



Business DNA®

Leadership 360° Discovery

DNA Leadership Performance Report for Chris Coddington

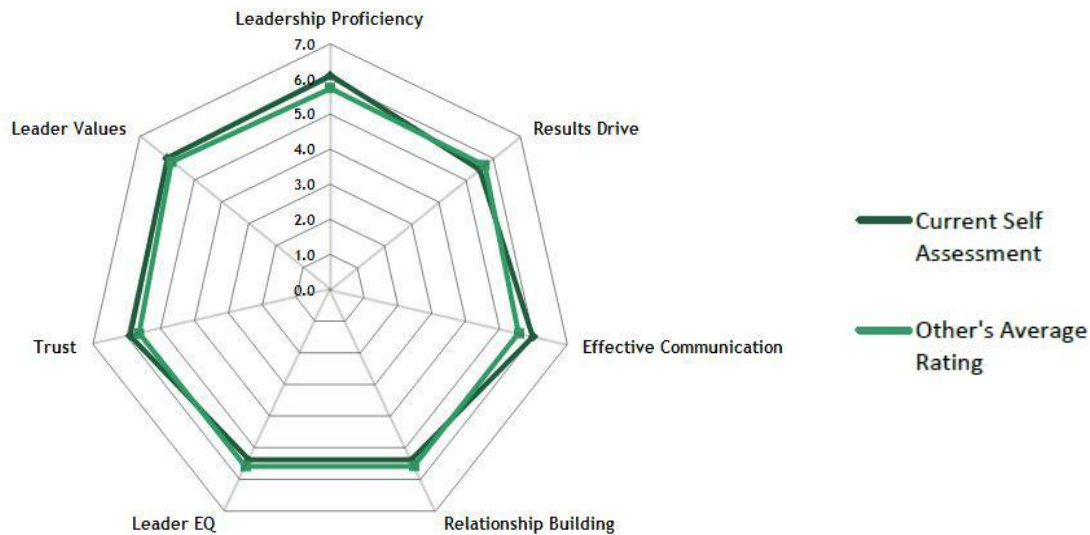
Providing in-depth feedback to assist in the development of your leadership performance and the building of enhanced workplace relationships.

Section 1: Snapshot Analysis of Your Leadership Performance Balance

Chris, the primary objective of this report is to create a heightened self-awareness of your leadership strengths and struggles to use for development purposes. Included in this report are specific insights to improve your workplace effectiveness, become a better leader, and to develop and grow your relationship with your peers in a more positive manner. In particular, the focus of the report is to help you more productively apply your strengths and also manage your struggles so they do not become weaknesses and reduce your effectiveness.

The graph below reflects 7 key areas of your Leadership Performance based on the current perceptions you have of your leadership and what others have actually experienced. The Other's Average Rating represents the average score your peers rated in that given category. Any areas with significant differences should be discussion points between you and your advisor in making decisions build a Leadership Performance Plan. This is the ideal starting point for you in building your Leadership Performance Plan and achieving your leadership goals. Each of these 7 areas are completely interconnected. The challenge is sustaining high performance in all 7 of them at the same time.

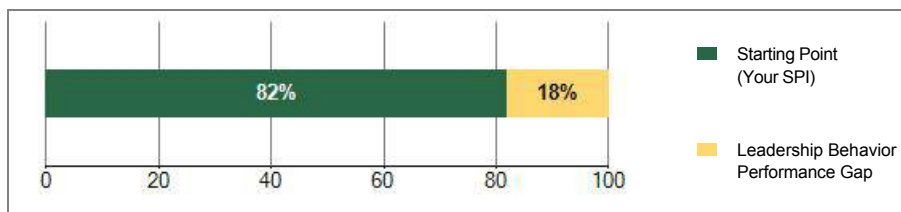
DNA Leadership Performance Category	Current Self Assessment	Other's Average Rating
Leadership Proficiency	6.1	5.7
Results Drive	5.5	5.7
Effective Communication	6.0	5.6
Relationship Building	5.4	5.6
Leader EQ	5.4	5.6
Trust	5.9	5.6
Leader Values	6.0	5.8



While all 7 areas of your Leadership Performance are important to your overall success, focus on areas which require the most attention. Start by identifying the two areas on the graph which are closest to the center as these are your greatest current struggles e.g. your Highest Strength Development Opportunity.

Based on the results of your Leadership 360 Discovery we have measured your Leadership Sustainable Performance Index ("SPI"). Your Leadership SPI measures your current leadership performance capacity and shows your Leadership Behavior Performance Gap reflecting the potential for Leadership Performance growth. Knowing your current level of Leadership SPI allows you to track your personal improvements over time.

The graph below indicates your Leadership SPI score is 82%. This means that you are currently performing higher than 82% of the population.



The above graph represents your current Leadership SPI expressed in Population %

Section 2: Leadership Performance Planning

Building your DNA Leadership Performance Plan requires knowledge of your current Leadership strengths and struggles, and the setting of goals to manage your Leadership Performance Balance.

Scoring Methodology: As you will recall, in the Business DNA Leadership 360 Discovery process you and your raters have rated each of the 75 Leadership Performance attributes in 7 keys areas. The scores you rated yourself are identified as "Self Assessment". The scores your raters provided are identified as "Other's Average Rating" using the criteria below. For feedback on your rating of each attribute refer to Appendix B.

1= Strongly Disagree 2= Disagree 3= Slightly Disagree 4= Neither agree nor disagree 5= Slightly agree 6= Agree 7= Strongly Agree

A. Your Leadership Performance Strengths:

Your Leadership Strengths are the 10 items in which you scored highest on out of 75 total items based on the "Other's Avg. Rating". The development focus on these items is to encourage you to maintain your current level of leadership in these areas.

