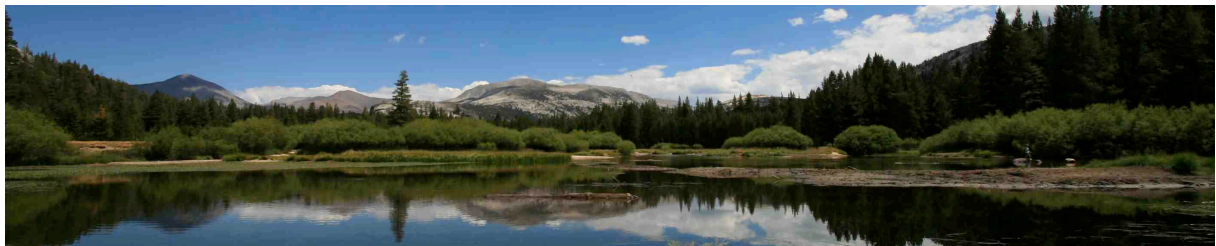




# THE 7 WONDERS OF GREAT LEADERS™

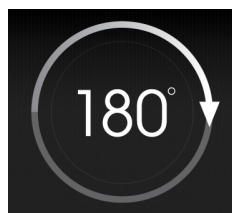


Pierre Dupont  
Sample Company

Number of Respondents:

6

27-Aug-2013



## Introduction:

The whole MGA-Conway team thanks you for taking the 7WGL™ 180° feedback questionnaire. We do hope that this report will be valuable for yourself, your team and your organization.

The purpose of this report is to give you a detailed view on how you perceive yourself and others perceive you as a leader.

The model behind this report is the 7 Wonders of Great Leaders™.

Each Wonder is detailed in 3 essential topics, giving a total of 21 specific questions. Each question is rated on a scale from 1 to 5. The scale is representing a level of existence of specific activities linked to the 7 Wonders. The lowest frequency (1) represents "Not at All" and the highest frequency (5) represents "Absolutely".

## Confidentiality:

The report made available to you is confidential and will be provided to you only. No one else will have access to the information contained in that report without your prior written agreement. All answers from team members are shown as averages and standard deviations without any names. Individual answers are provided for detailed analysis and shown as "Respondent 1", "Respondent 2", etc...

## Liability:

MGA-Conway cannot, in any case, being taken responsible for any management or leadership decision and actions being made, and being based on this report. The owner of this report remains fully responsible and accountable for any decision or action taken.

21 questions to evaluate Management & Leadership:

The following table shows:

1. how the 21 questions are related to each Wonder of the 7WGL™.
2. how the 21 questions are sustaining either **Management**, **Leadership** or both.

**Questions as being asked to the Evaluated Leader:**

**To See**

- |  |     |
|--|-----|
| 1. In our organization, we yearly evaluate our adherence to the business we are in and how well we fulfill that purpose. | Mgt |
| 2. In our organization, everyone understands the Vision, the Mission and the Values.                                     | Mgt |
| 3. In our organization, everyone has clear objectives and knows how it fits in the Mission.                              | Mgt |

**To Hear**

- |   |      |
|---|------|
| 4. When I am in a conversation, I listen actively, when needed.   | Lead |
| 5. When I am in a conversation, I clearly to make a point very, when needed.                            | Lead |
| 6. I understand the basic emotion that people may have at work and how they are expressed in behaviors. | Lead |

**To Touch**

- |   |            |
|---|------------|
| 7. In my role, I have a clear dashboard providing me a complete view of the state of my business.             | Mgt & Lead |
| 8. In our organization, everyone knows clearly everyone’s responsibilities in their own team.                 | Mgt & Lead |
| 9. In our organization, we have a formal identification of knowledge development needs and related solutions. | Mgt & Lead |

**To Taste**

- |   |     |
|---|-----|
| 10. In our organization, major processes are duly documented and owned by someone.        | Mgt |
| 11. In our organization, everything we do is driven by the creation of value for clients. | Mgt |
| 12. In our organization, we apply a formal improvement of work methodology.               | Mgt |

**To Smell**

- |   |     |
|---|-----|
| 13. In our organization, we have an effective system for capturing, cataloging and acknowledging new ideas and suggestions. | Mgt |
| 14. In our organization, people mutually enhance their knowledge during their collaborations.                               | Mgt |
| 15. I provide encouragement, infrastructure, resources and support to make innovation happen.                               | Mgt |

