ZENGER | FOLKMAN

XYZ Team

The Extraordinary Leader

Aggregate Report

Table of Contents
XYZ Team

How to Interpret Your Feedback

This report for **XYZ Team** includes feedback received from:

10 Managers, 47 Peers, 20 Direct Reports, 14 Others, 11 Self

These survey submissions will be reported as follows*:

10 Managers, 47 Peers, 20 Direct Reports, 14 Others, 11 Self

This report compares your results to the **Extraordinary Leader 90th Percentile norm** and the **Extraordinary Leader 75th Percentile norm**. These norms are based on 360-degree feedback obtained from participants in a variety of companies.

As you review this report, keep in mind that feedback is meant to be constructive. You will derive the most benefit from it if you keep an open mind, rather than becoming defensive or looking for reasons why it "must be wrong."

Definitions and Explanations:

Leadership Model	The Leadership Model displays the five behaviors of the Leadership Tent.
16 Differentiating Competencies	The 16 Differentiating Competencies presented are organized within the five behaviors of the leadership model. Detailed results for each of the 16 Differentiating Competencies are then presented with results listed for each item in the survey. We encourage you to review the results for each of the competencies.
Importance Ratings	This section of the report summarizes the perceptions of others regarding the relative importance of the 16 Differentiating Competencies relating to your success in your current job. Review this section to see if there is any consensus on a few competencies that would help you be more successful.
Highest & Lowest Scoring Items	The next two sections display the 10 most positively scored items and the 10 least positively scored items. This information helps you identify areas of strength and potential fatal flaws.
Response Frequency	The Response Frequency displays a detailed break down of how each item was responded to by each rater group, i.e. Manager, Peer, Direct Report, etc. Use this information as a reference to understand how people reacted to each survey item.
#	This is the number of raters used to calculate a particular score. **Example:** Even if five peers/direct reports completed your survey, you may find that an item score was calculated from only four raters. This would mean that one person left a survey item blank.

How Scores are Calculated

Scores are averaged and presented by Total, Manager, Peers, Direct Reports, etc., at the Behavior, Competency and Item levels. The Total scores are calculated from group scores **excluding** your Self score. Responses of *Don't Know/Not Applicable* and missing responses are not included in the calculations.

*To help ensure anonymity for your respondents, if you received fewer than three submissions from any of your respondent groups (excluding Manager) the results for those groups will not be displayed separately. In such cases, the data from the group with insufficient submissions is combined with another group.

You are now ready to interpret your feedback.
Good luck on your journey toward becoming an Extraordinary Leader.

Section 2: Overall Leadership Effectiveness Index

People often would like some measure of their overall leadership effectiveness. The score below is a combination of all scores for all of the competencies.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
▫	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

Overall Leadership Effectiveness Index

Rater	Score	1	2	3	4	5
Total	4.02					
Managers	3.68					
Peers	4.03					
Direct Reports	4.03					
Others	4.23					
Self	3.59					

Section 3: Leadership Tent Model

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
▢	Extraordinary Leader 75th Percentile Norm
△	Extraordinary Leader 90th Percentile Norm

Character

Rater	Score
Total	4.20
Managers	4.00
Peers	4.12
Direct Reports	4.25
Others	4.57
Self	4.03

Personal Capability

Rater	Score
Total	4.03
Managers	3.67
Peers	4.10
Direct Reports	3.99
Others	4.15
Self	3.55

Focus on Results

Rater	Score
Total	4.07
Managers	3.90
Peers	4.00
Direct Reports	4.17
Others	4.29
Self	3.78

Interpersonal Skills

Rater	Score
Total	3.99
Managers	3.55
Peers	3.99
Direct Reports	4.02
Others	4.25
Self	3.61

Leading Change

Rater	Score	1	2	3	4	5
Total	3.95					
Managers	3.58					
Peers	4.00					
Direct Reports	3.87					
Others	4.13					
Self	3.31					

Section 4: 16 Differentiating Competencies Summary

This section provides an overview of your competency scores. Use this section to obtain an overall understanding of what others feel are your strengths and developmental needs. To better understand the composition of each competency, review the items used to assess each competency in Section 5.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
▢	Extraordinary Leader 75th Percentile Norm
△	Extraordinary Leader 90th Percentile Norm

Character

	Score	1	2	3	4	5
Character	4.20					
Displays High Integrity and Honesty	4.20					

Personal Capability

	Score	1	2	3	4	5
Personal Capability	4.03					
Technical/Professional Expertise	4.13					
Solves Problems and Analyzes Issues	3.96					
Innovates	3.97					
Practices Self-Development	4.08					

Focus on Results

	Score	1	2	3	4	5
Focus on Results	4.07					
Drives for Results	4.04					
Establishes Stretch Goals	3.94					
Takes Initiative	4.22					

Interpersonal Skills

	Score	1	2	3	4	5
Interpersonal Skills	3.99					
Communicates Powerfully and Prolifically	3.90					
Inspires and Motivates Others to High Performance	3.98					
Builds Relationships	4.01					
Develops Others	4.15					
Collaboration and Teamwork	3.90					

Leading Change

	Score	1	2	3	4	5
Leading Change	3.95					
Develops Strategic Perspective	3.89					
Champions Change	3.96					
Connects the Group to the Outside World	3.99					

Section 5: 16 Differentiating Competencies w/ Item Details

This section displays your results for the 16 Differentiating Competencies. In addition to the summary results for each competency, this section provides the results of each item used to assess the specific competency. The results for each item are sorted from the most positive to the least positive based on the Total score. Use this section to compare the perceptions of each group of respondents for each item.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
▯	Extraordinary Leader 75th Percentile Norm
▲	Extraordinary Leader 90th Percentile Norm

Displays High Integrity and Honesty (Character)

Rater	Score	1	2	3	4	5
Total	4.20	0%	1%	14%	46%	38%
Managers	4.00			23%	53%	23%
Peers	4.12	1%	3%	14%	48%	34%
Direct Reports	4.25			18%	40%	42%
Others	4.57			2%	38%	60%
Self	4.03			18%	61%	21%

1. Is a role model and sets a good example for his/her work group.

Rater	#	Score	1	2	3	4	5
Total	89	4.25			13%	48%	38%
Managers	10	3.80			40%	40%	20%
Peers	46	4.24			11%	54%	35%
Direct Reports	19	4.21			16%	47%	37%
Others	14	4.64				36%	64%
Self	11	4.09			18%	55%	27%

