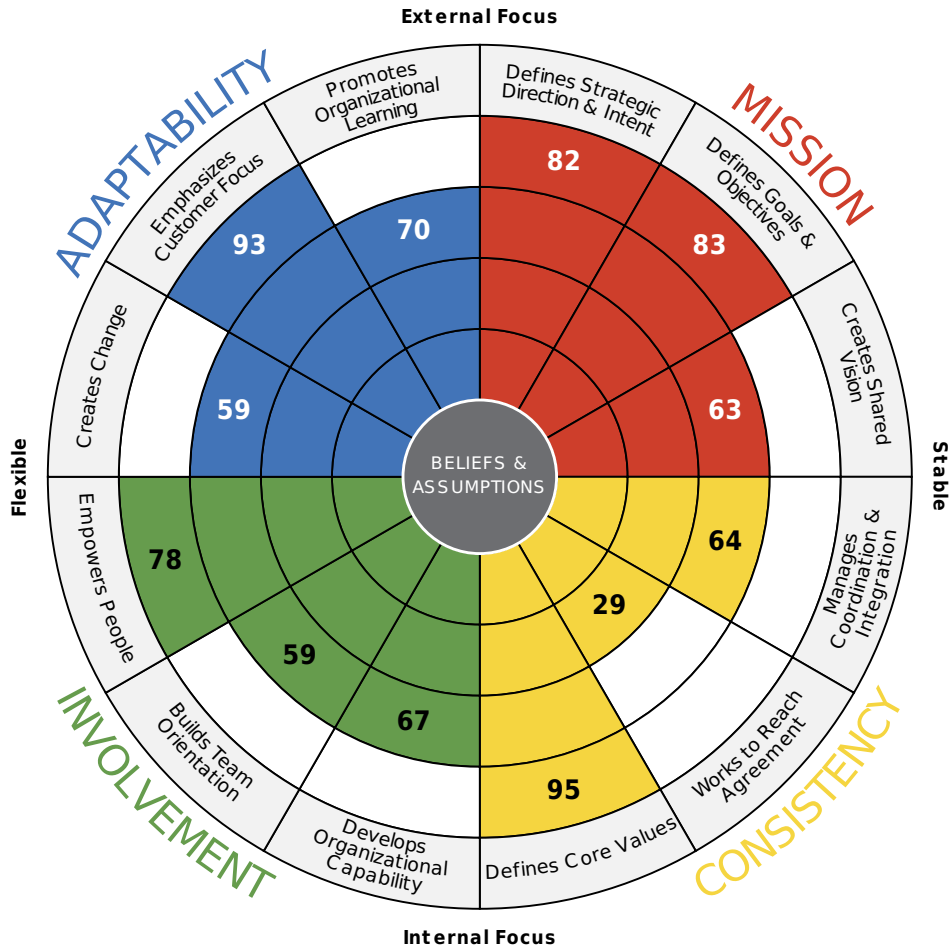


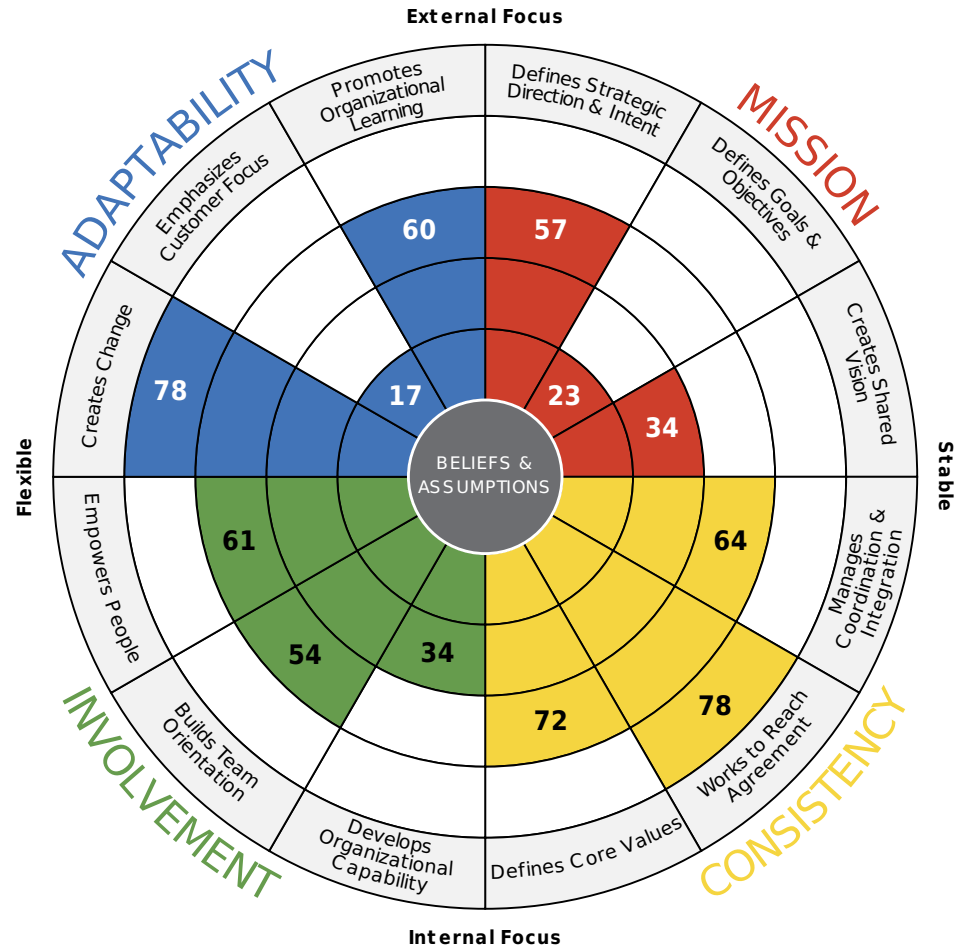


Confidential Results For:
Leader Name

Self

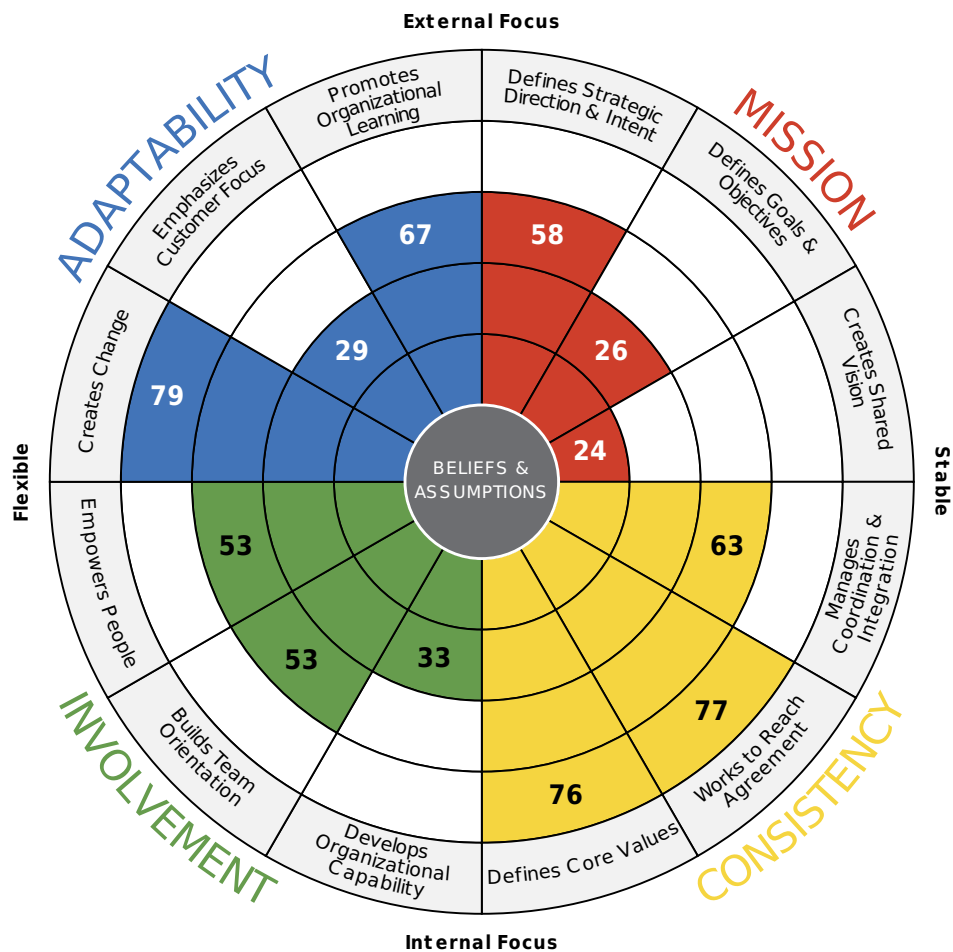


Combined Other



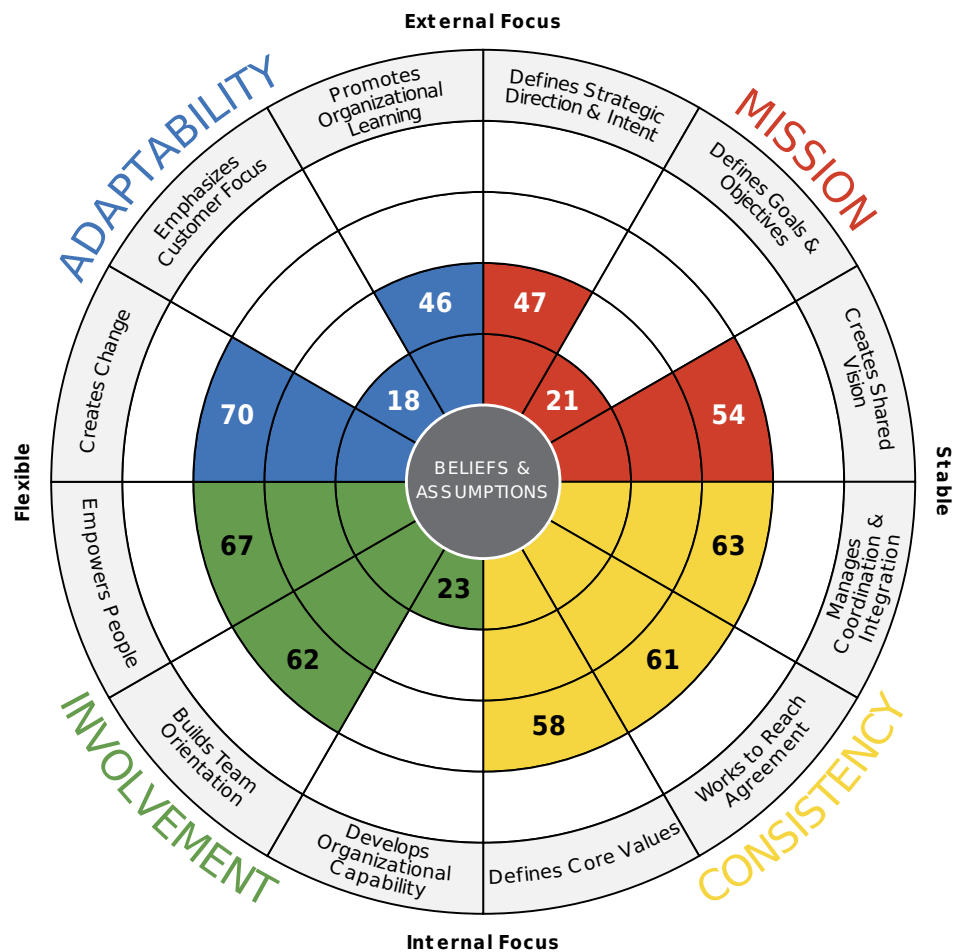
- 5 Peers
- 3 Direct Reports
- 1 Boss

Peers



N = 5

Direct Reports

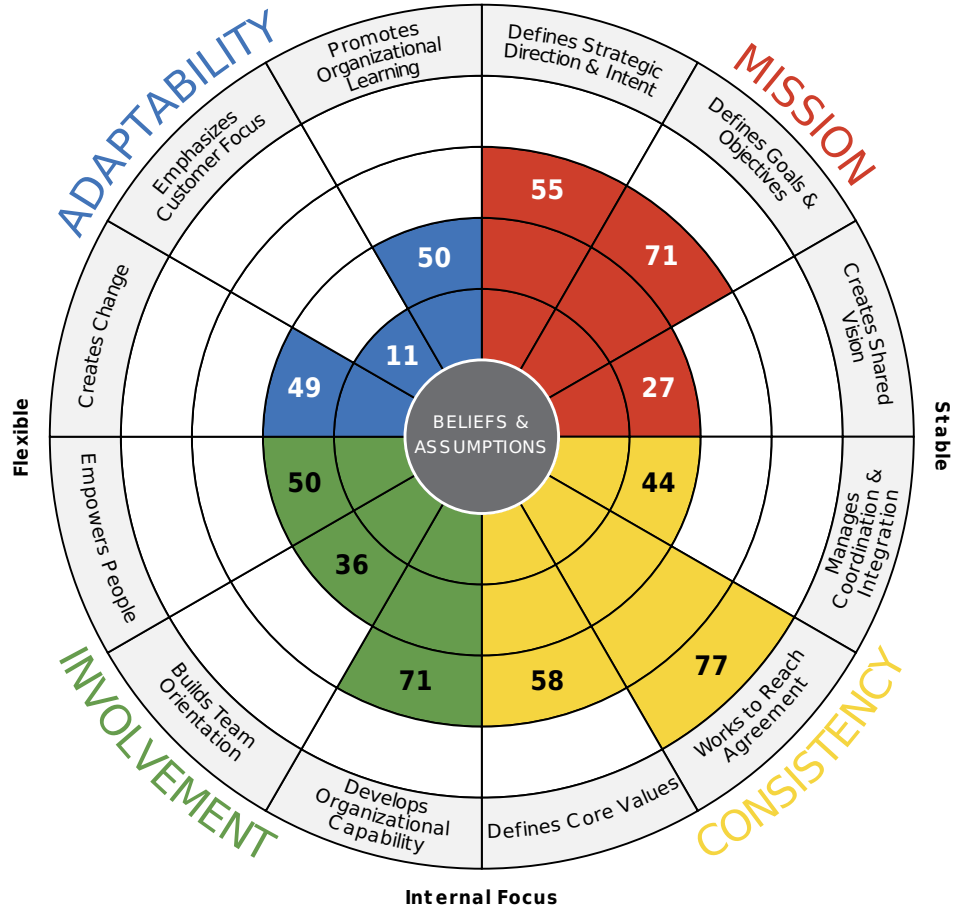


N = 3

Boss

Boss Name

External Focus










N = 1

Capabilities and Gap Report

Matched Perceptions

Strengths*


	GAP	Percentile	
		SELF	OTHERS
 Creates Change	-19	59	78
 Manages Coordination & Integration	0	64	64
 Builds Team Orientation	5	59	54
 Promotes Organizational Learning	10	70	60
 Empowers People	17	78	61
 Defines Core Values	23	95	72
 Defines Strategic Direction & Intent	25	82	57

Challenges**





GAP	Percentile	
	SELF	OTHERS

Mismatched Perceptions

Underestimated Capabilities***

	GAP	Percentile	
		SELF	OTHERS
 Works to Reach Agreement	-49	29	78

Overestimated Capabilities****

	GAP	Percentile	
