



# Global Leadership Assessment

## GLA360 Report for Taylor Lee

Published on August 13, 2021

## Table of Contents

|           |                                        |
|-----------|----------------------------------------|
| <b>3</b>  | <b>Respondents Overview</b>            |
| <b>4</b>  | <b>Competency Radar Graph</b>          |
| <b>6</b>  | <b>Competency Highlights &amp; Map</b> |
| <b>8</b>  | <b>Competency Summary</b>              |
| <b>25</b> | <b>Highest Rated Items</b>             |
| <b>31</b> | <b>Lowest Rated Items</b>              |
| <b>37</b> | <b>Significant Gaps</b>                |
| <b>47</b> | <b>Written Comments</b>                |

## Respondents Overview

The numbers below represent the number of completed surveys submitted by each respondent group prior to the due date. 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<br>N | Nominated<br>N | Response<br>Rate |
|----------------|-------------|----------------|------------------|
| Self           | 1           | 1              | 100%             |
| Managers       | 1           | 1              | 100%             |
| Direct Reports | 3           | 3              | 100%             |
| Peers          | 4           | 4              | 100%             |
| Others         | 14          | 12             | 86%              |
| Total          | 23          | 21             | 91%              |

To preserve anonymity, your feedback report will not display responses from anonymous respondent groups (e.g., Direct Reports, Peers, Others) with fewer than three submitted surveys. If fewer than three surveys have been received from a respondent group, their ratings will be combined with those of another respondent group.

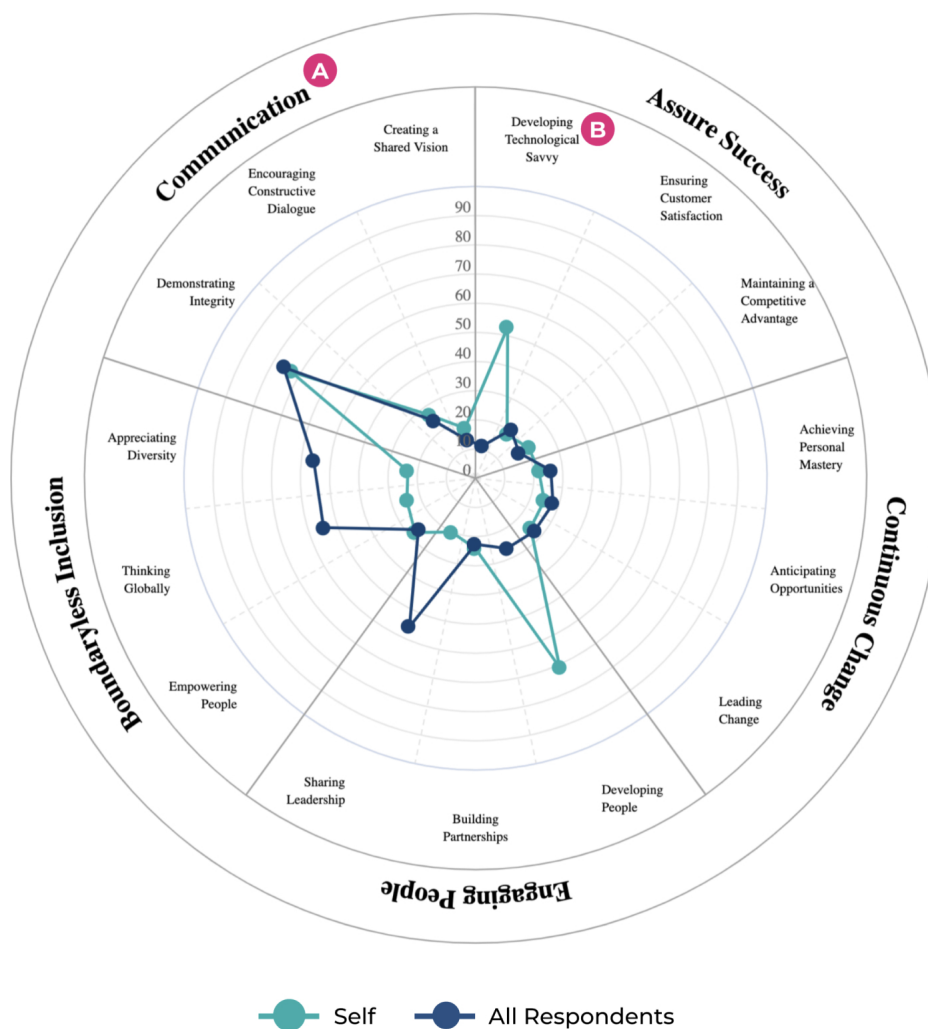
For any single item with fewer than three responses in a respondent group, "Insufficient Responses" will appear for that item in lieu of data.

## Competency Radar Graph

### How to read the Radar Graph

The radar graph is a leadership effectiveness dashboard that makes it easy to identify strengths and areas to develop. This high level competency overview is a good starting point to drill down into behavioral details.

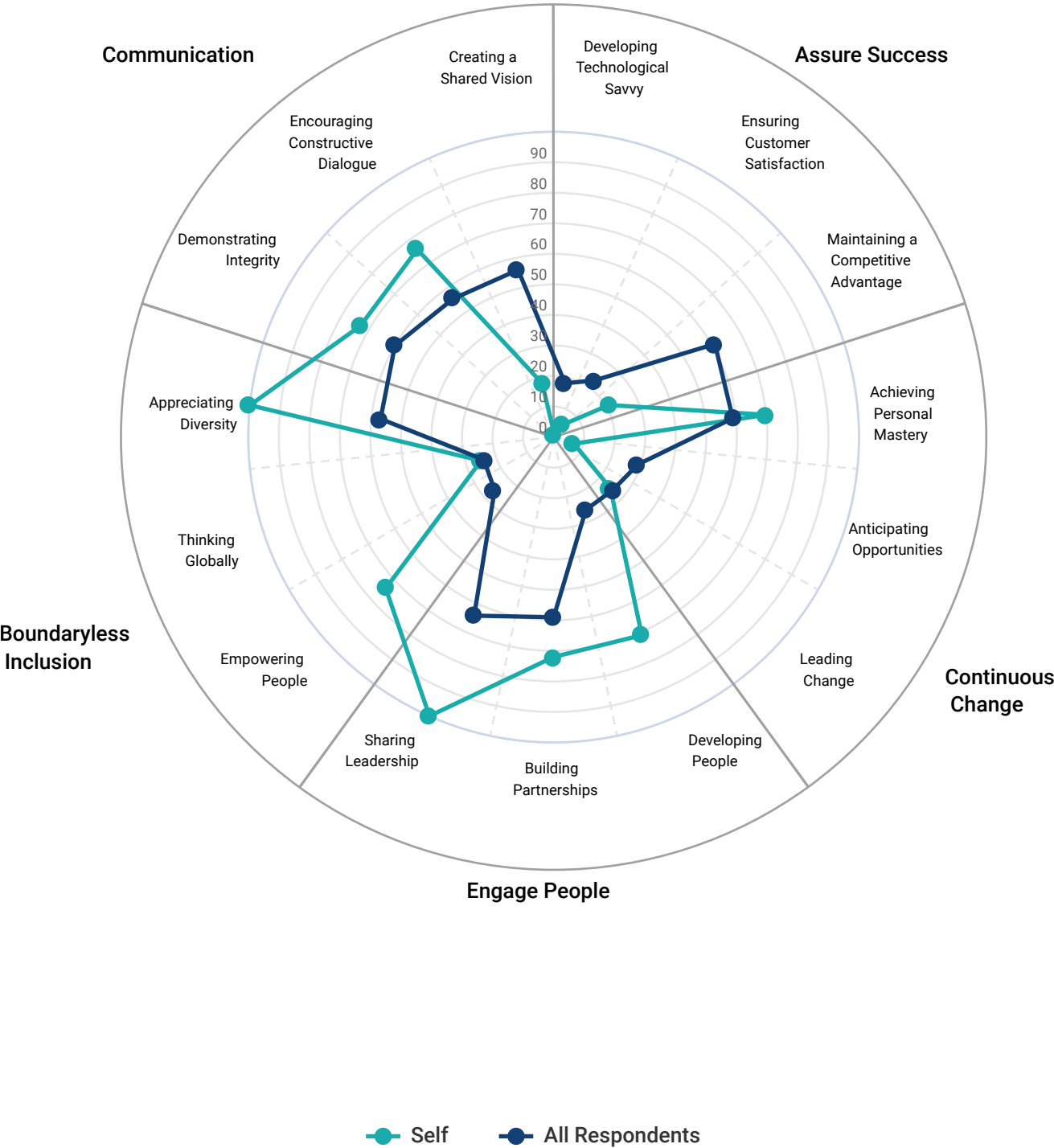
This section plots the competency percentiles rank for the Self responses as well as the percentile rank from All Respondents that is calculated without the Self responses.



**A Cluster:** Assure Success, Continuous Change, Engage People, Boundaryless Inclusion, Communication.

**B Competency:** Thinking globally, anticipating opportunities, creating a shared vision, developing people, empowering people, appreciating diversity, building partnerships, leading change, developing technological savvy, encouraging constructive dialogue, ensuring customer satisfaction, maintaining a competitive advantage, achieving personal mastery, sharing leadership, demonstrating integrity.

Competency Radar Graph



Competency Highlights

| Blind spots                                                                                                                                                                                                                                                                  |  | Strengths                                                                                                                                                                                                                                                            |  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <div><div>3</div><div>Assure Success</div><div>Maintaining a Competitive Advantage</div></div> <div><div>15</div><div>Communication</div><div>Creating a Shared Vision</div></div>                                                                                           |  | <div><div>9</div><div>Engage People</div><div>Sharing Leadership</div></div> <div><div>12</div><div>Boundaryless Inclusion</div><div>Appreciating Diversity</div></div> <div><div>14</div><div>Communication</div><div>Encouraging Constructive Dialogue</div></div> |  |
| Unknown                                                                                                                                                                                                                                                                      |  | Hidden Strengths                                                                                                                                                                                                                                                     |  |
| <div><div>1</div><div>Assure Success</div><div>Developing Technological Savvy</div></div> <div><div>2</div><div>Assure Success</div><div>Ensuring Customer Satisfaction</div></div> <div><div>5</div><div>Continuous Change</div><div>Anticipating Opportunities</div></div> |  | <div><div>7</div><div>Engage People</div><div>Developing People</div></div> <div><div>10</div><div>Boundaryless Inclusion</div><div>Empowering People</div></div>                                                                                                    |  |

Above is an overview of the three most recognizable competencies (ranked by percentile scores) within each quadrant. Percentiles are calculated based on a norm group of international leaders from a wide range of countries, ages, organizational levels, industries, and educational backgrounds.

Blind spots

These are competencies that coworkers recognize as strengths but the leader does not.

Strengths

These are competencies that the leader and coworkers both recognize as strengths of the leader.

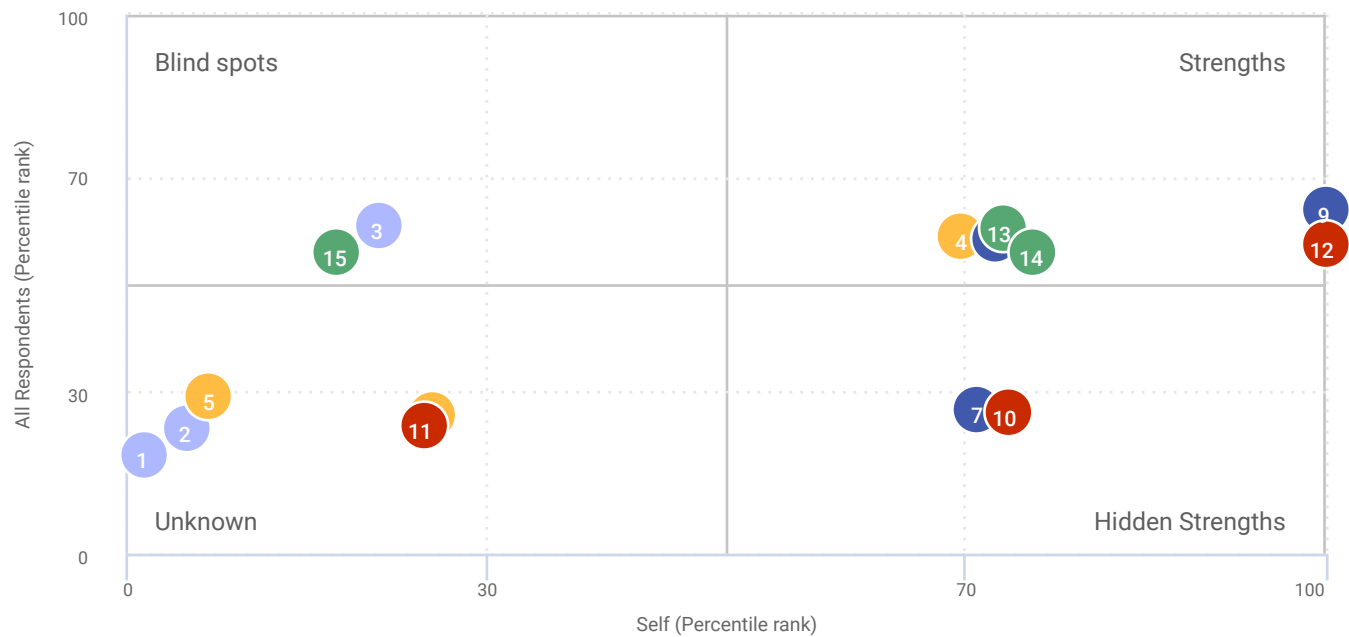
Unknown

These are competencies that are not recognized by the leader and coworkers.

