



# The Inclusive Leadership Assessment™ Feedback Results

**Sample, Joe**

May 2016



## Introduction

*“The point is not to become a leader. The point is to become yourself, to use yourself completely – all your skills, gifts, and energies – in order to make your vision manifest. Enjoy the process of becoming.”*

– Warren Bennis

Leadership has always been the difficult task of inspiring others to achieve the vision and mission. As organizations compete in globally and demographically varied markets, diverse workforces present unique opportunities and issues. Today’s leaders have a special challenge engaging such diverse workforces.

Some argue that an inclusive style of leadership is just natural to certain individuals. But the truth is that leadership is a capability, and the best leaders have made a conscious choice to deliberately and consistently consider their own style. They make modifications to their style that allow them to better inspire others to achieve the mission and vision.

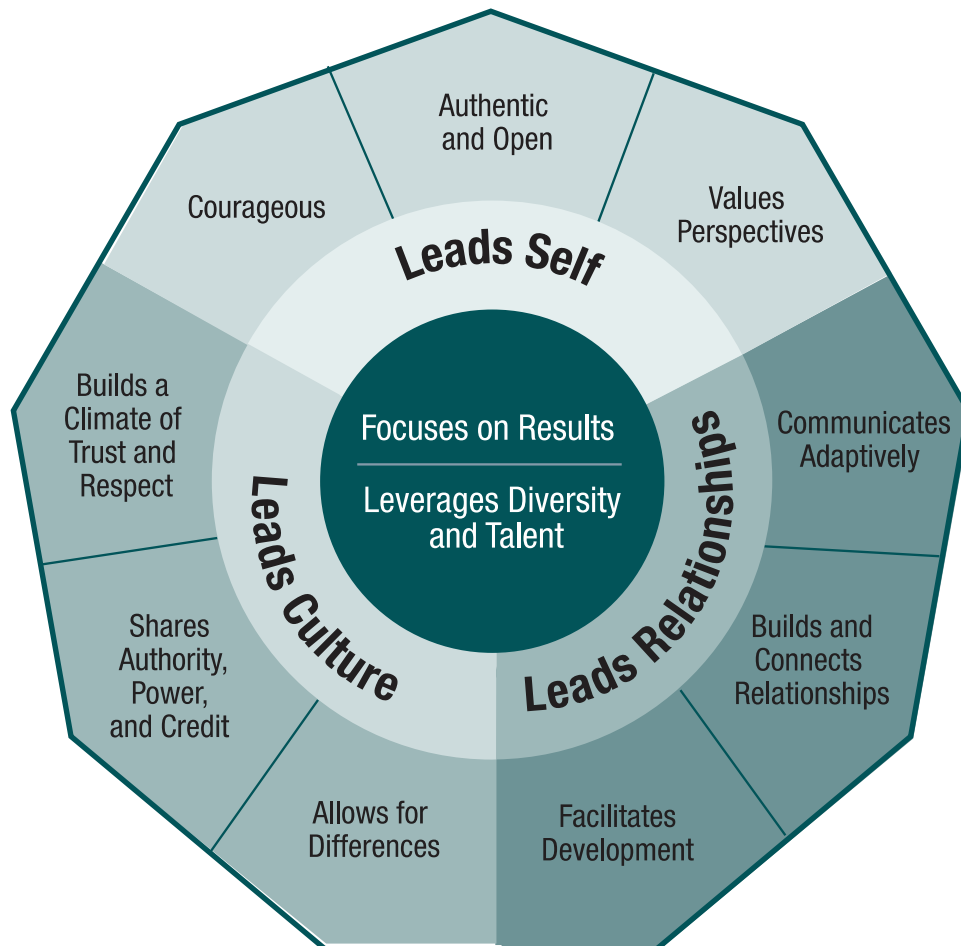
You were assessed against the competencies exhibited by the most inclusive leaders. This assessment report presents an opportunity to reflect upon your leadership style and make corrections as you see fit. It is a framework to begin exploring your leadership strengths and development needs. To fully realize your leadership potential, you may need not only to address some development areas but also to sustain and build upon your existing strengths.

We hope that you will use your feedback to focus your developmental efforts on specific behaviors, while capitalizing on the strengths you already possess.

## Overview

### *The Inclusive Leadership Assessment™*

**Inclusive leaders** encourage individuals to engage and deliver greater results. Based on research in global organizations, *The Inclusive Leadership Assessment™* summarizes these behavioral competencies to help to build an inclusive culture, increase employee engagement, and advance cultural imperatives such as mergers and acquisitions. Individuals gain insights into leading through others for results by making all individuals feel welcome, valued, and empowered. The assessment measures strategic direction-setting, structural elements, as well as the interpersonal elements of leading diverse teams and individuals.



# The Inclusive Leadership Assessment™ – Definitions

## **Competency: Results Focused**

***Focuses on Results:*** Establishes a shared focus on results and the common good, as opposed to the personal style or methods for achieving the results

***Leverages Diversity and Talent:*** Executes goals, strategy, and operations by fully leveraging the organization's talent. Intentionally includes everyone because of—and not “in spite of”—differences in style or background

## **Competency: Leads Self**

***Courageous:*** Tactfully acknowledges and discusses differences, such as strengths and weaknesses, performance, style, and motivators as well as differences such as race, gender, and background

***Authentic and Open:*** Appropriately shares own identity through effective storytelling. Acknowledges own fallibilities and expresses learning challenges and triumphs to make self more approachable to others

***Values Perspectives:*** Recognizes that all individuals have unique and valuable contributions. Strives to deeply understand others and create an environment that values diverse perspectives

## **Competency: Leads Relationships**

***Communicates Adaptively:*** Optimizes communication with others by listening intently and varying style to the other party. Uses a mixture of different mediums and channels as a means of being fully understood by individuals with varying communicative preferences based on their unique background

***Builds and Connects Relationships:*** Actively fosters personal and work relationships across all organizational levels to connect with others of varying backgrounds and further expand network

***Facilitates Development:*** Encourages and supports others' career and performance by coaching, explaining cultural traditions as well as providing opportunities for exposure and development

## **Competency: Leads Culture**

***Allows for Differences:*** Recognizes how others are different and how this can reflect in working style. Appropriately allows and adapts to these differences

***Shares Authority, Power, and Credit:*** Empowers others to autonomously pursue their goals. Appropriately allocates individual praise and recognition following the completion of a collaborative organizational assignment. Enables others to contribute to decisions regardless of their level in organizational hierarchy

***Builds a Climate of Trust and Respect:*** Develops mutually trusting relationships by following through on commitments, as well as by authentically and consistently interacting with others. Establishes a culture of civility where individuals are free to self-disclose without concern of reprisal, judgment, or gossip

## Rater Response

The numbers below represent the number of completed surveys submitted by each rater group prior to the deadline. Please note that these numbers do not necessarily reflect the number of responses you received on each item as some individuals may not have given you feedback on every item. These figures only represent completed, submitted assessments.

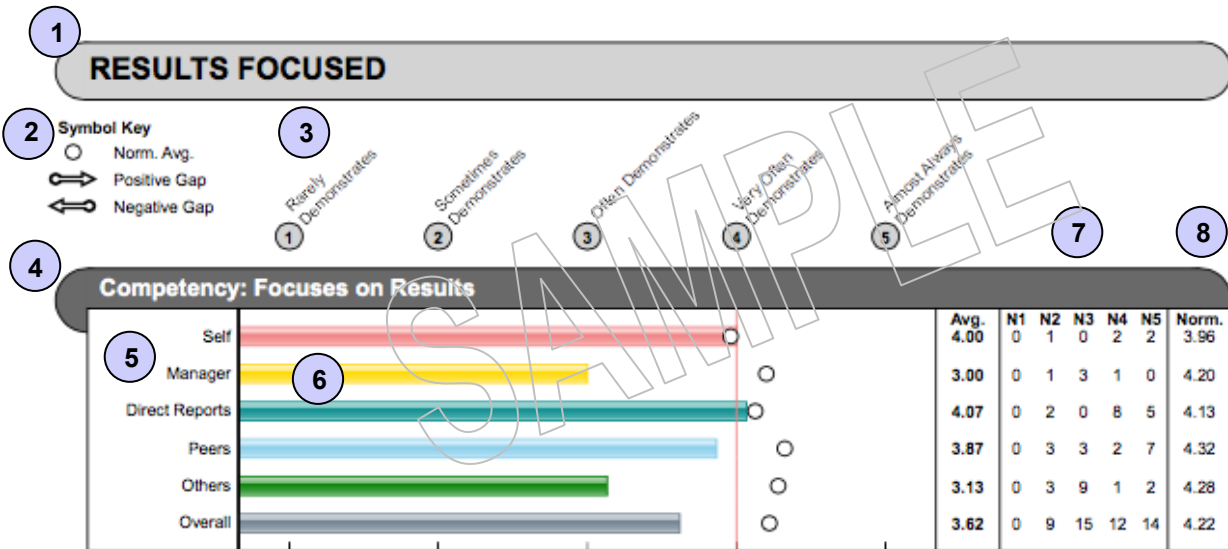
	<b>Report N</b>	<b>Nominated N</b>	<b>Response Rate</b>
<b>Self (Sample)</b>	1	1	100.00%
<b>Manager</b>	1	1	100.00%
<b>Direct Reports</b>	5	5	100.00%
<b>Peers</b>	3	3	100.00%
<b>Others</b>	5	5	100.00%
<b>TOTAL</b>	15	15	100.00%

For non-anonymous rater groups such as **Self, Manager**, ratings will be shown if at least one assessment has been submitted.

To preserve anonymity, our processing program will not display responses from anonymous rater groups (e.g., **Direct Reports, Peers**) with fewer than three submitted surveys. If fewer than three surveys have been received from a rater group, their ratings will be combined with those of another rater group. Your report will indicate which groups have been combined.

For any single item with fewer than three responses in a rater group, “Insufficient Responses” will appear for that item in lieu of data.

# How to Read Your Report



- 1 Competency Heading** – This is the component into which the items are grouped. In this example, “Results Focused” is shown.
- 2 Symbol Key** – This key will be useful in determining the meaning of different symbols used throughout the report. The horizontal arrows indicate significant gaps, either positive or negative, between the **Self** rating and the average rating from any other rater group.
- 3 Scale** – In the above example, the rating scale used is a 5-point scale ranging from “Rarely Demonstrates” to “Almost Always Demonstrates.”
- 4 Category Results** – This graph shows the results by rater group for a specific Competency. This Competency is comprised of similar items.
- 5 Rater Groups** – These titles depict the different rater groups that provided feedback. In this example, responses from the participant’s **Manager**, **Direct Reports**, **Peers**, **Others**, and the participant (labeled as **Self**) are shown.
- 6 Mean Bar** – The bars graphically depict the average of the ratings for each rater group. In this example, the average of the ratings from **Direct Reports** is 4.07 for the category. The vertical line indicates the **Self** rating. This line is included so that participants can easily see the differences between their **Self** ratings and the ratings of others.
- 7 Distribution** – The numbers in these columns represent the number of ratings provided for each point on the rating scale for that particular rater group. In this example, eight ratings of “4” were given from **Direct Reports**.
- 8 Normative Average** – This column shows the normative average. This is provided to compare the participant’s average ratings to others who have participated in this assessment process, utilizing this survey.

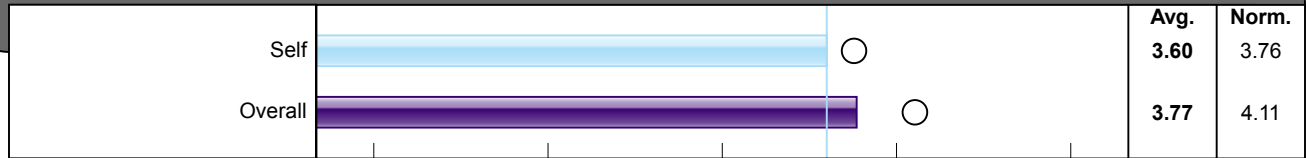
## Overall Summary

### Symbol Key

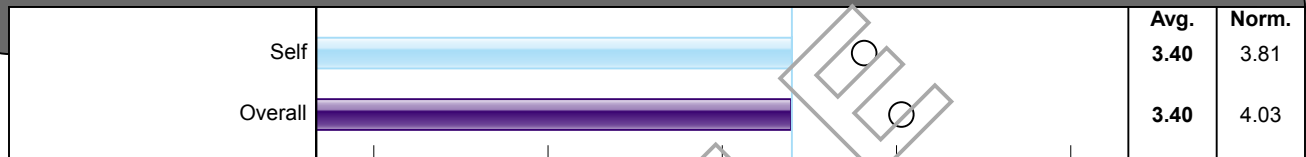
- Norm. Avg.
- Positive Gap
- ← Negative Gap

- ① Rarely Demonstrates      ② Sometimes Demonstrates      ③ Often Demonstrates      ④ Very Often Demonstrates      ⑤ Almost Always Demonstrates

