



Sample, Jo

June 2019

Introduction

Welcome to your Linkage Purposeful Leadership Assessment report.

Great leadership is yours—to create, to follow, to learn and to become. In our “do more with less” global landscape, the expectations placed on us as leaders, and the challenges of leadership, have never been greater. We understand that you are committed to change, driven to excellence, and focused on creating meaningful impact. This report will help you learn more about your personal assessment of your leadership capabilities, how you are perceived by those around you, and what you can do with this powerful knowledge.

Your Path to Purposeful Leadership® Starts Here

Our individual **purpose** inspires *why* we lead and *how* we engage others around us. Linkage research of more than 100,000 leaders worldwide demonstrated that *purposeful leaders* are devoted to a lifelong journey centered on five commitments.

Purposeful leaders:

- **Inspire** hope for the future by directing energy toward a bold vision
- Identify and offer opportunities to **engage** fully at work
- Drive new thinking and freedom to **innovate** and reimagine new realities for competitive differentiation
- Create structure and clarity to **achieve** successful outcomes and deliver excellence
- Continuously grow and evolve to **become** leaders who fully demonstrate determination, compassion, self-awareness and courage

Your Assessment Feedback

This assessment report provides an opportunity for you to reflect on how you show up as a leader and are perceived by others in the five commitments. The report is designed to serve as a framework for the exploration of your leadership strengths and opportunities for growth. As you think about your journey forward, please remember that *leveraging your strengths* is equally as important as addressing your areas of development.

The Beginning of What's Next

Becoming a purposeful leader is an ongoing process. Purposeful Leadership is a developed set of commitments and practices that are built over time. We hope that you will leverage the insights from this assessment to move forward on your continued journey of self-discovery and growth.

A Closer Look at the Purposeful Leadership® Model

The Purposeful Leadership Assessment (PLA) is based on Linkage's Purposeful Leadership Model, which is designed around the five core commitments purposeful leaders make to their stakeholders. These commitments represent why we have leaders, the promise of what leaders deliver, and a framework for where to direct our attention as leaders. Each commitment is supported by specific practices and leadership skills.



The Purposeful Leadership Commitments

Commitments are promises leaders make to their stakeholders and their organization, about how they will act, what they will deliver and focus on, and ultimately what can be expected of them.

Practices

Practices represent sets of developed perspectives and actions that *purposeful leaders* engage in, in order to meet their commitments. Each practice has example behaviors to help drive and support it.

Leadership Skills

Leadership skills, central to Purposeful Leadership, are similar in construct to practices. However, with leadership skills, the associated behaviors span multiple commitments.

Provide hope & inspiration for the future, and directs energy toward a bold vision

Stakeholder Expectation: Inspires & motivates me to work hard to achieve meaningful goals

Practices:
Communicates Evocatively; Creates Vision; Provides Goals & Direction

Drives new thinking & creative freedom, reimagines realities for competitive differentiation & success

Stakeholder Expectation: Challenges me to do things better or differently

Practices:
Changes the Game, Explores & Navigates Opportunities; Leads Change



Identifies & offers opportunities to engage, contribute & thrive at work

Stakeholder Expectation: Creates a working environment that allows me to connect, engage, share & achieve

Practices:
Builds Relationships; Develops Team Members; Involves Others

Accomplishes successful outcomes & delivers excellence by creating appropriate structure & clarity

Stakeholder Expectation: Provides me with the support, structure & processes needed to work effectively & efficiently

Practices:
Delegates Power & Responsibilities; Establishes Structure; Focuses Action

Grows with determination, compassion, self-awareness & courage

Stakeholder Expectation: Demonstrates to me a standard of leadership grounded in passion, integrity, trustworthiness & maturity

Practices:
Committed; Courageous; Respectful; Self-Aware

The Purposeful Leader embodies wisdom, conviction, responsibility, commitment, openness & belief in others & their capabilities

The Practices and Leadership Skills of Purposeful Leaders

Practice	Definition	Commitment
Communicates Evocatively	Expresses ideas and direction using key messages, emotions, symbols and stories to captivate and motivate	● INSPIRE
Creates Vision	Provides a motivational, aspirational and detailed view of a future state for the organization	● INSPIRE
Provides Goals and Direction	Encourages a path to a successful future by setting challenging, aspirational, meaningful and rewarding goals	● INSPIRE
Builds Relationships	Establishes rapport and collaboration, is at ease with others, and builds enduring human connections that enable business success	● ENGAGE
Develops Team Members	Fosters employee growth and advancement by providing opportunities, feedback, support and guidance to achieve better performance	● ENGAGE
Involves Others	Encourages employees' full emotional, intellectual and physical participation by asking for their contribution, making them feel valuable, and listening	● ENGAGE
Changes the Game	Stimulates new thinking and breakthrough results by continually searching for and entertaining different approaches for improvement	● INNOVATE
Explores and Navigates Opportunities	Actively learns about trends in markets, customers, the business and processes to uncover opportunities for innovation and improvement	● INNOVATE
Leads Change	Ensures effective improvement through shifts in mindset, perspective, systems and processes	● INNOVATE
Delegates Power and Responsibilities	Defines responsibilities, delegates power, clarifies interdependencies, and gives decision authority	● ACHIEVE
Establishes Structure	Pragmatically assigns people and resources to organize processes and systems and enable success	● ACHIEVE
Focuses Action	Consistently works towards goals and vision by focusing attention on actions that matter, making decisions, removing distractions and solving problems	● ACHIEVE
Committed	Demonstrates personal responsibility for the success of the team and organization with their hard work, determination and follow-through	● BECOME
Courageous	Acts in accordance with personal values and shows up honestly and completely, even in the face of controversy, conflict or perceived risk	● BECOME
Respectful	Builds goodwill by focusing on the best in others and being attentive to others' points of view, feelings and interests	● BECOME
Self-Aware	Understands world view, strengths and weaknesses, and confidently leverages this awareness to adapt to and approach people, situations and the organization	● BECOME

Leadership Skill	Definition	Commitment
Emotional Presence	Recognizes and manages emotions to show dignity and respect for others, and to enhance communication, interaction and dialogue	● ● ●
Global Mindset	Understands, recognizes and adapts to different cultures and business environments	● ● ●
Judgment and Decision Making	Provides direction while managing dilemmas and risk, through a combination of thinking, intuition, emotions and engagement of others	● ● ●
Learning Agility	Adapts to new situations, people and business problems rapidly through openness, deliberate analysis and understanding	● ● ●
Strategic Thinking	Anticipates and prepares the organization by systematically considering organizational capabilities, competition and trends to develop goals and responses	● ● ●

Understanding Your Purposeful Leadership Assessment

The Purposeful Leadership Assessment is divided into two sections to make it easier to understand and interpret: Part I – Overview, and Part II – Detailed Report.

Part I – Overview

Understanding the Purposeful Leadership Assessment starts with getting clear about *what matters*. In Part I of the report, the first section provides information on the commitments you and your specific rater groups identified as most critical to your success as a leader in your current role. The second and third sections provide helpful visuals that capture your overall and relative performance on each commitment.

Section A: Importance Summary

This section presents the commitments your raters identified as most important. Each rater was asked to select the two commitments they feel are most critical to your success. The provided chart compares the critical commitments selected by each of your different rater groups.

Section B: Overall Performance Summary (Average Ratings)

This section illustrates how each of the rater groups (*Self, Manager, Peers, Direct Reports* and *Others*) assessed your overall performance on the five Purposeful Leadership commitments. The data in this chart is based on average ratings.*

Section C: Relative Performance Summary (Percentiles)

This section illustrates how your overall performance on the five commitments, as assessed by your rater groups, compares to all leaders in the Purposeful Leadership database. The data in this chart is based on percentiles**.

The next three sections provide numerical summary data for the five commitments, the practices that make up each commitment, and related leadership skills.

Section D: Commitment Summary

This section presents your overall scores on the five commitments for each of your rater groups (*Self, Manager, Peers, Direct Reports*, and *Others*).

Section E: Practice & Leadership Skill Summary

This section provides your scores on each of the practices that make up the five commitments, as well as on leadership skills. Data is presented for your *Self* ratings as well as for the combination of your other rater groups (*Overall*).

Section F: Practice & Leadership Skill Summary (Ranked by Rating)

This section sequences your *Overall* data for each of the practices and leadership skills in order from highest to lowest average rating.

The final section of Part I provides you with qualitative insights and feedback in response to specific open-ended questions on the assessment.

Section G: Comments

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

Part II – Detailed Report

Part II provides the details of how each rater group (*Self, Manager, Peers, Direct Reports, and Others*) assessed your performance on individual behaviors.

Section H: Item/Question Results

This section presents graphic and numeric data for each behavior, clustered by commitment, practice and leadership skill. This is the most detailed section of the report and also includes the distribution of ratings provided by each rater group.