Hidden Strengths

These are competencies the coworkers are either unaware of or do not recognize as strengths of the leader.

Competency Map



Percentile rank by competency

| Assure Success |                                     | Self | All Respondents |
|----------------|-------------------------------------|------|-----------------|
| 1              | Developing Technological Savvy      | 1    | 18              |
| 2              | Ensuring Customer Satisfaction      | 5    | 23              |
| 3              | Maintaining a Competitive Advantage | 21   | 61              |

| Boundaryless Inclusion |                        | Self | All Respondents |
|------------------------|------------------------|------|-----------------|
| 10                     | Empowering People      | 74   | 26              |
| 11                     | Thinking Globally      | 25   | 24              |
| 12                     | Appreciating Diversity | 100  | 57              |

| Continuous Change |                            | Self | All Respondents |
|-------------------|----------------------------|------|-----------------|
| 4                 | Achieving Personal Mastery | 70   | 59              |
| 5                 | Anticipating Opportunities | 7    | 29              |
| 6                 | Leading Change             | 25   | 26              |

| Communication |                                   | Self | All Respondents |
|---------------|-----------------------------------|------|-----------------|
| 13            | Demonstrating Integrity           | 73   | 60              |
| 14            | Encouraging Constructive Dialogue | 76   | 56              |
| 15            | Creating a Shared Vision          | 18   | 56              |

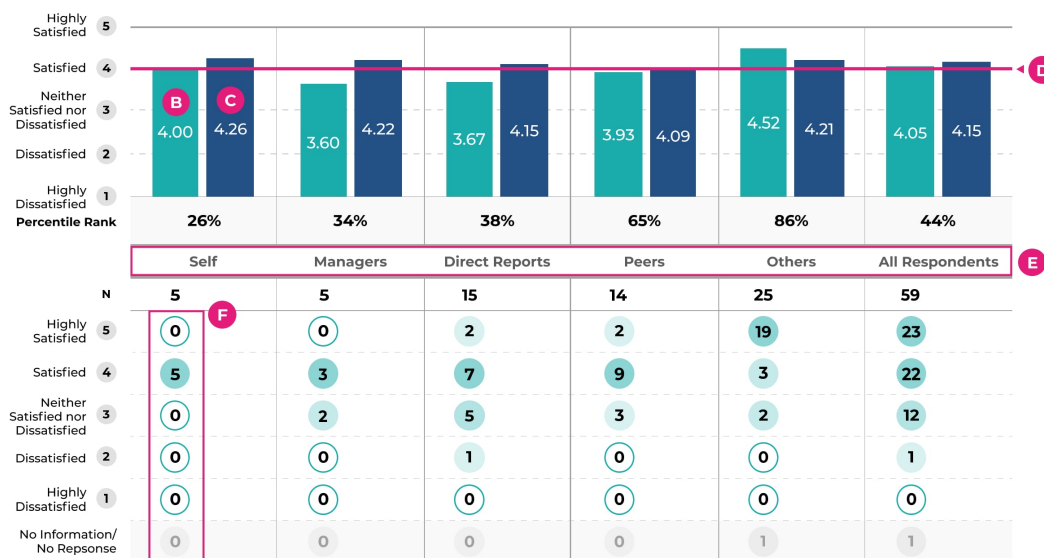
| Engage People |                       | Self | All Respondents |
|---------------|-----------------------|------|-----------------|
| 7             | Developing People     | 71   | 26              |
| 8             | Building Partnerships | 72   | 59              |
| 9             | Sharing Leadership    | 100  | 64              |

## Competency Summary

### How to read the summary

The Competency Summary breaks down the assessment results per respondent group and allows for an easy comparison / gap analysis. The N signifies the total number of responses received for all items in each of the respective competencies.

### Demonstrating Integrity (Communication) <sup>A</sup>



- <sup>A</sup> **Competency (Cluster):** In this example, “Demonstrating Integrity” is the competency in the cluster “Communication”.
- <sup>B</sup> **Respondent Group Average:** The average of each item is used to calculate the average of this competency.
- <sup>C</sup> **Normative Group Average:** This is provided to compare the participant’s average ratings to others who have participated in this assessment process as part of the global norm group.
- <sup>D</sup> **Line Graph:** Self average score.
- <sup>E</sup> **Valid N:** Number of responses received for all items per respondent group. In this example, from the Direct Reports group, 15 responses were submitted to the items in this competency. Note that N does not necessary equal to the number of nominated respondents.
- <sup>F</sup> **Distribution:** The numbers in each circle shows how many participants responded in each rating scale. In this example, “Self” responded to “Satisfied (4)” to 5 items that constitute this competency.



## How to read the Item Matrix

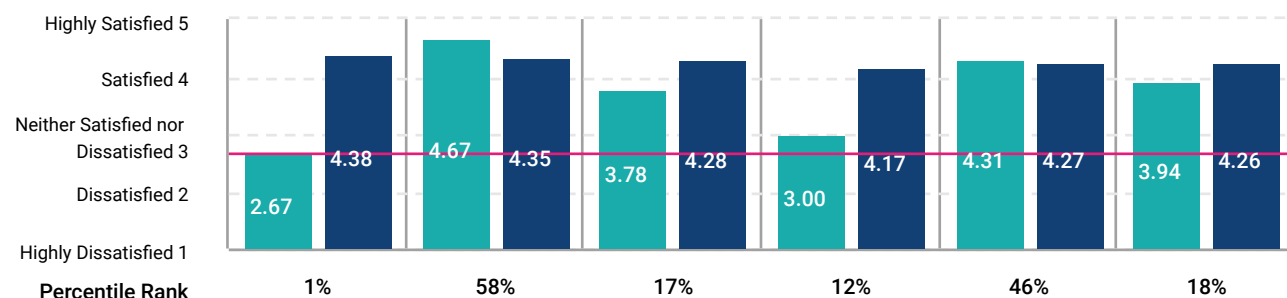
This section averages all item ratings within a competency by respondent group. The N signifies the total number of responses received for all items in each of the respective competencies.

| Item Matrix                                                                  | Self     | Managers          | Direct Reports | Peers              | Others   | All Respondents |
|------------------------------------------------------------------------------|----------|-------------------|----------------|--------------------|----------|-----------------|
| 58. Ask people what he/she can do to improve. <b>B</b>                       | 3.00<br> | 4.00 <b>A</b><br> | 3.80<br>       | 3.17<br>           | 3.50<br> | 3.50<br>        |
| 59. Genuinely listen to others.                                              | 3.00<br> | 2.00<br>          | 3.83<br>       | 4.40 <b>C</b><br>  | 4.00<br> | 3.94<br>        |
| 60. Accept constructive feedback in a positive manner (avoid defensiveness). | 4.00<br> | 5.00<br>          | 4.80<br>       | 3.50<br>           | 4.50<br> | 4.25<br>        |
| 61. Strive to understand the other person's frame of reference.              | 3.00<br> | 5.00<br>          | 4.80<br>       | <b>D</b> I.R.<br>- | 4.50<br> | 4.50<br>        |
| 62. Encourage people to challenge the status quo.                            | 4.00<br> | 3.00<br>          | 4.60<br>       | <b>E</b> N.R.<br>- | 3.33<br> | 3.67<br>        |

Item is one of the highest  
 Item is one of the lowest  
**D** I.R. Insufficient Responses  
**E** N.R. No Responses

- A** **Respondent Group Average:** The average of a respondent group for this item.
- B** **Item:** List of questions asked in the survey that respondents have submitted.
- C** **Percentile Rank:** Percentiles are indicative of how the individual's average score for a particular item compares to others who have been through this assessment process and utilized this survey as part of the global norm group. In the above example, the percentile for the rating from Peers is 64. This indicates that 36% of the other individuals who received feedback on this item received a higher score than the participant. 64% of the global norm group received a rating that is either equal to or lower than the individual's rating on this particular item.
- D** **Insufficient Responses:** Averages are not displayed when there are 2 or fewer responses to protect the anonymity of the respondents.
- E** **No Responses:** This indicates that there were no responses to this question.

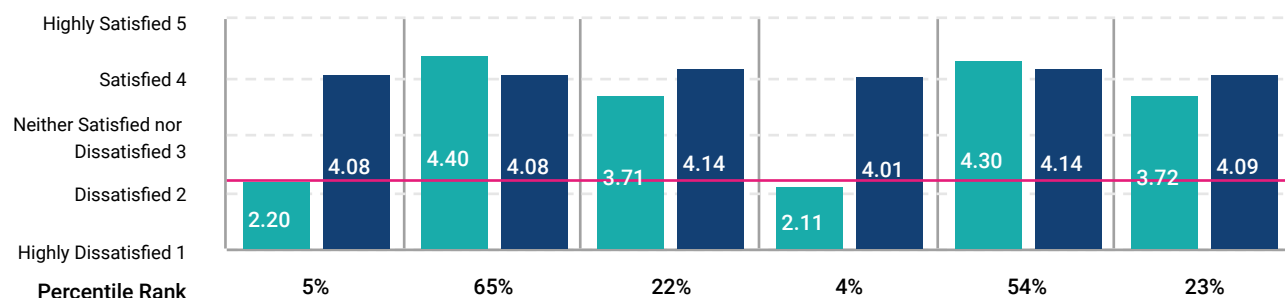
## Developing Technological Savvy (Assure Success)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 3    | 3        | 9              | 12    | 36     | 60              |
| Highly Satisfied 5                   | 0    | 2        | 3              | 0     | 16     | 21              |
| Satisfied 4                          | 1    | 1        | 2              | 4     | 8      | 15              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 3              | 4     | 3      | 10              |
| Dissatisfied 2                       | 2    | 0        | 1              | 4     | 2      | 7               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 0     | 0      | 0               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                             | Self       | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|-----------------------------------------------------------------------------------------|------------|-------------|----------------|------------|------------|-----------------|
| 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world. | 2.00<br>1  | 4.00<br>32  | 3.67<br>13     | 3.00<br>7  | 4.11<br>33 | 3.76<br>12      |
| 2. Successfully recruit people with needed technological expertise.                     | 4.00<br>59 | 5.00<br>100 | 3.67<br>13     | 3.50<br>15 | 4.60<br>61 | 4.22<br>45      |
| 3. Effectively manage the use of technology to increase productivity.                   | 2.00<br>2  | 5.00<br>100 | 4.00<br>48     | 2.50<br>7  | 4.20<br>54 | 3.83<br>26      |