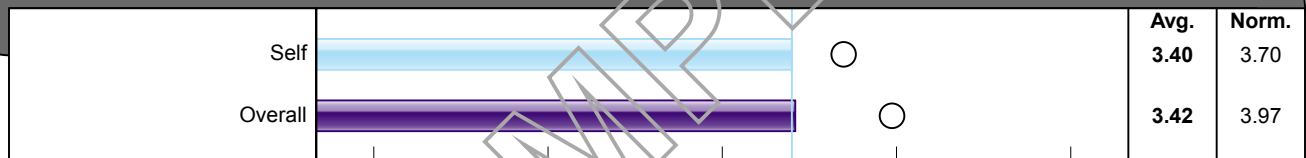
### RESULTS FOCUSED



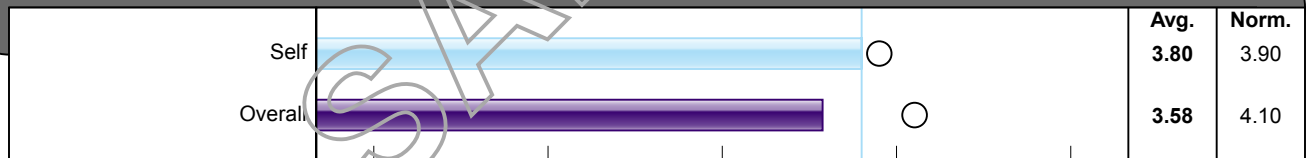
### LEADS SELF



### LEADS RELATIONSHIPS



### LEADS CULTURE



## Competency Summary

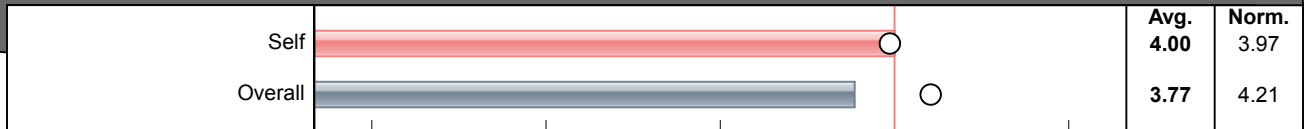
### Symbol Key

- Norm. Avg.
- Positive Gap
- ← Negative Gap

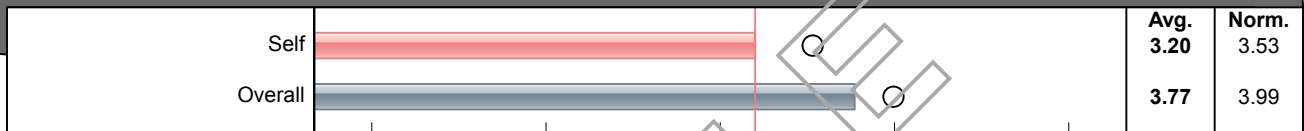
- ① Rarely Demonstrates      ② Sometimes Demonstrates      ③ Often Demonstrates      ④ Very Often Demonstrates      ⑤ Almost Always Demonstrates

### RESULTS FOCUSED

#### Focuses on Results

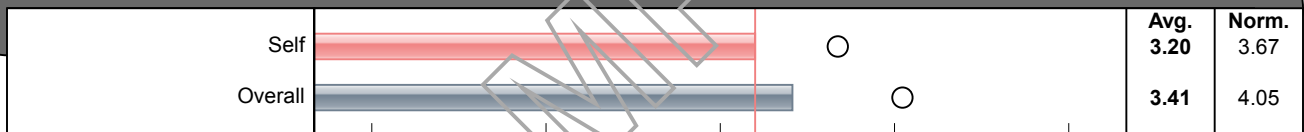


#### Leverages Diversity and Talent

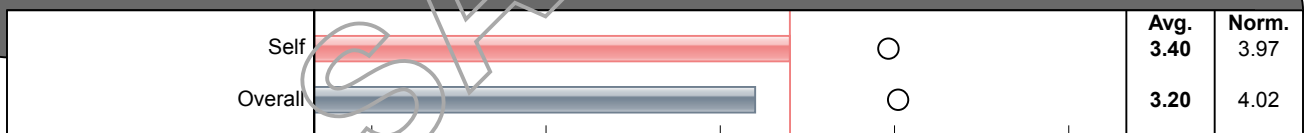


### LEADS SELF

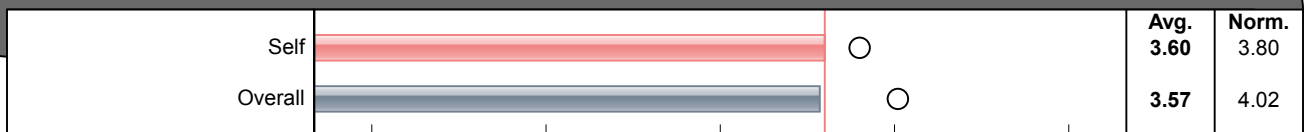
#### Courageous



#### Authentic and Open

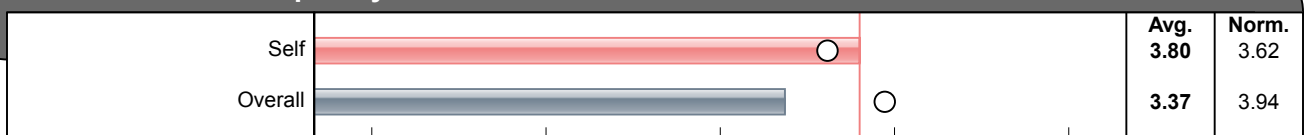


#### Values Perspectives



### LEADS RELATIONSHIPS

#### Communicates Adaptively





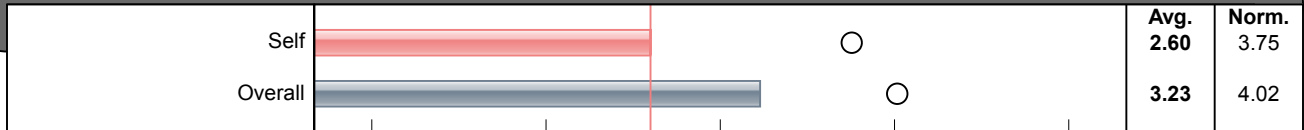
## Competency Summary

### Symbol Key

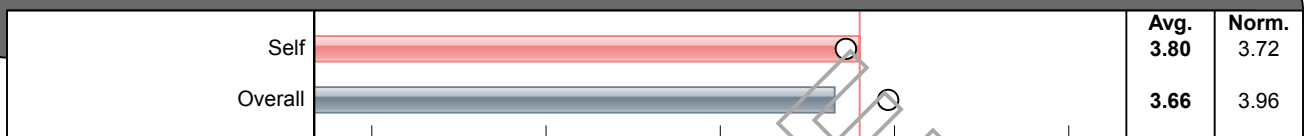
- Norm. Avg.
- Positive Gap
- ← Negative Gap

- ① Rarely Demonstrates      ② Sometimes Demonstrates      ③ Often Demonstrates      ④ Very Often Demonstrates      ⑤ Almost Always Demonstrates

### Builds and Connects Relationships



### Facilitates Development

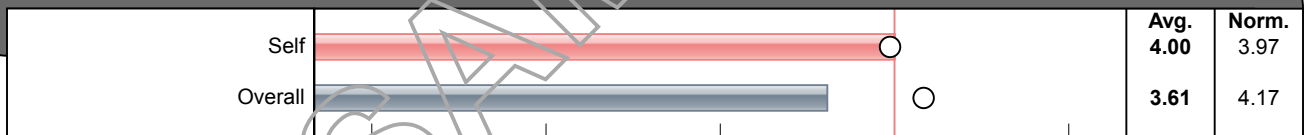


## LEADS CULTURE

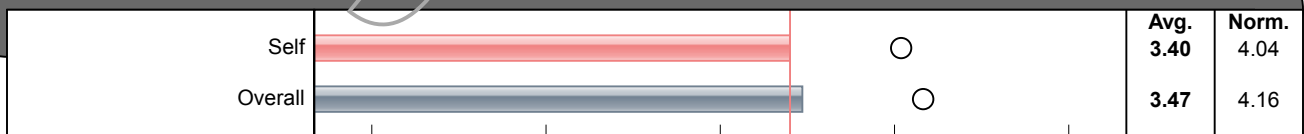
### Allows for Differences



### Shares Authority, Power, and Credit



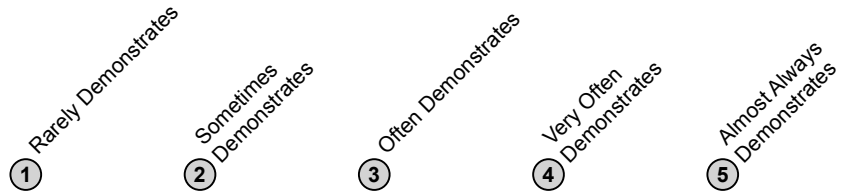
### Builds a Climate of Trust and Respect



## Competency Summary (Ranked by Rating)

**Symbol Key**

○ Norm. Avg.



### Leverages Diversity and Talent



### Focuses on Results



### Facilitates Development



### Allows for Differences



### Shares Authority, Power, and Credit



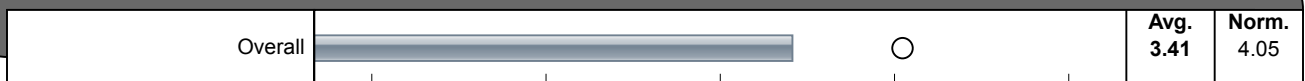
### Values Perspectives



### Builds a Climate of Trust and Respect



### Courageous



### Communicates Adaptively



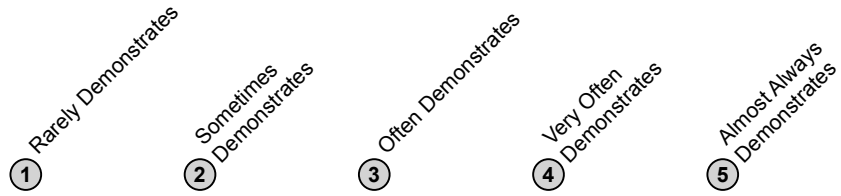
### Builds and Connects Relationships



## Competency Summary (Ranked by Rating)

**Symbol Key**

○ Norm. Avg.



### Authentic and Open

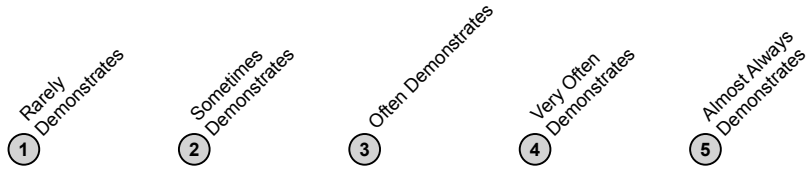


SAMPLE

## RESULTS FOCUSED

### Symbol Key

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



### Competency: Focuses on Results

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	1	3	1	3.97
Manager	4.40	0	0	0	3	2	4.16
Direct Reports	3.68	0	4	9	3	9	4.22
Peers	3.67	0	5	1	3	6	4.21
Others	3.80	0	3	5	11	6	4.20
Overall	3.77	0	12	15	20	23	4.21

### 1 Establishes a shared focus on results and organizational goals

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.89
Manager	5.00	0	0	0	0	1	4.09
Direct Reports	4.40	0	0	1	1	3	4.20
Peers	2.33	0	2	1	0	0	4.19
Others	3.20	0	1	2	2	0	4.21
Overall	3.57	0	3	4	3	4	4.19

### 12 Sets high expectations of performance for everyone

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	4.06
Manager	4.00	0	0	0	1	0	4.13
Direct Reports	3.60	0	1	2	0	2	4.27
Peers	3.67	0	1	0	1	1	4.18
Others	3.80	0	1	0	3	1	4.22
Overall	3.71	0	3	2	5	4	4.22

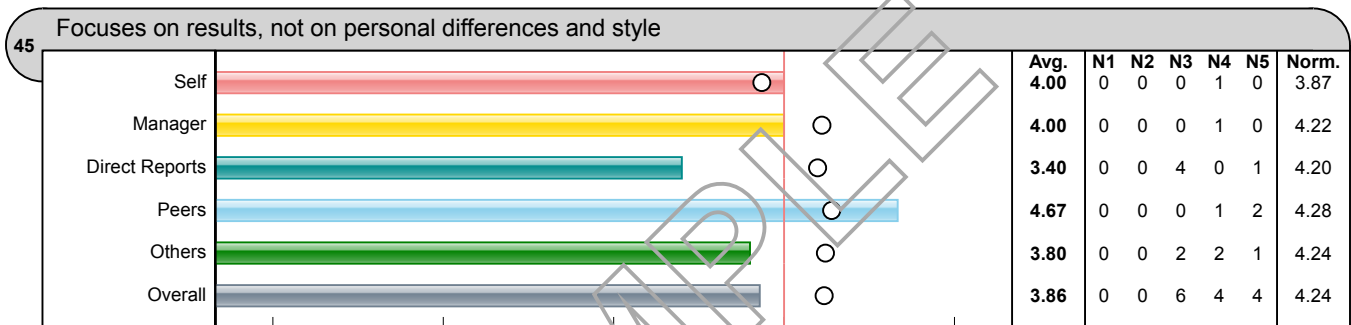
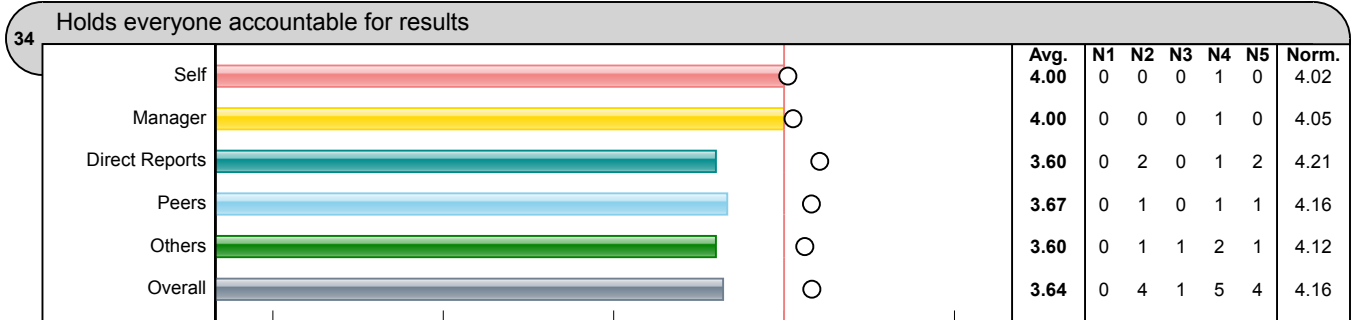
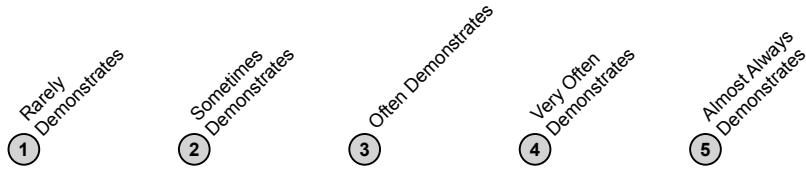
### 23 Evaluates individuals on the basis of results and contribution to the organization, as opposed to style or culture