3. Is careful to honor commitments and keep promises.

Rater	#	Score	1	2	3	4	5
Total	89	4.19	1%	2%	15%	40%	42%
Managers	10	4.20			10%	60%	30%
Peers	46	4.02	2%	4%	17%	41%	35%
Direct Reports	19	4.42			16%	26%	58%
Others	14	4.43			7%	43%	50%
Self	11	4.00			9%	82%	9%

2. Works hard to "walk the talk" and avoids saying one thing and doing another.

Rater	#	Score	1	2	3	4	5
Total	90	4.17		2%	14%	48%	36%
Managers	10	4.00			20%	60%	20%
Peers	47	4.09		4%	15%	49%	32%
Direct Reports	19	4.11			21%	47%	32%
Others	14	4.64				36%	64%
Self	11	4.00			27%	45%	27%

Technical/Professional Expertise (Personal Capability)

Rater	Score 1 2 3 4 5	1	2	3	4	5
Total	4.13			2%	17%	49%	33%
Managers	3.63			7%	40%	37%	17%
Peers	4.25			1%	13%	46%	40%
Direct Reports	4.04			2%	13%	63%	21%
Others	4.22				15%	49%	37%
Self	3.76				30%	64%	6%

Response Frequency
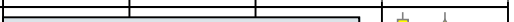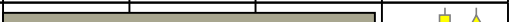
5. His/her skills and knowledge make an important contribution to achieving team results.

Response Frequency

Rater	#	Score 1 2 3 4 5	1	2	3	4	5
Total	89	4.21		1%	12%	51%	36%
Managers	10	3.80			40%	40%	20%
Peers	47	4.40			6%	47%	47%
Direct Reports	18	4.00		6%	11%	61%	22%
Others	14	4.14			14%	57%	29%
Self	11	3.82			27%	64%	9%

6. Teammates trust his/her ideas and opinions because of in-depth knowledge and experience.

Response Frequency

Rater	#	Score 1 2 3 4 5	1	2	3	4	5
Total	86	4.12			2%	15%	51%	31%
Managers	10	3.60			10%	30%	50%	10%
Peers	45	4.18			2%	13%	49%	36%
Direct Reports	17	4.12				12%	65%	24%
Others	14	4.29				14%	43%	43%
Self	11	3.82				27%	64%	9%

4. Many people seek after his/her opinions.

Response Frequency

Rater	#	Score 1 2 3 4 5	1	2	3	4	5
Total	84	4.06			1%	23%	45%	31%
Managers	10	3.50			10%	50%	20%	20%
Peers	44	4.16				20%	43%	36%
Direct Reports	17	4.00				18%	65%	18%
Others	13	4.23				15%	46%	38%
Self	11	3.64				36%	64%	

Solves Problems and Analyzes Issues (Personal Capability)

Rater	Score	1	2	3	4	5	Response Frequency				
							1	2	3	4	5
Total	3.96							6%	20%	46%	28%
Managers	3.57							17%	27%	40%	17%
Peers	3.96							4%	21%	48%	26%
Direct Reports	4.08								20%	53%	27%
Others	4.10							12%	10%	34%	44%
Self	3.42							9%	42%	45%	3%

8. Is trusted by others to use good judgment when making decisions.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	88	4.19							1%	15%	48%	36%
Managers	10	4.00								30%	40%	30%
Peers	47	4.19								15%	51%	34%
Direct Reports	18	4.22								11%	56%	33%
Others	13	4.31							8%	8%	31%	54%
Self	11	3.91							9%		82%	9%

7. Has the ability to anticipate and respond quickly to problems.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	87	3.85							8%	22%	47%	23%
Managers	10	3.40							20%	30%	40%	10%
Peers	45	3.82							7%	27%	44%	22%
Direct Reports	18	3.94								22%	61%	17%
Others	14	4.14							14%		43%	43%
Self	11	3.18							18%	45%	36%	

9. Spots new trends, potential problems, and opportunities early.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	84	3.83							10%	23%	43%	25%
Managers	10	3.30							30%	20%	40%	10%
Peers	45	3.87							7%	22%	49%	22%
Direct Reports	15	4.07								27%	40%	33%
Others	14	3.86							14%	21%	29%	36%
Self	11	3.18								82%	18%	

Innovates (Personal Capability)

Rater	Score	1–5 Chart	1	2	3	4	5
Total	3.97		0%	3%	24%	44%	29%
Managers	3.57			3%	40%	53%	3%
Peers	4.09		1%	3%	21%	36%	39%
Direct Reports	3.90			4%	23%	52%	21%
Others	3.98			2%	21%	52%	24%
Self	3.42			3%	55%	39%	3%

10. Frequently encourages others to consider new approaches and ideas (e.g., avoids getting stuck in a "one right way" approach).

Rater	#	Score	1–5 Chart	1	2	3	4	5
Total	85	4.05			4%	21%	42%	33%
Managers	10	3.60			10%	30%	50%	10%
Peers	45	4.16			2%	22%	33%	42%
Direct Reports	16	4.13			6%	6%	56%	31%
Others	14	3.93				29%	50%	21%
Self	11	3.45				64%	27%	9%

11. Finds ways to improve new ideas rather than discourage them.

Rater	#	Score	1–5 Chart	1	2	3	4	5
Total	85	3.98			2%	25%	46%	27%
Managers	10	3.60				40%	60%	
Peers	45	4.09			4%	20%	38%	38%
Direct Reports	16	3.81				38%	44%	19%
Others	14	4.07				14%	64%	21%
Self	11	3.55				45%	55%	
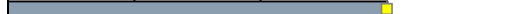
12. Constructively challenges the standard approaches and finds improved processes to get work done.