Section I: Positive & Negative Gaps

This section includes behaviors for which the gap between your *Self* and *Overall* rating is greater than 30 percent. Note: this section will only appear in the report when your data demonstrates gaps.

Section J: Highest and Lowest Rated Items

This section lists the behaviors for which you earned the highest and lowest *Overall* scores. In order to be included, the behaviors in this section must fall in the top or bottom 10 percent of your rating distribution. Note: this section only appears in your report when there is enough range in your ratings to identify a top and bottom 10 percent.

***Understanding Ratings**

Ratings are helpful in understanding, in an absolute sense, how your scores on individual commitments, practices, leadership skills and behaviors compare to each other. In this assessment you will see numbers (e.g., 4.3) on a 1- to 5-point scale. These represent either the actual or average ratings provided during the assessment process by your respondents.

****Understanding Percentiles**

Percentiles allow you to understand your assessment results in the context of all participants in the Purposeful Leadership database. Percentiles allow you to see (on a scale of 0 to 100%) the percentage of leaders in the database that score below you. For example, if your average rating for a commitment is in the 72nd percentile, that means you scored the same or better than 72 percent of the participants in the database.

Rater Response

The numbers below represent the number of completed surveys submitted by each rater group prior to your assessment 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.

%COUNTS%

For non-anonymous rater groups such as **Self** and **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 (i.e., **Direct Reports**, **Peers** and **Others**) 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 across the anonymous rater groups, "Insufficient Responses" will appear for that item in lieu of data.



Importance Summary

This section presents the commitments your raters identified as most important. Each rater was asked to select the two commitments they feel are most critical to your success. The provided chart will enable you to compare the critical commitments selected by each of your different rater groups.

The colored segments represent the percentage of each rater group that selected each commitment as critically important. The distribution chart on the right indicates the number of raters that selected each commitment as critically important.

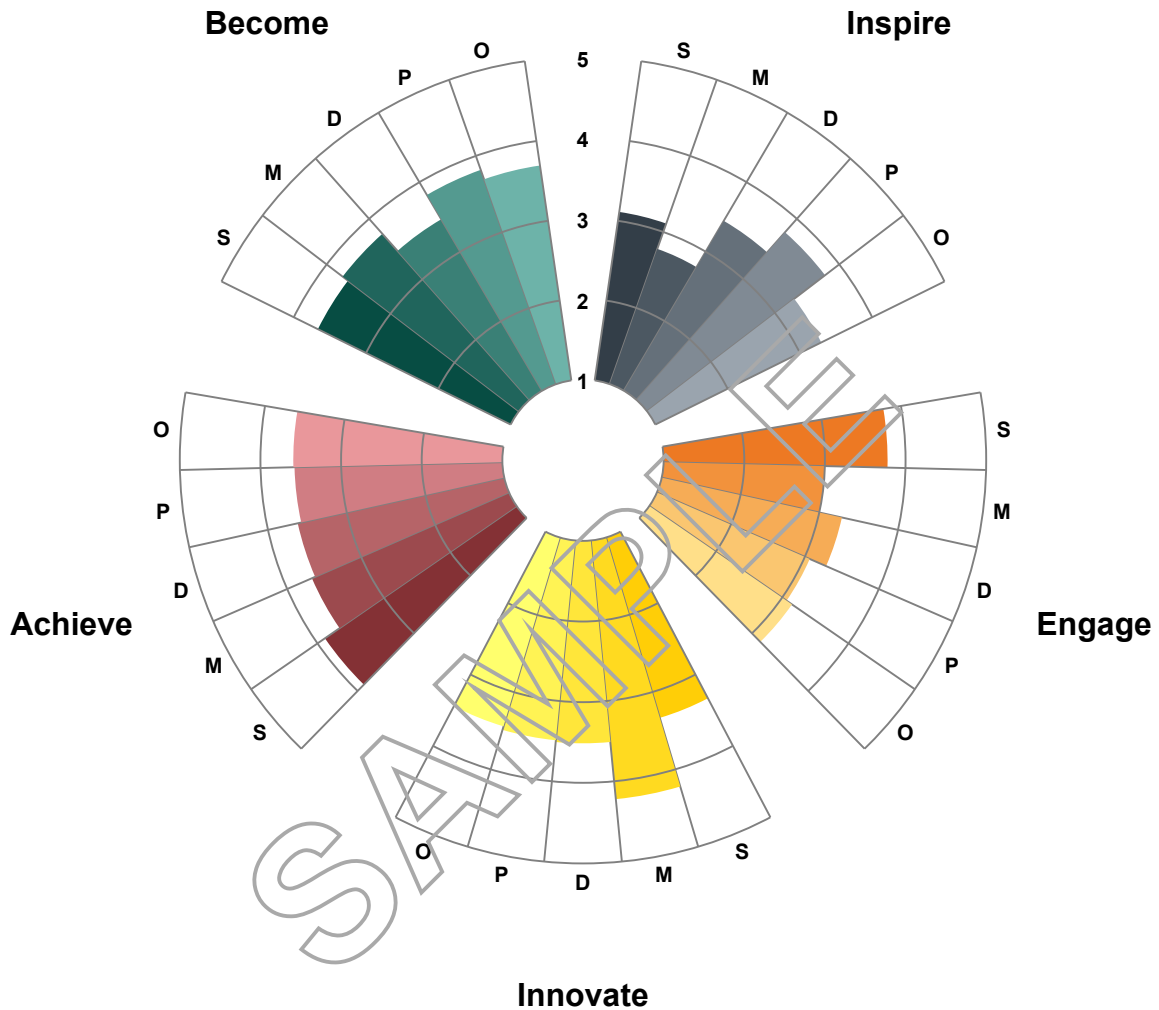


Importance of Leadership

		N1	N2	N3	N4	N5
Self	100%	0	0	0	1	0
Manager	100%	0	0	0	0	1
Direct Reports	20% Engage, 40% Innovate, 40% Become	0	1	2	0	2
Peers	40% Engage, 40% Achieve, 20% Become	0	2	0	2	1
Others	67% Engage, 33% Achieve	0	2	0	1	0
Overall	36% Engage, 14% Innovate, 21% Achieve, 29% Become	0	5	2	3	4

Overall Performance Summary (Average Ratings)

This section illustrates how each of the rater groups (Self, Manager, Direct Reports, Peers, and Others) assessed your overall performance on the five Purposeful Leadership™ commitments. Each color grouping (orange, green, yellow, etc.) represents one of the commitments. The darkest color in each dimension reflects your Self score, and the lighter shades respectively reflect your Manager, Direct Reports, Peers, and Others scores.

