



# Leadership Assessment Instrument Feedback Results

**Sample, Joe**

June 2016



## Introduction

*“Leadership seems to be the marshaling of skills possessed by a majority but used by a minority. But it's something that can be learned by anyone, taught to everyone, denied to no one.”*

– Warren Bennis, *Leaders*

Effective leadership is arguably the most critical factor in individual, team, and organizational-level interaction. It can often be extraordinarily difficult, however, to explain what exactly effective leadership is.

Among the diverse and manifold misconceptions about leadership, one of the most significant is the belief that every great motivator, planner, director, mover, and shaker must be a born leader. In fact, we all possess the skills needed to be a leader. Leadership can be developed; it is not a gift bestowed only upon a lucky few. The best leaders are those who make a personal choice to continually assess and constantly develop their leadership capabilities.

The following report is a detailed examination of how your leadership behaviors are perceived. This Leadership Assessment Profile™ compiles and reports all of the quantitative and qualitative data collected on your behalf concerning *your* leadership competencies, skills, and behaviors.

This feedback provides a framework to begin exploring your leadership strengths and development needs. To fully realize your leadership potential, you may not only need to address some development areas but also to sustain and build upon your existing strengths. Other people, including those who have not participated in this process, may be able to give you more detailed observations and examples which could help you better understand this feedback.

We hope that you will use your Leadership Assessment Instrument (LAI) feedback to focus your developmental efforts on specific behaviors, while capitalizing on the strengths you already possess.

## Overview

### *The High Impact Leadership Model*

The Leadership Assessment Instrument (LAI) tests for the competencies and skills contained in the High Impact Leadership Model. This section of your Leadership Assessment Profile details the various elements that comprise this Model to help you better understand your LAI results.

The Model consists of five leadership competencies, six leadership skills, and five leadership responsibilities (note: the LAI tests for the competencies and skills contained in the Model, but does not test for the leadership responsibilities in the Model.). In the pages that follow, we set forth the model and provide definitions of each of its elements (five competencies, six skills, and five responsibilities.)

In addition, the pages that follow indicate that each of the five competencies is comprised of two components (e.g., Focused Drive is comprised of Focus and Drive; Emotional Intelligence is comprised of Perception and Emotional Maturity; etc.). Furthermore, each of these 11 components is supported by 5 behavioral indicators. These indicators are, in fact, the competency items contained in the LAI.



## The High Impact Leadership Model – Definitions

### Leadership Competencies

**Focused Drive:** The capability of focusing on a goal and harnessing your energy in order to meet that goal – a balance between focus and drive.

**Emotional Intelligence:** The capability of understanding and mastering your emotions (and those of others) in a way that instills confidence – a balance between perception and emotional maturity.

**Trusted Influence:** The capability of evoking trust from others and placing trust in others to enable them to succeed – a balance between commitment and empowerment.

**Conceptual Thinking:** The capability of conceiving and selecting innovative strategies and ideas for your organization – a balance between innovation and big picture thinking.

**Systems Thinking:** The capability of connecting processes, events, and structures – a balance between process orientation and mental discipline.

### Leadership Skills

**Strategic Thinking:** The skill of using powerful frameworks and approaches for diagnosing and anticipating competitive threats, and taking action on the strategic concerns of your organization.

**Communication and Negotiation:** The skill of communicating and relating to a broad range of people internally and externally and using that ability to arrive at and reach understandings and agreements.

**Leading Change:** The skill of understanding and using the most effective tools and processes to drive needed change.

**Coaching and Mentoring:** The skill of mastering a comfortable coaching style and using it strategically to improve performance

**Problem Solving:** The skill of employing analytical abilities, pragmatism, and other tools to resolve complex problems in a variety of contexts.

**Leading Teams:** The skill of inspiring and driving a team to go beyond the expected.

## **Leadership responsibilities**

***Creating the Vision:*** The responsibility of anticipating future demands and seizing future opportunities while providing meaning, context, and motivation throughout the organization.

***Creating an Inclusive Organization:*** The responsibility of building and developing the structure and climate where all employees are engaged and delivering high performance.

***Building a High Performance Culture:*** The responsibility of creating an environment in which employees want to develop and achieve.

***Driving Growth through Innovation:*** The responsibility of building a culture that systematically anticipates future demands and seizes future opportunities.

***Producing Results:*** The responsibility of setting goals, monitoring progress, and driving flawless execution to achieve results in a competitive world.

# The High Impact Leadership Model – Component Definitions

## Focused Drive

- **Focus:** The ability to identify an important goal or vision and to channel efforts at specific targets that support that goal/vision.
- **Drive:** The ability to persevere, sacrifice (when necessary), and expend high degrees of energy to reach high levels of performance.

## Emotional Intelligence

- **Perception:** The ability to read the emotions and thoughts of others through the use of insight and analytical skills.
- **Emotional Maturity:** The ability to master emotions and cope with stress in a way that instills confidence, motivates, and enhances group effectiveness.

## Trusted Influence

- **Commitment:** The ability to evoke trust from others by keeping commitments, adhering to high ethical standards and principles, and building shared goals/values.
- **Empowerment:** The ability to help others reach higher levels of performance through trust, delegation, participation, and coaching.

## Conceptual Thinking

- **Innovation:** The ability to create/enhance ideas, products, and services that lead to bottom line success.
- **Big Picture Thinking:** The ability to see all of the forces, events, entities, and people involved in the situation at hand.

## Systems Thinking

- **Process Orientation:** The ability to increase overall learning and performance by designing, implementing, and/or connecting processes.
- **Mental Discipline:** The ability to sort through ambiguity and alternatives in a way that crystallizes and puts ideas into action.

## Report Contents

### **A Overall Summary**

This section averages all item ratings within a competency/skill by the self and all rater responses. The N signifies the total number of responses received for all items in each respective competency/skill.

### **B Benchmark Summary**

This section averages all item ratings within a benchmark by the self and all rater responses. The N signifies the total number of responses received for all items in each respective competency.

### **C Benchmark Summary (Ranked by Rating)**

This section averages all item ratings within a benchmark by all raters and sorts them by the resulting average for highest to lowest. The N signifies the total number of responses received for all items in each respective component / skill.

### **D Item Results**

Graphical and numerical data regarding ratings for each specific item are depicted by rater group.

### **E Self Gaps**

Items in which the ratings between the Self rating and the average ratings of other groups are greater than 30% are listed here. The gaps are provided for each rater group.

### **F Highest and Lowest Rated Items**

The items with the highest and lowest ratings from all raters are provided in this section. The number of items listed is determined as a percentage of the total number of items in the assessment instrument. If the average is within the highest 20% of the scale, the item will not be displayed as a low rating. If the average is within the lowest 20%, the item will not be displayed as a high rating.

### **G Comments**

Comments from your raters are categorized by rater group. Comments will not appear on aggregate reports.

## 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>	3	3	100.00%
<b>Peers</b>	3	3	100.00%
<b>TOTAL</b>	8	8	100.00%

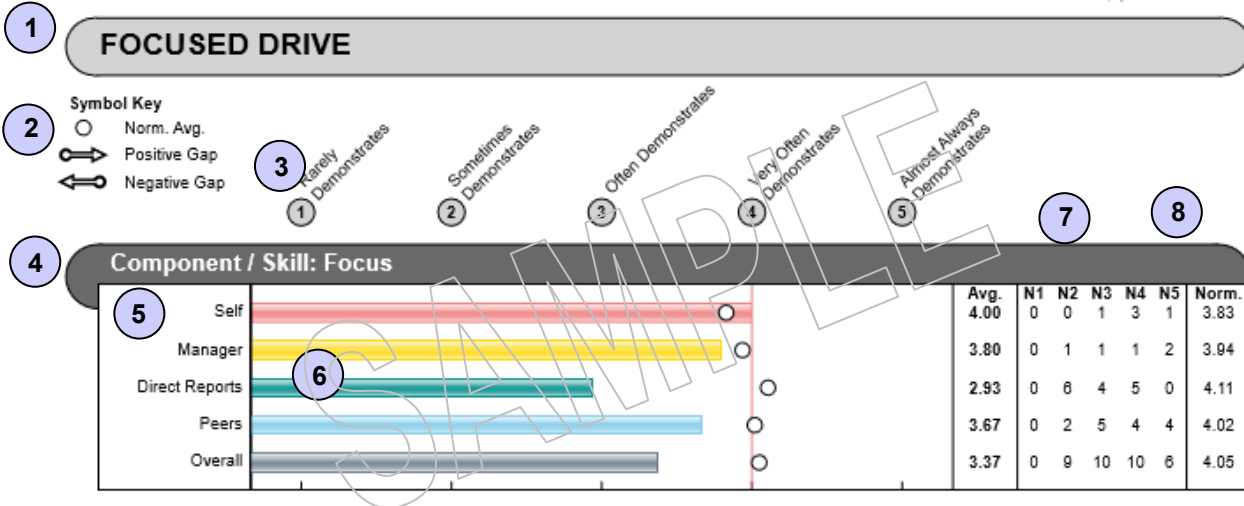
For non-anonymous rater groups such as **Self, Manager**, ratings will be shown if at least one assessment has been submitted.

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 Component Heading** – This is the component into which the items are grouped. In this example, “Focused Drive” 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 Component / Skill Area** – This graph shows the results by rater group for the specific Component / Skill area.
- 5 Rater Groups** – These titles depict the different rater groups that provided feedback. In this example, responses from the participant’s **Direct Reports**, **Peers**, **Manager**, 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 2.93 for the item. The vertical line indicates the **Self** rating. This line is included so that participants can easily see the differences between their **Self** rating and the ratings of others.
- 7 Distribution** – The numbers above each mean bar show the number of ratings provided for each point on the rating scale for that particular rater group. In this example, fifteen **Direct Reports** responded to the item. Of those, six provided a rating of “Sometimes Demonstrates”, four a rating of “Often Demonstrates”, and five provided a rating of “Very Often Demonstrates”.
- 8 Normative Average** – This column depicts the LAI Norm. This is provided to compare the participant’s average ratings to others who have participated in this assessment process, utilizing this survey.

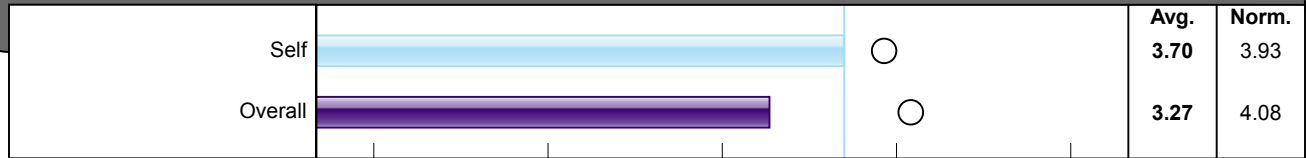
## Overall Summary

### Symbol Key

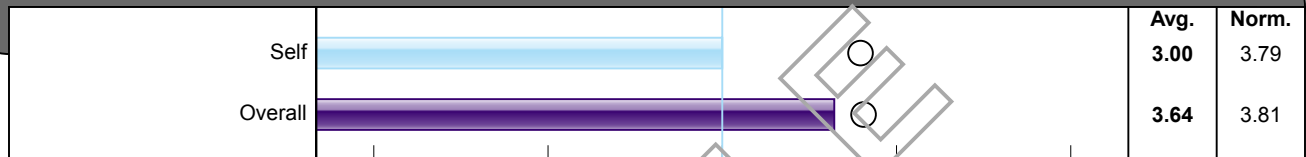
- Norm. Avg.
- Positive Gap
- ← Negative Gap

