ZF ZENGER | FOLKMAN

Pat Sample

The Extraordinary Leader

Participant Feedback Report

1/26/2018

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Pat Sample

How to Interpret Your Feedback

This report for **Pat Sample** includes feedback received from:

1 Manager, 3 Peers, 3 Direct Reports, 3 Others, 1 Self

These survey submissions will be reported as follows*:

1 Manager, 3 Peers, 3 Direct Reports, 3 Others, 1 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 from 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.
19 Differentiating Competencies	The 19 Differentiating Competencies presented are organized within the five behaviors of the Leadership Model. Detailed results for each of the 19 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 19 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 breakdown of how each item was responded to by each rater group; i.e. Manager, Peer, 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.
Appendix	The Appendix consists of Sections 11, 12, and 13. Sections 11 and 12 are graphs that display the same data found in Sections 3 and 4, but in a vertical layout rather than a horizontal layout. Section 13 is a table that summarizes the differences between your ratings and others' ratings of you.

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.

Your Respondents

The table below displays all of the individuals you invited to respond to your survey. The presence of a name within the table does not necessarily mean the individual submitted feedback.

To preserve anonymity, if any of the respondent types (excluding Manager) has less than three submissions, that data will be combined with responses from another rater category.

Respondent Type	Respondent Name
Manager	Sample Manager
Peer	Sample Peer1
Peer	Sample Peer2
Peer	Sample Peer3
Direct Report	Sample DirectReport1
Direct Report	Sample DirectReport2
Direct Report	Sample DirectReport3
Other	Sample Other1
Other	Sample Other2
Other	Sample Other3

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	3.95					
Manager	3.80					
Peers	3.88					
Direct Reports	4.06					
Others	3.94					
Self	4.00					

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	3.97
Manager	3.33
Peers	4.00
Direct Reports	4.11
Others	4.00
Self	4.33

Personal Capability

Rater	Score
Total	3.72
Manager	3.92
Peers	3.54
Direct Reports	3.95
Others	3.62
Self	3.92

Focus on Results

Rater	Score
Total	3.93
Manager	3.80
Peers	3.91
Direct Reports	4.09
Others	3.82
Self	4.07

Interpersonal Skills

Rater	Score
Total	4.11
Manager	3.72
Peers	3.98
Direct Reports	4.20
Others	4.28
Self	3.94

Leading Change

Rater	Score	1	2	3	4	5
Total	3.95					
Manager	3.91					
Peers	4.06					
Direct Reports	3.91					
Others	3.91					
Self	4.00					
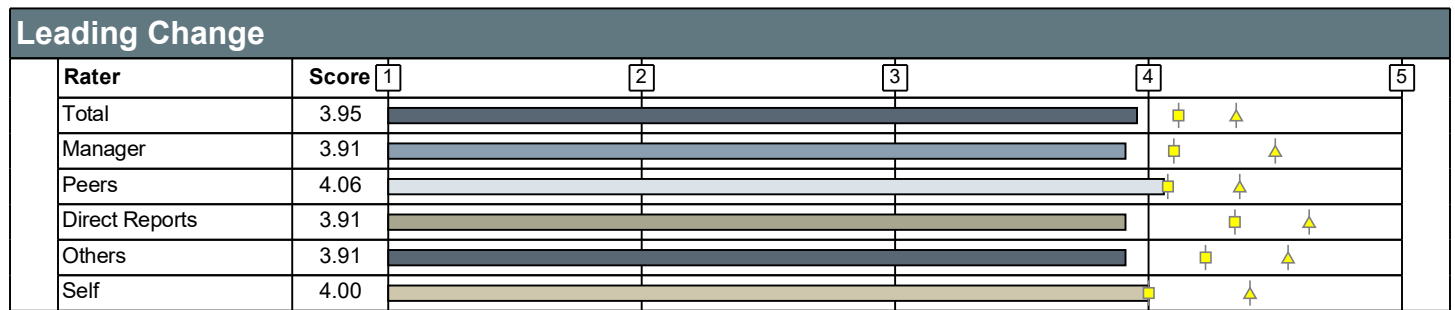
Section 4: 19 Differentiating Competencies Summary

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	3.97					
Displays High Integrity and Honesty	3.97					

Personal Capability

	Score	1	2	3	4	5
Personal Capability	3.72					
Technical/Professional Acumen	3.50					
Solves Problems and Analyzes Issues	3.83					
Innovates	3.57					
Learning Agility	3.93					
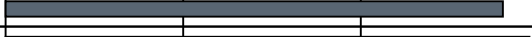
Focus on Results

	Score	1	2	3	4	5
Focus on Results	3.93					
Drives for Results	4.13					
Establishes Stretch Goals	3.80					
Takes Initiative	3.97					
Makes Decisions	3.80					
Takes Risks	3.93					

Interpersonal Skills

	Score	1	2	3	4	5
Interpersonal Skills	4.11					
Communicates Powerfully and Prolifically	4.00					
Inspires and Motivates Others to High Performance	4.27					
Builds Relationships	4.17					
Develops Others	4.03					
Collaboration and Teamwork	4.23					
Values Diversity	3.97					

Leading Change

	Score	1	2	3	4	5
Leading Change	3.95					
Develops Strategic Perspective	4.17					
Champions Change	3.80					
Customer and External Focus	3.95					

Section 5: 19 Differentiating Competencies with Item Details

This section displays your results for the 19 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	3.97			10%	83%	7%
Manager	3.33			67%	33%	
Peers	4.00				100%	
Direct Reports	4.11			11%	67%	22%
Others	4.00				100%	
Self	4.33				67%	33%

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

Rater	#	Score	1	2	3	4	5
Total	10	4.20				80%	20%
Manager	1	4.00				100%	
Peers	3	4.00				100%	
Direct Reports	3	4.67				33%	67%
Others	3	4.00				100%	
Self	1	4.00				100%	