Rater	#	Score	1–5 Chart	1	2	3	4	5
Total	85	3.89		1%	4%	26%	44%	26%
Managers	10	3.50				50%	50%	
Peers	45	4.02		2%	2%	22%	38%	36%
Direct Reports	16	3.75			6%	25%	56%	12%
Others	14	3.93			7%	21%	43%	29%
Self	11	3.27			9%	55%	36%	

Practices Self-Development (Personal Capability)

Rater	Score	Response Frequency 1	2	3	4	5
Total	4.08		1%	21%	47%	31%
Managers	3.93			28%	52%	21%
Peers	4.09			23%	44%	32%
Direct Reports	3.93		7%	16%	55%	23%
Others	4.29			15%	41%	44%
Self	3.58		9%	33%	48%	9%

13. Makes a real effort to improve based on feedback from others.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	75	4.13		1%	15%	53%	31%
Managers	10	4.00			20%	60%	20%
Peers	38	4.16			16%	53%	32%
Direct Reports	14	4.00		7%	14%	50%	29%
Others	13	4.31			8%	54%	38%
Self	11	3.82			27%	64%	9%

14. Actively looks for opportunities to get feedback to improve him/herself.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	79	4.05		1%	25%	41%	33%
Managers	10	3.80			40%	40%	20%
Peers	41	4.12			27%	34%	39%
Direct Reports	14	3.93		7%	14%	57%	21%
Others	14	4.14			21%	43%	36%
Self	11	3.36		18%	36%	36%	9%

15. Creates an atmosphere of continual improvement in which self and others push to exceed the expected results.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	84	4.05		1%	23%	46%	30%
Managers	9	4.00			22%	56%	22%
Peers	45	4.00			27%	47%	27%
Direct Reports	16	3.88		6%	19%	56%	19%
Others	14	4.43			14%	29%	57%
Self	11	3.55		9%	36%	45%	9%

Drives for Results (Focus on Results)

Rater	Score	1	2	3	4	5
Total	4.04	2%	2%	18%	43%	34%
Managers	3.83		3%	27%	53%	17%
Peers	3.95	5%	2%	17%	45%	31%
Direct Reports	4.21		4%	11%	45%	40%
Others	4.24			24%	29%	48%
Self	3.97		9%	15%	45%	30%
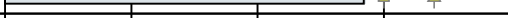
16. Does everything possible to achieve goals.

Rater	#	Score	1	2	3	4	5
Total	83	4.20	1%	1%	12%	47%	39%
Managers	10	4.00			20%	60%	20%
Peers	43	4.14	2%	2%	12%	47%	37%
Direct Reports	16	4.31			12%	44%	44%
Others	14	4.43			7%	43%	50%
Self	11	4.09		9%	9%	45%	36%

18. Follows through on objectives to ensure successful completion; i.e., does NOT get distracted before project is completed.

Rater	#	Score	1	2	3	4	5
Total	84	3.98	4%	4%	19%	39%	35%
Managers	10	3.80			40%	40%	20%
Peers	44	3.93	7%	5%	11%	43%	34%
Direct Reports	16	4.06			6%	12%	50%	31%
Others	14	4.14			36%	14%	50%
Self	11	3.82		9%	27%	36%	27%

17. Achieves agreed-upon goals within the time allotted.

Rater	#	Score	1	2	3	4	5
Total	82	3.93	2%	2%	23%	44%	28%
Managers	10	3.70		10%	20%	60%	10%
Peers	43	3.79	5%		28%	47%	21%
Direct Reports	15	4.27			7%	7%	40%	47%
Others	14	4.14			29%	29%	43%
Self	11	4.00		9%	9%	55%	27%

Establishes Stretch Goals (Focus on Results)

Rater	Score	1	2	3	4	5
Total	3.94		3%	25%	46%	26%
Managers	3.67		3%	37%	50%	10%
Peers	3.87		3%	27%	50%	20%
Direct Reports	4.07		2%	20%	46%	31%
Others	4.17		5%	19%	31%	45%
Self	3.48			64%	24%	12%

Response Frequency

19. Establishes high standards of excellence for the work group.

Rater	#	Score	1	2	3	4	5
Total	87	4.05		1%	21%	51%	28%
Managers	10	3.90			30%	50%	20%
Peers	44	3.95		2%	23%	52%	23%
Direct Reports	19	4.11			16%	58%	26%
Others	14	4.36			14%	36%	50%
Self	11	3.64			55%	27%	18%

Response Frequency

20. Is skillful at getting people to stretch for goals that go beyond what they originally thought possible.

Rater	#	Score	1	2	3	4	5
Total	79	3.89		4%	28%	44%	24%
Managers	10	3.50		10%	40%	40%	10%
Peers	38	3.84		3%	29%	50%	18%
Direct Reports	17	4.12			24%	41%	35%
Others	14	4.00		7%	21%	36%	36%
Self	11	3.36			73%	18%	9%

Response Frequency

21. Keeps people focused on the highest priority goals and objectives.

Rater	#	Score	1	2	3	4	5
Total	83	3.88		5%	28%	42%	25%
Managers	10	3.60			40%	60%	
Peers	41	3.80		5%	29%	46%	20%
Direct Reports	18	4.00		6%	22%	39%	33%
Others	14	4.14		7%	21%	21%	50%
Self	11	3.45			64%	27%	9%

Response Frequency

Takes Initiative (Focus on Results)

Rater	Score	1	2	3	4	5
Total	4.22	1%	2%	17%	36%	45%
Managers	4.20		3%	13%	43%	40%
Peers	4.15	1%	2%	20%	32%	44%
Direct Reports	4.24			16%	44%	40%
Others	4.45			10%	36%	55%
Self	3.88		6%	18%	58%	18%

Response Frequency

24. Is energized and excited to take on challenging goals, for which he/she is held personally accountable.

Rater	#	Score	1	2	3	4	5
Total	86	4.30		1%	19%	29%	51%
Managers	10	4.20			20%	40%	40%
Peers	46	4.24		2%	22%	26%	50%
Direct Reports	16	4.38			12%	38%	50%
Others	14	4.50			14%	21%	64%
Self	11	3.73		9%	27%	45%	18%

Response Frequency

23. Willingly goes above and beyond what needs to be done.

Rater	#	Score	1	2	3	4	5
Total	87	4.23		1%	15%	44%	40%
Managers	10	4.20			10%	60%	30%
Peers	46	4.20		2%	17%	39%	41%
Direct Reports	17	4.18			18%	47%	35%
Others	14	4.43			7%	43%	50%
Self	11	4.00			27%	45%	27%

Response Frequency

22. Can always be counted on to follow through on commitments.

Rater	#	Score	1	2	3	4	5
Total	87	4.14	2%	2%	17%	36%	43%
Managers	10	4.20			10%	10%	30%	50%
Peers	46	4.02	4%	2%	22%	30%	41%
Direct Reports	17	4.18			18%	47%	35%
Others	14	4.43			7%	43%	50%
Self	11	3.91		9%		82%	9%

