



Global Leadership Assessment

Feedback Report for Taylor Lee

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Respondents Overview

The numbers below represent the number of completed surveys submitted by each respondent group prior to the due date. Please note that these numbers do not necessarily reflect the number of responses you received on each item as some individuals may not have given you feedback on every item. These figures only represent completed, submitted assessments.

	Report N	Nominated N	Response Rate
Self	1	1	100.00%
Managers	1	1	100.00%
Direct Reports	5	5	100.00%
Peers	6	6	100.00%
Others	4	4	100.00%
Total	17	17	100.00%

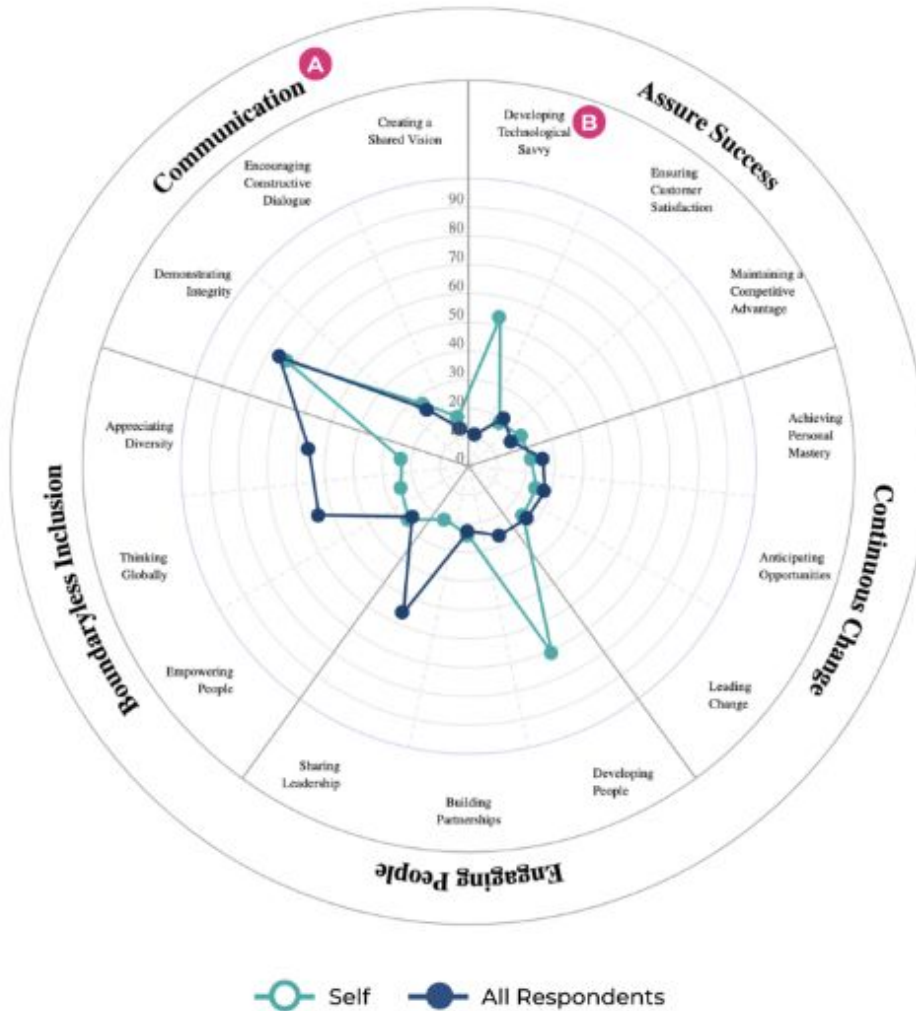
To preserve anonymity, your feedback report will not display responses from anonymous respondent groups (e.g., Direct Reports, Peers, Others) with fewer than three submitted surveys. If fewer than three surveys have been received from a respondent group, their ratings will be combined with those of another respondent group.

For any single item with fewer than three responses in a respondent group, "Insufficient Responses" will appear for that item in lieu of data.

