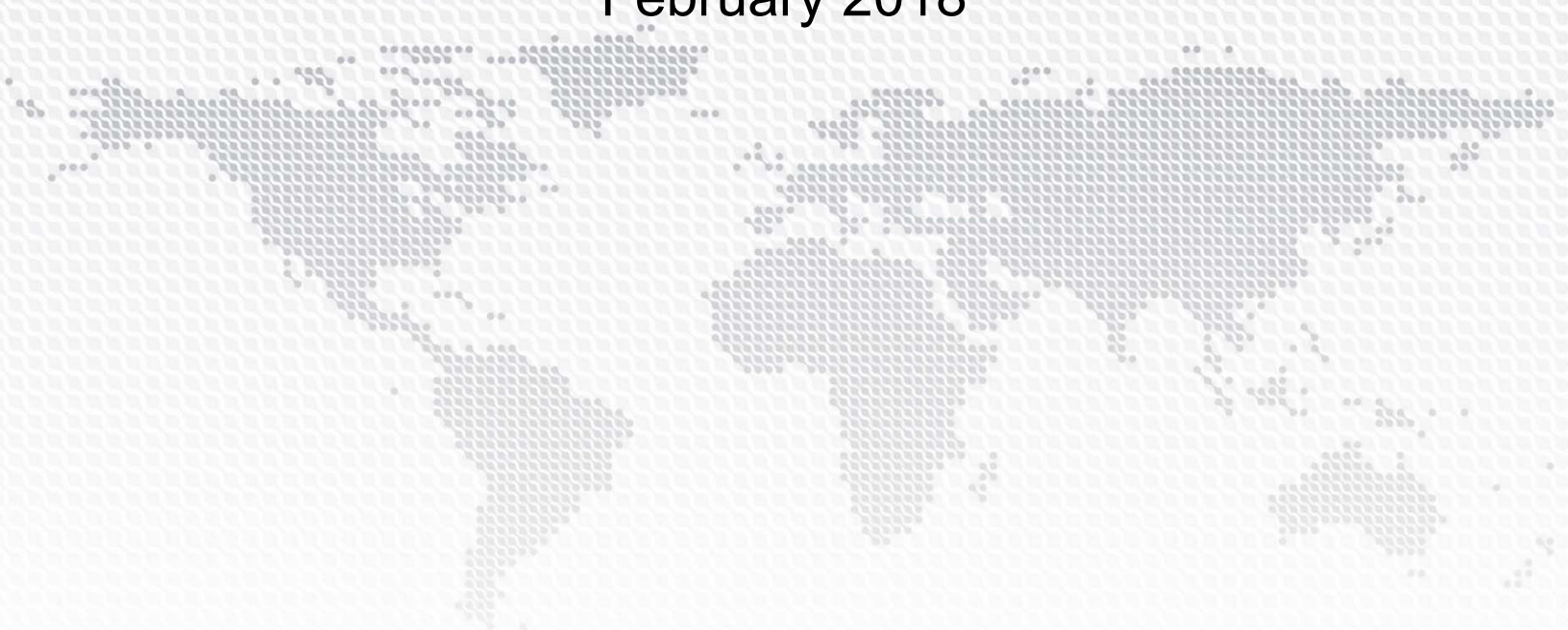




The Women in Leadership Assessment™ Feedback Results

Sample, J.

February 2018



Introduction

Effective leadership is arguably the most critical factor in individual, team and organizational performance. Yet, women, although equal to men in effectiveness, face unique challenges in being recognized as leaders. In many cases, women are less likely than men to be selected for leadership roles, and then once in the roles, are often evaluated less favorably.

The responsibility for resolving systemic bias and inequity does not lie with women alone. Yet, there are important behaviors successful women leaders demonstrate that can help overcome obstacles and accelerate careers.

The *Women in Leadership Assessment™* (WILA) has been researched, developed and validated based on the Linkage *Women in Leadership Model™*. The assessment identifies the competencies critical to being recognized as a high-potential and/or high-impact leader.

Interpretation of your WILA™ individual 360 report represents an opportunity to build self-awareness through a detailed examination of how your leadership behaviors are perceived. This report and the feedback it contains will provide a framework for you to begin exploring your leadership strengths and development areas. It is important to recognize that in order to fully realize your leadership potential, you may not only need to address some relative weaknesses, but also sustain and build upon your existing strengths.

We hope that you will find the WILA™ experience helpful and that you will use the results to focus your development efforts.

Overview

This overview details the various elements that comprise the report in order to help you better understand your assessment results.

The *Women in Leadership Model*[™]

The *WILA*[™] is based on the Linkage *Women in Leadership Model*[™]. The model includes six competencies critical to career advancement.



Aware: Seeks and utilizes reflective and in-the-moment self-knowledge

Bold: Asserts self courageously and professionally

Clear: Articulates ideas that enable forward momentum

Connected: Builds and expands network of trusted relationships

Influential: Positively impacts organizational decisions

Inspiring: Engages the commitment of others

The Top Hurdles

The *WILA*[™] also contains a “hidden” scale that indicates the potential presence of one or more of the *Top Internal Hurdles Women Face*.

- Bias (What bias?)
- Recognized Confidence (Can I do this?)
- Branding & Presence (How am I showing up?)
- Clarity (Do I know what I want?)
- Networking (Who has time?)
- Proving Our Value (Why can't I do it all?)
- Making the Ask (How do I ask for what I want?)

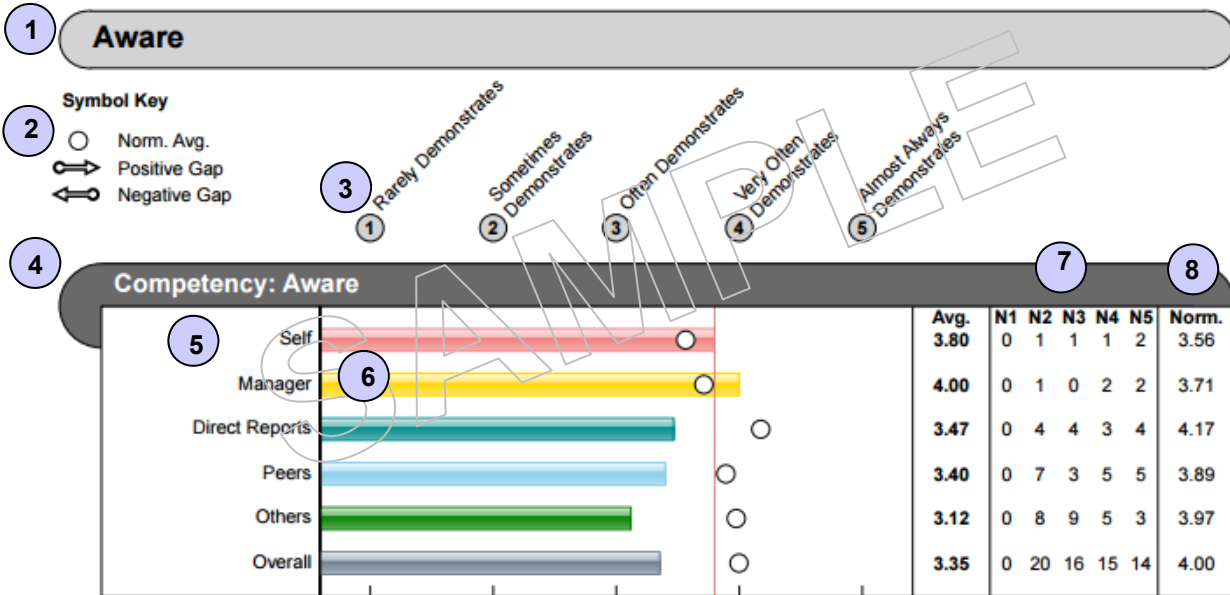
Please note that not all women experience all of the hurdles. The presence or absence of internal hurdles can vary across groups and individuals, based for example on specific demographic/identity variables (e.g., race/ethnicity), geographic variables (e.g., culture in which you live and work), education (e.g., career development), and other life experiences. The need to overcome specific hurdles can even vary for the same woman in different situations and/or time periods in her career.

It is important to recognize that because the hurdles are internal, meaning that if you experience them, they begin with your own thoughts, feelings and perspective, they are difficult to measure.

The way the assessment works is that each competency (*Aware, Bold, Clear, Connected, Inspiring* and *Influential*) has five representative behaviors that include either one or two “hurdle” items. All of the behaviors increase the likelihood of women being recognized as effective leaders. However, while most of the behaviors generalize across a variety of leadership situations, the “hurdle” items focus more specifically on career advancement scenarios.

The *WILA*[™] hidden hurdles scale provides an *indication* that specific hurdles might be present for you. However, in The Top Hurdles section of the report, you should pay particular attention to your self-ratings. Only through reflection and self-discovery can you determine the extent to which you have internal hurdles to overcome.

How to Read Your Report



- 1 Competency Heading** – This is the competency into which the items are grouped. In this example, “Aware” 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 Competency or Item** – This title indicates which overall competency or specific item the data is presented for.
- 5 Rater Groups** – These titles depict the different rater groups that provided feedback. In this example, responses from the participant’s **Direct Reports**, **Peers**, **Others**, **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 3.47 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, four provided a rating of “Sometimes Demonstrates”, four a rating of “Often Demonstrates”, three a rating of “Very Often Demonstrates” and four provided a rating of “Almost Always Demonstrates”.
- 8 Normative Average** – This column depicts the *WILA*™ Norm. This is provided to compare the participant’s average ratings to others who have participated in this assessment process, utilizing this survey.

Report Contents

A Rater Information

This section summarizes information about those who were nominated to participate and those who completed assessments.

B Competency Summary

This section averages all item ratings with a competency by the “self” and each of the other rater response categories. The norm is the average rating for all women in your organization. (Note: if you are taking this assessment as part of the *Women in Leadership Institute* or other Linkage customized leadership experience, the norm reflects the average rating for all attendees.)

C Competency Summary (Ranked by Rating)

This section presents the average ratings for all items within a competency across all raters. The self-ratings are not included. The competencies are sorted by the resulting average from highest to lowest-scoring.

D Item Results

This section provides graphical and numerical data regarding ratings for each specific question. The results are presented by competency.

E Top Hurdles Scale

This section provides data on each of the items that are part of the *Top Internal Hurdles Women Face* “hidden scale”. Note: the data for these specific items is repeated from Section D - Item Results, but here, the relevant items are pulled out separately and presented by hurdle.

F Self Gaps

This section includes items in which the difference between the self-rating and the average ratings of other groups is greater than 30%. The gaps are provided in sub-sections for each rater group. If there are no items with differences greater than 30%, the report will not contain this section.

G 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.

H Comments

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

I Development Prioritization Tool

A worksheet is provided to help you synthesize the feedback and identify your most important areas of focus. This worksheet will not appear on aggregate reports.

J Competency-Based Development Questions

This section provides thought questions for each of the six competencies. The questions may be used to further reflect on the feedback you received in the report and help you generate ideas for potential development actions.