		SELF	OTHERS
 Emphasizes Customer Focus	76	93	17
 Defines Goals & Objectives	60	83	23
 Develops Organizational Capability	33	67	34
 Creates Shared Vision	29	63	34

GAP: The difference between your self percentile score and combined others percentile score (a positive gap indicates self score higher than others; a negative gap indicates self score lower)

*Strengths / Matched Perceptions: when "Others" score in 3rd or 4th quartile and "Self" score gap within +/- 25 points.

**Challenges / Matched Perceptions: when "Others" score in 1st or 2nd quartile and "Self" score within +/- 25 points.

***Underestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points lower than "Others" score.

****Overestimated Capabilities / Mismatched Perceptions: when your "Self" score is more than 25 points higher than "Others" score.

Involvement

Self [1]	Combined Other [9]	Peers [5]	Direct Reports [3]	Boss [1]
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Empowers People

Sees that decisions are made at the lowest possible level.	+	66	89	71	90	70
Shares information so that everyone gets the information s/he needs.		82	22	21	19	89
Creates an environment where everyone feels that his/her effort can make a difference.		41	47	46	65	16
Involves everyone in shaping the plans and decisions that affect them.		56	49	47	63	21
Ensures that the necessary resources are available to do the job.		88	35	32	39	54
Conveys confidence in people's competence to do their job.		43	38	20	81	52
Encourages others to take responsibility.		79	75	78	55	51
Delegates authority so that others can do their work more effectively.	+	51	97	94	90	62

Builds Team Orientation

Builds effective teams that get the job done.		15	58	66	57	20
Encourages effective teamwork by others.		10	42	36	53	52
Knows how to use a team approach to solve problems.		52	47	39	85	20
Knows when to use a team approach to solve problems.		55	51	34	87	60
Fosters teamwork within the work unit.		86	53	49	56	50
Knows how to design work so that it can be done by a team.		65	78	72	70	61
Values the contributions of the people s/he works with.		73	63	69	54	37
Acknowledges and celebrates team accomplishments.		84	32	50	21	43

Develops Organizational Capability

Builds the capabilities of employees into an important source for competitive advantage.		93	39	28	54	68
Knows how to utilize the diversity of the workforce.		7	78	84	19	63
Coaches others in the development of their skills.		90	28	22	41	63
Is sensitive and responsive to diversity issues when dealing with others.		18	74	91	6	54
Helps direct reports create realistic development plans and creates opportunities for them.	-	63	14	13	26	65
Uses rewards and recognition to motivate good performance.		62	23	28	23	59
Develops his/her own people so that they are ready for promotion.		90	31	27	37	69
Builds employee skills so that the organization always has good "bench strength."		60	30	23	42	69