Competency Percentiles Radar Graph

How to read the Item Matrix

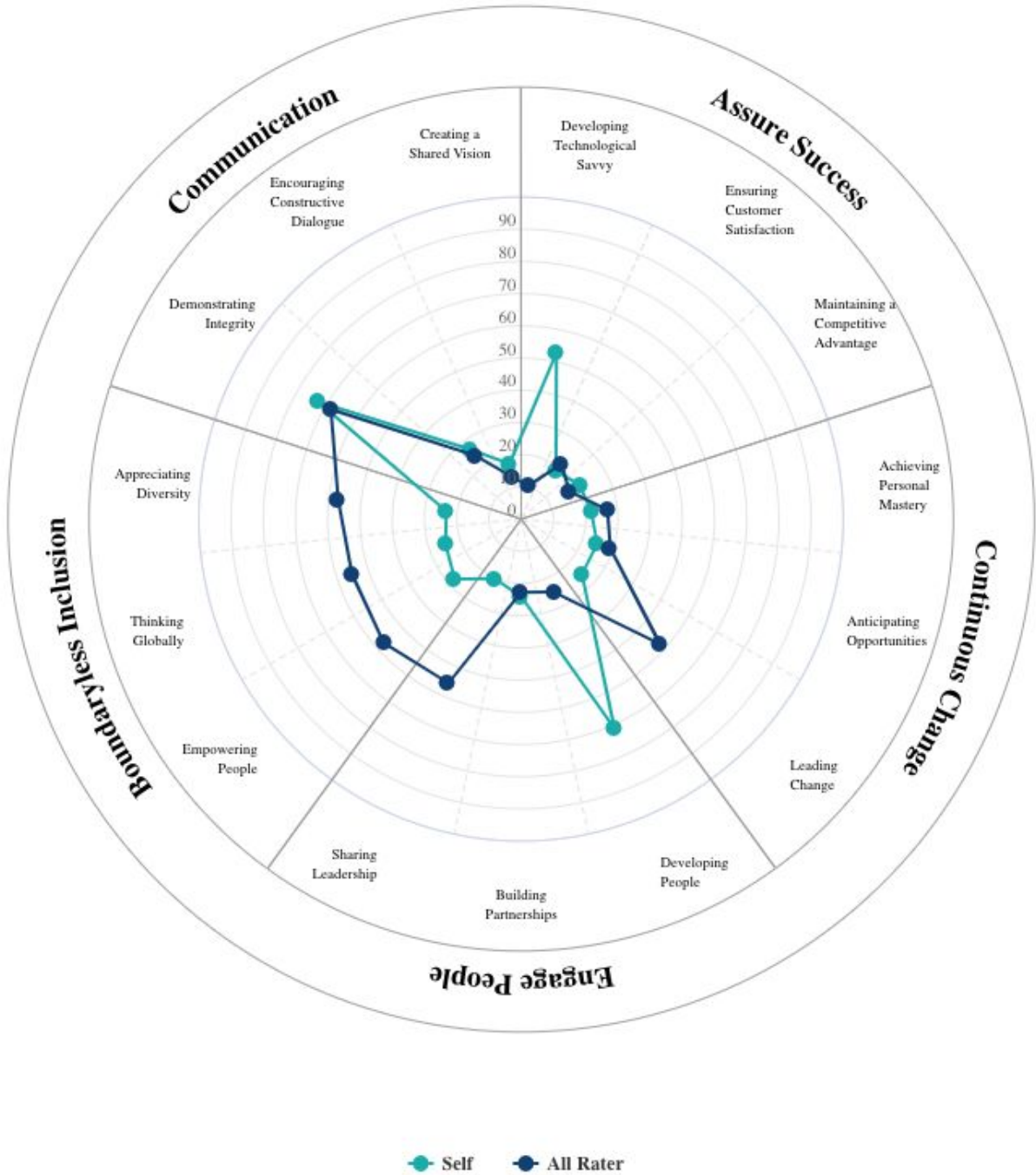
The Competency Summary breaks down the assessment results per respondent group and allows for an easy comparison / gap analysis. The N signifies the total number of responses received for all items in each of the respective competencies.



A Cluster: Assure Success, Continuous Change, Engage People, Boundaryless Inclusion, Communication.