	Leadership Attribute	Category	Self Assessment (A)	Other's Avg. Rating (B)
1	12. Competitive to achieve goals	Results Drive	5	6.20
2	39. Wants and helps others to succeed	Relationship Building	6	6.20
3	66. Supports organizational policies and values	Leader Values	7	6.20
4	2. Effectively uses past experiences	Leadership Proficiency	6	6.00
5	8. Uses analysis in planning	Leadership Proficiency	6	6.00
6	10. Knows how to mobilize people and resources	Leadership Proficiency	6	6.00
7	11. Checks to see that tasks are properly completed	Results Drive	4	6.00
8	20. Disciplined work habits	Results Drive	6	6.00
9	26. Speaks calmly in difficult conversations	Effective Communication	6	6.00
10	30. Communicates to avoid surprises for others	Effective Communication	6	6.00

B. Your Leadership Performance Struggles:

Your Leadership Struggles are the 10 items in which you scored lowest on out of 75 total items based on the "Other's Avg. Rating". In addition to reviewing and focusing on these items, we suggest you also review the areas where there is a significant difference between your "Self Assessment" and "Other's Avg Rating" throughout this report.

	Leadership Attribute	Category	Self Assessment (A)	Other's Avg. Rating (B)
1	25. Adapts communication for people/situations	Effective Communication	5	5.00
2	31. Demonstrates understanding for others' concerns	Relationship Building	5	5.00
3	1. Operates in a mature way	Leadership Proficiency	6	5.20
4	15. Works to a written plan	Results Drive	4	5.20
5	18. Demonstrates passion for work	Results Drive	6	5.20
6	24. Gives ongoing feedback	Effective Communication	4	5.20
7	32. Provides regular encouragement to others	Relationship Building	5	5.20
8	46. Seeks confirming evidence before making judgements about others	Leader EQ	5	5.20
9	50. Manages negative emotions well when disappointed	Leader EQ	4	5.20
10	51. Avoids trivializing the feelings of others	Leader EQ	4	5.20

C. Managing Your Leadership Performance Balance

Managing your Leadership Performance Balance is difficult. The key to improving your balance and therefore Leadership Performance growth is to firstly address your top 2 overall "Strengths Development Opportunities" for the category highlighted in red in section 1 by setting goals. Your success in developing your leadership skills will be largely impacted by your Business DNA natural behavior style and having a determination to make the necessary leadership changes so your struggles do not become an impediment to your success.

Leadership Performance Development Opportunities	Effective Communication	Relationship Building
Leadership Goals	Focus on improving the clarity of your communications with the team and other stakeholders.	Work on spending more time interacting with colleagues, clients and building your circle of influence.
Business DNA Natural Behavior Strengths and Struggles for Achieving your Leadership Goals		
Pioneer Strength	Financial goal oriented	Will engage in activities when the challenge is high
Pioneer Struggle	May be too greedy and cut corners	Can have poor health from stress and lack of sleep
Pioneer Question	How driven are you to shape yours and others future to succeed and are you continually communicating the vision clearly?	What have you been doing to ensure that you are more aware and in tune with what is needed to interact with colleagues and clients?
Skeptical Strength	Will critically think through which work colleagues to align with for future direction	Thinks critically asks important questions of colleagues and clients in order to reveal the veracity of what is being said
Skeptical Struggle	May have difficulty letting go, tends to distrust others and will avoid sharing thoughts or feelings	Too guarded and wary of others tends to adopt a cynical approach
Skeptical Question	How do you manage to have positive communications with others when you doubt the validity of what they are saying?	How do you frame challenging questions to colleagues and clients in a way that elicits information without giving offense?

Disclaimer

The purpose of this instrument is educational. It is designed to help people identify their natural behavioral strengths. This Business DNA Natural Behavior Report should not be used to identify, diagnose, or treat psychological, mental health, and/or medical problems. Additionally, if this report is used to evaluate personnel, the user should seek adequate legal counsel to ensure compliance with applicable local, state and federal employment laws. The user assumes sole responsibility for any actions or decisions that are made as a result of using this aid to self-discovery. By using the Business DNA Natural Behavior Report, you expressly waive and relinquish any and all claims of any nature against DNA Behavior International, any affiliated companies, and/or their employees arising out of or in connection with the use of this survey. In addition, the use of this report is subject to the Terms and Conditions at www.businessdna.com.

Appendix A: Measurement of Your Leadership Sustainable Performance Index

In section 1 of this report, you have been provided with an overview of your current Leadership SPI. Currently your Leadership SPI score is 106 which translates to a population weighted SPI T-Score of 59. Below is a breakdown of the different components to your SPI score and more detail on how this figure was calculated. The scores in the 7 DNA Leadership Performance categories shown in Section 1 are allocated to the four key components of the Leadership SPI formula as follows:

<u>SPI Calculation Components</u>	<u>Overall % Score</u>
1. Performance Pathway (PP)	81%
Leadership Proficiency (5.7 out of 7) Results Drive (5.7 out of 7)	
2. Emotional Engagement of Others (EE)	80%
Effective Communication (5.6 out of 7) Relationship Building (5.6 out of 7) Leader EQ (5.6 out of 7)	
3. Confidence (C)	82%
Trust (5.6 out of 7)	
4. Wisdom (W)	83%
Leader Values (5.8 out of 7)	
Your SPI Score	106
Your SPI T-score	59
Your SPI Pop%	82%

To review details of the Leadership Performance Attributes that make up each of the above components, see Appendix B.