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

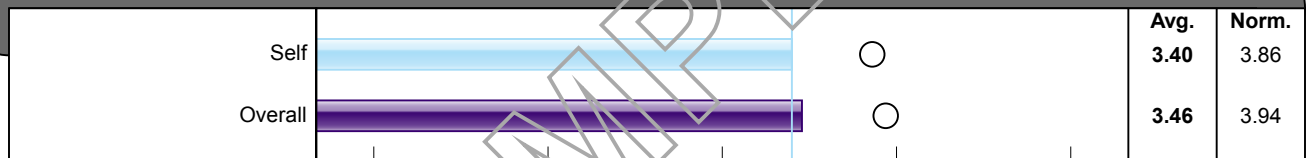
### FOCUSED DRIVE



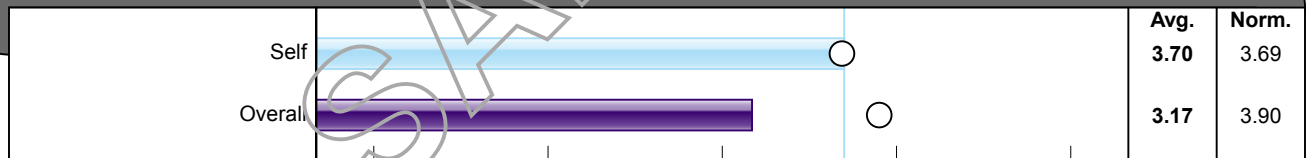
### EMOTIONAL INTELLIGENCE



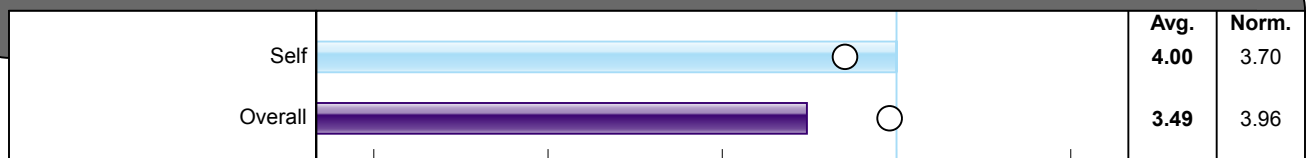
### TRUSTED INFLUENCE



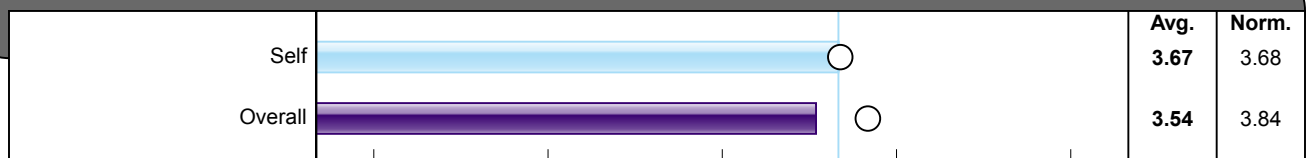
### CONCEPTUAL THINKING



### SYSTEMS THINKING



### LEADERSHIP SKILLS



## Component / Skill Summary

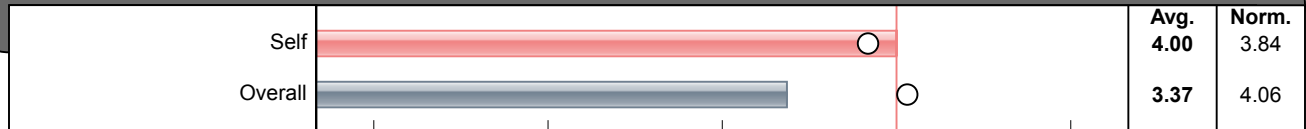
### Symbol Key

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

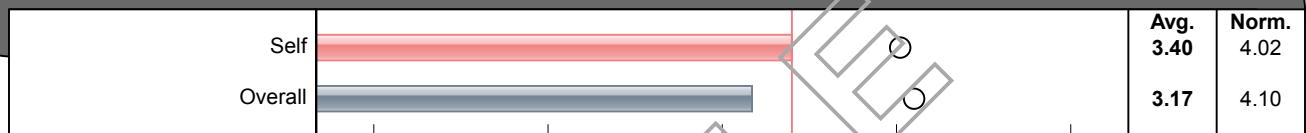
- ① Rarely Demonstrates      ② Sometimes Demonstrates      ③ Often Demonstrates      ④ Very Often Demonstrates      ⑤ Almost Always Demonstrates

### FOCUSED DRIVE

#### Focus

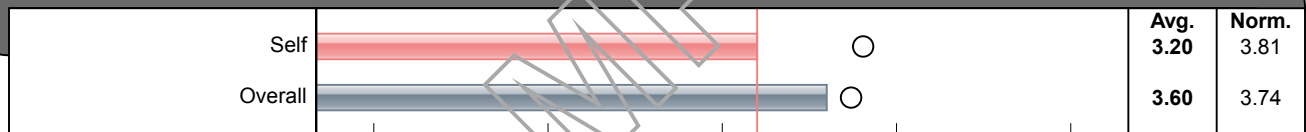


#### Drive

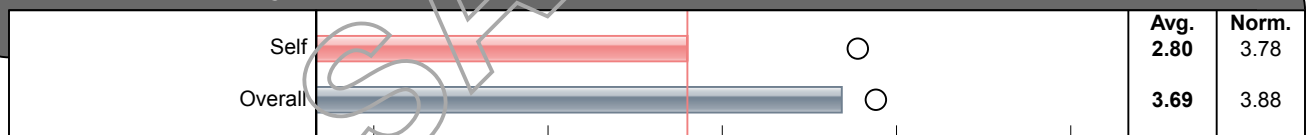


### EMOTIONAL INTELLIGENCE

#### Perception

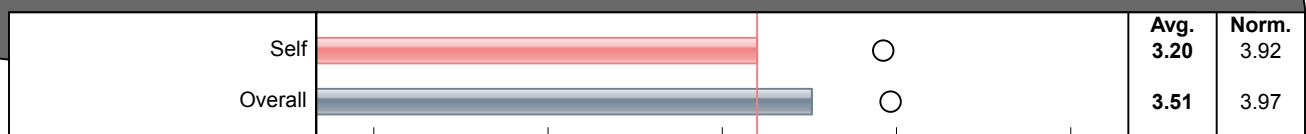


#### Emotional Maturity

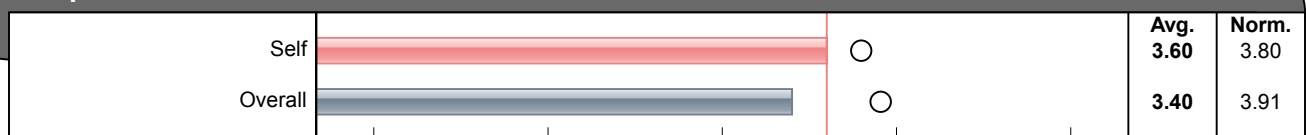


### TRUSTED INFLUENCE

#### Commitment



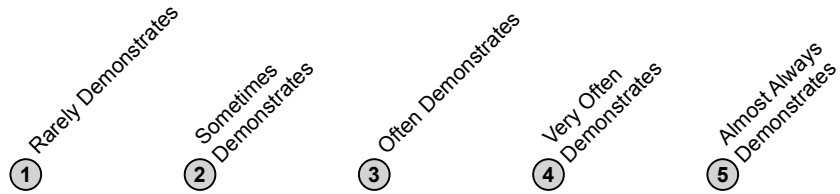
#### Empowerment



## Component / Skill Summary

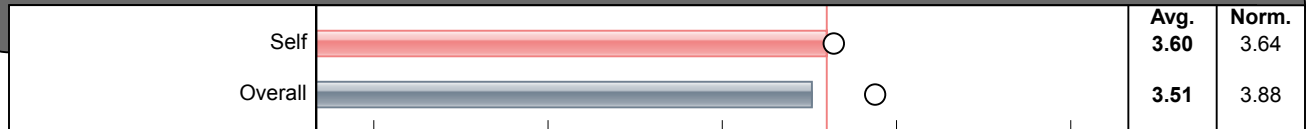
### Symbol Key

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

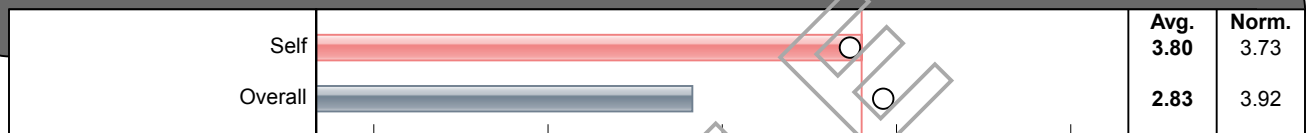


### CONCEPTUAL THINKING

#### Innovation

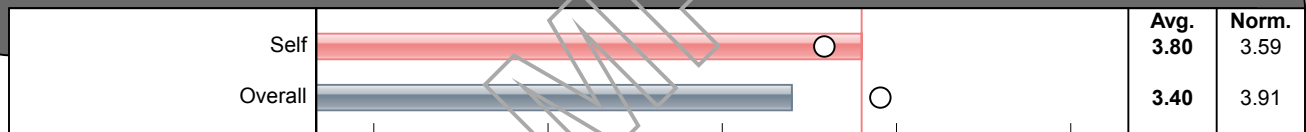


#### Big Picture Thinking

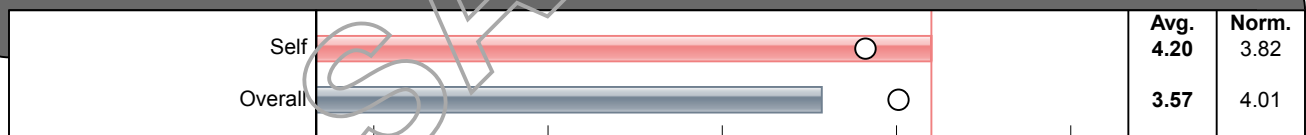


### SYSTEMS THINKING

#### Process Orientation

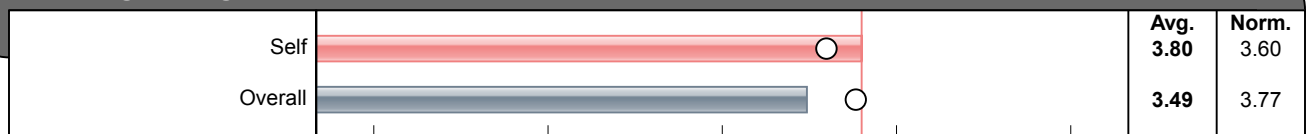


#### Mental Discipline

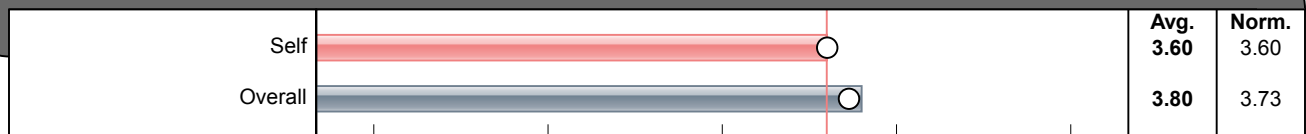


### LEADERSHIP SKILLS

#### Leading Change



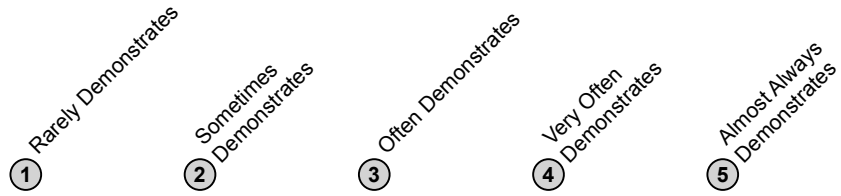
#### Coaching / Mentoring



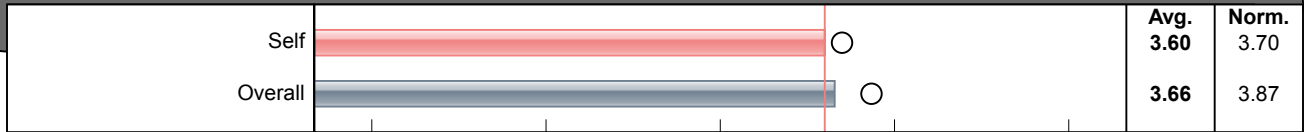
## Component / Skill Summary

### Symbol Key

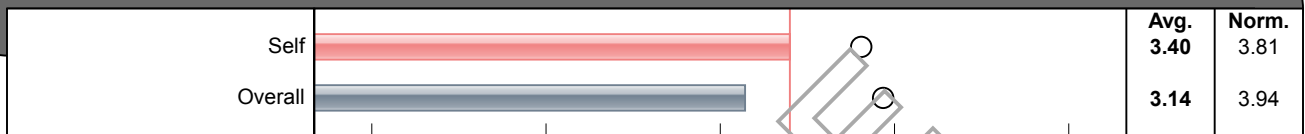
- Norm. Avg.
- Positive Gap
- ← Negative Gap



### Communication / Negotiation



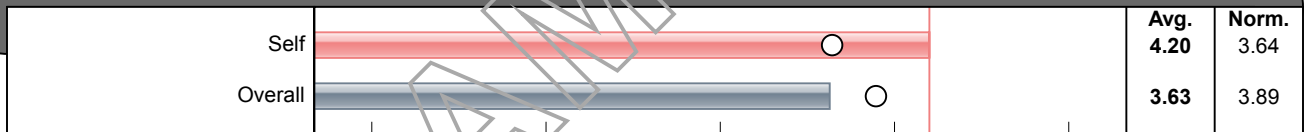
### Problem Solving



### Leading Teams



### Strategic Thinking



SAMPLE

## Component / Skill Summary (Ranked by Rating)

### Symbol Key

○ Norm. Avg.

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

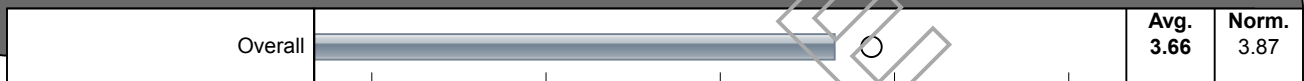
### Coaching / Mentoring



### Emotional Maturity



### Communication / Negotiation



### Strategic Thinking



### Perception



### Mental Discipline



### Innovation



### Leading Teams



### Commitment



### Leading Change



## Component / Skill Summary (Ranked by Rating)

**Symbol Key**

○ Norm. Avg.