B Competency: Thinking globally, anticipating opportunities, creating a shared vision, developing people, empowering people, appreciating diversity, building partnerships, leading change, developing technological savvy, encouraging constructive dialogue, ensuring customer satisfaction, maintaining a competitive advantage, achieving personal mastery, sharing leadership, demonstrating integrity.

Competency Percentiles Radar Graph



Highcharts.com

Competency Summary

How to read the graph

The radar graph is a leadership effectiveness dashboard that makes it easy to identify strengths and areas to develop. This high level competency overview is a good starting point to drill down into behavioral details. This section plots the competency percentiles rank for the self responses as well as the percentile rank from all respondents that is calculated without the self responses.

Demonstrating Integrity (Communication) ^A



- A Competency (Cluster):** In this example, "Demonstrating Integrity" is the competency in the cluster "Communication".
- B Respondent Group Average:** The average of each item is used to calculate the average of this competency.:
- C Normative Group Average:** Normative Group Average: This is provided to compare the participant's average ratings to others who have participated in this assessment process as part of the global norm group.:
- D Line Graph:** Self average score.
- E Valid N** Number of responses received for all items per respondent group. In this example, from the direct reports group, 25 responses were submitted to the items in this competency. Note that N does not necessary equal to the number of nominated respondents.
- F Distribution:** The numbers in each circle shows how many participants responded in each rating scale. In this example, "Self" responded to "Satisfied (4)" to 5 items that constitute this competency.

How to read the Item Matrix

This section averages all item ratings within a competency by respondent group. The N signifies the total number of responses received for all items in each of the respective competencies.

Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
58. Ask people what he/she can do to improve. ^B	▼ 3.00 43	▲ 4.00 ^A 78	3.80 40	3.17 16	3.50 31	3.50 25
59. Genuinely listen to others.	▼ 3.00 24	▼ 2.00 6	4.40 ^C 64	3.83 37	4.00 46	3.94 34
60. Accept constructive feedback in a positive manner (avoid defensiveness).	4.00 81	▲ 5.00 100	▲ 4.80 90	3.50 28	4.50 79	4.25 66
61. Strive to understand the other person's frame of reference.	▼ 3.00 21	▲ 5.00 100	▲ 4.80 89	I.R. ^D -	4.50 83	▲ 4.50 90
62. Encourage people to challenge the status quo.	4.00 76	3.00 29	▲ 4.60 81	N.R. ^E -	▼ 3.33 22	3.67 28

- ▲ Item is one of the highest
- ▼ Item is one of the lowest
- ^D I.R. Insufficient Responses
- ^E N.R. No Responses

- ^A **Respondent Group Average:** The average of each item is used to calculate the average of this competency.
- ^B **Item:** List of questions asked in the survey that respondents have submitted.
- ^C **Percentile Rank:** Percentiles are indicative of how the individual's average score for a particular item compares to others who have been through this assessment process and utilized this survey as part of the global norm group. In the above example, the percentile for the rating from Peers is 64. This indicates that 36% of the other individuals who received feedback on this item received a higher score than the participant. 64% of the global norm group received a rating that is either equal to or lower than the individual's rating on this particular item.
- ^D **Insufficient Responses:** Averages are not displayed when there are 2 or less responses to protect the anonymity of the respondents.
- ^E **No Responses:** This indicates that there were no responses to this question.

Developing Technological Savvy (Assure Success)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	▲ 4.00 (40)	3.00 (5)	▼ 3.20 (6)	3.83 (13)	3.75 (13)	3.56 (10)
2. Successfully recruit people with needed technological expertise.	▲ 4.00 (59)	2.00 (2)	▼ 3.00 (6)	3.00 (11)	4.00 (43)	▼ 3.19 (9)
3. Effectively manage the use of technology to increase productivity.	▲ 4.00 (60)	2.00 (4)	2.80 (4)	3.00 (19)	4.25 (55)	▼ 3.19 (15)

