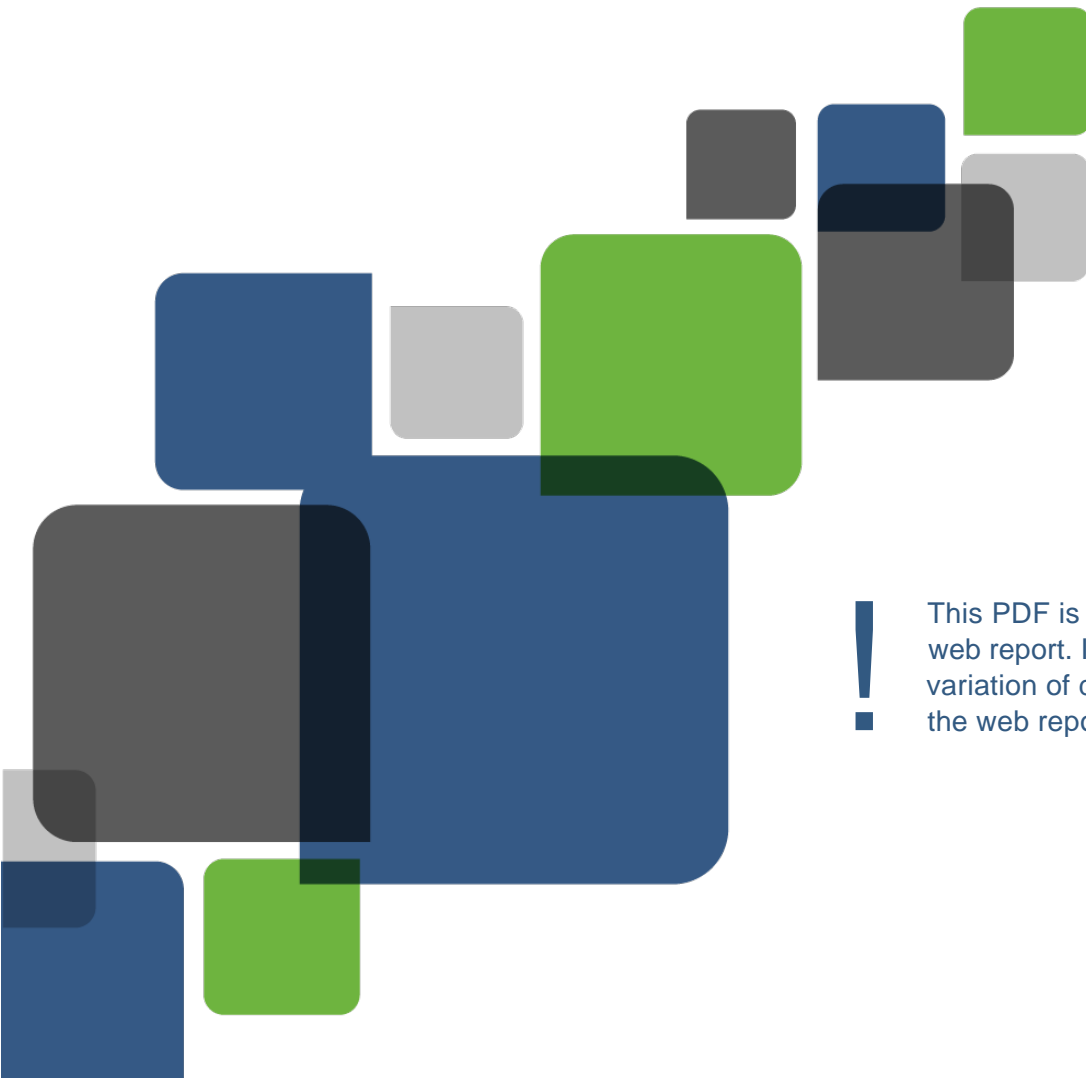


Individual Feedback Charts

Executive Leadership Survey (ELS)

ELS-C Archetype A
April 2020
TruScore

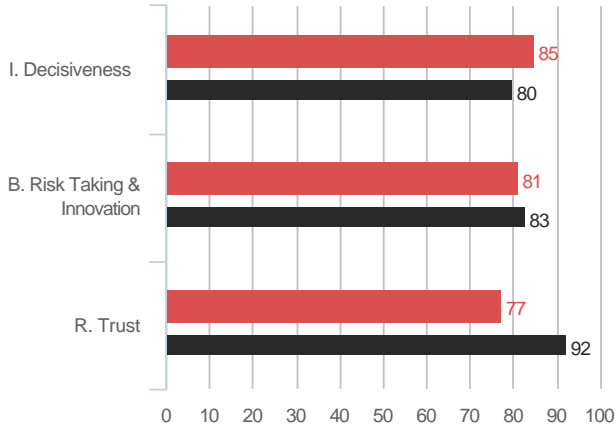


! This PDF is a simplified version of the web report. It does not contain every variation of data/charts contained within the web report.