DNA Leadership Performance Sustainable Performance Index Formula

$$\text{DNA SPI} = \text{Growth} * \text{Sustainability}$$

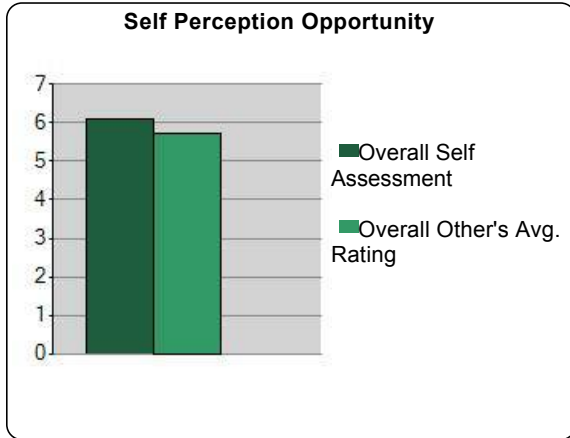
$$\text{Growth} = \text{PP} * (2.4 * \text{EE})$$

$$\text{Sustainability} = \text{C} * \text{W}$$

SPI Component	Definition of Component
Performance Pathway (PP) = LP + RD	Leadership Proficiency (LP) based on skills and expertise plus Results Drive (RD) based on planning, vision, values and purpose designed to increase productivity.
Emotional Engagement (EE)* of Others- Family, Clients, Employees	Ability to build connection with others based on Effective Communication, Relationship Building and Leader EQ. *[An uplift factor of 2.4 is applied based on 2009 Gallup Research regarding the performance impact of emotionally engaging clients and employees]
Confidence (C)	Level of personal Trust to take action with self belief and execute plans.
Wisdom (W)	Business values, beliefs and mindsets that people experience in you through your actions and decisions.

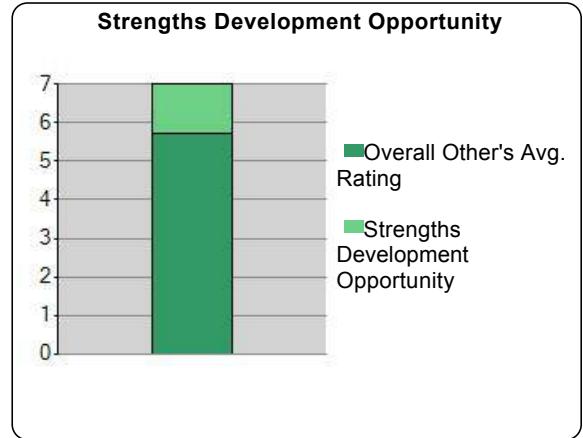
Appendix B.1: Performance Pathway- Leadership Proficiency

Integral to a successful team is a leader's proficiency. Leadership Proficiency refers to the degree to which a leader has the experience and developed the skills, aptitudes and knowledge levels to set and review job tasks for team members. A critical factor in creating a successful team, proficiency allows a leader to confidently make difficult decisions in a timely manner.



Overall Self Assessment 6.1

- Overall Other's Avg. Rating 5.7
Overall Self Perception Opportunity: 0.4



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.7
Overall Strengths Development Opportunity: 1.3

Performance Pathway: Leadership Proficiency Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
1. Operates in a mature way	6.0	5.20	0.80	1.80
2. Effectively uses past experiences	6.0	6.00	0.00	1.00
3. Skilled and knowledgeable in current role	6.0	5.40	0.60	1.60
4. Able to teach others	6.0	5.80	0.20	1.20
5. Simplifies complex concepts	6.0	5.60	0.40	1.40
6. Solves problems resourcefully	6.0	5.80	0.20	1.20
7. Builds and implements processes	6.0	5.80	0.20	1.20
8. Uses analysis in planning	6.0	6.00	0.00	1.00
9. Demonstrates strong knowledge of the organization	7.0	5.80	1.20	1.20
10. Knows how to mobilize people and resources	6.0	6.00	0.00	1.00

Appendix B.1: Performance Pathway- Leadership Proficiency (Comments)

1. What would be the best work that you have seen from Chris Coddington?

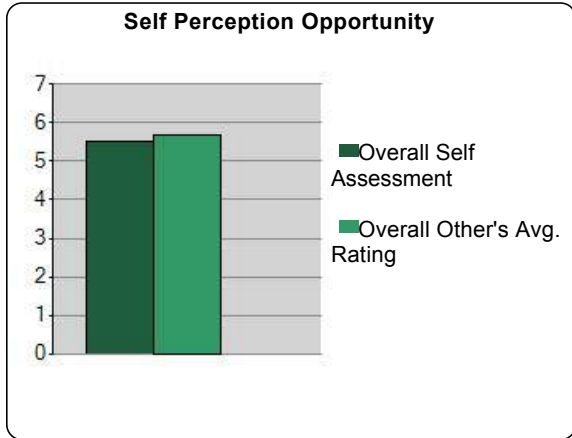
- Chris is a good mentor.
- Making quick and hard decisions when under pressure.

2. Are there any other skills or experiences that Chris Coddington should have?

- Look at developing your technology skills so that you can more efficiently get your tasks done.
- Utilizing the latest technology to make your work more efficient.