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	4.04
Manager	5.00	0	0	0	0	1	4.29
Direct Reports	3.40	0	1	2	1	1	4.22
Peers	4.00	0	1	0	0	2	4.24
Others	4.60	0	0	0	2	3	4.21
Overall	4.07	0	2	2	3	7	4.23

## RESULTS FOCUSED

**Symbol Key**

- Norm. Avg.
- ➔ Positive Gap
- ➔ Negative Gap

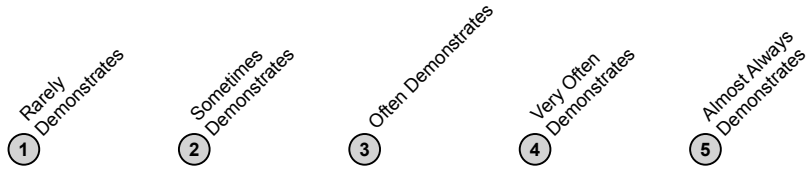


SAMPLE

## RESULTS FOCUSED

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



### Competency: Leverages Diversity and Talent

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.20	0	1	2	2	0	3.53
Manager	4.20	0	0	1	2	2	4.00
Direct Reports	4.04	0	3	1	13	8	3.97
Peers	3.47	0	4	4	3	4	4.02
Others	3.60	0	4	7	9	5	4.00
Overall	3.77	0	11	13	27	19	3.99

### 2 Actively seeks out diverse viewpoints to generate alternative solutions to problems and opportunities

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.72
Manager	4.00	0	0	0	1	0	4.04
Direct Reports	4.40	0	0	0	3	2	3.97
Peers	3.00	0	0	3	0	0	4.04
Others	3.80	0	0	2	2	1	3.96
Overall	3.86	0	0	5	6	3	4.00

### 13 Helps employees to see how their unique contribution can help the team and/or organization reach its goals

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.56
Manager	3.00	0	0	1	0	0	3.95
Direct Reports	3.40	0	2	1	0	2	3.88
Peers	3.67	0	1	0	1	1	3.93
Others	3.80	0	0	2	2	1	3.88
Overall	3.57	0	3	4	3	4	3.90

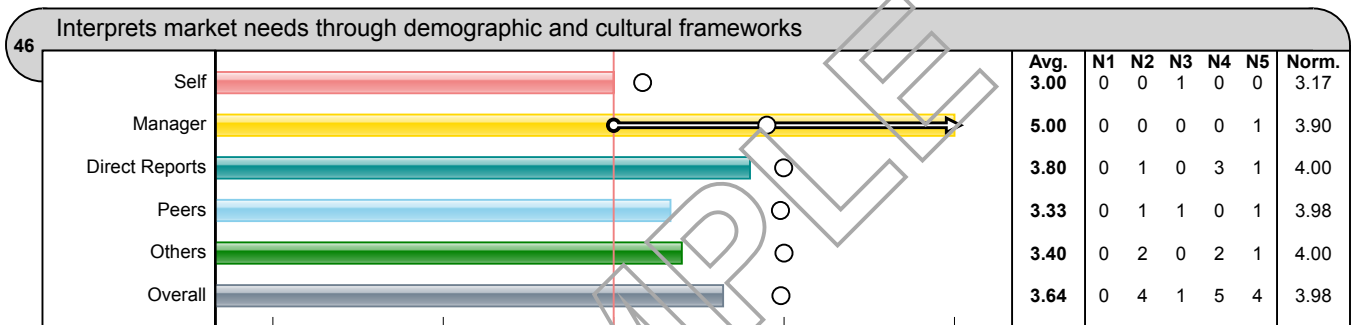
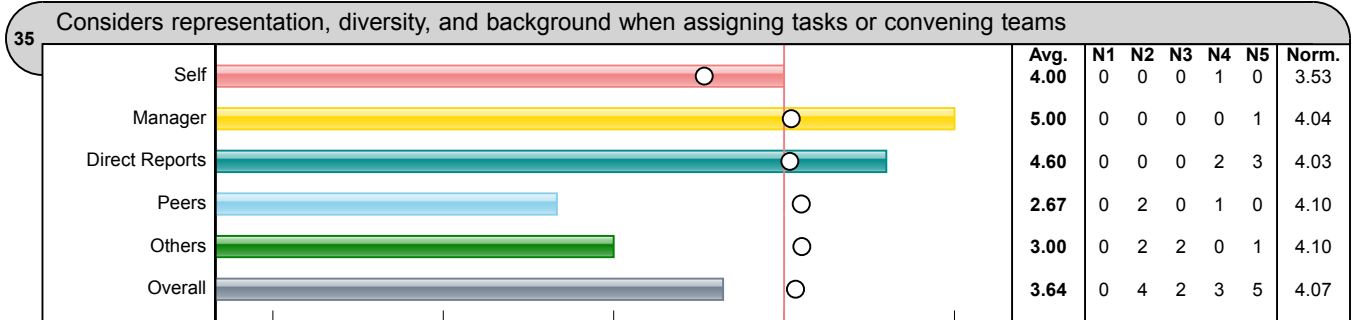
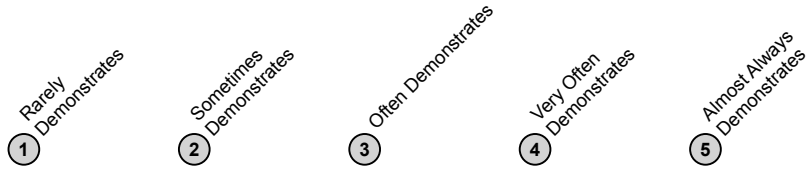
### 24 Identifies the relevance of employees' unique background or experience to organizational success

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.60
Manager	4.00	0	0	0	1	0	4.04
Direct Reports	4.00	0	0	0	5	0	3.99
Peers	4.67	0	0	0	1	2	4.04
Others	4.00	0	0	1	3	1	4.08
Overall	4.14	0	0	1	10	3	4.03

## RESULTS FOCUSED

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↩ Negative Gap

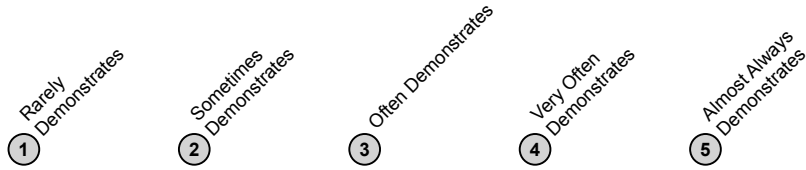


SAMPLE

# LEADS SELF

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



## Competency: Courageous

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.20	0	2	1	1	1	3.67
Manager	3.20	0	2	1	1	1	4.05
Direct Reports	3.36	0	5	10	6	4	4.04
Peers	3.47	0	3	4	6	2	4.07
Others	3.48	0	4	9	8	4	4.01
Overall	3.41	0	14	24	21	11	4.05

### 3 Takes on difficult conversations about behaviors that are preventing organizational success

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.56
Manager	2.00	0	1	0	0	0	4.01
Direct Reports	2.80	0	2	2	1	0	3.89
Peers	3.33	0	1	0	2	0	3.94
Others	2.80	0	2	2	1	0	3.85
Overall	2.86	0	6	4	4	0	3.91

### 14 Demonstrates composure when discussing sensitive issues such as employees' performance or differences (e.g., cultural, racial, sexual orientation, demographic, etc.)

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.97
Manager	5.00	0	0	0	0	1	4.15
Direct Reports	4.00	0	0	1	3	1	4.32
Peers	3.33	0	0	2	1	0	4.30
Others	4.00	0	0	2	1	2	4.24
Overall	3.93	0	0	5	5	4	4.28

### 25 Applies performance standards in a direct and candid manner

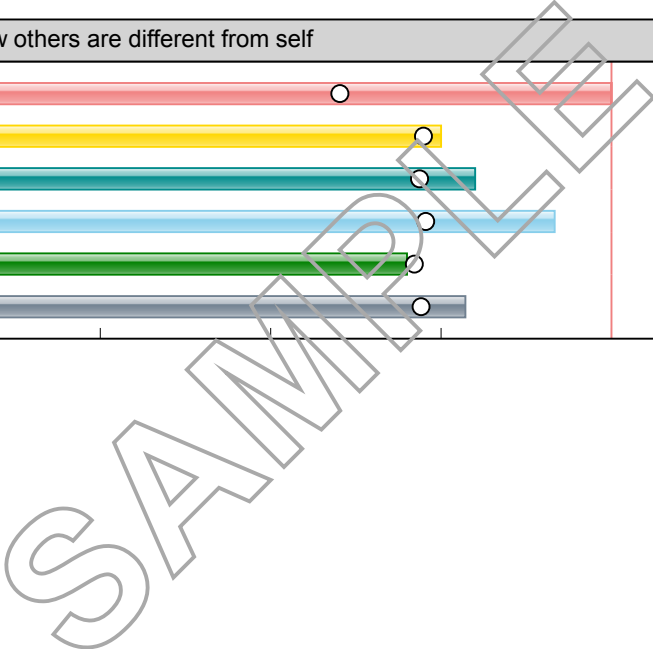
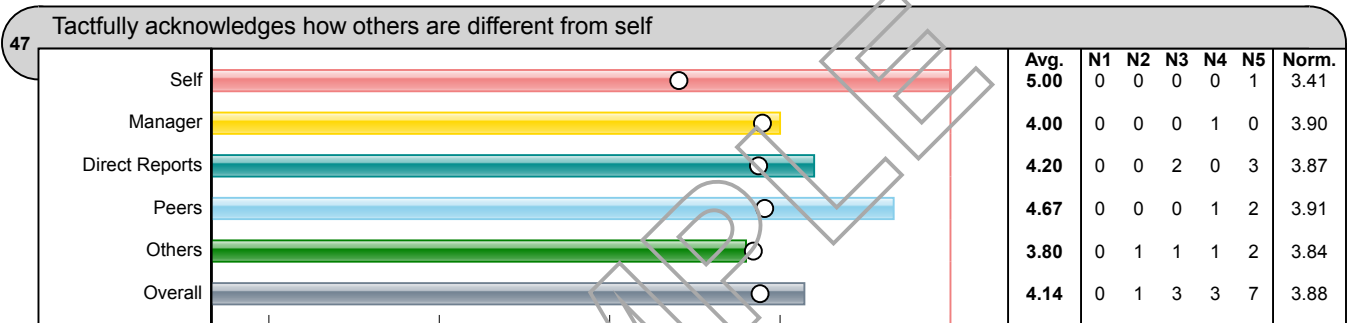
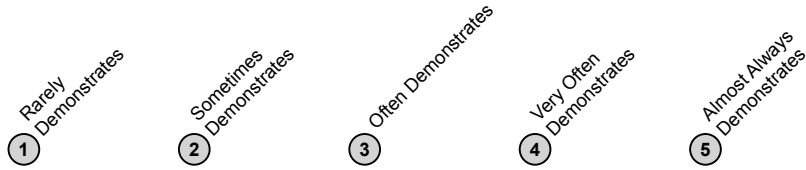
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.83
Manager	2.00	0	1	0	0	0	4.03
Direct Reports	2.80	0	2	2	1	0	4.10
Peers	3.00	0	1	1	1	0	4.14
Others	3.40	0	0	3	2	0	4.04
Overall	3.00	0	4	6	4	0	4.10



## LEADS SELF

**Symbol Key**

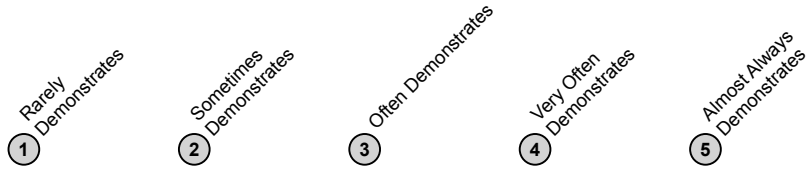
- Norm. Avg.
- ➡ Positive Gap
- ↩ Negative Gap



# LEADS SELF

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



## Competency: Authentic and Open

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	2	0	2	1	3.97
Manager	3.00	0	3	0	1	1	4.04
Direct Reports	3.32	0	7	6	9	3	4.01
Peers	3.40	0	3	4	7	1	4.05
Others	3.00	0	12	4	6	3	3.99
Overall	3.20	0	25	14	23	8	4.02

## 4 Makes self open and approachable to everyone

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	4.16
Manager	2.00	0	1	0	0	0	4.26
Direct Reports	3.40	0	0	3	2	0	4.30
Peers	3.00	0	1	1	1	0	4.28
Others	2.60	0	3	1	1	0	4.12
Overall	2.93	0	5	5	4	0	4.26

## 15 Willingly shares personal history and experiences to help others understand own identity and worldview

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	4.16
Manager	2.00	0	1	0	0	0	3.98
Direct Reports	3.20	0	2	0	3	0	4.14
Peers	3.00	0	0	3	0	0	4.07
Others	2.80	0	2	2	1	0	4.04
Overall	2.93	0	5	5	4	0	4.08