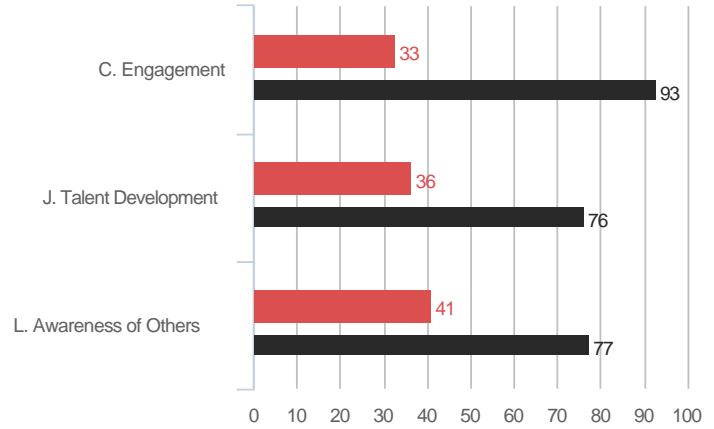


Highest and Lowest

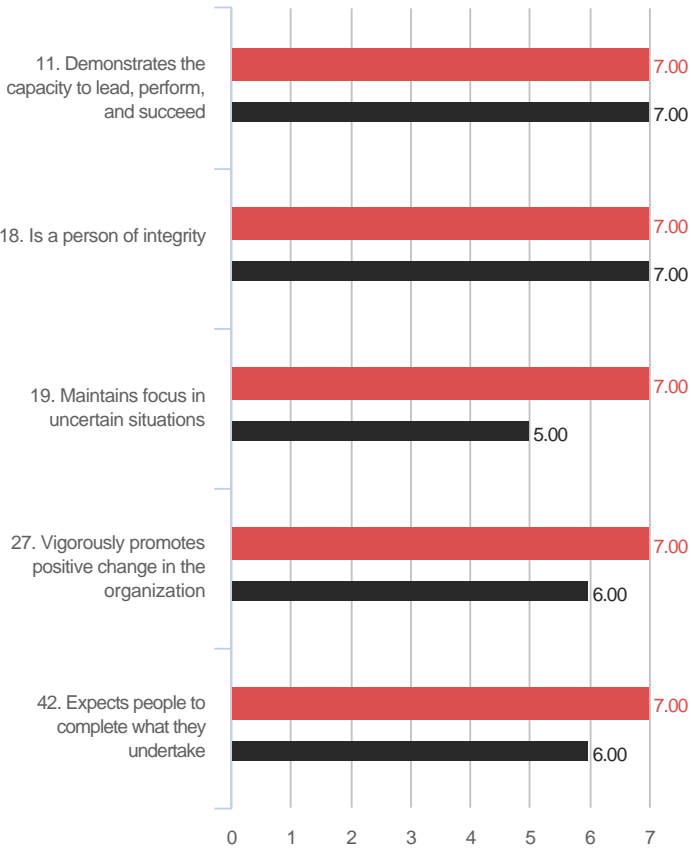
3 Highest Competencies



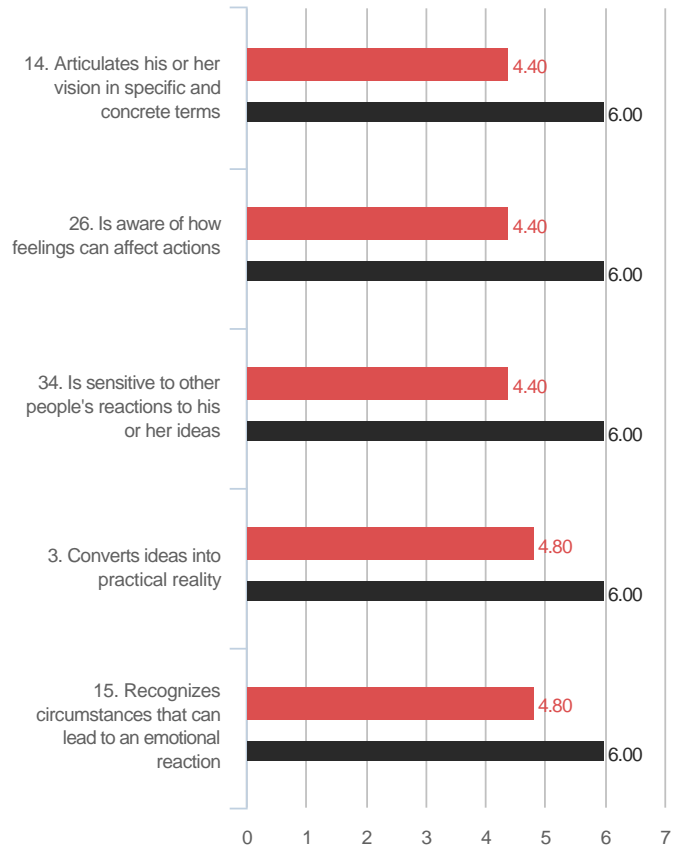
3 Lowest Competencies



5 Highest Questions



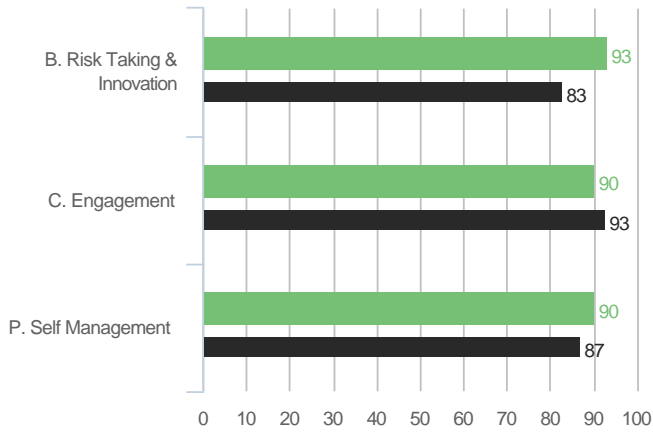
5 Lowest Questions



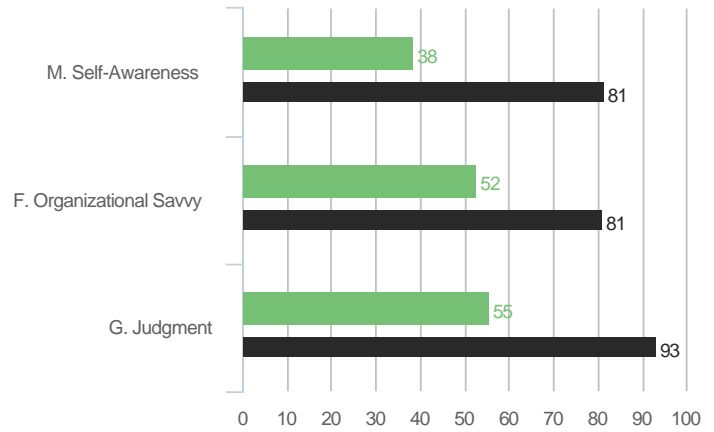
■ 1 Self ■ 5 Direct Reports

■ 1 Self ■ 5 Direct Reports

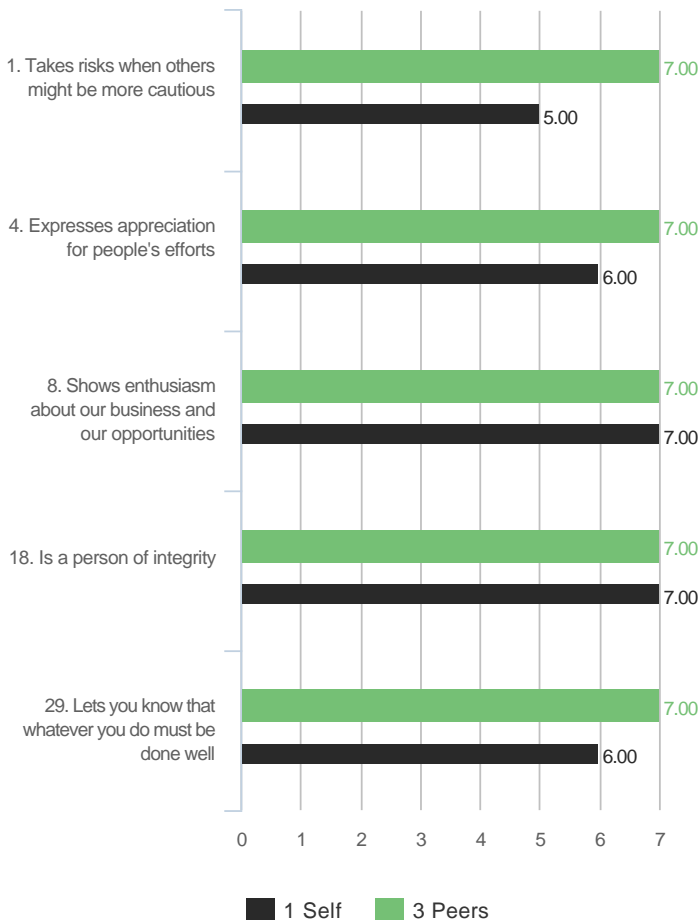
3 Highest Competencies



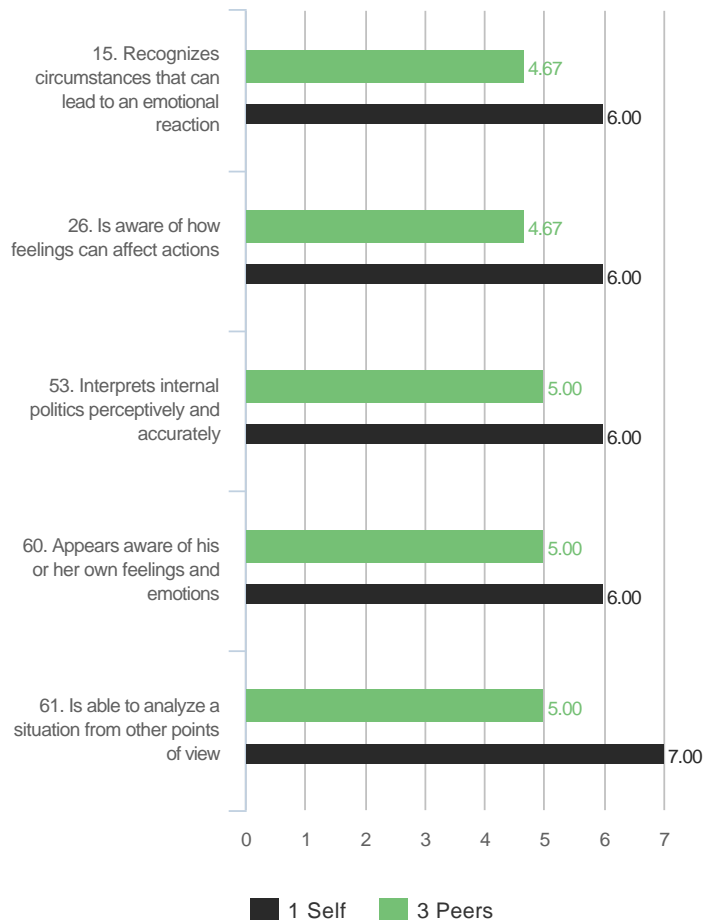
3 Lowest Competencies



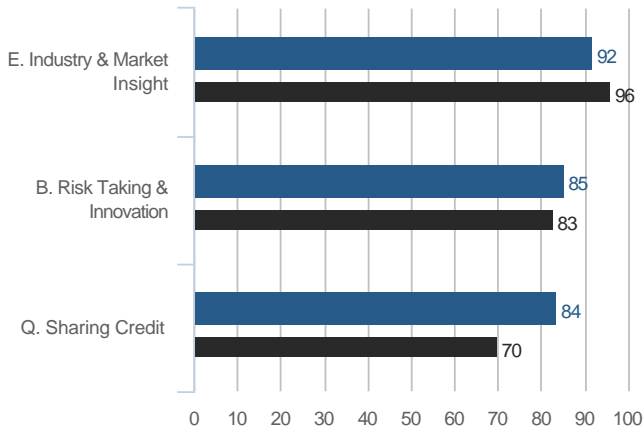
5 Highest Questions



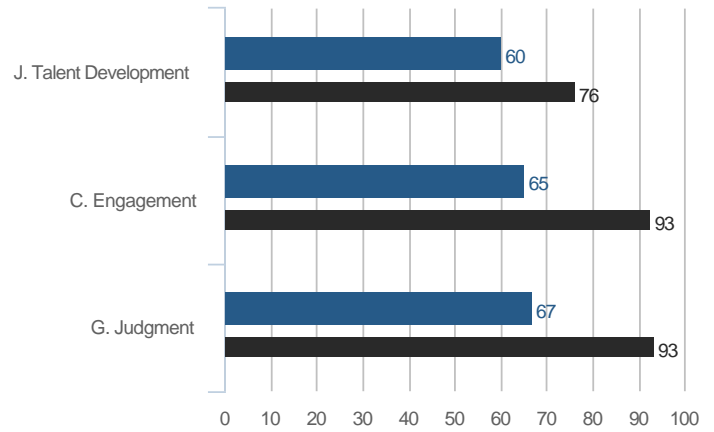
5 Lowest Questions



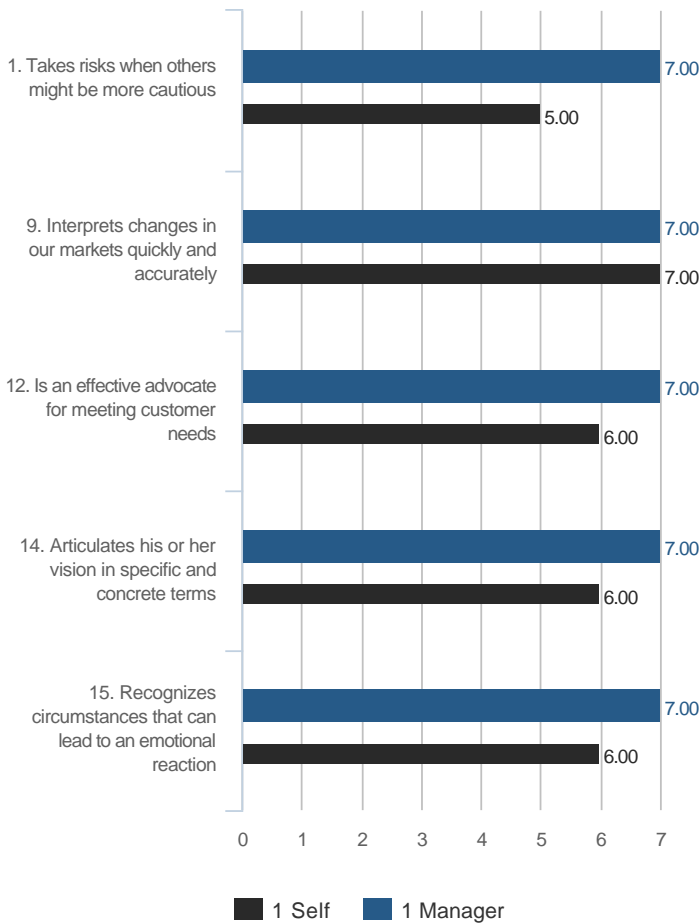
3 Highest Competencies



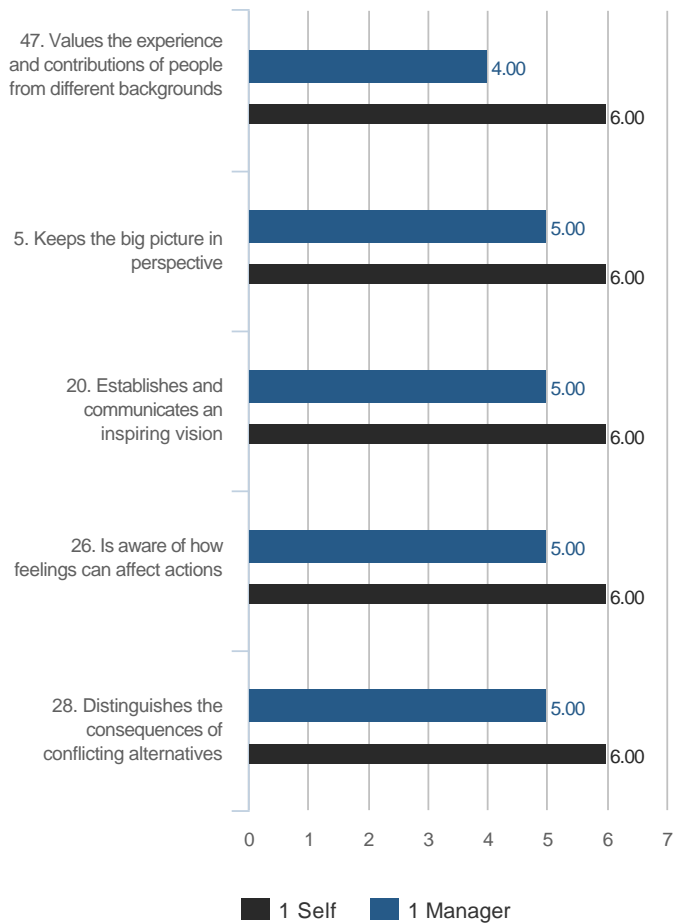
3 Lowest Competencies



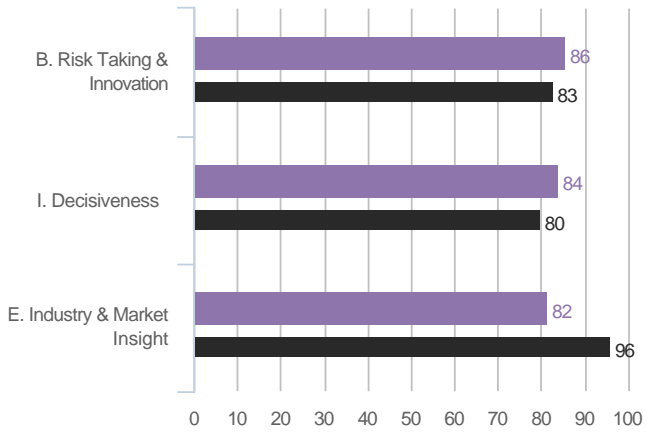
5 Highest Questions



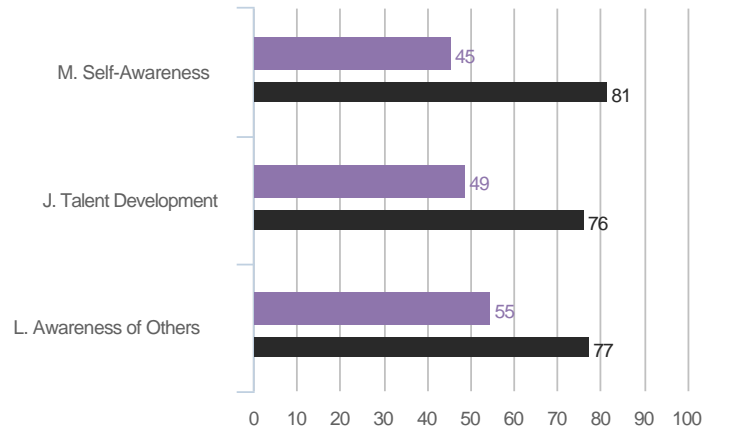
5 Lowest Questions