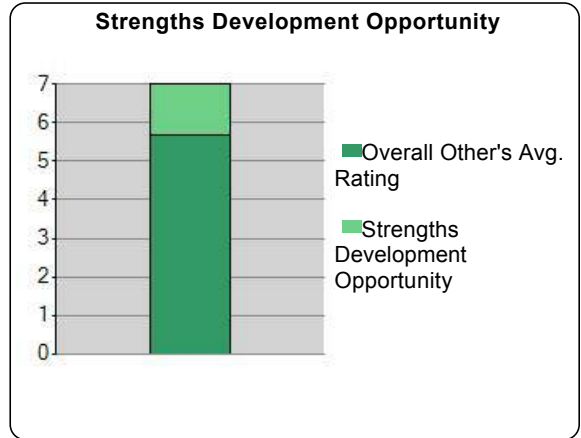
Appendix B.2: Performance Pathway- Results Drive

Paramount to the survival of an organization, results driven behaviors of a leader describe the leaders' ability to set an agenda that follows his or her strategic vision and focus on the bottom line . A true Results Driver will make the tough calls, set high standards, and follow through with repercussions when subsequent goals and standards are not met.



Overall Self Assessment 5.5

- Overall Other's Avg. Rating 5.7
Overall Self Perception Opportunity: -0.2



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.7
Overall Strengths Development Opportunity: 1.3

Results Drive Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
11. Checks to see that tasks are properly completed	4.0	6.00	-2.00	1.00
12. Competitive to achieve goals	5.0	6.20	-1.20	0.80
13. Decisive decision-maker	6.0	5.80	0.20	1.20
14. Prioritizes to meet key objectives on time	6.0	5.80	0.20	1.20
15. Works to a written plan	4.0	5.20	-1.20	1.80
16. Takes action and is proactive	6.0	5.60	0.40	1.40
17. Focuses on the bottom line and tracks successes	6.0	5.60	0.40	1.40
18. Demonstrates passion for work	6.0	5.20	0.80	1.80
19. Defines a clear vision	6.0	5.40	0.60	1.60
20. Disciplined work habits	6.0	6.00	0.00	1.00

Appendix B.2: Performance Pathway- Results Drive (Comments)

1. What aspect of Chris Coddington's approach for getting results do you appreciate?

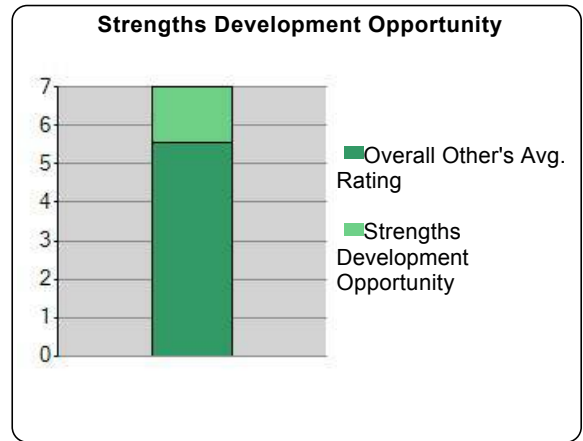
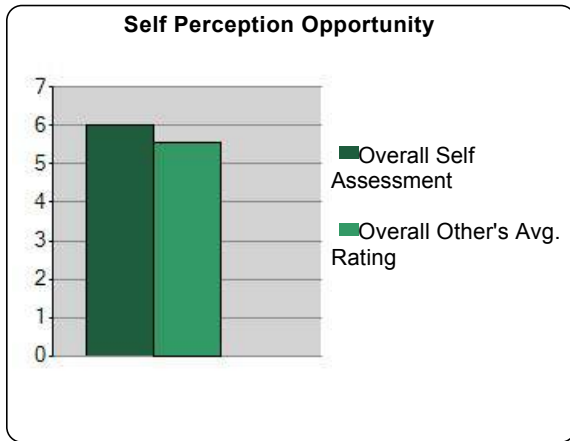
- Chris is a driver to get results and tasks completed in the office.
- His directness and honesty.

2. Are there any activities you would like to see Chris Coddington focusing his/her attention on?

- Understanding that there is often more work involved than realized.

Appendix B.3: Emotional Engagement- Effective Communication

Leadership requires continuous clear communication to keep the team inspired and on track. Foundational to a leader's ability to build trust with the team and clients will be communication. Sound relationships cannot be built without effective communication.



Overall Self Assessment 6.0

- Overall Other's Avg. Rating 5.6
Overall Self Perception Opportunity: 0.4

Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6
Overall Strengths Development Opportunity: 1.4

Effective Communication Attributes: Emotional Engagement	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
21. Comfortable speaking directly	7.0	5.80	1.20	1.20
22. Responds diplomatically when needed	6.0	5.40	0.60	1.60
23. Clearly communicates expectations	7.0	5.60	1.40	1.40
24. Gives ongoing feedback	4.0	5.20	-1.20	1.80
25. Adapts communication for people/situations	5.0	5.00	0.00	2.00
26. Speaks calmly in difficult conversations	6.0	6.00	0.00	1.00
27. Regularly communicates the vision and goals	6.0	5.40	0.60	1.60
28. Invites others to engage in conversation	6.0	5.80	0.20	1.20
29. Expresses true views in meetings	7.0	5.60	1.40	1.40
30. Communicates to avoid surprises for others	6.0	6.00	0.00	1.00

Appendix B.3: Emotional Engagement- Effective Communication (Comments)