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

Rater	#	Score	1	2	3	4	5
Total	10	3.90			10%	90%	
Manager	1	3.00			100%		
Peers	3	4.00				100%	
Direct Reports	3	4.00				100%	
Others	3	4.00				100%	
Self	1	5.00					100%

3. Is careful to honor commitments and keep promises.

Rater	#	Score	1	2	3	4	5
Total	10	3.80			20%	80%	
Manager	1	3.00			100%		
Peers	3	4.00				100%	
Direct Reports	3	3.67			33%	67%	
Others	3	4.00				100%	
Self	1	4.00				100%	

Technical/Professional Acumen (Personal Capability)

Rater	Score	1	2	3	4	5	Response Frequency				
							1	2	3	4	5
Total	3.50								67%	17%	17%
Manager	4.33									67%	33%
Peers	3.11								89%	11%	
Direct Reports	4.11								33%	22%	44%
Others	3.00								100%		
Self	4.00								33%	33%	33%

4. Many people seek after his/her opinions.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	10	3.50								70%	10%	20%
Manager	1	4.00									100%	
Peers	3	3.00								100%		
Direct Reports	3	4.33								33%		67%
Others	3	3.00								100%		
Self	1	3.00								100%		

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

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	10	3.50								70%	10%	20%
Manager	1	5.00										100%
Peers	3	3.00								100%		
Direct Reports	3	4.00								33%	33%	33%
Others	3	3.00								100%		
Self	1	4.00								100%		

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

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	10	3.50								60%	30%	10%
Manager	1	4.00									100%	
Peers	3	3.33								67%	33%	
Direct Reports	3	4.00								33%	33%	33%
Others	3	3.00								100%		
Self	1	5.00										100%

Solves Problems and Analyzes Issues (Personal Capability)

Rater	Score	1 — 2 — 3 — 4 — 5	1	2	3	4	5
Total	3.83				23%	70%	7%
Manager	3.33				67%	33%	
Peers	3.89				11%	89%	
Direct Reports	4.11				11%	67%	22%
Others	3.67				33%	67%	
Self	3.67				33%	67%	

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

Response Frequency

Rater	#	Score	1 — 2 — 3 — 4 — 5	1	2	3	4	5
Total	10	3.90				30%	50%	20%
Manager	1	3.00				100%		
Peers	3	3.67				33%	67%	
Direct Reports	3	4.33				33%		67%
Others	3	4.00					100%	
Self	1	4.00					100%	

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

Response Frequency

Rater	#	Score	1 — 2 — 3 — 4 — 5	1	2	3	4	5
Total	10	3.90				10%	90%	
Manager	1	3.00				100%		
Peers	3	4.00					100%	
Direct Reports	3	4.00					100%	
Others	3	4.00					100%	
Self	1	3.00				100%		

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

Response Frequency

Rater	#	Score	1 — 2 — 3 — 4 — 5	1	2	3	4	5
Total	10	3.70				30%	70%	
Manager	1	4.00					100%	
Peers	3	4.00					100%	
Direct Reports	3	4.00					100%	
Others	3	3.00				100%		
Self	1	4.00					100%	

Innovates (Personal Capability)							Response Frequency				
Rater	**Score**	1	2	3	4	5	1	2	3	4	5
Total	3.57								50%	43%	7%
Manager	4.00								33%	33%	33%
Peers	3.33								67%	33%	
Direct Reports	3.56								56%	33%	11%
Others	3.67								33%	67%	
Self	4.00								33%	33%	33%

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

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	10	3.70								50%	30%	20%
Manager	1	5.00										100%
Peers	3	3.67								33%	67%	
Direct Reports	3	3.67								67%		33%
Others	3	3.33								67%	33%	
Self	1	5.00										100%

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

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	10	3.60								40%	60%	
Manager	1	4.00									100%	
Peers	3	3.33								67%	33%	
Direct Reports	3	3.67								33%	67%	
Others	3	3.67								33%	67%	
Self	1	4.00									100%	

12. Constructively challenges standard approaches and finds improved processes to get work done.

Rater	#	Score	1	2	3	4	5	1	2	3	4	5
Total	10	3.40								60%	40%	
Manager	1	3.00								100%		
Peers	3	3.00								100%		
Direct Reports	3	3.33								67%	33%	
Others	3	4.00									100%	
Self	1	3.00								100%		

Learning Agility (Personal Capability)

Rater	Score	1	2	3	4	5
Total	3.93		2%	25%	50%	22%
Manager	4.00			25%	50%	25%
Peers	3.75		8%	33%	33%	25%
Direct Reports	4.00			17%	67%	17%
Others	4.00			25%	50%	25%
Self	4.00			25%	50%	25%

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

Rater	#	Score	1	2	3	4	5
Total	10	4.20			10%	60%	30%
Manager	1	5.00					100%
Peers	3	4.33				67%	33%
Direct Reports	3	4.00				100%	
Others	3	4.00			33%	33%	33%
Self	1	4.00				100%	

16. Quickly adapts his/her approach in response to people's needs or the situation.

Rater	#	Score	1	2	3	4	5
Total	10	4.20			10%	60%	30%
Manager	1	4.00				100%	
Peers	3	4.33			33%		67%
Direct Reports	3	4.33				67%	33%
Others	3	4.00				100%	
Self	1	3.00			100%		

13. Makes a real effort to improve based on feedback from others.
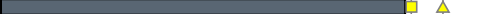
Rater	#	Score	1	2	3	4	5
Total	10	3.90			30%	50%	20%
Manager	1	3.00			100%		
Peers	3	3.67			33%	67%	
Direct Reports	3	4.00			33%	33%	33%
Others	3	4.33				67%	33%
Self	1	4.00				100%	

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

Rater	#	Score	1	2	3	4	5
Total	10	3.40		10%	50%	30%	10%
Manager	1	4.00				100%	
Peers	3	2.67		33%	67%		
Direct Reports	3	3.67			33%	67%	
Others	3	3.67			67%		33%
Self	1	5.00					100%