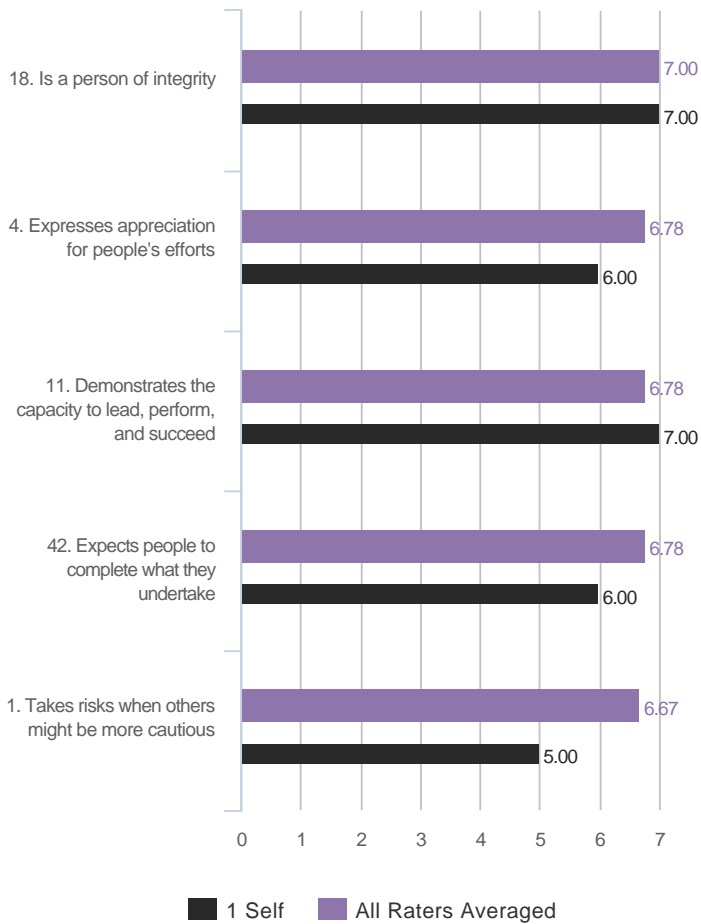
3 Highest Competencies



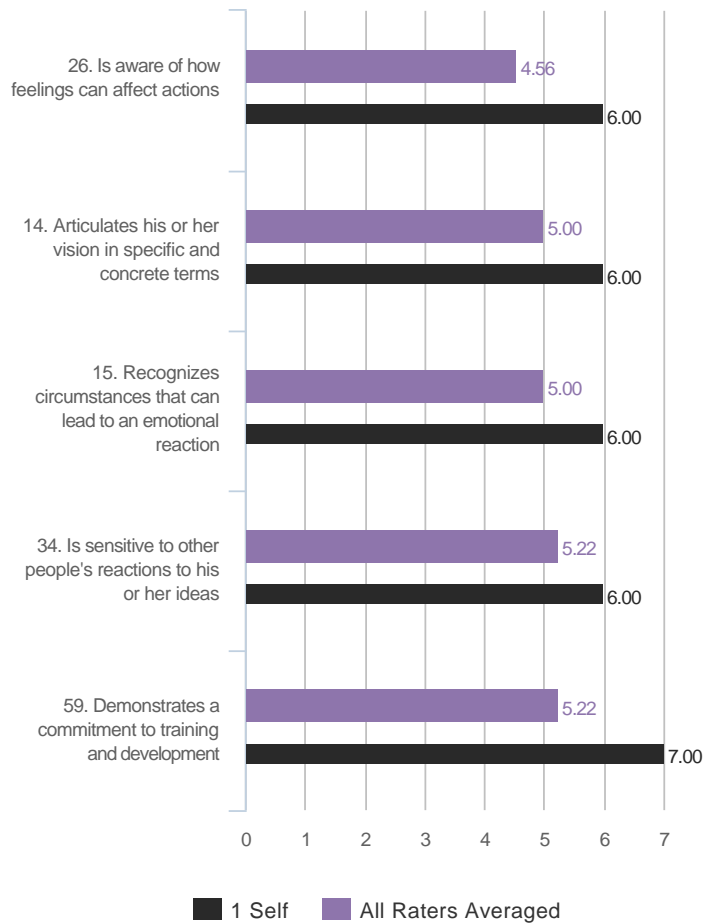
3 Lowest Competencies



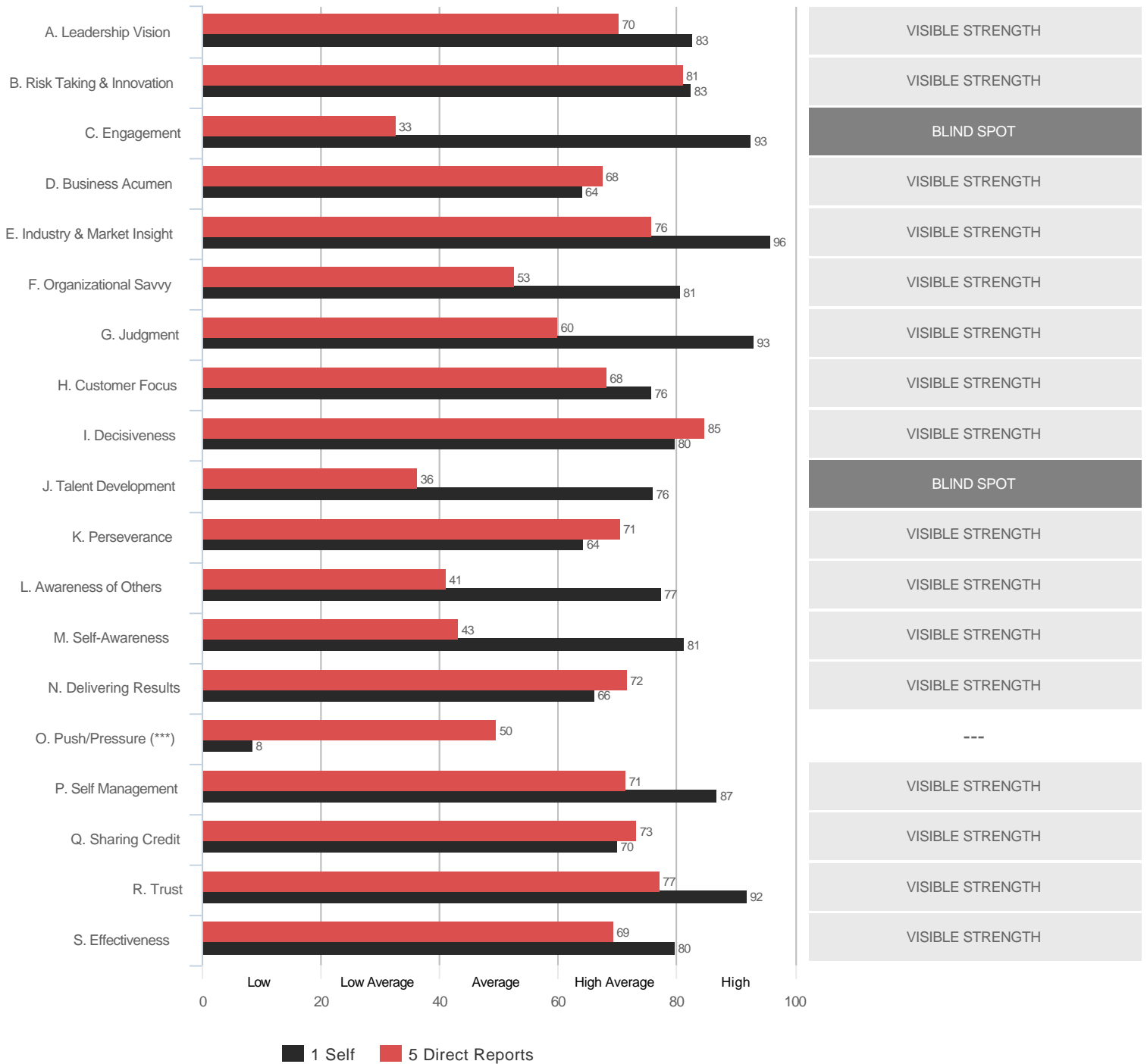
5 Highest Questions



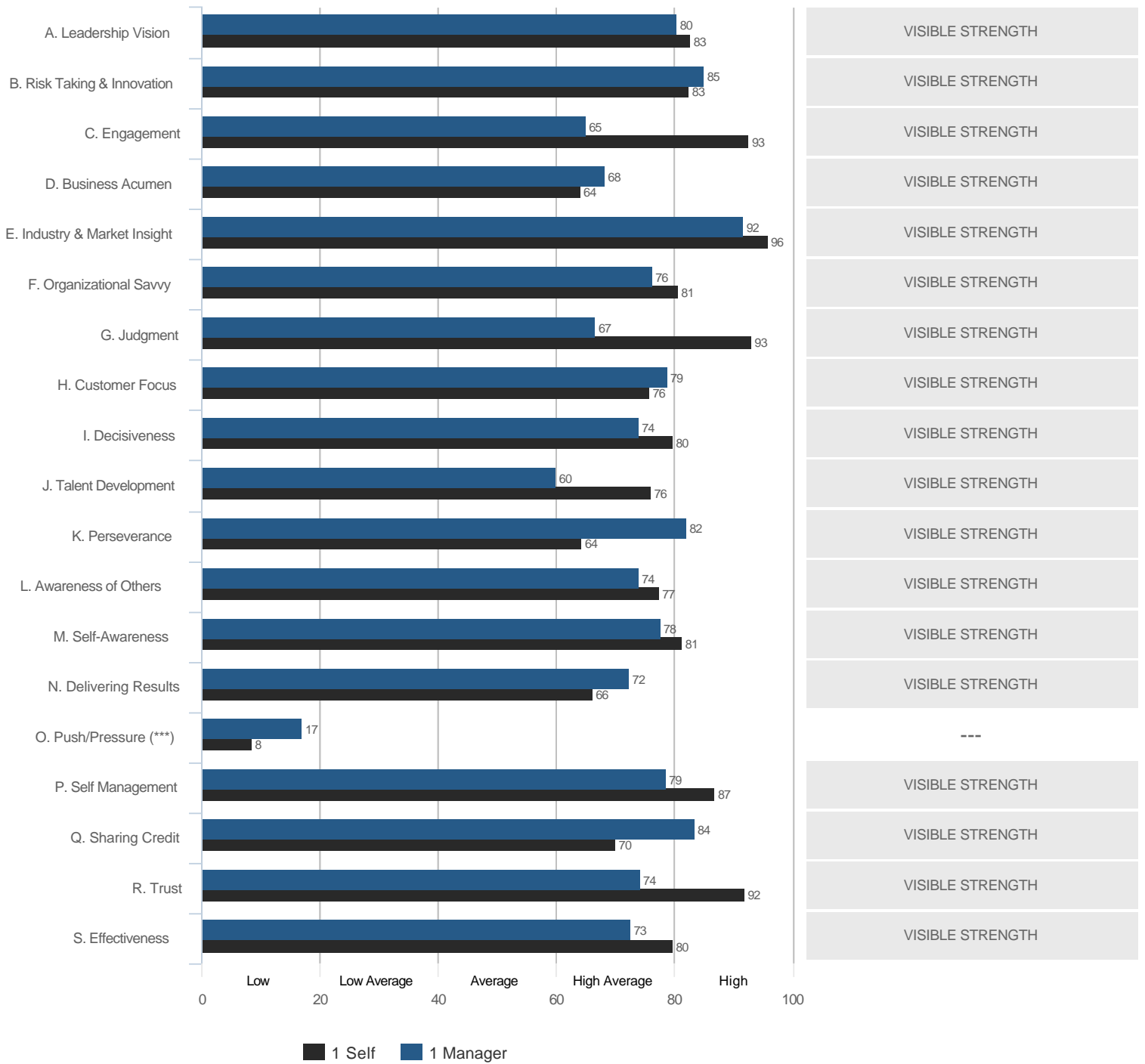
5 Lowest Questions

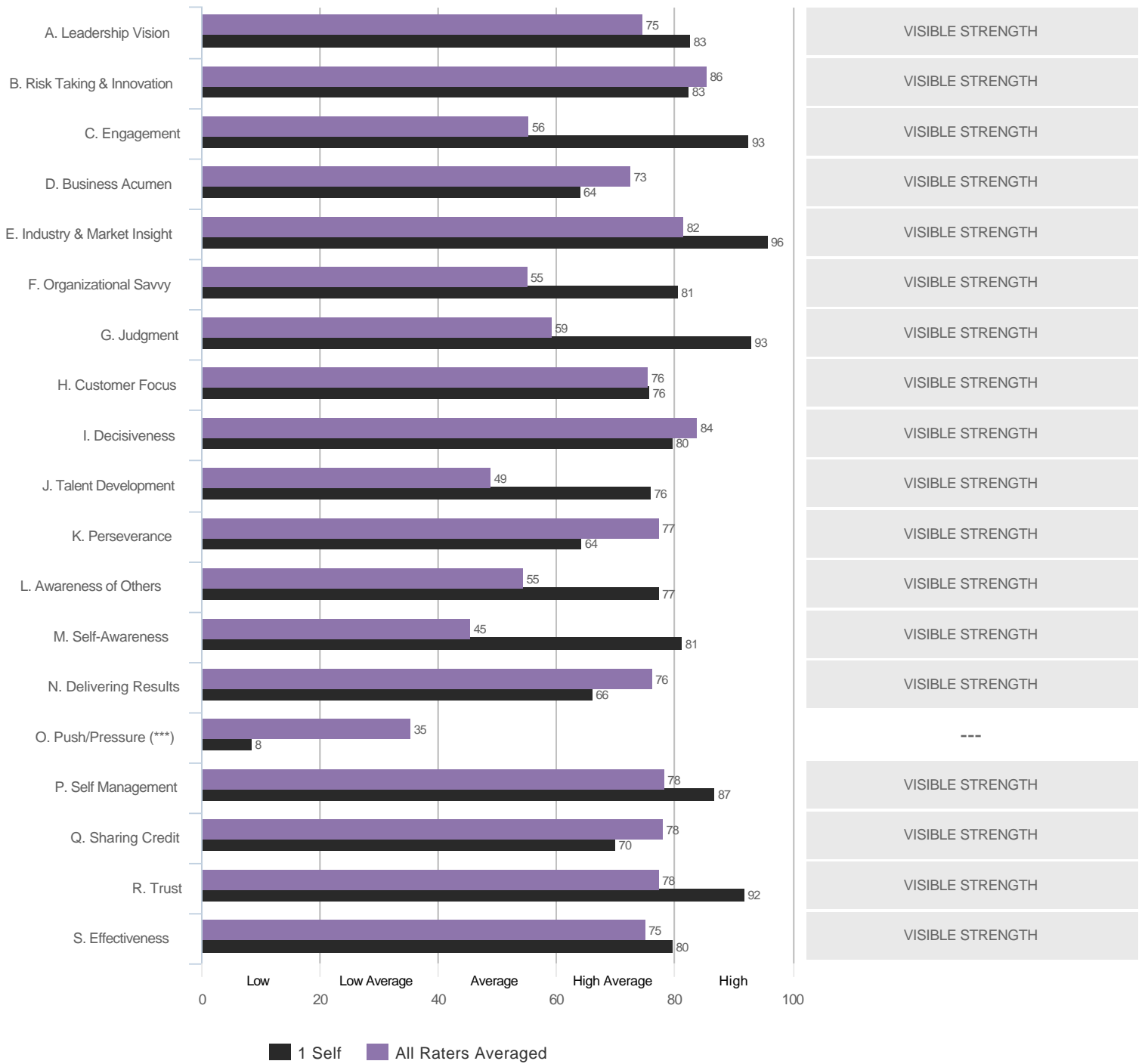


Blind Spot Analysis

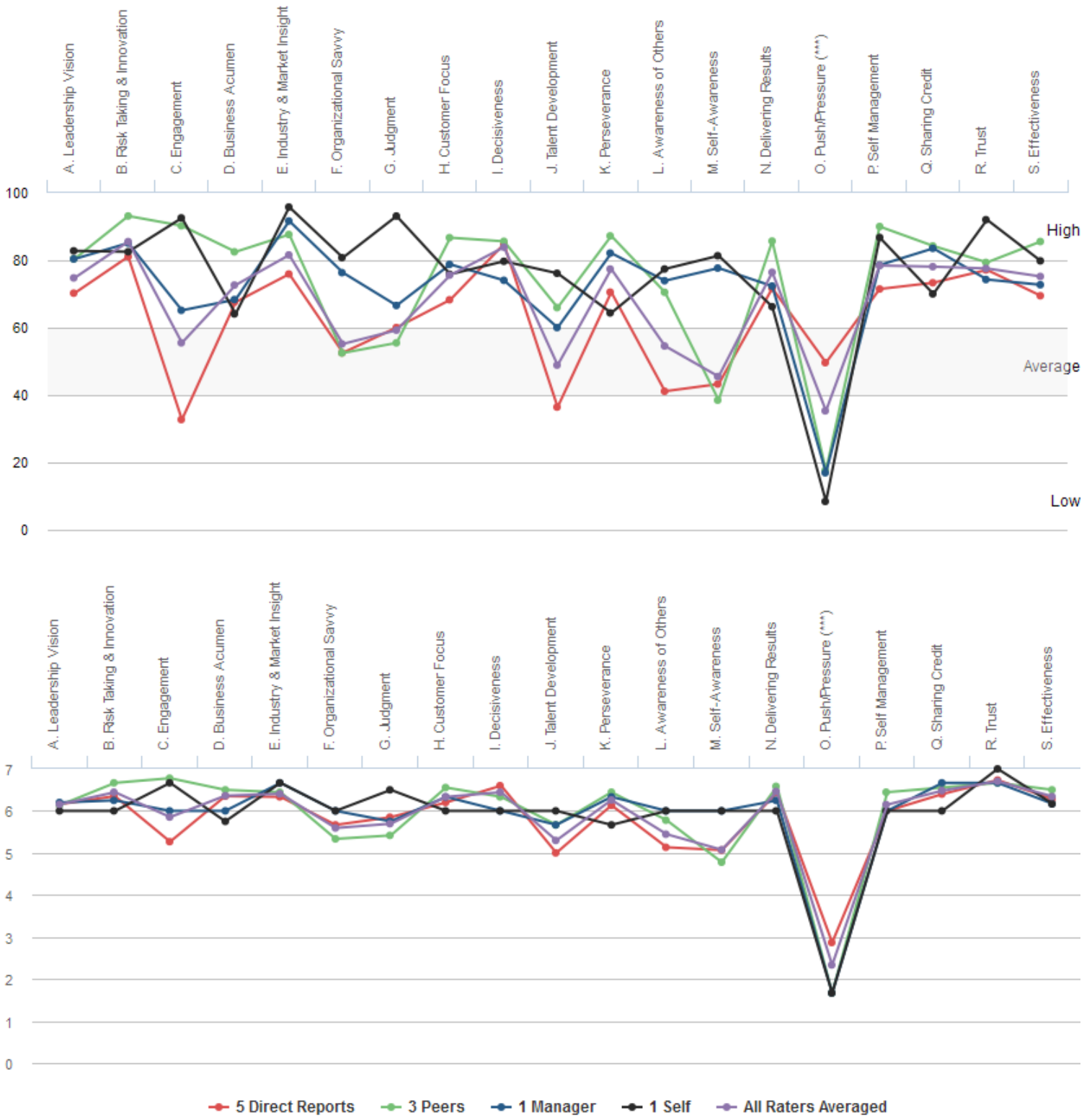








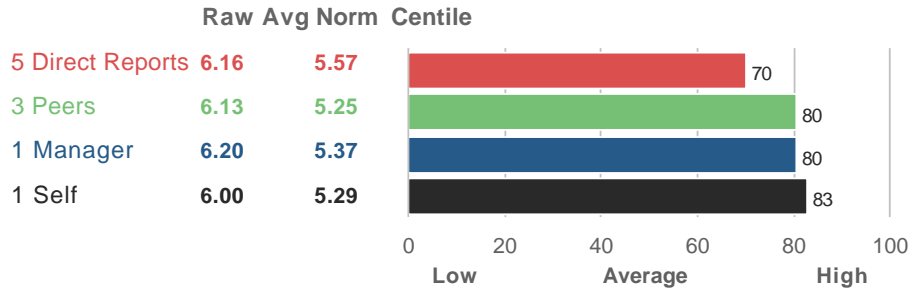
Overall Scores



I. SETTING DIRECTION

A. Leadership Vision

Overall Scores



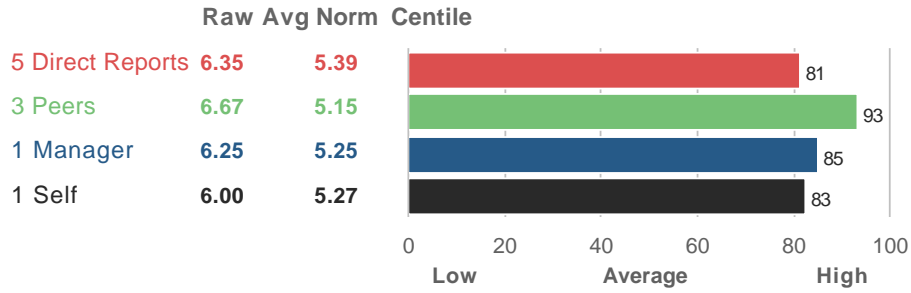
Question Scores

| Question | Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--|---------|------|----|---|---|---|---|---|---|---|
| 14. Articulates his or her vision in specific and concrete terms | 4.40 | 1.14 | . | . | . | 1 | 2 | 1 | 1 | . |
| | 5.33 | 1.53 | . | . | . | . | 1 | 1 | . | 1 |