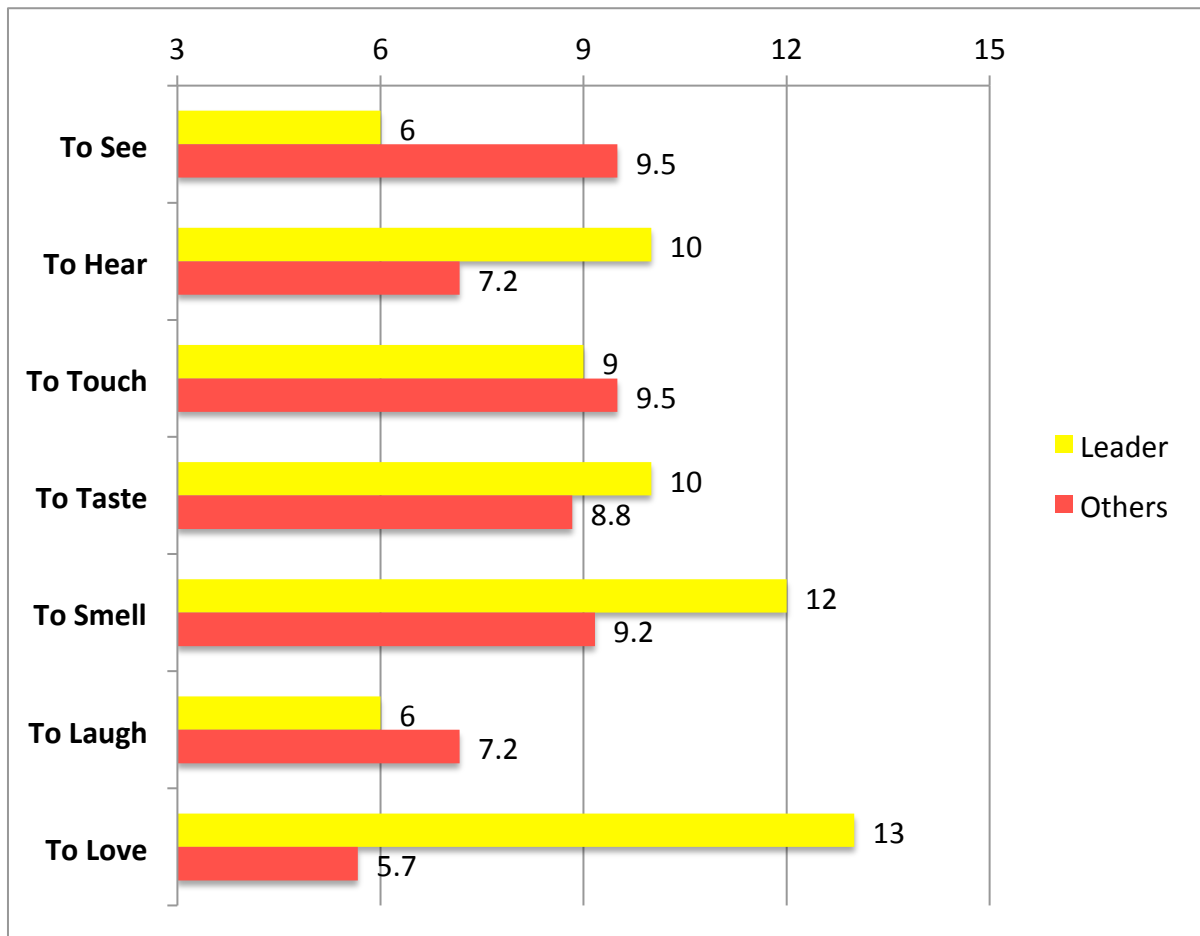
**To Laugh**

- |  |      |
|--|------|
| 16. I know what motivates people to come to work and I try to respond to their expectations. | Lead |
| 17. I regularly provide positive feedback and celebrate successes.                           | Lead |
| 18. In our organization, we work hard and we can play hard as well.                          | Lead |

**To Love**

- |   |      |
|---|------|
| 19. In our organization, the turnover is lower than the industry average.       | Lead |
| 20. I can count on the people around me, if additional efforts would be needed. | Lead |
| 21. The ambiance of work is relax and stress-less.                              | Lead |

My perception and the perception of others:



Results between 3 & 6:

*Urgency to take action !*

Results between 6 & 9:

*Action certainly needed.*

Results between 9 & 12:

*Still room to improve*

Results between 12 & 15:

*Excellent !*

Scores range:

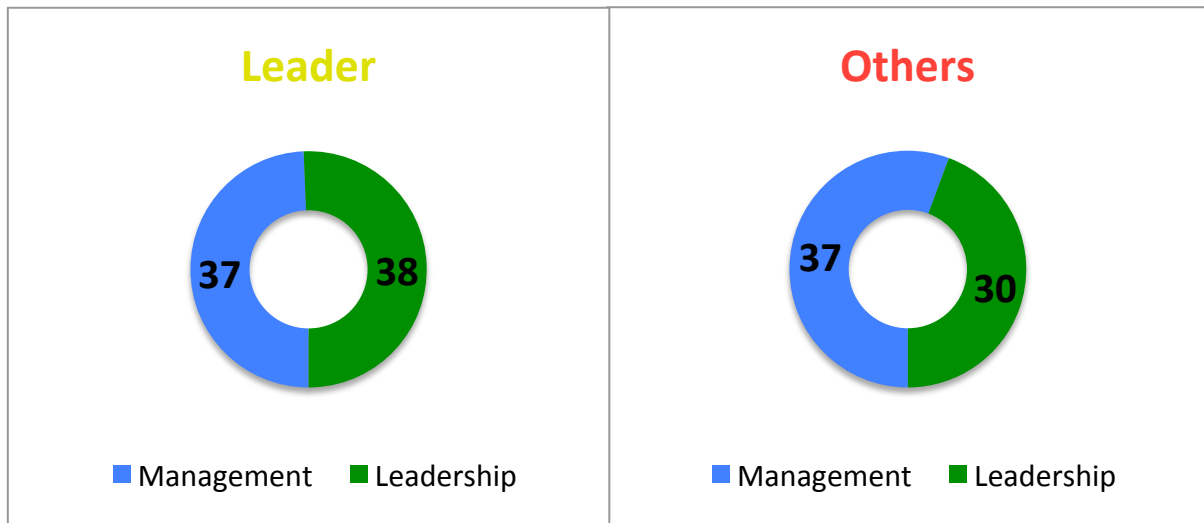
The scores are ranging from 3 to 15. Each Wonder is represented by 3 questions with a possible score from 1 to 5 for each question.

What does alignment or difference mean:

Differences in perception need to be studied. Why is there such a difference, what are the reasons for the difference, and in which orientation is the difference.

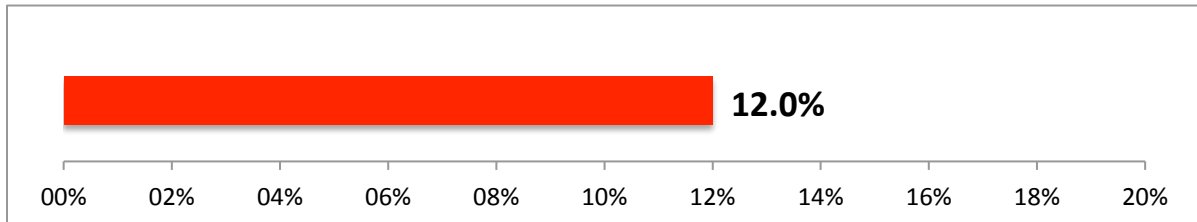
An alignment does not necessary mean a good thing. The leader needs to balance the alignment with the effectiveness of each Wonder being applied on the job.

Management & Leadership:



The maximum possible scores are 60 for Management and 60 for Leadership.

Discrepancy between Management and Leadership:



The discrepancy between Management and Leadership is calculated as the percentage of deviation of the ideal mix between Management and Leadership scores, taking the score level of the leader into account.

The pool of leaders having taken part to a 7WGL™ training have demonstrated the following benchmarks:

Most leaders show a discrepancy between 5% and 15%.

Less than 10% of leaders show a discrepancy below 5%, which is considered as excellent.  
 Less than 15% of leaders show a discrepancy above 15%, which is alarming.

According to your answers, you probably will adhere with the following statements. If yes, do not hesitate to underline specific points. If not, just erase them or add a question mark for further reflection. Put additional comments, remarks or actions on the right.

Comments related to [Management](#)

Comments

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You consider for your own organization that the Managerial structure is well established. The strategy of your organization is clearly set up. A clear Vision and Mission statement has been developed and clearly communicated to everyone in your organization. You regularly review the strategy in order to make certain that your daily actions clearly contribute to it. Eventually, actions are adapted. Your span of time goes beyond the quarter or the year. You think further than the accounting period and plan accordingly.