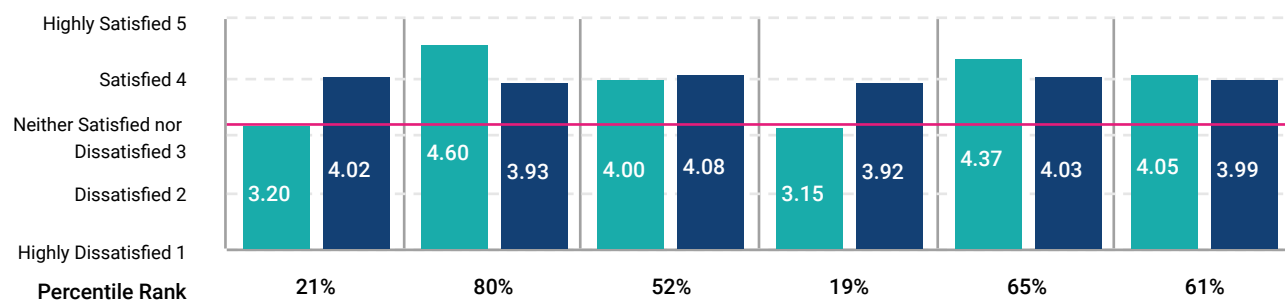
## Ensuring Customer Satisfaction (Assure Success)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 0    | 2        | 4              | 1     | 24     | 31              |
| Satisfied 4                          | 0    | 3        | 3              | 0     | 18     | 24              |
| Neither Satisfied nor Dissatisfied 3 | 1    | 0        | 6              | 5     | 2      | 13              |
| Dissatisfied 2                       | 4    | 0        | 1              | 7     | 1      | 9               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 6     | 2      | 8               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                                           | Self         | Managers    | Direct Reports | Peers       | Others     | All Respondents |
|-------------------------------------------------------------------------------------------------------|--------------|-------------|----------------|-------------|------------|-----------------|
| 4. Inspire people to achieve high levels of customer satisfaction.                                    | ▼ 2.00<br>3  | 4.00<br>49  | 3.67<br>12     | ▼ 2.25<br>2 | 4.27<br>41 | 3.74<br>13      |
| 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective). | ▼ 2.00<br>2  | 5.00<br>100 | 4.33<br>54     | ▼ 2.00<br>4 | 4.33<br>57 | 3.90<br>24      |
| 6. Regularly solicit input from customers.                                                            | ▼ 2.00<br>10 | 4.00<br>71  | ▼ 3.00<br>14   | ▼ 2.50<br>6 | 4.14<br>59 | ▼ 3.50<br>26    |
| 7. Consistently deliver on commitments to customers.                                                  | ▼ 2.00<br>4  | 4.00<br>63  | 3.67<br>23     | ▼ 2.00<br>5 | 4.29<br>52 | ▼ 3.64<br>22    |
| 8. Understand the competitive options available to your customers.                                    | 3.00<br>21   | 5.00<br>100 | 3.67<br>25     | ▼ 1.75<br>2 | 4.40<br>64 | ▼ 3.72<br>27    |

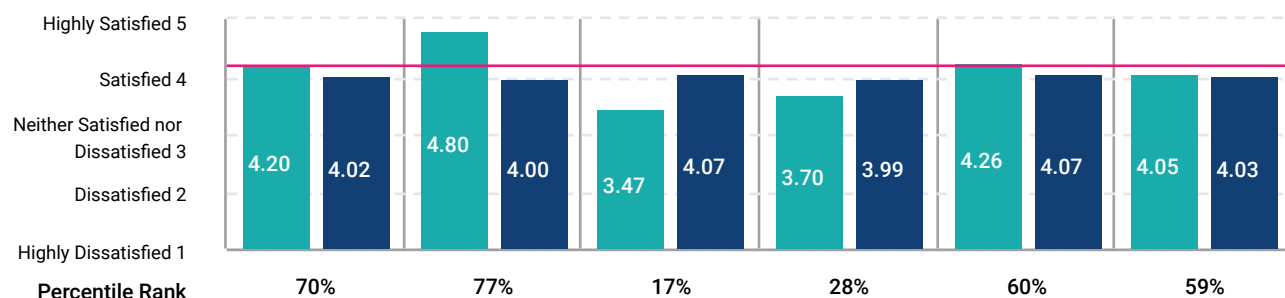
## Maintaining a Competitive Advantage (Assure Success)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 0    | 3        | 5              | 2     | 28     | 38              |
| Satisfied 4                          | 3    | 2        | 6              | 7     | 16     | 31              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 3              | 5     | 7      | 15              |
| Dissatisfied 2                       | 2    | 0        | 1              | 4     | 1      | 6               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 2     | 0      | 2               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                                  | Self       | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|----------------------------------------------------------------------------------------------|------------|-------------|----------------|------------|------------|-----------------|
| 9. Communicate a positive, can-do sense of urgency toward getting the job done.              | 4.00<br>72 | 5.00<br>100 | 3.33<br>17     | 3.25<br>19 | 4.33<br>65 | 4.00<br>61      |
| 10. Hold people accountable for their results.                                               | 4.00<br>65 | 5.00<br>100 | 4.33<br>57     | 4.50<br>80 | 4.75<br>75 | 4.65<br>75      |
| 11. Successfully eliminate waste and unneeded cost.                                          | 4.00<br>76 | 5.00<br>100 | 4.33<br>64     | 3.25<br>19 | 4.22<br>59 | 4.06<br>62      |
| 12. Provide products/services that help the organization have a clear competitive advantage. | 2.00<br>5  | 4.00<br>73  | 4.00<br>55     | 2.00<br>4  | 3.88<br>29 | 3.44<br>20      |
| 13. Achieve results that lead to long-term shareholder value.                                | 2.00<br>7  | 4.00<br>72  | 4.00<br>52     | 2.75<br>6  | 4.45<br>67 | 4.00<br>61      |

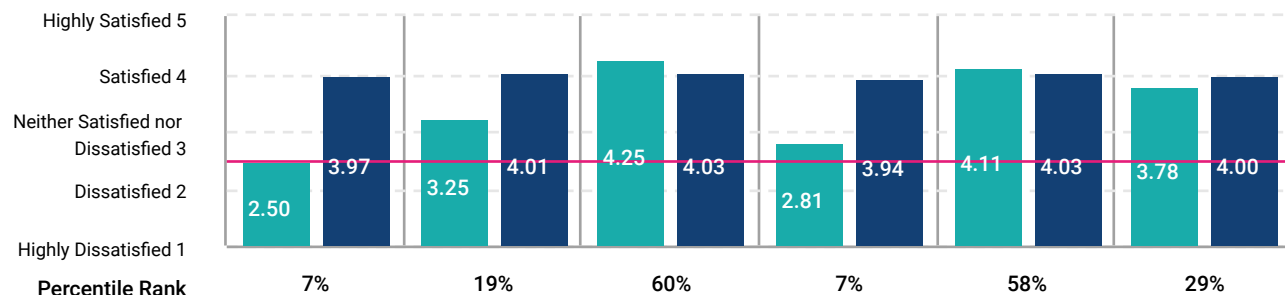
## Achieving Personal Mastery (Continuous Change)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 3    | 4        | 5              | 5     | 29     | 43              |
| Satisfied 4                          | 0    | 1        | 2              | 9     | 22     | 34              |
| Neither Satisfied nor Dissatisfied 3 | 2    | 0        | 3              | 2     | 1      | 6               |
| Dissatisfied 2                       | 0    | 0        | 5              | 3     | 2      | 10              |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 1     | 3      | 4               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                               | Self        | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|---------------------------------------------------------------------------|-------------|-------------|----------------|------------|------------|-----------------|
| 14. Deeply understand your own strengths and weaknesses.                  | 5.00<br>100 | 5.00<br>100 | 3.33<br>21     | 3.75<br>38 | 4.20<br>68 | 4.00<br>68      |
| 15. Invest in ongoing personal development.                               | 5.00<br>100 | 5.00<br>100 | 4.33<br>67     | 4.50<br>79 | 4.42<br>66 | 4.45<br>69      |
| 16. Involve people who have strengths that you do not possess.            | 5.00<br>100 | 5.00<br>100 | 3.67<br>16     | 4.75<br>68 | 4.18<br>40 | 4.26<br>44      |
| 17. Demonstrate effective emotional responses in a variety of situations. | 3.00<br>19  | 5.00<br>100 | 3.00<br>12     | 2.75<br>4  | 4.17<br>59 | 3.75<br>26      |
| 18. Demonstrate self-confidence as a leader.                              | 3.00<br>31  | 4.00<br>70  | 3.00<br>16     | 2.75<br>5  | 4.33<br>69 | 3.80<br>31      |

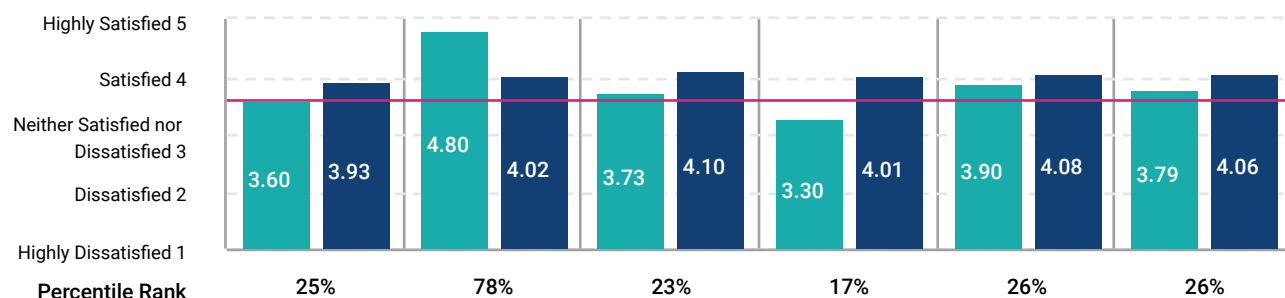
## Anticipating Opportunities (Continuous Change)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| N                                    | 4    | 4        | 12             | 16    | 48     | 80              |
| Highly Satisfied 5                   | 0    | 0        | 6              | 0     | 12     | 18              |
| Satisfied 4                          | 0    | 1        | 4              | 5     | 17     | 27              |
| Neither Satisfied nor Dissatisfied 3 | 2    | 3        | 1              | 5     | 5      | 14              |
| Dissatisfied 2                       | 2    | 0        | 1              | 4     | 0      | 5               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 2     | 1      | 3               |
| No Information/ No Response          | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                        | Self       | Managers   | Direct Reports | Peers      | Others     | All Respondents |
|------------------------------------------------------------------------------------|------------|------------|----------------|------------|------------|-----------------|
| 19. Invest in learning about future trends.                                        | 3.00<br>34 | 3.00<br>27 | 4.33<br>74     | 2.75<br>9  | 4.14<br>66 | 3.73<br>37      |
| 20. Effectively anticipate future opportunities.                                   | 2.00<br>11 | 3.00<br>23 | 4.67<br>86     | 2.50<br>5  | 4.22<br>70 | 3.82<br>37      |
| 21. Inspire people to focus on future opportunities (not just present objectives). | 2.00<br>5  | 4.00<br>59 | 3.67<br>25     | 2.75<br>4  | 4.00<br>53 | 3.68<br>22      |
| 22. Develop ideas to meet the needs of the new environment.                        | 3.00<br>7  | 3.00<br>11 | 4.33<br>47     | 3.25<br>14 | 4.13<br>44 | 3.88<br>19      |

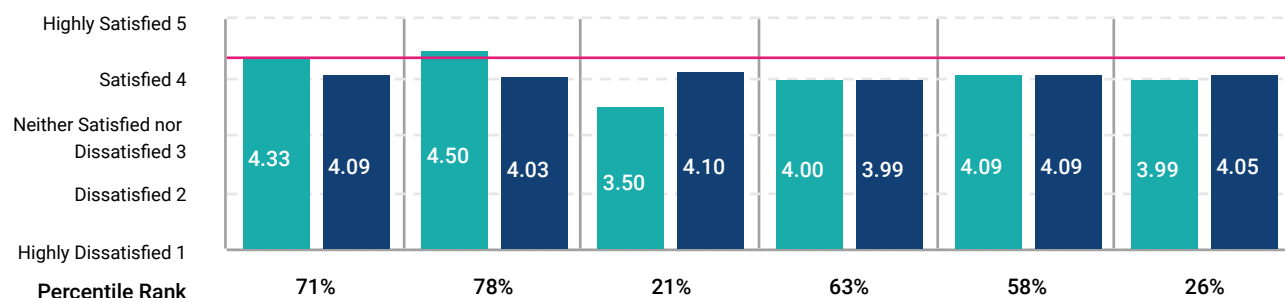
## Leading Change (Continuous Change)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 0    | 4        | 6              | 0     | 20     | 30              |
| Satisfied 4                          | 3    | 1        | 2              | 9     | 15     | 27              |
| Neither Satisfied nor Dissatisfied 3 | 2    | 0        | 5              | 9     | 6      | 20              |
| Dissatisfied 2                       | 0    | 0        | 1              | 1     | 5      | 7               |
| Highly Dissatisfied 1                | 0    | 0        | 1              | 1     | 3      | 5               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                               | Self       | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|---------------------------------------------------------------------------|------------|-------------|----------------|------------|------------|-----------------|
| 23. See change as an opportunity, not a problem.                          | 3.00<br>23 | 5.00<br>100 | 4.00<br>53     | 2.75<br>5  | 4.18<br>60 | 3.89<br>29      |
| 24. Challenge the system when change is needed.                           | 3.00<br>22 | 5.00<br>100 | 4.67<br>81     | 3.25<br>17 | 4.20<br>60 | 4.11<br>60      |
| 25. Thrive in ambiguous situations (demonstrate flexibility when needed). | 4.00<br>76 | 4.00<br>67  | 2.67<br>5      | 3.50<br>29 | 3.56<br>25 | 3.41<br>20      |
| 26. Encourage creativity and innovation in others.                        | 4.00<br>78 | 5.00<br>100 | 3.67<br>19     | 3.25<br>15 | 3.80<br>25 | 3.72<br>23      |
| 27. Effectively translate creative ideas into business results.           | 4.00<br>72 | 5.00<br>100 | 3.67<br>19     | 3.75<br>21 | 3.67<br>19 | 3.76<br>21      |