Rater Information

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.

	Report N	Nominated N	Response Rate
Self (Sample)	1	1	100.00%
Manager	1	1	100.00%
Direct Reports	5	5	100.00%
Peers	4	4	100.00%
Others	3	3	100.00%
TOTAL	14	14	100.00%

For non-anonymous rater groups such as **Self** or **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.

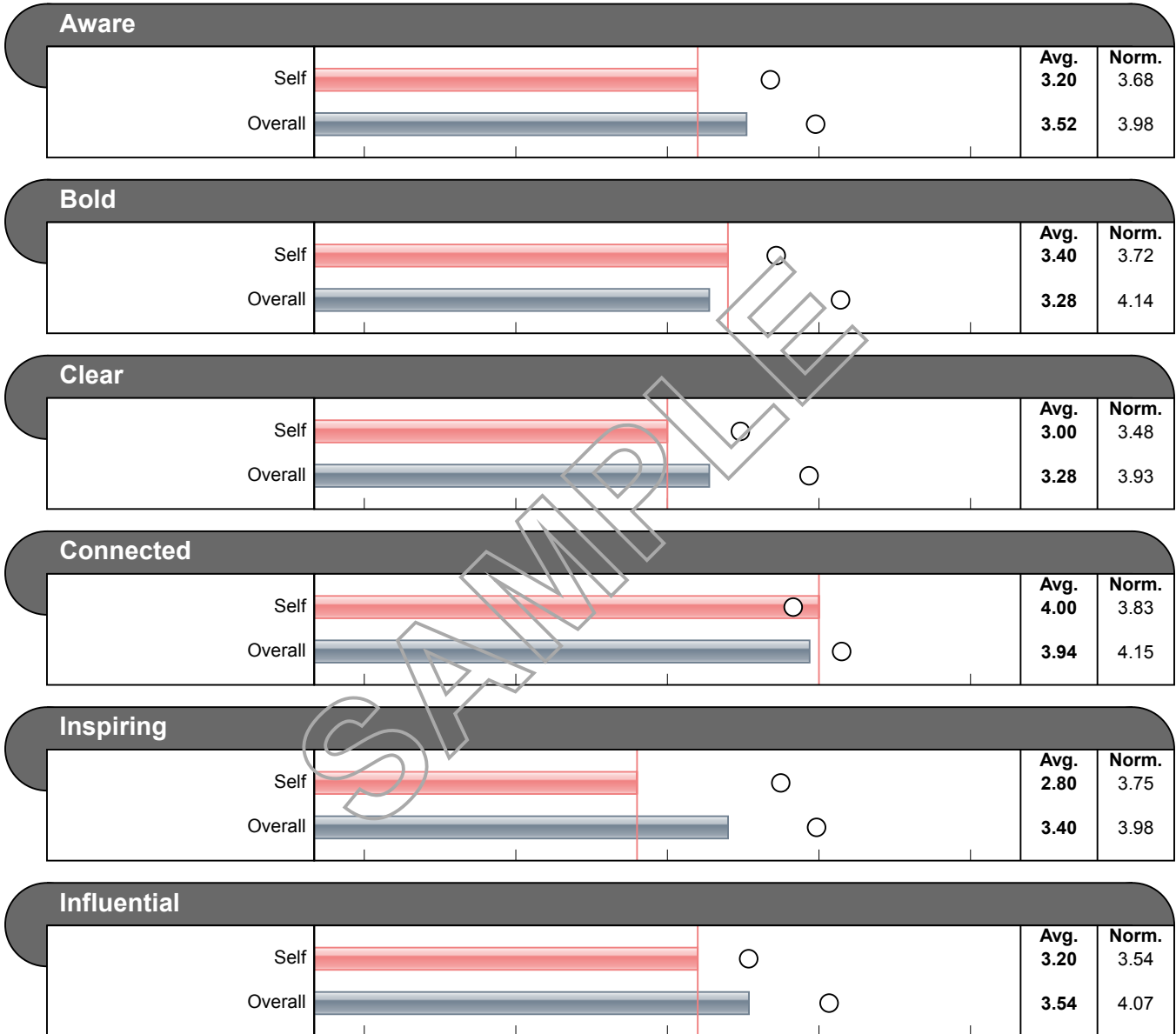
For any single item with fewer than three responses in a rater group, "Insufficient Responses" will appear for that item in lieu of data.

Competency Summary

Symbol Key

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

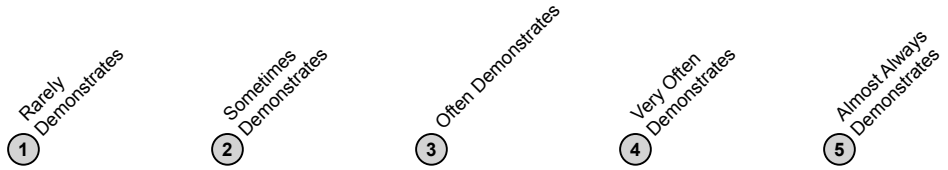
① Rarely Demonstrates ② Sometimes Demonstrates ③ Often Demonstrates ④ Very Often Demonstrates ⑤ Almost Always Demonstrates



Competency Summary (Ranked by Rating)

Symbol Key

○ Norm. Avg.



Connected



Influential



Aware



Inspiring



Clear



Bold



SAMPLE

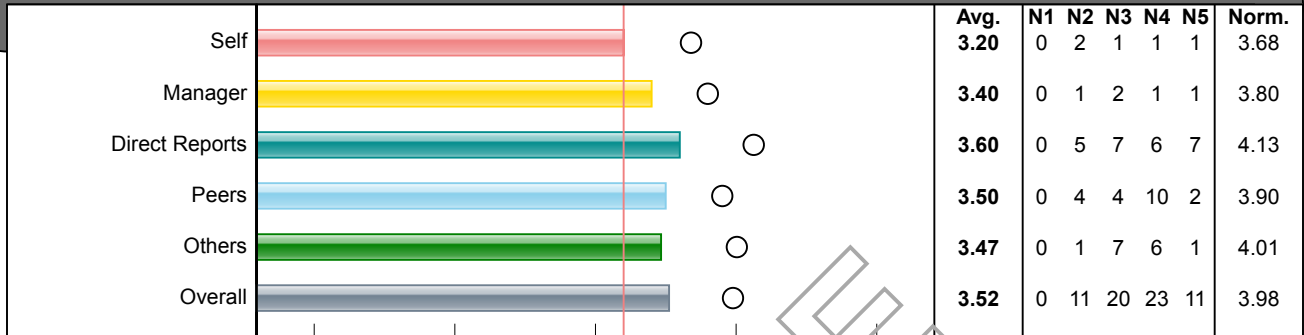
Aware

Symbol Key

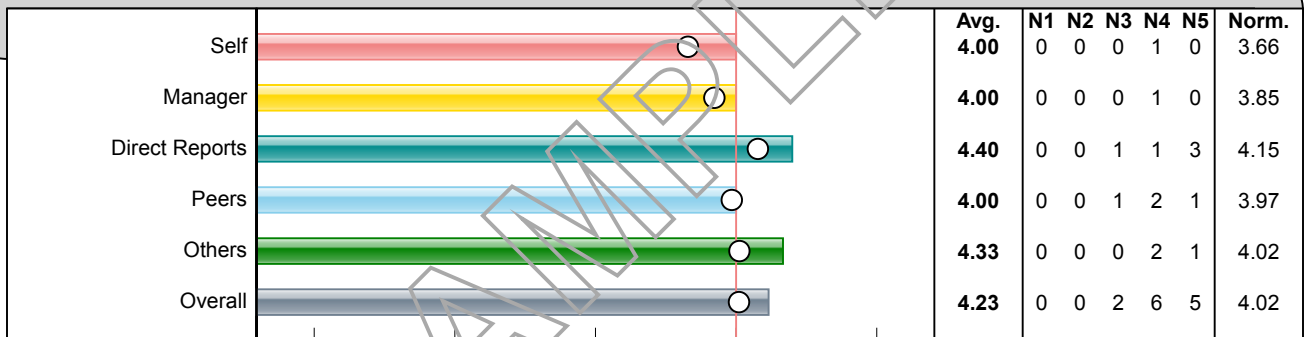
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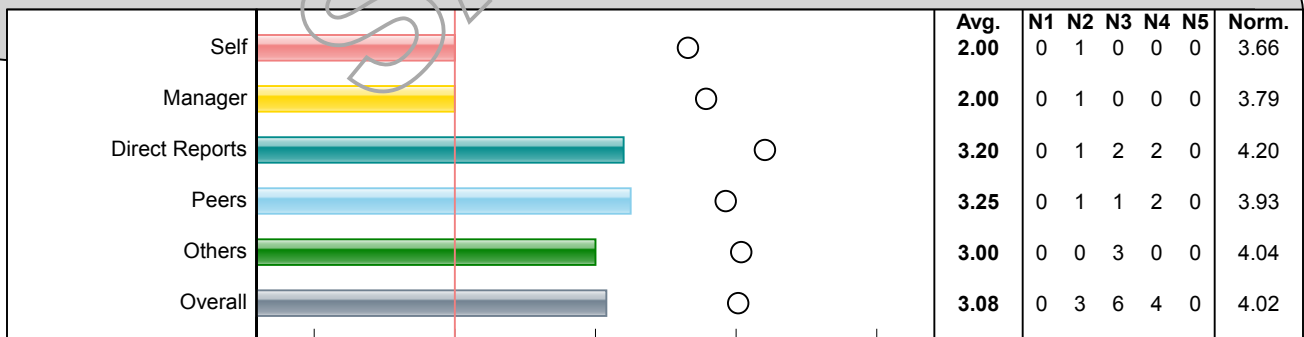
Competency: Aware