Response Frequency

Communicates Powerfully and Prolifically (Interpersonal Skills)

Rater	Score	1	2	3	4	5
Total	3.90		5%	25%	44%	25%
Managers	3.41		10%	45%	38%	7%
Peers	3.95		6%	23%	40%	31%
Direct Reports	3.88		2%	25%	58%	16%
Others	4.10		2%	20%	44%	34%
Self	3.21		12%	58%	27%	3%

26. Skilled at communicating insights and understanding of issues or problems.

Rater	#	Score	1	2	3	4	5
Total	89	3.98		7%	19%	44%	30%
Managers	10	3.30		20%	30%	50%	
Peers	46	4.11		4%	17%	41%	37%
Direct Reports	19	3.95		5%	16%	58%	21%
Others	14	4.07		7%	21%	29%	43%
Self	11	3.18		18%	45%	36%	

25. Provides others with a definite sense of direction and purpose.

Rater	#	Score	1	2	3	4	5
Total	84	3.89		4%	27%	45%	24%
Managers	10	3.60			50%	40%	10%
Peers	42	3.86		7%	24%	45%	24%
Direct Reports	19	3.84			32%	53%	16%
Others	13	4.31			15%	38%	46%
Self	11	3.27		9%	55%	36%	

27. Helps people understand how their work contributes to broader business objectives.

Rater	#	Score	1	2	3	4	5
Total	87	3.83		5%	30%	44%	22%
Managers	9	3.33		11%	56%	22%	11%
Peers	45	3.89		7%	29%	33%	31%
Direct Reports	19	3.84			26%	63%	11%
Others	14	3.93			21%	64%	14%
Self	11	3.18		9%	73%	9%	9%

Inspires and Motivates Others to High Performance (Interpersonal Skills)

Rater	Score	1	2	3	4	5		1	2	3	4	5
Total	3.98								3%	28%	37%	32%
Managers	3.87								3%	37%	30%	30%
Peers	3.92								4%	31%	33%	32%
Direct Reports	4.06									22%	50%	28%
Others	4.20									20%	41%	39%
Self	3.64								6%	42%	33%	18%
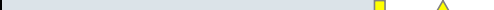
30. Brings to the group a high level of energy and enthusiasm.

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	88	4.20								1%	20%	35%	43%
Managers	10	4.30									10%	50%	40%
Peers	47	4.15								2%	26%	28%	45%
Direct Reports	18	4.11									22%	44%	33%
Others	13	4.46									8%	38%	54%
Self	11	3.73								9%	36%	27%	27%

28. Energizes people to achieve exceptional results.

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	86	3.87								3%	33%	37%	27%
Managers	10	3.70									50%	30%	20%
Peers	44	3.77								7%	34%	34%	25%
Direct Reports	18	4.11									22%	44%	33%
Others	14	4.00									29%	43%	29%
Self	11	3.64									55%	27%	18%

29. Inspires others to high levels of effort and performance.

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	86	3.87								3%	31%	40%	26%
Managers	10	3.60								10%	50%	10%	30%
Peers	44	3.82								5%	34%	36%	25%
Direct Reports	18	3.94									22%	61%	17%
Others	14	4.14									21%	43%	36%
Self	11	3.55								9%	36%	45%	9%

Builds Relationships (Interpersonal Skills)

Rater	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	4.01						0%	4%	23%	39%	34%
Managers	3.47							13%	40%	33%	13%
Peers	4.04						1%	4%	19%	43%	33%
Direct Reports	3.98							2%	29%	39%	30%
Others	4.38							2%	12%	30%	55%
Self	3.85							12%	21%	36%	30%

32. Is trusted by all members of the work group.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	85	4.20							2%	20%	33%	45%
Managers	10	3.70							10%	40%	20%	30%
Peers	43	4.21							2%	19%	35%	44%
Direct Reports	19	4.16								21%	42%	37%
Others	13	4.62								8%	23%	69%
Self	11	4.18							18%		27%	55%

33. Stays in touch with issues and concerns of individuals in the work group.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	84	3.96						1%	4%	26%	36%	33%
Managers	10	3.40							10%	50%	30%	10%
Peers	43	3.98						2%	2%	23%	40%	33%
Direct Reports	18	3.83							6%	28%	44%	22%
Others	13	4.54								15%	15%	69%
Self	11	3.73							9%	27%	45%	18%

31. Balances "getting results" with a concern for others' needs.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	87	3.87							7%	22%	48%	23%
Managers	10	3.30							20%	30%	50%	
Peers	44	3.93							7%	16%	55%	23%
Direct Reports	19	3.95								37%	32%	32%
Others	14	4.00							7%	14%	50%	29%
Self	11	3.64							9%	36%	36%	18%

Develops Others (Interpersonal Skills) — Response Frequency

Rater	Score	1	2	3	4	5
Total	4.15	0%	3%	20%	35%	42%
Managers	3.75		4%	38%	38%	21%
Peers	4.15	1%	3%	19%	35%	42%
Direct Reports	4.09		2%	21%	43%	34%
Others	4.49		2%	12%	20%	66%
Self	3.82		6%	39%	21%	33%
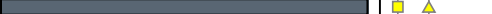
35. Is truly concerned about developing others. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	83	4.24	1%		18%	35%	46%
Managers	8	4.13			25%	38%	38%
Peers	43	4.19	2%		19%	35%	44%
Direct Reports	18	4.22			17%	44%	39%
Others	14	4.50			14%	21%	64%
Self	11	4.27			27%	18%	55%

36. Gives honest feedback in a helpful way. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	81	4.23		2%	22%	25%	51%
Managers	7	3.57			57%	29%	14%
Peers	43	4.30		2%	21%	21%	56%
Direct Reports	18	4.00		6%	22%	39%	33%
Others	13	4.69			8%	15%	77%
Self	11	3.45		9%	55%	18%	18%

34. Provides coaching and acts as a mentor to others. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	82	3.99		6%	20%	44%	30%
Managers	9	3.56		11%	33%	44%	11%
Peers	42	3.95		7%	17%	50%	26%
Direct Reports	17	4.06			24%	47%	29%
Others	14	4.29		7%	14%	21%	57%
Self	11	3.73		9%	36%	27%	27%

Collaboration and Teamwork (Interpersonal Skills)