Ensuring Customer Satisfaction (Assure Success)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
4. Inspire people to achieve high levels of customer satisfaction.	3.00 11	▼ 2.00 2	3.40 8	3.00 10	▲ 4.75 61	3.50 11
5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	4.00 64	3.00 13	▼ 3.00 11	2.83 5	4.50 67	3.31 14
6. Regularly solicit input from customers.	3.00 30	4.00 71	4.00 57	3.17 21	4.25 61	3.75 31
7. Consistently deliver on commitments to customers.	4.00 68	4.00 63	4.00 50	3.67 26	4.25 51	3.94 27
8. Understand the competitive options available to your customers.	4.00 76	4.00 62	▼ 3.40 18	3.33 23	4.50 74	3.69 27

Maintaining a Competitive Advantage (Assure Success)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
9. Communicate a positive, can-do sense of urgency toward getting the job done.	▲ 4.00 72	4.00 66	4.60 78	2.33 5	3.75 27	3.50 24
10. Hold people accountable for their results.	3.00 19	▼ 2.00 4	4.00 46	2.33 4	▼ 3.50 26	▼ 3.13 16
11. Successfully eliminate waste and unneeded cost.	▲ 4.00 76	3.00 21	▼ 3.40 17	▼ 2.67 5	3.75 26	▼ 3.19 17
12. Provide products/services that help the company have a clear competitive advantage.	▲ 4.00 71	3.00 20	3.60 23	▼ 2.67 5	3.25 17	▼ 3.13 17
13. Achieve results that lead to long-term shareholder value.	3.00 25	▼ 2.00 5	3.60 23	▼ 2.50 5	▼ 3.50 24	3.06 17

Achieving Personal Mastery (Continuous Change)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
14. Deeply understand your own strengths and weaknesses.	3.00 (32)	3.00 (23)	4.00 (61)	3.67 (35)	3.75 (32)	3.75 (34)
15. Invest in ongoing personal development.	▲ 4.00 (73)	4.00 (66)	4.00 (58)	4.00 (63)	▼ 3.50 (23)	3.88 (29)
16. Involve people who have strengths that you do not possess.	▲ 4.00 (46)	3.00 (13)	4.00 (35)	3.50 (16)	4.50 (54)	3.88 (18)
17. Demonstrate effective emotional responses in a variety of situations.	3.00 (19)	4.00 (71)	4.00 (51)	3.50 (25)	▼ 3.50 (18)	3.69 (24)
18. Demonstrate self-confidence as a leader.	3.00 (31)	3.00 (20)	4.00 (60)	3.33 (22)	3.75 (29)	3.63 (27)

Anticipating Opportunities (Continuous Change)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
19. Invest in learning about future trends.	▲ 4.00 (80)	4.00 (75)	3.80 (40)	3.33 (30)	4.00 (64)	3.69 (37)
20. Effectively anticipate future opportunities.	3.00 (36)	4.00 (76)	3.60 (32)	3.67 (37)	4.50 (80)	3.88 (38)
21. Inspire people to focus on future opportunities (not just present objectives).	3.00 (22)	4.00 (59)	3.80 (27)	4.00 (58)	4.50 (70)	4.06 (55)
22. Develop ideas to meet the needs of the new environment.	▲ 4.00 (49)	3.00 (11)	▼ 3.40 (9)	3.17 (14)	4.25 (46)	3.50 (16)

Leading Change (Continuous Change)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
23. See change as an opportunity, not a problem.	3.00 23	3.00 16	4.60 74	3.83 32	4.25 61	4.13 59
24. Challenge the system when change is needed.	4.00 76	3.00 18	4.00 53	3.83 30	4.50 72	4.00 59
25. Thrive in ambiguous situations (demonstrate flexibility when needed).	3.00 29	3.00 21	4.40 67	3.00 19	4.25 66	3.75 30
26. Encourage creativity and innovation in others.	4.00 78	4.00 66	4.40 62	4.00 60	4.75 74	4.31 62
27. Effectively translate creative ideas into business results.	3.00 22	4.00 61	4.60 71	4.00 54	4.25 54	4.25 56