1 Recognizes the value she brings to the organization.



7 Is open-minded or unlimited-in-thinking about her own capability and potential to achieve.



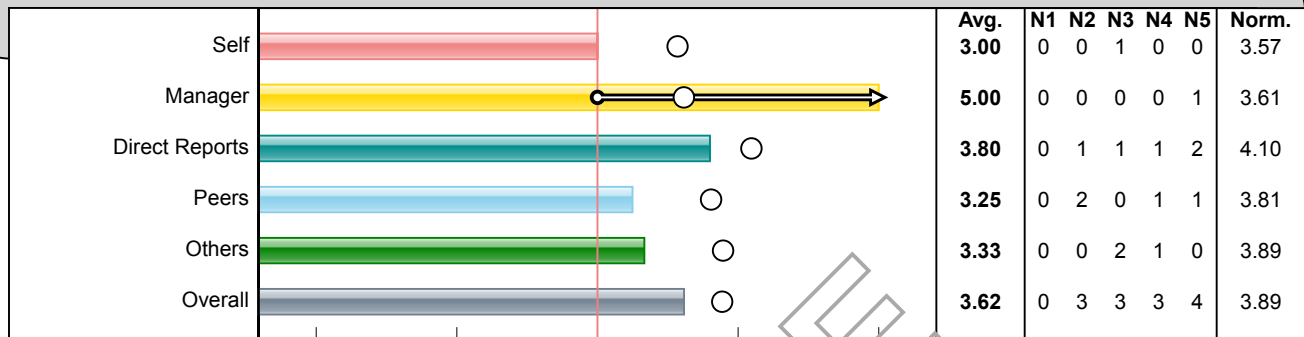
Aware

Symbol Key

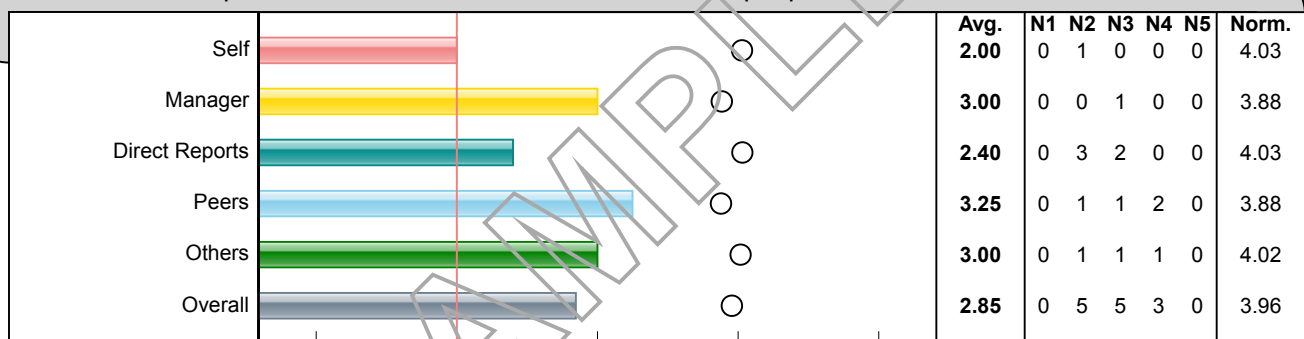
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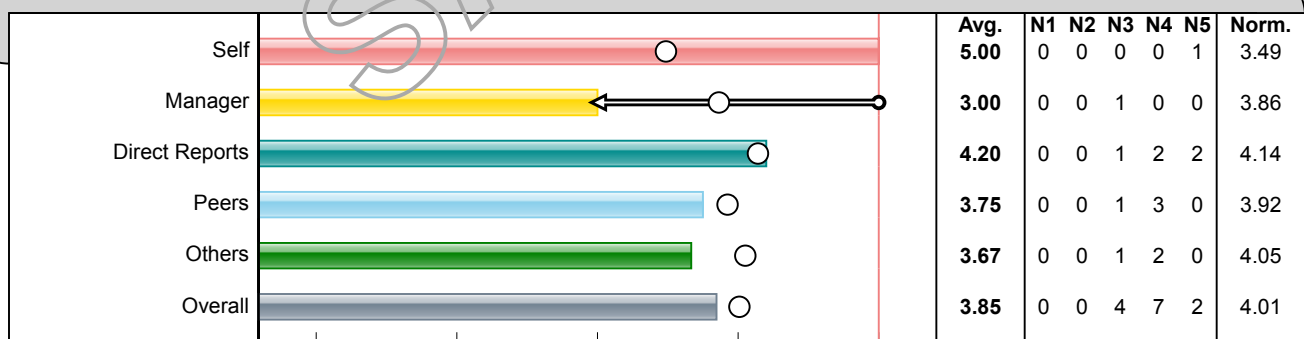
13 Knows how to best leverage her strengths and compensates for her weaknesses in order to meet goals.



19 Considers the impact of her behavior and decisions on other people.



25 Is able to control and filter her emotions in a constructive manner.



Bold

Symbol Key

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

- ① Rarely Demonstrates
- ② Sometimes Demonstrates
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- ⑤ Almost Always Demonstrates

Competency: Bold

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		3.40	0	0	4	0	1	3.72
Manager		4.00	0	0	1	3	1	3.98
Direct Reports		3.04	0	9	8	6	2	4.28
Peers		3.10	0	10	0	8	2	4.09
Others		3.67	0	2	4	6	3	4.14
Overall		3.28	0	21	13	23	8	4.14

3 Speaks assertively; is willing to promote herself or her ideas.

		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	3.91
Direct Reports		3.80	0	1	0	3	1	4.36
Peers		3.00	0	2	0	2	0	4.18
Others		3.33	0	1	1	0	1	4.16
Overall		3.46	0	4	1	6	2	4.20

9 Presents and actively manages a professional image.

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		3.00	0	0	1	0	0	4.01
Manager		4.00	0	0	0	1	0	4.28
Direct Reports		2.60	0	3	1	1	0	4.48
Peers		2.00	0	4	0	0	0	4.35
Others		3.00	0	0	3	0	0	4.41
Overall		2.62	0	7	4	2	0	4.39

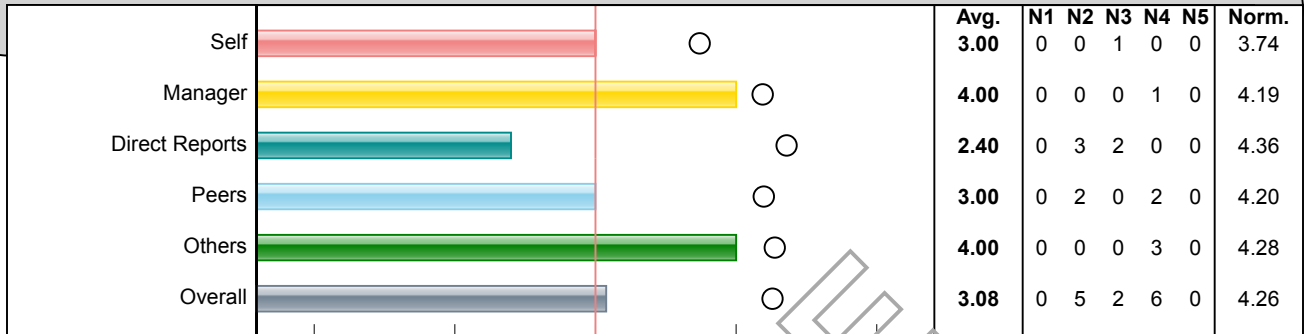
Bold

Symbol Key

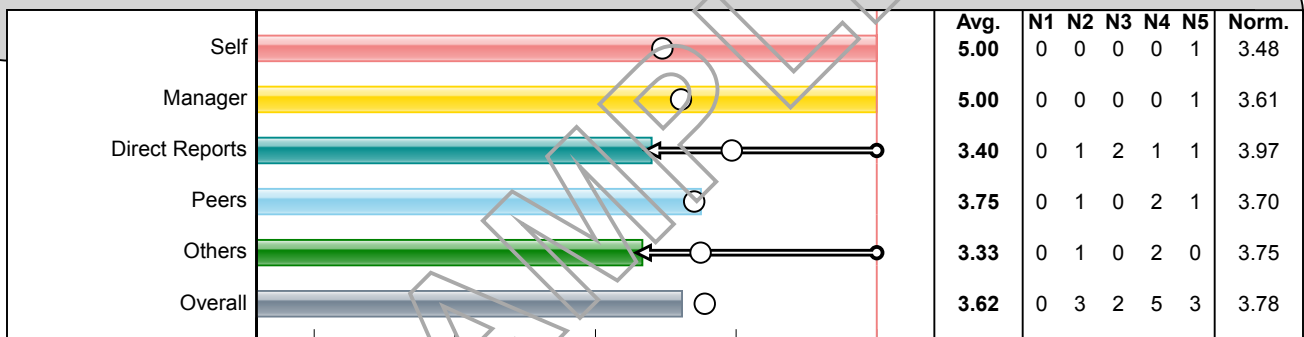
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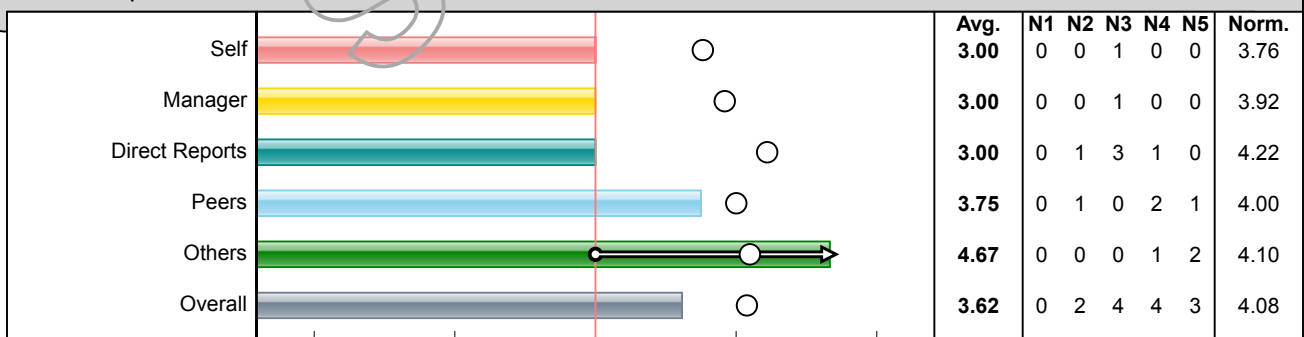
15 Volunteers to work on high-profile projects.