Numeric results represent Percentile Scores (1-99)

Quartile **1st** **2nd** **3rd** **4th**

+s and -s indicate top 10 and bottom 10 percentile scores
Combined Other = Combination of all categories except "Self"

Consistency

	Self [1]	Combined Other [9]	Peers [5]	Direct Reports [3]	Boss [1]
Defines Core Values					
Does the "right thing" even when it is not popular.	82	69	53	70	85
Practices what s/he "preaches."	82	73	84	50	38
Has an ethical code that guides his/her behavior.	71	62	73	53	27
Helps define the organization's culture, values, and ethical standards.	86	72	93	32	47
Helps employees learn to apply the organization's values when dealing with others.	91	60	68	42	57
Lives up to promises and commitments.	82	70	71	48	83
Has earned the confidence and trust of others.	46	60	57	62	42
Clearly articulates a set of fundamental beliefs that are not negotiable.	90	63	47	78	50
Works to Reach Agreement					
Helps people to reach consensus, even on difficult issues.	60	77	60	84	66
Works to find alternatives that will benefit all when confronted with a disagreement.	19	74	70	64	61
Helps people in his/her organization be effective at reaching agreement on key issues.	+ 61	84	85	63	62
Incorporates diverse points of view when making decisions.	57	66	58	64	62
Promotes constructive discussion among people with conflicting ideas.	+ 21	90	93	45	94
Is willing to compromise when necessary in order to reach agreement.	7	42	37	49	59
Works toward win/win solutions when disagreements occur.	+ 52	85	88	62	56
Reconciles differences by seeking to clarify and understand others' points of view.	54	71	80	42	59
Manages Coordination & Integration					
Works hard to foster the alignment of goals across all functional areas.	57	76	66	75	56
Builds coordination across departmental boundaries.	+ 55	85	90	61	57
Uses informal networks to get things done.	87	47	48	59	18
Builds relationships with key people in other functions and levels.	48	50	39	61	52
Helps create an environment that facilitates coordination of projects across functional units.	57	78	80	60	58
Makes certain that things do not "fall between the cracks."	91	34	28	46	54
Builds support for ideas through contact with other departments.	58	43	54	37	22
Establishes mechanisms that facilitate effective cross-functional communication.	11	74	63	71	66

Numeric results represent Percentile Scores (1-99)

Quartile **1st** **2nd** **3rd** **4th**

+s and -s indicate top 10 and bottom 10 percentile scores
Combined Other = Combination of all categories except "Self"

Adaptability

	Self [1]	Combined Other [9]	Peers [5]	Direct Reports [3]	Boss [1]
Creates Change					
Continuously looks for new and better ways to do work.	47	72	76	75	18
Encourages creative thinking.	83	73	82	64	18
Challenges the way that things have always been done and looks for a better way.	+ 83	87	82	70	89
Champions change that goes beyond the scope of his/her job.	55	74	82	46	61
Challenges organizational practices that are nonproductive.	50	82	77	77	56
Foresees problems before they arise.	92	50	33	71	65
Serves as a model that creates change in other parts of the organization.	2	57	62	52	36
Generates innovative ideas and solutions to problems.	+ 91	89	89	79	60
Emphasizes Customer Focus					
Encourages direct contact with customers.	- 82	13	23	23	5
Responds quickly and effectively to customer feedback.	- 86	13	20	22	11
Ensures that employees have a deep understanding of customer wants and needs.	- 88	17	43	14	5
Uses customer comments and recommendations to change organizational practices.	91	31	48	65	6
Actively seeks feedback from customers.	61	27	36	7	60
Continuously tries to improve service to customers.	- 85	20	21	23	46
Incorporates customer input into the planning process.	- 90	21	28	33	17
Recognizes the need to respond quickly to customer concerns.	- 79	17	24	14	37
Promotes Organizational Learning					
Deals constructively with failures and mistakes.	60	53	58	35	57
Views failure as an opportunity for learning and improvement.	+ 16	89	91	60	58
Creates a working environment in which learning is an important objective.	51	42	33	57	56
Openly accepts criticism without being defensive.	+ 73	90	84	85	59
Works well under conditions of ambiguity and uncertainty.	32	82	72	80	62
Knows the strengths and weaknesses of the competition.	65	30	31	55	25
Encourages others to learn about the best practices in the industry.	91	23	46	15	25
Helps others to understand "the big picture."	86	29	63	7	60

Numeric results represent Percentile Scores (1-99)

Quartile **1st** **2nd** **3rd** **4th**

+s and -s indicate top 10 and bottom 10 percentile scores
Combined Other = Combination of all categories except "Self"