1. What would be the best communication you have seen from Chris Coddington?

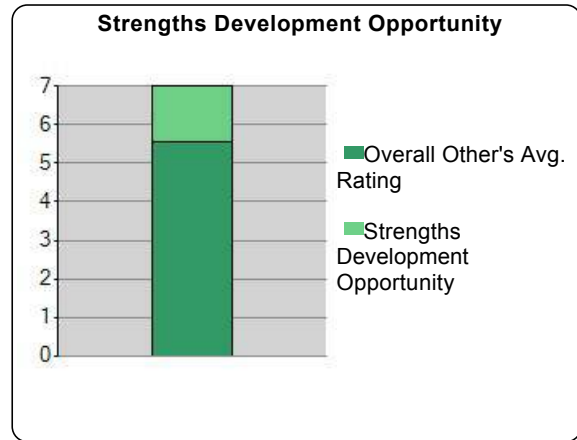
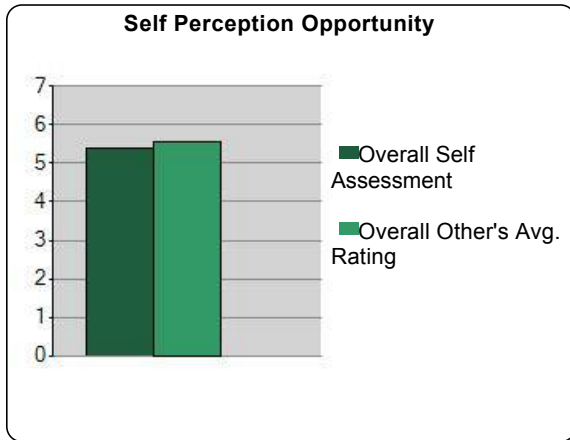
- Chris often manages the expectations of what will be coming for our clients. He does a good job at this.
- Communicating the expectations to customers in the sales process.

2. What would you like to see more of in Chris Coddington's communication?

- More detail on decisions made and evidence that supported this decision.
- Show evidence of data to support you view or decision.

Appendix B.4: Emotional Engagement- Relationship Building

A dominating factor determining the success of any leader is his or her ability to build lasting relationships. A true relationship builder establishes relationships to get improved results by constantly demonstrating patience, listening skills and empathy for those that report to him or her. They are focused on investing in the development of their entire team.



Overall Self Assessment 5.4

Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6
Overall Self Perception Opportunity: -0.2

- Overall Other's Avg. Rating 5.6
Overall Strengths Development Opportunity: 1.4

Emotional Engagement: Relationship Building Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
31. Demonstrates understanding for others' concerns	5.0	5.00	0.00	2.00
32. Provides regular encouragement to others	5.0	5.20	-0.20	1.80
33. Tolerant of honest mistakes	5.0	5.60	-0.60	1.40
34. Responds to questions patiently	5.0	5.40	-0.40	1.60
35. Treats people with respect	6.0	5.80	0.20	1.20
36. Good listener	6.0	5.40	0.60	1.60
37. Respects people's differences	6.0	5.80	0.20	1.20
38. Celebrates successes	5.0	5.60	-0.60	1.40
39. Wants and helps others to succeed	6.0	6.20	-0.20	0.80
40. Makes the workplace happy and fun	5.0	5.80	-0.80	1.20

Appendix B.4: Emotional Engagement- Relationship Building Attributes (Comments)

1. What does Chris Coddington do well to build relationships with others?

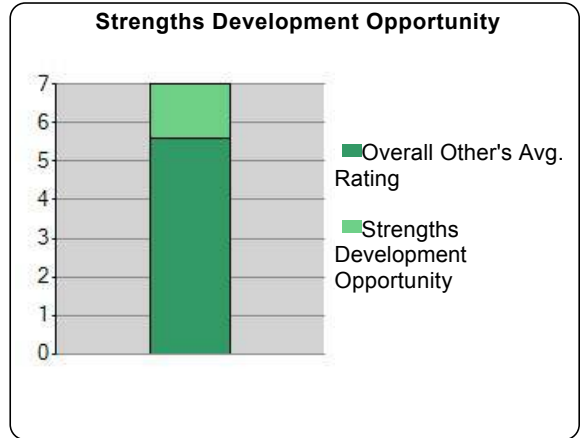
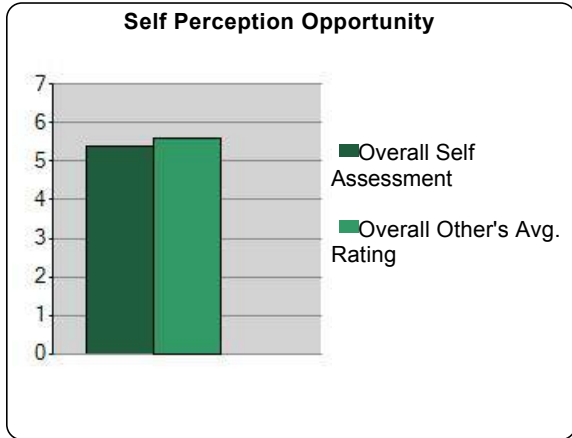
- Appears friendly to the staff and customers that walk in the door.
- Have more fun with the staff in the office.

2. What behaviors could Chris Coddington demonstrate more of in building relationships?

- Spend time getting to know others better.

Appendix B.5: Emotional Engagement- Leader EQ

Leader EQ, or “Emotional Intelligence” is the ability to proactively manage your own emotions and appropriately respond to the emotions of others. The role as an emotionally intelligent leader is centered on the ability to recognize and balance the impulses and influences of the logical and emotional parts of the brain.