21 Is willing to take calculated risks to accomplish results.



27 Seizes moments to make decisions/recommendations and "move things forward," even if not in a leadership role.



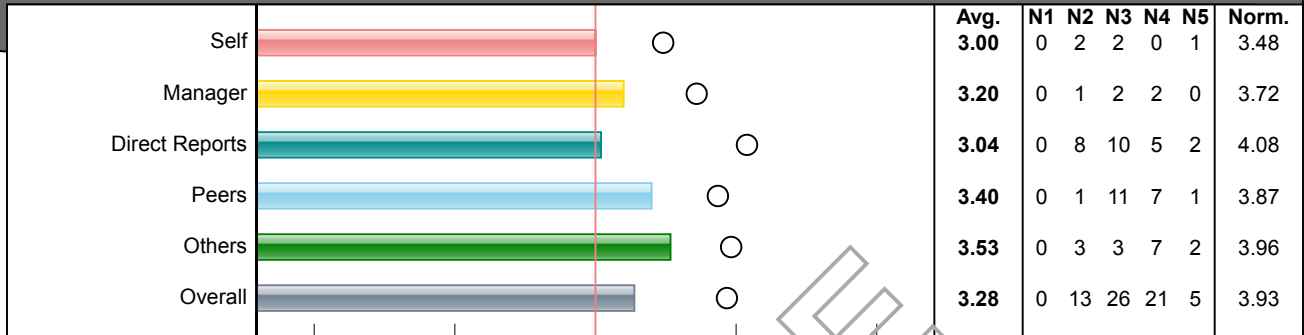
Clear

Symbol Key

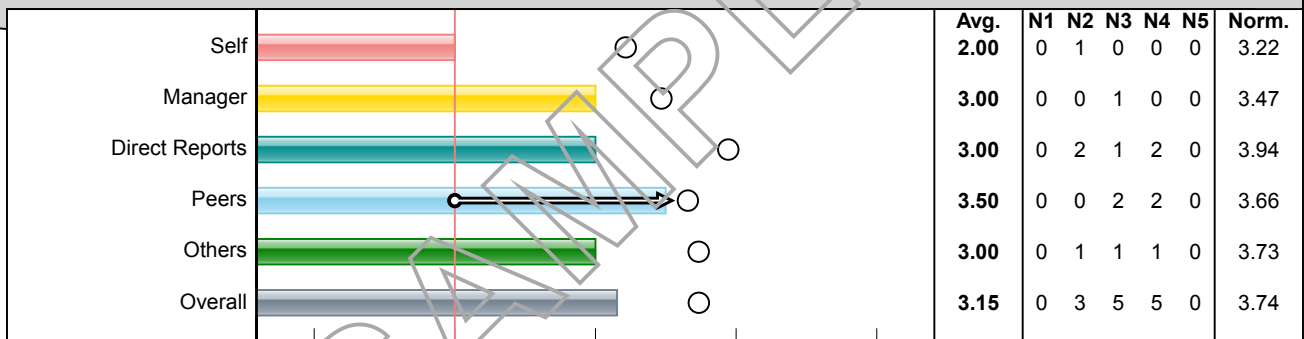
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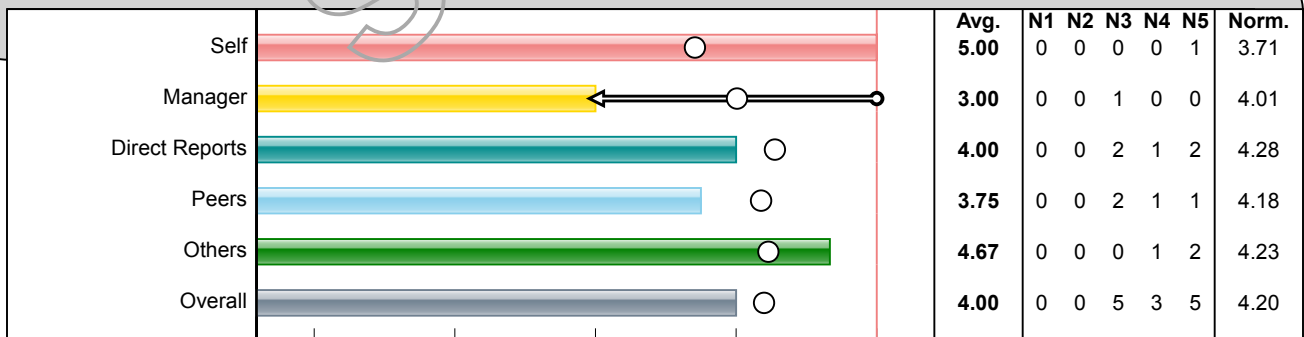
Competency: Clear



2 Projects a compelling future vision for who she wants to be as a leader and/or how she wants to contribute in the working world.



8 Communicates opinions clearly and accurately.



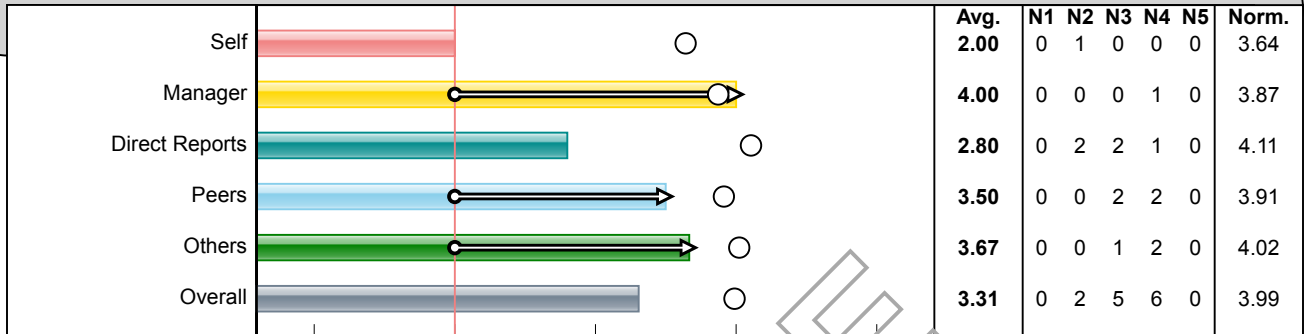
Clear

Symbol Key

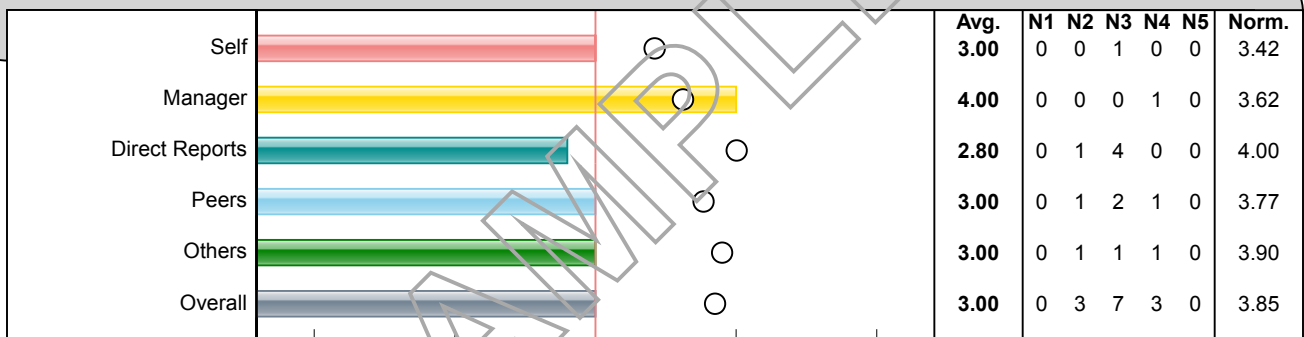
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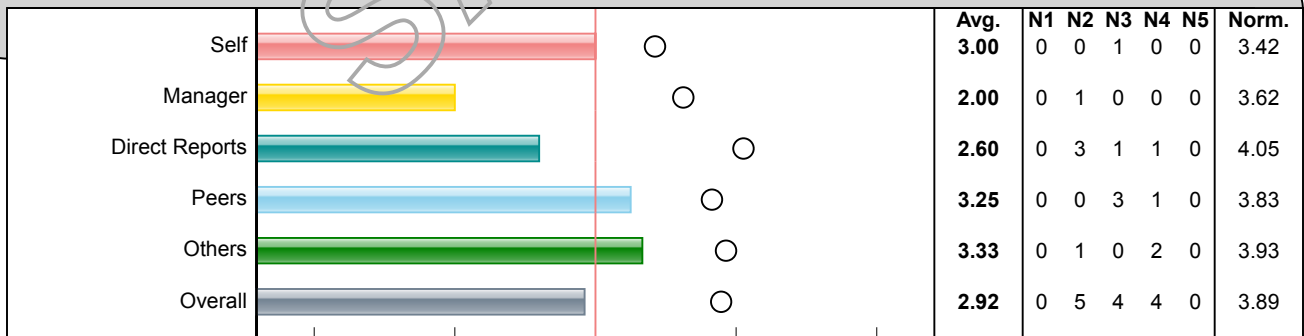
14 Demonstrates creativity in developing and/or improving ideas and concepts.



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



26 Clearly defines and communicates the strategic direction.



Connected

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

Competency: Connected

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	4.00	0	1	1	0	3	3.83
Manager	3.60	0	1	2	0	2	4.02
Direct Reports	4.04	0	1	7	7	10	4.28
Peers	4.05	0	2	4	5	9	4.08
Others	3.73	0	2	4	5	4	4.17
Overall	3.94	0	6	17	17	25	4.15

4 Realizes the power and importance of building mutually-beneficial relationships with colleagues.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	4.12
Manager	5.00	0	0	0	0	1	4.11
Direct Reports	4.00	0	0	1	3	1	4.37
Peers	4.75	0	0	0	1	3	4.17
Others	3.33	0	0	2	1	0	4.27
Overall	4.15	0	0	3	5	5	4.24

10 Actively establishes and leverages a broad network of relationships inside and outside of the organization.

	Avg.	N1	N2	N3	N4	N5	Norm.
Self	5.00	0	0	0	0	1	3.49
Manager	5.00	0	0	0	0	1	3.93
Direct Reports	3.80	0	0	2	2	1	4.33
Peers	4.00	0	0	2	0	2	4.10
Others	4.00	0	0	1	1	1	4.12
Overall	4.00	0	0	5	3	5	4.15

