequent for him to seek leaving early or avoiding the responsibility of attending meetings. His contributions are generally unrelated to the matter being discussed and have the interest of inconspicuously blocking the process.

Teamwork

Capability to effectively interact and guide two or more people, with an emphasis on the group strategic result.



Important



Reporte does not sympathize with teamwork, which he considers a time-wasting activity, and he insists that the cooperation of others is not necessary for decision-making. Due to his tendency toward exercising authoritarian power, he gives orders and expects submission when working in a team, so that he is on principle against confrontation and judgment of his criteria.

Development Potential Index



The Development Potential Index helps predict the future performance when the person takes better advantage of the skills that are not currently jeopardized. Furthermore, a high future performance is expected if the skills are correctly aligned with the requirements of the position.

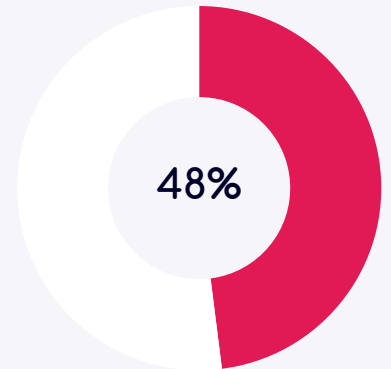
Required Guidance

Having managers involved is key for development. The following guidelines will help the manager guide the person to be more effective:

- Freely exercise authority.
- Rigorously measure progress and provide feedback.
- Maintain a distant work relationship to convey trustworthiness.
- Demonstrate a high degree of knowledge during the influencing process.

The Development Potential Index is the person's proven tenacity to increase the level work environment, tasks and execution, and interpersonal relationships.

The person has a Development Potential Index greater than 48% of the individuals assessed.





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