Rater	Score	1	2	3	4	5		1	2	3	4	5
Total	3.90								6%	22%	48%	24%
Managers	3.29								11%	54%	32%	4%
Peers	3.90								6%	22%	49%	23%
Direct Reports	4.12								6%	4%	61%	29%
Others	4.07								5%	20%	39%	37%
Self	3.52								3%	55%	30%	12%

37. Promotes a high level of cooperation between all members of the work group.

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	88	3.99								5%	22%	44%	30%
Managers	10	3.40								10%	50%	30%	10%
Peers	44	4.00								2%	25%	43%	30%
Direct Reports	20	4.15								5%	5%	60%	30%
Others	14	4.14								7%	14%	36%	43%
Self	11	3.64									55%	27%	18%

39. Achieves objectives requiring a high level of cooperation from people in other parts of the organization.

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	81	3.90								6%	21%	49%	23%
Managers	10	3.20								10%	60%	30%	
Peers	42	3.93								7%	17%	52%	24%
Direct Reports	15	4.13								7%		67%	27%
Others	14	4.07									29%	36%	36%
Self	11	3.64									45%	45%	9%

38. Resolves conflict within the work group.

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	74	3.80								8%	23%	50%	19%
Managers	8	3.25								12%	50%	38%	
Peers	39	3.74								8%	26%	51%	15%
Direct Reports	14	4.07								7%	7%	57%	29%
Others	13	4.00								8%	15%	46%	31%
Self	11	3.27								9%	64%	18%	9%

Develops Strategic Perspective (Leading Change)

Rater	Score	Response Frequency 1	2	3	4	5
Total	3.89		8%	22%	44%	26%
Managers	3.50		11%	43%	32%	14%
Peers	3.96		5%	24%	42%	29%
Direct Reports	3.88		14%	6%	59%	22%
Others	3.95		7%	21%	40%	31%
Self	3.12		24%	42%	30%	3%

40. Helps others understand the organization's vision and objectives so that they can translate them into challenging and meaningful goals.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	81	3.91		5%	23%	47%	25%
Managers	8	3.50		12%	38%	38%	12%
Peers	42	4.02		5%	21%	40%	33%
Direct Reports	17	3.94		6%	12%	65%	18%
Others	14	3.79			36%	50%	14%
Self	11	3.00		27%	45%	27%	
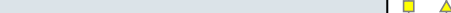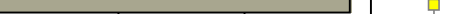
41. Maintains a clear perspective between the overall picture and the details.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	85	3.88		9%	20%	44%	27%
Managers	10	3.60		10%	40%	30%	20%
Peers	43	3.93		7%	23%	40%	30%
Direct Reports	18	3.78		17%	6%	61%	17%
Others	14	4.07		7%	14%	43%	36%
Self	11	2.91		18%	73%	9%	
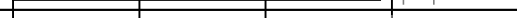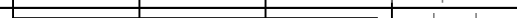
42. Has a perspective beyond the "day-to-day" work to take a longer-term, broader view of business decisions.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	84	3.88		8%	23%	42%	27%
Managers	10	3.40		10%	50%	30%	10%
Peers	44	3.93		2%	27%	45%	25%
Direct Reports	16	3.94		19%		50%	31%
Others	14	4.00		14%	14%	29%	43%
Self	11	3.45		27%	9%	55%	9%

Champions Change (Leading Change)

Rater	Score	1	2	3	4	5
Total	3.96		6%	24%	39%	32%
Managers	3.71		8%	34%	37%	21%
Peers	4.01		4%	24%	39%	33%
Direct Reports	3.82		13%	19%	40%	28%
Others	4.17		2%	20%	37%	41%
Self	3.43		11%	45%	32%	11%

44. Is willing to become a champion for new projects or programs, presenting them so that others support them.

Rater	#	Score	1	2	3	4	5
Total	88	4.06		6%	20%	36%	38%
Managers	10	3.90			40%	30%	30%
Peers	46	4.13		4%	15%	43%	37%
Direct Reports	18	3.83		11%	22%	39%	28%
Others	14	4.21		7%	21%	14%	57%
Self	11	3.73		9%	36%	27%	27%
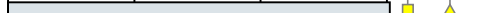
46. Has the courage to make the changes that will improve the organization.

Rater	#	Score	1	2	3	4	5
Total	84	3.95		7%	19%	45%	29%
Managers	9	3.78		11%	22%	44%	22%
Peers	45	3.98		4%	24%	40%	31%
Direct Reports	17	3.76		18%	12%	47%	24%
Others	13	4.23			8%	62%	31%
Self	11	3.45		9%	45%	36%	9%

45. Does an excellent job of marketing projects, programs or products.

Rater	#	Score	1	2	3	4	5
Total	78	3.94		4%	31%	33%	32%
Managers	9	3.78			44%	33%	22%
Peers	40	3.90		2%	38%	28%	32%
Direct Reports	16	3.81		12%	19%	44%	25%
Others	13	4.31			15%	38%	46%
Self	11	3.27		9%	55%	36%	

43. Quickly recognizes situations where change is needed.

Rater	#	Score	1	2	3	4	5
Total	86	3.91		7%	24%	40%	29%
Managers	10	3.40		20%	30%	40%	10%
Peers	45	4.02		4%	20%	44%	31%
Direct Reports	17	3.88		12%	24%	29%	35%
Others	14	3.93			36%	36%	29%
Self	11	3.27		18%	45%	27%	9%

Connects the Group to the Outside World (Leading Change)

Rater	Score	1	2	3	4	5
Total	3.99		4%	23%	43%	30%
Managers	3.48		11%	41%	37%	11%
Peers	4.04		2%	23%	42%	32%
Direct Reports	3.91		2%	28%	46%	24%
Others	4.29		5%	5%	45%	45%
Self	3.33		15%	45%	30%	9%

Response Frequency

48. Has demonstrated ability to represent the organization to key groups.

Rater	#	Score	1	2	3	4	5
Total	79	4.11		4%	19%	39%	38%
Managers	10	3.60		10%	30%	50%	10%
Peers	42	4.24			19%	38%	43%
Direct Reports	15	3.87		7%	27%	40%	27%
Others	12	4.42		8%		33%	58%
Self	11	3.73		9%	27%	45%	18%

Response Frequency

47. Helps people understand how meeting customers' needs is central to the mission and goals of the organization.

Rater	#	Score	1	2	3	4	5
Total	79	3.94		4%	20%	54%	22%
Managers	8	3.50		12%	38%	38%	12%
Peers	41	4.02		5%	15%	54%	27%
Direct Reports	16	3.81			31%	56%	12%
Others	14	4.07			14%	64%	21%
Self	11	3.18		9%	73%	9%	9%

Response Frequency

49. Is the antenna for the organization, bringing in relevant information that benefits the group.

Rater	#	Score	1	2	3	4	5
Total	77	3.92		4%	31%	34%	31%
Managers	9	3.33		11%	56%	22%	11%
Peers	41	3.85		2%	37%	34%	27%
Direct Reports	15	4.07			27%	40%	33%
Others	12	4.42		8%		33%	58%
Self	11	3.09		27%	36%	36%	

Response Frequency

Section 6: Employee Commitment Index

This section displays the detailed results for the Employee Commitment Index, which measures the extent to which your Direct Reports are satisfied and motivated to do their jobs. The results for each item are sorted from the most positive to the least positive. If you did not receive sufficient feedback from Direct Reports, this section will not display any scores.