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

### Empowerment



### Process Orientation



### Focus



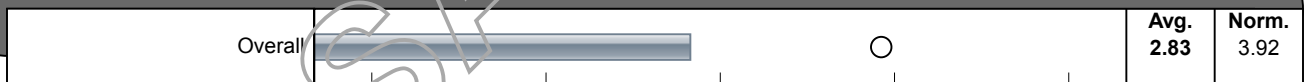
### Drive



### Problem Solving



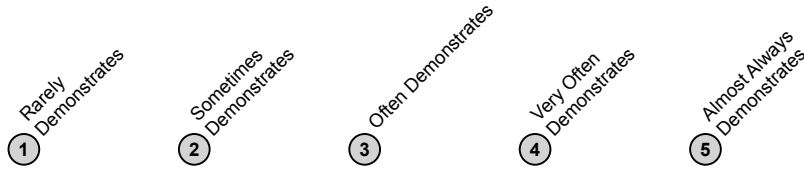
### Big Picture Thinking



## FOCUSED DRIVE

**Symbol Key**

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



**Component / Skill: Focus**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	1	3	1	3.84
Manager	3.80	0	1	1	1	2	3.96
Direct Reports	2.93	0	6	4	5	0	4.12
Peers	3.67	0	2	5	4	4	4.02
Overall	3.37	0	9	10	10	6	4.06

**1 Maintains focus when disruptions might detract attention from key issues and objectives.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.75
Manager	5.00	0	0	0	0	1	3.93
Direct Reports	2.67	0	1	2	0	0	4.08
Peers	4.00	0	0	1	1	1	3.99
Overall	3.57	0	1	3	1	2	4.03

**17 Picks out and targets the projects or initiatives that require special attention.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.87
Manager	5.00	0	0	0	0	1	3.92
Direct Reports	3.67	0	0	1	2	0	4.11
Peers	4.33	0	0	1	0	2	3.98
Overall	4.14	0	0	2	2	3	4.03

**33 Focuses energy at key targets**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.86
Manager	3.00	0	0	1	0	0	3.98
Direct Reports	2.00	0	3	0	0	0	4.11
Peers	3.67	0	0	2	0	1	4.04
Overall	2.86	0	3	3	0	1	4.07

**49 Focuses on key tasks when faced with limited time and/or resources.**

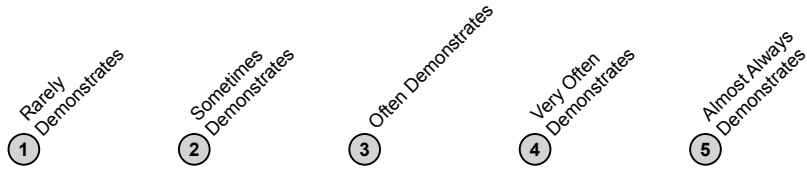
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	4.08
Manager	2.00	0	1	0	0	0	4.08
Direct Reports	3.33	0	1	0	2	0	4.21
Peers	3.00	0	1	1	1	0	4.10
Overall	3.00	0	3	1	3	0	4.15



## FOCUSED DRIVE

**Symbol Key**

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



65 Devotes at least 80 percent of time to the top 20 percent of priority list.

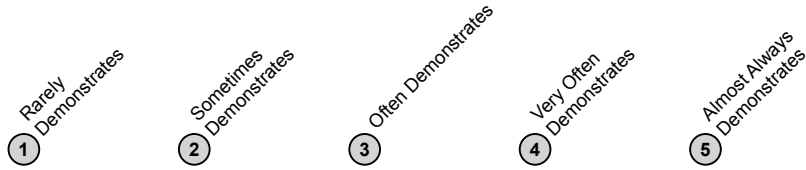
		Avg.	N1	N2	N3	N4	N5	Norm.
Self		4.00	0	0	0	1	0	3.63
Manager		4.00	0	0	0	1	0	3.90
Direct Reports		3.00	0	1	1	1	0	4.08
Peers		3.33	0	1	0	2	0	3.99
Overall		3.29	0	2	1	4	0	4.02

SAMPLE

**FOCUSED DRIVE**

**Symbol Key**

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



**Component / Skill: Drive**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	2	1	0	2	4.02
Manager	3.00	0	2	1	2	0	4.06
Direct Reports	3.00	0	5	5	5	0	4.15
Peers	3.40	0	5	2	5	3	4.04
Overall	3.17	0	12	8	12	3	4.10

**2 Acts decisively to make things happen.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	4.03
Manager	2.00	0	1	0	0	0	3.97
Direct Reports	2.00	0	3	0	0	0	4.13
Peers	3.67	0	1	0	1	1	3.99
Overall	2.71	0	5	0	1	1	4.06

**18 Strives to set and achieve ambitious goals rather than settling for the safety of achievable results.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.72
Manager	2.00	0	1	0	0	0	3.79
Direct Reports	3.33	0	1	0	2	0	3.98
Peers	2.00	0	3	0	0	0	3.85
Overall	2.57	0	5	0	2	0	3.90

**34 Overcomes potential stumbling blocks to achieve an objective.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.85
Manager	4.00	0	0	0	1	0	3.90
Direct Reports	2.67	0	1	2	0	0	4.03
Peers	3.00	0	1	1	1	0	3.92
Overall	3.00	0	2	3	2	0	3.97

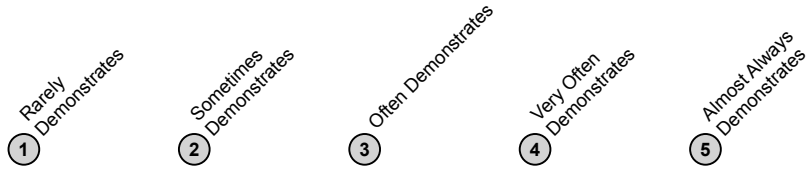
**50 Displays a willingness to do whatever it takes to get it done.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	4.46
Manager	4.00	0	0	0	1	0	4.42
Direct Reports	3.33	0	0	2	1	0	4.37
Peers	3.67	0	0	1	2	0	4.28
Overall	3.57	0	0	3	4	0	4.35

## FOCUSED DRIVE

**Symbol Key**

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



66 Displays stamina and energy over the long-term in achieving high standards of performance.

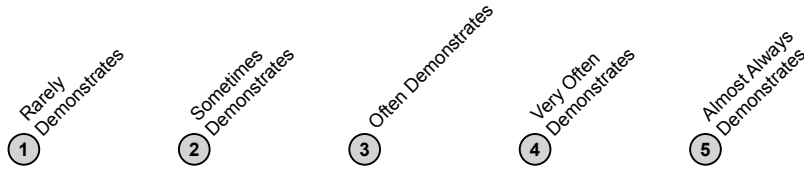
Self										
Manager										
Direct Reports										
Peers										
Overall										
		<b>Avg.</b>	<b>N1</b>	<b>N2</b>	<b>N3</b>	<b>N4</b>	<b>N5</b>	<b>Norm.</b>		
		<b>5.00</b>	0	0	0	0	1	4.05		
		<b>3.00</b>	0	0	1	0	0	4.24		
		<b>3.67</b>	0	0	1	2	0	4.25		
		<b>4.67</b>	0	0	0	1	2	4.16		
		<b>4.00</b>	0	0	2	3	2	4.22		

SAMPLE

# EMOTIONAL INTELLIGENCE

**Symbol Key**

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



**Component / Skill: Perception**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.20	0	0	4	1	0	3.81
Manager	3.80	0	1	1	1	2	3.74
Direct Reports	3.47	0	2	6	5	2	3.76
Peers	3.67	0	4	3	2	6	3.69
Overall	3.60	0	7	10	8	10	3.74

**3 Exhibits consideration of the feelings of others when or before taking action.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.95
Manager	3.00	0	0	1	0	0	3.90
Direct Reports	3.33	0	1	0	2	0	3.91
Peers	3.67	0	1	0	1	1	3.83
Overall	3.43	0	2	1	3	1	3.88

**19 Treats each person differently according to his or her own unique makeup.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.94
Manager	4.00	0	0	0	1	0	3.79
Direct Reports	3.33	0	0	2	1	0	3.86
Peers	3.67	0	0	2	0	1	3.74
Overall	3.57	0	0	4	2	1	3.81

**35 Takes into account the impact of emotions and feelings on a situation.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.64
Manager	5.00	0	0	0	0	1	3.67
Direct Reports	3.67	0	0	2	0	1	3.64
Peers	3.00	0	2	0	0	1	3.60
Overall	3.57	0	2	2	0	3	3.64

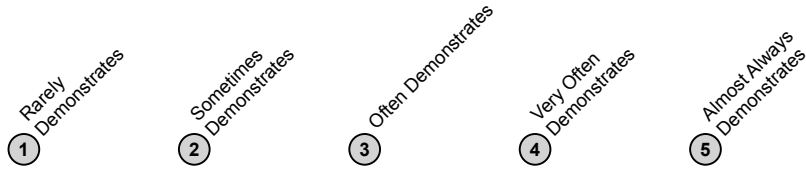
**51 Understands the various psychological and emotional needs of people.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.65
Manager	2.00	0	1	0	0	0	3.61
Direct Reports	2.67	0	1	2	0	0	3.63
Peers	3.33	0	1	1	0	1	3.56
Overall	2.86	0	3	3	0	1	3.61

## EMOTIONAL INTELLIGENCE

**Symbol Key**

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



67 Considers the impact of own behavior or decisions on other people.

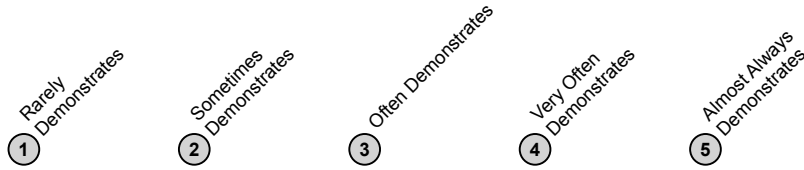
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.87
Manager	5.00	0	0	0	0	1	3.74
Direct Reports	4.33	0	0	0	2	1	3.76
Peers	4.67	0	0	0	1	2	3.69
Overall	4.57	0	0	0	3	4	3.74

SAMPLE

# EMOTIONAL INTELLIGENCE

**Symbol Key**

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



## Component / Skill: Emotional Maturity

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.80	0	2	2	1	0	3.78
Manager	4.00	0	1	0	2	2	3.83
Direct Reports	3.47	0	3	4	6	2	3.94
Peers	3.80	0	1	4	7	3	3.82
Overall	3.69	0	5	8	15	7	3.88

## 4 Creates a positive environment through the use of sincerity and optimism.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	4.13
Manager	4.00	0	0	0	1	0	3.99
Direct Reports	3.33	0	0	2	1	0	4.06
Peers	3.67	0	0	1	2	0	3.93
Overall	3.57	0	0	3	4	0	4.01

## 20 Demonstrates maturity in reassuring teams and/or individuals in the face of setbacks.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.92
Manager	5.00	0	0	0	0	1	3.89
Direct Reports	4.00	0	0	0	3	0	4.04
Peers	3.67	0	0	1	2	0	3.91
Overall	4.00	0	0	1	5	1	3.97

## 36 Demonstrates an ability to control and filter emotions in a constructive way.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.55
Manager	2.00	0	1	0	0	0	3.71
Direct Reports	2.67	0	2	0	1	0	3.83
Peers	3.67	0	0	1	2	0	3.74
Overall	3.00	0	3	1	3	0	3.78

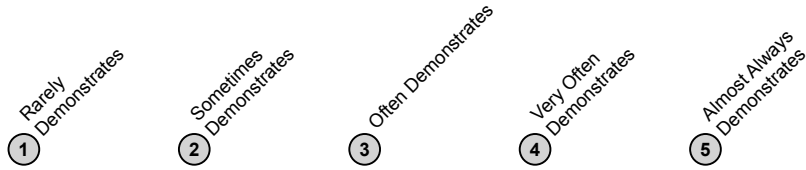
## 52 Models how to handle failure by accepting setbacks with grace and renewed determination.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.61
Manager	5.00	0	0	0	0	1	3.78
Direct Reports	4.67	0	0	0	1	2	3.88
Peers	5.00	0	0	0	0	3	3.75
Overall	4.86	0	0	0	1	6	3.81

## EMOTIONAL INTELLIGENCE

**Symbol Key**

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



68 Consistently expresses self in moods that invite participation and open up communication.

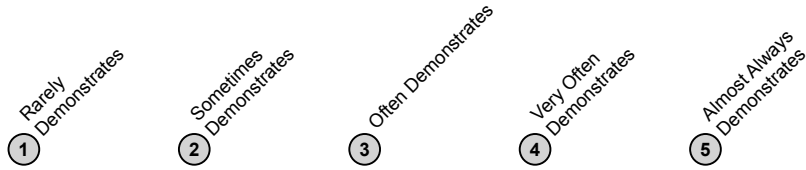
			Avg.	N1	N2	N3	N4	N5	Norm.
Self		○	3.00	0	0	1	0	0	3.68
Manager		○	4.00	0	0	0	1	0	3.76
Direct Reports		○	2.67	0	1	2	0	0	3.88
Peers		○	3.00	0	1	1	1	0	3.76
Overall		○	3.00	0	2	3	2	0	3.82