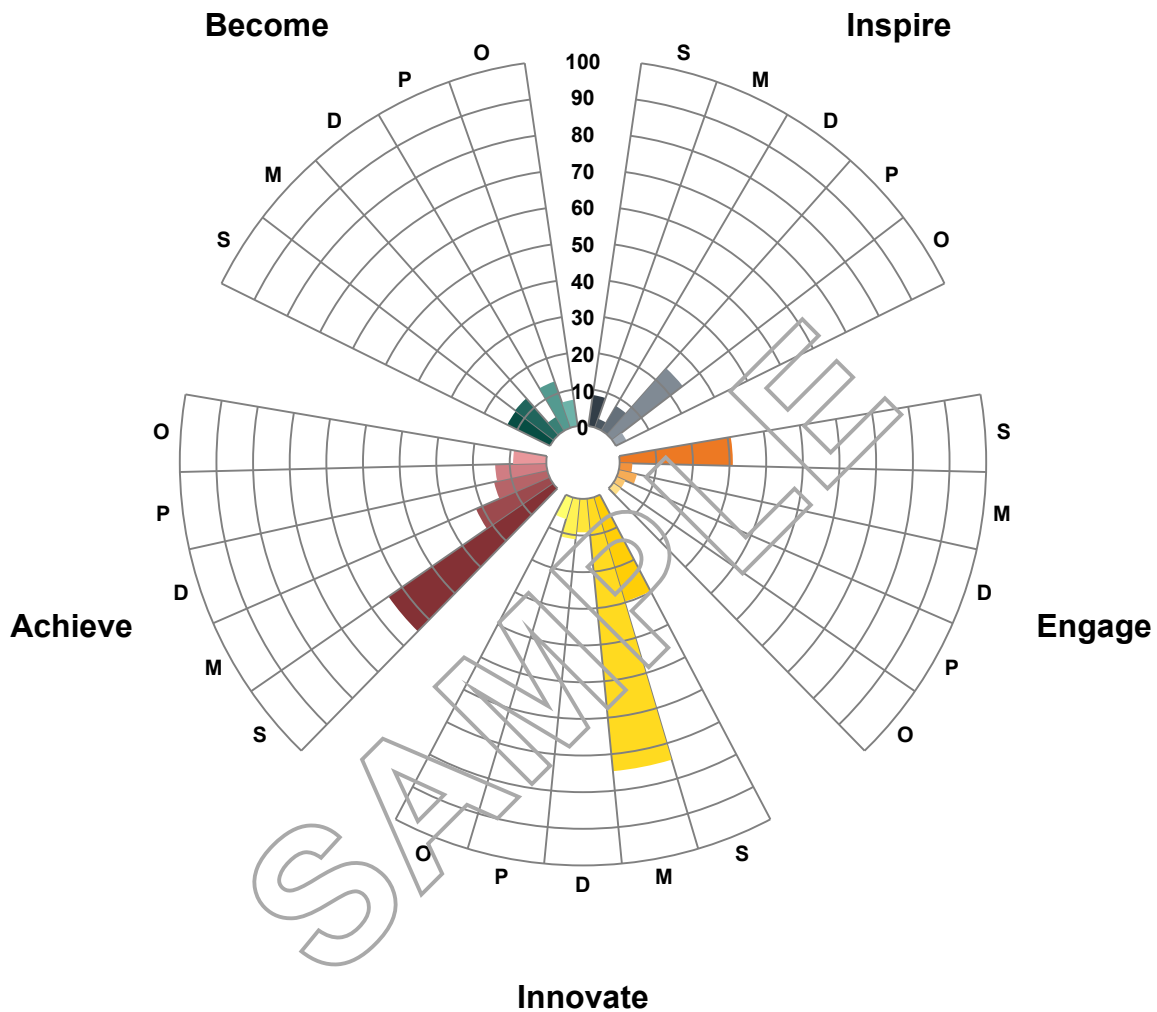


- 5 Almost Always
- 4 Often
- 3 Sometimes
- 2 Rarely
- 1 Almost Never

- S Self
- M Manager
- D Direct Reports
- P Peers
- O Others

Relative Performance Summary (Percentiles)

This section enables you to see how your scores compare to others in the Purposeful Leadership™ database. The chart translates the average commitment ratings for each of your rater groups into percentiles that range from 0 to 100%. Each color grouping (orange, green, yellow, etc.) represents one of the commitments. The darkest color in each dimension reflects your Self score, and the lighter shades respectively reflect your Manager, Direct Reports, Peers, and Others scores.



- S** Self
- M** Manager
- D** Direct Reports
- P** Peers
- O** Others

Practice & Leadership Skill Summary

① ② ③ ④ ⑤

INSPIRE

Creates Vision

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.33	0	0	1	0	2	3.84	84
Overall	3.43	0	10	13	10	9	4.06	5

Communicates Evocatively

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	2.67	0	1	2	0	0	3.85	3
Overall	3.67	0	7	13	9	13	4.09	13

Provides Goals and Direction

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	2.33	0	2	1	0	0	3.93	2
Overall	3.36	0	8	15	15	4	4.09	3

ENGAGE

Builds Relationships

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	2	0	1	3.97	40
Overall	3.36	0	10	14	11	7	4.11	5

Involves Others

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	1	2	0	4.23	21
Overall	2.90	0	15	16	11	0	4.21	1

Develops Team Members

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	3	0	3.97	66
Overall	3.21	0	12	15	9	6	4.14	1

INNOVATE

Changes the Game

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	1	2	0	3.78	51
Overall	3.43	0	12	9	12	9	4.08	4

Explores and Navigates Opportunities

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.33	0	1	0	2	0	3.54	47
Overall	3.45	0	7	13	18	4	4.08	4

Practice & Leadership Skill Summary

① ② ③ ④ ⑤

Leads Change

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.00	0	1	1	1	0	3.74	19
Overall	3.74	0	6	10	15	11	4.07	18

ACHIEVE

Establishes Structure

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	1	2	0	3.74	55
Overall	3.88	0	3	15	8	16	4.03	35

Delegates Power and Responsibility

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.33	0	0	1	0	2	3.97	81
Overall	3.52	0	8	15	8	11	4.11	7

Focuses Action

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	2	0	1	4.00	35
Overall	3.40	0	10	13	11	8	4.21	4

BECOME

Self-Aware

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	2	0	1	3.99	38
Overall	3.55	0	4	19	11	8	4.13	8

Committed

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.33	0	1	0	2	0	4.39	3
Overall	3.60	0	7	14	10	11	4.38	3

Courageous

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	2	0	1	4.26	21
Overall	3.67	0	8	12	8	14	4.39	4

Respectful

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	1	1	1	4.11	53
Overall	3.83	0	5	11	12	14	4.17	17

Practice & Leadership Skill Summary

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LEADERSHIP SKILLS

Global Mindset

Self		Avg. 3.00	N1 0	N2 0	N3 3	N4 0	N5 0	Norm. 3.88	%ile 20
Overall		Avg. 4.02	N1 0	N2 0	N3 13	N4 15	N5 14	Norm. 4.13	%ile 35

Learning Agility

Self		Avg. 4.00	N1 0	N2 0	N3 1	N4 1	N5 1	Norm. 3.93	%ile 68
Overall		Avg. 3.17	N1 0	N2 16	N3 11	N4 7	N5 8	Norm. 4.17	%ile 1

Emotional Presence

Self		Avg. 3.67	N1 0	N2 0	N3 2	N4 0	N5 1	Norm. 3.99	%ile 23
Overall		Avg. 2.67	N1 0	N2 22	N3 14	N4 4	N5 2	Norm. 4.09	%ile 1

Judgment and Decision Making

Self		Avg. 3.33	N1 0	N2 0	N3 2	N4 1	N5 0	Norm. 4.13	%ile 15
Overall		Avg. 3.76	N1 0	N2 2	N3 19	N4 8	N5 13	Norm. 4.29	%ile 8

Strategic Thinking

Self		Avg. 4.00	N1 0	N2 0	N3 1	N4 1	N5 1	Norm. 3.77	%ile 76
Overall		Avg. 3.93	N1 0	N2 0	N3 14	N4 17	N5 11	Norm. 4.06	%ile 35

Practice & Leadership Skill Summary (Ranked by Rating)

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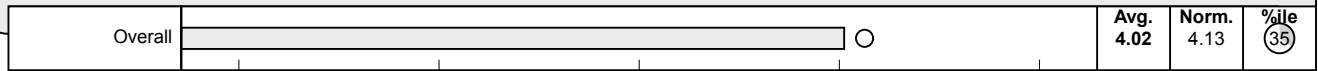
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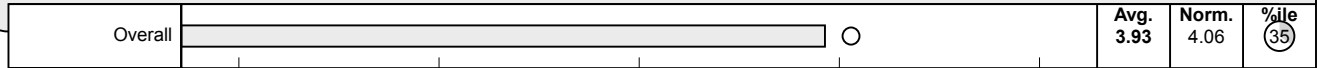
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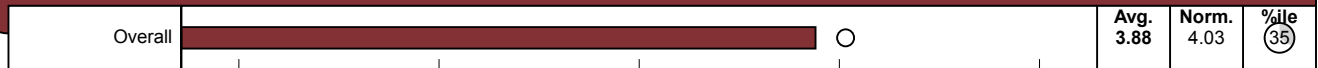
Global Mindset



Strategic Thinking



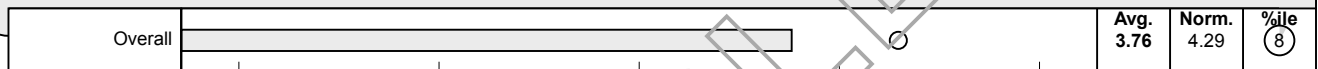
Establishes Structure



Respectful



Judgment and Decision Making



Leads Change



Communicates Evocatively



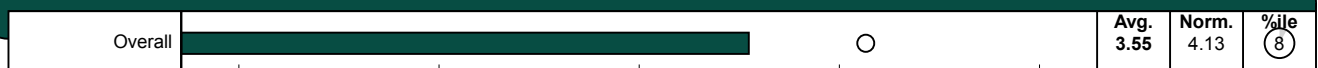
Courageous



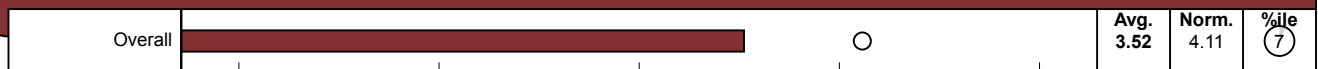
Committed



Self-Aware



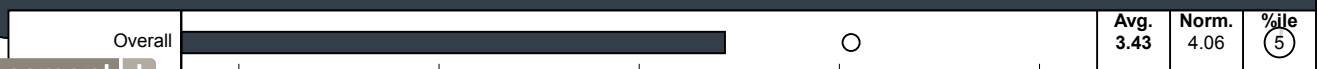
Delegates Power and Responsibility



Explores and Navigates Opportunities



Creates Vision



Practice & Leadership Skill Summary (Ranked by Rating)

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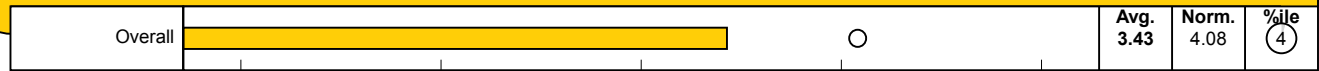
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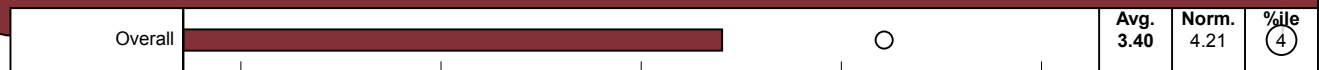
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Changes the Game



Focuses Action



Provides Goals and Direction



Builds Relationships



Develops Team Members



Learning Agility



Involves Others



Emotional Presence



Comments

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

Self

- No comments submitted.