| | 7.00 | --- | . | . | . | . | . | . | . | 1 |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 20. Establishes and communicates an inspiring vision | 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| | 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| | 5.00 | --- | . | . | . | . | . | 1 | . | . |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 27. Vigorously promotes positive change in the organization | 7.00 | --- | . | . | . | . | . | . | . | 5 |
| | 5.67 | 0.58 | . | . | . | . | . | 1 | 2 | . |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 38. Acts in a way that makes us a progressive, global organization | 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| | 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| | 7.00 | --- | . | . | . | . | . | . | . | 1 |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 52. Is very convincing when proposing a new course of action | 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| | 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |
| | 6.00 | --- | . | . | . | . | . | . | 1 | . |

I. SETTING DIRECTION

B. Risk Taking & Innovation

Overall Scores



Question Scores

1. Takes risks when others might be more cautious

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |

23. Has the insight to take bold steps to change the rules

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

50. Demonstrates the confidence to act

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

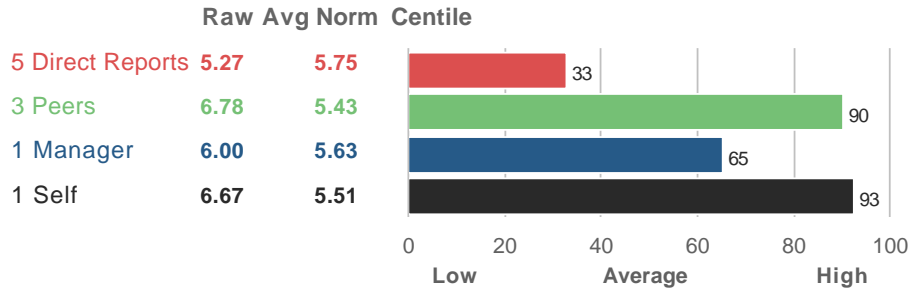
65. Creates an environment that fosters creativity

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

I. SETTING DIRECTION

C. Engagement

Overall Scores



Question Scores

8. Shows enthusiasm about our business and our opportunities

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 1.10 | . | . | . | . | . | 2 | . | 3 |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