SAMPLE

## TRUSTED INFLUENCE

**Symbol Key**

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



### Component / Skill: Commitment

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.20	0	1	2	2	0	3.92
Manager	3.20	0	1	3	0	1	3.97
Direct Reports	3.53	0	5	2	3	5	3.98
Peers	3.60	0	1	7	4	3	3.92
Overall	3.51	0	7	12	7	9	3.97

### 5 Creates a view of the future that motivates others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.72
Manager	5.00	0	0	0	0	1	3.62
Direct Reports	5.00	0	0	0	0	3	3.82
Peers	4.00	0	0	1	1	1	3.67
Overall	4.57	0	0	1	1	5	3.74

### 21 Gains the trust and loyalty of others by fulfilling the commitments made to them.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	4.10
Manager	3.00	0	0	1	0	0	4.11
Direct Reports	3.00	0	1	1	1	0	3.99
Peers	3.67	0	0	2	0	1	4.02
Overall	3.29	0	1	4	1	1	4.03

### 37 Stimulates strong commitment to collective efforts through praise and recognition of individual contributions.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.77
Manager	2.00	0	1	0	0	0	3.88
Direct Reports	2.67	0	2	0	1	0	3.88
Peers	3.33	0	0	2	1	0	3.83
Overall	2.86	0	3	2	2	0	3.87

### 53 Sets a clear example for others by following through on important commitments.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	4.09
Manager	3.00	0	0	1	0	0	4.15
Direct Reports	4.00	0	0	1	1	1	4.08
Peers	3.33	0	0	2	1	0	4.06
Overall	3.57	0	0	4	2	1	4.09

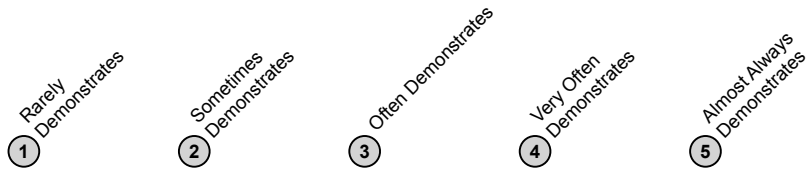




## TRUSTED INFLUENCE

**Symbol Key**

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



### Component / Skill: Empowerment

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	0	3	1	1	3.80
Manager	3.40	0	1	2	1	1	3.81
Direct Reports	3.47	0	5	2	4	4	3.99
Peers	3.33	0	2	6	7	0	3.84
Overall	3.40	0	8	10	12	5	3.91

### 6 Displays trust in others by giving them additional responsibilities.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.86
Manager	3.00	0	0	1	0	0	3.80
Direct Reports	3.33	0	1	0	2	0	4.08
Peers	3.33	0	0	2	1	0	3.88
Overall	3.29	0	1	3	3	0	3.97

### 22 Displays confidence in individuals by delegating key tasks or functions.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.78
Manager	5.00	0	0	0	0	1	3.74
Direct Reports	4.00	0	1	0	0	2	4.07
Peers	3.33	0	1	0	2	0	3.85
Overall	3.86	0	2	0	2	3	3.94

### 38 Displays a strong commitment to the success of others by providing clear feedback on issues or behavior.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.57
Manager	2.00	0	1	0	0	0	3.71
Direct Reports	3.00	0	1	1	1	0	3.79
Peers	2.67	0	1	2	0	0	3.73
Overall	2.71	0	3	3	1	0	3.77

### 54 Gives others the power to participate in decision making and to share in the responsibility.

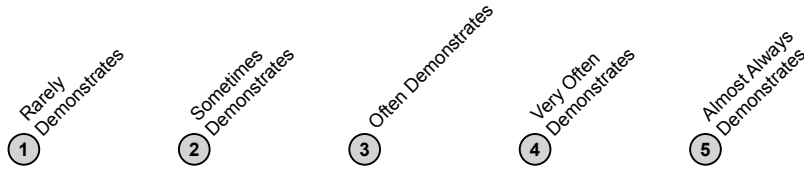
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.88
Manager	3.00	0	0	1	0	0	3.83
Direct Reports	4.67	0	0	0	1	2	3.98
Peers	3.33	0	0	2	1	0	3.84
Overall	3.86	0	0	3	2	2	3.91



## CONCEPTUAL THINKING

**Symbol Key**

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



### Component / Skill: Innovation

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	1	2	0	2	3.64
Manager	3.60	0	1	2	0	2	3.73
Direct Reports	3.40	0	2	7	4	2	3.96
Peers	3.60	0	2	5	5	3	3.82
Overall	3.51	0	5	14	9	7	3.88

### 7 Asks "What if?" questions to test assumptions and challenge the status quo.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.74
Manager	3.00	0	0	1	0	0	3.82
Direct Reports	3.00	0	1	1	1	0	3.98
Peers	2.67	0	1	2	0	0	3.93
Overall	2.86	0	2	4	1	0	3.95

### 23 Seeks better solutions to problems instead of falling back on obvious ones.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.82
Manager	5.00	0	0	0	0	1	3.87
Direct Reports	4.00	0	0	1	1	1	4.06
Peers	4.33	0	0	0	2	1	3.90
Overall	4.29	0	0	1	3	3	3.97

### 39 Demonstrates an ability to create new business ideas by thinking out of the box.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.58
Manager	5.00	0	0	0	0	1	3.65
Direct Reports	3.00	0	0	3	0	0	3.96
Peers	4.00	0	0	1	1	1	3.78
Overall	3.71	0	0	4	1	2	3.84

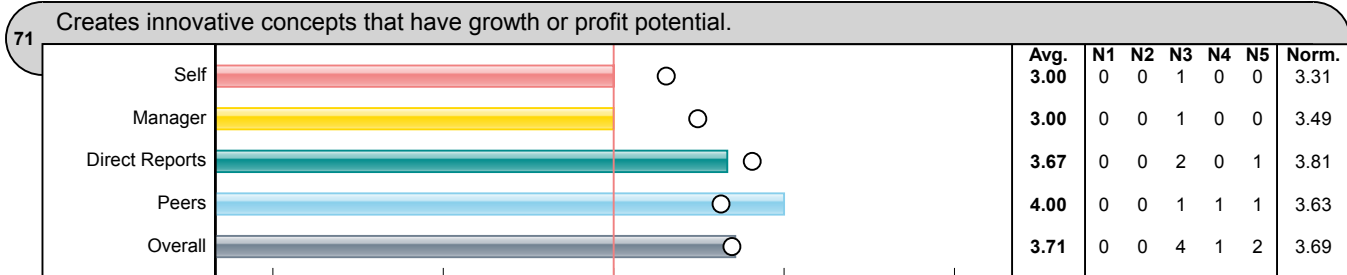
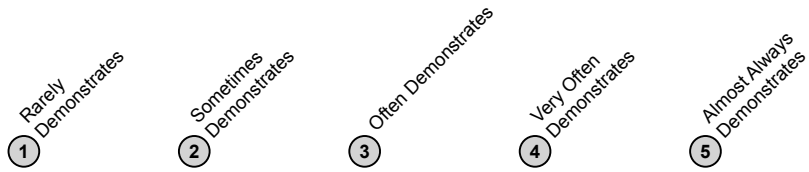
### 55 Demonstrates creativity in developing and/or improving ideas and concepts.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.74
Manager	2.00	0	1	0	0	0	3.81
Direct Reports	3.33	0	1	0	2	0	3.98
Peers	3.00	0	1	1	1	0	3.85
Overall	3.00	0	3	1	3	0	3.91

## CONCEPTUAL THINKING

**Symbol Key**

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

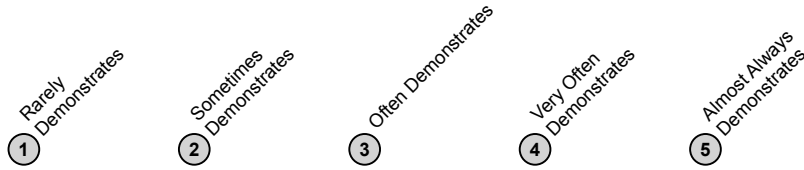


SAMPLE

## CONCEPTUAL THINKING

**Symbol Key**

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



### Component / Skill: Big Picture Thinking

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	0	2	2	1	3.73
Manager	3.00	0	2	2	0	1	3.80
Direct Reports	3.00	0	4	8	2	1	4.00
Peers	2.60	0	7	7	1	0	3.88
Overall	2.83	0	13	17	3	2	3.92

### 8 Searches for and conceptualizes the underlying or systemic causes that drive a problem.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.89
Manager	2.00	0	1	0	0	0	3.86
Direct Reports	3.00	0	0	3	0	0	4.04
Peers	2.67	0	1	2	0	0	3.93
Overall	2.71	0	2	5	0	0	3.97

### 24 Intuitively forms ideas that clarify the many possibilities in a complex situation.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.73
Manager	2.00	0	1	0	0	0	3.75
Direct Reports	2.67	0	2	0	1	0	3.96
Peers	2.33	0	2	1	0	0	3.83
Overall	2.43	0	5	1	1	0	3.88

### 40 Makes connections between and among information, events, etc., that reveal key issues or opportunities.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.77
Manager	3.00	0	0	1	0	0	3.84
Direct Reports	3.67	0	0	2	0	1	4.05
Peers	3.33	0	0	2	1	0	3.91
Overall	3.43	0	0	5	1	1	3.96

### 56 Comes up with new concepts or distinctions that better organize the interpretation of ambiguous data, information, or events.

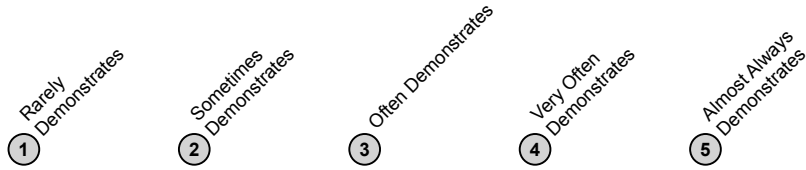
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.57
Manager	5.00	0	0	0	0	1	3.71
Direct Reports	2.67	0	1	2	0	0	3.91
Peers	2.33	0	2	1	0	0	3.78
Overall	2.86	0	3	3	0	1	3.83



# SYSTEMS THINKING

**Symbol Key**

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



## Component / Skill: Process Orientation

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	1	1	1	2	3.59
Manager	3.40	0	1	2	1	1	3.80
Direct Reports	3.53	0	1	6	7	1	3.98
Peers	3.27	0	6	3	2	4	3.85
Overall	3.40	0	8	11	10	6	3.91

### 9 Takes steps to make sure that new ideas are integrated with established procedures or processes.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.69
Manager	3.00	0	0	1	0	0	3.85
Direct Reports	4.00	0	0	1	1	1	3.98
Peers	4.00	0	1	0	0	2	3.88
Overall	3.86	0	1	2	1	3	3.93

### 25 Adheres to processes to make sure that the right people are involved in a project.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.74
Manager	5.00	0	0	0	0	1	3.88
Direct Reports	2.67	0	1	2	0	0	4.00
Peers	3.00	0	2	0	0	1	3.92
Overall	3.14	0	3	2	0	2	3.96

### 41 Talks about and perceives the organization in terms of critical and highly interrelated work processes.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.58
Manager	3.00	0	0	1	0	0	3.76
Direct Reports	4.00	0	0	0	3	0	4.01
Peers	3.33	0	0	2	1	0	3.85
Overall	3.57	0	0	3	4	0	3.91

### 57 Ensures successful implementation by building and connecting processes within the organization.

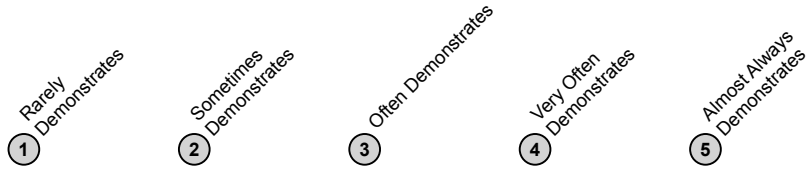
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.59
Manager	2.00	0	1	0	0	0	3.76
Direct Reports	3.33	0	0	2	1	0	3.97
Peers	2.00	0	3	0	0	0	3.81
Overall	2.57	0	4	2	1	0	3.88



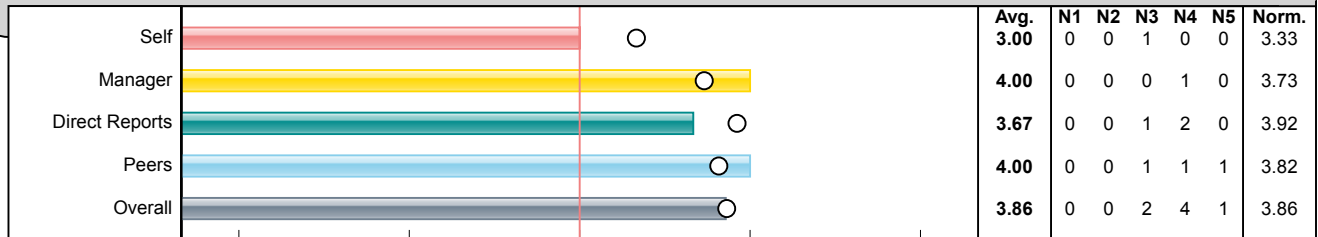
## SYSTEMS THINKING

**Symbol Key**

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



73 Demonstrates a commitment to build processes by documenting critical action steps and organizational learnings.

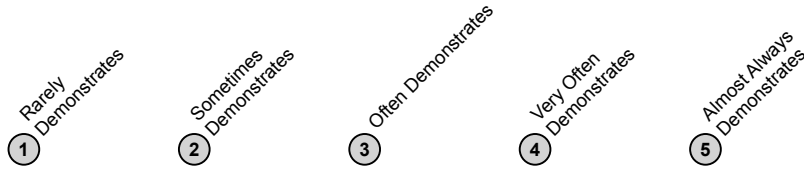


SAMPLE

# SYSTEMS THINKING

**Symbol Key**

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



## Component / Skill: Mental Discipline

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.20	0	0	1	2	2	3.82
Manager	3.40	0	0	3	2	0	3.92
Direct Reports	3.40	0	0	10	4	1	4.08
Peers	3.80	0	0	7	4	4	3.96
Overall	3.57	0	0	20	10	5	4.01