Manager

- No comments submitted.

Direct Reports

- No comments submitted.

Peers

- No comments submitted.

Others

- No comments submitted.

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

Self

- No comments submitted.

Manager

- No comments submitted.

Direct Reports

- No comments submitted.

Peers

- No comments submitted.

Comments

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

Others

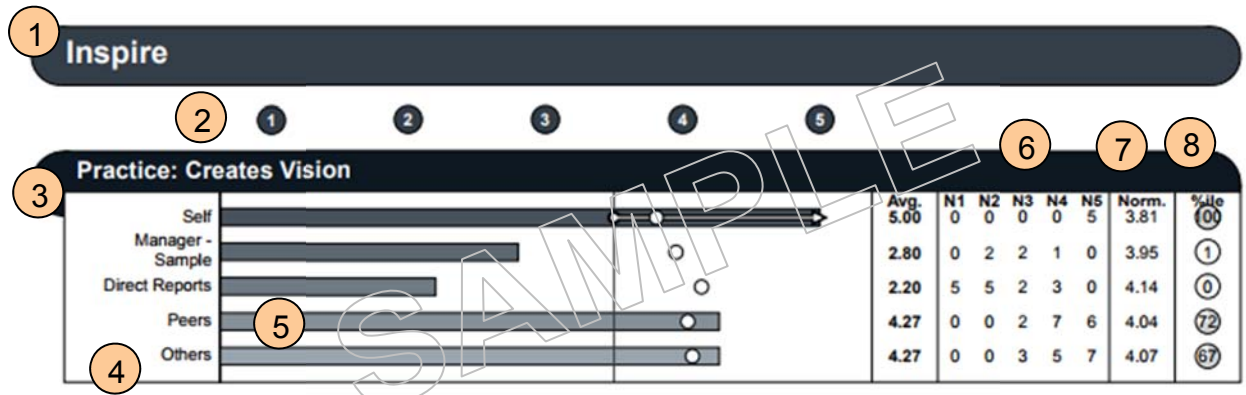
- No comments submitted.

SAMPLE



PART TWO
DETAILED REPORT

How to Read Your Item/Question Report



- 1 **Commitment** – This is the commitment for which the data on this page is grouped. In this example, *Inspire* is shown.
- 2 **Scale** – In the above example, the rating scale used is a five-point scale ranging from “Almost Never” to “Almost Always.”
- 3 **Practice/Leadership Skill** – Indicates the specific practice or leadership skill for this page. In this example, *Creates Vision* is shown.
- 4 **Rater Groups** – These titles depict the different rater groups that provided feedback. In this example, responses from the participant (*Self*, *Manager*, *Direct Reports*, *Peers*, and *Others* are shown.
- 5 **Mean Bar** – The shaded bars depict the average of the ratings for each rater group. In this example, the average of the ratings from *Direct Reports* is 2.20 for the specific practice – *Creates Vision*. The vertical line across all bars indicates the average rating of all the rater groups (*Overall*).

A horizontal arrow will appear to indicate significant gaps, either positive or negative, between the *Overall* rating and the average rating from any other rater group.
- 6 **Distribution** – The numbers on the top of the box on the right (N1, N2, N3, N4, N5) show the number of ratings provided for each point on the rating scale for that particular rater group. In this example, 15 *Direct Report* responses for the items are as follows:
 - Five responses of 1
 - Five responses of 2
 - Two responses of 3
 - Three responses of 4
- 7 **Normative Average** – This column presents the normative average from the Purposeful Leadership™ database. This is provided to compare your ratings to others who have taken this assessment. The norm is calculated from the appropriate comparison group; for example, the *Self* row norm is based on an average of all self-ratings in our database.

The normative average for each rater group is also represented by a circle (“O”). If the circle is within the shaded bar, it means you scored the same or higher than the database average. If the circle is off the bar, farther to the right, it means you scored lower than the database average.

8

Percentile Average – This column provides the percentile for each commitment/practice/leadership skill and behavioral item in relation to Linkage’s overall Purposeful Leadership™ database. Specifically, percentiles allow you to see (on a scale of 0 to 100%) the percentage of all respondents in the database that score below you. For example, if you score in the 72nd percentile on a commitment, that means you scored better than 72% of the people in the assessment database.

Inspire

- 1 2 3 4 5

Practice: Creates Vision

Self		Avg. 4.33	N1 0	N2 0	N3 1	N4 0	N5 2	Norm. 3.84	%ile 84
Manager		2.33	0	2	1	0	0	3.92	1
Direct Reports		3.47	0	3	5	4	3	4.17	10
Peers		3.67	0	4	2	4	5	4.00	24
Others		3.33	0	1	5	2	1	4.04	8

1 Creates a vision of the future that motivates others

Self		Avg. 5.00	N1 0	N2 0	N3 0	N4 0	N5 1	Norm. 3.86	%ile 100
Manager		3.00	0	0	1	0	0	3.88	25
Direct Reports		4.00	0	0	1	3	1	4.11	45
Peers		4.40	0	0	0	3	2	3.94	80
Others		3.67	0	0	2	0	1	3.99	26

18 Articulates a compelling future for the organization that guides clear action and behavior

Self		Avg. 3.00	N1 0	N2 0	N3 1	N4 0	N5 0	Norm. 3.83	%ile 29
Manager		2.00	0	1	0	0	0	3.98	2
Direct Reports		3.40	0	1	2	1	1	4.20	9
Peers		3.20	0	2	1	1	1	3.99	8
Others		3.67	0	0	1	2	0	4.03	24

39 Describes organizational purpose and strategy in a compelling and easily communicated manner

Self		Avg. 5.00	N1 0	N2 0	N3 0	N4 0	N5 1	Norm. 3.84	%ile 100
Manager		2.00	0	1	0	0	0	3.92	2
Direct Reports		3.00	0	2	2	0	1	4.22	4
Peers		3.40	0	2	1	0	2	4.07	10
Others		2.67	0	1	2	0	0	4.10	1

Inspire

1

2

3

4

5

Practice: Communicates Evocatively

Self											
Manager											
Direct Reports											
Peers											
Others											
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
			2.67	0	1	2	0	0	3.85	(3)	
			3.00	0	0	3	0	0	4.01	(8)	
			3.53	0	3	4	5	3	4.16	(11)	
			4.07	0	2	3	2	8	4.03	(50)	
			3.44	0	2	3	2	2	4.09	(8)	

2 Distills ideas into focused messages that inspire support or actions from others

Self											
Manager											
Direct Reports											
Peers											
Others											
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
			3.00	0	0	1	0	0	3.79	(33)	
			3.00	0	0	1	0	0	3.98	(22)	
			4.40	0	0	1	1	3	4.09	(73)	
			4.40	0	0	1	1	3	3.98	(80)	
			3.67	0	0	1	2	0	4.02	(25)	

19 Communicates viewpoints in a way that positively influences the dialogue

Self											
Manager											
Direct Reports											
Peers											
Others											
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
			2.00	0	1	0	0	0	3.91	(2)	
			3.00	0	0	1	0	0	4.05	(16)	
			2.60	0	3	1	1	0	4.24	(1)	
			3.60	0	2	0	1	2	4.10	(17)	
			2.33	0	2	1	0	0	4.18	(0)	

40 Expresses views and ideas in a way that incorporates the needs, interests and priorities of others

Self											
Manager											
Direct Reports											
Peers											
Others											
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
			3.00	0	0	1	0	0	3.86	(29)	
			3.00	0	0	1	0	0	4.00	(19)	
			3.60	0	0	2	3	0	4.16	(18)	
			4.20	0	0	2	0	3	4.02	(64)	
			4.33	0	0	1	0	2	4.08	(71)	

Inspire

1

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Practice: Provides Goals and Direction

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	2.33	0	2	1	0	0	3.93	2
Manager		<input type="radio"/>	3.00	0	2	0	0	1	4.03	6
Direct Reports		<input type="radio"/>	3.33	0	4	5	3	3	4.17	5
Peers		<input type="radio"/>	3.60	0	0	6	9	0	4.04	15
Others		<input type="radio"/>	3.11	0	2	4	3	0	4.08	4