## Developing People (Engage People)

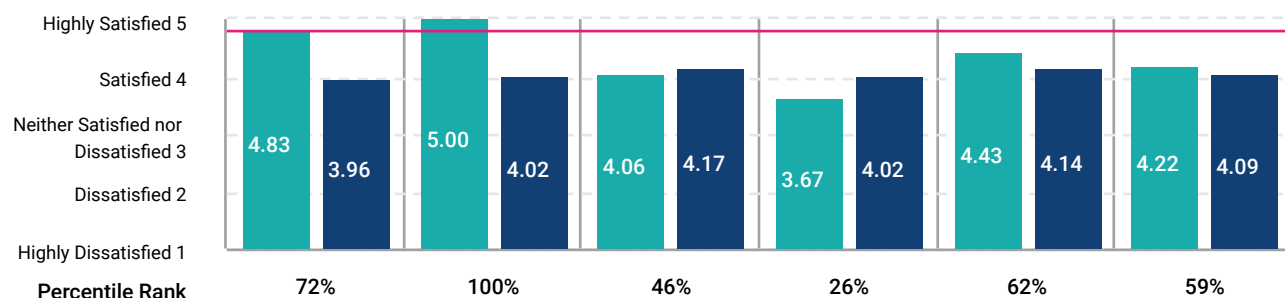


|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 6    | 6        | 18             | 24    | 72     | 120             |
| Highly Satisfied 5                   | 2    | 3        | 7              | 7     | 27     | 44              |
| Satisfied 4                          | 4    | 3        | 1              | 12    | 19     | 35              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 5              | 3     | 5      | 13              |
| Dissatisfied 2                       | 0    | 0        | 4              | 2     | 4      | 10              |
| Highly Dissatisfied 1                | 0    | 0        | 1              | 0     | 3      | 4               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                       | Self          | Managers    | Direct Reports | Peers        | Others       | All Respondents |
|-------------------------------------------------------------------|---------------|-------------|----------------|--------------|--------------|-----------------|
| 28. Consistently treat people with respect and dignity.           | ▲ 5.00<br>100 | 5.00<br>100 | 3.67<br>21     | 4.00<br>60   | 4.33<br>64   | 4.20<br>61      |
| 29. Ask people what they need to do their work better.            | 4.00<br>61    | 4.00<br>60  | 3.67<br>19     | 4.25<br>60   | ▼ 3.82<br>20 | 3.89<br>20      |
| 30. Ensure that people receive the training they need to succeed. | 4.00<br>74    | 5.00<br>100 | 3.33<br>12     | 3.50<br>20   | ▼ 3.50<br>15 | ▼ 3.56<br>18    |
| 31. Provide effective coaching.                                   | 4.00<br>72    | 4.00<br>66  | ▼ 3.00<br>13   | 3.75<br>30   | 4.25<br>63   | 3.88<br>28      |
| 32. Provide developmental feedback in a timely manner.            | ▲ 5.00<br>100 | 5.00<br>100 | ▲ 4.67<br>79   | ▲ 4.75<br>84 | 4.13<br>57   | ▲ 4.44<br>69    |
| 33. Provide effective recognition for others' achievements.       | 4.00<br>77    | 4.00<br>78  | ▼ 2.67<br>6    | 3.75<br>39   | 4.36<br>70   | 3.95<br>35      |



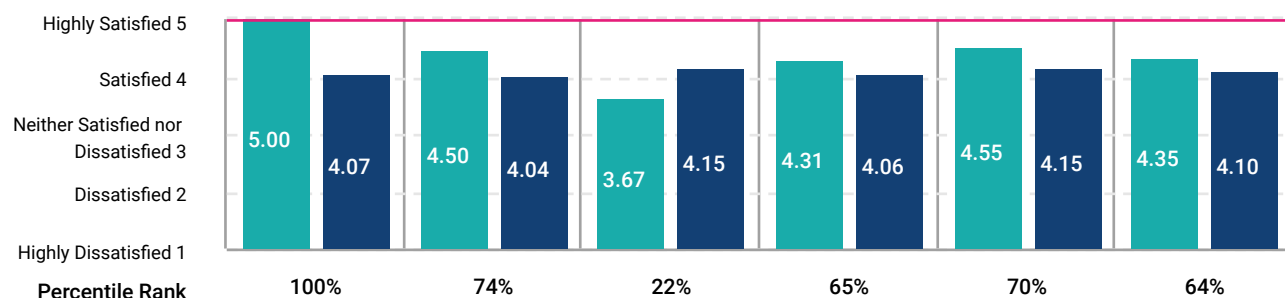
## Building Partnerships (Engage People)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 6    | 6        | 18             | 24    | 72     | 120             |
| Highly Satisfied 5                   | 5    | 6        | 7              | 3     | 35     | 51              |
| Satisfied 4                          | 1    | 0        | 5              | 12    | 12     | 29              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 4              | 7     | 4      | 15              |
| Dissatisfied 2                       | 0    | 0        | 1              | 2     | 1      | 4               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 0     | 2      | 2               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                         | Self          | Managers    | Direct Reports | Peers      | Others       | All Respondents |
|---------------------------------------------------------------------|---------------|-------------|----------------|------------|--------------|-----------------|
| 34. Treat co-workers as partners, not competitors.                  | ▲ 5.00<br>100 | 5.00<br>100 | 3.33<br>11     | 4.00<br>62 | 4.50<br>65   | 4.25<br>58      |
| 35. Unite your organization into an effective team.                 | ▲ 5.00<br>100 | 5.00<br>100 | 4.00<br>48     | 4.00<br>63 | 4.27<br>58   | 4.21<br>60      |
| 36. Build effective partnerships across the organization.           | ▲ 5.00<br>100 | 5.00<br>100 | 3.67<br>16     | 3.50<br>18 | 4.45<br>60   | 4.16<br>53      |
| 37. Discourage destructive comments about other people or groups.   | ▲ 5.00<br>100 | 5.00<br>100 | ▲ 4.67<br>79   | 4.25<br>63 | 4.38<br>61   | ▲ 4.44<br>66    |
| 38. Build effective alliances with other organizations.             | 4.00<br>78    | 5.00<br>100 | 4.50<br>74     | 3.00<br>16 | 4.40<br>65   | 4.00<br>57      |
| 39. Create a network of relationships that help to get things done. | 5.00<br>100   | 5.00<br>100 | 4.33<br>63     | 3.25<br>16 | ▲ 4.57<br>73 | 4.20<br>62      |

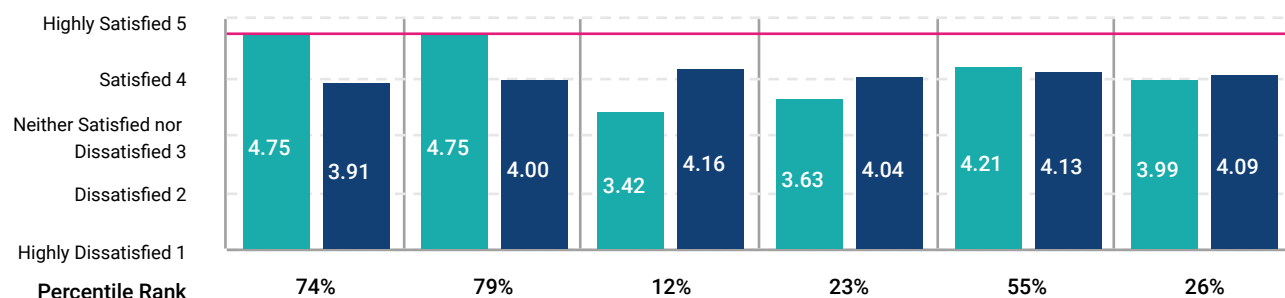
## Sharing Leadership (Engage People)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 4    | 4        | 12             | 16    | 48     | 80              |
| Highly Satisfied 5                   | 4    | 2        | 5              | 6     | 26     | 39              |
| Satisfied 4                          | 0    | 2        | 0              | 9     | 13     | 24              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 5              | 1     | 3      | 9               |
| Dissatisfied 2                       | 0    | 0        | 2              | 0     | 0      | 2               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 0     | 0      | 0               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                                           | Self        | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|-------------------------------------------------------------------------------------------------------|-------------|-------------|----------------|------------|------------|-----------------|
| 40. Willingly share leadership with business partners.                                                | 5.00<br>100 | 4.00<br>75  | 3.00<br>15     | 4.25<br>75 | 4.44<br>71 | 4.12<br>66      |
| 41. Defer to others when they have more expertise.                                                    | 5.00<br>100 | 4.00<br>56  | 3.67<br>16     | 4.50<br>68 | 4.55<br>63 | 4.37<br>56      |
| 42. Strive to arrive at an outcome with others (as opposed to for others).                            | 5.00<br>100 | 5.00<br>100 | 4.33<br>59     | 4.25<br>62 | 4.55<br>71 | 4.47<br>65      |
| 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism") | 5.00<br>100 | 5.00<br>100 | 3.67<br>20     | 4.25<br>63 | 4.64<br>69 | 4.42<br>64      |

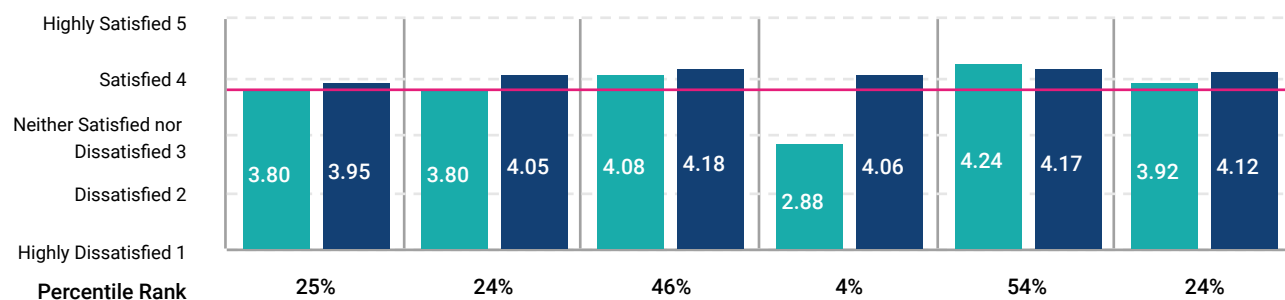
## Empowering People (Boundaryless Inclusion)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| N                                    | 4    | 4        | 12             | 16    | 48     | 80              |
| Highly Satisfied 5                   | 3    | 3        | 4              | 2     | 20     | 29              |
| Satisfied 4                          | 1    | 1        | 0              | 7     | 16     | 24              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 5              | 6     | 2      | 13              |
| Dissatisfied 2                       | 0    | 0        | 3              | 1     | 3      | 7               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 0     | 1      | 1               |
| No Information/ No Response          | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                 | Self        | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|-------------------------------------------------------------|-------------|-------------|----------------|------------|------------|-----------------|
| 44. Build people's confidence.                              | 5.00<br>100 | 4.00<br>68  | 3.00<br>12     | 3.50<br>24 | 4.00<br>59 | 3.75<br>27      |
| 45. Take risks in letting others make decisions.            | 5.00<br>100 | 5.00<br>100 | 3.33<br>11     | 3.50<br>19 | 4.11<br>51 | 3.88<br>23      |
| 46. Give people the freedom they need to do their job well. | 5.00<br>100 | 5.00<br>100 | 3.67<br>17     | 3.50<br>19 | 4.45<br>59 | 4.16<br>53      |
| 47. Trust people enough to let go (avoid micro-management). | 4.00<br>78  | 5.00<br>100 | 3.67<br>20     | 4.00<br>67 | 4.30<br>61 | 4.17<br>64      |