Legend

Response	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Symbol	Norm
▫	Extraordinary Leader 75th Percentile Norm
△	Extraordinary Leader 90th Percentile Norm

Employee Commitment Index			Response Frequency				
Rater	Score	1 2 3 4 5	1	2	3	4	5
Direct Reports	4.24		1%	1%	14%	40%	44%

54. All in all, I'm satisfied with this organization as a place to work.				Response Frequency				
Rater	#	Score	1 2 3 4 5	1	2	3	4	5
Direct Reports	19	4.42				16%	26%	58%

50. I feel confident that this organization will achieve its strategic goals.				Response Frequency				
Rater	#	Score	1 2 3 4 5	1	2	3	4	5
Direct Reports	19	4.37				11%	42%	47%

52. I would recommend this organization as a good place to work.				Response Frequency				
Rater	#	Score	1 2 3 4 5	1	2	3	4	5
Direct Reports	19	4.32				11%	47%	42%

53. I rarely think about quitting my job to go to a different organization.				Response Frequency				
Rater	#	Score	1 2 3 4 5	1	2	3	4	5
Direct Reports	18	4.06		6%	6%	17%	22%	50%

51. My work environment is a place where people want to go the extra mile.				Response Frequency				
Rater	#	Score	1 2 3 4 5	1	2	3	4	5
Direct Reports	19	4.05				16%	63%	21%

Section 7: Importance Ratings

This section displays the 16 Differentiating Competencies ranked from the most important to the least important. Raters were asked to choose four competencies that, if executed with a high level of skill and expertise, would have the most significant impact on your role. This section is not about how well you are currently performing, but is solely about how important the selected competencies are for you to be extremely effective in your current position. The asterisk (*) symbol and yellow highlighting indicate the competencies you personally rated as most important. The numbers displayed in the table below indicate the number of times each competency was selected by the various types of raters. The column labeled "Score" displays your performance on this competency, as measured by the Total score from all of your raters (excluding your Self responses).

COMPETENCY	Score	Total	Mgr	Peer	Dir Rpt	Other	Self
Displays High Integrity and Honesty	4.20	38	3	20	7	8	4
Inspires and Motivates Others to High Performance	3.98	36	2	16	11	7	6
Communicates Powerfully and Prolifically	3.90	33	4	16	8	5	5
Solves Problems and Analyzes Issues	3.96	32	4	17	9	2	3
Develops Others	4.15	32	3	17	7	5	3
Collaboration and Teamwork	3.90	31	3	17	6	5	3
Drives for Results	4.04	28	7	13	5	3	3
Builds Relationships	4.01	28	4	13	5	6	3
Takes Initiative	4.22	25	1	14	3	7	1
Technical/Professional Expertise	4.13	21	3	12	4	2	3
Develops Strategic Perspective	3.89	17	1	8	5	3	3
Champions Change	3.96	13	1	9	2	1	2
Innovates	3.97	10	1	5	4		1
Connects the Group to the Outside World	3.99	10	2	6	1	1	1
Practices Self-Development	4.08	5	1	2	1	1	1
Establishes Stretch Goals	3.94	5		3	2		2

Section 8: Highest Scored Items

This section presents items receiving the highest total scores. You should not necessarily assume that an item on this list does not need improvement.

10 Highest Items	Competency	Total	Mgr	Peer	Dir Rpt	Other	Self
24. Is energized and excited to take on challenging goals, for which he/she is held personally accountable.	Takes Initiative	4.30	4.20	4.24	4.38	4.50	3.73
1. Is a role model and sets a good example for his/her work group.	Displays High Integrity and Honesty	4.25	3.80	4.24	4.21	4.64	4.09
35. Is truly concerned about developing others.	Develops Others	4.24	4.13	4.19	4.22	4.50	4.27
36. Gives honest feedback in a helpful way.	Develops Others	4.23	3.57	4.30	4.00	4.69	3.45
23. Willingly goes above and beyond what needs to be done.	Takes Initiative	4.23	4.20	4.20	4.18	4.43	4.00
5. His/her skills and knowledge make an important contribution to achieving team results.	Technical/ Professional Expertise	4.21	3.80	4.40	4.00	4.14	3.82
16. Does everything possible to achieve goals.	Drives for Results	4.20	4.00	4.14	4.31	4.43	4.09
30. Brings to the group a high level of energy and enthusiasm.	Inspires and Motivates Others to High Performance	4.20	4.30	4.15	4.11	4.46	3.73
32. Is trusted by all members of the work group.	Builds Relationships	4.20	3.70	4.21	4.16	4.62	4.18
8. Is trusted by others to use good judgment when making decisions.	Solves Problems and Analyzes Issues	4.19	4.00	4.19	4.22	4.31	3.91

Section 9: Lowest Scored Items

This section presents items receiving the lowest total scores. You should not necessarily assume that an item on this list is in fact a significant problem.