3 Creates a shared vision, focused on results and organizational goals

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	3.00	0	0	1	0	0	4.01	22
Manager		<input type="radio"/>	2.00	0	1	0	0	0	4.09	2
Direct Reports		<input type="radio"/>	3.00	0	1	3	1	0	4.28	3
Peers		<input type="radio"/>	3.60	0	0	2	3	0	4.14	15
Others		<input type="radio"/>	3.33	0	1	0	2	0	4.12	9

6 Inspires others to overcome self-imposed limits and exceed expectations

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	2.00	0	1	0	0	0	3.80	4
Manager		<input type="radio"/>	2.00	0	1	0	0	0	3.90	3
Direct Reports		<input type="radio"/>	2.80	0	2	2	1	0	4.06	3
Peers		<input type="radio"/>	3.40	0	0	3	2	0	3.88	21
Others		<input type="radio"/>	3.00	0	1	1	1	0	3.94	12

20 Helps individuals see how their work is important

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	2.00	0	1	0	0	0	3.99	2
Manager		<input type="radio"/>	5.00	0	0	0	0	1	4.11	10
Direct Reports		<input type="radio"/>	4.20	0	1	0	1	3	4.18	50
Peers		<input type="radio"/>	3.80	0	0	1	4	0	4.08	25
Others		<input type="radio"/>	3.00	0	0	3	0	0	4.16	3

Engage

1 2 3 4 5

Practice: Builds Relationships

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			3.67	0	0	2	0	1	3.97	40
			2.67	0	2	0	1	0	4.08	2
			3.87	0	2	4	3	6	4.16	27
			3.13	0	3	7	5	0	4.06	5
			3.11	0	3	3	2	1	4.13	3

11 Consistently expresses self in ways that invite participation

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			3.00	0	0	1	0	0	3.85	32
			2.00	0	1	0	0	0	4.06	2
			4.40	0	0	1	1	3	4.17	63
			3.00	0	2	1	2	0	4.06	9
			3.00	0	2	0	0	1	4.12	5

26 Gets to know others' talents, skills and motivations in an effort to engage them

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			3.00	0	0	1	0	0	4.03	20
			2.00	0	1	0	0	0	4.08	1
			3.00	0	2	1	2	0	4.15	5
			3.00	0	1	3	1	0	4.04	7
			3.00	0	1	1	1	0	4.09	5

33 Builds connections with others by finding points of common interests

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			5.00	0	0	0	0	1	4.04	100
			4.00	0	0	0	1	0	4.09	66
			4.20	0	0	2	0	3	4.17	50
			3.40	0	0	3	2	0	4.09	13
			3.33	0	0	2	1	0	4.18	6

Engage

1 2 3 4 5

Practice: Involves Others

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.	%ile		
Manager		○	3.00	0	1	1	1	0	4.16	(5)		
Direct Reports		○	2.73	0	7	5	3	0	4.31	(1)		
Peers		○	2.87	0	5	7	3	0	4.14	(2)		
Others		○	3.22	0	2	3	4	0	4.21	(3)		

5 Ensures that people feel valued by asking them to share their points of view

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Manager		○	4.00	0	0	0	1	0	4.18	(55)
Direct Reports		○	2.60	0	3	1	1	0	4.32	(1)
Peers		○	2.80	0	1	4	0	0	4.16	(2)
Others		○	2.67	0	1	2	0	0	4.22	(1)

12 Encourages a culture where people speak up, regardless of experience or background

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Manager		○	2.00	0	1	0	0	0	4.18	(2)
Direct Reports		○	3.00	0	1	3	1	0	4.34	(4)
Peers		○	3.00	0	2	1	2	0	4.15	(7)
Others		○	3.33	0	1	0	2	0	4.24	(5)

27 Encourages others to contribute their unique talents and insights

Self		○	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Manager		○	3.00	0	0	1	0	0	4.10	(12)
Direct Reports		○	2.60	0	3	1	1	0	4.27	(1)
Peers		○	2.80	0	2	2	1	0	4.10	(1)
Others		○	3.67	0	0	1	2	0	4.17	(13)

Engage

1 2 3 4 5

Practice: Develops Team Members

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	3	0	3.97	66
Manager	3.33	0	1	1	0	1	4.07	13
Direct Reports	3.27	0	4	5	4	2	4.21	4
Peers	3.20	0	5	4	4	2	4.09	4
Others	3.11	0	2	5	1	1	4.14	3

13 Provides opportunities for others to apply new knowledge and skills

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	1	0	3.97	74
Manager	2.00	0	1	0	0	0	4.14	1
Direct Reports	2.60	0	3	1	1	0	4.28	1
Peers	2.80	0	3	0	2	0	4.15	1
Others	2.67	0	1	2	0	0	4.17	0

28 Provides others with diverse experiences and opportunities that support success in current and future roles

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	1	0	3.78	85
Manager	5.00	0	0	0	0	1	3.95	100
Direct Reports	3.80	0	0	3	0	2	4.09	28
Peers	4.00	0	0	2	1	2	4.00	60
Others	4.00	0	0	1	1	1	4.04	58

34 Creates an environment in which others can openly discuss and learn from failures and obstacles

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	1	0	4.14	68
Manager	3.00	0	0	1	0	0	4.11	16
Direct Reports	3.40	0	1	1	3	0	4.25	8
Peers	2.80	0	2	2	1	0	4.09	2
Others	2.67	0	1	2	0	0	4.19	1

Innovate

1 2 3 4 5

Practice: Changes the Game

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.67	0	0	1	2	0	3.78	51
Manager	4.33	0	0	1	0	2	3.91	78
Direct Reports	3.53	0	3	3	7	2	4.19	10
Peers	3.27	0	6	3	2	4	4.04	7
Others	3.22	0	3	2	3	1	4.07	4

7 Seeks new solutions to problems instead of relying on familiar and potentially less effective options

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	1	0	4.01	71
Manager	3.00	0	0	1	0	0	4.03	19
Direct Reports	3.40	0	1	1	3	0	4.25	6
Peers	2.60	0	2	3	0	0	4.11	1
Others	3.33	0	1	0	2	0	4.14	7

30 Generates innovations that increase efficiency, growth or profit

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.00	0	0	1	0	0	3.71	38
Manager	5.00	0	0	0	0	1	3.86	100
Direct Reports	3.40	0	1	2	1	1	4.13	15
Peers	4.60	0	0	0	2	3	3.98	87
Others	4.00	0	0	1	1	1	4.03	57

44 Stimulates innovative thinking by recognizing important trends, technologies and insights

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	1	0	3.61	83
Manager	5.00	0	0	0	0	1	3.84	100
Direct Reports	3.80	0	1	0	3	1	4.19	23
Peers	2.60	0	4	0	0	1	4.02	2
Others	2.33	0	2	1	0	0	4.02	0

Innovate

1 2 3 4 5

Practice: Explores and Navigates Opportunities

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		3.33	0	1	0	2	0	3.54	47
Manager		4.67	0	0	0	1	2	3.81	93
Direct Reports		3.20	0	4	4	7	0	4.22	3
Peers		3.40	0	2	6	6	1	4.02	10
Others		3.56	0	1	3	4	1	4.08	13

21 Uses a broad network of stakeholders to test new ideas and new thinking

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		4.00	0	0	0	1	0	3.54	85
Manager		5.00	0	0	0	0	1	3.81	100
Direct Reports		3.20	0	1	2	2	0	4.16	5
Peers		4.00	0	0	1	3	1	3.95	63
Others		4.00	0	0	0	3	0	4.02	59

31 Explores the impact of internal and external changes on the organization, customers and competitors

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		4.00	0	0	0	1	0	3.69	83
Manager		5.00	0	0	0	0	1	3.90	100
Direct Reports		3.80	0	0	1	4	0	4.25	18
Peers		3.60	0	0	2	3	0	4.09	18
Others		4.00	0	0	1	1	1	4.16	48

41 Scans the organization's metrics and finances in search of new opportunities

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		2.00	0	1	0	0	0	3.38	20
Manager		4.00	0	0	0	1	0	3.71	80
Direct Reports		2.60	0	3	1	1	0	4.25	1
Peers		2.60	0	2	3	0	0	4.01	2
Others		2.67	0	1	2	0	0	4.04	3

Innovate

1 2 3 4 5

Practice: Leads Change

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.00	0	1	1	1	0	3.74	19
Manager	3.67	0	0	2	0	1	3.92	38
Direct Reports	3.80	0	2	4	4	5	4.18	23
Peers	3.80	0	2	3	6	4	4.01	29
Others	3.56	0	2	1	5	1	4.06	10

8 Outlines a compelling goal and case for change based on organizational challenges and opportunities

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	2.00	0	1	0	0	0	3.75	5
Manager	3.00	0	0	1	0	0	3.90	26
Direct Reports	4.00	0	0	2	1	2	4.20	42
Peers	4.20	0	0	1	2	2	3.98	67
Others	3.33	0	1	0	2	0	4.05	9