Drives for Results (Focus on Results)

Rater	Score	1	2	3	4	5
Total	4.13			17%	53%	30%
Manager	3.33			67%	33%	
Peers	4.22			11%	56%	33%
Direct Reports	4.44				56%	44%
Others	4.00			22%	56%	22%
Self	4.33				67%	33%

Response Frequency

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

Rater	#	Score	1	2	3	4	5
Total	10	4.20			20%	40%	40%
Manager	1	3.00			100%		
Peers	3	4.67				33%	67%
Direct Reports	3	4.33				67%	33%
Others	3	4.00			33%	33%	33%
Self	1	5.00					100%

Response Frequency

19. 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	10	4.20			10%	60%	30%
Manager	1	4.00				100%	
Peers	3	3.67			33%	67%	
Direct Reports	3	4.67				33%	67%
Others	3	4.33				67%	33%
Self	1	4.00				100%	

Response Frequency

17. Does everything possible to achieve goals.

Rater	#	Score	1	2	3	4	5
Total	10	4.00			20%	60%	20%
Manager	1	3.00			100%		
Peers	3	4.33				67%	33%
Direct Reports	3	4.33				67%	33%
Others	3	3.67			33%	67%	
Self	1	4.00				100%	

Response Frequency

Establishes Stretch Goals (Focus on Results) — Response Frequency

Rater	Score	1	2	3	4	5
Total	3.80			33%	53%	13%
Manager	4.00			33%	33%	33%
Peers	3.44			56%	44%	
Direct Reports	4.11			22%	44%	33%
Others	3.78			22%	78%	
Self	4.00			33%	33%	33%

22. Keeps people focused on the highest priority goals and objectives. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	10	3.90			30%	50%	20%
Manager	1	3.00			100%		
Peers	3	3.67			33%	67%	
Direct Reports	3	4.67				33%	67%
Others	3	3.67			33%	67%	
Self	1	5.00					100%

21. Is skillful at getting people to stretch for goals that go beyond what they originally thought possible. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	10	3.80			30%	60%	10%
Manager	1	4.00				100%	
Peers	3	3.33			67%	33%	
Direct Reports	3	4.00			33%	33%	33%
Others	3	4.00				100%	
Self	1	4.00				100%	

20. Establishes high standards of excellence for the work group. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	10	3.70			40%	50%	10%
Manager	1	5.00					100%
Peers	3	3.33			67%	33%	
Direct Reports	3	3.67			33%	67%	
Others	3	3.67			33%	67%	
Self	1	3.00			100%		

Takes Initiative (Focus on Results)

Rater	Score	1	2	3	4	5
Total	3.97			20%	63%	17%
Manager	4.00			33%	33%	33%
Peers	3.89			33%	44%	22%
Direct Reports	4.11			11%	67%	22%
Others	3.89			11%	89%	
Self	3.67			33%	67%	

Response Frequency

25. 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	10	4.20			10%	60%	30%
Manager	1	5.00					100%
Peers	3	4.00			33%	33%	33%
Direct Reports	3	4.33				67%	33%
Others	3	4.00				100%	
Self	1	4.00				100%	

Response Frequency

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

Rater	#	Score	1	2	3	4	5
Total	10	3.90			20%	70%	10%
Manager	1	4.00				100%	
Peers	3	4.00			33%	33%	33%
Direct Reports	3	4.00				100%	
Others	3	3.67			33%	67%	
Self	1	3.00			100%		

Response Frequency

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

Rater	#	Score	1	2	3	4	5
Total	10	3.80			30%	60%	10%
Manager	1	3.00			100%		
Peers	3	3.67			33%	67%	
Direct Reports	3	4.00			33%	33%	33%
Others	3	4.00				100%	
Self	1	4.00				100%	

Response Frequency

Makes Decisions (Focus on Results)

Rater	Score	1	2	3	4	5	Response Frequency				
							1	2	3	4	5
Total	3.80								33%	53%	13%
Manager	3.33								67%	33%	
Peers	4.00								11%	78%	11%
Direct Reports	3.78								33%	56%	11%
Others	3.78								44%	33%	22%
Self	4.00								33%	33%	33%

28. Makes effective decisions despite short time lines and pressure.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	10	3.90								40%	30%	30%
Manager	1	3.00								100%		
Peers	3	4.33									67%	33%
Direct Reports	3	3.67								67%		33%
Others	3	4.00								33%	33%	33%
Self	1	3.00								100%		

27. Makes and acts on decisions in a timely manner.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	10	3.80								30%	60%	10%
Manager	1	3.00								100%		
Peers	3	3.67								33%	67%	
Direct Reports	3	4.00									100%	
Others	3	4.00								33%	33%	33%
Self	1	4.00									100%	

26. Makes decisions and continually moves forward in the face of constant change.

Rater	#	Score	1	2	3	4	5	Response Frequency				
								1	2	3	4	5
Total	10	3.70								30%	70%	
Manager	1	4.00									100%	
Peers	3	4.00									100%	
Direct Reports	3	3.67								33%	67%	
Others	3	3.33								67%	33%	
Self	1	5.00										100%

Takes Risks (Focus on Results)

Rater	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	3.93								27%	53%	20%
Manager	4.33									67%	33%
Peers	4.00								33%	33%	33%
Direct Reports	4.00								22%	56%	22%
Others	3.67								33%	67%	
Self	4.33									67%	33%

30. Acts quickly on low risk, high potential opportunities.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	10	4.00								20%	60%	20%
Manager	1	5.00										100%
Peers	3	4.33									67%	33%
Direct Reports	3	3.67								33%	67%	
Others	3	3.67								33%	67%	
Self	1	5.00										100%