25. Has presence and positive impact when dealing with others

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.80 | 0.84 | . | . | . | . | 2 | 2 | 1 | . |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

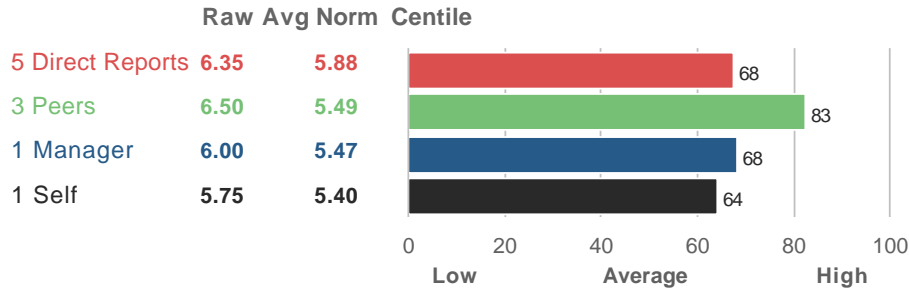
55. Displays enthusiasm that motivates and inspires others

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.80 | 0.84 | . | . | . | . | 2 | 2 | 1 | . |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

II. EXECUTIVE PERSPECTIVE

D. Business Acumen

Overall Scores



Question Scores

17. Demonstrates sound financial judgment

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |

37. Analyzes numerical information effectively

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

39. Understands and contributes to financial discussions, which may be reasonably complex

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

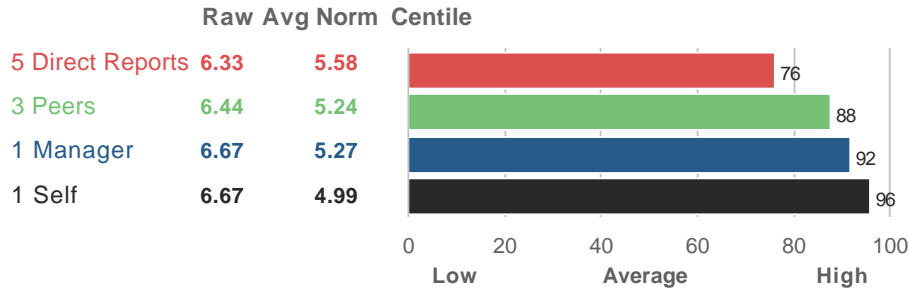
45. Uses financial and operational data effectively

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

II. EXECUTIVE PERSPECTIVE

E. Industry & Market Insight

Overall Scores



Question Scores

9. Interprets changes in our markets quickly and accurately

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 3 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

33. Anticipates and plans for future market changes

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|-----|----|---|---|---|---|---|---|---|
| 6.00 | --- | 2 | . | . | . | . | . | 3 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

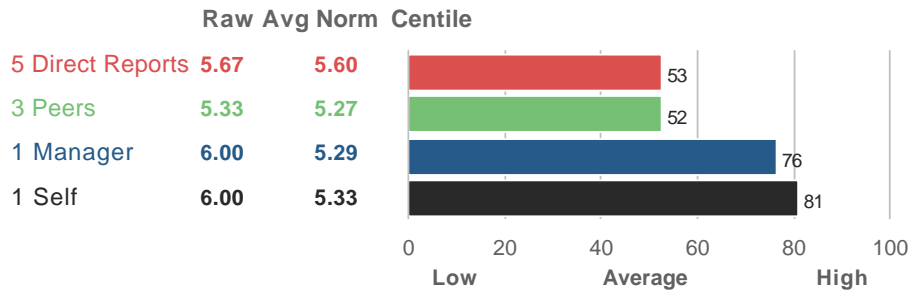
62. Follows marketplace shifts and their impact on our competitive position

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

II. EXECUTIVE PERSPECTIVE

F. Organizational Savvy

Overall Scores



Question Scores

10. Anticipates the reactions of people who have a stake in change

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.20 | 0.45 | . | . | . | . | . | 4 | 1 | . |
| 5.33 | 0.58 | . | . | . | . | . | 2 | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

30. Works effectively across business units, functions, and locations

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | 1.00 | . | . | . | . | . | 2 | 1 | 2 |
| 5.67 | 0.58 | . | . | . | . | . | 1 | 2 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

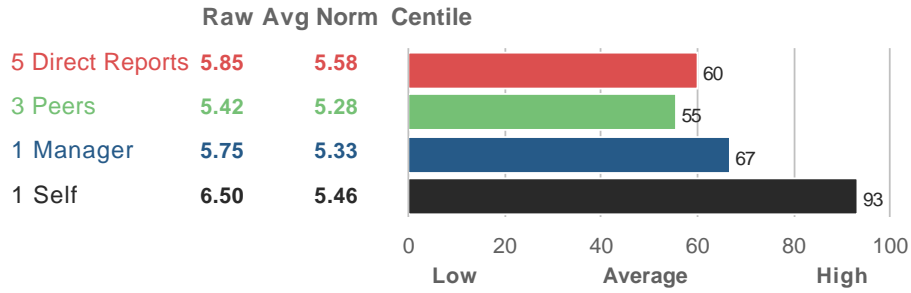
53. Interprets internal politics perceptively and accurately

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.80 | 0.84 | . | . | . | . | . | 2 | 2 | 1 |
| 5.00 | --- | . | . | . | . | . | 3 | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

II. EXECUTIVE PERSPECTIVE

G. Judgment

Overall Scores



Question Scores

5. Keeps the big picture in perspective

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.40 | 1.34 | . | . | . | . | 2 | . | 2 | 1 |
| 5.33 | 0.58 | . | . | . | . | . | 2 | 1 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

28. Distinguishes the consequences of conflicting alternatives

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 5.67 | 0.58 | . | . | . | . | . | 1 | 2 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

41. Anticipates the consequences of decisions

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.20 | 0.84 | . | . | . | . | 1 | 2 | 2 | . |
| 5.67 | 0.58 | . | . | . | . | . | 1 | 2 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

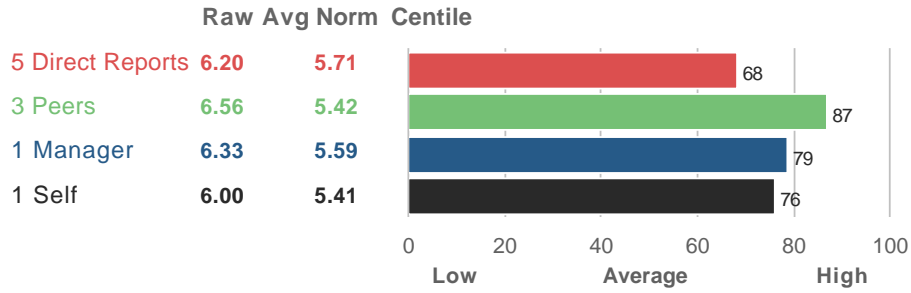
61. Is able to analyze a situation from other points of view

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 5.00 | --- | . | . | . | . | . | 3 | . | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

II. EXECUTIVE PERSPECTIVE

H. Customer Focus

Overall Scores



Question Scores

12. Is an effective advocate for meeting customer needs

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

21. Clearly understands the customers' expectations

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

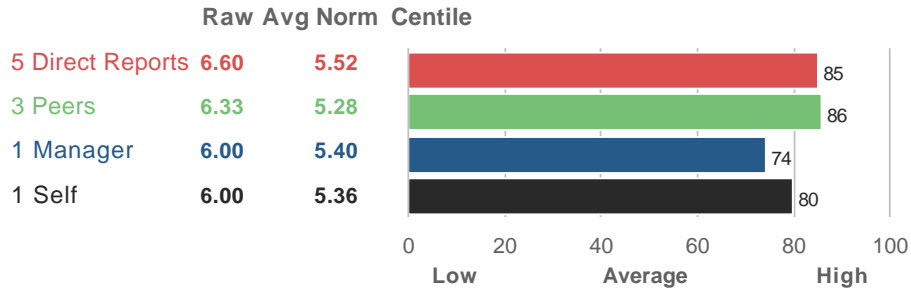
58. Anticipates future customer needs, rather than just reacting to them

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

III. EXECUTIVE IMPLEMENTATION

I. Decisiveness

Overall Scores



Question Scores

19. Maintains focus in uncertain situations

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|-----|----|---|---|---|---|---|---|---|
| 7.00 | --- | . | . | . | . | . | . | . | 5 |
| 6.00 | --- | . | . | . | . | . | . | 3 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |

51. Reacts quickly and appropriately to new situations

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

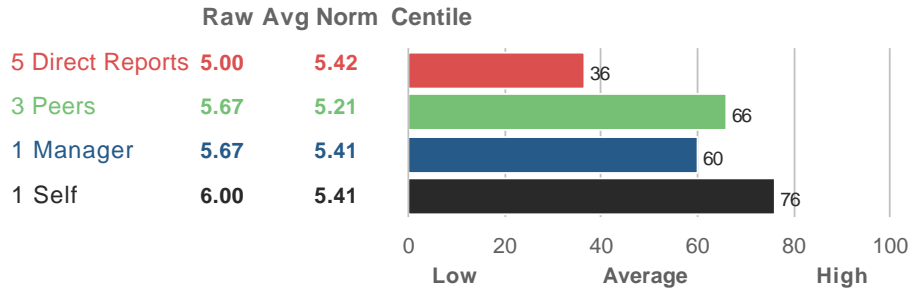
64. Makes decisions when necessary, despite the lack of complete information

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.80 | 0.45 | . | . | . | . | . | . | 1 | 4 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