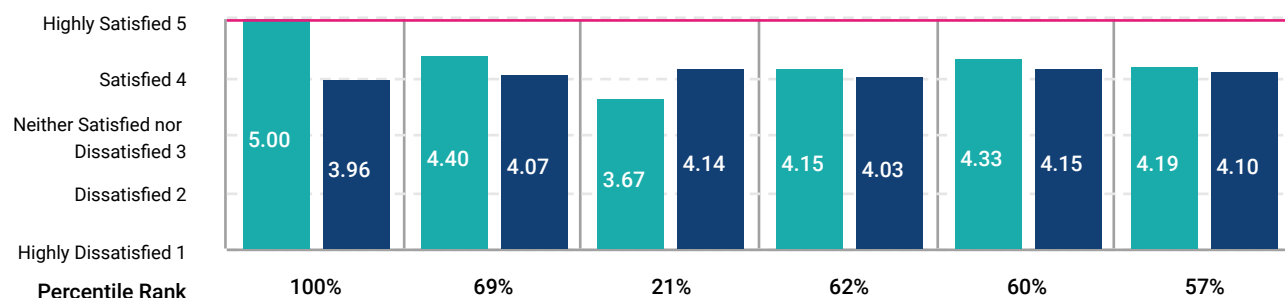
## Thinking Globally (Boundaryless Inclusion)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| N                                    | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 0    | 1        | 4              | 0     | 22     | 27              |
| Satisfied 4                          | 4    | 2        | 7              | 9     | 22     | 40              |
| Neither Satisfied nor Dissatisfied 3 | 1    | 2        | 1              | 2     | 5      | 10              |
| Dissatisfied 2                       | 0    | 0        | 1              | 1     | 1      | 3               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 5     | 1      | 6               |
| No Information/ No Response          | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                      | Self       | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|----------------------------------------------------------------------------------|------------|-------------|----------------|------------|------------|-----------------|
| 48. Recognize the impact of globalization on the business.                       | 4.00<br>78 | 4.00<br>69  | 4.50<br>73     | 3.00<br>18 | 4.60<br>70 | 4.18<br>61      |
| 49. Demonstrate the adaptability required to succeed in a global environment.    | 4.00<br>68 | 4.00<br>63  | 4.33<br>50     | 2.50<br>2  | 4.36<br>55 | 3.95<br>19      |
| 50. Strive to gain the variety of experiences needed to conduct global business. | 4.00<br>67 | 5.00<br>100 | 3.67<br>16     | 3.00<br>12 | 4.00<br>50 | 3.80<br>20      |
| 51. Make decisions that incorporate global considerations.                       | 4.00<br>80 | 3.00<br>22  | 4.00<br>52     | 3.00<br>16 | 4.09<br>58 | 3.83<br>28      |
| 52. Help others understand the impact of globalization.                          | 3.00<br>19 | 3.00<br>13  | 4.00<br>44     | 3.00<br>14 | 4.09<br>49 | 3.82<br>21      |

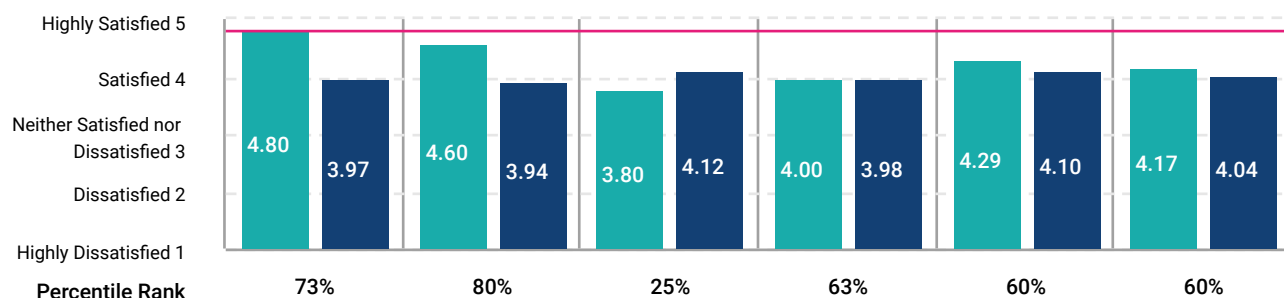
## Appreciating Diversity (Boundaryless Inclusion)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 5    | 3        | 6              | 8     | 27     | 44              |
| Satisfied 4                          | 0    | 1        | 2              | 8     | 17     | 28              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 1        | 3              | 3     | 5      | 12              |
| Dissatisfied 2                       | 0    | 0        | 4              | 1     | 1      | 6               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 0     | 1      | 1               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                                                                         | Self        | Managers    | Direct Reports | Peers        | Others       | All Respondents |
|-------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|----------------|--------------|--------------|-----------------|
| 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles). | 5.00<br>100 | 5.00<br>100 | 4.33<br>53     | ▲ 4.75<br>80 | 4.36<br>55   | ▲ 4.47<br>61    |
| 54. Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles.      | 5.00<br>100 | 5.00<br>100 | 3.33<br>10     | 4.00<br>54   | 4.22<br>42   | 4.06<br>46      |
| 55. Recognize the value of diverse views and opinions.                                                                              | 5.00<br>100 | 4.00<br>69  | 3.00<br>11     | 3.75<br>29   | 4.30<br>61   | 3.94<br>27      |
| 56. Help others appreciate the value of diversity.                                                                                  | 5.00<br>100 | 3.00<br>19  | 4.00<br>60     | 4.00<br>69   | 4.18<br>64   | 4.05<br>66      |
| 57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).                 | 5.00<br>100 | 5.00<br>100 | 3.67<br>22     | 4.25<br>66   | ▲ 4.60<br>71 | 4.39<br>67      |

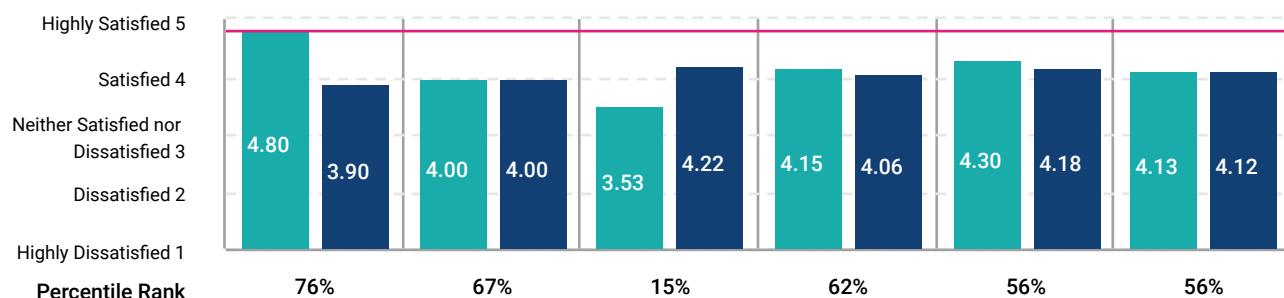
## Demonstrating Integrity (Communication)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| N                                    | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 4    | 3        | 8              | 5     | 32     | 48              |
| Satisfied 4                          | 1    | 2        | 0              | 11    | 18     | 31              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 0        | 4              | 3     | 4      | 11              |
| Dissatisfied 2                       | 0    | 0        | 2              | 1     | 1      | 4               |
| Highly Dissatisfied 1                | 0    | 0        | 1              | 0     | 3      | 4               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                                           | Self        | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|-------------------------------------------------------------------------------------------------------|-------------|-------------|----------------|------------|------------|-----------------|
| 58. Demonstrate honest, ethical behavior in all interactions.                                         | 5.00<br>100 | 5.00<br>100 | 4.33<br>58     | 4.25<br>63 | 4.25<br>56 | 4.30<br>60      |
| 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization. | 5.00<br>100 | 5.00<br>100 | 2.67<br>4      | 4.25<br>74 | 4.36<br>71 | 4.11<br>67      |
| 60. Avoid political or self-serving behavior.                                                         | 5.00<br>100 | 4.00<br>66  | 3.33<br>10     | 3.50<br>20 | 4.09<br>54 | 3.84<br>25      |
| 61. Courageously "stand up" for what you believe in.                                                  | 5.00<br>100 | 4.00<br>71  | 5.00<br>100    | 4.25<br>65 | 4.42<br>60 | 4.45<br>66      |
| 62. Are a role model for living our organization's values (lead by example).                          | 4.00<br>79  | 5.00<br>100 | 3.67<br>29     | 3.75<br>37 | 4.33<br>66 | 4.15<br>64      |

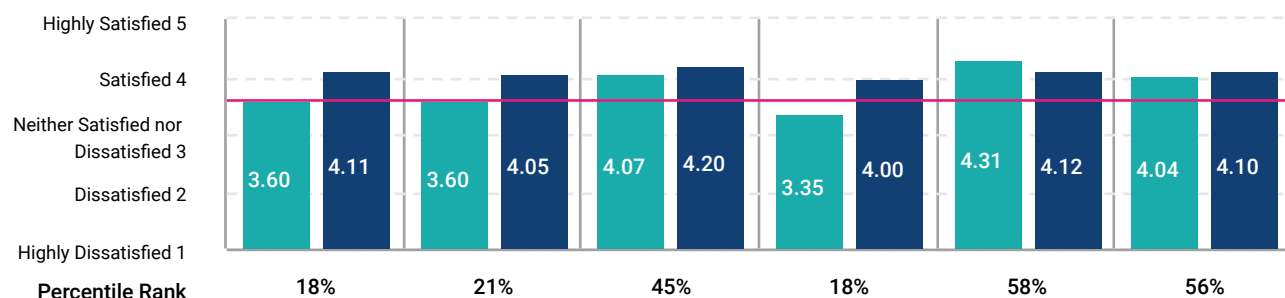
## Encouraging Constructive Dialogue (Communication)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| <b>N</b>                             | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 4    | 2        | 7              | 6     | 29     | 44              |
| Satisfied 4                          | 1    | 1        | 0              | 12    | 15     | 28              |
| Neither Satisfied nor Dissatisfied 3 | 0    | 2        | 4              | 1     | 7      | 14              |
| Dissatisfied 2                       | 0    | 0        | 2              | 1     | 3      | 6               |
| Highly Dissatisfied 1                | 0    | 0        | 2              | 0     | 0      | 2               |
| No Information/<br>No Response       | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                                  | Self        | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|------------------------------------------------------------------------------|-------------|-------------|----------------|------------|------------|-----------------|
| 63. Ask people what you can do to improve.                                   | 5.00<br>100 | 5.00<br>100 | 4.33<br>43     | 4.25<br>57 | 4.36<br>48 | 4.37<br>53      |
| 64. Genuinely listen to others.                                              | 5.00<br>100 | 5.00<br>100 | 2.33<br>2      | 4.50<br>74 | 4.42<br>59 | 4.15<br>55      |
| 65. Accept constructive feedback in a positive manner (avoid defensiveness). | 5.00<br>100 | 3.00<br>19  | 3.33<br>11     | 4.25<br>66 | 4.30<br>61 | 4.06<br>58      |
| 66. Strive to understand the other person's frame of reference.              | 5.00<br>100 | 3.00<br>22  | 3.33<br>13     | 4.25<br>69 | 4.27<br>58 | 4.05<br>59      |
| 67. Encourage people to challenge the status quo.                            | 4.00<br>77  | 4.00<br>67  | 4.33<br>60     | 3.50<br>23 | 4.10<br>56 | 4.00<br>58      |

## Creating a Shared Vision (Communication)



|                                      | Self | Managers | Direct Reports | Peers | Others | All Respondents |
|--------------------------------------|------|----------|----------------|-------|--------|-----------------|
| N                                    | 5    | 5        | 15             | 20    | 60     | 100             |
| Highly Satisfied 5                   | 1    | 1        | 7              | 0     | 26     | 34              |
| Satisfied 4                          | 1    | 1        | 3              | 11    | 26     | 41              |
| Neither Satisfied nor Dissatisfied 3 | 3    | 3        | 4              | 5     | 6      | 18              |
| Dissatisfied 2                       | 0    | 0        | 1              | 4     | 1      | 6               |
| Highly Dissatisfied 1                | 0    | 0        | 0              | 0     | 0      | 0               |
| No Information/ No Response          | 0    | 0        | 0              | 0     | 0      | 0               |

| Item Matrix                                                     | Self        | Managers    | Direct Reports | Peers      | Others     | All Respondents |
|-----------------------------------------------------------------|-------------|-------------|----------------|------------|------------|-----------------|
| 68. Create and communicate a clear vision for our organization. | 3.00<br>9   | 3.00<br>10  | 4.67<br>70     | 3.25<br>12 | 4.42<br>56 | 4.15<br>50      |
| 69. Effectively involve people in decision-making.              | 4.00<br>67  | 3.00<br>15  | 4.00<br>45     | 4.00<br>60 | 4.33<br>63 | 4.15<br>56      |
| 70. Inspire people to commit to achieving the vision.           | 3.00<br>14  | 3.00<br>17  | 3.33<br>13     | 3.25<br>19 | 4.17<br>59 | 3.80<br>26      |
| 71. Develop an effective strategy to achieve the vision.        | 3.00<br>17  | 4.00<br>70  | 3.67<br>19     | 2.75<br>4  | 4.27<br>55 | 3.84<br>25      |
| 72. Clearly identify priorities.                                | 5.00<br>100 | 5.00<br>100 | 4.67<br>78     | 3.50<br>27 | 4.33<br>65 | 4.25<br>66      |



## Highest Rated Items

### How to read the graph

The Highest Rated Items overview summarizes the leadership strengths on three levels: Item level behavior, competency, and cluster. This makes it very easy to identify commonalities and themes to summarize leadership strengths and areas of high-level effectiveness within and across respondent groups.