### 10 Displays rigor and discipline in thinking in difficult situations.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.88
Manager	4.00	0	0	0	1	0	3.96
Direct Reports	3.33	0	0	2	1	0	4.13
Peers	4.00	0	0	1	1	1	4.02
Overall	3.71	0	0	3	3	1	4.06

### 26 Thoughtfully reaches decisions by reviewing ideas and assumptions with key individuals within the organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.86
Manager	3.00	0	0	1	0	0	3.91
Direct Reports	4.00	0	0	1	1	1	4.06
Peers	3.00	0	0	3	0	0	3.92
Overall	3.43	0	0	5	1	1	3.99

### 42 Crystallizes thoughts by deliberately and systematically steering through ambiguity and information clutter.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.57
Manager	3.00	0	0	1	0	0	3.72
Direct Reports	3.33	0	0	2	1	0	3.89
Peers	3.67	0	0	1	2	0	3.81
Overall	3.43	0	0	4	3	0	3.84

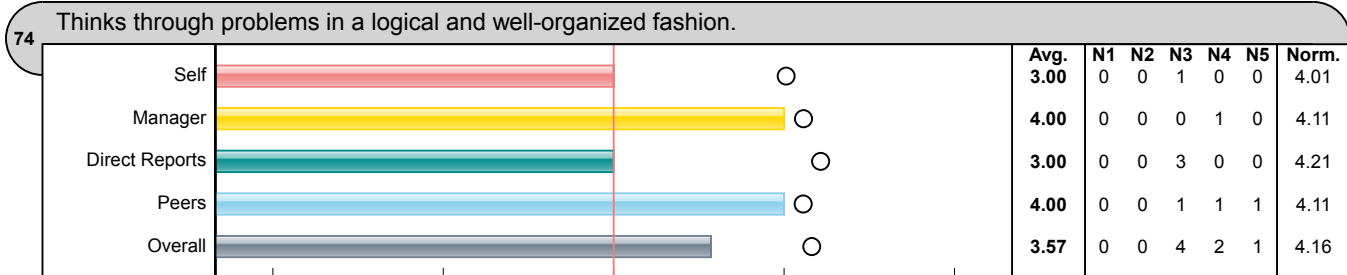
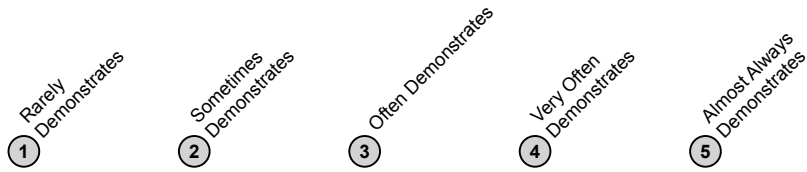
### 58 Critically and thoroughly analyzes the data available on alternatives when seeking the best solution to a problem.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.79
Manager	3.00	0	0	1	0	0	3.90
Direct Reports	3.33	0	0	2	1	0	4.09
Peers	4.33	0	0	1	0	2	3.94
Overall	3.71	0	0	4	1	2	4.00

## SYSTEMS THINKING

**Symbol Key**

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

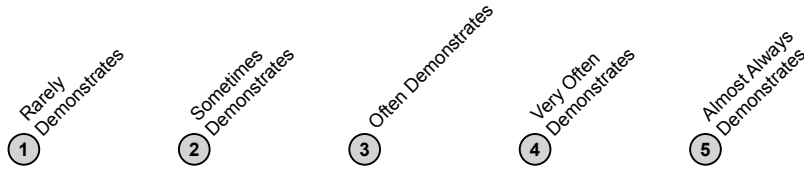


SAMPLE

# LEADERSHIP SKILLS

**Symbol Key**

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



**Component / Skill: Leading Change**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.80	0	1	1	1	2	3.60
Manager	3.40	0	1	2	1	1	3.66
Direct Reports	3.53	0	4	3	4	4	3.84
Peers	3.47	0	3	4	6	2	3.70
Overall	3.49	0	8	9	11	7	3.77

**11 Successfully provides a visible anchor for others in times of great change, e.g., by reaffirming key goals or values.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.65
Manager	3.00	0	0	1	0	0	3.72
Direct Reports	4.33	0	0	0	2	1	3.88
Peers	4.33	0	0	0	2	1	3.75
Overall	4.14	0	0	1	4	2	3.81

**27 Helps detect or resolve team breakdowns resulting from change.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.52
Manager	3.00	0	0	1	0	0	3.59
Direct Reports	3.00	0	1	1	1	0	3.65
Peers	3.00	0	1	1	1	0	3.58
Overall	3.00	0	2	3	2	0	3.63

**43 Convinces others of the need for change due to critical organizational objectives.**

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.58
Manager	2.00	0	1	0	0	0	3.58
Direct Reports	3.33	0	1	1	0	1	3.90
Peers	3.33	0	1	1	0	1	3.69
Overall	3.14	0	3	2	0	2	3.77

**59 Learns and develops new skills or behaviors to adapt to constant, sometimes turbulent change.**

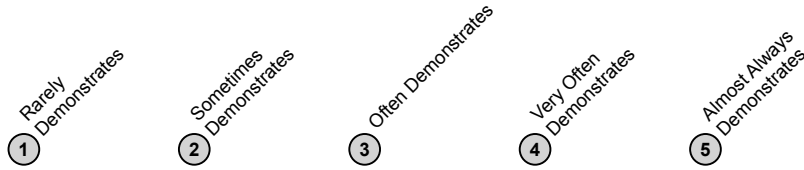
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.69
Manager	5.00	0	0	0	0	1	3.76
Direct Reports	4.33	0	0	1	0	2	3.94
Peers	3.67	0	0	1	2	0	3.78
Overall	4.14	0	0	2	2	3	3.85



## LEADERSHIP SKILLS

**Symbol Key**

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



### Component / Skill: Coaching / Mentoring

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	1	1	2	1	3.60
Manager	3.60	0	1	1	2	1	3.65
Direct Reports	3.73	0	2	4	5	4	3.79
Peers	3.93	0	1	4	5	5	3.66
Overall	3.80	0	4	9	12	10	3.73

### 12 Uses a variety of methods (reason, inspiration, etc.) to help individuals attain higher levels of performance.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.61
Manager	5.00	0	0	0	0	1	3.56
Direct Reports	4.00	0	0	1	1	1	3.69
Peers	3.67	0	0	1	2	0	3.61
Overall	4.00	0	0	2	3	2	3.66

### 28 Helps others recognize their areas of weakness in a constructive, beneficial manner.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	3.35
Manager	2.00	0	1	0	0	0	3.51
Direct Reports	2.33	0	2	1	0	0	3.64
Peers	4.33	0	0	1	0	2	3.49
Overall	3.14	0	3	2	0	2	3.57

### 44 Identifies and confronts critical developmental issues or barriers with respect to peers, reports, etc.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.45
Manager	4.00	0	0	0	1	0	3.60
Direct Reports	4.33	0	0	0	2	1	3.81
Peers	4.00	0	0	1	1	1	3.66
Overall	4.14	0	0	1	4	2	3.73

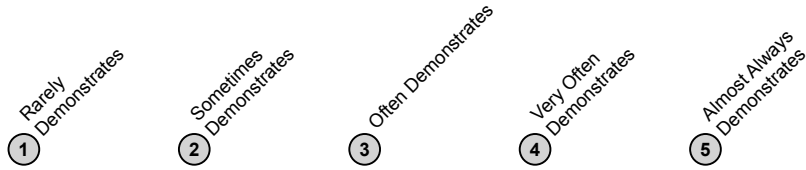
### 60 Instills a sense of confidence in others - even those who are convinced that "they can't do it".

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.77
Manager	4.00	0	0	0	1	0	3.76
Direct Reports	3.33	0	0	2	1	0	3.86
Peers	3.67	0	1	0	1	1	3.74
Overall	3.57	0	1	2	3	1	3.81

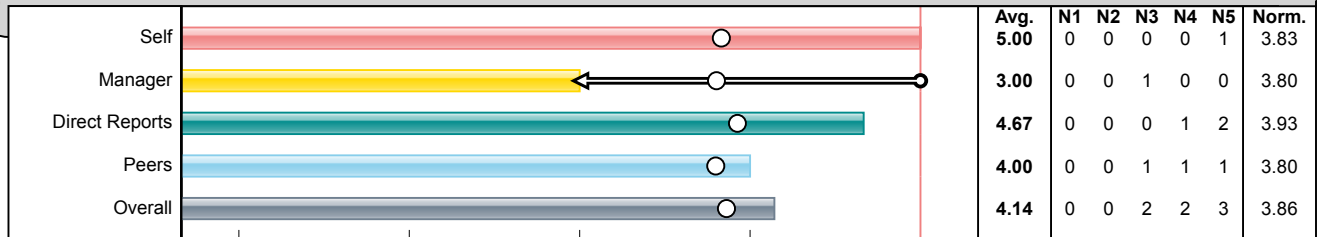
## LEADERSHIP SKILLS

**Symbol Key**

- Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap



76 Helps others work their way through problems or crises.

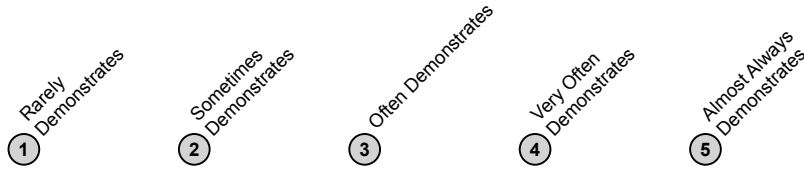


SAMPLE

# LEADERSHIP SKILLS

**Symbol Key**

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



## Component / Skill: Communication / Negotiation

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.60	0	1	2	0	2	3.70
Manager	3.40	0	1	1	3	0	3.76
Direct Reports	3.67	0	3	4	3	5	3.93
Peers	3.73	0	2	3	7	3	3.81
Overall	3.66	0	6	8	13	8	3.87

### 13 Represents and articulates viewpoints in a way that positively influences the dialogue.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.68
Manager	4.00	0	0	0	1	0	3.79
Direct Reports	4.00	0	0	1	1	1	3.91
Peers	3.67	0	0	2	0	1	3.83
Overall	3.86	0	0	3	2	2	3.87

### 29 Distills ideas into focused messages that inspire support or action from others.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.48
Manager	3.00	0	0	1	0	0	3.59
Direct Reports	5.00	0	0	0	0	3	3.77
Peers	4.67	0	0	0	1	2	3.66
Overall	4.57	0	0	1	1	5	3.71

### 45 Presents opinions accurately and persuasively - both one-on-one and to a group.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.76
Manager	4.00	0	0	0	1	0	3.83
Direct Reports	4.00	0	0	1	1	1	4.06
Peers	4.00	0	0	0	3	0	3.92
Overall	4.00	0	0	1	5	1	3.97

### 61 Finds common ground to accommodate the conflicting needs and wants of different stakeholders.

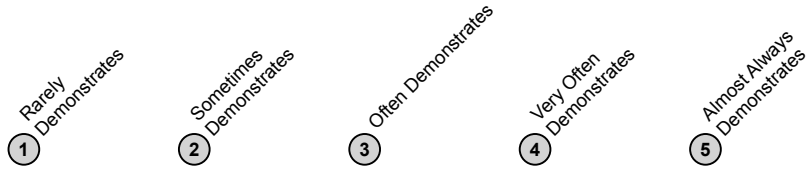
	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.64
Manager	2.00	0	1	0	0	0	3.68
Direct Reports	2.33	0	2	1	0	0	3.83
Peers	3.67	0	0	1	2	0	3.69
Overall	2.86	0	3	2	2	0	3.76