III. EXECUTIVE IMPLEMENTATION

J. Talent Development

Overall Scores



Question Scores

32. Actively develops the next generation of leaders

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.00 | --- | 2 | . | . | . | . | 3 | . | . |
| 5.33 | 0.58 | . | . | . | . | . | 2 | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |

54. Successfully gets people to work together as team

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.00 | --- | . | . | . | . | . | 5 | . | . |
| 6.00 | 1.00 | . | . | . | . | . | 1 | 1 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

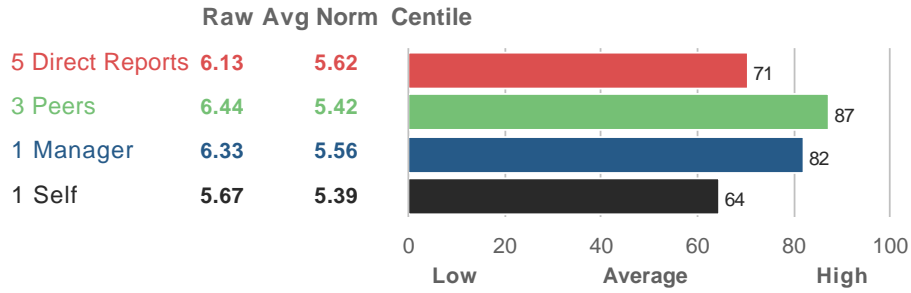
59. Demonstrates a commitment to training and development

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.00 | --- | . | . | . | . | . | 5 | . | . |
| 5.67 | 1.15 | . | . | . | . | . | 2 | . | 1 |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

III. EXECUTIVE IMPLEMENTATION

K. Perseverance

Overall Scores



Question Scores

16. Sticks to a proposal if it seems good for the organization

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.40 | 0.55 | . | . | . | . | . | . | 3 | 2 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

22. Keeps going with a plan or idea when others get discouraged

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |

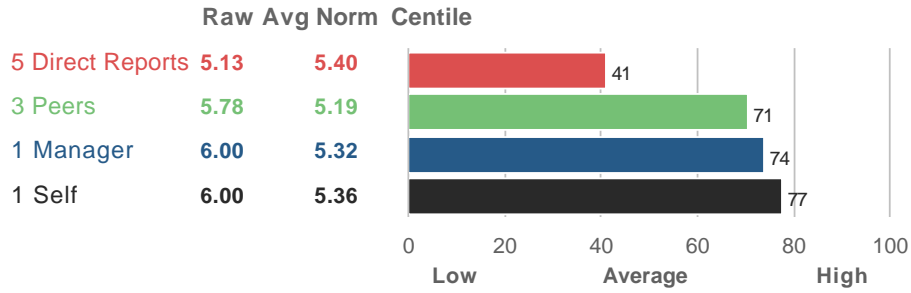
40. Perseveres on a course of change despite opposition

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

IV. FEEDBACK

L. Awareness of Others

Overall Scores



Question Scores

34. Is sensitive to other people's reactions to his or her ideas

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.40 | 1.34 | . | . | . | 2 | . | 2 | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 3 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

47. Values the experience and contributions of people from different backgrounds

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.40 | 0.55 | . | . | . | . | . | 3 | 2 | . |
| 5.67 | 0.58 | . | . | . | . | . | 1 | 2 | . |
| 4.00 | --- | . | . | . | . | 1 | . | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

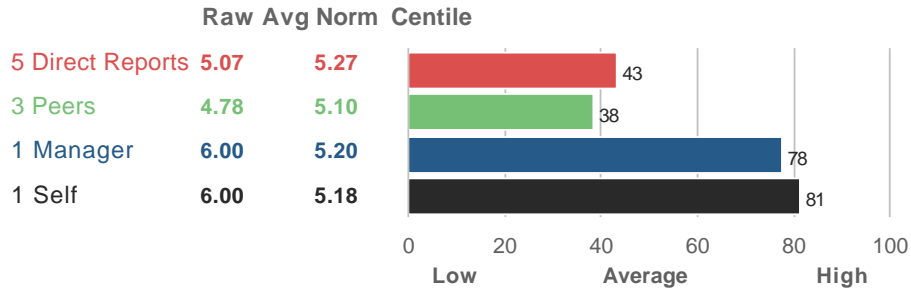
57. Actively listens to both verbal and non-verbal cues of others

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 5.75 | 0.50 | 1 | . | . | . | . | 1 | 3 | . |
| 5.67 | 0.58 | . | . | . | . | . | 1 | 2 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

IV. FEEDBACK

M. Self-Awareness

Overall Scores



Question Scores

15. Recognizes circumstances that can lead to an emotional reaction

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.80 | 0.84 | . | . | . | . | 2 | 2 | 1 | . |
| 4.67 | 0.58 | . | . | . | . | 1 | 2 | . | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

26. Is aware of how feelings can affect actions

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.40 | 1.14 | . | . | . | 1 | 2 | 1 | 1 | . |
| 4.67 | 0.58 | . | . | . | . | 1 | 2 | . | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

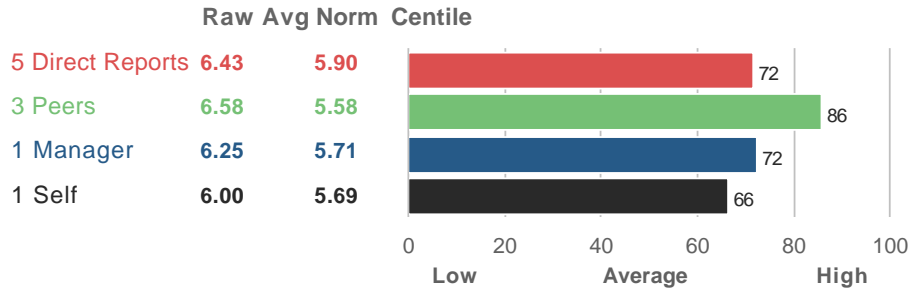
60. Appears aware of his or her own feelings and emotions

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|-----|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 5.00 | --- | . | . | . | . | . | 3 | . | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

V. DRIVE

N. Delivering Results

Overall Scores



Question Scores

29. Lets you know that whatever you do must be done well

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|-----|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

31. Consistently meets performance expectations and expects others to do the same

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | 2 | . | . | . | . | . | 3 | . |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

42. Expects people to complete what they undertake

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 7.00 | --- | . | . | . | . | . | . | . | 5 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

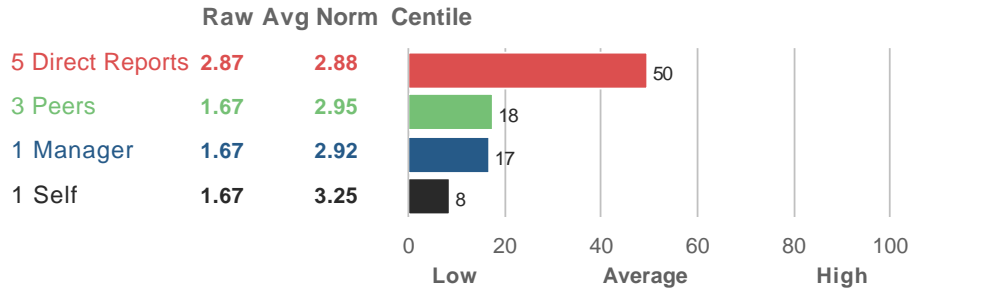
49. Has the healthy confidence to target and achieve excellence

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

V. DRIVE

O. Push/Pressure (***)

Overall Scores



Question Scores

2. Is aggressive towards others whether or not the situation is appropriate

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 2.80 | 1.30 | . | 1 | 1 | 1 | 2 | . | . | . |
| 1.00 | --- | . | 3 | . | . | . | . | . | . |
| 2.00 | --- | . | . | 1 | . | . | . | . | . |
| 2.00 | --- | . | . | 1 | . | . | . | . | . |

43. Exerts more pressure than is needed

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.00 | 1.00 | . | . | . | 2 | 1 | 2 | . | . |
| 2.33 | 0.58 | . | . | 2 | 1 | . | . | . | . |
| 1.00 | --- | . | 1 | . | . | . | . | . | . |
| 1.00 | --- | . | 1 | . | . | . | . | . | . |

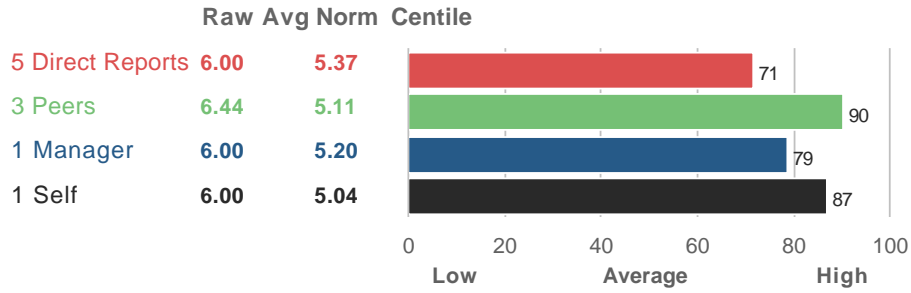
48. Gets angry when things don't go right

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 1.80 | 0.45 | . | 1 | 4 | . | . | . | . | . |
| 1.67 | 1.15 | . | 2 | . | 1 | . | . | . | . |
| 2.00 | --- | . | . | 1 | . | . | . | . | . |
| 2.00 | --- | . | . | 1 | . | . | . | . | . |

V. DRIVE

P. Self Management

Overall Scores



Question Scores

7. Calmly manages unexpected trouble

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 5.00 | --- | . | . | . | . | . | 1 | . | . |