Overall Self Assessment 5.4

Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6

- Overall Other's Avg. Rating 5.6

Overall Self Perception Opportunity: -0.2

Overall Strengths Development Opportunity: 1.4

Emotional Engagement: Leader EQ Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
41. Motivates and inspires others	6.0	5.80	0.20	1.20
42. Allows others to be open about their frustrations without becoming defensive	6.0	5.80	0.20	1.20
43. Comfortable listening openly to others' feedback about his/her performance	6.0	5.80	0.20	1.20
44. Takes personal responsibility	7.0	5.80	1.20	1.20
45. Collaborates with others on his/her ideas	6.0	5.60	0.40	1.40
46. Seeks confirming evidence before making judgements about others	5.0	5.20	-0.20	1.80
47. Forgives others when he/she is wronged	6.0	5.60	0.40	1.40
48. Able to appropriately admit when she or he is upset	5.0	5.80	-0.80	1.20
49. Recognizes and responds appropriately to the emotions of others	4.0	5.60	-1.60	1.40
50. Manages negative emotions well when disappointed	4.0	5.20	-1.20	1.80
51. Avoids trivializing the feelings of others	4.0	5.20	-1.20	1.80
52. Willing to compromise	4.0	5.20	-1.20	1.80
53. Manages ego and self-promotion	6.0	5.40	0.60	1.60
54. Not overly protective of prior decisions	6.0	6.00	0.00	1.00
55. Positively influences others without manipulating them	6.0	5.80	0.20	1.20

Appendix B.5: Emotional Engagement- Leader EQ (Comments)

1. What does Chris Coddington do well when dealing with difficult or emotional situations?

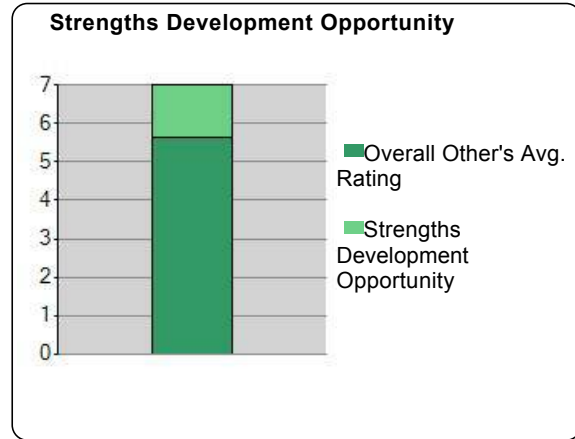
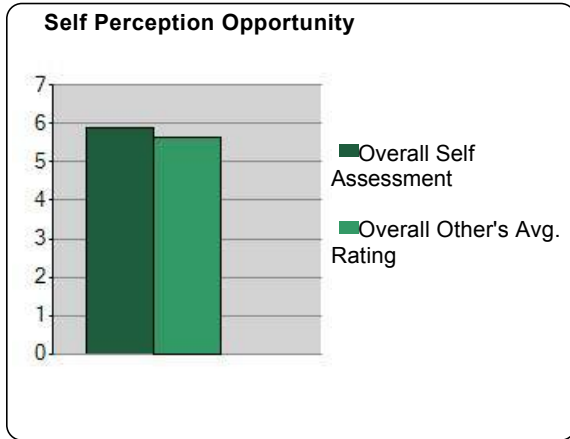
- Calm, keeps emotions out of situations.
- Keeps control in potentially emotional situations. Doesn't let his emotions get the best of him.

2. What could Chris Coddington do more of to improve how he/she deals with difficult or emotional situations?

- Consider various options and perspectives.
- Sometimes sets standards for himself which are too high.

Appendix B.6: Confidence- Trust

A leader's ultimate currency for obtaining buy-in from his/her followers is trust. In order to gain the trust of others, a leader must first learn to have the confidence to trust him or herself and then secondly trust others. This confidence will come from self belief and not allowing fear to take over. The ability of a leader to trust him or herself will determine whether there is trust inside the team and with clients.



Overall Self Assessment 5.9

- Overall Other's Avg. Rating 5.6
Overall Self Perception Opportunity: 0.3

Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.6
Overall Strengths Development Opportunity: 1.4

Confidence: Trust Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
56. Demonstrates self belief	6.0	6.00	0.00	1.00
57. Provides positive energy	7.0	5.80	1.20	1.20
58. Delegates and does not interfere	5.0	6.00	-1.00	1.00
59. Shares emotions and feelings	5.0	5.40	-0.40	1.60
60. Open with ideas and information	7.0	6.00	1.00	1.00
61. Vulnerable, acknowledges his/her mistakes	6.0	5.20	0.80	1.80
62. Shows humility	4.0	5.40	-1.40	1.60
63. Willing to trust others	6.0	5.60	0.40	1.40
64. Authentic	6.0	5.20	0.80	1.80
65. Has an inclusive approach	7.0	5.80	1.20	1.20

Appendix B.6: Confidence- Trust (Comments)

1. What would be a stand out factor that Chris Coddington demonstrates to build trust?

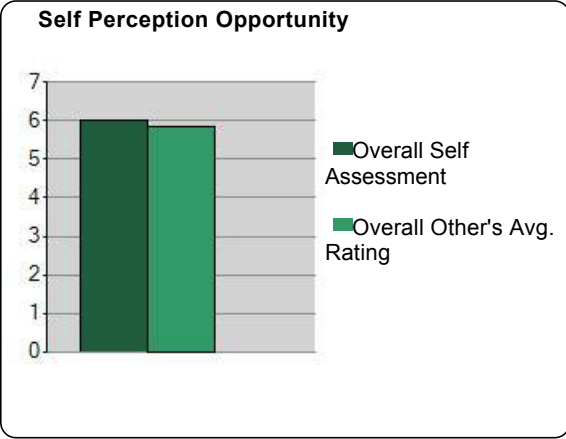
- Displays confidence in his own abilities.
- Relaxed and approachable.