## LEADERSHIP SKILLS

**Symbol Key**

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



77 Reaches agreements with individuals (internal and external) for the benefit of the organization.

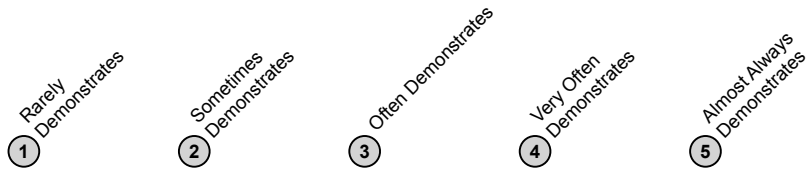
Self												
Manager												
Direct Reports												
Peers												
Overall												
		<b>Avg.</b>	<b>N1</b>	<b>N2</b>	<b>N3</b>	<b>N4</b>	<b>N5</b>	<b>Norm.</b>				
		<b>2.00</b>	0	1	0	0	0	3.94				
		<b>4.00</b>	0	0	0	1	0	3.93				
		<b>3.00</b>	0	1	1	1	0	4.10				
		<b>2.67</b>	0	2	0	1	0	3.95				
		<b>3.00</b>	0	3	1	3	0	4.02				

SAMPLE

## LEADERSHIP SKILLS

**Symbol Key**

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



### Component / Skill: Problem Solving

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	0	3	2	0	3.81
Manager	2.60	0	2	3	0	0	3.86
Direct Reports	3.27	0	4	5	4	2	3.99
Peers	3.20	0	5	5	2	3	3.89
Overall	3.14	0	11	13	6	5	3.94

### 14 Fashions solutions by synthesizing and applying relevant information or data.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.82
Manager	2.00	0	1	0	0	0	3.94
Direct Reports	4.00	0	0	1	1	1	4.03
Peers	3.67	0	0	2	0	1	3.96
Overall	3.57	0	1	3	1	2	3.99

### 30 Employs thorough analysis and pragmatism to sort through options and reach timely decisions.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.77
Manager	3.00	0	0	1	0	0	3.90
Direct Reports	2.67	0	1	2	0	0	3.98
Peers	3.00	0	2	0	0	1	3.92
Overall	2.86	0	3	3	0	1	3.95

### 46 Spots what is at the root of a problem; i.e., distinguishes its symptoms from its causes.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.84
Manager	3.00	0	0	1	0	0	3.79
Direct Reports	3.00	0	2	0	0	1	3.94
Peers	3.00	0	2	0	0	1	3.83
Overall	3.00	0	4	1	0	2	3.87

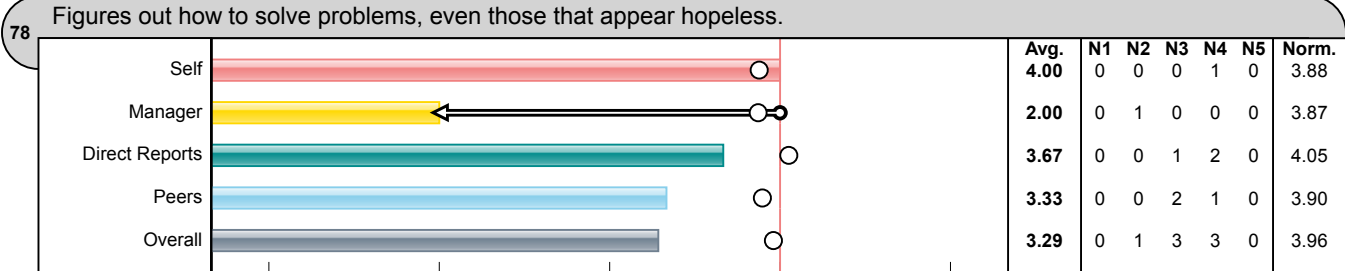
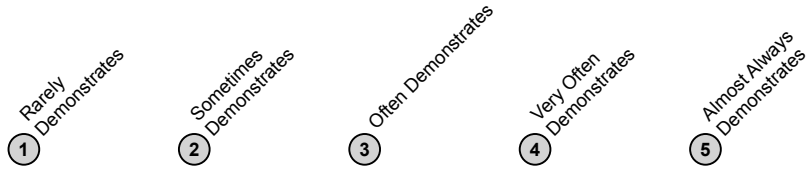
### 62 Breaks down a problem or a situation into discrete parts that are easier to manage.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.73
Manager	3.00	0	0	1	0	0	3.82
Direct Reports	3.00	0	1	1	1	0	3.94
Peers	3.00	0	1	1	1	0	3.85
Overall	3.00	0	2	3	2	0	3.89

## LEADERSHIP SKILLS

**Symbol Key**

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

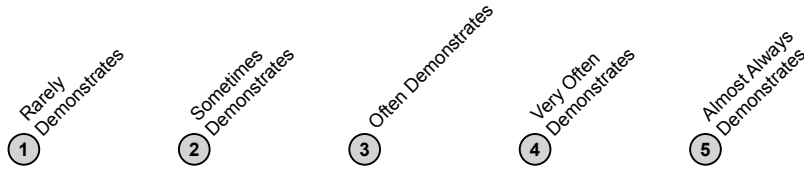


SAMPLE

# LEADERSHIP SKILLS

**Symbol Key**

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



## Component / Skill: Leading Teams

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.40	0	2	1	0	2	3.71
Manager	3.60	0	0	2	3	0	3.74
Direct Reports	3.53	0	1	8	3	3	3.88
Peers	3.47	0	4	4	3	4	3.75
Overall	3.51	0	5	14	9	7	3.81

## 15 Encourages people to draw on each other's strengths and experience to work together effectively.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.86
Manager	3.00	0	0	1	0	0	3.72
Direct Reports	3.67	0	0	2	0	1	3.96
Peers	4.00	0	0	1	1	1	3.76
Overall	3.71	0	0	4	1	2	3.85

## 31 Solicits input from team members and encourages participation.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	2.00	0	1	0	0	0	4.08
Manager	4.00	0	0	0	1	0	3.97
Direct Reports	3.67	0	0	1	2	0	4.09
Peers	2.33	0	2	1	0	0	3.93
Overall	3.14	0	2	2	3	0	4.01

## 47 Intervenes appropriately to resolve conflict and ambiguity that interferes with team progress.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	3.00	0	0	1	0	0	3.58
Manager	4.00	0	0	0	1	0	3.57
Direct Reports	3.00	0	0	3	0	0	3.72
Peers	2.33	0	2	1	0	0	3.60
Overall	2.86	0	2	4	1	0	3.66

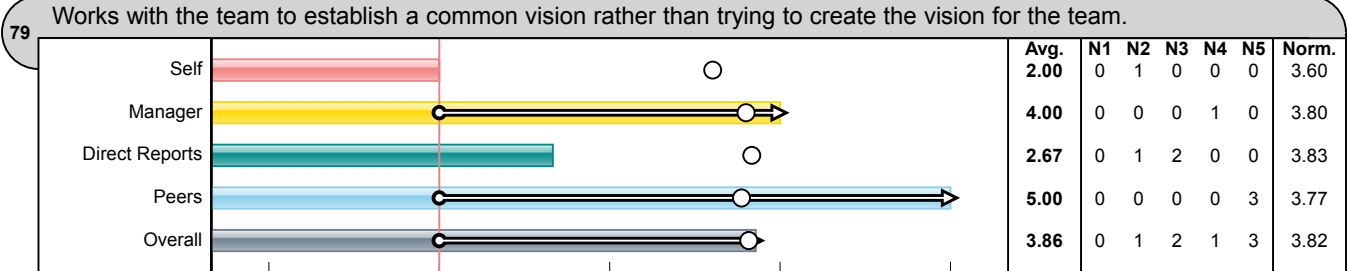
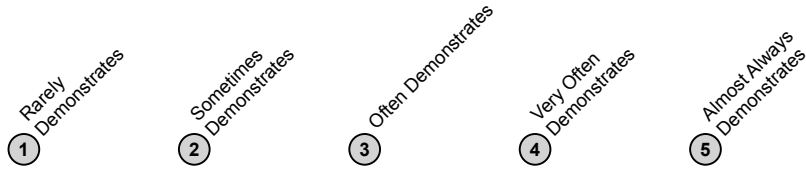
## 63 Balances the need to achieve results with the opportunity to improve team members' performance and capabilities.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.43
Manager	3.00	0	0	1	0	0	3.62
Direct Reports	4.67	0	0	0	1	2	3.76
Peers	3.67	0	0	1	2	0	3.65
Overall	4.00	0	0	2	3	2	3.70

## LEADERSHIP SKILLS

**Symbol Key**

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

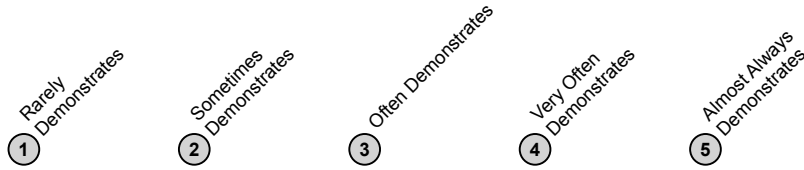


SAMPLE

# LEADERSHIP SKILLS

**Symbol Key**

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



## Component / Skill: Strategic Thinking

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.20	0	0	1	2	2	3.64
Manager	2.60	0	3	1	1	0	3.76
Direct Reports	3.67	0	4	2	4	5	3.96
Peers	3.93	0	2	2	6	5	3.84
Overall	3.63	0	9	5	11	10	3.89

16 Ensures that short-term activities support long-term strategic goals.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.74
Manager	4.00	0	0	0	1	0	3.81
Direct Reports	4.67	0	0	0	1	2	4.00
Peers	4.33	0	0	1	0	2	3.89
Overall	4.43	0	0	1	2	4	3.93

32 Anticipates change and drives decisions to take advantage of opportunities and minimize threats.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.67
Manager	2.00	0	1	0	0	0	3.69
Direct Reports	2.67	0	2	0	1	0	3.95
Peers	4.67	0	0	0	1	2	3.78
Overall	3.43	0	3	0	2	2	3.84

48 Ensures that processes, systems, and measurements are in place to support strategic objectives.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.61
Manager	2.00	0	1	0	0	0	3.81
Direct Reports	3.67	0	1	0	1	1	4.00
Peers	4.00	0	0	0	3	0	3.86
Overall	3.57	0	2	0	4	1	3.92

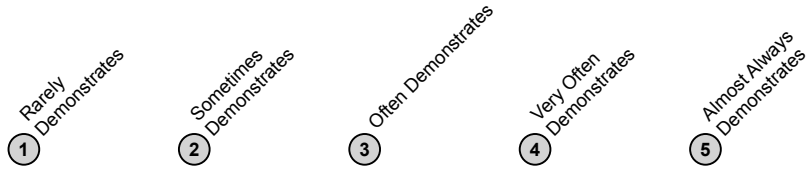
64 Clearly defines and communicates the strategic direction.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	0	0	1	0	3.58
Manager	2.00	0	1	0	0	0	3.66
Direct Reports	4.00	0	1	0	0	2	3.92
Peers	4.00	0	0	1	1	1	3.80
Overall	3.71	0	2	1	1	3	3.84

## LEADERSHIP SKILLS

**Symbol Key**

- Norm. Avg.
- ⇨ Positive Gap
- ⇩ Negative Gap



80 Translates broad strategies into specific actions and milestones.

Self						<b>3.00</b>	0	0	1	0	0	3.62
Manager						<b>3.00</b>	0	0	1	0	0	3.81
Direct Reports						<b>3.33</b>	0	0	2	1	0	3.96
Peers						<b>2.67</b>	0	2	0	1	0	3.89
Overall						<b>3.00</b>	0	2	3	2	0	3.92

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

			Avg.	Self	Gap
20	Demonstrates maturity in reassuring teams and/or individuals in the face of setbacks. [Emotional Maturity]		5.00	2.00	3.00
25	Adheres to processes to make sure that the right people are involved in a project. [Process Orientation]		5.00	2.00	3.00
35	Takes into account the impact of emotions and feelings on a situation. [Perception]		5.00	3.00	2.00
67	Considers the impact of own behavior or decisions on other people. [Perception]		5.00	3.00	2.00
5	Creates a view of the future that motivates others. [Commitment]		5.00	3.00	2.00
59	Learns and develops new skills or behaviors to adapt to constant, sometimes turbulent change. [Leading Change]		5.00	3.00	2.00
50	Displays a willingness to do whatever it takes to get it done. [Drive]		4.00	2.00	2.00
75	Recognizes and helps remedy individuals or collective barriers to the implementation of change. [Leading Change]		4.00	2.00	2.00
77	Reaches agreements with individuals (internal and external) for the benefit of the organization. [Communication / Negotiation]		4.00	2.00	2.00
31	Solicits input from team members and encourages participation. [Leading Teams]		4.00	2.00	2.00

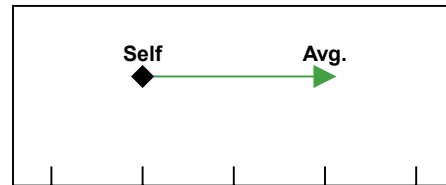


**Positive Self Gaps: Manager**

○ Item appears in other high lists in this section

79 Works with the team to establish a common vision rather than trying to create the vision for the team. [Leading Teams]