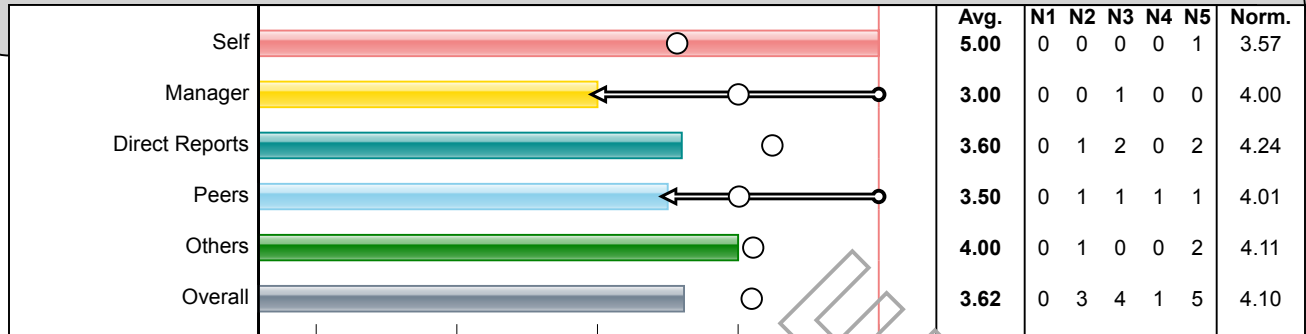
Connected

Symbol Key

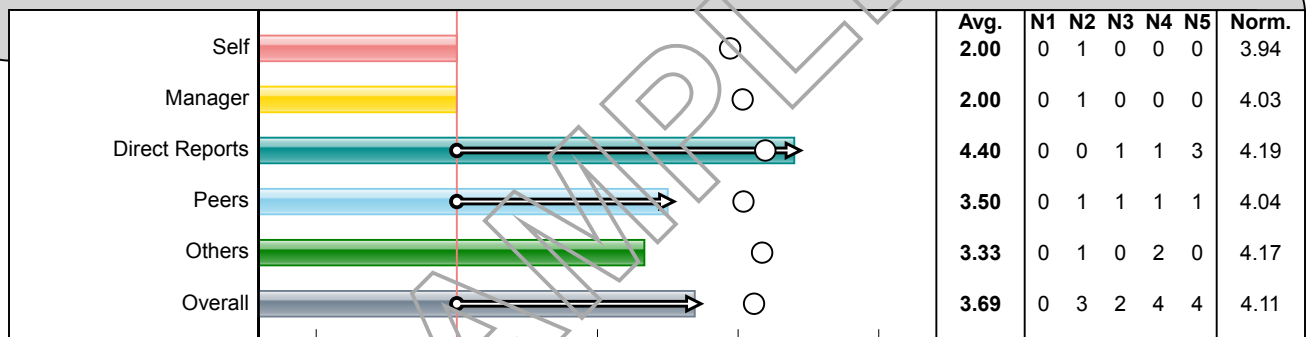
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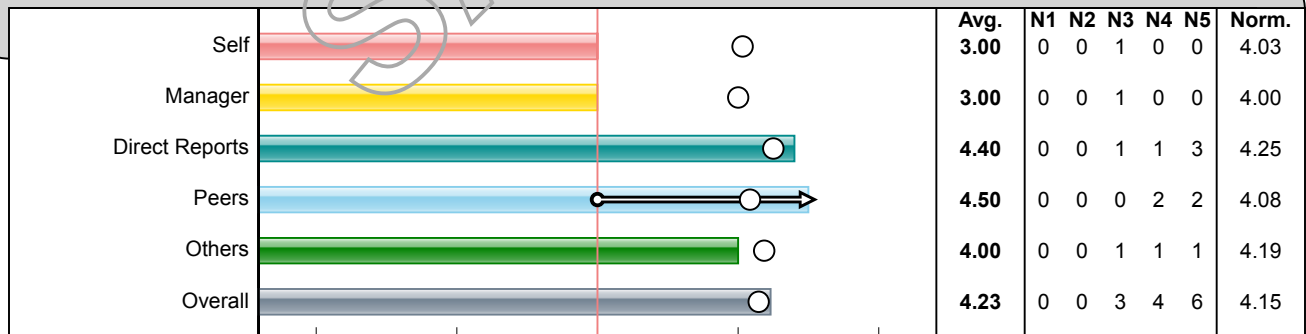
16 Looks for opportunities to connect with others and contributes to the success of those in her network.



22 Creates personal connections with others, demonstrating openness and appreciation of their viewpoints.



28 Supports and promotes the credibility of colleagues.



Inspiring

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

Competency: Inspiring

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.		
Manager		○	2.80	0	2	2	1	0	3.75		
Direct Reports		○	3.00	0	1	3	1	0	3.84		
Peers		○	3.52	0	3	10	8	4	4.14		
Others		○	3.30	0	6	5	6	3	3.89		
Overall		○	3.47	0	2	6	5	2	4.01		
			3.40	0	12	24	20	9	3.98		

6 Is an authentic leader. She knows who she is, what she believes, and acts in accordance with those values.

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.	
Manager		○	2.00	0	1	0	0	0	4.20	
Direct Reports		○	2.00	0	1	0	0	0	4.12	
Peers		○	3.40	0	0	3	2	0	4.41	
Others		○	2.75	0	2	1	1	0	4.18	
Overall		○	3.33	0	0	2	1	0	4.28	
			3.08	0	3	6	4	0	4.26	

12 Regardless of how "tough" her behavior, standards or style, she balances them with genuine warmth and compassion.

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.	
Manager		○	4.00	0	0	0	1	0	3.96	
Direct Reports		○	3.00	0	0	1	0	0	4.02	
Peers		○	4.20	0	0	1	2	2	4.26	
Others		○	4.00	0	0	1	2	1	4.05	
Overall		○	4.00	0	0	1	1	1	4.17	
			4.00	0	0	4	5	4	4.14	

Inspiring

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

18 Brings out the best in people and teams.

18	Self									
	Manager									
	Direct Reports									
	Peers									
	Others									
	Overall									
			Avg.	N1	N2	N3	N4	N5	Norm.	
			3.00	0	0	1	0	0	3.74	
			3.00	0	0	1	0	0	3.82	
			4.40	0	0	0	3	2	4.04	
			4.00	0	0	2	0	2	3.83	
			4.00	0	0	1	1	1	3.97	
			4.08	0	0	4	4	5	3.92	

24 Spends more time engaging, inspiring, and enabling others than on trying to do it all herself.

24	Self									
	Manager									
	Direct Reports									
	Peers									
	Others									
	Overall									
			Avg.	N1	N2	N3	N4	N5	Norm.	
			3.00	0	0	1	0	0	3.06	
			3.00	0	0	1	0	0	3.23	
			2.60	0	2	3	0	0	3.83	
			3.00	0	2	0	2	0	3.43	
			3.00	0	1	1	1	0	3.56	
			2.85	0	5	5	3	0	3.55	

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

30	Self									
	Manager									
	Direct Reports									
	Peers									
	Others									
	Overall									
			Avg.	N1	N2	N3	N4	N5	Norm.	
			2.00	0	1	0	0	0	3.77	
			4.00	0	0	0	1	0	3.98	
			3.00	0	1	3	1	0	4.14	
			2.75	0	2	1	1	0	3.95	
			3.00	0	1	1	1	0	4.06	
			3.00	0	4	5	4	0	4.03	

Influential

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

Competency: Influential

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		3.20	0	3	0	0	2	3.54
Manager		3.20	0	2	1	1	1	3.91
Direct Reports		3.84	0	1	7	12	5	4.23
Peers		3.35	0	6	5	5	4	3.99
Others		3.40	0	4	3	6	2	4.08
Overall		3.54	0	13	16	24	12	4.07

5

Is highly competent, (e.g., she demonstrates exceptional job-relevant knowledge and achievement of results).

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		2.00	0	1	0	0	0	4.07
Manager		4.00	0	0	0	1	0	4.38
Direct Reports		3.80	0	0	1	4	0	4.44
Peers		2.75	0	2	1	1	0	4.36
Others		3.67	0	0	1	2	0	4.45
Overall		3.46	0	2	3	8	0	4.41

11

Asks for what she wants and needs, with an expectation she may get it.

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		2.00	0	1	0	0	0	3.40
Manager		2.00	0	1	0	0	0	3.76
Direct Reports		3.60	0	0	3	1	1	4.21
Peers		3.25	0	1	2	0	1	3.93
Others		4.00	0	0	0	3	0	3.97
Overall		3.46	0	2	5	4	2	4.00

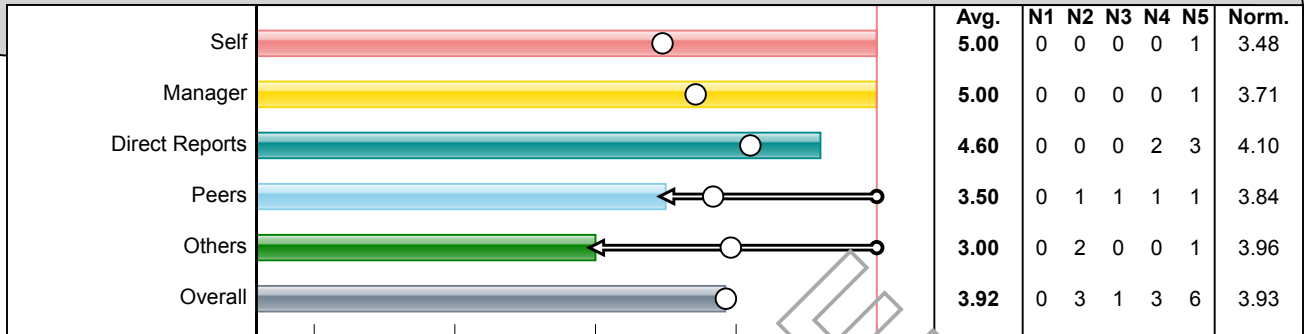
Influential

Symbol Key

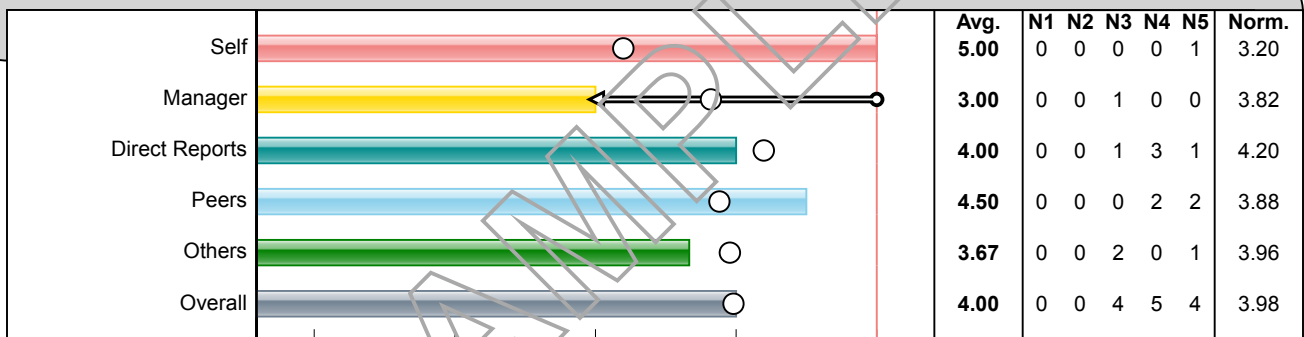
- Norm. Avg.
- ➔ Positive Gap
- ➔ Negative Gap

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

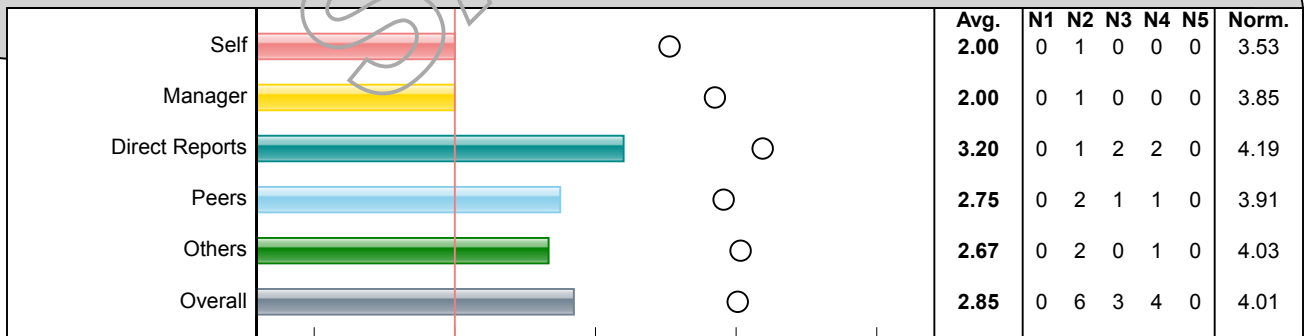
17 Delivers messages in a way that leads others to listen and act.



