



1. KOAN Leadership Report

The report consists of **two** sections:

The first section presents a list of 10 strengths that the respondent can capitalise on in his personal growth as a leader.

Example:

Strengths
STRATEGIC ORIENTATION Inspiring the broader organisation: Takes the organisation's overall philosophy and outlook as a point of departure in his elaboration of a clear and coherent overview of the various strategic options and associated objectives open to the organisation. Is able to distil challenging yet feasible targets from these insights. Personally communicates his vision, strategy and objectives to everyone directly involved in these aspects, as well as to indirect stakeholders in the deeper layers of his own department.

The second section presents a list of 5 areas for development that may hinder the respondent in his personal growth as a leader, or even get in the way of his career development.

Example:

Areas for Development
STRATEGIC ORIENTATION The big picture: Prefers to work within a clearly-established framework when dealing with matters like the general organisation's vision and mission. When contributing to processes that require a 'bird's eye view' to see the big picture – the formulation of an outlook for the broader organisation, for example – he tends to focus most of his attention on operational and concrete elements. He takes these elements as a starting point for arriving at this big picture and formulating the associated outlook.