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



Avg.	Self	Gap
4.00	2.00	2.00

SAMPLE

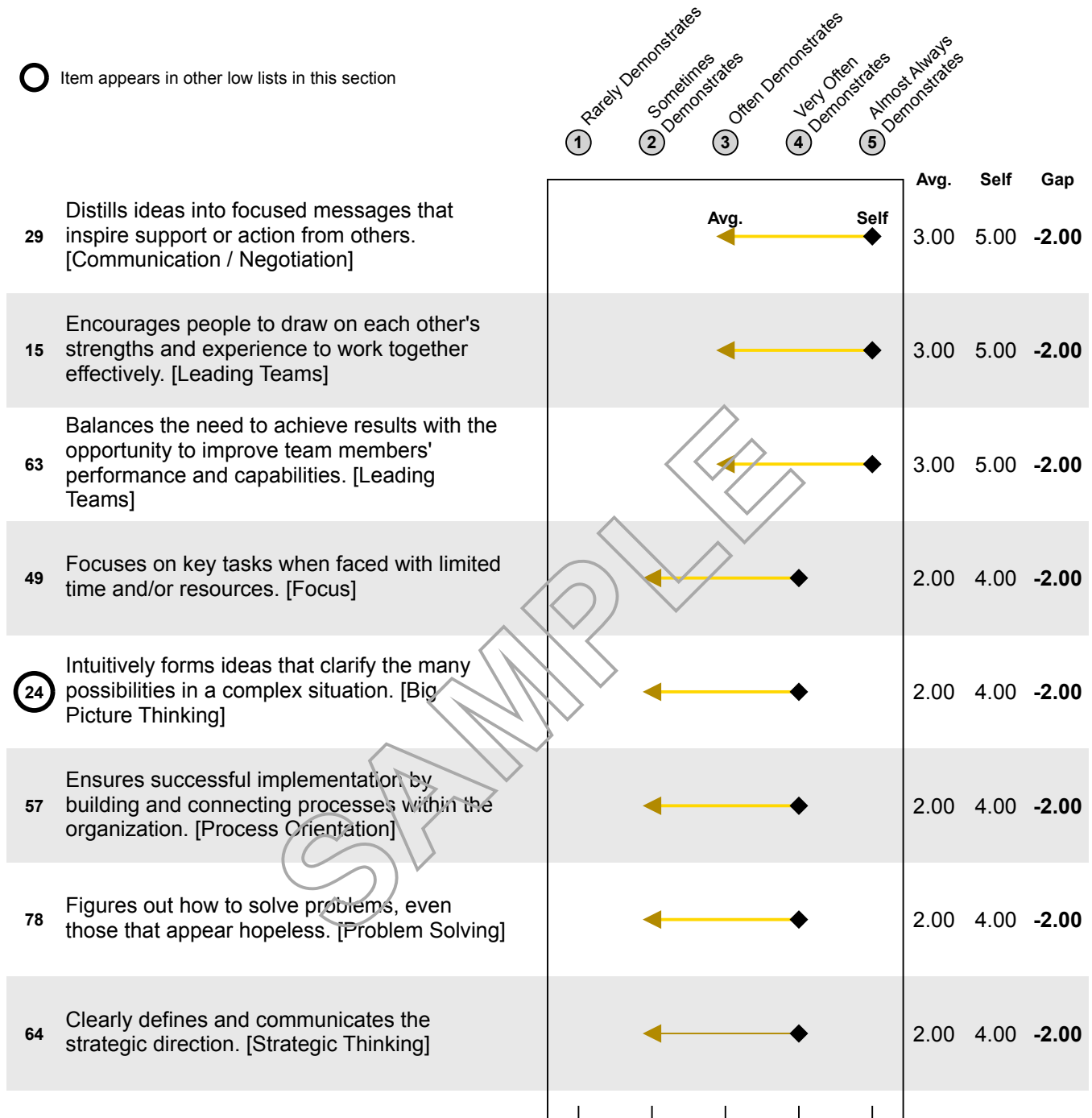
## Negative Self Gaps: Manager

○ Item appears in other low lists in this section

	1	2	3	4	5	Avg.	Self	Gap
	1 Rarely Demonstrates 2 Sometimes Demonstrates 3 Often Demonstrates 4 Very Often Demonstrates 5 Almost Always Demonstrates							
2 Acts decisively to make things happen. [Drive]						2.00	5.00	-3.00
43 Convinces others of the need for change due to critical organizational objectives. [Leading Change]						2.00	5.00	-3.00
32 Anticipates change and drives decisions to take advantage of opportunities and minimize threats. [Strategic Thinking]						2.00	5.00	-3.00
48 Ensures that processes, systems, and measurements are in place to support strategic objectives. [Strategic Thinking]						2.00	5.00	-3.00
66 Displays stamina and energy over the long-term in achieving high standards of performance. [Drive]						3.00	5.00	-2.00
9 Takes steps to make sure that new ideas are integrated with established procedures or processes. [Process Orientation]						3.00	5.00	-2.00
41 Talks about and perceives the organization in terms of critical and highly interrelated work processes. [Process Orientation]						3.00	5.00	-2.00
42 Crystallizes thoughts by deliberately and systematically steering through ambiguity and information clutter. [Mental Discipline]						3.00	5.00	-2.00
11 Successfully provides a visible anchor for others in times of great change, e.g., by reaffirming key goals or values. [Leading Change]						3.00	5.00	-2.00
76 Helps others work their way through problems or crises. [Coaching / Mentoring]						3.00	5.00	-2.00

## Negative Self Gaps: Manager

○ Item appears in other low lists in this section



## Positive Self Gaps: Direct Reports

○ Item appears in other high lists in this section

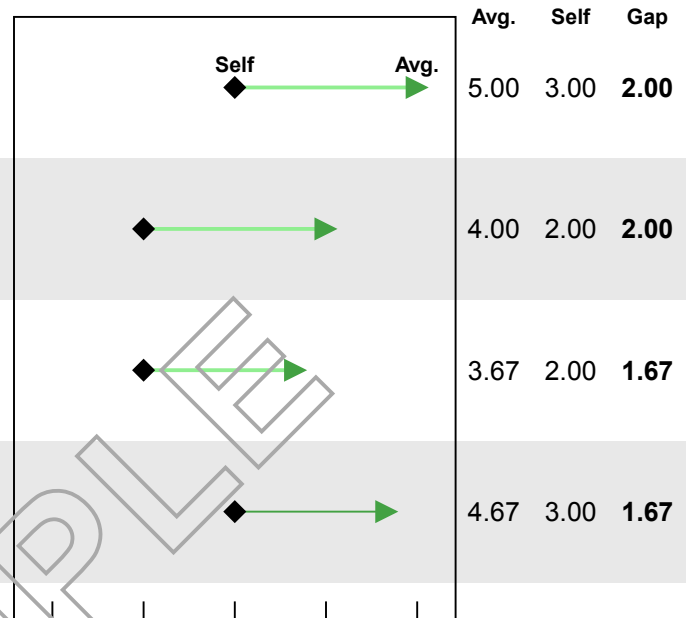
① Rarely Demonstrates  
② Sometimes Demonstrates  
③ Often Demonstrates  
④ Very Often Demonstrates  
⑤ Almost Always Demonstrates

⑤ Creates a view of the future that motivates others. [Commitment]

②⑩ Demonstrates maturity in reassuring teams and/or individuals in the face of setbacks. [Emotional Maturity]

31 Solicits input from team members and encourages participation. [Leading Teams]

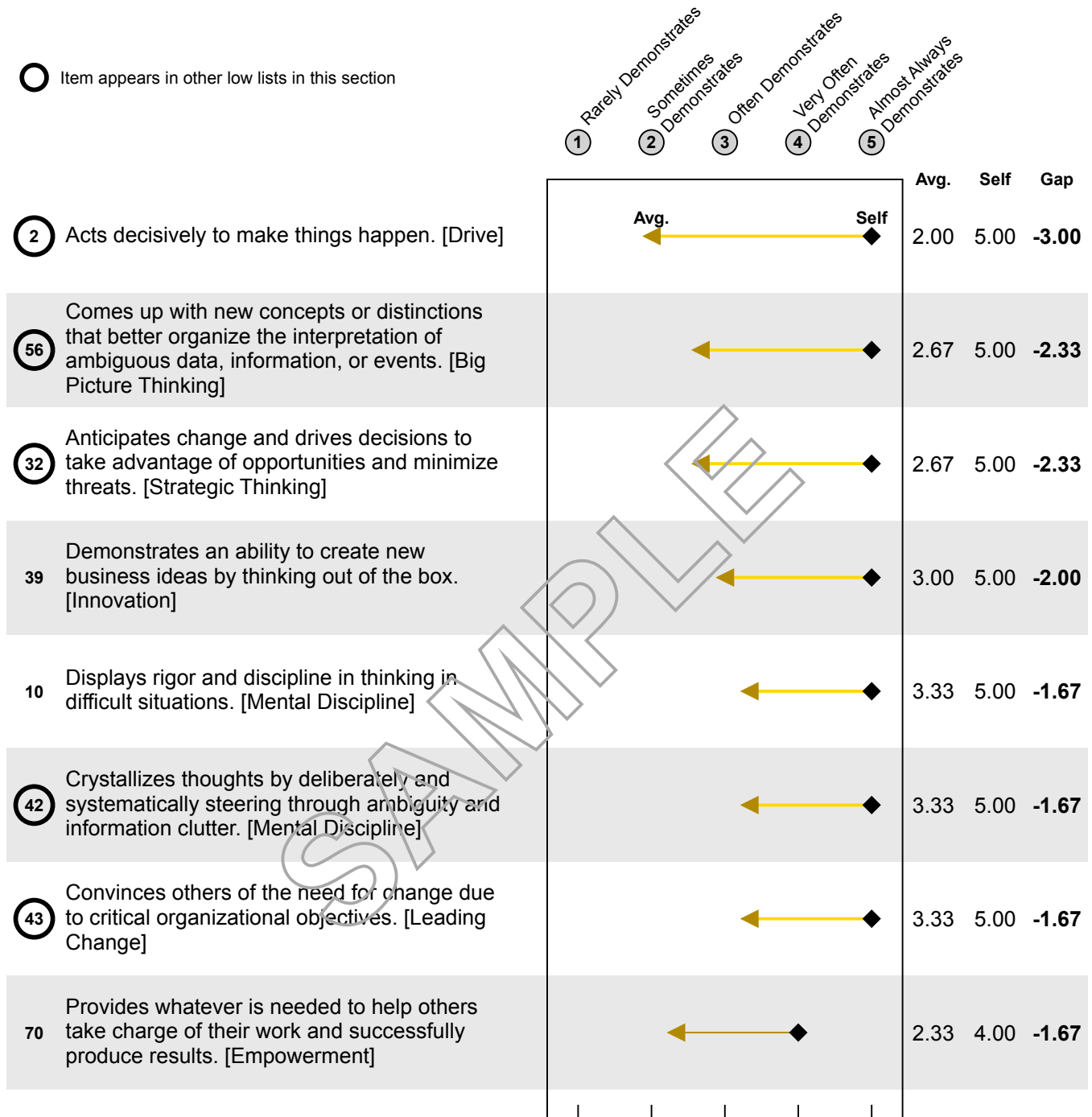
54 Gives others the power to participate in decision making and to share in the responsibility. [Empowerment]



SAMPLE

## Negative Self Gaps: Direct Reports

○ Item appears in other low lists in this section



## Positive Self Gaps: Peers

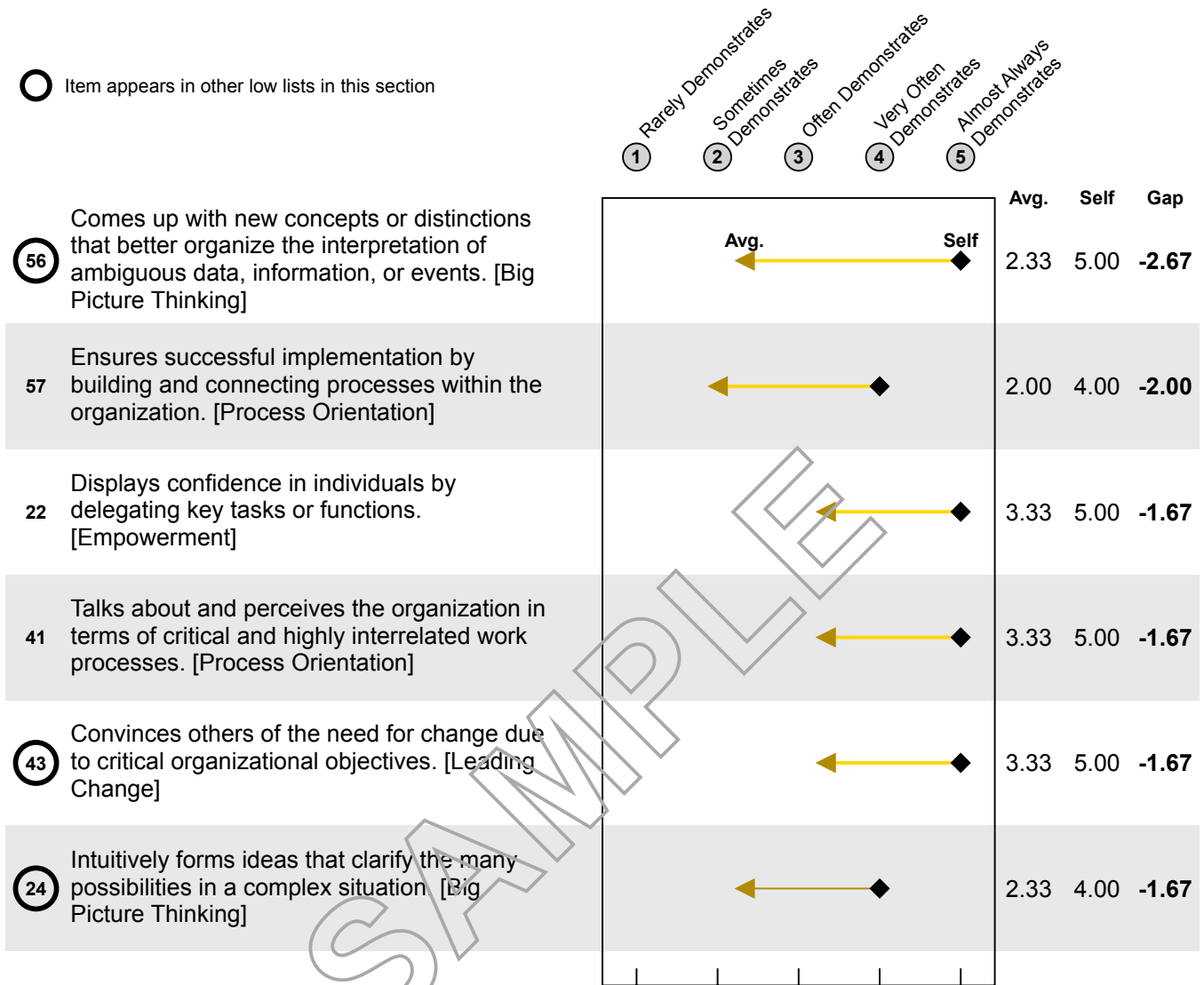
○ Item appears in other high lists in this section