31. Balances risk and rewards that maximize returns while also protecting the organization.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	10	3.90								40%	30%	30%
Manager	1	4.00									100%	
Peers	3	3.67								67%		33%
Direct Reports	3	4.33								33%		67%
Others	3	3.67								33%	67%	
Self	1	4.00									100%	

29. Is not afraid to take the risks necessary to achieve goals and objectives.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	10	3.90								20%	70%	10%
Manager	1	4.00									100%	
Peers	3	4.00								33%	33%	33%
Direct Reports	3	4.00									100%	
Others	3	3.67								33%	67%	
Self	1	4.00									100%	

Communicates Powerfully and Prolifically (Interpersonal Skills)

Rater	Score	1	2	3	4	5		1	2	3	4	5
Total	4.00									27%	47%	27%
Manager	3.33									67%	33%	
Peers	3.78									44%	33%	22%
Direct Reports	4.33										67%	33%
Others	4.11									22%	44%	33%
Self	4.00									33%	33%	33%

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

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	10	4.10									20%	50%	30%
Manager	1	3.00									100%		
Peers	3	4.00									33%	33%	33%
Direct Reports	3	4.33										67%	33%
Others	3	4.33										67%	33%
Self	1	4.00										100%	

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

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	10	4.00									30%	40%	30%
Manager	1	4.00										100%	
Peers	3	4.00									33%	33%	33%
Direct Reports	3	4.33										67%	33%
Others	3	3.67									67%		33%
Self	1	5.00											100%

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

Rater	#	Score	1	2	3	4	5		1	2	3	4	5
Total	10	3.90									30%	50%	20%
Manager	1	3.00									100%		
Peers	3	3.33									67%	33%	
Direct Reports	3	4.33										67%	33%
Others	3	4.33										67%	33%
Self	1	3.00									100%		

Inspires and Motivates Others to High Performance (Interpersonal Skills)			Response Frequency					
Rater	**Score** 1 2 3 4 5		1	2	3	4	5	
Total	4.27				13%	47%	40%	
Manager	4.00				33%	33%	33%	
Peers	3.78				22%	78%		
Direct Reports	4.33				11%	44%	44%	
Others	4.78					22%	78%	
Self	3.67				33%	67%		

37. Brings to the group a high level of energy and enthusiasm.				Response Frequency					
Rater	**#**	**Score** 1 2 3 4 5		1	2	3	4	5	
Total	10	4.40				10%	40%	50%	
Manager	1	3.00				100%			
Peers	3	4.00					100%		
Direct Reports	3	4.67					33%	67%	
Others	3	5.00						100%	
Self	1	4.00					100%		

36. Inspires others to high levels of effort and performance.				Response Frequency					
Rater	**#**	**Score** 1 2 3 4 5		1	2	3	4	5	
Total	10	4.30				10%	50%	40%	
Manager	1	4.00					100%		
Peers	3	3.67				33%	67%		
Direct Reports	3	4.33					67%	33%	
Others	3	5.00						100%	
Self	1	3.00				100%			

35. Energizes people to achieve exceptional results.				Response Frequency					
Rater	**#**	**Score** 1 2 3 4 5		1	2	3	4	5	
Total	10	4.10				20%	50%	30%	
Manager	1	5.00						100%	
Peers	3	3.67				33%	67%		
Direct Reports	3	4.00				33%	33%	33%	
Others	3	4.33					67%	33%	
Self	1	4.00					100%		

Inspires and Motivates Others to High Performance (Interpersonal Skills)	

Builds Relationships (Interpersonal Skills) — Response Frequency

Rater	Score	1	2	3	4	5
Total	4.17			17%	50%	33%
Manager	4.00			33%	33%	33%
Peers	3.89			33%	44%	22%
Direct Reports	4.00			11%	78%	11%
Others	4.67				33%	67%
Self	4.00			33%	33%	33%

39. Is trusted by all members of the work group. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	10	4.20			10%	60%	30%
Manager	1	4.00				100%	
Peers	3	4.00			33%	33%	33%
Direct Reports	3	4.00				100%	
Others	3	4.67				33%	67%
Self	1	4.00				100%	

40. Stays in touch with issues and concerns of individuals in the work group. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	10	4.20			20%	40%	40%
Manager	1	5.00					100%
Peers	3	3.67			33%	67%	
Direct Reports	3	4.00			33%	33%	33%
Others	3	4.67				33%	67%
Self	1	3.00			100%		

38. Balances "getting results" with a concern for others' needs. — Response Frequency

Rater	#	Score	1	2	3	4	5
Total	10	4.10			20%	50%	30%
Manager	1	3.00			100%		
Peers	3	4.00			33%	33%	33%
Direct Reports	3	4.00				100%	
Others	3	4.67				33%	67%
Self	1	5.00					100%

Develops Others (Interpersonal Skills)

Rater	Score	1	2	3	4	5
Total	4.03			20%	57%	23%
Manager	3.33			67%	33%	
Peers	4.11			22%	44%	33%
Direct Reports	4.22			11%	56%	33%
Others	4.00			11%	78%	11%
Self	4.33				67%	33%

Response Frequency

42. Is truly concerned about developing others.

Rater	#	Score	1	2	3	4	5
Total	10	4.10			20%	50%	30%
Manager	1	3.00			100%		
Peers	3	4.33			33%		67%
Direct Reports	3	4.33				67%	33%
Others	3	4.00				100%	
Self	1	5.00					100%

Response Frequency

43. Gives honest feedback in a helpful way.

Rater	#	Score	1	2	3	4	5
Total	10	4.10			20%	50%	30%
Manager	1	3.00			100%		
Peers	3	4.33				67%	33%
Direct Reports	3	4.33			33%		67%
Others	3	4.00				100%	
Self	1	4.00				100%	

Response Frequency

41. Provides coaching and acts as a mentor to others.

Rater	#	Score	1	2	3	4	5
Total	10	3.90			20%	70%	10%
Manager	1	4.00				100%	
Peers	3	3.67			33%	67%	
Direct Reports	3	4.00				100%	
Others	3	4.00			33%	33%	33%
Self	1	4.00				100%	