Developing People (Engage People)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
28. Consistently treat people with respect and dignity.	4.00 (73)	▲ 5.00 (100)	4.00 (53)	3.50 (21)	4.75 (76)	4.06 (59)
29. Ask people what they need to do their work better.	4.00 (61)	4.00 (60)	4.00 (50)	3.17 (13)	4.50 (69)	3.81 (20)
30. Ensure that people receive the training they need to succeed.	4.00 (74)	▼ 1.00 (1)	3.60 (18)	3.83 (27)	4.50 (72)	3.75 (21)
31. Provide effective coaching.	4.00 (72)	▼ 1.00 (1)	3.80 (26)	3.50 (25)	4.50 (74)	3.69 (25)
32. Provide developmental feedback in a timely manner.	4.00 (70)	2.00 (5)	3.80 (28)	3.17 (17)	4.25 (59)	3.56 (23)
33. Provide effective recognition for others' achievements.	4.00 (77)	▼ 1.00 (1)	4.40 (71)	3.50 (31)	4.50 (75)	3.88 (35)

Building Partnerships (Engage People)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
34. Treat co-workers as partners, not competitors.	4.00 62	2.00 4	4.40 52	3.33 17	4.25 56	3.81 22
35. Unite your organization into an effective team.	4.00 67	3.00 19	4.40 59	3.33 22	4.75 73	4.00 58
36. Build effective partnerships across the company.	3.00 22	2.00 2	4.00 44	3.50 18	3.25 11	3.50 16
37. Discourage destructive comments about other people or groups.	4.00 76	3.00 17	3.80 20	3.67 24	4.50 69	3.88 24
38. Build effective alliances with other organizations.	3.00 32	2.00 2	3.80 21	3.50 24	4.00 57	3.63 22
39. Create a network of relationships that help to get things done.	4.00 80	2.00 2	3.40 14	3.83 31	3.25 15	3.44 18

Sharing Leadership (Engage People)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
40. Willingly share leadership with business partners.	3.00 (39)	3.00 (26)	▲ 4.80 (86)	3.33 (24)	4.50 (78)	4.06 (66)
41. Defer to others when they have more expertise.	3.00 (11)	2.00 (2)	4.60 (66)	3.50 (14)	4.50 (63)	4.00 (48)
42. Strive to arrive at an outcome with others (as opposed to for others).	3.00 (22)	3.00 (17)	4.60 (71)	3.17 (15)	4.25 (58)	3.88 (26)
43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	3.00 (9)	4.00 (61)	▲ 4.80 (78)	3.17 (12)	4.50 (68)	4.06 (54)

Empowering People (Boundaryless Inclusion)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
44. Build people's confidence.	3.00 25	3.00 20	▲ 5.00 100	3.67 28	4.50 75	4.25 64
45. Take risks in letting others make decisions.	3.00 24	2.00 2	▲ 4.80 79	3.67 22	▲ 4.75 73	4.19 56
46. Give people the freedom they need to do their job well.	3.00 30	▼ 1.00 1	▲ 5.00 100	3.33 15	▲ 4.75 70	4.06 52
47. Trust people enough to let go (avoid micro-management).	3.00 32	3.00 22	4.40 68	3.33 22	4.50 73	3.94 30

Thinking Globally (Boundaryless Inclusion)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
48. Recognize the impact of globalization on the business.	4.00 (78)	4.00 (69)	▲ 4.80 (80)	3.50 (25)	4.50 (69)	4.19 (61)
49. Demonstrate the adaptability required to succeed in a global environment.	▼ 3.00 (17)	▲ 5.00 (100)	▲ 4.80 (76)	3.67 (19)	4.50 (66)	▲ 4.31 (55)
50. Strive to gain the variety of experiences needed to conduct global business.	4.00 (67)	4.00 (62)	4.00 (41)	3.67 (20)	4.25 (53)	3.94 (21)
51. Make decisions that incorporate global considerations.	▼ 3.00 (37)	▲ 5.00 (100)	4.60 (77)	3.17 (16)	4.25 (62)	4.00 (61)
52. Help others understand the impact of globalization.	4.00 (72)	▲ 5.00 (100)	▲ 4.80 (79)	3.33 (15)	4.75 (73)	4.25 (56)