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

			Avg.	Self	Gap
79	Works with the team to establish a common vision rather than trying to create the vision for the team. [Leading Teams]		5.00	2.00	3.00
28	Helps others recognize their areas of weakness in a constructive, beneficial manner. [Coaching / Mentoring]		4.33	2.00	2.33
50	Displays a willingness to do whatever it takes to get it done. [Drive]		3.67	2.00	1.67
20	Demonstrates maturity in reassuring teams and/or individuals in the face of setbacks. [Emotional Maturity]		3.67	2.00	1.67
36	Demonstrates an ability to control and filter emotions in a constructive way. [Emotional Maturity]		3.67	2.00	1.67
69	Inspires dedication to the organization's shared goals and values through own visible actions. [Commitment]		3.67	2.00	1.67
67	Considers the impact of own behavior or decisions on other people. [Perception]		4.67	3.00	1.67

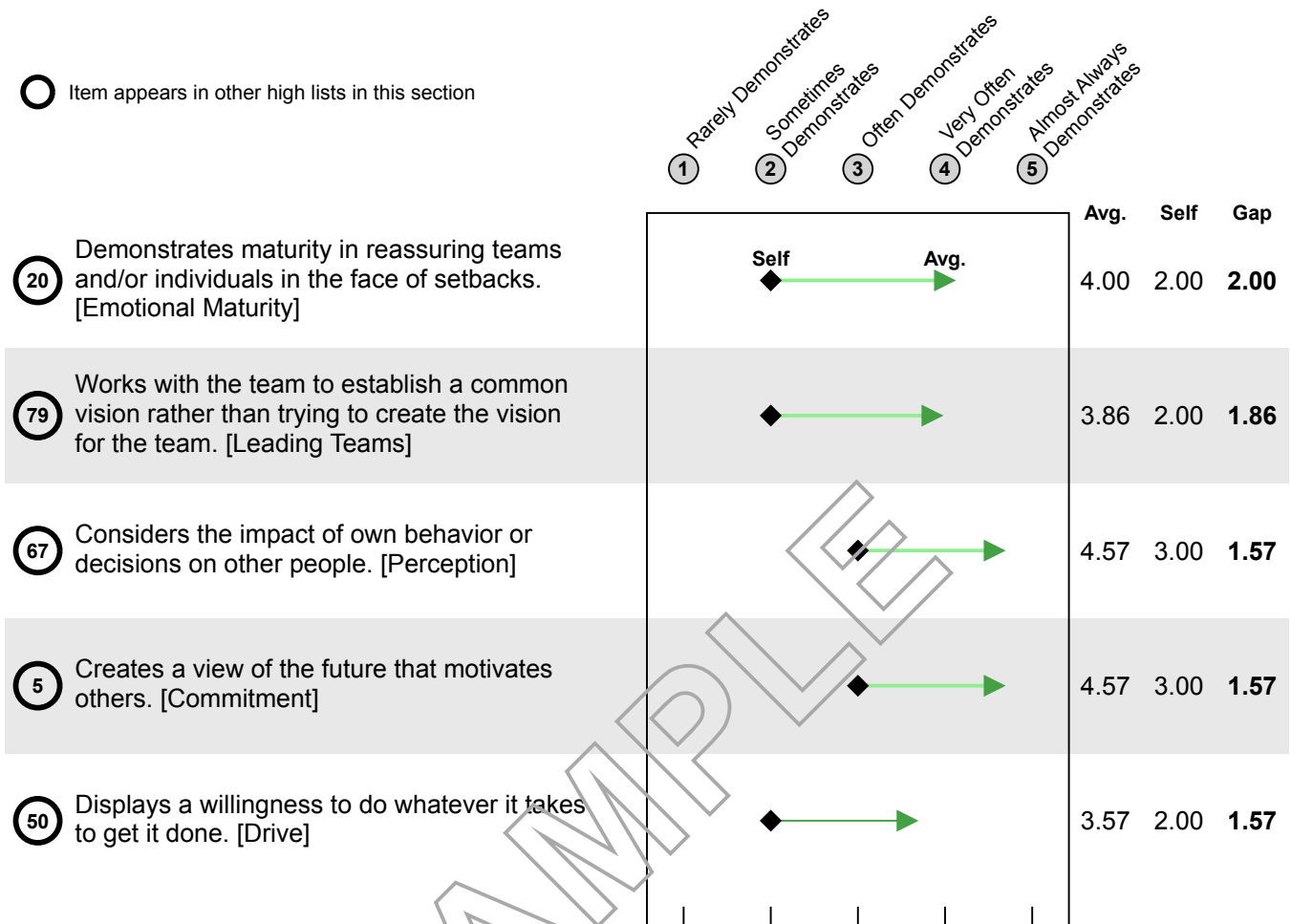
## Negative Self Gaps: Peers

○ Item appears in other low lists in this section



## Positive Self Gaps: Overall

○ Item appears in other high lists in this section

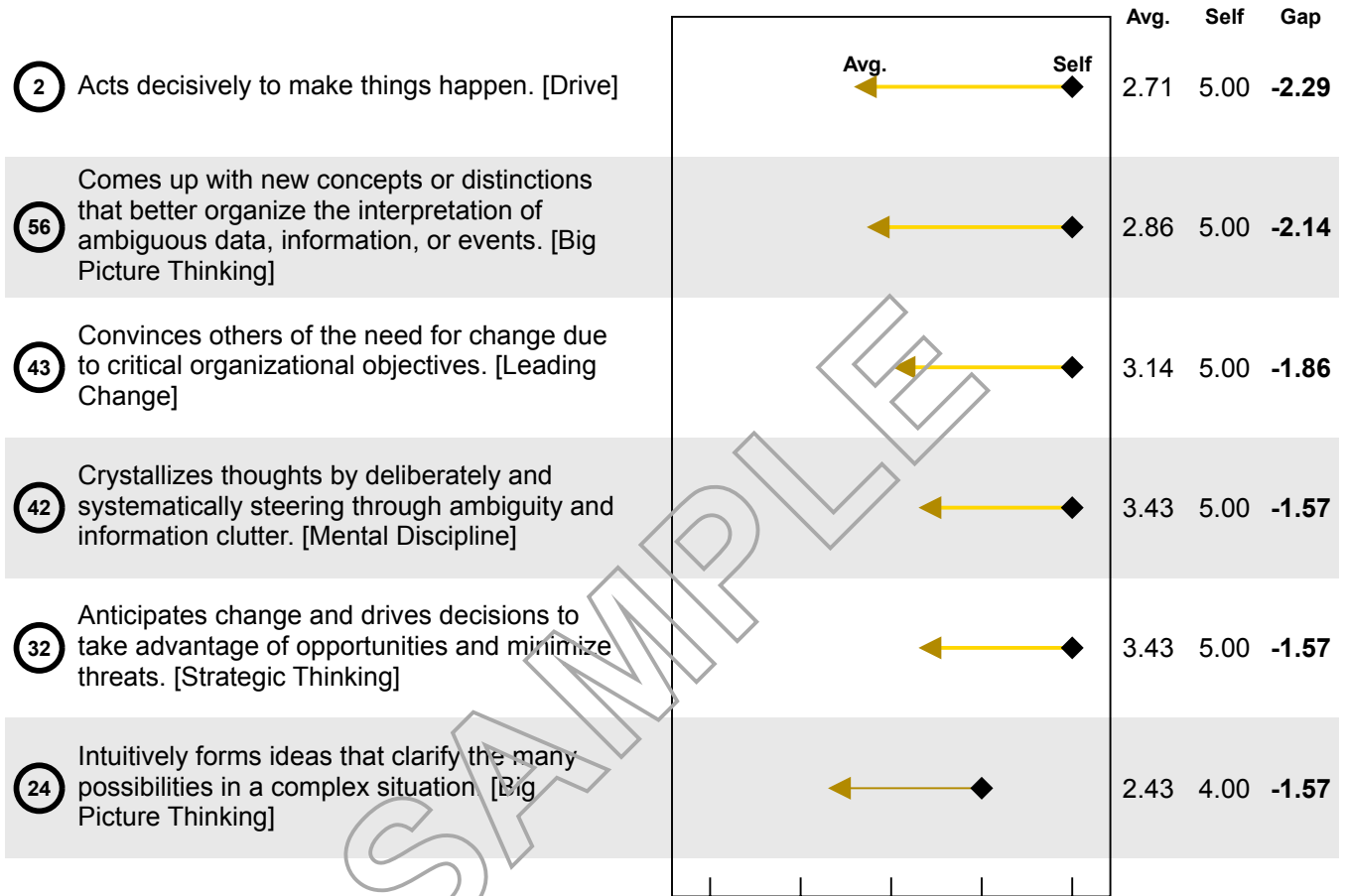




## Negative Self Gaps: Overall

○ 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



## Highest Items: Overall

	Question	Component / Skill	Avg.	Self
52	Models how to handle failure by accepting setbacks with grace and renewed determination.	<i>Emotional Maturity</i>	<b>4.86</b>	4.00
67	Considers the impact of own behavior or decisions on other people.	<i>Perception</i>	<b>4.57</b>	3.00
5	Creates a view of the future that motivates others.	<i>Commitment</i>	<b>4.57</b>	3.00
29	Distills ideas into focused messages that inspire support or action from others.	<i>Communication / Negotiation</i>	<b>4.57</b>	5.00
16	Ensures that short-term activities support long-term strategic goals.	<i>Strategic Thinking</i>	<b>4.43</b>	4.00
23	Seeks better solutions to problems instead of falling back on obvious ones.	<i>Innovation</i>	<b>4.29</b>	5.00
11	Successfully provides a visible anchor for others in times of great change, e.g., by reaffirming key goals or values.	<i>Leading Change</i>	<b>4.14</b>	5.00
44	Identifies and confronts critical developmental issues or barriers with respect to peers, reports, etc.	<i>Coaching / Mentoring</i>	<b>4.14</b>	3.00

**Lowest Items: Overall**

	Question	Component / Skill	Avg.	Self
24	Intuitively forms ideas that clarify the many possibilities in a complex situation.	<i>Big Picture Thinking</i>	<b>2.43</b>	4.00
18	Strives to set and achieve ambitious goals rather than settling for the safety of achievable results.	<i>Drive</i>	<b>2.57</b>	2.00
57	Ensures successful implementation by building and connecting processes within the organization.	<i>Process Orientation</i>	<b>2.57</b>	4.00
2	Acts decisively to make things happen.	<i>Drive</i>	<b>2.71</b>	5.00
38	Displays a strong commitment to the success of others by providing clear feedback on issues or behavior.	<i>Empowerment</i>	<b>2.71</b>	3.00
8	Searches for and conceptualizes the underlying or systemic causes that drive a problem.	<i>Big Picture Thinking</i>	<b>2.71</b>	3.00
72	Asks questions to try to form a complete picture of seemingly unrelated information, events, etc.	<i>Big Picture Thinking</i>	<b>2.71</b>	3.00
33	Focuses energy at key targets.	<i>Focus</i>	<b>2.86</b>	3.00
51	Understands the various psychological and emotional needs of people.	<i>Perception</i>	<b>2.86</b>	3.00
56	Comes up with new concepts or distinctions that better organize the interpretation of ambiguous data, information, or events.	<i>Big Picture Thinking</i>	<b>2.86</b>	5.00
30	Employs thorough analysis and pragmatism to sort through options and reach timely decisions.	<i>Problem Solving</i>	<b>2.86</b>	3.00

**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.

**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.

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