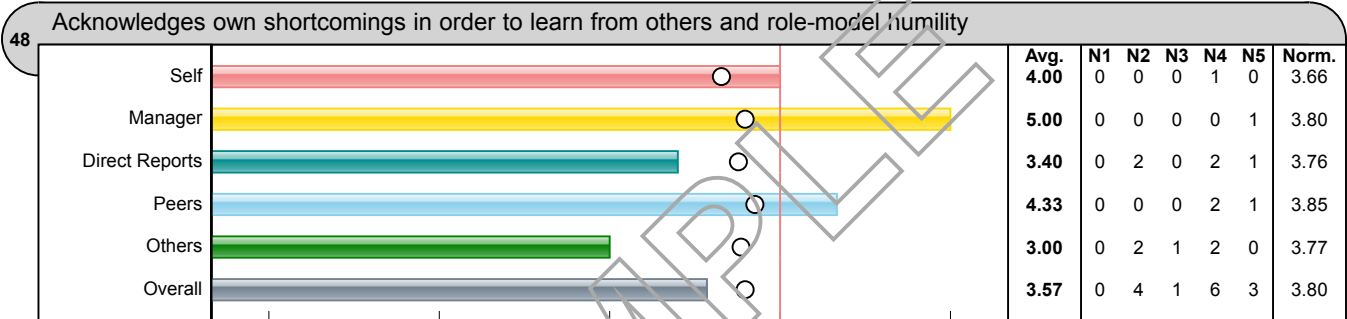
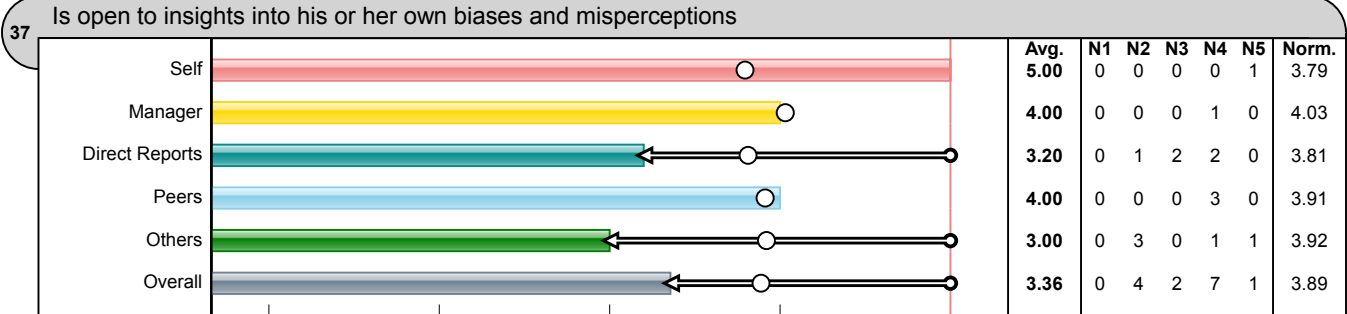
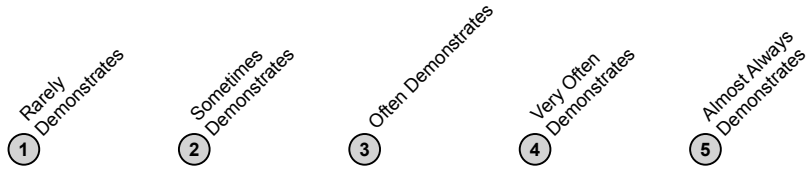
## 26 Is transparent about own thinking, agenda and assumptions

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	4.06
Manager	2.00	0	1	0	0	0	4.11
Direct Reports	3.40	0	2	1	0	2	4.00
Peers	2.67	0	2	0	1	0	4.11
Others	3.60	0	2	0	1	2	4.07
Overall	3.21	0	7	1	2	4	4.06

## LEADS SELF

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap

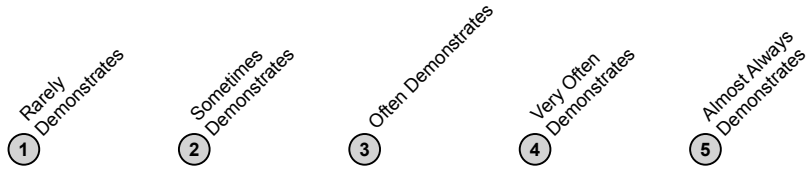


SAMPLE

# LEADS SELF

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



## Competency: Values Perspectives

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	1	1	2	1	3.80
Manager	3.60	0	0	3	1	1	4.07
Direct Reports	3.48	0	2	11	10	2	3.98
Peers	3.47	0	3	5	4	3	4.06
Others	3.72	0	2	9	8	6	4.00
Overall	3.57	0	7	28	23	12	4.02

## 5 Makes people feel valued by asking them to share their unique points of view

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.85
Manager	3.00	0	0	1	0	0	4.09
Direct Reports	3.00	0	1	3	1	0	4.07
Peers	2.33	0	2	1	0	0	4.04
Others	3.40	0	1	1	3	0	4.02
Overall	3.00	0	4	6	4	0	4.05

## 16 Shows interest in others and their backgrounds

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	4.07
Manager	3.00	0	0	1	0	0	4.26
Direct Reports	3.40	0	1	1	3	0	4.07
Peers	3.00	0	1	1	1	0	4.16
Others	3.00	0	1	3	1	0	4.14
Overall	3.14	0	3	6	5	0	4.13

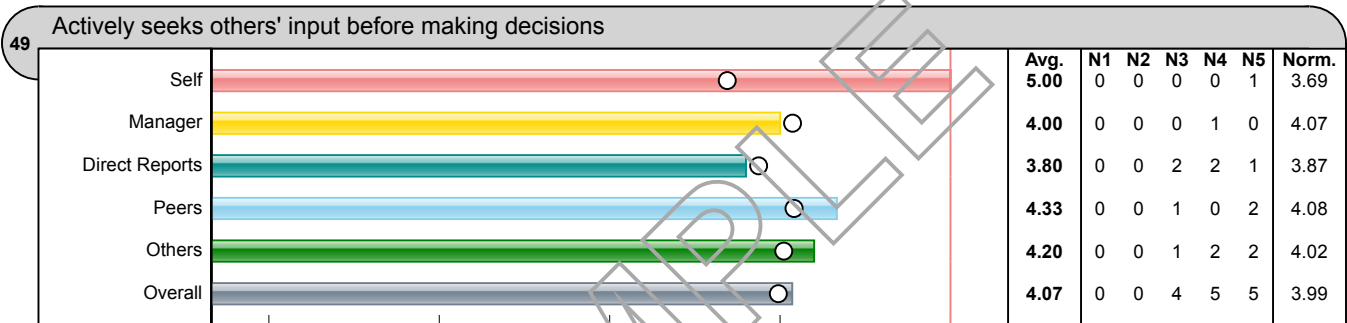
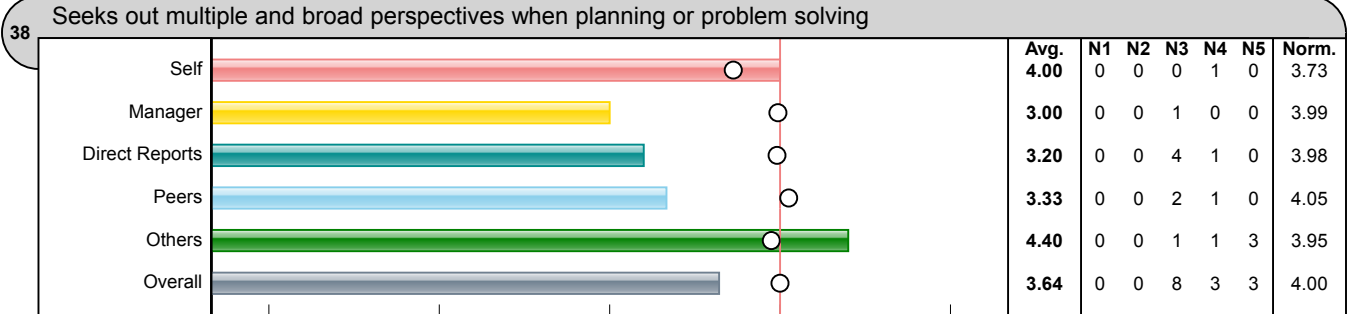
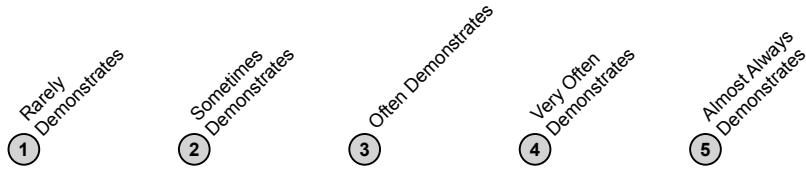
## 27 Manages interactions so conflicting points of view are considered

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.67
Manager	5.00	0	0	0	0	1	3.94
Direct Reports	4.00	0	0	1	3	1	3.90
Peers	4.33	0	0	0	2	1	3.95
Others	3.60	0	0	3	1	1	3.87
Overall	4.00	0	0	4	6	4	3.92

## LEADS SELF

**Symbol Key**

- Norm. Avg.
- Positive Gap
- ← Negative Gap

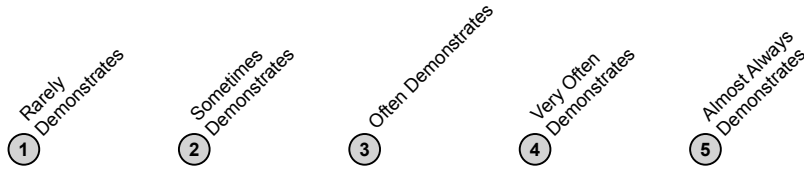


SAMPLE

## LEADS RELATIONSHIPS

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↩ Negative Gap



### Competency: Communicates Adaptively

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	0	2	2	1	3.62
Manager	2.60	0	3	1	1	0	3.91
Direct Reports	3.36	0	7	6	8	4	3.95
Peers	3.60	0	3	1	10	1	3.96
Others	3.40	0	7	5	9	4	3.90
Overall	3.37	0	20	13	28	9	3.94

### 6 Communicates using a variety of mediums to ensure everyone's preferred method is available, including face-to-face, phone, email and social media

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.60
Manager	3.00	0	0	1	0	0	4.04
Direct Reports	3.20	0	2	1	1	1	4.07
Peers	3.33	0	1	0	2	0	4.06
Others	3.20	0	3	0	0	2	3.92
Overall	3.21	0	6	2	3	3	4.04

### 17 Builds rapport by adapting communication style to fit the person and circumstance

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.70
Manager	2.00	0	1	0	0	0	3.71
Direct Reports	3.20	0	1	2	2	0	3.89
Peers	3.33	0	1	0	2	0	3.85
Others	3.20	0	1	2	2	0	3.79
Overall	3.14	0	4	4	6	0	3.84

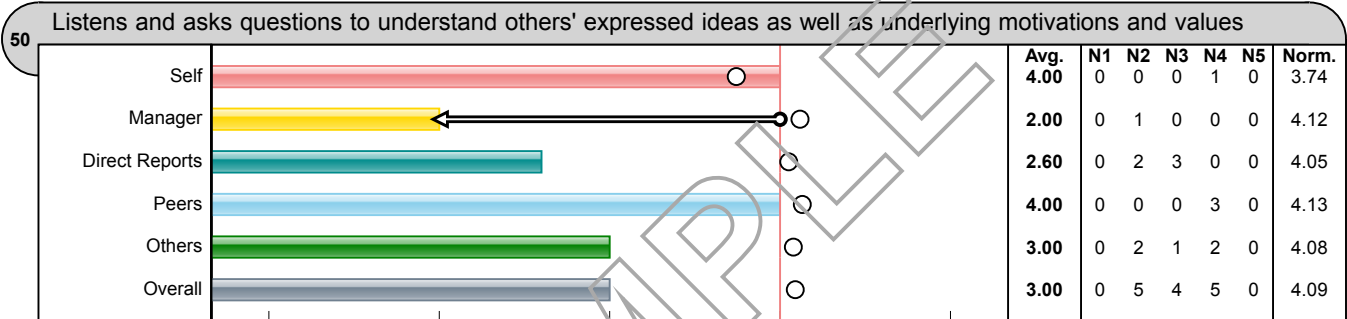
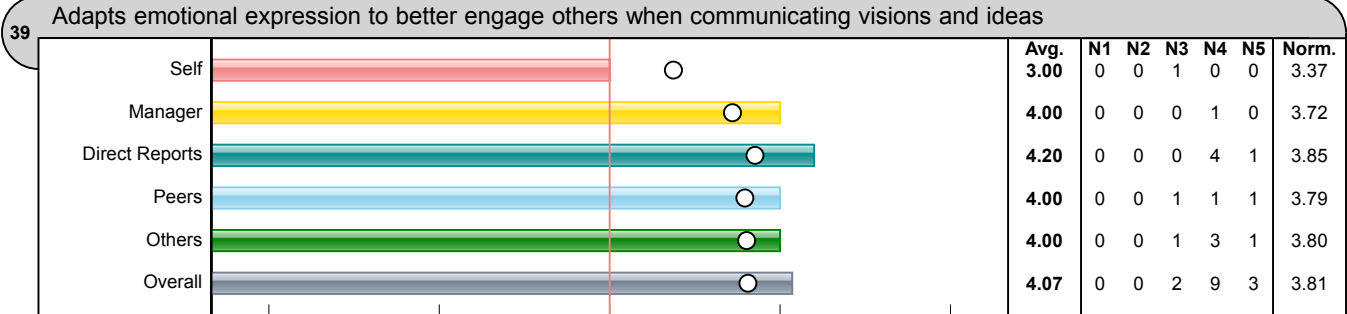
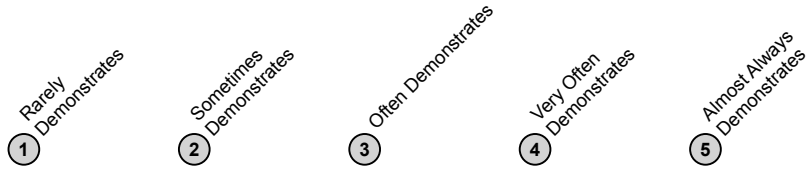
### 28 Appreciates differences in communication and thinking – for example linear vs. circular/introverted vs. extroverted