13. Maintains composure in pressure situations

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

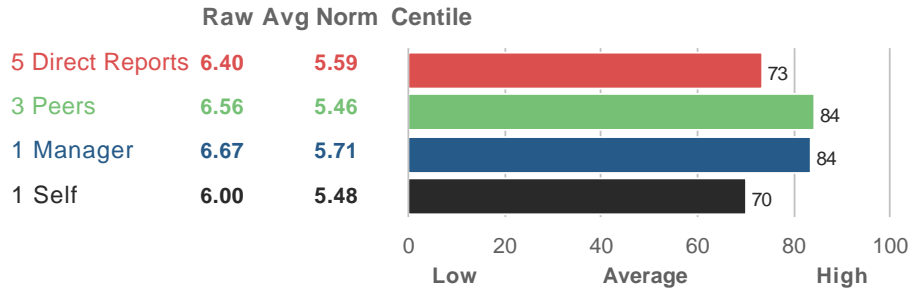
44. Remains energetic and confident during successes and disappointments

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.00 | --- | . | . | . | . | . | . | 5 | . |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

VI. ACKNOWLEDGING CONTRIBUTIONS

Q. Sharing Credit

Overall Scores



Question Scores

4. Expresses appreciation for people's efforts

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.80 | 0.45 | . | . | . | . | . | . | 1 | 4 |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

36. Identifies and recognizes individuals for good performance

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 3 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

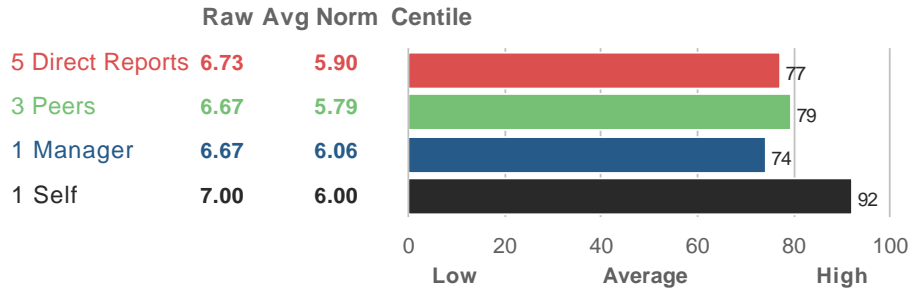
66. Compliments others when things go well

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

VII. OUTCOMES

R. Trust

Overall Scores



Question Scores

18. Is a person of integrity

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|-----|----|---|---|---|---|---|---|---|
| 7.00 | --- | . | . | . | . | . | . | . | 5 |
| 7.00 | --- | . | . | . | . | . | . | . | 3 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

24. Can be trusted to do what he or she says will be done

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

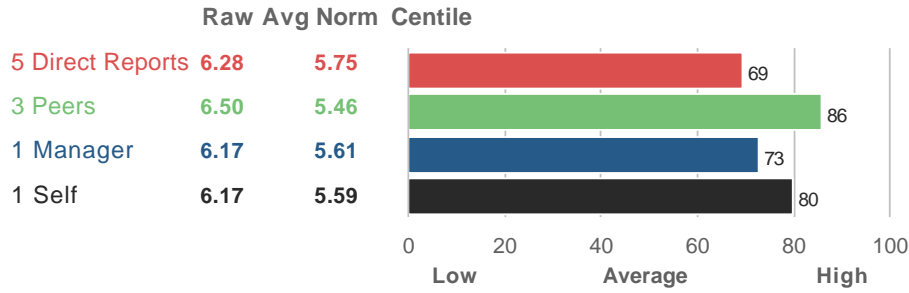
63. Is someone you can trust to speak frankly and honestly

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

VII. OUTCOMES

S. Effectiveness

Overall Scores



Question Scores

3. Converts ideas into practical reality

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 4.80 | 0.84 | . | . | . | . | 2 | 2 | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 3 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

6. Uses his or her influence skills effectively

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

11. Demonstrates the capacity to lead, perform, and succeed

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 7.00 | --- | . | . | . | . | . | . | . | 5 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |

35. Generates high levels of engagement among employees

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.67 | 0.58 | 2 | . | . | . | . | . | 1 | 2 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

46. Makes tough decisions when necessary

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.20 | 0.45 | . | . | . | . | . | . | 4 | 1 |
| 6.67 | 0.58 | . | . | . | . | . | . | 1 | 2 |
| 7.00 | --- | . | . | . | . | . | . | . | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

56. Shows consistency between words and behaviors

| Raw Avg | SD | NA | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---------|------|----|---|---|---|---|---|---|---|
| 6.60 | 0.55 | . | . | . | . | . | . | 2 | 3 |
| 6.33 | 0.58 | . | . | . | . | . | . | 2 | 1 |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |
| 6.00 | --- | . | . | . | . | . | . | 1 | . |

Comments

What does this person do that should be continued?

5 Direct Reports

- *Survey received, no comment provided (2)*
- He makes it very clear what results are expected and pushes us (in a good way) to get there by thinking out of the box. He's constantly challenging us by asking how we can do things differently. Doing things the same way will yield the same results, is his mantra. If we don't want that, he makes it clear that we have to change it up.
- Never micromanages. Listens well. He is a great leader. He's positive, upbeat, charismatic. His commitment to the organization exceeds that of any leader I've known.
- He is very inspiring, always encouraging the team. He makes us believe there's nothing we can't accomplish. He has very high expectations, but he makes you want to meet them. He's direct and encourages honest, forthright communication from others. The perseverance he has to make something work despite challenges is impressive!

3 Peers

- He is an outstanding motivator, speaker and mentor. His positive nature is contagious. He teaches all of us that a commitment made is a commitment kept, and that makes us a better team.
- He's a strong, inspirational leader to those around him. He has a very clear view of what success looks like and challenges everyone in the organization to jump on board down that path. His enthusiasm for what we do/he does is contagious, and that gets others throughout the organization excited about what we are doing and/or motivated to make change. He is approachable, takes time to get to know people, but also has no trouble sharing honest, candid feedback with individuals on how they are doing, etc.
- Continue to be our Chief Challenger as you evaluate everything we do through a fresh set of eyes. Continue to be creative and spontaneous...continue to create an environment of aggressive, spirited discussion as you promote thinking outside the confines of organization structure and existing dogma. Keep pushing your vision 7 x 24.

1 Manager

- *Survey received, no comment provided*

1 Self

- Inspire employees to take chances and not be afraid to fail.

What should this person do to be more effective?

5 Direct Reports

- Ensure that the strategy that he sets forth is actually being carried-out by those that he assigns to the responsibility. Set and communicate specific standards for how work should be carried-out. I would like more time with him to pick his brain and understand more about how he thinks about our business. He's an incredibly smart executive and I could learn a lot from him but I don't feel I have the opportunity to really learn from him in our extremely fast-paced environment. Also, sometimes I feel he doesn't really understand what it takes to go in a certain direction or to carry out a particular thing he wants done. He makes a broad request and at his level doesn't have the view into what implications that has on everyone who has to make that happen. Cascade strategic goals (e.g. categories of high priority goals important for the company's success) to ensure that every VP, Dir, Mgr, IC has a goal that links their work to the overall company's priorities.
- Get to more people with personal 1:1 contact so they can ask more detailed questions about how to carry out the vision he has set forth. More time to answer questions AND get feedback would make him more effective. He is very inspirational when he's delivering his big-picture message. However, when he is giving feedback or changing direction, he's often very abrupt and doesn't allow for much dialogue about why the shift or the best way to get there. When we think we're hot on the right path and all of a sudden it changes, it's hard to shift gears as quickly as he seems to want us to without a better explanation and conversation about why, how the new direction fits into the end goal, etc.
- Take more care with the impacts of how/when/why dissatisfaction with individuals is expressed, especially in front of others. Investigate and challenge what you are told to ensure you have all the facts before making a decision. Expand your circle of advisers to include those closer to the front lines.
- *Survey received, no comment provided (2)*

3 Peers

- He needs to remember that the new VPs are inexperienced and cannot come up to speed without mentoring and lots of conversation. He moves at a very quick pace always and I think he loses some of those who report to him when he's always moving so fast. If he'd slow down I think his team would be more successful and he'd be more satisfied with their leadership.
- Spend more time understanding the details we are trying to work through as it pertains to quality of service and financial profitability. Be an advocate of more process in hopes of minimizing reactive activity. Spend more time with his direct reports mentoring, managing and inspecting.
- When he doesn't get the results he thinks are necessary or he is not able to get the support he wants, he has a tendency to be a little emotional/negative. This is just because it is so important to him, but over time does cause some strain in relationships.

1 Manager

- Offer more regular, more pointed feedback and mentoring to his leadership team. As our organization grows, he needs to be more intentional about developing the team leading it.

1 Self

- *Survey received, no comment provided*

What does this person do that should be stopped?

5 Direct Reports

- Blowing in, dropping directives and leaving without processing the implications.
- *Survey received, no comment provided (3)*
- Stop not thinking about the affect he has on others. He's charismatic but when he's irritated, he doesn't really do much to mask it and it affects people.

3 Peers

- Be more aware of people's responses to him. He is highly regarded and people throughout our org want to make him proud. He needs to pay attention to the engagement and how his responses to people leave them.
- I don't think he realizes what a forward-thinking, big-picture thinker he is and that others aren't always that way. He stop going so fast and slow down so others can catch up to the vision he's got in his head.
- Can't think of anything. He's a great leader.

1 Manager

- Don't withdraw when not in agreement with a discussion. I know that he thinks they'll figure it out but as the leader, that's when the team needs to understand in more detail his strategy and thinking.

1 Self

- *Survey received, no comment provided*

Development Plan Template



Print or photocopy this page for additional development items and/or actions.

Development Item

Development Action

What action are you going to take?

How will you know you're improving? (Success Indicators)

What resources do you need?

Complete action by