Mission

	Self [1]	Combined Other [9]	Peers [5]	Direct Reports [3]	Boss [1]
Defines Strategic Direction & Intent					
Provides employees with a clear mission that gives meaning and direction to their work.	94	27	33	22	63
Implements strategies by developing clear goals, objectives, and tactics.	62	54	68	47	21
Focuses on long-term strategies, rather than quick fix "band-aid" solutions.	91	80	81	62	58
Effectively allocates resources in line with strategic priorities.	93	64	54	90	19
Helps define strategies and tactics that keep his/her organization competitive.	59	61	68	35	60
Has a clear strategy for the future of his/her own part of the organization.	22	70	52	58	93
Is able to meet short-term demands without losing sight of the long-term strategy.	55	36	34	37	56
Communicates a clear and compelling rationale for the business strategy.	63	48	55	31	64
Defines Goals & Objectives					
Sets clear goals that are ambitious, but realistic.	56	29	32	28	58
Holds individuals and teams accountable for achieving goals and objectives.	- 18	20	23	18	57
Provides clear directions and priorities for employees.	92	32	26	46	56
Establishes high standards of performance.	44	40	30	43	87
Involves employees in the goal-setting process so goals & objectives are understood & shared.	- 57	17	35	9	60
Tracks progress against stated goals.	- 92	17	25	12	56
Effectively communicates the goals and objectives of the organization.	92	28	27	29	59
Aligns goals and objectives with the strategy and vision.	92	25	25	27	58
Creates Shared Vision					
Helps create a shared vision of what this organization will be like in the future.	59	33	17	63	27
Communicates the organizational vision to his/her employees.	59	27	19	48	27
Uses the vision to create excitement and motivation for employees.	66	32	25	48	33
Realizes short-term goals without compromising long-term vision.	59	31	12	65	57
Organizes work so that everyone sees the connection between the vision and daily activities.	35	33	31	46	29
Translates the vision into reality in a way that helps guide individual action.	71	42	45	61	10
Inspires others with his/her vision of the future.	69	47	25	59	72
Engages others in ways that ensure buy-in and commitment.	61	36	45	37	24

Numeric results represent Percentile Scores (1-99)

Quartile **1st** **2nd** **3rd** **4th**

+s and -s indicate top 10 and bottom 10 percentile scores
Combined Other = Combination of all categories except "Self"

High and Low Line Item Scores (Based on Combined Other)

HIGHEST SCORES

- 97** Delegates authority so that others can do their work more effectively.
- 90** Promotes constructive discussion among people with conflicting ideas.
- 90** Openly accepts criticism without being defensive.
- 89** Generates innovative ideas and solutions to problems.
- 89** Sees that decisions are made at the lowest possible level.
- 89** Views failure as an opportunity for learning and improvement.
- 87** Challenges the way that things have always been done and looks for a better way.
- 85** Builds coordination across departmental boundaries.
- 85** Works toward win/win solutions when disagreements occur.
- 84** Helps people in his/her organization be effective at reaching agreement on key issues.

LOWEST SCORES

- 13** Encourages direct contact with customers.
- 13** Responds quickly and effectively to customer feedback.
- 14** Helps direct reports create realistic development plans and creates opportunities for them.
- 17** Ensures that employees have a deep understanding of customer wants and needs.
- 17** Tracks progress against stated goals.
- 17** Involves employees in the goal-setting process so goals & objectives are understood & shared.
- 17** Recognizes the need to respond quickly to customer concerns.
- 20** Continuously tries to improve service to customers.
- 20** Holds individuals and teams accountable for achieving goals and objectives.
- 21** Incorporates customer input into the planning process.