Response Frequency

Collaboration and Teamwork (Interpersonal Skills)

Rater	Score	Response Frequency 1	2	3	4	5
Total	4.23			3%	70%	27%
Manager	4.33				67%	33%
Peers	4.22			11%	56%	33%
Direct Reports	4.33				67%	33%
Others	4.11				89%	11%
Self	4.00			33%	33%	33%

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

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	4.30				70%	30%
Manager	1	4.00				100%	
Peers	3	4.33				67%	33%
Direct Reports	3	4.33				67%	33%
Others	3	4.33				67%	33%
Self	1	5.00					100%

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

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	4.20				80%	20%
Manager	1	4.00				100%	
Peers	3	4.33				67%	33%
Direct Reports	3	4.33				67%	33%
Others	3	4.00				100%	
Self	1	3.00			100%		
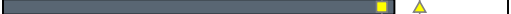
45. Resolves conflict within the work group.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	4.20			10%	60%	30%
Manager	1	5.00					100%
Peers	3	4.00			33%	33%	33%
Direct Reports	3	4.33				67%	33%
Others	3	4.00				100%	
Self	1	4.00				100%	

Values Diversity (Interpersonal Skills)

Rater	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	3.97							3%	20%	53%	23%
Manager	3.33								67%	33%	
Peers	4.11								11%	67%	22%
Direct Reports	4.00								22%	56%	22%
Others	4.00							11%	11%	44%	33%
Self	3.67								33%	67%	

47. Encourages open discussion of problems and differences of opinion.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	10	4.10								20%	50%	30%
Manager	1	3.00								100%		
Peers	3	4.33									67%	33%
Direct Reports	3	4.33									67%	33%
Others	3	4.00								33%	33%	33%
Self	1	4.00									100%	

48. Builds an inclusive climate of trust and appreciation for those who think differently and come with different backgrounds.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	10	4.10								10%	70%	20%
Manager	1	3.00								100%		
Peers	3	4.33									67%	33%
Direct Reports	3	4.00								100%		
Others	3	4.33								67%	33%	
Self	1	3.00								100%		

49. Capitalizes on diverse perspectives and talents of others in accomplishing objectives.

Rater	#	Score	1	2	3	4	5	Response Frequency 1	2	3	4	5
Total	10	3.70								10%	30%	40%	20%
Manager	1	4.00									100%	
Peers	3	3.67								33%	67%	
Direct Reports	3	3.67								67%		33%
Others	3	3.67							33%		33%	33%
Self	1	4.00									100%	

Develops Strategic Perspective (Leading Change)

Rater	Score	Response Frequency 1	2	3	4	5
Total	4.17			20%	43%	37%
Manager	4.00			33%	33%	33%
Peers	4.56			11%	22%	67%
Direct Reports	3.78			33%	56%	11%
Others	4.22			11%	56%	33%
Self	4.00			33%	33%	33%

50. 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	10	4.30			10%	50%	40%
Manager	1	5.00					100%
Peers	3	4.67				33%	67%
Direct Reports	3	3.67			33%	67%	
Others	3	4.33				67%	33%
Self	1	5.00					100%

52. 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	10	4.10			30%	30%	40%
Manager	1	3.00			100%		
Peers	3	4.67				33%	67%
Direct Reports	3	4.00			33%	33%	33%
Others	3	4.00			33%	33%	33%
Self	1	3.00			100%		

51. Maintains a clear perspective between the overall picture and the details.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	4.10			20%	50%	30%
Manager	1	4.00				100%	
Peers	3	4.33			33%		67%
Direct Reports	3	3.67			33%	67%	
Others	3	4.33				67%	33%
Self	1	4.00				100%	

Champions Change (Leading Change)							Response Frequency				
Rater	**Score**	1	2	3	4	5	1	2	3	4	5
Total	3.80								30%	60%	10%
Manager	4.00								25%	50%	25%
Peers	3.75								33%	58%	8%
Direct Reports	3.75								33%	58%	8%
Others	3.83								25%	67%	8%
Self	4.00								25%	50%	25%

55. Does an excellent job of marketing projects, programs or products.								Response Frequency				
Rater	**#**	**Score**	1	2	3	4	5	1	2	3	4	5
Total	10	3.90								30%	50%	20%
Manager	1	5.00										100%
Peers	3	3.67								33%	67%	
Direct Reports	3	4.00								33%	33%	33%
Others	3	3.67								33%	67%	
Self	1	4.00									100%	

54. Is willing to become a champion for new projects or programs, presenting them so that others support them.								Response Frequency				
Rater	**#**	**Score**	1	2	3	4	5	1	2	3	4	5
Total	10	3.80								20%	80%	
Manager	1	4.00									100%	
Peers	3	3.67								33%	67%	
Direct Reports	3	3.67								33%	67%	
Others	3	4.00									100%	
Self	1	5.00										100%

53. Quickly recognizes situations where change is needed.								Response Frequency				
Rater	**#**	**Score**	1	2	3	4	5	1	2	3	4	5
Total	10	3.80								40%	40%	20%
Manager	1	3.00								100%		
Peers	3	4.00								33%	33%	33%
Direct Reports	3	3.33								67%	33%	
Others	3	4.33									67%	33%
Self	1	4.00									100%	

56. Has the courage to make the changes that will improve the organization.								Response Frequency				
Rater	**#**	**Score**	1	2	3	4	5	1	2	3	4	5
Total	10	3.70								30%	70%	
Manager	1	4.00									100%	
Peers	3	3.67								33%	67%	
Direct Reports	3	4.00									100%	
Others	3	3.33								67%	33%	
Self	1	3.00								100%		

Customer and External Focus (Leading Change)