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.65
Manager	2.00	0	1	0	0	0	3.97
Direct Reports	3.60	0	2	0	1	2	3.90
Peers	3.33	0	1	0	2	0	3.97
Others	3.60	0	1	1	2	1	3.91
Overall	3.43	0	5	1	5	3	3.93

## LEADS RELATIONSHIPS

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap

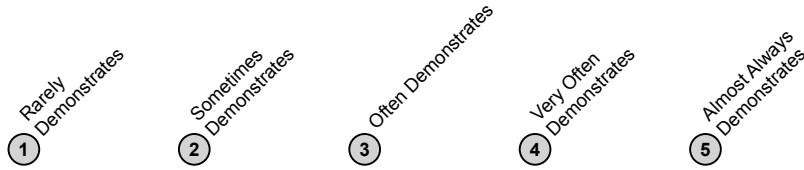


SAMPLE

## LEADS RELATIONSHIPS

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



### Competency: Builds and Connects Relationships

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.60	0	3	1	1	0	3.75
Manager	3.40	0	1	1	3	0	4.05
Direct Reports	3.04	0	7	12	4	2	3.98
Peers	3.00	0	5	5	5	0	4.08
Others	3.52	0	4	8	9	4	3.95
Overall	3.23	0	17	26	21	6	4.02

### 7 Finds opportunities to get to know and develop rapport with others

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.85
Manager	4.00	0	0	0	1	0	4.12
Direct Reports	2.80	0	1	4	0	0	4.08
Peers	2.33	0	2	1	0	0	4.06
Others	3.00	0	2	1	2	0	3.90
Overall	2.86	0	5	6	3	0	4.05

### 18 Opens professional network to others to provide perspective and opportunities

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.51
Manager	3.00	0	0	1	0	0	4.05
Direct Reports	3.80	0	0	3	0	2	3.85
Peers	3.00	0	1	1	1	0	4.07
Others	4.00	0	0	1	3	1	3.95
Overall	3.64	0	1	6	4	3	3.95

### 29 Interacts with others across level and function to understand the organization or generate new ideas

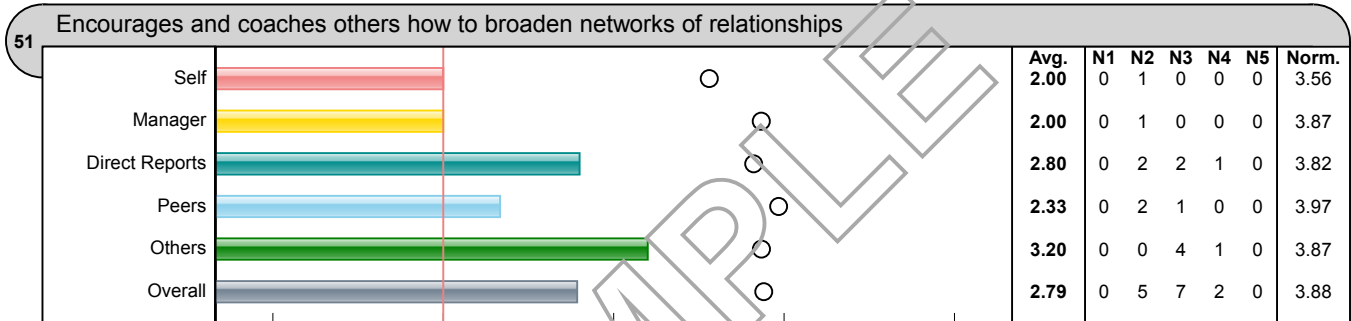
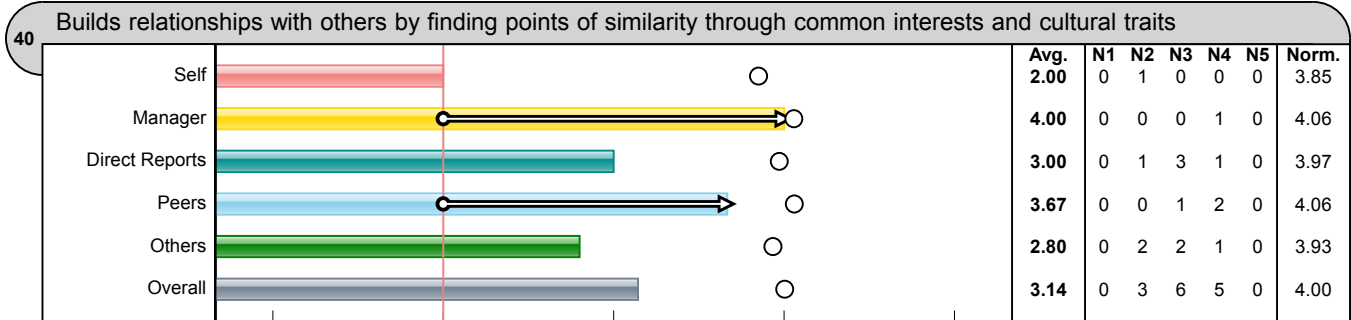
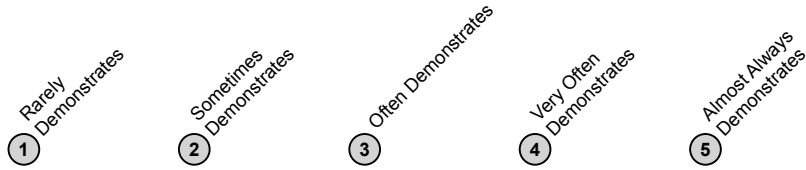
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.98
Manager	4.00	0	0	0	1	0	4.13
Direct Reports	2.80	0	3	0	2	0	4.19
Peers	3.67	0	0	1	2	0	4.22
Others	4.60	0	0	0	2	3	4.08
Overall	3.71	0	3	1	7	3	4.17



## LEADS RELATIONSHIPS

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap

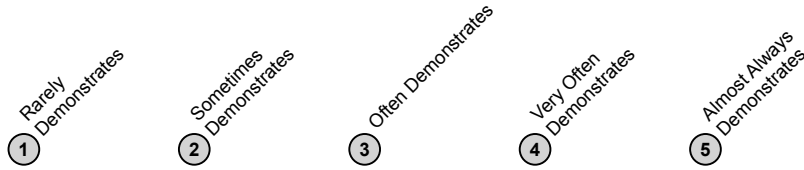


SAMPLE

## LEADS RELATIONSHIPS

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



### Competency: Facilitates Development

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	0	2	2	1	3.72
Manager	3.60	0	1	1	2	1	3.99
Direct Reports	3.52	0	3	11	6	5	3.93
Peers	3.80	0	1	4	7	3	4.01
Others	3.72	0	3	8	7	7	3.92
Overall	3.66	0	8	24	22	16	3.96

### 8 Helps others to understand their areas of strengths and weaknesses, especially related to career opportunities

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.51
Manager	3.00	0	0	1	0	0	3.69
Direct Reports	4.00	0	0	2	1	2	3.66
Peers	4.33	0	0	0	2	1	3.79
Others	4.20	0	0	1	2	2	3.58
Overall	4.07	0	0	4	5	5	3.69

### 19 Ensures that others have the support needed to succeed

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.82
Manager	4.00	0	0	0	1	0	4.13
Direct Reports	3.40	0	0	3	2	0	3.97
Peers	4.00	0	0	1	1	1	4.03
Others	3.60	0	0	3	1	1	3.89
Overall	3.64	0	0	7	5	2	3.99

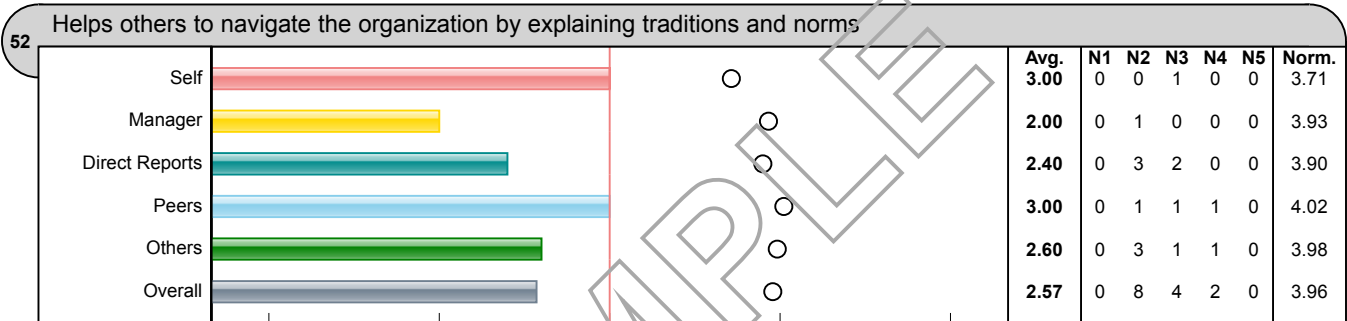
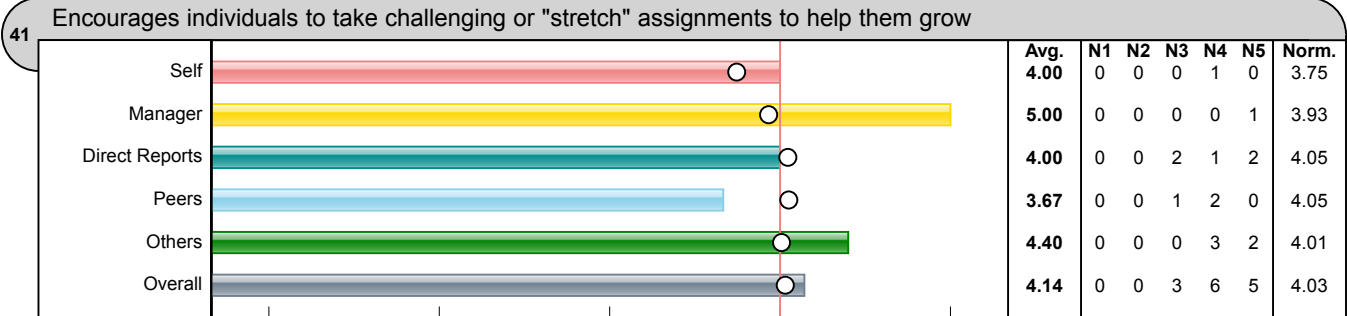
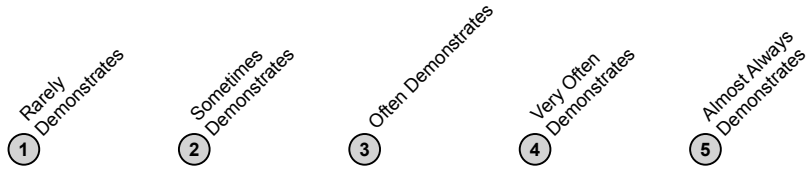
### 30 Extends opportunities to broaden perspectives or gain new skills

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.82
Manager	4.00	0	0	0	1	0	4.24
Direct Reports	3.80	0	0	2	2	1	4.10
Peers	4.00	0	0	1	1	1	4.15
Others	3.80	0	0	3	0	2	4.10
Overall	3.86	0	0	6	4	4	4.13

## LEADS RELATIONSHIPS

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap

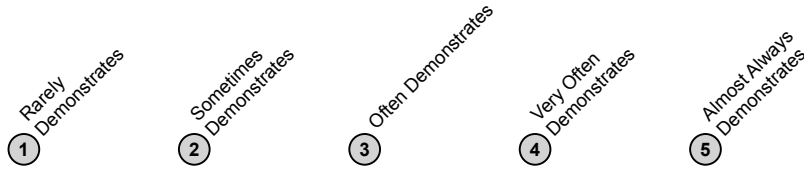


SAMPLE

# LEADS CULTURE

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



## Competency: Allows for Differences

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	2	1	2	3.69
Manager	4.00	0	0	1	3	1	4.00
Direct Reports	3.40	0	6	7	8	4	3.99
Peers	3.60	0	3	4	4	4	3.97
Others	3.84	0	3	7	6	9	3.95
Overall	3.64	0	12	19	21	18	3.97

## 9 Provides others with flexibility to work in a way that fits their style

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.94
Manager	4.00	0	0	0	1	0	3.99
Direct Reports	3.60	0	0	3	1	1	4.19
Peers	4.00	0	0	1	1	1	3.97
Others	3.80	0	0	3	0	2	3.97
Overall	3.79	0	0	7	3	4	4.06

## 20 Considers how individuals are unique and have underlying cultural and personal differences

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.96
Manager	4.00	0	0	0	1	0	4.24
Direct Reports	2.40	0	4	0	1	0	4.08
Peers	3.00	0	1	1	1	0	4.16
Others	2.80	0	2	2	1	0	4.13
Overall	2.79	0	7	3	4	0	4.13