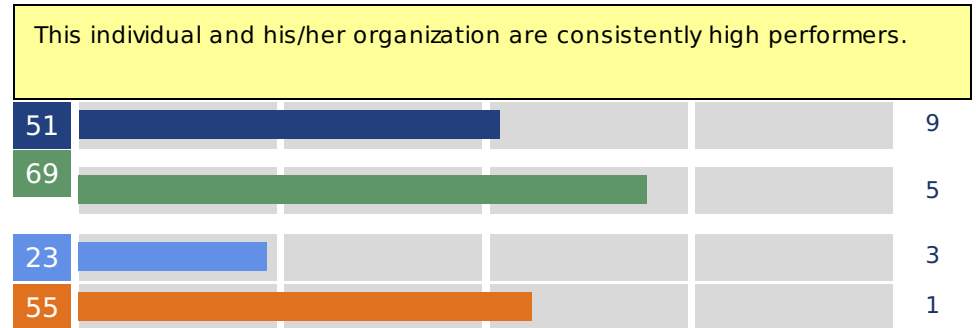
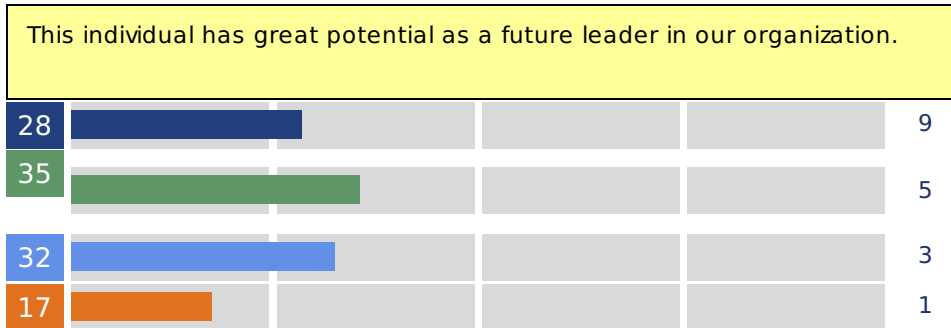
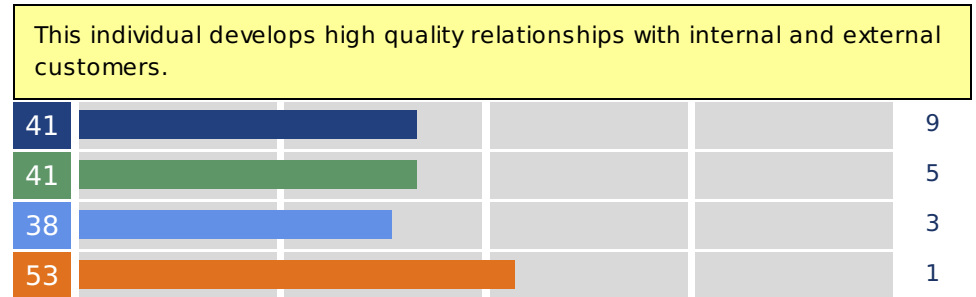
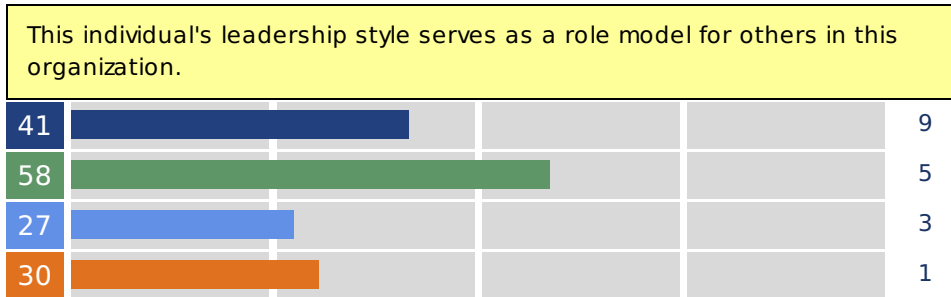
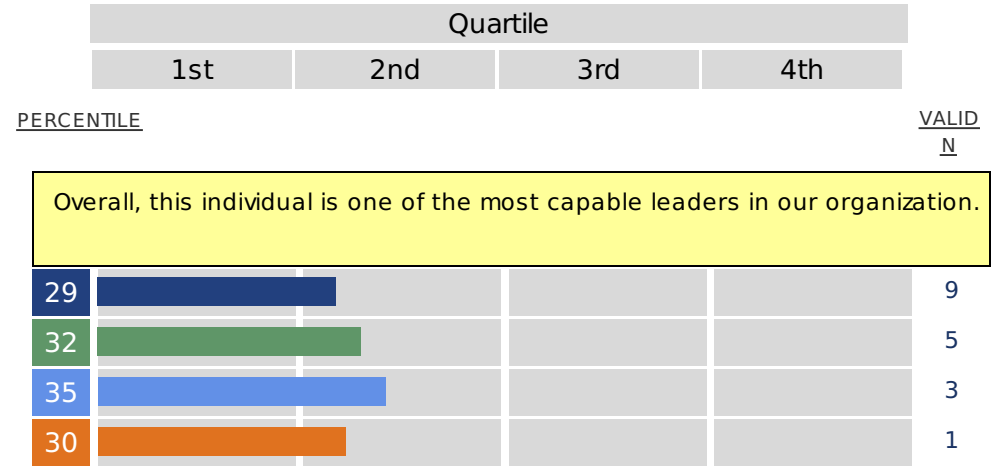
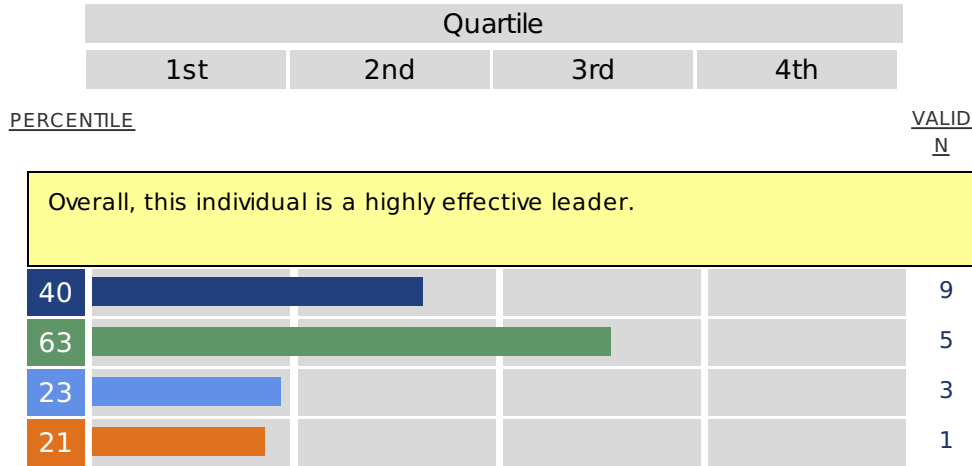
MISSION