23 Has an impact on important decisions that are made in the organization.



29 Skillfully complements formal authority with effective personal influence.



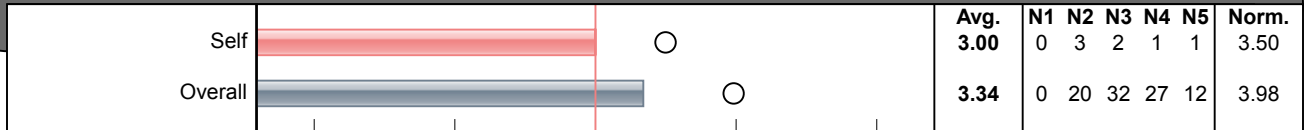
Top Hurdles

Symbol Key

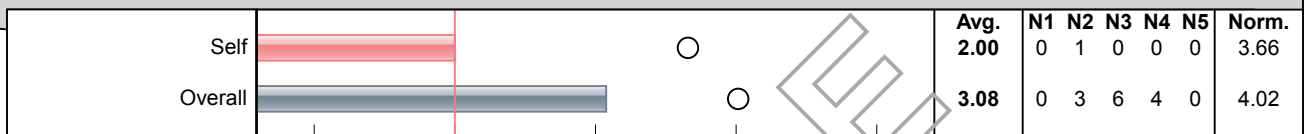
- ▲ ▼ Item is one of the highest/lowest
- Norm. Avg.
- Positive Gap
- ↔ Negative Gap

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

Top Hurdles



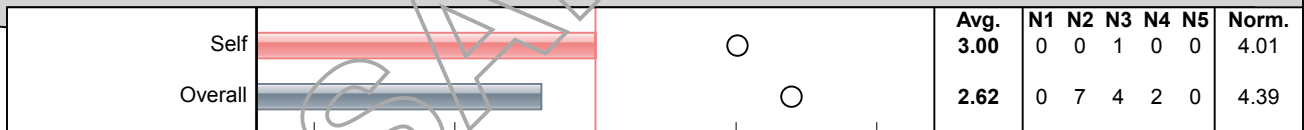
BIAS (WHAT BIAS?): 7. Is open-minded or unlimited-in-thinking about her own capability and potential to achieve.



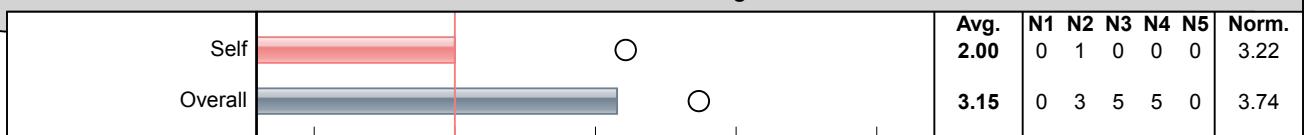
RECOGNIZED CONFIDENCE (CAN I DO THIS?): 1. Recognizes the value she brings to the organization.



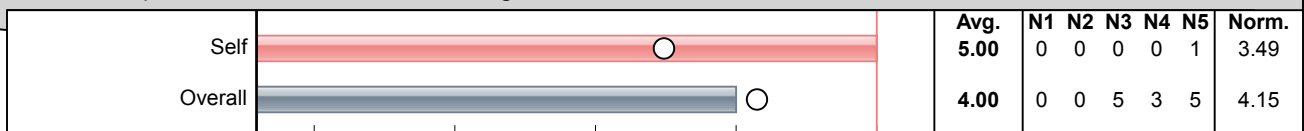
BRAND & PRESENCE (HOW AM I SHOWING UP?): 9. Presents and actively manages a professional image.



CLARITY (DO I KNOW WHAT I WANT?): 2. Projects a compelling future vision for who she wants to be as a leader and/or how she wants to contribute in the working world.



NETWORKING (WHO HAS TIME?): 10. Actively establishes and leverages a broad network of relationships inside and outside of the organization.



Top Hurdles

Symbol Key

▲ ▼ Item is one of the highest/lowest

○ Norm. Avg.

↗ Positive Gap

↖ Negative Gap

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

PROVING OUR VALUE (WHY CAN'T I DO IT ALL?): 24. Spends more time engaging, inspiring, and enabling others than on trying to do it all herself.

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		3.00	0	0	1	0	0	3.06
Overall		2.85	0	5	5	3	0	3.55

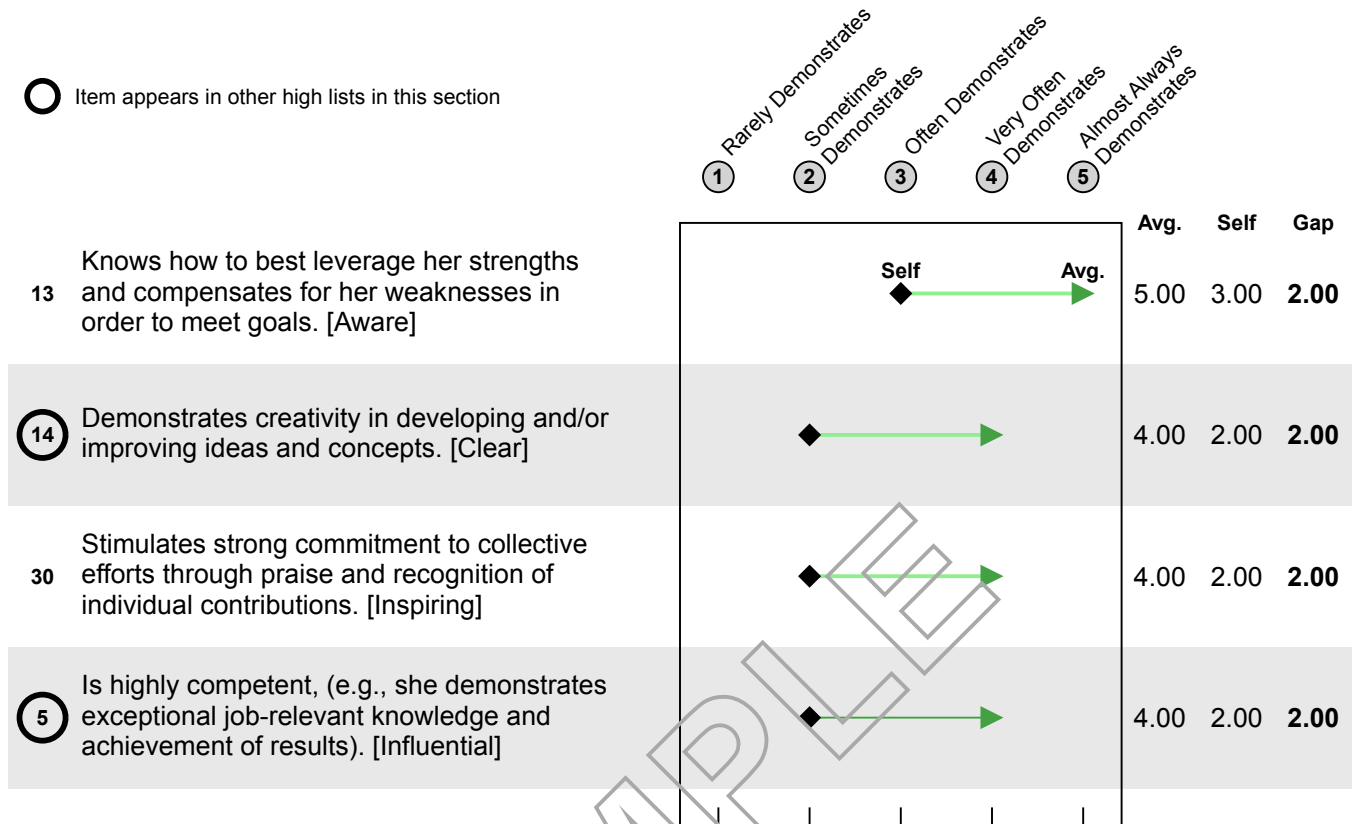
MAKING THE ASK (HOW DO I ASK FOR WHAT I WANT?): 11. Asks for what she wants and needs, with an expectation she may get it.

		Avg.	N1	N2	N3	N4	N5	Norm.
Self		2.00	0	1	0	0	0	3.40
Overall		3.46	0	2	5	4	2	4.00

SAMPLE

Positive Self Gaps: Manager

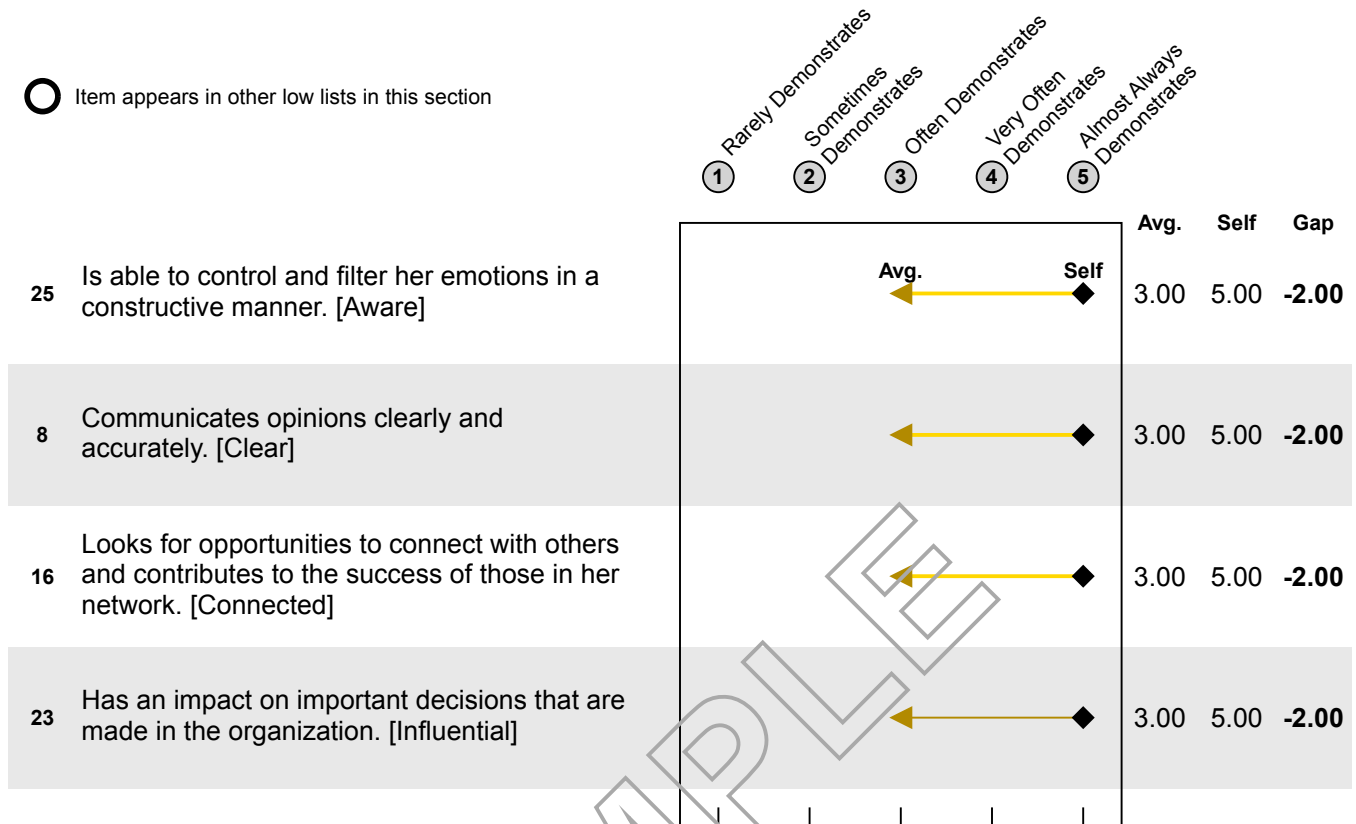
Item appears in other high lists in this section