The number of items listed is the top 10% of all average scores of each item from the assessment per respondent group. If the same item is rated in the top 10% of other respondent groups, it is indicated with the green dot (see B). Additionally, if the average of an item is below 2.00 the item will not be listed as a highest rated item.

|                                                                                                                                                                                    | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <b>Demonstrating Integrity (Communication)</b> <sup>A</sup><br>1. Demonstrates honest, ethical behavior in all interactions.                                                       | 0                   | 0            | 0                                  | 2         | 4                | 4.67    |
| <b>Leading Change (Continuous Change)</b> <sup>B</sup><br>68. Sees change as an opportunity, not a problem.                                                                        | 0                   | 0            | 0                                  | 2         | 3 <sup>C</sup>   | 4.60    |
| <b>Appreciating Diversity (Boundary-less Inclusion)</b><br>45. Actively expands his/her knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.). | 0                   | 0            | 0                                  | 3         | 3                | 4.50    |

- <sup>A</sup> **Competency, Cluster, Item:** This lists the item and the competency and cluster to which it belongs. In this example, “Demonstrating Integrity” is the competency in the cluster “Communication”.
- <sup>B</sup> **Repeating Item:** This indicates that this item is also reported as highest item in other respondent groups and highlighted with a green dot.
- <sup>C</sup> **Distribution:** The number in each circle shows how many participants responded in each rating scale. In this example, 3 participants responded, “Highly Satisfied” and 2 participants responded “Satisfied”.

## Highest Rated Items: Managers

|                                                                                                                                                                                                                 | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
|  <b>Creating a Shared Vision (Communication)</b><br>72. Clearly identify priorities.                                           | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
|  <b>Developing Technological Savvy (Assure Success)</b><br>2. Successfully recruit people with needed technological expertise. | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
| <b>Developing Technological Savvy (Assure Success)</b><br>3. Effectively manage the use of technology to increase productivity.                                                                                 | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
|  <b>Maintaining a Competitive Advantage (Assure Success)</b><br>10. Hold people accountable for their results.                 | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>11. Successfully eliminate waste and unneeded cost.                                                                                              | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>14. Deeply understand your own strengths and weaknesses.                                                                                               | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
|  <b>Achieving Personal Mastery (Continuous Change)</b><br>15. Invest in ongoing personal development.                        | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
|  <b>Achieving Personal Mastery (Continuous Change)</b><br>16. Involve people who have strengths that you do not possess.     | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>17. Demonstrate effective emotional responses in a variety of situations.                                                                              | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |
| <b>Leading Change (Continuous Change)</b><br>23. See change as an opportunity, not a problem.                                                                                                                   | 0                   | 0            | 0                                  | 0         | 1                | 5.00    |

## Highest Rated Items: Direct Reports

|                                                                                                                                                                                                     | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
|  <b>Demonstrating Integrity (Communication)</b><br>61. Courageously "stand up" for what you believe in.            | 0                   | 0            | 0                                  | 0         | 3                | 5.00    |
| <b>Leading Change (Continuous Change)</b><br>24. Challenge the system when change is needed.                                                                                                        | 0                   | 0            | 0                                  | 1         | 2                | 4.67    |
| <b>Anticipating Opportunities (Continuous Change)</b><br>20. Effectively anticipate future opportunities.                                                                                           | 0                   | 0            | 0                                  | 1         | 2                | 4.67    |
| <b>Creating a Shared Vision (Communication)</b><br>72. Clearly identify priorities.                                                                                                                 | 0                   | 0            | 0                                  | 1         | 2                | 4.67    |
|  <b>Developing People (Engage People)</b><br>32. Provide developmental feedback in a timely manner.                | 0                   | 0            | 0                                  | 1         | 2                | 4.67    |
|  <b>Building Partnerships (Engage People)</b><br>37. Discourage destructive comments about other people or groups. | 0                   | 0            | 0                                  | 1         | 2                | 4.67    |
| <b>Creating a Shared Vision (Communication)</b><br>68. Create and communicate a clear vision for our organization.                                                                                  | 0                   | 0            | 0                                  | 1         | 2                | 4.67    |

## Highest Rated Items: Peers

|                                                                                                                                                                                                                                                                                         | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <p> <b>Developing People (Engage People)</b><br/>32. Provide developmental feedback in a timely manner.</p>                                                                                            | 0                   | 0            | 0                                  | 1         | 3                | 4.75    |
| <p> <b>Appreciating Diversity (Boundaryless Inclusion)</b><br/>53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).</p> | 0                   | 0            | 0                                  | 1         | 3                | 4.75    |
| <p><b>Achieving Personal Mastery (Continuous Change)</b><br/>16. Involve people who have strengths that you do not possess.</p>                                                                                                                                                         | 0                   | 0            | 0                                  | 1         | 3                | 4.75    |
| <p> <b>Maintaining a Competitive Advantage (Assure Success)</b><br/>10. Hold people accountable for their results.</p>                                                                                 | 0                   | 0            | 0                                  | 2         | 2                | 4.50    |
| <p><b>Encouraging Constructive Dialogue (Communication)</b><br/>64. Genuinely listen to others.</p>                                                                                                                                                                                     | 0                   | 0            | 0                                  | 2         | 2                | 4.50    |
| <p> <b>Sharing Leadership (Engage People)</b><br/>41. Defer to others when they have more expertise.</p>                                                                                             | 0                   | 0            | 0                                  | 2         | 2                | 4.50    |
| <p> <b>Achieving Personal Mastery (Continuous Change)</b><br/>15. Invest in ongoing personal development.</p>                                                                                        | 0                   | 0            | 0                                  | 2         | 2                | 4.50    |

## Highest Rated Items: Others

|                                                                                                                                                                                                             | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
|  <b>Maintaining a Competitive Advantage (Assure Success)</b><br>10. Hold people accountable for their results.             | 0                   | 0            | 1                                  | 1         | 10               | 4.75    |
| <b>Sharing Leadership (Engage People)</b><br>43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")                                                          | 0                   | 0            | 0                                  | 4         | 7                | 4.64    |
| <b>Thinking Globally (Boundaryless Inclusion)</b><br>48. Recognize the impact of globalization on the business.                                                                                             | 0                   | 0            | 0                                  | 4         | 6                | 4.60    |
| <b>Developing Technological Savvy (Assure Success)</b><br>2. Successfully recruit people with needed technological expertise.                                                                               | 0                   | 0            | 1                                  | 2         | 7                | 4.60    |
| <b>Appreciating Diversity (Boundaryless Inclusion)</b><br>57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).                               | 0                   | 0            | 1                                  | 2         | 7                | 4.60    |
| <b>Building Partnerships (Engage People)</b><br>39. Create a network of relationships that help to get things done.                                                                                         | 0                   | 0            | 0                                  | 3         | 4                | 4.57    |
|  <b>Sharing Leadership (Engage People)</b><br>42. Strive to arrive at an outcome with others (as opposed to for others). | 0                   | 0            | 1                                  | 3         | 7                | 4.55    |
|  <b>Sharing Leadership (Engage People)</b><br>41. Defer to others when they have more expertise.                         | 0                   | 0            | 0                                  | 5         | 6                | 4.55    |

## Highest Rated Items: All Respondents

|                                                                                                                                                                                                         | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <p>● <b>Maintaining a Competitive Advantage (Assure Success)</b><br/>10. Hold people accountable for their results.</p>                                                                                 | 0                   | 0            | 1                                  | 5         | 14               | 4.65    |
| <p>● <b>Sharing Leadership (Engage People)</b><br/>42. Strive to arrive at an outcome with others (as opposed to for others).</p>                                                                       | 0                   | 0            | 2                                  | 6         | 11               | 4.47    |
| <p>● <b>Appreciating Diversity (Boundaryless Inclusion)</b><br/>53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).</p> | 0                   | 0            | 2                                  | 6         | 11               | 4.47    |
| <p>● <b>Demonstrating Integrity (Communication)</b><br/>61. Courageously "stand up" for what you believe in.</p>                                                                                        | 0                   | 0            | 1                                  | 9         | 10               | 4.45    |
| <p>● <b>Achieving Personal Mastery (Continuous Change)</b><br/>15. Invest in ongoing personal development.</p>                                                                                          | 1                   | 0            | 0                                  | 7         | 12               | 4.45    |
| <p>● <b>Developing People (Engage People)</b><br/>32. Provide developmental feedback in a timely manner.</p>                                                                                            | 0                   | 1            | 1                                  | 4         | 10               | 4.44    |
| <p>● <b>Building Partnerships (Engage People)</b><br/>37. Discourage destructive comments about other people or groups.</p>                                                                             | 1                   | 0            | 1                                  | 3         | 11               | 4.44    |

## Lowest Rated Items

### How to read the graph

The Lowest Rated Items overview summarizes the areas to develop on three levels: Item level behavior, competency, and cluster. This makes it very easy to identify commonalities and themes to summarize areas to develop in leadership across respondent groups.

The number of items listed is the bottom 10% of all average scores of each item from the assessment per respondent group. If the same item is rated in the bottom 10% of other respondent groups, it is indicated with a yellow dot (see B). Additionally, if the average of an item is above 4.00 the item will not be listed as a lowest rated item.

|                                                                                                                                                | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <b>Developing Technological Savvy (Assure Success)</b> <sup>A</sup><br>48. Effectively manages the use of technology to increase productivity. | 1                   | 2            | 2                                  | 0         | 0                | 2.20    |
| <b>Encouraging Constructive Dialogue (Communication)</b><br><sup>B</sup> 9. Strives to understand the other person's frame of reference.       | 1                   | 4            | 5                                  | 0         | 0 <sup>C</sup>   | 2.40    |
| <b>Developing People (Engaging People)</b><br>16. Consistently treats people with respect and dignity.                                         | 1                   | 4            | 3                                  | 0         | 0                | 2.57    |

- <sup>A</sup> **Competency, Cluster, Item:** This lists the item and the competency and cluster to which it belongs.
- <sup>B</sup> **Repeating Item:** This indicates that this item is also reported as lowest item in other respondent groups and highlighted with a yellow dot.
- <sup>C</sup> **Distribution:** The number in each circle shows how many participants responded in each rating scale. In this example, 1 participant responded, "Highly Dissatisfied", 4 participants responded "Dissatisfied" and 3 participants responded "Neither Satisfied nor Dissatisfied".

## Lowest Rated Items: Managers

|                                                                                                                                                                                             | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <b>Creating a Shared Vision (Communication)</b><br>70. Inspire people to commit to achieving the vision.                                                                                    | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Creating a Shared Vision (Communication)</b><br>69. Effectively involve people in decision-making.                                                                                       | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Anticipating Opportunities (Continuous Change)</b><br>22. Develop ideas to meet the needs of the new environment.                                                                        | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>65. Accept constructive feedback in a positive manner (avoid defensiveness).                                                    | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
|  <b>Anticipating Opportunities (Continuous Change)</b><br>20. Effectively anticipate future opportunities. | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Anticipating Opportunities (Continuous Change)</b><br>19. Invest in learning about future trends.                                                                                        | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Creating a Shared Vision (Communication)</b><br>68. Create and communicate a clear vision for our organization.                                                                          | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Thinking Globally (Boundaryless Inclusion)</b><br>51. Make decisions that incorporate global considerations.                                                                             | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>66. Strive to understand the other person's frame of reference.                                                                 | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |
| <b>Thinking Globally (Boundaryless Inclusion)</b><br>52. Help others understand the impact of globalization.                                                                                | 0                   | 0            | 1                                  | 0         | 0                | 3.00    |



## Lowest Rated Items: Direct Reports

|                                                                                                                                                               | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <b>Encouraging Constructive Dialogue (Communication)</b><br>64. Genuinely listen to others.                                                                   | 2                   | 0            | 0                                  | 0         | 1                | 2.33    |
| <b>Demonstrating Integrity (Communication)</b><br>59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.       | 1                   | 1            | 0                                  | 0         | 1                | 2.67    |
| <b>Developing People (Engage People)</b><br>33. Provide effective recognition for others' achievements.                                                       | 1                   | 1            | 0                                  | 0         | 1                | 2.67    |
| <span style="color: #FFC000;">●</span> <b>Leading Change (Continuous Change)</b><br>25. Thrive in ambiguous situations (demonstrate flexibility when needed). | 1                   | 1            | 0                                  | 0         | 1                | 2.67    |
| <b>Empowering People (Boundaryless Inclusion)</b><br>44. Build people's confidence.                                                                           | 0                   | 2            | 0                                  | 0         | 1                | 3.00    |
| <b>Developing People (Engage People)</b><br>31. Provide effective coaching.                                                                                   | 0                   | 2            | 0                                  | 0         | 1                | 3.00    |
| <b>Sharing Leadership (Engage People)</b><br>40. Willingly share leadership with business partners.                                                           | 0                   | 2            | 0                                  | 0         | 1                | 3.00    |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>18. Demonstrate self-confidence as a leader.                                                         | 0                   | 2            | 0                                  | 0         | 1                | 3.00    |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>17. Demonstrate effective emotional responses in a variety of situations.                            | 0                   | 2            | 0                                  | 0         | 1                | 3.00    |
| <span style="color: #FFC000;">●</span> <b>Ensuring Customer Satisfaction (Assure Success)</b><br>6. Regularly solicit input from customers.                   | 0                   | 1            | 0                                  | 1         | 0                | 3.00    |