22 Recognizes and removes barriers to implementing change

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	3.00	0	0	1	0	0	3.70	38
Manager	5.00	0	0	0	0	1	3.84	100
Direct Reports	3.20	0	2	1	1	1	4.07	9
Peers	3.20	0	2	1	1	1	3.95	10
Others	3.33	0	1	0	2	0	3.99	10

42 Ensures systems and processes align to support key organizational initiatives

	Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self	4.00	0	0	0	1	0	3.76	82
Manager	3.00	0	0	1	0	0	4.03	19
Direct Reports	4.20	0	0	1	2	2	4.26	41
Peers	4.00	0	0	1	3	1	4.12	47
Others	4.00	0	0	1	1	1	4.15	47

Achieve

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Practice: Establishes Structure

Self										
Manager										
Direct Reports										
Peers										
Others										
		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
		3.67	0	0	1	2	0	3.74	(55)	
		3.67	0	0	2	0	1	4.03	(33)	
		4.13	0	1	4	2	8	4.04	(53)	
		3.67	0	1	7	3	4	4.02	(24)	
		3.89	0	1	2	3	3	4.04	(34)	

Communicates how processes, systems and measurements align with individual or team objectives

4

Self										
Manager										
Direct Reports										
Peers										
Others										
		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
		3.00	0	0	1	0	0	3.75	(35)	
		3.00	0	0	1	0	0	4.03	(19)	
		4.00	0	0	2	1	2	4.05	(51)	
		4.00	0	0	2	1	2	4.04	(55)	
		4.00	0	0	1	1	1	4.05	(58)	

Ensures successful implementation by coordinating workflows, processes and tasks across the organization

9

Self										
Manager										
Direct Reports										
Peers										
Others										
		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
		4.00	0	0	0	1	0	3.68	(85)	
		5.00	0	0	0	0	1	4.04	(100)	
		4.60	0	0	1	0	4	4.01	(85)	
		3.60	0	0	3	1	1	4.01	(22)	
		4.67	0	0	0	1	2	4.05	(87)	

Creates effective teams by organizing the right people with clear expectations, roles and processes

23

Self										
Manager										
Direct Reports										
Peers										
Others										
		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
		4.00	0	0	0	1	0	3.78	(81)	
		3.00	0	0	1	0	0	4.03	(19)	
		3.80	0	1	1	1	2	4.06	(33)	
		3.40	0	1	2	1	1	4.00	(17)	
		3.00	0	1	1	1	0	4.04	(6)	

Achieve



Practice: Delegates Power and Responsibility

Self		Avg. 4.33	N1 0	N2 0	N3 1	N4 0	N5 2	Norm. 3.97	%ile 81
Manager		4.33	0	0	1	0	2	4.07	75
Direct Reports		3.07	0	5	6	2	2	4.19	4
Peers		3.47	0	2	7	3	3	4.05	11
Others		4.11	0	1	1	3	4	4.11	42

24 Fosters collaboration among people or teams by aligning goals and expectations, and monitoring teamwork

Self		Avg. 5.00	N1 0	N2 0	N3 0	N4 0	N5 1	Norm. 3.88	%ile 100
Manager		5.00	0	0	0	0	1	4.10	100
Direct Reports		3.80	0	0	2	2	1	4.12	30
Peers		4.20	0	0	2	0	3	4.04	62
Others		4.67	0	0	0	1	2	4.09	88

32 Gives others the power to participate in decision making and share ownership in the outcomes

Self		Avg. 3.00	N1 0	N2 0	N3 1	N4 0	N5 0	Norm. 4.04	%ile 18
Manager		5.00	0	0	0	0	1	4.07	100
Direct Reports		2.60	0	2	3	0	0	4.29	1
Peers		2.80	0	2	2	1	0	4.08	1
Others		4.00	0	0	1	1	1	4.15	45

45 Instills a sense of confidence in others—even those who are convinced that "they can't do it"

Self		Avg. 5.00	N1 0	N2 0	N3 0	N4 0	N5 1	Norm. 3.99	%ile 100
Manager		3.00	0	0	1	0	0	4.03	18
Direct Reports		2.80	0	3	1	0	1	4.16	2
Peers		3.40	0	0	3	2	0	4.03	14
Others		3.67	0	1	0	1	1	4.10	19

Achieve

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Practice: Focuses Action

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
Manager		3.00	0	1	1	1	0	4.14	(5)	
Direct Reports		3.67	0	3	3	5	4	4.30	(13)	
Peers		3.60	0	2	5	5	3	4.16	(13)	
Others		2.78	0	4	4	0	1	4.21	(0)	

10 Adapts to new challenges, with a focus on key results

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
Manager		3.00	0	0	1	0	0	4.25	(8)	
Direct Reports		4.00	0	1	1	0	3	4.47	(20)	
Peers		3.00	0	2	2	0	1	4.27	(3)	
Others		3.33	0	1	1	0	1	4.33	(4)	

25 Makes timely and sound decisions in the face of volatility or uncertainty

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
Manager		4.00	0	0	0	1	0	4.13	(61)	
Direct Reports		3.80	0	0	2	2	1	4.27	(20)	
Peers		4.00	0	0	2	1	2	4.13	(45)	
Others		3.00	0	0	3	0	0	4.18	(4)	

46 Takes early corrective action to ensure successful goal achievement

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile	
Manager		2.00	0	1	0	0	0	4.04	(1)	
Direct Reports		3.20	0	2	0	3	0	4.14	(9)	
Peers		3.80	0	0	1	4	0	4.07	(26)	
Others		2.00	0	3	0	0	0	4.11	(0)	

Become

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Practice: Self-Aware

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			3.67	0	0	2	0	1	3.99	38
			3.00	0	1	1	1	0	4.07	7
			3.33	0	1	9	4	1	4.20	6
			3.80	0	1	6	3	5	4.08	24
			3.67	0	1	3	3	2	4.14	12

15 Effectively adapts style across situations, contexts and cultures

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			3.00	0	0	1	0	0	3.88	30
			3.00	0	0	1	0	0	3.85	31
			3.60	0	0	3	1	1	4.14	14
			3.60	0	0	3	1	1	3.94	26
			4.00	0	0	1	1	1	4.03	58

35 Consistently aligns actions and words

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			5.00	0	0	0	0	1	4.16	100
			2.00	0	1	0	0	0	4.32	1
			3.00	0	1	3	1	0	4.28	5
			3.80	0	1	1	1	2	4.27	17
			3.33	0	1	0	2	0	4.31	3

47 Recognizes the limits of own worldview/perspective and adapts appropriately

Self		<input type="radio"/>								
Manager		<input type="radio"/>								
Direct Reports		<input type="radio"/>								
Peers		<input type="radio"/>								
Others		<input type="radio"/>								
			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
			3.00	0	0	1	0	0	3.93	27
			4.00	0	0	0	1	0	4.03	70
			3.40	0	0	3	2	0	4.16	10
			4.00	0	0	2	1	2	4.03	55
			3.67	0	0	2	0	1	4.08	21

Become

1

2

3

4

5

Practice: Committed

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	3.33	0	1	0	2	0	4.39	3
Manager		<input type="radio"/>	3.33	0	0	2	1	0	4.42	5
Direct Reports		<input type="radio"/>	3.53	0	5	2	3	5	4.44	5
Peers		<input type="radio"/>	3.73	0	1	7	2	5	4.32	10
Others		<input type="radio"/>	3.56	0	1	3	4	1	4.40	4

16 Puts the good of the group ahead of self-interest

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	2.00	0	1	0	0	0	4.46	0
Manager		<input type="radio"/>	4.00	0	0	0	1	0	4.43	39
Direct Reports		<input type="radio"/>	2.60	0	3	1	1	0	4.39	1
Peers		<input type="radio"/>	3.00	0	1	3	1	0	4.25	5
Others		<input type="radio"/>	3.00	0	1	1	1	0	4.38	4

36 Acts and makes decisions in alignment with organizational purpose and direction

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	4.00	0	0	0	1	0	4.29	58
Manager		<input type="radio"/>	3.00	0	0	1	0	0	4.39	8
Direct Reports		<input type="radio"/>	3.40	0	2	1	0	2	4.56	1
Peers		<input type="radio"/>	3.80	0	0	3	0	2	4.36	11
Others		<input type="radio"/>	3.33	0	0	2	1	0	4.43	1

48 Gains the trust of others by fulfilling the commitments made to them

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		<input type="radio"/>	4.00	0	0	0	1	0	4.40	51
Manager		<input type="radio"/>	3.00	0	0	1	0	0	4.43	7
Direct Reports		<input type="radio"/>	4.60	0	0	0	2	3	4.37	63
Peers		<input type="radio"/>	4.40	0	0	1	1	3	4.33	50
Others		<input type="radio"/>	4.33	0	0	0	2	1	4.38	42