SAMPLE

Negative Self Gaps: Manager

○ Item appears in other low lists in this section



SAMPLE

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

②② Creates personal connections with others, demonstrating openness and appreciation of their viewpoints. [Connected]

⑤ Is highly competent, (e.g., she demonstrates exceptional job-relevant knowledge and achievement of results). [Influential]

①① Asks for what she wants and needs, with an expectation she may get it. [Influential]



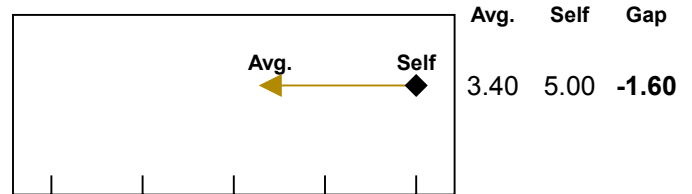
SAMPLE

Negative Self Gaps: Direct Reports

○ 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

②1 Is willing to take calculated risks to accomplish results. [Bold]



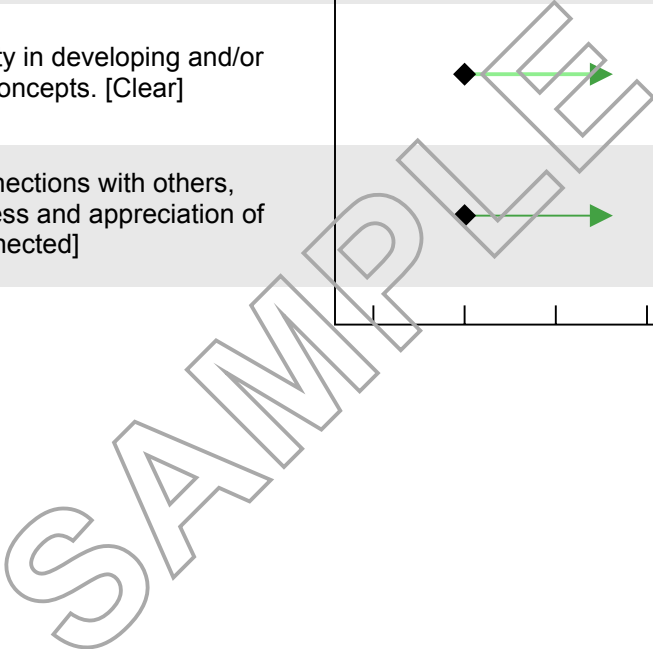
SAMPLE

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
28	Supports and promotes the credibility of colleagues. [Connected]	4.50	3.00	1.50
2	Projects a compelling future vision for who she wants to be as a leader and/or how she wants to contribute in the working world. [Clear]	3.50	2.00	1.50
14	Demonstrates creativity in developing and/or improving ideas and concepts. [Clear]	3.50	2.00	1.50
22	Creates personal connections with others, demonstrating openness and appreciation of their viewpoints. [Connected]	3.50	2.00	1.50



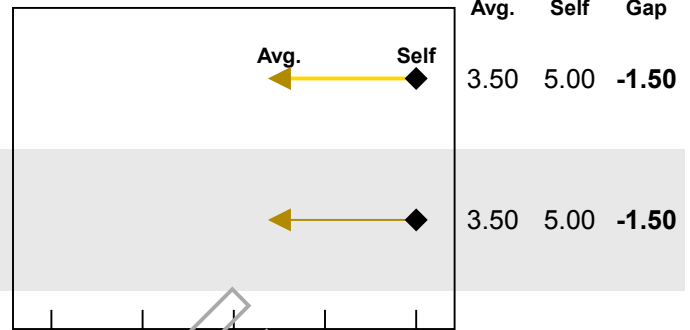
Negative Self Gaps: Peers

○ 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

16 Looks for opportunities to connect with others and contributes to the success of those in her network. [Connected]

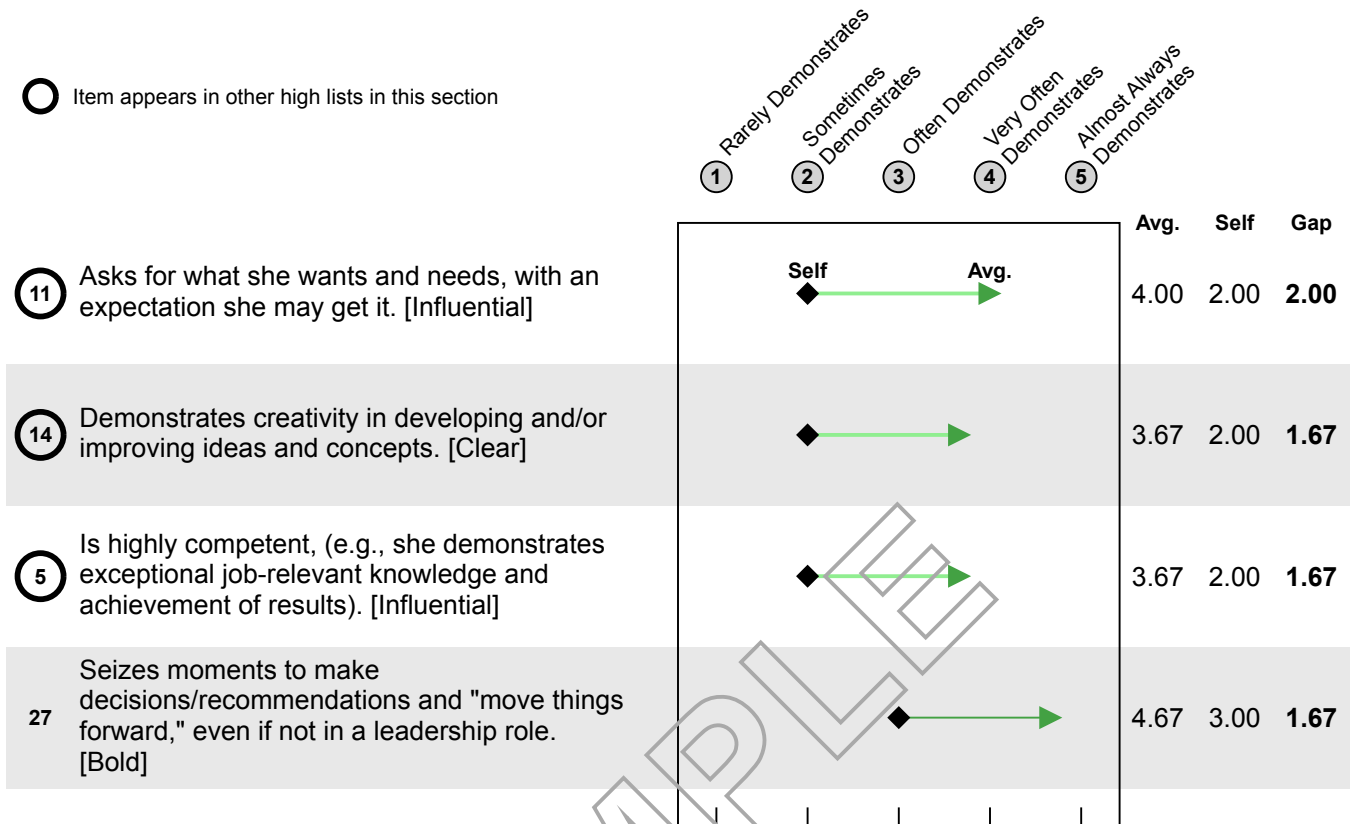
17 Delivers messages in a way that leads others to listen and act. [Influential]



SAMPLE

Positive Self Gaps: Others

○ Item appears in other high lists in this section



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

17 Delivers messages in a way that leads others to listen and act. [Influential]

21 Is willing to take calculated risks to accomplish results. [Bold]

4 Realizes the power and importance of building mutually-beneficial relationships with colleagues. [Connected]



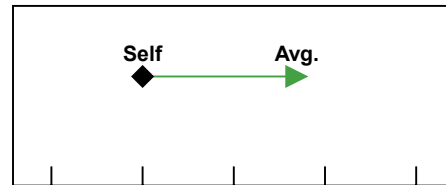
SAMPLE

Positive Self Gaps: Overall

○ Item appears in other high lists in this section

22 Creates personal connections with others, demonstrating openness and appreciation of their viewpoints. [Connected]

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



Avg.	Self	Gap
3.69	2.00	1.69

SAMPLE

Highest Items: Overall

	Question	Competency	Avg.	Self
1	Recognizes the value she brings to the organization.	<i>Aware</i>	4.23	4.00
28	Supports and promotes the credibility of colleagues.	<i>Connected</i>	4.23	3.00
4	Realizes the power and importance of building mutually-beneficial relationships with colleagues.	<i>Connected</i>	4.15	5.00

SAMPLE

Lowest Items: Overall

	Question	Competency	Avg.	Self
9	Presents and actively manages a professional image.	<i>Bold</i>	2.62	3.00
19	Considers the impact of her behavior and decisions on other people.	<i>Aware</i>	2.85	2.00
24	Spends more time engaging, inspiring, and enabling others than on trying to do it all herself.	<i>Inspiring</i>	2.85	3.00
29	Skillfully complements formal authority with effective personal influence.	<i>Influential</i>	2.85	2.00

SAMPLE

Comments

I have the following number of direct reports:

14b

No comments submitted.

I have the following number of indirect reports (employees who report up to me through others):

14c

No comments submitted.

Type US \$ amount of revenue or budget here:

15b

No comments submitted.

Other:

31

No comments submitted.

Part of leadership involves having an influence on others. When is this person "at their best" when it comes to effectively influencing? Please be as specific as possible.

1

No comments submitted.

If you could give this person one piece of advice in order to strengthen their leadership skills, advance in their career, and/or increase their positive impact on the organization, what would it be?

2

No comments submitted.

Is there anything else you want to add, for example is there one thing you particularly appreciate about this person?

3

No comments submitted.

Development Prioritization Tool

Making the Most of Your Assessment

You have taken Linkage's *Women in Leadership Assessment*[™] to gather insight on your leadership strengths and weaknesses. We hope that the assessment gives you a better understanding of the types of actions and behaviors it takes to accelerate in each featured competency area. To make the most of this information, we invite you to answer the following questions:

Which competencies are most important for success in the **role I have today**?