2. What does Chris Coddington need to do so he/she improves in building trust with others?

- Provide empirical data and rationale for your decisions.
- The more time you spend with people the more they tend to trust you.

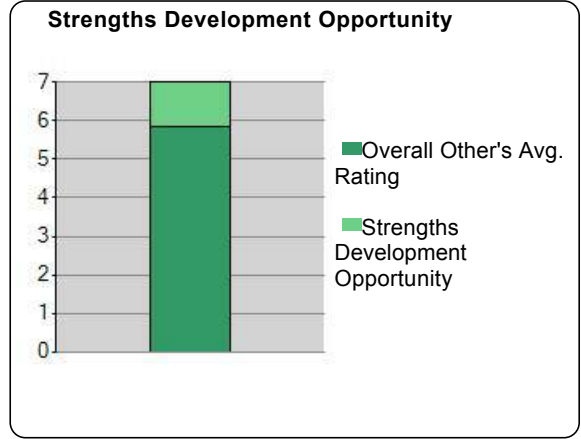
Appendix B.7: Wisdom- Leader Values

The core of any leader's decisions will be his or her values and the ability to act with wisdom. This will be foundational to success for the leader and the business. Without demonstrating strong values, a leader can never be sure of the level of commitment they can obtain from their followers.



Overall Self Assessment 6.0

- Overall Other's Avg. Rating 5.8
Overall Self Perception Opportunity: 0.2



Total Maximum Rating: 7

- Overall Other's Avg. Rating 5.8
Overall Strengths Development Opportunity: 1.2

Wisdom: Leader Values Attributes	Self Assessment (A)	Other's Avg. Rating (B)	Self Perception Opportunity (A Minus B)	Strengths Development Opportunity (Max score of 7 minus B)
66. Supports organizational policies and values	7.0	6.20	0.80	0.80
67. Demonstrates courage to do the right thing	6.0	5.60	0.40	1.40
68. Has honesty and integrity	6.0	5.40	0.60	1.60
69. Walk matches talk	6.0	6.00	0.00	1.00
70. Keeps his/her promises	4.0	5.80	-1.80	1.20
71. Has good self-control	6.0	5.80	0.20	1.20
72. Treats others fairly	5.0	6.00	-1.00	1.00
73. Thinks before taking action	6.0	6.00	0.00	1.00
74. Exercises sound judgment	7.0	5.80	1.20	1.20
75. Acts responsibly	7.0	5.80	1.20	1.20

Appendix B.7: Wisdom- Leader Values (Comments)

1. What is the best decision you have seen Chris Coddington make?

- Has brought together a very effective team.
- The decision to invest in the latest technology to make our office more efficient.

2. What could Chris Coddington do more of to improve decision-making?

- Communicate intentions better.

Appendix C: Rater's Answer Summary

Below is a summary of your ratings in the Leadership 360° Discovery. In order to maintain the anonymous nature of this exercise, responses from rating groups ("Peer's Rating", "Direct Reports Rating", and "Other") are listed only if the number of participants is 2 or more. Participant groups containing only one member receive a value of "N/A" as their response. Manager's ratings will always be listed, regardless of the number of manager's rating a leader. However, all raters that participated in this exercise, regardless of the size of their rating group, are used to calculate the "Other's Avg. Rating".

1. Summary of your ratings for each DNA Leadership Performance Category

DNA Leadership Performance Category	Self Rating	Other's Avg. Rating	Manager's Rating	Peer's Rating	Direct Report's Rating	Other
Leadership Proficiency	6.1	5.7	5.6	5.5	5.9	N/A
Results Drive	5.5	5.7	5.5	5.5	5.8	N/A
Effective Communication	6.0	5.6	5.2	5.4	5.8	N/A
Relationship Building	5.4	5.6	5.2	5.7	5.7	N/A
Leader EQ	5.4	5.6	5.4	5.6	5.6	N/A
Trust	5.9	5.6	5.7	5.9	5.5	N/A
Leader Values	6.0	5.8	5.5	5.9	5.9	N/A

2. Summary of your ratings for each of the 75 Leadership Attributes

Leadership Attribute	Self Rating	Other's Avg. Rating	Manager's Rating	Peer's Rating	Direct Report's Rating	Other
1. Operates in a mature way	6	5.2	5.0	5.0	5.3	N/A
2. Effectively uses past experiences	6	6.0	6.0	5.0	6.3	N/A
3. Skilled and knowledgeable in current role	6	5.4	6.0	5.0	5.3	N/A
4. Able to teach others	6	5.8	5.0	6.0	6.0	N/A
5. Simplifies complex concepts	6	5.6	6.0	5.0	5.7	N/A
6. Solves problems resourcefully	6	5.8	6.0	5.0	6.0	N/A
7. Builds and implements processes	6	5.8	5.0	6.0	6.0	N/A
8. Uses analysis in planning	6	6.0	5.0	6.0	6.3	N/A
9. Demonstrates strong knowledge of the organization	7	5.8	6.0	6.0	5.7	N/A
10. Knows how to mobilize people and resources	6	6.0	6.0	6.0	6.0	N/A
11. Checks to see that tasks are properly completed	4	6.0	6.0	7.0	5.7	N/A
12. Competitive to achieve goals	5	6.2	6.0	6.0	6.3	N/A
13. Decisive decision-maker	6	5.8	6.0	6.0	5.7	N/A
14. Prioritizes to meet key objectives on time	6	5.8	5.0	5.0	6.3	N/A
15. Works to a written plan	4	5.2	4.0	6.0	5.3	N/A