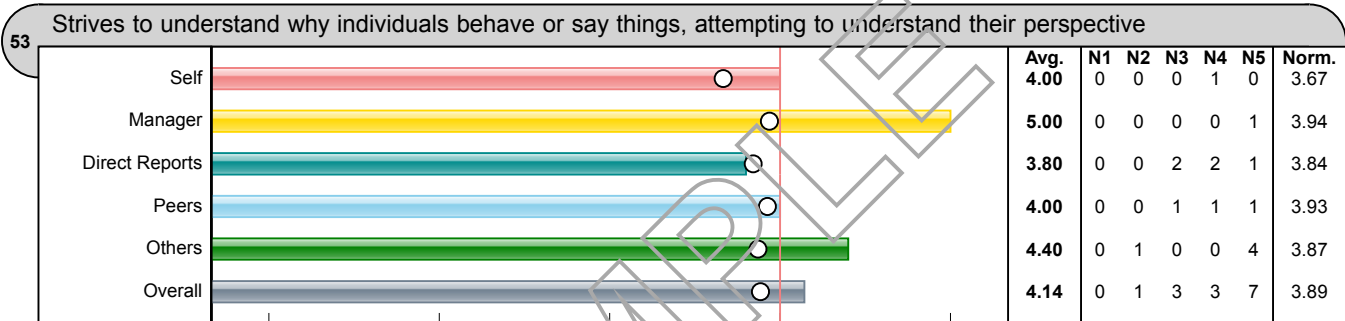
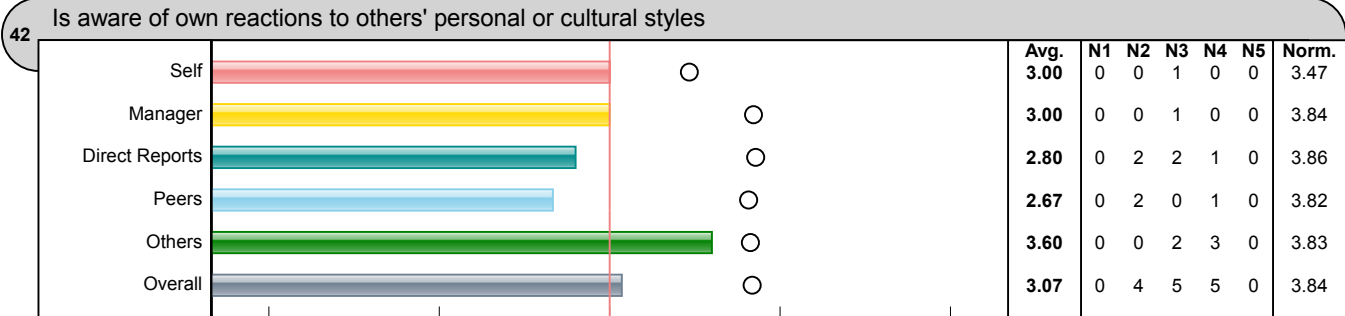
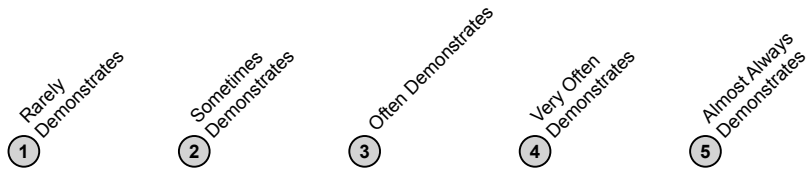
## 31 Interprets individuals' behavior in the context of their unique identity, their cultural background, and the situation at hand

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.44
Manager	4.00	0	0	0	1	0	3.97
Direct Reports	4.40	0	0	0	3	2	3.95
Peers	4.33	0	0	1	0	2	3.95
Others	4.60	0	0	0	2	3	3.92
Overall	4.43	0	0	1	6	7	3.95

## LEADS CULTURE

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap

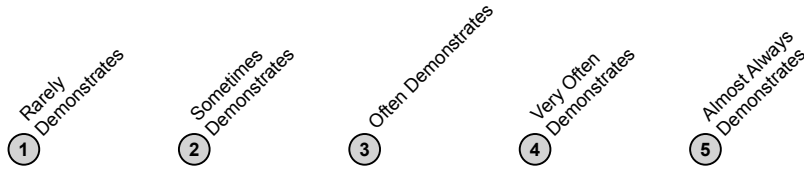


SAMPLE

# LEADS CULTURE

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



## Competency: Shares Authority, Power, and Credit

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	2	1	2	3.97
Manager	4.00	0	0	2	1	2	4.20
Direct Reports	3.80	0	3	5	11	6	4.17
Peers	3.33	0	1	10	2	2	4.18
Others	3.52	0	7	4	8	6	4.12
Overall	3.61	0	11	21	22	16	4.17

## 10 Shares credit for success with the entire team

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	4.29
Manager	3.00	0	0	1	0	0	4.55
Direct Reports	3.80	0	0	2	2	1	4.39
Peers	3.33	0	0	2	1	0	4.41
Others	3.60	0	0	2	3	0	4.32
Overall	3.57	0	0	7	6	1	4.40

## 21 Shows confidence in others by empowering them to have decision-making authority

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.69
Manager	5.00	0	0	0	0	1	3.93
Direct Reports	4.00	0	0	1	3	1	3.98
Peers	3.33	0	0	2	1	0	3.94
Others	4.00	0	0	1	3	1	3.93
Overall	3.93	0	0	4	7	3	3.95

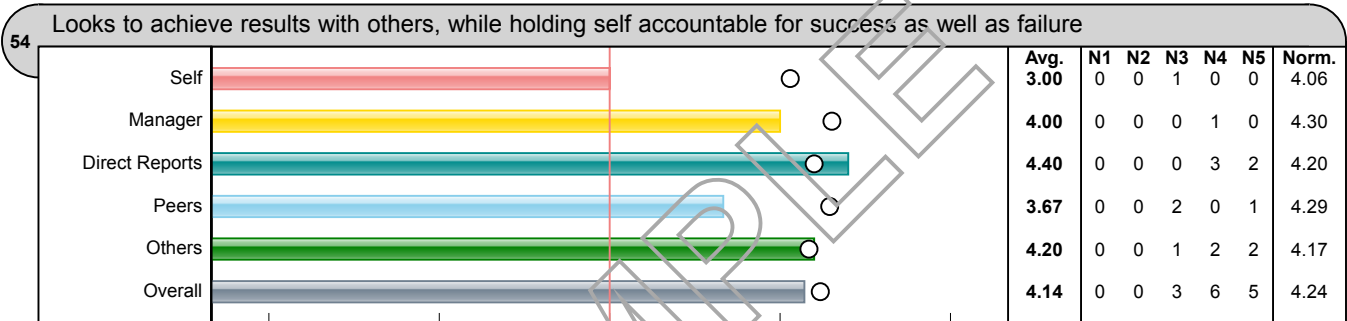
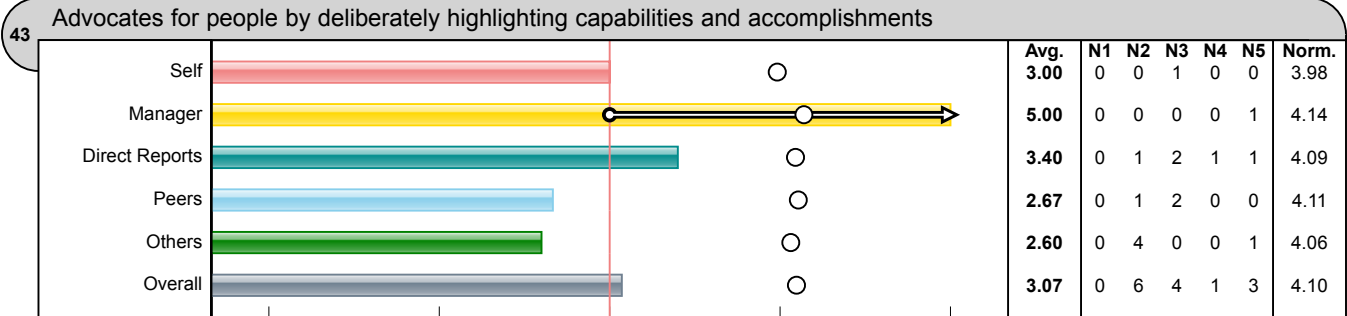
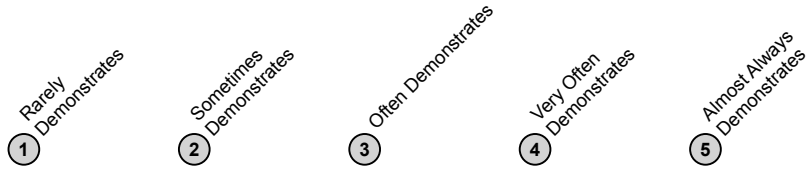
## 32 Empowers others to take ownership over results or initiatives through delegation and support

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.83
Manager	3.00	0	0	1	0	0	4.03
Direct Reports	3.40	0	2	0	2	1	4.20
Peers	3.67	0	0	2	0	1	4.12
Others	3.20	0	3	0	0	2	4.10
Overall	3.36	0	5	3	2	4	4.14

## LEADS CULTURE

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap

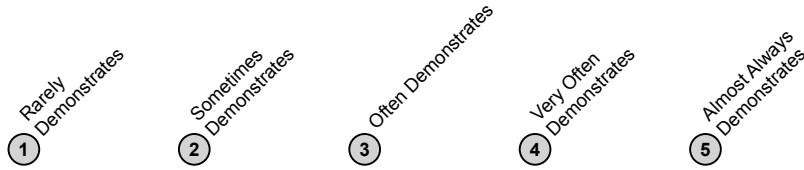


SAMPLE

# LEADS CULTURE

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ↔ Negative Gap



## Competency: Builds a Climate of Trust and Respect

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	1	2	1	1	4.04
Manager	2.80	0	3	1	0	1	4.24
Direct Reports	3.68	0	3	5	14	3	4.11
Peers	3.53	0	1	8	3	3	4.22
Others	3.36	0	5	10	6	4	4.15
Overall	3.47	0	12	24	23	11	4.16

## 11 Builds trust through consistency between words and actions, that is "walks the talk"

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	4.04
Manager	2.00	0	1	0	0	0	4.30
Direct Reports	3.60	0	1	0	4	0	4.03
Peers	3.33	0	0	2	1	0	4.21
Others	2.80	0	1	4	0	0	4.14
Overall	3.14	0	3	6	5	0	4.14

## 22 Expects that individuals treat others with respect, discouraging stereotypes

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	4.35
Manager	2.00	0	1	0	0	0	4.61
Direct Reports	3.40	0	0	3	2	0	4.46
Peers	2.67	0	1	2	0	0	4.50
Others	2.60	0	3	1	1	0	4.49
Overall	2.86	0	5	6	3	0	4.49

## 33 Encourages a culture where people speak up, regardless of level or background

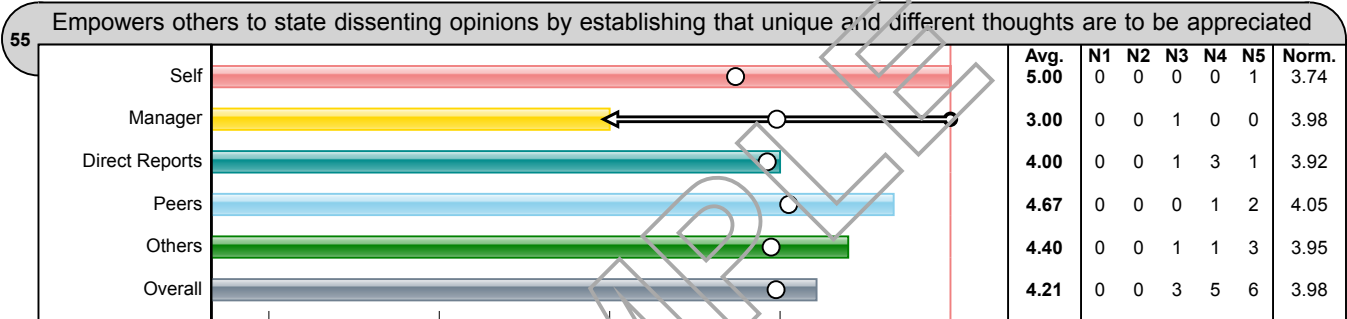
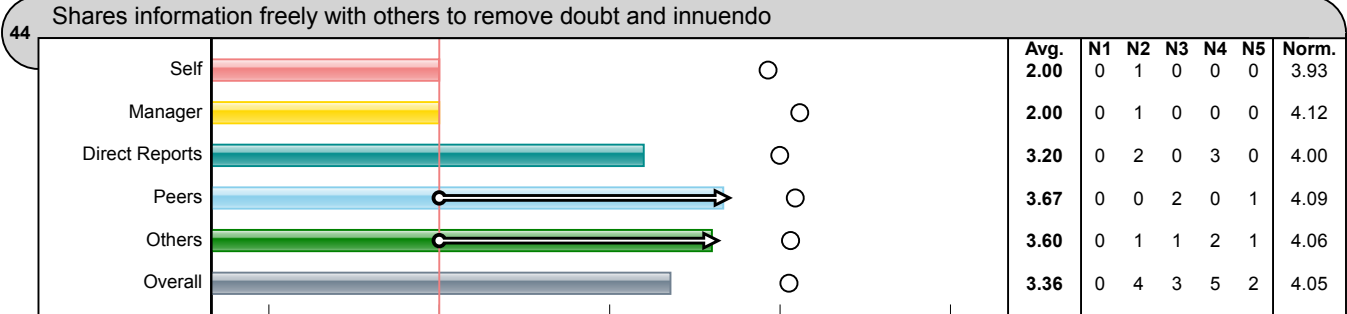
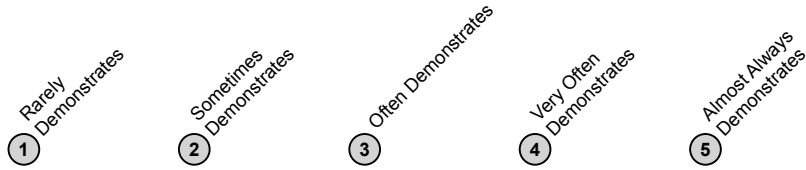
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	4.13
Manager	5.00	0	0	0	0	1	4.19
Direct Reports	4.20	0	0	1	2	2	4.12
Peers	3.33	0	0	2	1	0	4.23
Others	3.40	0	0	3	2	0	4.09
Overall	3.79	0	0	6	5	3	4.16