CONSISTENCY

INVOLVEMENT

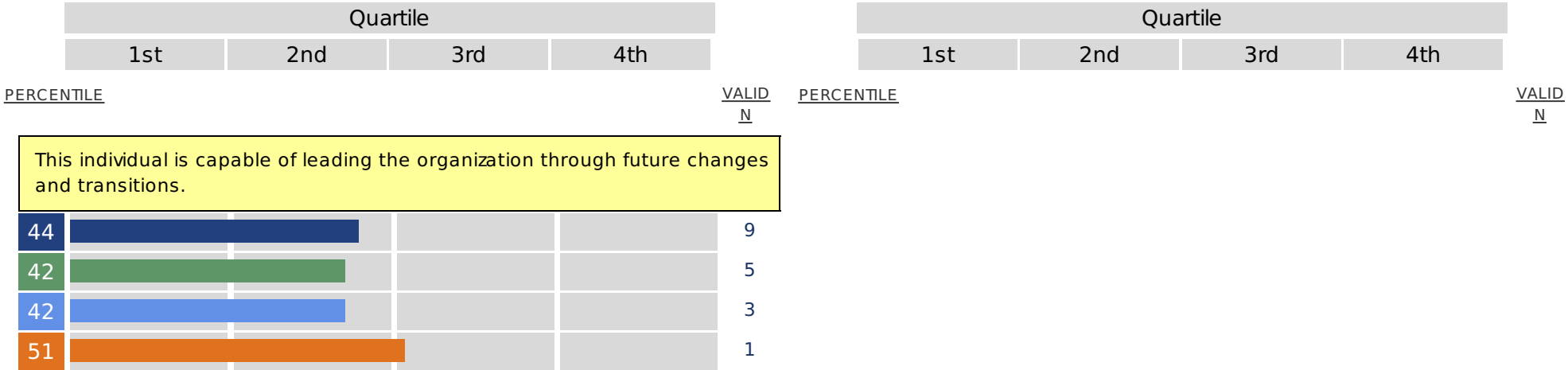
ADAPTABILITY

Effectiveness Report



COMBINED OTHER
PEERS
DIRECT REPORTS
BOSS
OTHER

Effectiveness Report



What do you consider this person's greatest strength as a leader?

Creative and questions the status quo.

His intellect.

Positive attitude and energy in all situations.

Strong understanding of technical requirements of the position. Willing to invest time and effort to understand technical matters and find the right solution. Thorough in tracking projects to completion. High standards for successful outcomes.

The openness to questions, concerns, and differing points of view. And the openness to discussing these, expressing his point of view, listening to the opposing view, and then coming to a resolution that works best for the organization not himself.

Very innovative and willing to make changes, speaks his mind

What are some of the ways in which this person could be a more effective leader?

Spend a bit more time/effort on communicating the vision and helping direct reports develop.

Focus more on the development of subordinates for long-term career success.

Actively seek to incorporate others in decision making process. Become more concise in verbal communications. Be willing to champion ideas generated by others.

Setting clear strategic vision for the team with clear objectives, timelines, and roles. Aka a vision for beyond just executing the day-to-day work. I believe it exists but I've mostly seen piecemeal.