Rater	Score	Response Frequency 1	2	3	4	5
Total	3.95			20%	65%	15%
Manager	3.75			50%	25%	25%
Peers	4.00			25%	50%	25%
Direct Reports	4.17				83%	17%
Others	3.75			25%	75%	
Self	4.00			25%	50%	25%

60. Has a concrete understanding of customer needs, business goals, and what is important to them.

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	4.40				60%	40%
Manager	1	5.00					100%
Peers	3	4.67				33%	67%
Direct Reports	3	4.33				67%	33%
Others	3	4.00				100%	
Self	1	3.00			100%		

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

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	3.90			20%	70%	10%
Manager	1	3.00			100%		
Peers	3	4.00				100%	
Direct Reports	3	4.33				67%	33%
Others	3	3.67			33%	67%	
Self	1	5.00					100%

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

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	3.90			20%	70%	10%
Manager	1	4.00				100%	
Peers	3	4.00			33%	33%	33%
Direct Reports	3	4.00				100%	
Others	3	3.67			33%	67%	
Self	1	4.00				100%	

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

Rater	#	Score	Response Frequency 1	2	3	4	5
Total	10	3.60			40%	60%	
Manager	1	3.00			100%		
Peers	3	3.33			67%	33%	
Direct Reports	3	4.00				100%	
Others	3	3.67			33%	67%	
Self	1	4.00				100%	

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

Rater	Score	1	2	3	4	5
Direct Reports	4.13			20%	47%	33%

61. I feel confident that this organization will achieve its strategic goals.

Rater	#	Score	1	2	3	4	5
Direct Reports	3	4.33			33%		67%

62. My work environment is a place where people want to go the extra mile.

Rater	#	Score	1	2	3	4	5
Direct Reports	3	4.33				67%	33%

63. I would recommend this organization as a good place to work.

Rater	#	Score	1	2	3	4	5
Direct Reports	3	4.33				67%	33%

64. I rarely think about quitting my job to go to a different organization.

Rater	#	Score	1	2	3	4	5
Direct Reports	3	4.00			33%	33%	33%

65. All in all, I'm satisfied with this organization as a place to work.

Rater	#	Score	1	2	3	4	5
Direct Reports	3	3.67			33%	67%	

Section 7: Importance Ratings

This section displays the 19 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
* Innovates	3.57	5		2	2	1
* Takes Initiative	3.97	4		1	2	1
* Technical/Professional Acumen	3.50	3		1	1	1
Solves Problems and Analyzes Issues	3.83	3	1	1		1
Establishes Stretch Goals	3.80	3	1		1	1
Makes Decisions	3.80	3			2	1
Takes Risks	3.93	3		1	1	1
Displays High Integrity and Honesty	3.97	2	1	1		
Learning Agility	3.93	2	1		1	
* Drives for Results	4.13	2			1	1
Communicates Powerfully and Prolifically	4.00	2		1	1	
Inspires and Motivates Others to High Performance	4.27	1				1
Builds Relationships	4.17	1				1
Develops Others	4.03	1				1
Collaboration and Teamwork	4.23	1				1
Values Diversity	3.97	1		1		
Develops Strategic Perspective	4.17	1		1		
Champions Change	3.80	1		1		
Customer and External Focus	3.95	1		1		

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
60. Has a concrete understanding of customer needs, business goals, and what is important to them.	Customer and External Focus	4.40	5.00	4.67	4.33	4.00	3.00
37. Brings to the group a high level of energy and enthusiasm.	Inspires and Motivates Others to High Performance	4.40	3.00	4.00	4.67	5.00	4.00
36. Inspires others to high levels of effort and performance.	Inspires and Motivates Others to High Performance	4.30	4.00	3.67	4.33	5.00	3.00
46. Achieves objectives requiring a high level of cooperation from people in other parts of the organization.	Collaboration and Teamwork	4.30	4.00	4.33	4.33	4.33	5.00
50. Helps others understand the organization's vision and objectives so that they can translate them into challenging and meaningful goals.	Develops Strategic Perspective	4.30	5.00	4.67	3.67	4.33	5.00
1. Is a role model and sets a good example for his/her work group.	Displays High Integrity and Honesty	4.20	4.00	4.00	4.67	4.00	4.00
15. Creates an atmosphere of continual improvement in which self and others push to exceed the expected results.	Learning Agility	4.20	5.00	4.33	4.00	4.00	4.00
16. Quickly adapts his/her approach in response to people's needs or the situation.	Learning Agility	4.20	4.00	4.33	4.33	4.00	3.00
18. Achieves agreed-upon goals within the time allotted.	Drives for Results	4.20	3.00	4.67	4.33	4.00	5.00
19. Follows through on objectives to ensure successful completion; i.e., does NOT get distracted before project is completed.	Drives for Results	4.20	4.00	3.67	4.67	4.33	4.00

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
12. Constructively challenges standard approaches and finds improved processes to get work done.	Innovates	3.40	3.00	3.00	3.33	4.00	3.00
14. Actively looks for opportunities to get feedback to improve him/herself.	Learning Agility	3.40	4.00	2.67	3.67	3.67	5.00
4. Many people seek after his/her opinions.	Technical/Professional Acumen	3.50	4.00	3.00	4.33	3.00	3.00
5. His/her skills and knowledge make an important contribution to achieving team results.	Technical/Professional Acumen	3.50	5.00	3.00	4.00	3.00	4.00
6. Teammates trust his/her ideas and opinions because of in-depth knowledge and experience.	Technical/Professional Acumen	3.50	4.00	3.33	4.00	3.00	5.00
11. Finds ways to improve new ideas rather than discourage them.	Innovates	3.60	4.00	3.33	3.67	3.67	4.00
57. Helps people understand how meeting customers' needs is central to the mission and goals of the organization.	Customer and External Focus	3.60	3.00	3.33	4.00	3.67	4.00
9. Spots new trends, potential problems, and opportunities early.	Solves Problems and Analyzes Issues	3.70	4.00	4.00	4.00	3.00	4.00
26. Makes decisions and continually moves forward in the face of constant change.	Makes Decisions	3.70	4.00	4.00	3.67	3.33	5.00
56. Has the courage to make the changes that will improve the organization.	Champions Change	3.70	4.00	3.67	4.00	3.33	3.00

Section 10: Written Comments

This section displays verbatim the written comments provided by your respondents. You are encouraged to read the comments without trying to individually identify the respondent. Use this section as supplemental information to clarify the numeric data and provide other perspectives not addressed in the survey.