- | | |
|---------------------------------|--------------------------------------|
| <input type="checkbox"/> Aware | <input type="checkbox"/> Connected |
| <input type="checkbox"/> Bold | <input type="checkbox"/> Inspiring |
| <input type="checkbox"/> Clear | <input type="checkbox"/> Influential |
| <input type="checkbox"/> Other: | |

Which competencies do I view as most critical for **where I aspire to be**?

- | | |
|---------------------------------|--------------------------------------|
| <input type="checkbox"/> Aware | <input type="checkbox"/> Connected |
| <input type="checkbox"/> Bold | <input type="checkbox"/> Inspiring |
| <input type="checkbox"/> Clear | <input type="checkbox"/> Influential |
| <input type="checkbox"/> Other: | |

Which competencies and behaviors do I demonstrate most consistently? In other words, which do I consider **my strengths**? [Note: rank-ordered competencies are presented in Section C, Highest-Scoring items in Section G, and Comments in Section H].

Which competencies and behaviors do I demonstrate least consistently? In other words, which might I consider **relative weaknesses**? [Note: rank-ordered competencies are presented in Section C, Lowest-Scoring Items in Section G, and Comments in Section H].

Do I have any career-related **hurdles** to overcome? [Note: Top Hurdles are presented in Section E. To identify hurdles, the lower the item score, the more it indicates the possible presence of a hurdle. However, because the hurdles are internal, your self-ratings and personal reflection here are most important.]

Reflecting on all of the above, are there strengths I need to leverage more? Is there thinking I need to shift? Are there competencies I want to build? Are there behaviors I would like to "try on" so that I can better position myself as a leader? Where do I want to **focus**?

- 1.
- 2.
- 3.

Section J: Competency-Based Development Questions

Below are some questions to consider for those competencies you are working to build. It is suggested that you select and reflect on a few questions most relevant to the areas you have decided to focus on.

Competency	Development Questions
<p>Aware You seek and utilize reflective and in-the-moment self-knowledge.</p> <p>Potential Hurdles:</p> <ul style="list-style-type: none"> • Bias (Bias? What Bias) • Recognized Confidence (Can you do this?) 	<p>Strengths</p> <ul style="list-style-type: none"> • Based on the assessment, what are your strengths? • What other strengths do you have not revealed by the assessment? <ul style="list-style-type: none"> ○ How can you find out what they are? • What value do you bring to the organization based on your strengths? • How have others been impacted by your strengths? • What is the upper limit of your potential? How high can you go? <p>Challenges</p> <ul style="list-style-type: none"> • Based on the assessment, what are your challenges? • What other challenges do you have that the assessment doesn't reveal? <ul style="list-style-type: none"> ○ How can you find out what they are? • How are your challenges interfering with the value you bring to your organization? • What has been the impact of your challenges on others? • How can you decide which challenges to address and which ones to live with? <p>Emotions</p> <ul style="list-style-type: none"> • How aware are you of your emotions? • Do you take heed of how you express your emotions so that they increase your value to the organization? • How might you leverage your emotions and their expression so that they work as a strength for you? <p>Bias</p> <ul style="list-style-type: none"> • How does external bias affect the assessment of your strengths and challenges? • How do your own biases about women keep you from leveraging your strengths and addressing your weaknesses? • How can you mitigate your own biases and reframe them so that you can achieve your full potential as a leader? <p>Feedback/Support/Coaching</p> <ul style="list-style-type: none"> • Who can you work with (more than one) to get feedback, support, and coaching so that you might become more Aware as a leader?

<p>Bold You assert yourself courageously and professionally.</p> <p>Potential Hurdle:</p> <ul style="list-style-type: none"> • Brand & Presence (How are you showing up?) 	<p>Self-Reflection</p> <ul style="list-style-type: none"> • Do you have a high profile in your organization? • Do you think you are bold enough to achieve your and your organization's goals? • Are you comfortable with making visible decisions that affect the organization? • Do you present your ideas with confidence? • Do you take calculated risks and seize the moment even when you are not in a leadership role? • How and what would you like to change? <p>Situational Awareness and Opportunity</p> <ul style="list-style-type: none"> • In what situations are you most willing to be bold and assertive (inside or outside work)? • What about those situations allows you to be as courageous as needed? • How can you bring that courage to other situations that you find more challenging? • When have you volunteered for high-profile projects or responsibilities? • What high-profile opportunities are currently available? • What do you need to do to be bold enough to stand up and take them on? <p>Professional Image</p> <ul style="list-style-type: none"> • Do you project the professional image that represents who you are and would like to be? • Do you know how others describe your professional image? • Are there role models whose professional image you would like to emulate? • What do they do that you can put into practice? <p>Feedback/Support/Coaching</p> <ul style="list-style-type: none"> • Who can you work with (more than one) to get feedback, support, and coaching so that you might become as Bold as you would like to be as a leader?
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<p>Clear You articulate ideas that enable forward momentum.</p> <p>Potential Hurdle:</p> <ul style="list-style-type: none"> • Clarity (Do you know what you want?) 	<p>Personal Vision</p> <ul style="list-style-type: none"> • Do you know what you want? <ul style="list-style-type: none"> ○ For your career path? ○ For your dream role? ○ For fulfilling your personal/professional goals in a way that is meaningful and purposeful for you? ○ For leading in a way that is consistent with your values? • What can you do to move towards more personal clarity? <p>Concepts</p> <ul style="list-style-type: none"> • To what extent do you consider yourself or do others consider you a “conceptual thinker”? • Can you recall a time when your thinking was particularly clear because you had a compelling idea, theme or focus? • Is there a current idea or concept that you could demonstrate creativity in further developing? <p>Communication</p> <ul style="list-style-type: none"> • Do others experience you as a leader who is able to communicate clearly with focus and direction? How can you find out? • Is there an opportunity for you to communicate a vision or strategic direction in a way that inspires others to take action? • What can you do to practice articulating ideas that encourage forward momentum? <p>Feedback/Support/Coaching</p> <ul style="list-style-type: none"> • Who can you work with (more than one) to get feedback, support, and coaching so that you might become more Clear as a leader?
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<p>Connected You build and expand a network of trusted relationships.</p> <p>Potential Hurdle:</p> <ul style="list-style-type: none"> • Networking (Who has time?) 	<p>Mental Model</p> <ul style="list-style-type: none"> • Do you think networking is a valuable activity for your growth as a leader? For your organization? • How important is networking, (i.e., building mutually beneficial relationships) to you? • How could connecting with others help you increase your impact as a leader? • Can you articulate the relationship value you bring to others (e.g., how you contribute to their success and credibility)? <p>Action</p> <ul style="list-style-type: none"> • Do you allocate enough time and attention to active networking? <ul style="list-style-type: none"> ○ Inside the organization: above, across and below? ○ Outside the organization? • What do you do to intentionally build your network? <p>Opportunities</p> <ul style="list-style-type: none"> • What immediately opportunities are there for you to connect with others? <ul style="list-style-type: none"> ○ What challenges do you foresee in these opportunities? ○ How can you address those challenges? • Who would you like to connect with in order to develop yourself as a leader? <ul style="list-style-type: none"> ○ How can you connect with them? ○ What role would you like them to play, for example: sponsor, mentor, or sounding board? <p>Personal Connection</p> <ul style="list-style-type: none"> • How do you create personal connections with others? • How can you leverage this innate ability to create or strengthen professional connections? • Are there ways in which you could demonstrate more openness and appreciation for others' points of view? <p>Feedback/Support/Coaching</p> <ul style="list-style-type: none"> • Who can you work with (more than one) to get feedback, support, and coaching so that you might Connect in a way that enhances your leadership?
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<p>Inspiring You engage the commitment of others.</p> <p>Potential Hurdle:</p> <ul style="list-style-type: none"> • Proving Our Value (Why can't you do it all?) 	<p>Authenticity</p> <ul style="list-style-type: none"> • When are you most “yourself”? When are you most inspired? • How would you like to inspire others so that you lead in accordance with the “real you”? <p>Leadership Style and Scope</p> <ul style="list-style-type: none"> • How does being inspirational fit into your leadership style? • What about your leadership style inspires others? • How can you increase the scope of your impact through inspiring others to do their best? • Are you waiting to be perfect before you seek to inspire? How can you be more inspiring now with your existing competencies, strengths, abilities, and challenges? <p>Balance</p> <ul style="list-style-type: none"> • Have you found yourself tending to err on the side of either “toughness” (e.g., having high standards and being willing to make tough decisions) or compassion (focusing on people/community)? <ul style="list-style-type: none"> • What impact has this had on others? What impact has it had on you? • Are there ways you could adjust your leadership approach to bring the two into balance and more effectively inspire others? <p>Role-Model</p> <ul style="list-style-type: none"> • Who is an inspirational leader you would like to emulate? • What about this transformation would be a stretch? <p>Feedback/Support/Coaching</p> <ul style="list-style-type: none"> • Who can you work with (more than one) to get feedback, support, and coaching so that you might Inspire in a way that is meaningful and has impact?
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<p>Influential You have a positive impact on organizational decisions.</p> <p>Potential Hurdle:</p> <ul style="list-style-type: none"> • Making the Ask (How do you ask for what you want?) 	<p>Invitation</p> <ul style="list-style-type: none"> • When your organization makes important decisions, are you at the table? <ul style="list-style-type: none"> ◦ Do you want to be? • Which of the other competencies might you work on to get you to the table? <p>Impact</p> <ul style="list-style-type: none"> • How does the value you bring impact your organization? • How might you have more impact? • From responses to the first open-ended question in Section H of this report, what did you learn about times when you are most influential? • Are there situations you could replicate or behaviors you could demonstrate more or less of? <p>Reputation</p> <ul style="list-style-type: none"> • What is your reputation in your organization? • How can you get more clarity about your reputation? <p>Competence</p> <ul style="list-style-type: none"> • Are you as competent as you need to be in order to have the greatest influence? • What can you do to increase your competence if necessary? <p>Asking & Receiving</p> <ul style="list-style-type: none"> • Are you able to get what you want when you seek to influence on behalf of others? • Are you able to get what you want when you seek to influence on behalf of yourself? • Is there a disparity between influencing for others and influencing for yourself? • How will getting what you want for yourself and others positively impact your organization? • Who would you like to influence and with what impact? • What might you do to build the relationship with them and increase your impact? <p>Learning from Others</p> <ul style="list-style-type: none"> • Who do you know (inside or outside the organization) who has great influence and impact? • What do they do that creates/enables their power to influence (e.g., speaking, networking, connecting, actively projecting a certain image, etc.)? <ul style="list-style-type: none"> ◦ Which of these behaviors do you already demonstrate that you could amplify in order to have more influence? ◦ What influencing behaviors would you like to adopt that seem authentic to you? ◦ What can you emulate that seems almost impossible? Why will you try it anyhow?
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	<p>Feedback/Support/Coaching</p> <ul style="list-style-type: none">• Who can you work with (more than one) to get feedback, support, and coaching so that you have the greatest impact through Influence?
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WILA Report Index

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