10 Lowest Items	Competency	Total	Mgr	Peer	Dir Rpt	Other	Self
38. Resolves conflict within the work group.	Collaboration and Teamwork	3.80	3.25	3.74	4.07	4.00	3.27
27. Helps people understand how their work contributes to broader business objectives.	Communicates Powerfully and Prolifically	3.83	3.33	3.89	3.84	3.93	3.18
9. Spots new trends, potential problems, and opportunities early.	Solves Problems and Analyzes Issues	3.83	3.30	3.87	4.07	3.86	3.18
7. Has the ability to anticipate and respond quickly to problems.	Solves Problems and Analyzes Issues	3.85	3.40	3.82	3.94	4.14	3.18
28. Energizes people to achieve exceptional results.	Inspires and Motivates Others to High Performance	3.87	3.70	3.77	4.11	4.00	3.64
29. Inspires others to high levels of effort and performance.	Inspires and Motivates Others to High Performance	3.87	3.60	3.82	3.94	4.14	3.55
31. Balances "getting results" with a concern for others' needs.	Builds Relationships	3.87	3.30	3.93	3.95	4.00	3.64
21. Keeps people focused on the highest priority goals and objectives.	Establishes Stretch Goals	3.88	3.60	3.80	4.00	4.14	3.45
42. Has a perspective beyond the "day-to-day" work to take a longer-term, broader view of business decisions.	Develops Strategic Perspective	3.88	3.40	3.93	3.94	4.00	3.45
41. Maintains a clear perspective between the overall picture and the details.	Develops Strategic Perspective	3.88	3.60	3.93	3.78	4.07	2.91

Section 10: Supplemental View: Leadership Tent Model

This graph displays your Total scores for the 5 Tent Poles in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of the scores from all competencies included in that tent pole. See the following page for a list of the competencies included in each of the tent poles. This graph provides a quick summary of your overall areas of strength. It can be used to help identify opportunities for "balancing your tent." This is an alternate way to view the key data already presented in Section 3.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
▫	Extraordinary Leader 75th Percentile Norm
△	Extraordinary Leader 90th Percentile Norm

Bar chart of Tent Pole Total scores: Character 4.20, Personal Capability 4.03, Focus on Results 4.07, Interpersonal Skills 3.99, Leading Change 3.95.
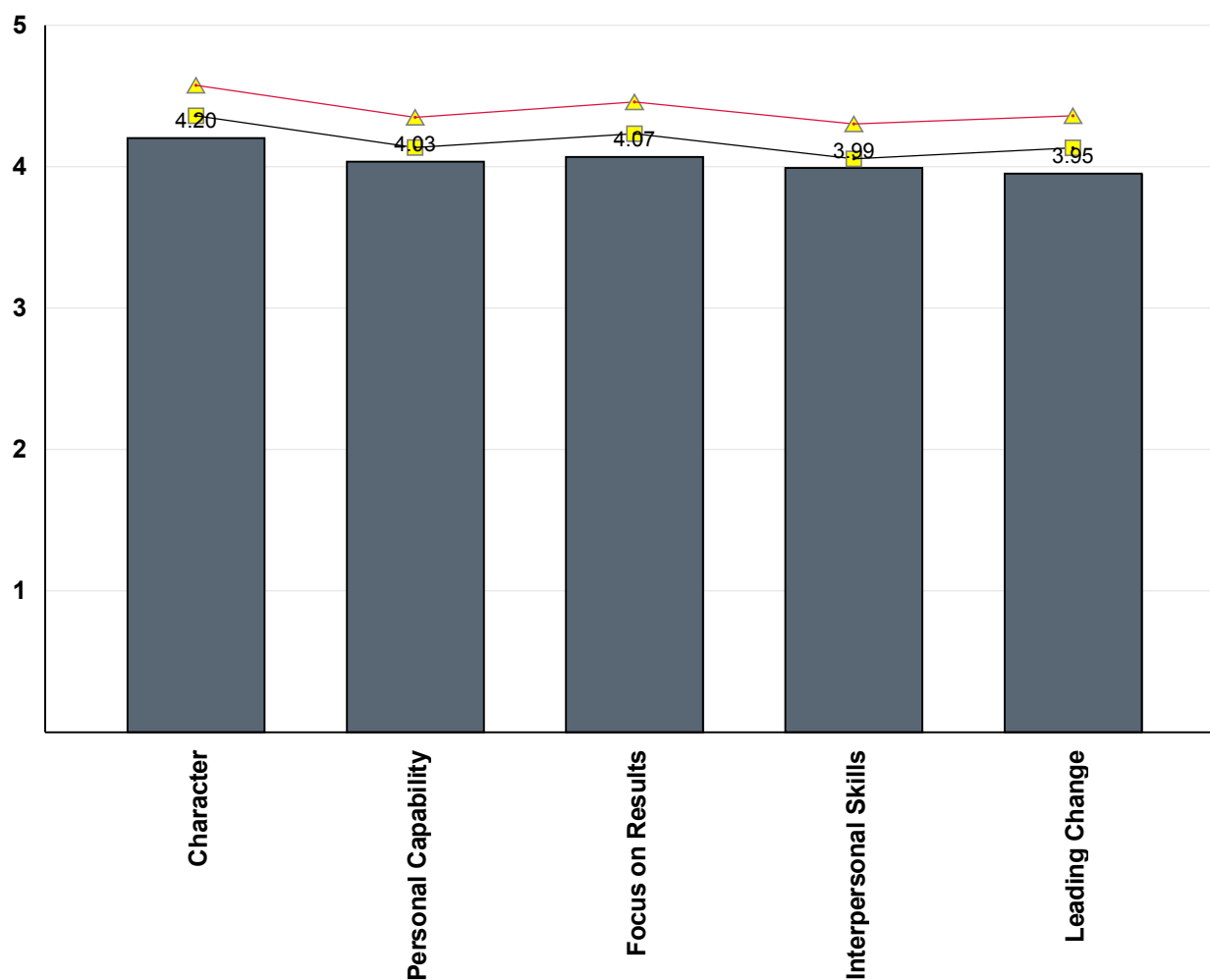
Character
1. Displays High Integrity and Honesty

Personal Capability
2. Technical/Professional Expertise
3. Solves Problems and Analyzes Issues
4. Innovates
5. Practices Self-Development

Focus on Results
6. Drives for Results
7. Establishes Stretch Goals
8. Takes Initiative

Interpersonal Skills
9. Communicates Powerfully and Prolifically
10. Inspires and Motivates Others to High Performance
11. Builds Relationships
12. Develops Others
13. Collaboration and Teamwork

Leading Change
14. Develops Strategic Perspective
15. Champions Change
16. Connects the Group to the Outside World

Section 11: Supplemental View: 16 Differentiating Competencies

This graph displays your Total scores for the 16 Differentiating Competencies in relation to the Extraordinary Leader norms, which are overlaid as line graphs. The Total score is an average of all ratings from respondent groups other than Self. This is an alternate way to view the key data already presented in Section 4.

