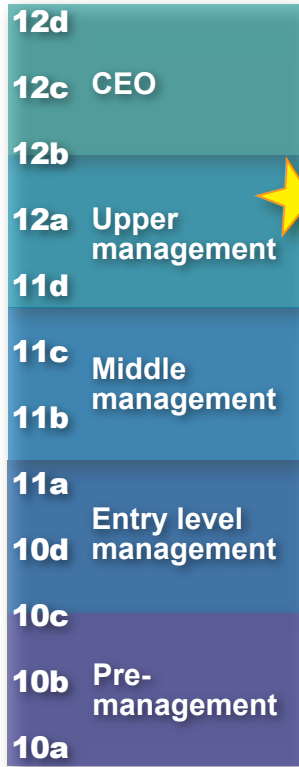




LDMA Results*

26/01/07

Mike R. Jay, age 55
Business Coach



Lectical™ Scale

bias toward a certain management style.

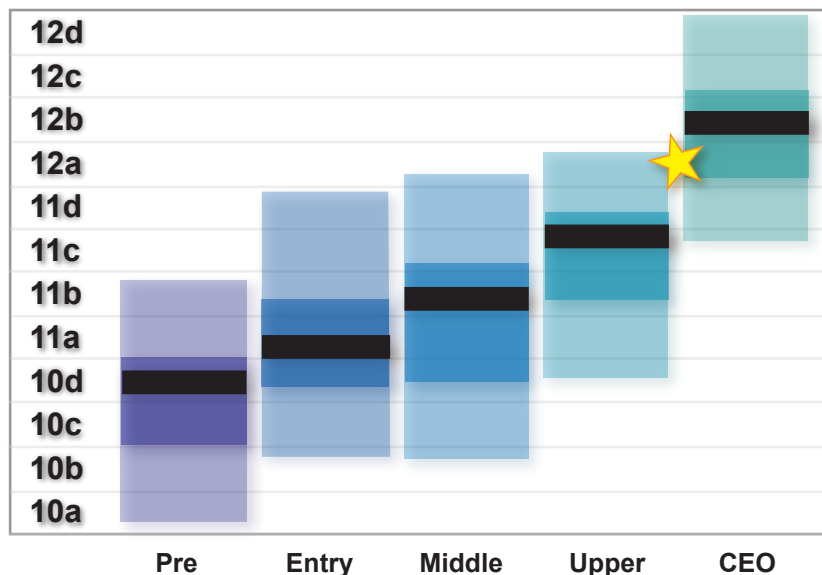
Like any other high performing decision-maker, Mr. Jay can benefit from ongoing reflection upon his decision making process, preferably as part of an ongoing conversation with peers. He may also benefit from advanced study in the area of decision making.

On this assessment of Mr. Jay's decision making skills, he scored at level 12a on the Lectical™ scale. This level of performance meets the task demands of upper level management (large corporation) or CEO (medium business), and is in the range of the mean level demonstrated by the CEOs in our current sample. The LDMA is designed for managers. We have not established benchmarks for the decision making skills of consultants. However, the task demands of most management consulting are easily in the upper management/CEO range.

The major strengths in Mr. Jay's responses are reflected in his ability to (1) stand outside of the problem posed by the dilemma, (2) apply an iterative decision making process, (3) identify and demonstrate a nuanced understanding of the possible perspectives of all stakeholders, and (4) take a systems approach that shifts the focus of the dilemma from issues around changing the concrete work environment to issues about collaboration and the psychological environment.

There are a few areas for growth in this performance. First, there are no references to the need for self monitoring or self regulating processes, which is unusual for a performance at this level. Second, although the stated goals are complex, there is no indication of how progress toward these goals will be monitored. Third, there is no meta-commentary about why certain considerations are taken rather than others. Finally, there is a tendency to focus primarily on the employee perspective, which may be due to the absence of a decision-making universal (a principle or set of principles that can guide any decision-making process, regardless of content) or

Means, 67% range, & 95% range for 5 management levels



The size of the star relative to the scale indicates the range in which the respondent's "true" score is most likely to fall. The center of the star represents our best estimate and the points represent the margin of error.

*All lectical assessments are assessments of performances, not people. All individuals function in a developmental range and a single assessment cannot represent that range.