Objectives have been set up for everyone in your organization and been clearly communicated. This exercise is structured in a way to be repetitive and organized at the very early start of the period concerned. To ensure prompt follow-up of the objectives, your organization relies on clear and visible indicators.

Among the dashboards available, each member of your organization benefit from a constant view on the vital few indicators they need according to their responsibilities. Information flows smoothly in your organization. Everyone knows quickly what they have to know to do their jobs properly and communications systems exist at all levels to facilitate that process.

Comments related to [Management](#) (con't)

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Comments

Your probably spend a significant time per period to be in direct contact with the people “doing” the job (producing, delivering, invoicing, selling, etc...). That activity provides you a clear and immediate understanding of how thing go in your organization, avoiding an “ivory tower” effect. Reversely, where it happens feeds you upstream with critical information that helps you take better decisions.

Innovation is embedded in your organization. Not only R&D is supposed to come up with new ideas, but rather everyone is held accountable for finding better ways of doing their job. Innovation makes part of the strategy and the culture of the organization. Clients observe that your organization puts regularly new products and services on the market. The global economic and social context is integrated in the innovation process. Everyone uses specific communication systems for sharing new ideas.

Work processes are permanently reviewed and analyzed in order to maximize the added value of its output. Your organization works according to continuous improvements principles and does not see this method as an occasional exercise for the quality department. People understand what added value for the client means and are measuring the amount of added value that they produce. Most of the time, your organization can predict eventual problems and reacts pro-actively accordingly. Fixing issues in emergency are exceptions due to unpredictable or unmanageable factors.

Comments related to **Leadership**

Comments

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Discussions happen both formally and informally within the members of your organization. People talk and people listen to each other. When people listen to each other, they care for actively listen and consider empathizing as a common practice. Emotions are understood and recognized in a non-judgmental way. Also, when required by the situation, people assert clearly their opinions and how issues should be handled.

Within your organization, the hierarchical links foster communication and people talk freely to other people at other levels. Nobody feels afraid of speaking up and saying things as they are. Your organization is highly empowered. Most people know what is expected of them and they are given the necessary tools to accomplish their tasks. When required, adapted trainings and learning methods are available for people obtaining the appropriate competences.

The industry stakeholders, clients and mates recognize the expertise existing within your organization. When problems or issues occur, they are fixed with confidence without blaming people and the processes are improved. Everyone knows how they contribute to the objectives of the organization and feedback is provided, based on their accomplishments on a regular and spontaneous manner.



Comments related to **Leadership** (con't)

Comments

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A clear performance management system operates within your organization. The essentials of goal setting, performance reviews and feedback systems are embedded in the daily operations. The performance management system is perceived as useful tool to help everyone achieve the goals instead of an HR administrative process to fill in because requested to do so. Performance reviews are perceived as useful tools to help people in their jobs.

Most people within your organization enjoy coming to “work”. Turnover is lower than the industry average and most people do not have a “9 to 5” attitude. A decent level of fun at work can be perceived and makes part of the organization values. Most people demonstrate a “work hard and play hard” attitude. Most people come to work not only for the money. They also understand the value and the personal benefits they obtain from contributing to the organization’s objectives. They have a sense of duty and know why they need to do a certain job, even if not related to personal benefits. They feel their job is worthwhile.

What drives people and what motivates them can easily and openly been discussed. Most people state clearly why they come to work. The organization does then everything possible to fulfill those needs and motivators.

Detailed scores:

	Leader	Average Others	Std Deviation
1. In our organization, we yearly evaluate our adherence to the business we are in and how well we fulfill that purpose.	1	2,67	1,21
2. In our organization, everyone understands the Vision, the Mission and the Values.	2	3,17	1,17
3. In our organization, everyone has clear objectives and knows how it fits in the Mission.	3	3,67	1,03
4. When I am in a conversation, I listen actively, when needed.	4	2,17	0,75
5. When I am in a conversation, I clearly to make a point very, when needed.	5	2,17	1,17
6. I understand the basic emotion that people may have at work and how they are expressed in behaviors.	1	2,83	0,98
7. In my role, I have a clear dashboard providing me a complete view of the state of my business.	2	3,33	1,37
8. In our organization, everyone knows clearly everyone's responsibilities in their own team.	3	3,17	1,60
9. In our organization, we have a formal identification of knowledge development needs and related solutions.	4	3,00	1,26
10. In our organization, major processes are duly documented and owned by someone.	5	2,83	1,33
11. In our organization, everything we do is driven by the creation of value for clients.	1	3,33	1,21
12. In our organization, we apply a formal improvement of work methodology.	4	2,67	1,21
13. In our organization, we have an effective system for capturing, cataloging and acknowledging new ideas and suggestions.	3	3,17	1,33
14. In our organization, people mutually enhance their knowledge during their collaborations.	4	2,67	1,03
15. I provide encouragement, infrastructure, resources and support to make innovation happen.	5	3,33	0,52
16. I know what motivates people to come to work and I try to respond to their expectations.	1	2,50	1,05
17. I regularly provide positive feedback and celebrate successes.	2	2,67	1,03
18. In our organization, we work hard and we can play hard as well.	3	2,00	0,63
19. In our organization, the turnover is lower than the industry average.	4	1,67	0,82
20. I can count on the people around me, if additional efforts would be needed.	4	2,00	1,10
21. The ambiance of work is relax and stress-less.	5	2,00	0,00

Table of respondents' scores:

Respondents: 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

Questions:

1	2	3	2	1	4	4
2	2	4	3	2	3	5
3	3	4	4	2	5	4
4	2	3	2	1	3	2
5	1	3	2	2	4	1
6	4	2	2	3	4	2
7	5	3	2	2	5	3
8	5	2	5	1	3	3
9	4	1	4	2	4	3
10	3	3	5	1	3	2
11	2	5	3	2	4	4
12	1	4	2	3	4	2
13	3	5	1	3	3	4
14	2	2	2	2	4	4
15	4	3	3	3	3	4
16	1	4	3	3	2	2
17	2	3	4	1	3	3
18	3	2	2	2	2	1
19	1	1	3	2	2	1
20	3	3	1	3	1	1
21	2	2	2	2	2	2

Observations:

Actions and ideas:

To See




To Hear




To Touch



To Taste



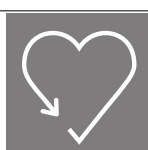
To Smell



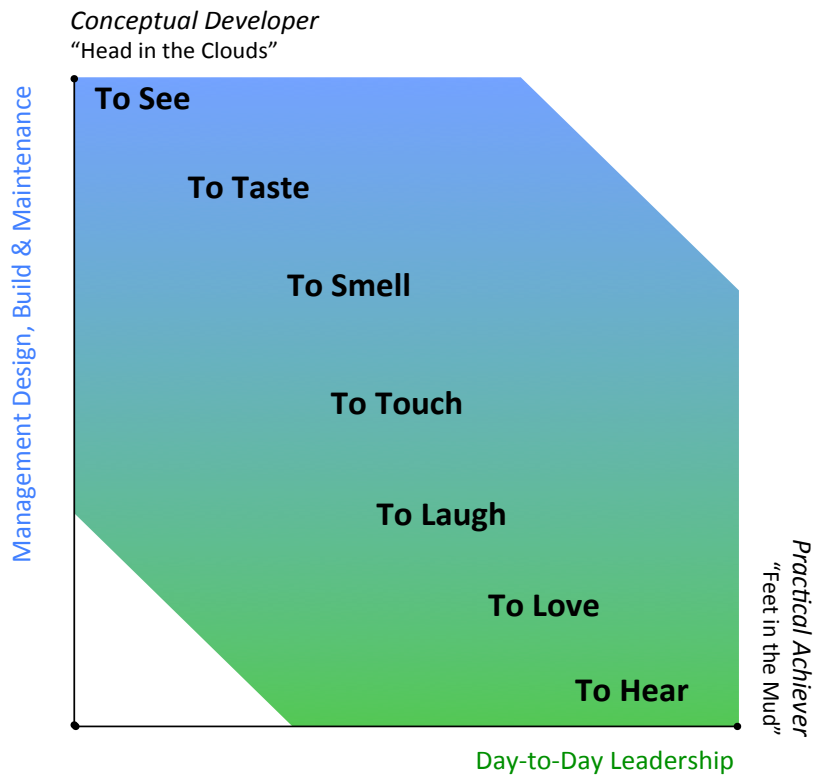
To Laugh



To Love



The 7 Wonders of Great Leaders™ Model:



*Representation in China*



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