A. Please list the leadership skills and abilities that you consider strengths for this person.

Manager

test manager A

Peers

test peer A

Direct Reports

test DR A

Others

test Other A

Self

test self A

B. Is there anything this person does that might be considered a fatal flaw* or critical weakness? (*A fatal flaw exists when leaders have behavioral or performance issues that, IF NOT ADDRESSED, could ultimately lead to career derailment or job failure.)

Manager

test manager B

Peers

test peer B

Direct Reports

test DR B

Others

test Other B

Self

test self B

C. What leadership ability, if done exceptionally well by this person, would have the most significant impact on the productivity or effectiveness of the organization?

Manager

test manager C

Peers

test peer C

Direct Reports

test DR C

Others

test Other C

Self

test self C

Section 11: 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
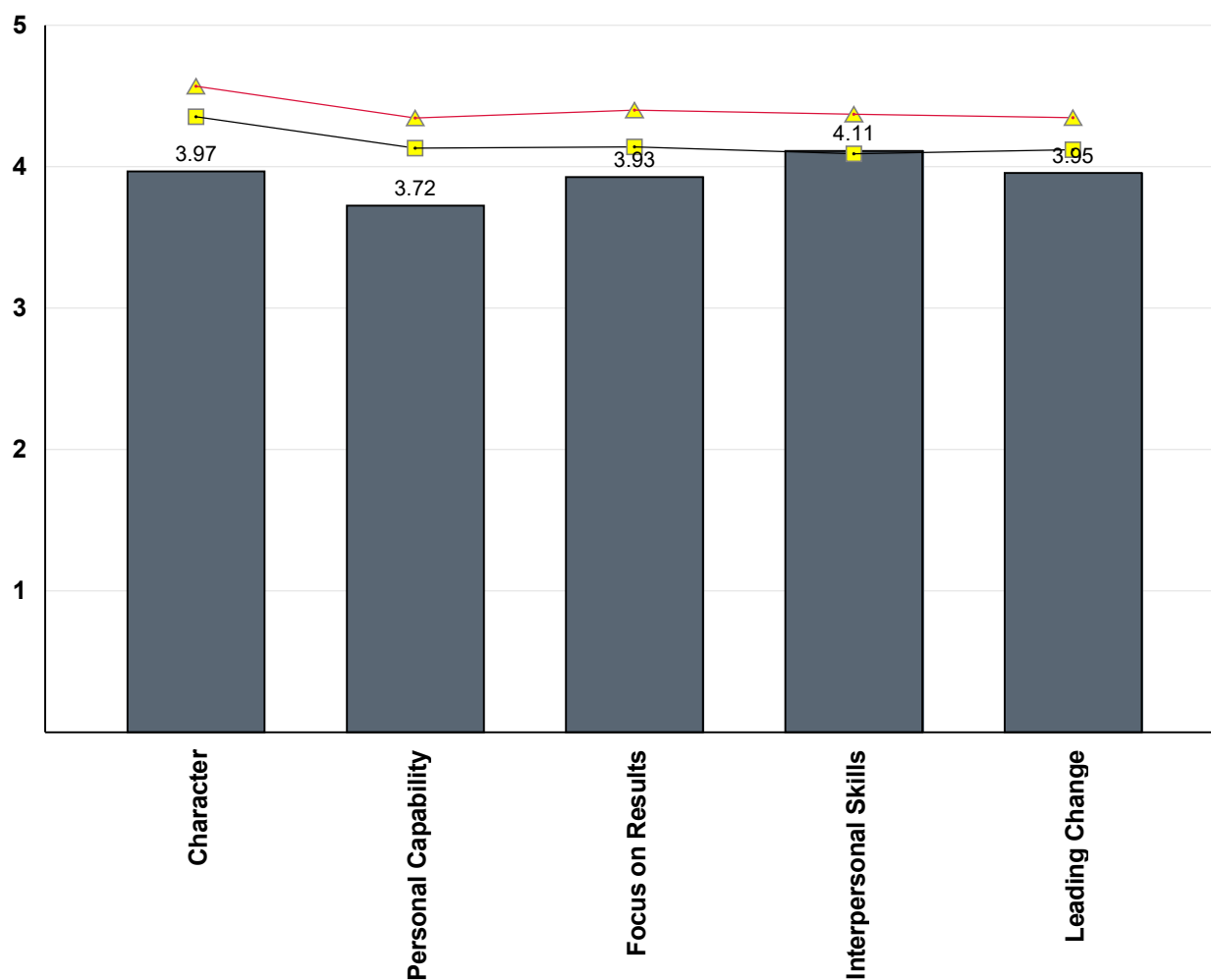
Character
1. Displays High Integrity and Honesty

Personal Capability
2. Technical/Professional Acumen
3. Solves Problems and Analyzes Issues
4. Innovates
5. Learning Agility

Focus on Results
6. Drives for Results
7. Establishes Stretch Goals
8. Takes Initiative
9. Makes Decisions
10. Takes Risks

Interpersonal Skills
11. Communicates Powerfully and Prolifically
12. Inspires and Motivates Others to High Performance
13. Builds Relationships
14. Develops Others
15. Collaboration and Teamwork
16. Values Diversity

Leading Change
17. Develops Strategic Perspective
18. Champions Change
19. Customer and External Focus