## Lowest Rated Items: Peers

|                                                                                                                                                                     | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <p>● Ensuring Customer Satisfaction (Assure Success)</p> <p>8. Understand the competitive options available to your customers.</p>                                  | 2                   | 1            | 1                                  | 0         | 0                | 1.75    |
| <p>● Ensuring Customer Satisfaction (Assure Success)</p> <p>7. Consistently deliver on commitments to customers.</p>                                                | 1                   | 1            | 1                                  | 0         | 0                | 2.00    |
| <p>Ensuring Customer Satisfaction (Assure Success)</p> <p>5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).</p> | 1                   | 2            | 1                                  | 0         | 0                | 2.00    |
| <p>● Maintaining a Competitive Advantage (Assure Success)</p> <p>12. Provide products/services that help the organization have a clear competitive advantage.</p>   | 1                   | 2            | 1                                  | 0         | 0                | 2.00    |
| <p>Ensuring Customer Satisfaction (Assure Success)</p> <p>4. Inspire people to achieve high levels of customer satisfaction.</p>                                    | 1                   | 1            | 2                                  | 0         | 0                | 2.25    |
| <p>Anticipating Opportunities (Continuous Change)</p> <p>20. Effectively anticipate future opportunities.</p>                                                       | 1                   | 1            | 1                                  | 1         | 0                | 2.50    |
| <p>Thinking Globally (Boundaryless Inclusion)</p> <p>49. Demonstrate the adaptability required to succeed in a global environment.</p>                              | 1                   | 1            | 1                                  | 1         | 0                | 2.50    |
| <p>● Ensuring Customer Satisfaction (Assure Success)</p> <p>6. Regularly solicit input from customers.</p>                                                          | 1                   | 2            | 0                                  | 0         | 1                | 2.50    |
| <p>Developing Technological Savvy (Assure Success)</p> <p>3. Effectively manage the use of technology to increase productivity.</p>                                 | 0                   | 2            | 2                                  | 0         | 0                | 2.50    |

## Lowest Rated Items: Others

|                                                                                                                                                             | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <b>Developing People (Engage People)</b><br>30. Ensure that people receive the training they need to succeed.                                               | 1                   | 1            | 2                                  | 1         | 3                | 3.50    |
| <b>Leading Change (Continuous Change)</b><br>25. Thrive in ambiguous situations (demonstrate flexibility when needed).                                      | 1                   | 1            | 1                                  | 4         | 2                | 3.56    |
| <b>Leading Change (Continuous Change)</b><br>27. Effectively translate creative ideas into business results.                                                | 1                   | 1            | 1                                  | 3         | 3                | 3.67    |
| <b>Leading Change (Continuous Change)</b><br>26. Encourage creativity and innovation in others.                                                             | 1                   | 1            | 1                                  | 3         | 4                | 3.80    |
| <b>Developing People (Engage People)</b><br>29. Ask people what they need to do their work better.                                                          | 1                   | 0            | 2                                  | 5         | 3                | 3.82    |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>12. Provide products/services that help the organization have a clear competitive advantage. | 0                   | 0            | 4                                  | 1         | 3                | 3.88    |

## Lowest Rated Items: All Respondents

|                                                                                                                                                             | Highly Dissatisfied | Dissatisfied | Neither Satisfied nor Dissatisfied | Satisfied | Highly Satisfied | Average |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------|------------------------------------|-----------|------------------|---------|
| <b>Leading Change (Continuous Change)</b><br>25. Thrive in ambiguous situations (demonstrate flexibility when needed).                                      | 2                   | 2            | 3                                  | 7         | 3                | 3.41    |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>12. Provide products/services that help the organization have a clear competitive advantage. | 1                   | 2            | 6                                  | 3         | 4                | 3.44    |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>6. Regularly solicit input from customers.                                                        | 1                   | 4            | 1                                  | 3         | 5                | 3.50    |
| <b>Developing People (Engage People)</b><br>30. Ensure that people receive the training they need to succeed.                                               | 1                   | 3            | 3                                  | 4         | 5                | 3.56    |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>7. Consistently deliver on commitments to customers.                                              | 1                   | 1            | 4                                  | 4         | 4                | 3.64    |
| <b>Anticipating Opportunities (Continuous Change)</b><br>21. Inspire people to focus on future opportunities (not just present objectives).                 | 1                   | 3            | 2                                  | 8         | 5                | 3.68    |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>8. Understand the competitive options available to your customers.                                | 2                   | 1            | 3                                  | 6         | 6                | 3.72    |
| <b>Leading Change (Continuous Change)</b><br>26. Encourage creativity and innovation in others.                                                             | 1                   | 1            | 6                                  | 4         | 6                | 3.72    |

## Significant Gaps

### How to read the graph

The Significant Gaps overview drives a constructive dialogue around self-awareness and perception by others that helps the participant to move effectively from awareness to acceptance / action.

The significant gaps are provided between Self and each respondent group. All items with an average score difference of more than 30% are listed.

|                                                                                                                                                                 | All Respondents Avg. <b>B</b> | Self Avg. | Gap <b>C</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------|--------------|
| <b>Encouraging Constructive Dialogue (Communication)</b> <b>A</b><br>66. Strives to understand the other person's frame of reference.                           | ▲ 4.50                        | ▼ 1.80    | 2.70         |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>5. Views business processes from the ultimate customer perspective (has an "end-to-end" perspective). | ▲ 4.50                        | 3.00      | 1.50         |
| <b>Sharing Leadership (Engage People)</b><br>42. Strives to arrive at an outcome with others (as opposed to for others).                                        | 3.75                          | ▼ 2.20    | 1.55         |

▲ Item is one of the highest ▼ Item is one of the lowest

- A Competency, Cluster, Item::** This lists the item and the competency and cluster to which it belongs.
- B Respondent Group Average:** This is the average of a specific respondent group for the item. In this case, the respondent group is Peers. The highest rated items and lowest rated items in the respective group are indicated with the green and yellow arrows.
- C Gap:** This is the difference between the respondent group and Self average, sorted from the greatest positive gap down to the greatest negative gap.

## Significant Gaps: Managers vs. Self

|                                                                                                                                                                 | Managers Avg. | Self Avg. | Gap   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------|-------|
| <b>Developing Technological Savvy (Assure Success)</b><br>3. Effectively manage the use of technology to increase productivity.                                 | ▲ 5.00        | ▼ 2.00    | 3.00  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective). | 5.00          | ▼ 2.00    | 3.00  |
| <b>Developing Technological Savvy (Assure Success)</b><br>1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.               | 4.00          | ▼ 2.00    | 2.00  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>4. Inspire people to achieve high levels of customer satisfaction.                                    | 4.00          | ▼ 2.00    | 2.00  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>6. Regularly solicit input from customers.                                                            | 4.00          | ▼ 2.00    | 2.00  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>7. Consistently deliver on commitments to customers.                                                  | 4.00          | ▼ 2.00    | 2.00  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>8. Understand the competitive options available to your customers.                                    | 5.00          | 3.00      | 2.00  |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>12. Provide products/services that help the organization have a clear competitive advantage.     | 4.00          | ▼ 2.00    | 2.00  |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>13. Achieve results that lead to long-term shareholder value.                                    | 4.00          | ▼ 2.00    | 2.00  |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>17. Demonstrate effective emotional responses in a variety of situations.                              | ▲ 5.00        | 3.00      | 2.00  |
| <b>Anticipating Opportunities (Continuous Change)</b><br>21. Inspire people to focus on future opportunities (not just present objectives).                     | 4.00          | ▼ 2.00    | 2.00  |
| <b>Leading Change (Continuous Change)</b><br>23. See change as an opportunity, not a problem.                                                                   | ▲ 5.00        | 3.00      | 2.00  |
| <b>Leading Change (Continuous Change)</b><br>24. Challenge the system when change is needed.                                                                    | 5.00          | 3.00      | 2.00  |
| <b>Appreciating Diversity (Boundaryless Inclusion)</b><br>56. Help others appreciate the value of diversity.                                                    | 3.00          | 5.00      | -2.00 |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>65. Accept constructive feedback in a positive manner (avoid defensiveness).                        | ▼ 3.00        | 5.00      | -2.00 |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>66. Strive to understand the other person's frame of reference.                                     | ▼ 3.00        | 5.00      | -2.00 |

|                                                                                                    |                                                                                          |                                                                                          |      |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------|
| Anticipating Opportunities (Continuous Change)<br>20. Effectively anticipate future opportunities. |  3.00 |  2.00 | 1.00 |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------|

## Significant Gaps: Direct Reports vs. Self

|                                                                                                                                                                 | Direct Reports<br>Avg. | Self<br>Avg. | Gap   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------|-------|
| <b>Anticipating Opportunities (Continuous Change)</b><br>20. Effectively anticipate future opportunities.                                                       | ▲ 4.67                 | ▼ 2.00       | 2.67  |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>64. Genuinely listen to others.                                                                     | ▼ 2.33                 | 5.00         | -2.67 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective). | 4.33                   | ▼ 2.00       | 2.33  |
| <b>Demonstrating Integrity (Communication)</b><br>59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.         | ▼ 2.67                 | 5.00         | -2.33 |
| <b>Developing Technological Savvy (Assure Success)</b><br>3. Effectively manage the use of technology to increase productivity.                                 | 4.00                   | ▼ 2.00       | 2.00  |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>12. Provide products/services that help the organization have a clear competitive advantage.     | 4.00                   | ▼ 2.00       | 2.00  |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>13. Achieve results that lead to long-term shareholder value.                                    | 4.00                   | ▼ 2.00       | 2.00  |
| <b>Sharing Leadership (Engage People)</b><br>40. Willingly share leadership with business partners.                                                             | ▼ 3.00                 | 5.00         | -2.00 |
| <b>Empowering People (Boundaryless Inclusion)</b><br>44. Build people's confidence.                                                                             | ▼ 3.00                 | 5.00         | -2.00 |
| <b>Appreciating Diversity (Boundaryless Inclusion)</b><br>55. Recognize the value of diverse views and opinions.                                                | 3.00                   | 5.00         | -2.00 |
| <b>Developing Technological Savvy (Assure Success)</b><br>1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.               | 3.67                   | ▼ 2.00       | 1.67  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>4. Inspire people to achieve high levels of customer satisfaction.                                    | 3.67                   | ▼ 2.00       | 1.67  |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>7. Consistently deliver on commitments to customers.                                                  | 3.67                   | ▼ 2.00       | 1.67  |
| <b>Anticipating Opportunities (Continuous Change)</b><br>21. Inspire people to focus on future opportunities (not just present objectives).                     | 3.67                   | ▼ 2.00       | 1.67  |
| <b>Leading Change (Continuous Change)</b><br>24. Challenge the system when change is needed.                                                                    | ▲ 4.67                 | 3.00         | 1.67  |
| <b>Creating a Shared Vision (Communication)</b><br>68. Create and communicate a clear vision for our organization.                                              | ▲ 4.67                 | 3.00         | 1.67  |