Legend

Response	Description
5	Outstanding Strength - Top 10%
4	Strength - Top Quartile
3	Competent - Good Performance
2	Needs Some Improvement - Inconsistent Performance
1	Needs Significant Improvement - Poor Performance

Symbol	Norm
☐	Extraordinary Leader 75th Percentile Norm
△	Extraordinary Leader 90th Percentile Norm

Competency	Score
Displays High Integrity and Honesty	4.20
Technical/Professional Expertise	4.13
Solves Problems and Analyzes Issues	3.96
Innovates	3.97
Practices Self-Development	4.08
Drives for Results	4.04
Establishes Stretch Goals	3.94
Takes Initiative	4.22
Communicates Powerfully and Prolifically	3.90
Inspires and Motivates Others to High Performance	3.98
Builds Relationships	4.01
Develops Others	4.15
Collaboration and Teamwork	3.90
Develops Strategic Perspective	3.89
Champions Change	3.96
Connects the Group to the Outside World	3.99
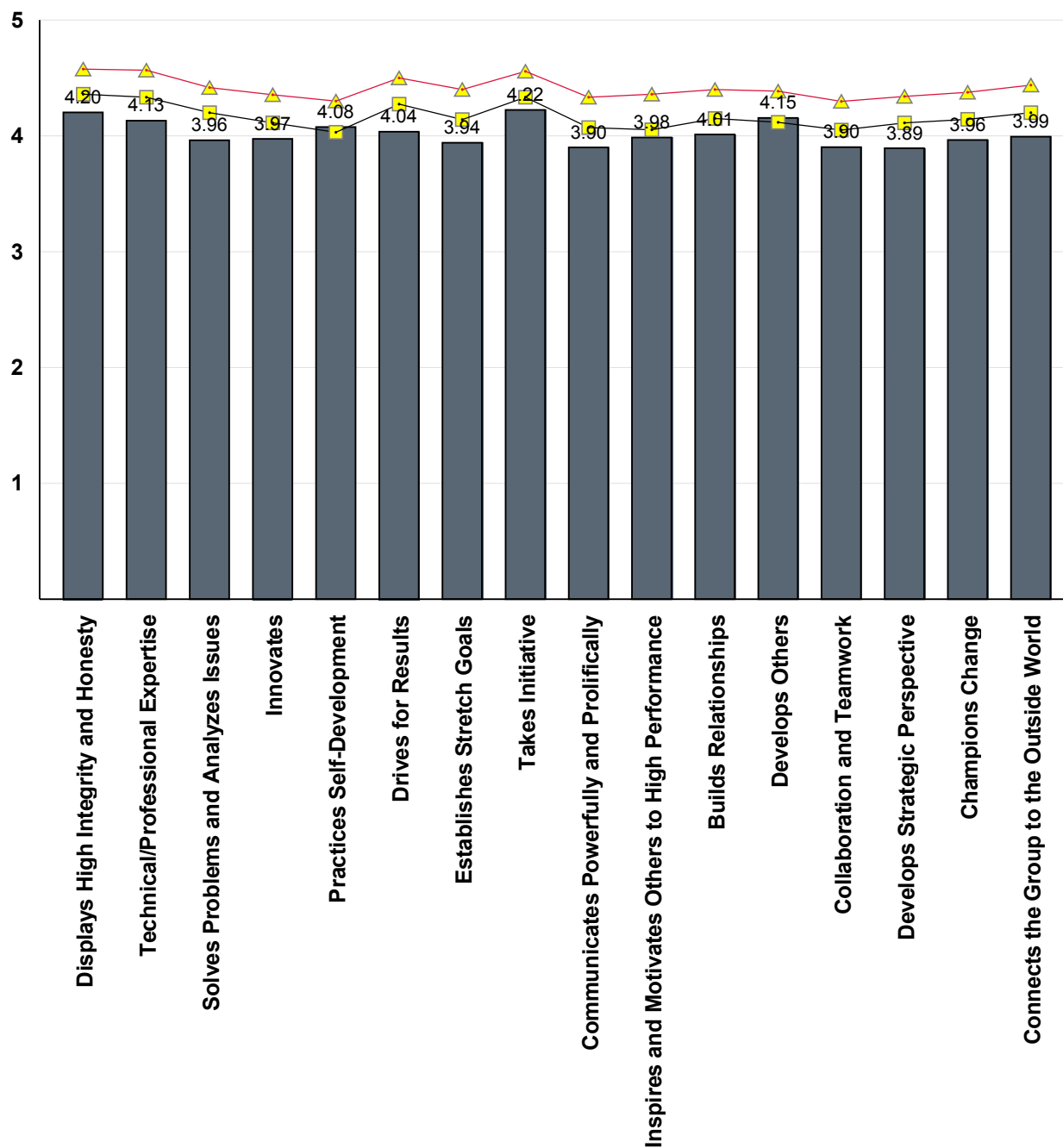
Section 12: Supplemental View: 16 Differentiating Competencies (Differences in Perception)

This section displays your Total and Self scores for all of the 16 Differentiating Competencies along with a bar graph indication of the size of the gap between the two (Total Score - Self Score). Blue-colored bars in the positive direction indicate that others (as indicated by the Total score) rated you higher than you rated yourself. Brick-colored bars in the negative direction indicate the reverse. Use this section to help identify areas where your self-perception is different from how others perceive you.

Competency	Total	Self	Gap Size	Gap Size Graph
Develops Strategic Perspective	3.89	3.12	0.77	
Communicates Powerfully and Prolifically	3.90	3.21	0.69	
Connects the Group to the Outside World	3.99	3.33	0.66	
Innovates	3.97	3.42	0.55	
Solves Problems and Analyzes Issues	3.96	3.42	0.54	
Champions Change	3.96	3.43	0.53	
Practices Self-Development	4.08	3.58	0.50	
Establishes Stretch Goals	3.94	3.48	0.46	
Collaboration and Teamwork	3.90	3.52	0.38	
Technical/Professional Expertise	4.13	3.76	0.37	
Inspires and Motivates Others to High Performance	3.98	3.64	0.34	
Takes Initiative	4.22	3.88	0.34	
Develops Others	4.15	3.82	0.33	
Displays High Integrity and Honesty	4.20	4.03	0.17	
Builds Relationships	4.01	3.85	0.16	
Drives for Results	4.04	3.97	0.07	