Section 12: Supplemental View: 19 Differentiating Competencies

This graph displays your Total scores for the 19 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	3.97
Technical/Professional Acumen	3.50
Solves Problems and Analyzes Issues	3.83
Innovates	3.57
Learning Agility	3.93
Drives for Results	4.13
Establishes Stretch Goals	3.80
Takes Initiative	3.97
Makes Decisions	3.80
Takes Risks	3.93
Communicates Powerfully and Prolifically	4.00
Inspires and Motivates Others to High Performance	4.27
Builds Relationships	4.17
Develops Others	4.03
Collaboration and Teamwork	4.23
Values Diversity	3.97
Develops Strategic Perspective	4.47
Champions Change	3.80
Customer and External Focus	3.95
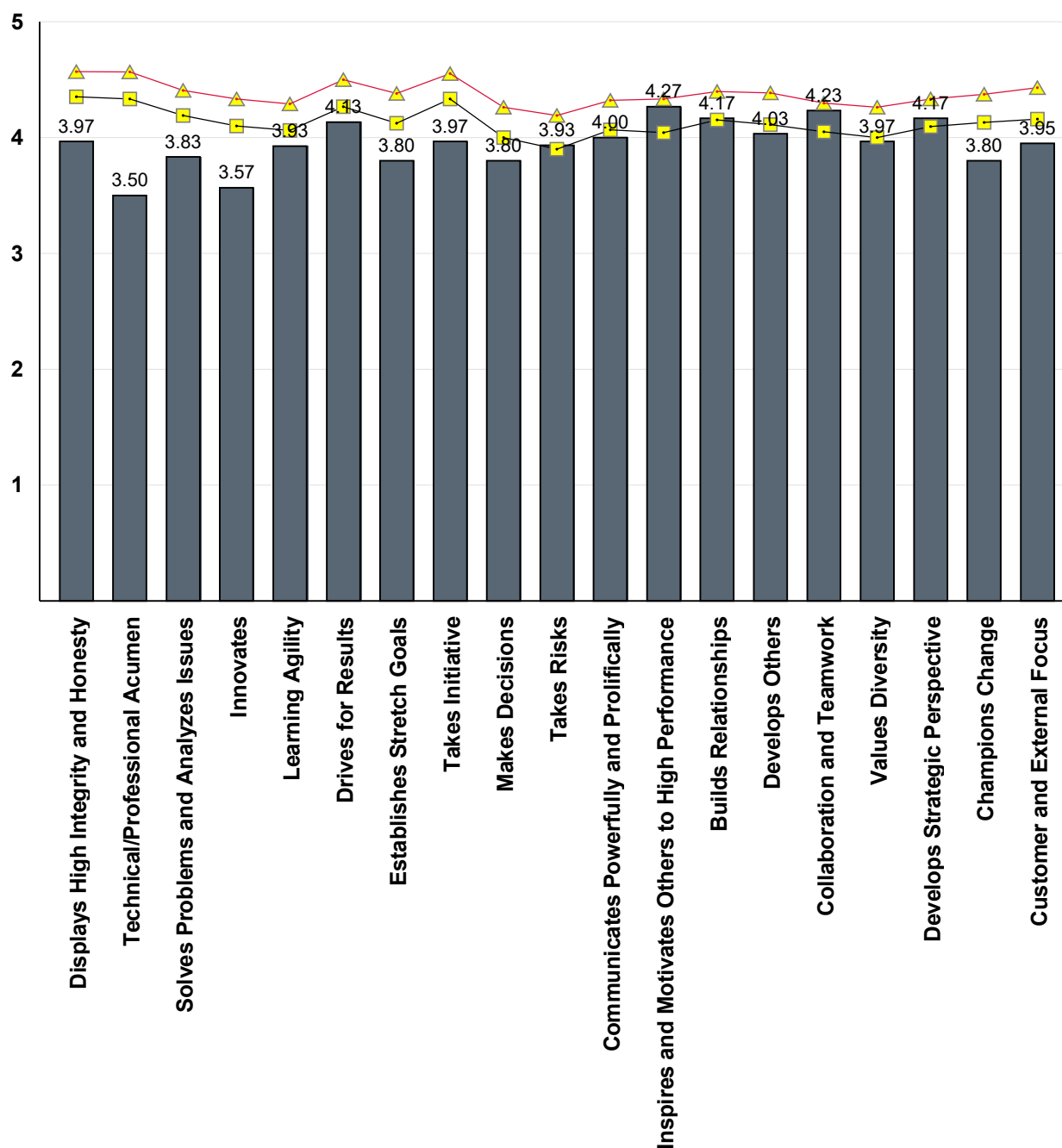
Section 13: Supplemental View: 19 Differentiating Competencies (Differences in Perception)

This section displays your Total and Self scores for all of the 19 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
Inspires and Motivates Others to High Performance	4.27	3.67	0.60	
Takes Initiative	3.97	3.67	0.30	
Values Diversity	3.97	3.67	0.30	
Collaboration and Teamwork	4.23	4.00	0.23	
Builds Relationships	4.17	4.00	0.17	
Solves Problems and Analyzes Issues	3.83	3.67	0.16	
Develops Strategic Perspective	4.17	4.00	0.17	
Communicates Powerfully and Prolifically	4.00	4.00	0.00	
Customer and External Focus	3.95	4.00	-0.05	
Learning Agility	3.93	4.00	-0.07	
Drives for Results	4.13	4.33	-0.20	
Champions Change	3.80	4.00	-0.20	
Establishes Stretch Goals	3.80	4.00	-0.20	
Makes Decisions	3.80	4.00	-0.20	
Develops Others	4.03	4.33	-0.30	
Displays High Integrity and Honesty	3.97	4.33	-0.36	
Takes Risks	3.93	4.33	-0.40	
Innovates	3.57	4.00	-0.43	
Technical/Professional Acumen	3.50	4.00	-0.50	