Become

1

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5

Practice: Courageous

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		○	3.67	0	0	2	0	1	4.26	21
Manager		●	4.67	0	0	0	1	2	4.35	72
Direct Reports		○	3.47	0	4	4	3	4	4.46	3
Peers		○	3.80	0	2	4	4	5	4.33	10
Others		○	3.44	0	2	4	0	3	4.38	3

37 Acts in alignment with personal values in challenging, conflicting or ambiguous situations

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		●	5.00	0	0	0	0	1	4.37	100
Manager		●	5.00	0	0	0	0	1	4.41	100
Direct Reports		○	4.00	0	0	2	1	2	4.46	23
Peers		○	3.60	0	1	1	2	1	4.37	7
Others		○	3.33	0	1	1	0	1	4.42	2

43 Makes tough calls, even in an environment of risk, uncertainty and criticism

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		○	3.00	0	0	1	0	0	4.05	24
Manager		●	5.00	0	0	0	0	1	4.14	100
Direct Reports		○	3.80	0	0	2	2	1	4.36	17
Peers		○	4.00	0	0	2	1	2	4.17	43
Others		○	4.33	0	0	1	0	2	4.24	58

49 Faces challenges and takes on opportunities directly and with focus

			Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		○	3.00	0	0	1	0	0	4.35	9
Manager		○	4.00	0	0	0	1	0	4.50	35
Direct Reports		○	2.60	0	4	0	0	1	4.55	0
Peers		○	3.80	0	1	1	1	2	4.44	8
Others		○	2.67	0	1	2	0	0	4.48	0

Become

1

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5

Practice: Respectful

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		4.00	0	0	1	1	1	4.11	53
Manager		4.00	0	1	0	0	2	4.16	41
Direct Reports		3.53	0	2	6	4	3	4.24	11
Peers		3.93	0	1	3	7	4	4.10	30
Others		4.11	0	1	2	1	5	4.19	36

17 Shows empathy and concern for others

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		4.00	0	0	0	1	0	4.32	53
Manager		5.00	0	0	0	0	1	4.30	100
Direct Reports		3.60	0	0	3	1	1	4.33	13
Peers		4.00	0	0	1	3	1	4.22	34
Others		3.67	0	0	2	0	1	4.31	11

29 Demonstrates empathy through listening and conveying an understanding of others' views and ideas

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		3.00	0	0	1	0	0	4.14	20
Manager		5.00	0	0	0	0	1	4.16	100
Direct Reports		3.20	0	2	1	1	1	4.23	6
Peers		4.00	0	1	0	2	2	4.11	44
Others		5.00	0	0	0	0	3	4.21	100

38 Earns stakeholder commitment by looking for and bringing out people's potential

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		5.00	0	0	0	0	1	3.84	100
Manager		2.00	0	1	0	0	0	4.00	1
Direct Reports		3.80	0	0	2	2	1	4.15	25
Peers		3.80	0	0	2	2	1	3.97	32
Others		3.67	0	1	0	1	1	4.04	24

Leadership Skills

① ② ③ ④ ⑤

Leadership Skill: Global Mindset

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		3.00	0	0	3	0	0	3.88	20
Manager		4.00	0	0	1	1	1	4.02	62
Direct Reports		3.87	0	0	5	7	3	4.22	23
Peers		4.00	0	0	5	5	5	4.07	47
Others		4.33	0	0	2	2	5	4.13	68

14 Understands how reactions may differ across market, social, cultural and political contexts

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		3.00	0	0	1	0	0	3.84	32
Manager		3.00	0	0	1	0	0	4.00	19
Direct Reports		4.00	0	0	1	3	1	4.27	35
Peers		3.80	0	0	2	2	1	4.11	26
Others		5.00	0	0	0	0	3	4.19	100

52 Navigates complex environments to find order and build a network of mutually beneficial relationships

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		3.00	0	0	1	0	0		0
Manager		5.00	0	0	0	0	1		0
Direct Reports		4.20	0	0	1	2	2		0
Peers		4.20	0	0	1	2	2		0
Others		4.33	0	0	0	2	1		0

47 Recognizes the limits of own worldview/perspective and adapts appropriately

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		3.00	0	0	1	0	0	3.93	27
Manager		4.00	0	0	0	1	0	4.03	70
Direct Reports		3.40	0	0	3	2	0	4.16	10
Peers		4.00	0	0	2	1	2	4.03	55
Others		3.67	0	0	2	0	1	4.08	21

Leadership Skills

① ② ③ ④ ⑤

Leadership Skill: Learning Agility

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		4.00	0	0	1	1	1	3.93	68
Manager		3.33	0	1	1	0	1	4.06	13
Direct Reports		3.60	0	4	2	5	4	4.27	8
Peers		2.87	0	7	5	1	2	4.11	1
Others		2.89	0	4	3	1	1	4.15	1

10 Adapts to new challenges, with a focus on key results

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		5.00	0	0	0	0	1	4.15	100
Manager		3.00	0	0	1	0	0	4.25	8
Direct Reports		4.00	0	1	1	0	3	4.47	20
Peers		3.00	0	2	2	0	1	4.27	3
Others		3.33	0	1	1	0	1	4.33	4

26 Gets to know others' talents, skills and motivations in an effort to engage them

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		3.00	0	0	1	0	0	4.03	20
Manager		2.00	0	1	0	0	0	4.08	1
Direct Reports		3.00	0	2	1	2	0	4.15	5
Peers		3.00	0	1	3	1	0	4.04	7
Others		3.00	0	1	1	1	0	4.09	5

44 Stimulates innovative thinking by recognizing important trends, technologies and insights

Self		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
		4.00	0	0	0	1	0	3.61	83
Manager		5.00	0	0	0	0	1	3.84	100
Direct Reports		3.80	0	1	0	3	1	4.19	23
Peers		2.60	0	4	0	0	1	4.02	2
Others		2.33	0	2	1	0	0	4.02	0

Leadership Skills

① ② ③ ④ ⑤

Leadership Skill: Emotional Presence

Self		<input type="radio"/>									
Manager		<input type="radio"/>									
Direct Reports		<input type="radio"/>									
Peers		<input type="radio"/>									
Others		<input type="radio"/>									
	Avg.										
	3.67										
	N1										
	0										
	N2										
	0										
	N3										
	2										
	N4										
	0										
	N5										
	1										
	Norm.										
	3.99										
	%ile										
	23										

50 Cultivates a deep understanding of self: purpose, strengths, and weaknesses

Self											
Manager											
Direct Reports											
Peers											
Others											
	Avg.										
	3.00										
	N1										
	0										
	N2										
	0										
	N3										
	1										
	N4										
	0										
	N5										
	0										
	Norm.										
	%ile										
	0										

51 Is able to cut through how others are impacted by their own needs, agendas, political ambition and caution, and self-promotion

Self											
Manager											
Direct Reports											
Peers											
Others											
	Avg.										
	3.00										
	N1										
	0										
	N2										
	0										
	N3										
	1										
	N4										
	0										
	N5										
	0										
	Norm.										
	%ile										
	0										

45 Instills a sense of confidence in others—even those who are convinced that "they can't do it"

Self		<input checked="" type="radio"/>									
Manager		<input type="radio"/>									
Direct Reports		<input type="radio"/>									
Peers		<input type="radio"/>									
Others		<input type="radio"/>									
	Avg.										
	5.00										
	N1										
	0										
	N2										
	0										
	N3										
	0										
	N4										
	0										
	N5										
	1										
	Norm.										
	3.99										
	%ile										
	100										

Leadership Skills

① ② ③ ④ ⑤

Leadership Skill: Strategic Thinking

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		4.00	0	0	1	1	1	3.77	76
Manager		3.67	0	0	2	0	1	3.93	38
Direct Reports		3.93	0	0	4	8	3	4.13	34
Peers		4.00	0	0	4	7	4	4.02	52
Others		3.89	0	0	4	2	3	4.06	29

1 Creates a vision of the future that motivates others

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		5.00	0	0	0	0	1	3.86	100
Manager		3.00	0	0	1	0	0	3.88	25
Direct Reports		4.00	0	0	1	3	1	4.11	45
Peers		4.40	0	0	0	3	2	3.94	80
Others		3.67	0	0	2	0	1	3.99	26

4 Communicates how processes, systems and measurements align with individual or team objectives

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		3.00	0	0	1	0	0	3.75	35
Manager		3.00	0	0	1	0	0	4.03	19
Direct Reports		4.00	0	0	2	1	2	4.05	51
Peers		4.00	0	0	2	1	2	4.04	55
Others		4.00	0	0	1	1	1	4.05	58