## LEADS CULTURE

**Symbol Key**

- Norm. Avg.
- ➡ Positive Gap
- ⬅ Negative Gap

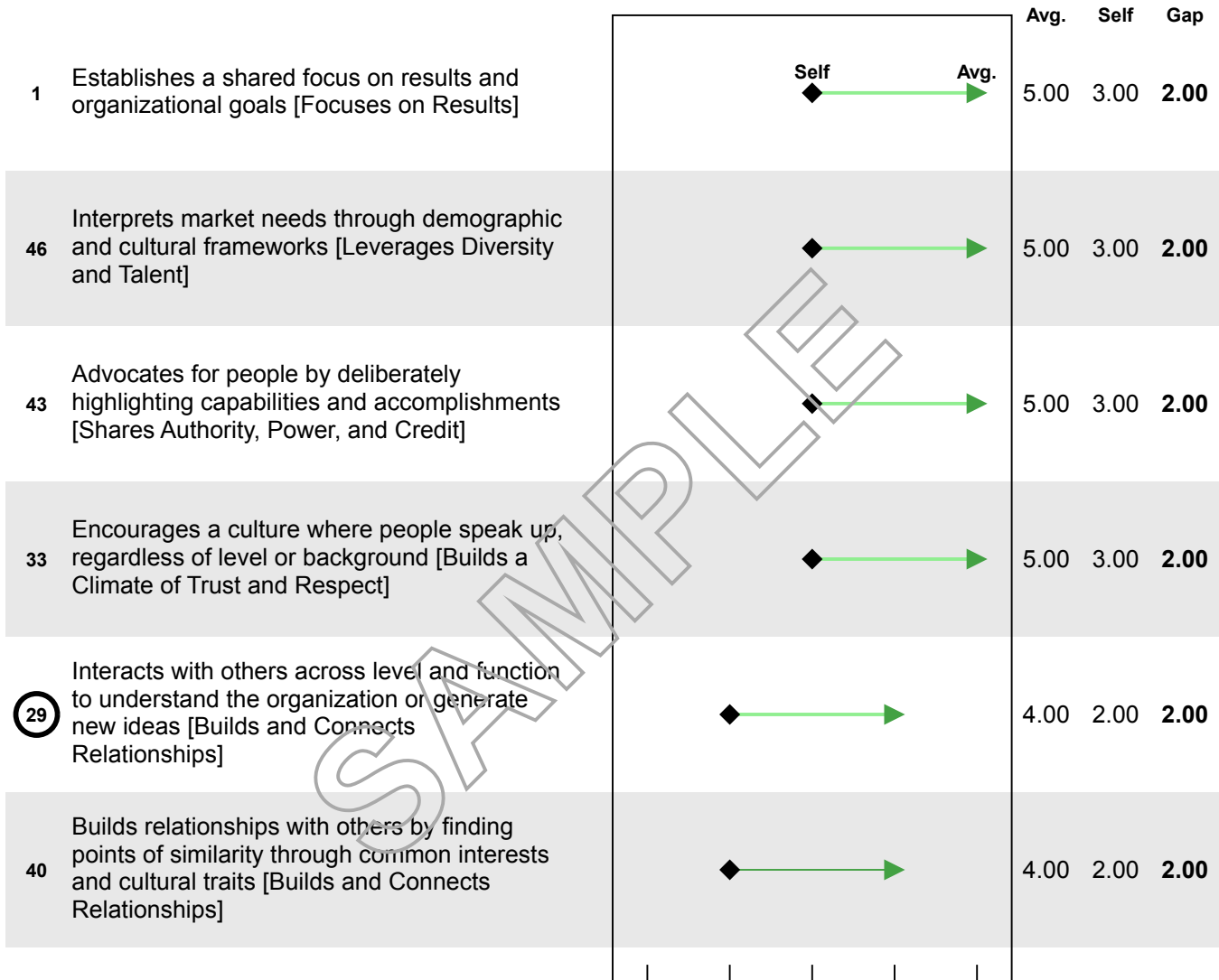


SAMPLE

**Positive Self Gaps: Manager**

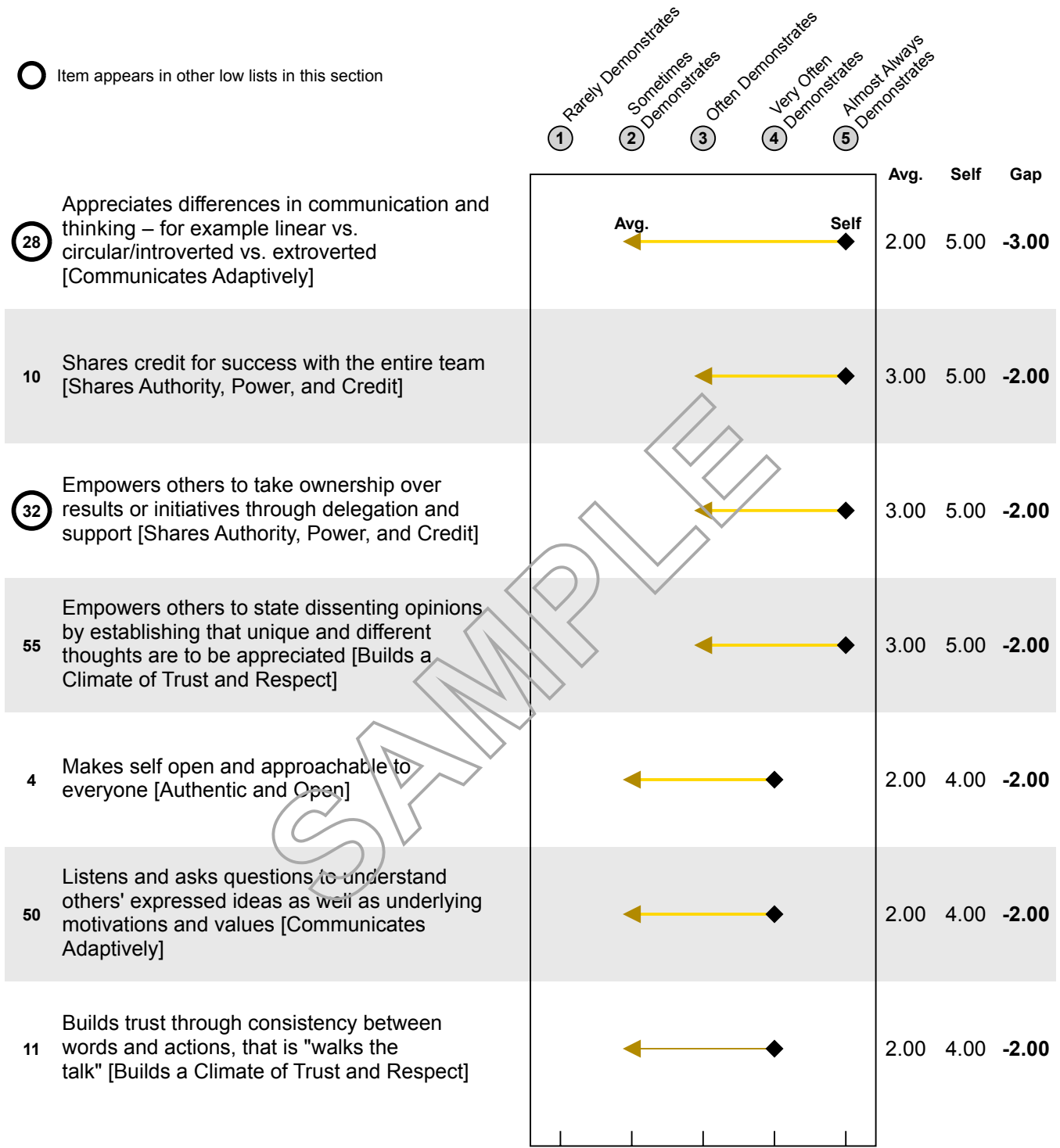
○ Item appears in other high lists in this section

① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates



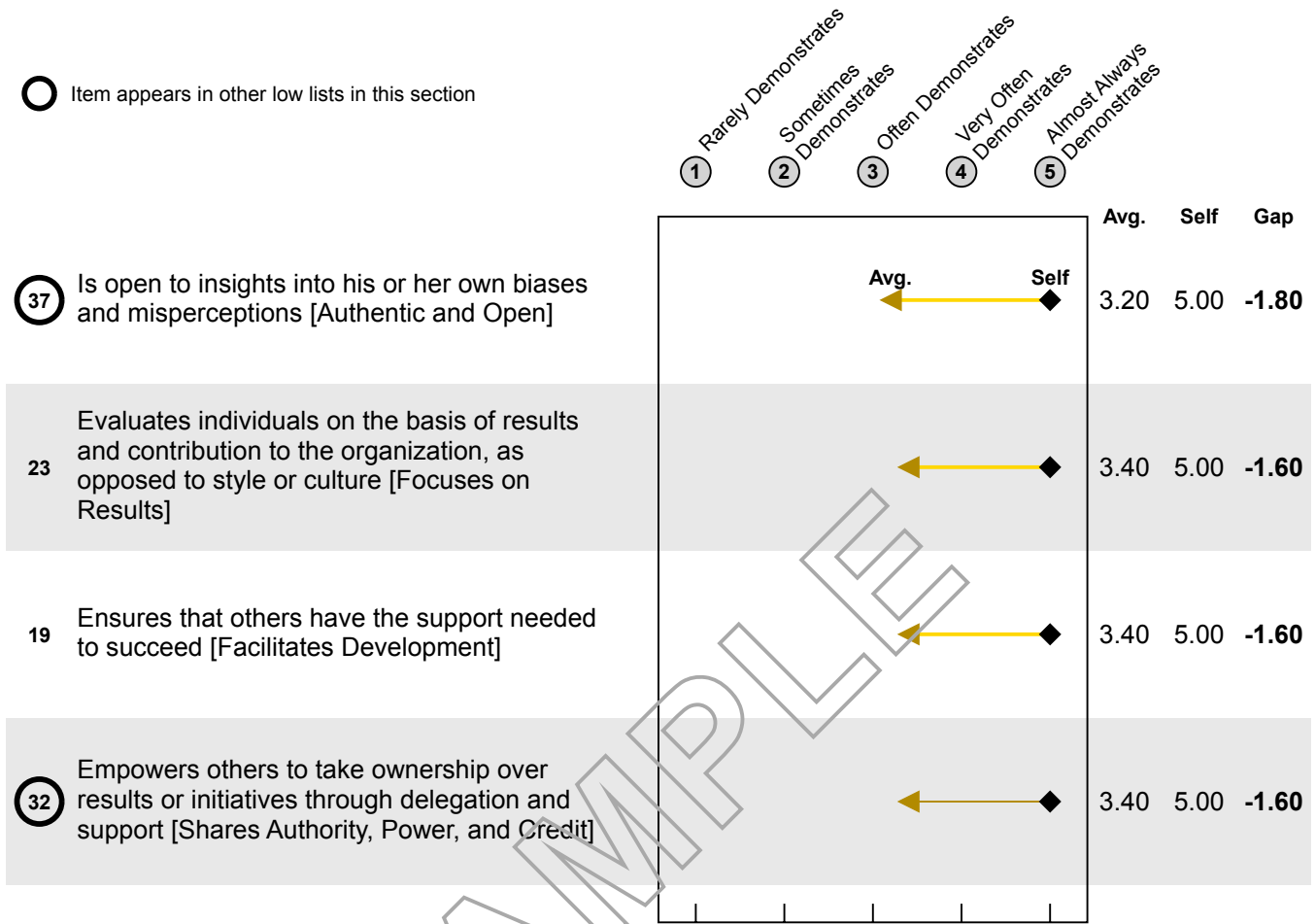
## Negative Self Gaps: Manager

○ Item appears in other low lists in this section



## Negative Self Gaps: Direct Reports

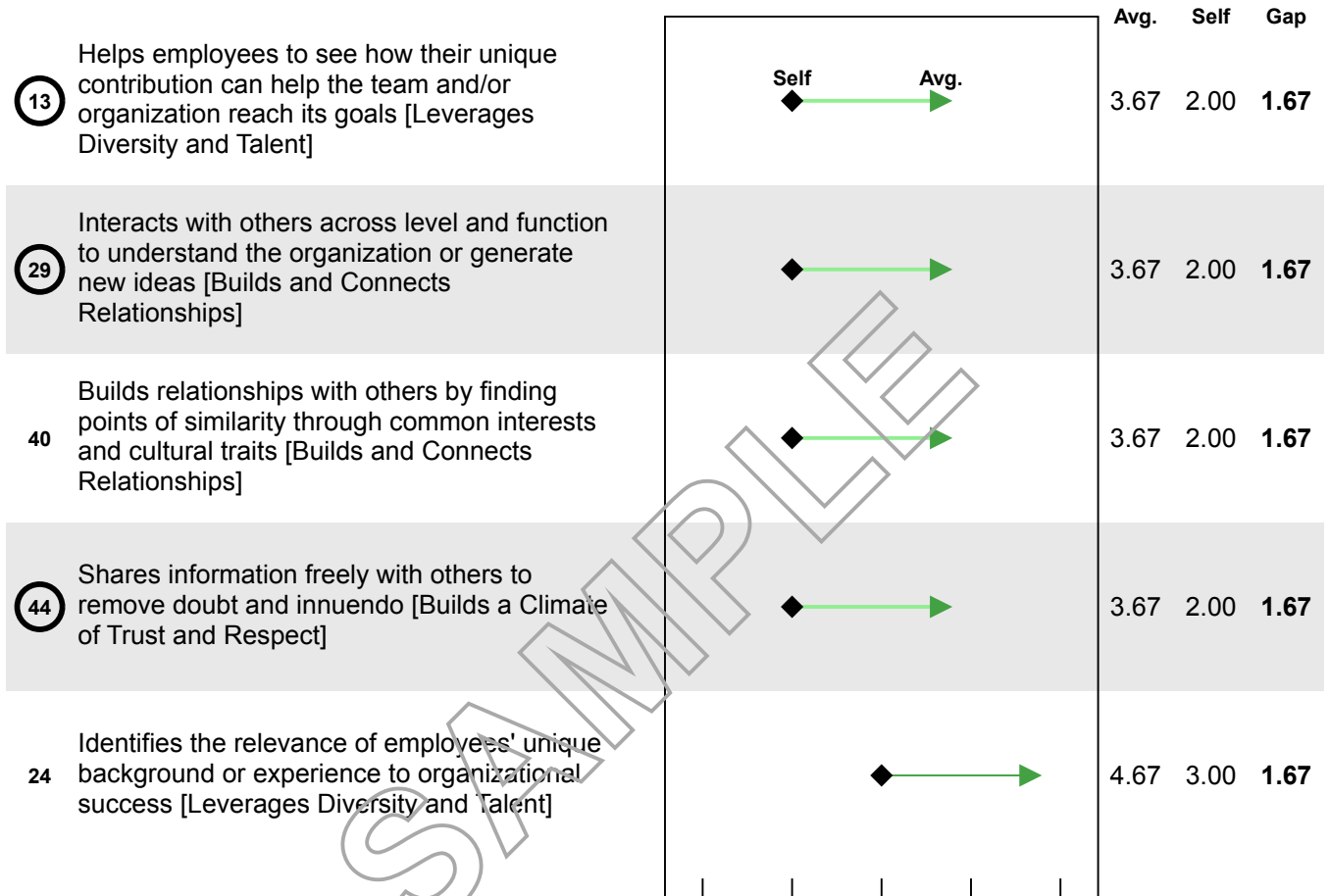
○ Item appears in other low lists in this section