Leadership Attribute	Self Rating	Other's Avg. Rating	Manager's Rating	Peer's Rating	Direct Report's Rating	Other
16. Takes action and is proactive	6	5.6	6.0	5.0	5.7	N/A
17. Focuses on the bottom line and tracks successes	6	5.6	6.0	4.0	6.0	N/A
18. Demonstrates passion for work	6	5.2	5.0	5.0	5.3	N/A
19. Defines a clear vision	6	5.4	5.0	5.0	5.7	N/A
20. Disciplined work habits	6	6.0	6.0	6.0	6.0	N/A
21. Comfortable speaking directly	7	5.8	6.0	6.0	5.7	N/A
22. Responds diplomatically when needed	6	5.4	5.0	5.0	5.7	N/A
23. Clearly communicates expectations	7	5.6	5.0	5.0	6.0	N/A
24. Gives ongoing feedback	4	5.2	4.0	5.0	5.7	N/A
25. Adapts communication for people/situations	5	5.0	5.0	5.0	5.0	N/A
26. Speaks calmly in difficult conversations	6	6.0	6.0	6.0	6.0	N/A
27. Regularly communicates the vision and goals	6	5.4	5.0	5.0	5.7	N/A
28. Invites others to engage in conversation	6	5.8	5.0	6.0	6.0	N/A
29. Expresses true views in meetings	7	5.6	5.0	5.0	6.0	N/A
30. Communicates to avoid surprises for others	6	6.0	6.0	6.0	6.0	N/A
31. Demonstrates understanding for others' concerns	5	5.0	4.0	6.0	5.0	N/A
32. Provides regular encouragement to others	5	5.2	5.0	5.0	5.3	N/A
33. Tolerant of honest mistakes	5	5.6	6.0	6.0	5.3	N/A
34. Responds to questions patiently	5	5.4	5.0	6.0	5.3	N/A
35. Treats people with respect	6	5.8	5.0	6.0	6.0	N/A
36. Good listener	6	5.4	5.0	6.0	5.3	N/A
37. Respects people's differences	6	5.8	5.0	5.0	6.3	N/A
38. Celebrates successes	5	5.6	6.0	6.0	5.3	N/A
39. Wants and helps others to succeed	6	6.2	6.0	6.0	6.3	N/A
40. Makes the workplace happy and fun	5	5.8	5.0	5.0	6.3	N/A
41. Motivates and inspires others	6	5.8	6.0	6.0	5.7	N/A
42. Allows others to be open about their frustrations without becoming defensive	6	5.8	6.0	6.0	5.7	N/A
43. Comfortable listening openly to others' feedback about his/her performance	6	5.8	6.0	6.0	5.7	N/A
44. Takes personal responsibility	7	5.8	7.0	5.0	5.7	N/A
45. Collaborates with others on his/her ideas	6	5.6	6.0	5.0	5.7	N/A
46. Seeks confirming evidence before making judgements about others	5	5.2	5.0	6.0	5.0	N/A
47. Forgives others when he/she is wronged	6	5.6	6.0	6.0	5.3	N/A
48. Able to appropriately admit when she or he is upset	5	5.8	5.0	6.0	6.0	N/A
49. Recognizes and responds appropriately to the emotions of others	4	5.6	4.0	6.0	6.0	N/A
50. Manages negative emotions well when disappointed	4	5.2	4.0	5.0	5.7	N/A

Leadership Attribute	Self Rating	Other's Avg. Rating	Manager's Rating	Peer's Rating	Direct Report's Rating	Other
51. Avoids trivializing the feelings of others	4	5.2	4.0	5.0	5.7	N/A
52. Willing to compromise	4	5.2	4.0	5.0	5.7	N/A
53. Manages ego and self-promotion	6	5.4	6.0	5.0	5.3	N/A
54. Not overly protective of prior decisions	6	6.0	6.0	6.0	6.0	N/A
55. Positively influences others without manipulating them	6	5.8	6.0	6.0	5.7	N/A
56. Demonstrates self belief	6	6.0	7.0	6.0	5.7	N/A
57. Provides positive energy	7	5.8	6.0	6.0	5.7	N/A
58. Delegates and does not interfere	5	6.0	6.0	6.0	6.0	N/A
59. Shares emotions and feelings	5	5.4	5.0	7.0	5.0	N/A
60. Open with ideas and information	7	6.0	6.0	6.0	6.0	N/A
61. Vulnerable, acknowledges his/her mistakes	6	5.2	5.0	5.0	5.3	N/A
62. Shows humility	4	5.4	5.0	6.0	5.3	N/A
63. Willing to trust others	6	5.6	6.0	6.0	5.3	N/A
64. Authentic	6	5.2	5.0	5.0	5.3	N/A
65. Has an inclusive approach	7	5.8	6.0	6.0	5.7	N/A
66. Supports organizational policies and values	7	6.2	6.0	6.0	6.3	N/A
67. Demonstrates courage to do the right thing	6	5.6	5.0	6.0	5.7	N/A
68. Has honesty and integrity	6	5.4	5.0	5.0	5.7	N/A
69. Walk matches talk	6	6.0	5.0	6.0	6.3	N/A
70. Keeps his/her promises	4	5.8	5.0	7.0	5.7	N/A
71. Has good self-control	6	5.8	6.0	5.0	6.0	N/A
72. Treats others fairly	5	6.0	5.0	7.0	6.0	N/A
73. Thinks before taking action	6	6.0	6.0	6.0	6.0	N/A
74. Exercises sound judgment	7	5.8	6.0	5.0	6.0	N/A
75. Acts responsibly	7	5.8	6.0	6.0	5.7	N/A