|                                                                                                                                                                                          |                                                                                            |                                                                                            |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------|
| <b>Achieving Personal Mastery (Continuous Change)</b><br>14. Deeply understand your own strengths and weaknesses.                                                                        | 3.33                                                                                       |  5.00   | -1.67 |
| <b>Building Partnerships (Engage People)</b><br>34. Treat co-workers as partners, not competitors.                                                                                       | 3.33                                                                                       |  5.00   | -1.67 |
| <b>Empowering People (Boundaryless Inclusion)</b><br>45. Take risks in letting others make decisions.                                                                                    | 3.33                                                                                       | 5.00                                                                                       | -1.67 |
| <b>Appreciating Diversity (Boundaryless Inclusion)</b><br>54. Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles. | 3.33                                                                                       | 5.00                                                                                       | -1.67 |
| <b>Demonstrating Integrity (Communication)</b><br>60. Avoid political or self-serving behavior.                                                                                          | 3.33                                                                                       | 5.00                                                                                       | -1.67 |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>65. Accept constructive feedback in a positive manner (avoid defensiveness).                                                 | 3.33                                                                                       | 5.00                                                                                       | -1.67 |
| <b>Encouraging Constructive Dialogue (Communication)</b><br>66. Strive to understand the other person's frame of reference.                                                              | 3.33                                                                                       | 5.00                                                                                       | -1.67 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>19. Invest in learning about future trends.                                                                                     | 4.33                                                                                       | 3.00                                                                                       | 1.33  |
| <b>Anticipating Opportunities (Continuous Change)</b><br>22. Develop ideas to meet the needs of the new environment.                                                                     | 4.33                                                                                       | 3.00                                                                                       | 1.33  |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>16. Involve people who have strengths that you do not possess.                                                                  | 3.67                                                                                       |  5.00 | -1.33 |
| <b>Leading Change (Continuous Change)</b><br>25. Thrive in ambiguous situations (demonstrate flexibility when needed).                                                                   |  2.67 | 4.00                                                                                       | -1.33 |
| <b>Developing People (Engage People)</b><br>28. Consistently treat people with respect and dignity.                                                                                      | 3.67                                                                                       |  5.00 | -1.33 |
| <b>Developing People (Engage People)</b><br>33. Provide effective recognition for others' achievements.                                                                                  |  2.67 | 4.00                                                                                       | -1.33 |
| <b>Building Partnerships (Engage People)</b><br>36. Build effective partnerships across the organization.                                                                                | 3.67                                                                                       |  5.00 | -1.33 |
| <b>Sharing Leadership (Engage People)</b><br>41. Defer to others when they have more expertise.                                                                                          | 3.67                                                                                       | 5.00                                                                                       | -1.33 |
| <b>Sharing Leadership (Engage People)</b><br>43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")                                       | 3.67                                                                                       | 5.00                                                                                       | -1.33 |
| <b>Empowering People (Boundaryless Inclusion)</b><br>46. Give people the freedom they need to do their job well.                                                                         | 3.67                                                                                       | 5.00                                                                                       | -1.33 |

|                                                                                                                                                                               |        |        |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|-------|
| <b>Appreciating Diversity (Boundaryless Inclusion)</b><br>57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.). | 3.67   | 5.00   | -1.33 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>6. Regularly solicit input from customers.                                                                          | ▼ 3.00 | ▼ 2.00 | 1.00  |

## Significant Gaps: Peers vs. Self

|                                                                                                                                                   | Peers Avg. | Self Avg. | Gap   |
|---------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------|-------|
| <b>Building Partnerships (Engage People)</b><br>39. Create a network of relationships that help to get things done.                               | 3.25       | 5.00      | -1.75 |
| <b>Building Partnerships (Engage People)</b><br>36. Build effective partnerships across the organization.                                         | 3.50       | ▲ 5.00    | -1.50 |
| <b>Empowering People (Boundaryless Inclusion)</b><br>44. Build people's confidence.                                                               | 3.50       | 5.00      | -1.50 |
| <b>Empowering People (Boundaryless Inclusion)</b><br>45. Take risks in letting others make decisions.                                             | 3.50       | 5.00      | -1.50 |
| <b>Empowering People (Boundaryless Inclusion)</b><br>46. Give people the freedom they need to do their job well.                                  | 3.50       | 5.00      | -1.50 |
| <b>Thinking Globally (Boundaryless Inclusion)</b><br>49. Demonstrate the adaptability required to succeed in a global environment.                | ▼ 2.50     | 4.00      | -1.50 |
| <b>Demonstrating Integrity (Communication)</b><br>60. Avoid political or self-serving behavior.                                                   | 3.50       | 5.00      | -1.50 |
| <b>Creating a Shared Vision (Communication)</b><br>72. Clearly identify priorities.                                                               | 3.50       | ▲ 5.00    | -1.50 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>8. Understand the competitive options available to your customers.                      | ▼ 1.75     | 3.00      | -1.25 |
| <b>Developing Technological Savvy (Assure Success)</b><br>1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world. | 3.00       | ▼ 2.00    | 1.00  |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>13. Achieve results that lead to long-term shareholder value.                      | 2.75       | ▼ 2.00    | 0.75  |
| <b>Anticipating Opportunities (Continuous Change)</b><br>21. Inspire people to focus on future opportunities (not just present objectives).       | 2.75       | ▼ 2.00    | 0.75  |

## Significant Gaps: Others vs. Self

|                                                                                                                                                                 | Others Avg. | Self Avg. | Gap  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------|------|
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>13. Achieve results that lead to long-term shareholder value.                                    | 4.45        | ▼ 2.00    | 2.45 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective). | 4.33        | ▼ 2.00    | 2.33 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>7. Consistently deliver on commitments to customers.                                                  | 4.29        | ▼ 2.00    | 2.29 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>4. Inspire people to achieve high levels of customer satisfaction.                                    | 4.27        | ▼ 2.00    | 2.27 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>20. Effectively anticipate future opportunities.                                                       | 4.22        | ▼ 2.00    | 2.22 |
| <b>Developing Technological Savvy (Assure Success)</b><br>3. Effectively manage the use of technology to increase productivity.                                 | 4.20        | ▼ 2.00    | 2.20 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>6. Regularly solicit input from customers.                                                            | 4.14        | ▼ 2.00    | 2.14 |
| <b>Developing Technological Savvy (Assure Success)</b><br>1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.               | 4.11        | ▼ 2.00    | 2.11 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>21. Inspire people to focus on future opportunities (not just present objectives).                     | 4.00        | ▼ 2.00    | 2.00 |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>12. Provide products/services that help the organization have a clear competitive advantage.     | ▼ 3.88      | ▼ 2.00    | 1.88 |
| <b>Creating a Shared Vision (Communication)</b><br>68. Create and communicate a clear vision for our organization.                                              | 4.42        | 3.00      | 1.42 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>8. Understand the competitive options available to your customers.                                    | 4.40        | 3.00      | 1.40 |
| <b>Achieving Personal Mastery (Continuous Change)</b><br>18. Demonstrate self-confidence as a leader.                                                           | 4.33        | 3.00      | 1.33 |
| <b>Creating a Shared Vision (Communication)</b><br>71. Develop an effective strategy to achieve the vision.                                                     | 4.27        | 3.00      | 1.27 |
| <b>Leading Change (Continuous Change)</b><br>24. Challenge the system when change is needed.                                                                    | 4.20        | 3.00      | 1.20 |
| <b>Leading Change (Continuous Change)</b><br>23. See change as an opportunity, not a problem.                                                                   | 4.18        | 3.00      | 1.18 |

|                                                                                                                                    |      |      |      |
|------------------------------------------------------------------------------------------------------------------------------------|------|------|------|
| <b>Achieving Personal Mastery (Continuous Change)</b><br>17. Demonstrate effective emotional responses in a variety of situations. | 4.17 | 3.00 | 1.17 |
| <b>Creating a Shared Vision (Communication)</b><br>70. Inspire people to commit to achieving the vision.                           | 4.17 | 3.00 | 1.17 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>19. Invest in learning about future trends.                               | 4.14 | 3.00 | 1.14 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>22. Develop ideas to meet the needs of the new environment.               | 4.13 | 3.00 | 1.13 |
| <b>Thinking Globally (Boundaryless Inclusion)</b><br>52. Help others understand the impact of globalization.                       | 4.09 | 3.00 | 1.09 |

## Significant Gaps: All Respondents vs. Self

|                                                                                                                                                                 | All Respondents Avg. | Self Avg. | Gap  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|------|
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>13. Achieve results that lead to long-term shareholder value.                                    | 4.00                 | ▼ 2.00    | 2.00 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective). | 3.90                 | ▼ 2.00    | 1.90 |
| <b>Developing Technological Savvy (Assure Success)</b><br>3. Effectively manage the use of technology to increase productivity.                                 | 3.83                 | ▼ 2.00    | 1.83 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>20. Effectively anticipate future opportunities.                                                       | 3.82                 | ▼ 2.00    | 1.82 |
| <b>Developing Technological Savvy (Assure Success)</b><br>1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.               | 3.76                 | ▼ 2.00    | 1.76 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>4. Inspire people to achieve high levels of customer satisfaction.                                    | 3.74                 | ▼ 2.00    | 1.74 |
| <b>Anticipating Opportunities (Continuous Change)</b><br>21. Inspire people to focus on future opportunities (not just present objectives).                     | ▼ 3.68               | ▼ 2.00    | 1.68 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>7. Consistently deliver on commitments to customers.                                                  | ▼ 3.64               | ▼ 2.00    | 1.64 |
| <b>Ensuring Customer Satisfaction (Assure Success)</b><br>6. Regularly solicit input from customers.                                                            | ▼ 3.50               | ▼ 2.00    | 1.50 |
| <b>Maintaining a Competitive Advantage (Assure Success)</b><br>12. Provide products/services that help the organization have a clear competitive advantage.     | ▼ 3.44               | ▼ 2.00    | 1.44 |
| <b>Creating a Shared Vision (Communication)</b><br>68. Create and communicate a clear vision for our organization.                                              | 4.15                 | 3.00      | 1.15 |
| <b>Leading Change (Continuous Change)</b><br>24. Challenge the system when change is needed.                                                                    | 4.11                 | 3.00      | 1.11 |

## Written Comments

Comments from your respondents are categorized by each respondents group. We might edit or sanitize comments in order to preserve the anonymity of the respondents. Obvious grammatical and typographical errors might have been corrected, without altering the content of the message. Comments will not appear on aggregate reports.

73. What does this person do that you find particularly effective? (Please list two or three specific items.)

### Self

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### Managers

Effective in getting different people to work together for the best outcome. Clearly communicates what is needed.

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### Direct Reports

Taylor displays a great vision and knowledge of the industry and is always available if somebody needs guidance. Shares knowledge when asked and is efficient in everything she does.

---

Stays firm to strategy and maintains professional relationships extremely well

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Focuses on the big picture and the future - understands that change is always occurring and makes sure that the team is in the loop, prepared, and is staying competitive

---

### Peers

Taylor is good at asking questions that encourage reflection. She inspires different viewpoints and brings well thought arguments.

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Carefully listens to others' opinions.  
Trusts people and delegates. Clearly sets accountability and expectation.

---

Walks the talk and is always honest and open.

---

Brings a lot of good processes to help us structure our decision making.

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### Others

Clearly identifies actions needed to address issues and successfully achieves goals.

---

Great leader, she is specific when communicating schedule & next actions.

---

Taylor has a clear mind and makes sure we all focus on the important things. She is great at managing the company.

---

Motivates people  
Great at planning and strategizing

---

Empowers people, listens and respects various opinions.

---

Ensures effective communication throughout the company. Encourages everybody to speak up and share their ideas. Provides clarity amongst the many different projects we have going on.

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Has a good knowledge of what's happening in all departments, is able to influence and is well aware when outside help is needed.

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Provides constructive feedback

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She shows that she actively listens and always encourages collaboration. Great at sharing condensed, precise info

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74. What specific suggestions would you have for this person on how he/she could become even more effective? (Please list two or three specific items.)

#### Self

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#### Managers

-

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#### Direct Reports

Become aware of her blind spots and be open to constructive feedback.  
Show more empathy in communication

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Provide more consistent mentoring / training opportunities for people

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Have more 1-1 time

---

#### Peers

Try to connect with the team emotionally and motivate them more.



---

It would be very useful to develop presentation and public speaking skills to communicate your ideas in a more impactful way.

---

Collaborate more with the management team and avoid taking on too many tasks that need constant managing.

---

An improved communication with the external stakeholders will also help too on long run.

---

### Others

Showing more empathy would have a huge impact. Sometimes her comments can be quite demotivating.

---

Spend more time with employees outside of team she directly manages

---

Nothing in particular.

---

A little more clarity when expounding new ideas or communicating expectations. Preparing agendas for the meeting would solve this issue.

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Be more mindful when asking clarifying questions. Asking privately might be more sensible than always in a public setting.

---

Some teams lack diversity, and I would love this to be addressed. As a woman leader, I believe that Taylor plays an important role in that.

---

Provide more specific and timely feedback

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### 75. Additional comments for this individual:

#### Self

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#### Managers

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#### Direct Reports

Despite Taylor's best intentions, sometimes discussing things in great detail in front of everybody makes the individual uncomfortable. Having one-on-one conversations would be more helpful.

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I see in her the potential to grow and further develop the business to the next level.  
Great leader and a wonderful person. I am proud to be working together with her.

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## Peers

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Enthusiastic, hard working. Needs professional mentoring. Empathy should be raised.

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Keep improving the products and people - you are doing a great job.

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## Others

Genuine person striving hard for organizational success. Setting example by working hard & intelligently the same time.

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I really appreciate you and all your help! You are always there for us and give us the best advice to level up! Thank you!

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Keep up the great work!

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Keep being you!

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She is an example to all on how to live an ethical, moral life which reflects in her work.

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