**Positive Self Gaps: Peers**

○ Item appears in other high lists in this section

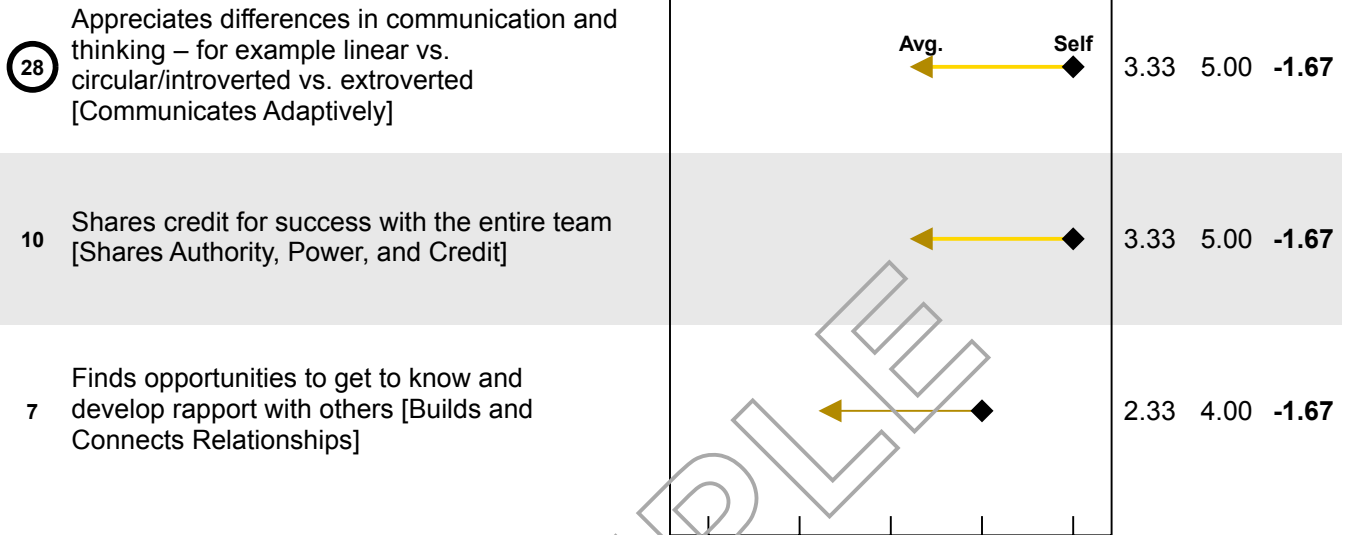
① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates



## Negative Self Gaps: Peers

○ Item appears in other low lists in this section

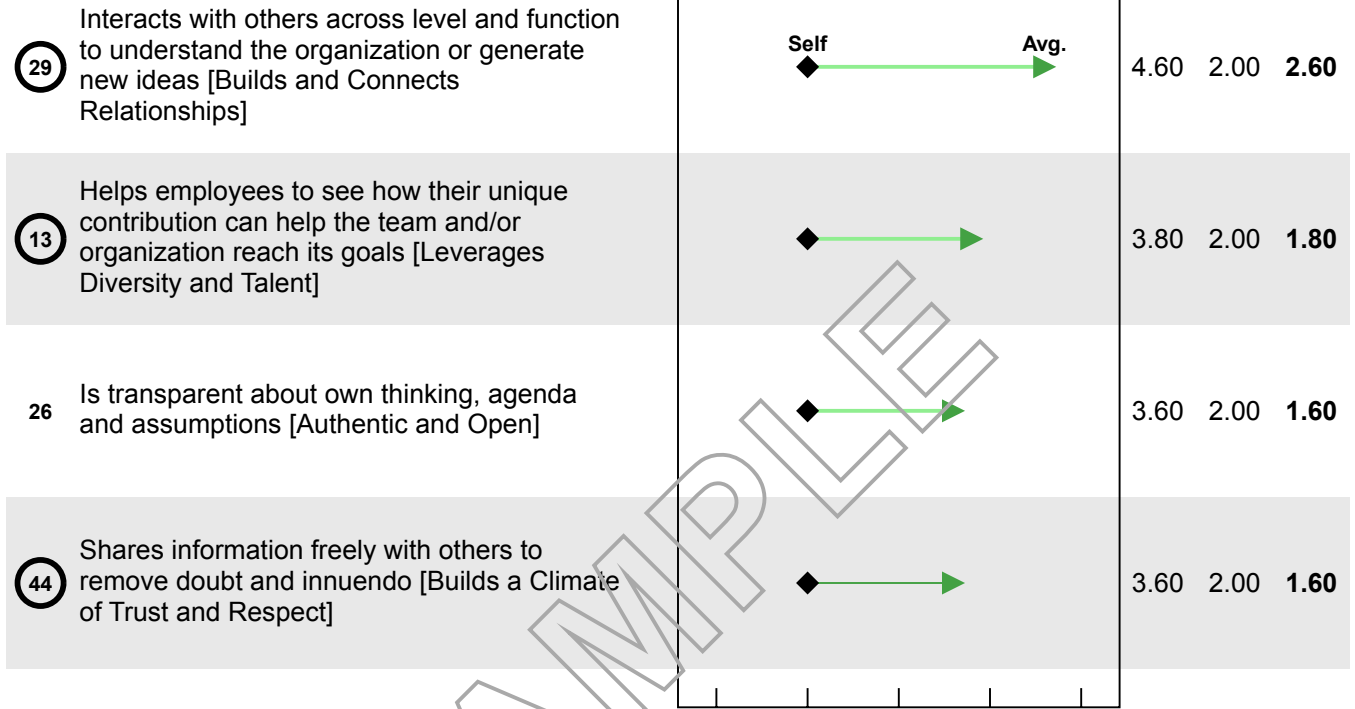
① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates



**Positive Self Gaps: Others**

○ Item appears in other high lists in this section

① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates



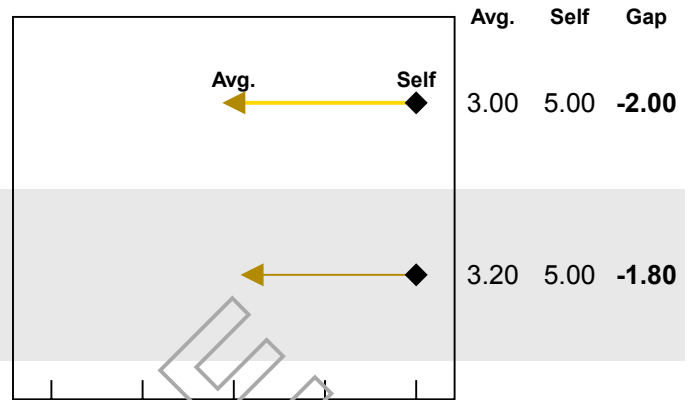
**Negative Self Gaps: Others**

○ Item appears in other low lists in this section

① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates

③⑦ Is open to insights into his or her own biases and misperceptions [Authentic and Open]

③② Empowers others to take ownership over results or initiatives through delegation and support [Shares Authority, Power, and Credit]



SAMPLE



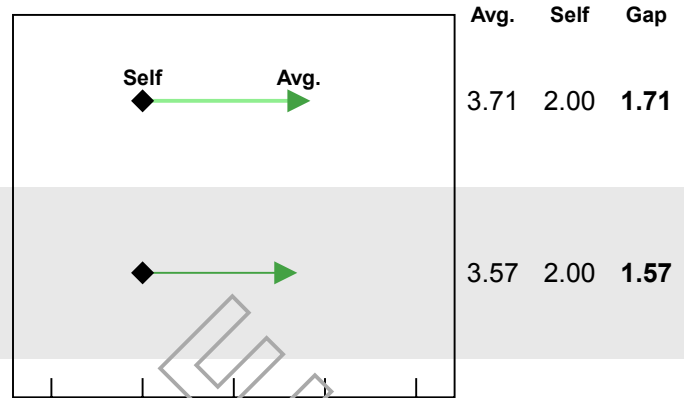
**Positive Self Gaps: Overall**

○ Item appears in other high lists in this section

① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates

②⑨ Interacts with others across level and function to understand the organization or generate new ideas [Builds and Connects Relationships]

①③ Helps employees to see how their unique contribution can help the team and/or organization reach its goals [Leverages Diversity and Talent]



SAMPLE

**Negative Self Gaps: Overall**

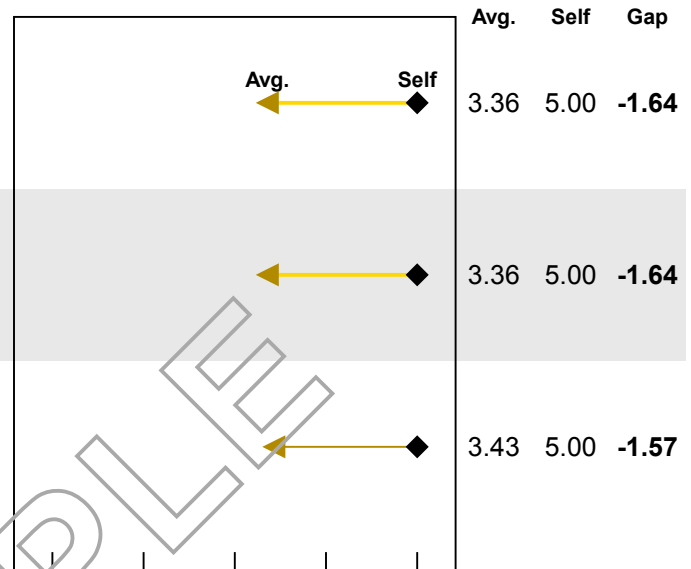
○ Item appears in other low lists in this section

① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates

③⑦ Is open to insights into his or her own biases and misperceptions [Authentic and Open]

③② Empowers others to take ownership over results or initiatives through delegation and support [Shares Authority, Power, and Credit]

③②⑧ Appreciates differences in communication and thinking – for example linear vs. circular/introverted vs. extroverted [Communicates Adaptively]



## Highest Items: Overall

	Question	Competency	Avg.	Self
31	Interprets individuals' behavior in the context of their unique identity, their cultural background, and the situation at hand	<i>Allows for Differences</i>	<b>4.43</b>	5.00
55	Empowers others to state dissenting opinions by establishing that unique and different thoughts are to be appreciated	<i>Builds a Climate of Trust and Respect</i>	<b>4.21</b>	5.00
24	Identifies the relevance of employees' unique background or experience to organizational success	<i>Leverages Diversity and Talent</i>	<b>4.14</b>	3.00
47	Tactfully acknowledges how others are different from self	<i>Courageous</i>	<b>4.14</b>	5.00
41	Encourages individuals to take challenging or "stretch" assignments to help them grow	<i>Facilitates Development</i>	<b>4.14</b>	4.00
53	Strives to understand why individuals behave or say things, attempting to understand their perspective	<i>Allows for Differences</i>	<b>4.14</b>	4.00
54	Looks to achieve results with others, while holding self accountable for success as well as failure	<i>Shares Authority, Power, and Credit</i>	<b>4.14</b>	3.00

**Lowest Items: Overall**

	Question	Competency	Avg.	Self
52	Helps others to navigate the organization by explaining traditions and norms	<i>Facilitates Development</i>	<b>2.57</b>	3.00
51	Encourages and coaches others how to broaden networks of relationships	<i>Builds and Connects Relationships</i>	<b>2.79</b>	2.00
20	Considers how individuals are unique and have underlying cultural and personal differences	<i>Allows for Differences</i>	<b>2.79</b>	3.00
3	Takes on difficult conversations about behaviors that are preventing organizational success	<i>Courageous</i>	<b>2.86</b>	2.00
7	Finds opportunities to get to know and develop rapport with others	<i>Builds and Connects Relationships</i>	<b>2.86</b>	4.00
22	Expects that individuals treat others with respect, discouraging stereotypes	<i>Builds a Climate of Trust and Respect</i>	<b>2.86</b>	3.00

SAMPLE

## Comments

C1 If you could give this person one piece of advice – one that would help him/her if followed – what would that advice be?

### Self

- No comments submitted.

### Manager

- No comments submitted.

### Direct Reports

- No comments submitted.

### Peers

- No comments submitted.

### Others

- No comments submitted.

C2 Are there any other comments you would like to share, such as things that you really appreciate about this person?

### Self

- No comments submitted.

### Manager

- No comments submitted.

### Direct Reports

- No comments submitted.

### Peers

- No comments submitted.

## Comments

**C2** Are there any other comments you would like to share, such as things that you really appreciate about this person?

### Others

- No comments submitted.

SAMPLE

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