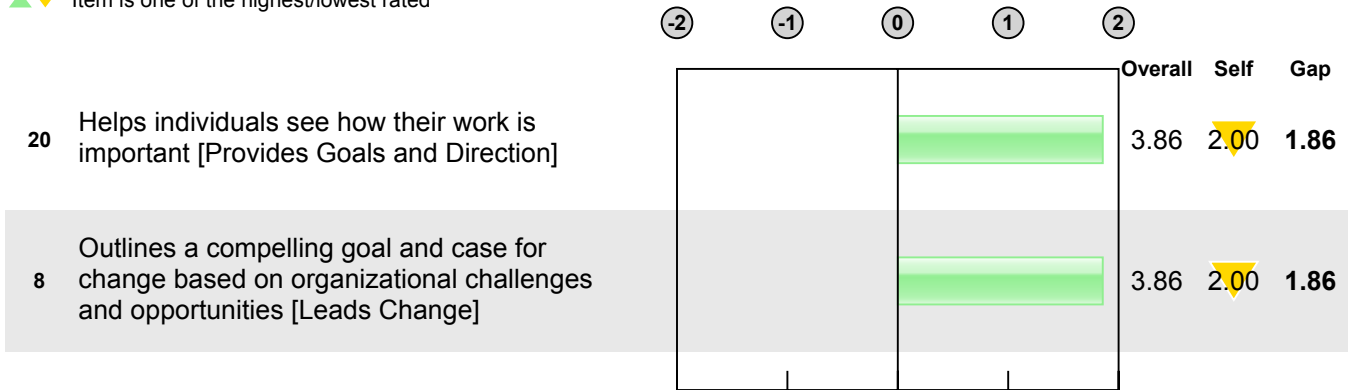
31 Explores the impact of internal and external changes on the organization, customers and competitors

		Avg.	N1	N2	N3	N4	N5	Norm.	%ile
Self		4.00	0	0	0	1	0	3.69	83
Manager		5.00	0	0	0	0	1	3.90	100
Direct Reports		3.80	0	0	1	4	0	4.25	18
Peers		3.60	0	0	2	3	0	4.09	18
Others		4.00	0	0	1	1	1	4.16	48

Positive Gaps: Overall

Symbol Key

▲ ▼ Item is one of the highest/lowest rated

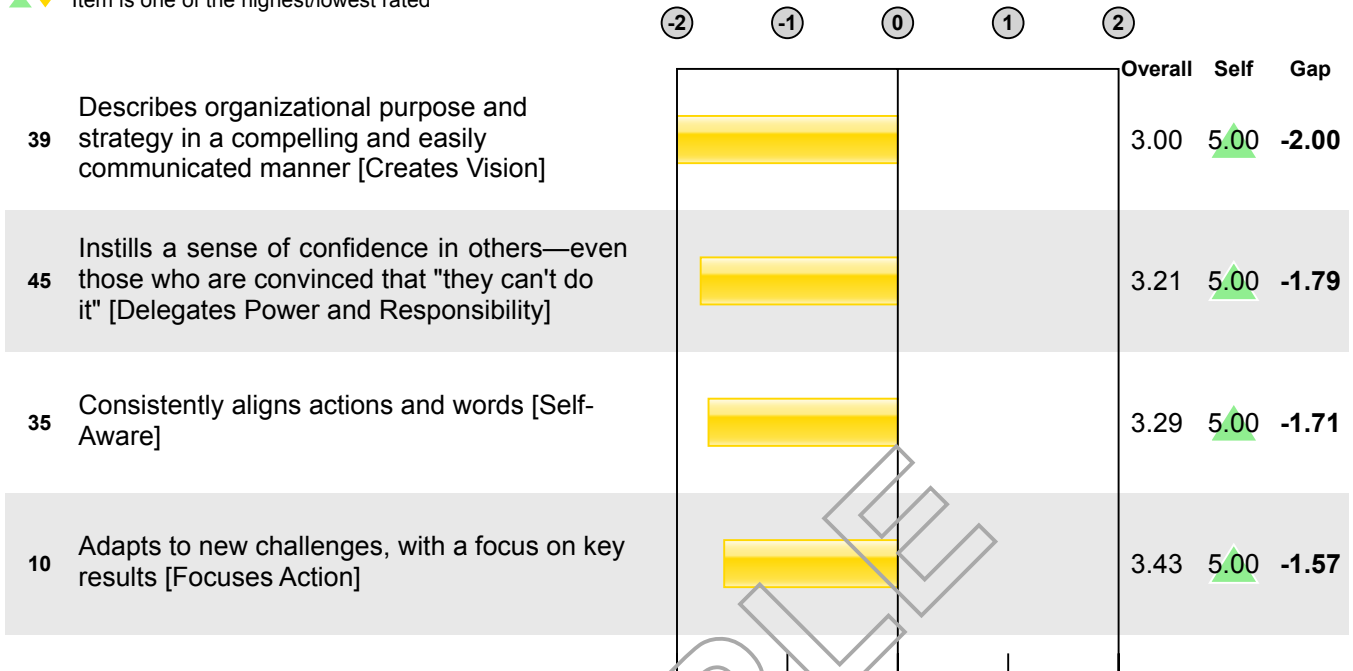


SAMPLE

Negative Gaps: Overall

Symbol Key

▲ ▼ Item is one of the highest/lowest rated

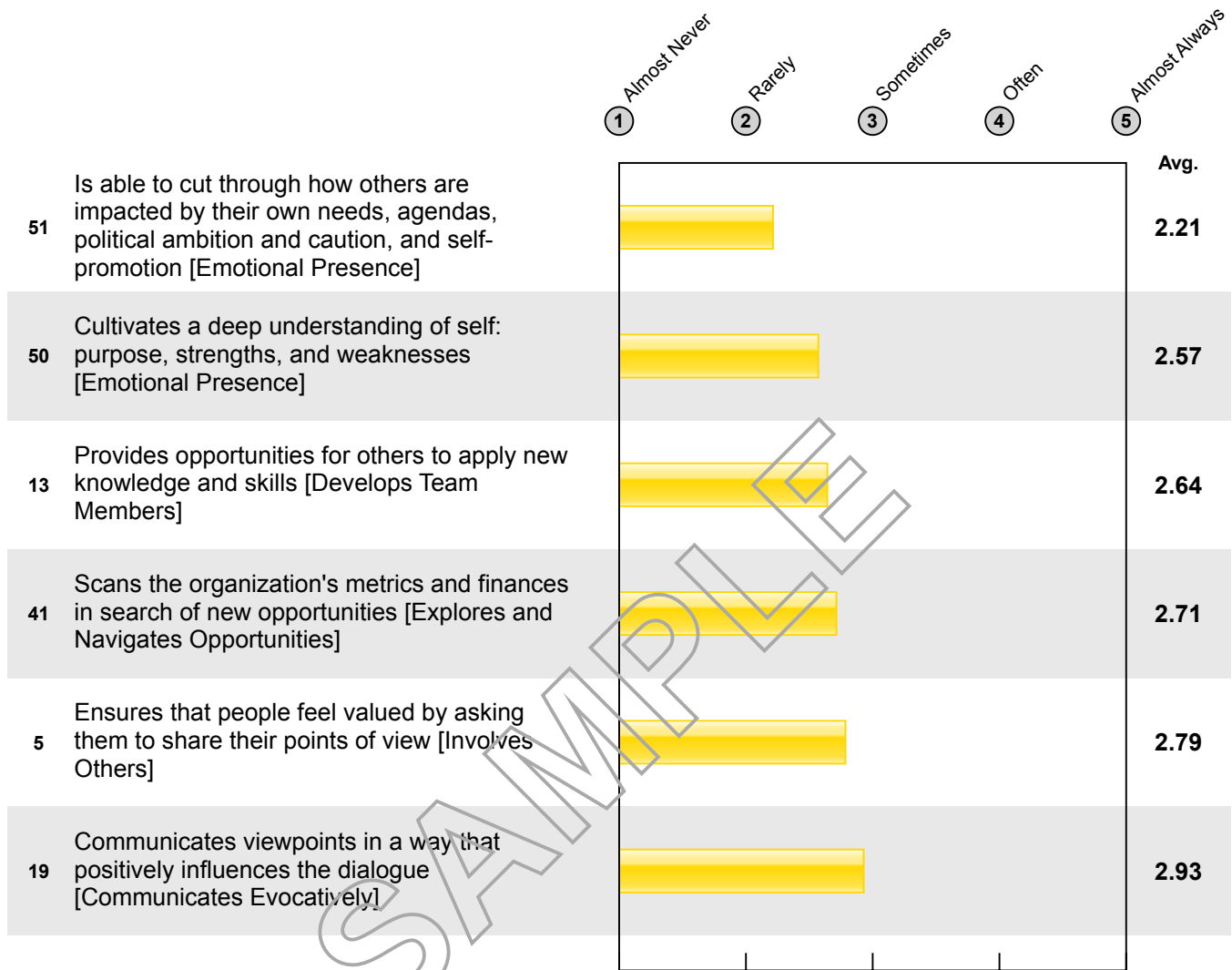


SAMPLE

Highest Rated Items: Overall



Lowest Rated Items: Overall



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SAMPLE