Appreciating Diversity (Boundaryless Inclusion)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	3.00 23	4.00 61	4.20 44	4.17 56	4.75 73	4.31 55
54. Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles.	3.00 10	4.00 49	3.80 17	3.83 22	4.25 45	3.94 19
55. Recognize the value of diverse views and opinions.	4.00 76	4.00 69	4.00 50	4.17 65	4.75 74	4.25 63
56. Help others appreciate the value of diversity.	3.00 36	4.00 74	4.20 62	4.00 69	5.00 100	4.31 70
57. Actively expand your knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	4.00 77	4.00 69	4.20 54	3.83 26	4.25 56	4.06 58

Demonstrating Integrity (Communication)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
58. Demonstrate honest, ethical behavior in all interactions.	4.00 73	▲ 5.00 100	4.20 51	▲ 4.67 80	▲ 4.75 74	▲ 4.56 74
59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	4.00 75	▲ 5.00 100	4.60 81	▲ 4.33 77	▲ 4.75 81	▲ 4.56 82
60. Avoid political or self-serving behavior.	4.00 71	▲ 5.00 100	▲ 4.80 76	▲ 4.33 67	4.50 66	▲ 4.56 71
61. Courageously "stand up" for what you believe in.	4.00 67	4.00 71	4.40 58	▲ 4.50 78	4.25 56	▲ 4.38 64
62. Are a role model for living our organization's values (lead by example).	4.00 79	4.00 72	4.20 60	▲ 4.33 72	▲ 4.75 78	▲ 4.38 71

Encouraging Constructive Dialogue (Communication)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
63. Ask people what you can do to improve.	3.00 21	4.00 57	4.60 59	3.50 18	4.00 42	4.00 46
64. Genuinely listen to others.	3.00 30	2.00 3	4.60 70	3.50 18	3.50 17	3.75 21
65. Accept constructive feedback in a positive manner (avoid defensiveness).	3.00 30	5.00 100	4.00 46	3.33 15	4.25 61	3.88 24
66. Strive to understand the other person's frame of reference.	3.00 26	5.00 100	5.00 100	3.67 30	4.50 70	4.38 67
67. Encourage people to challenge the status quo.	4.00 77	2.00 3	4.40 62	3.33 17	3.75 20	3.69 23

Creating a Shared Vision (Communication)



Item Matrix	Self	Managers	Direct Reports	Peers	Others	All Respondents
68. Create and communicate a clear vision for our organization.	4.00 58	2.00 2	4.00 37	2.50 2	3.75 14	3.25 9
69. Effectively involve people in decision-making.	4.00 67	2.00 3	3.60 17	2.17 3	3.50 19	2.94 4
70. Inspire people to commit to achieving the vision.	3.00 14	4.00 65	3.40 13	2.67 5	3.75 25	3.25 16
71. Develop an effective strategy to achieve the vision.	4.00 66	2.00 3	3.00 10	2.50 4	3.75 21	2.94 4
72. Clearly identify priorities.	3.00 31	4.00 72	3.40 15	2.67 5	3.50 23	3.19 16

Highest Rated Items

How to read the graph

The Highest Rated Items overview summarizes the leadership strengths on three levels: Item level behavior, competency, and cluster. This makes it very easy to identify commonalities and themes to summarize leadership strengths and areas of high-level effectiveness within and across respondent groups.

The number of items listed is the top 10% of all average scores of each item from the assessment per respondent group. If the same item is rated in the top 10% of other respondent groups, it is indicated with the green dot (see C). Additionally, if the average of an item is below 2.00 the item will not be listed as a highest rated item.

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Demonstrating Integrity (Communication) 1. Demonstrates honest, ethical behavior in all interactions.	0	0	0	2	4	4.67
● Leading Change (Continuous Change) 68. Sees change as an opportunity, not a problem.	0	0	0	2	3	4.60
● Appreciating Diversity (Boundary-less Inclusion) 45. Actively expands his/her knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	0	0	0	2	2	4.50

- A Competency, Cluster, Item:** This lists the item and the competency and cluster to which it belongs. In this example, "Demonstrating Integrity" is the competency in the cluster "Communication".
- B Respondent Group Average:** The average score of the item.
- C Repeating Item:** This indicates that this item is also reported as highest item in other respondent groups and highlighted with a green dot.
- D Distribution:** The number in each circle shows how many participants responded in each rating scale. In this example, 3 participants responded "Highly Satisfied" and 2 participants responded "Satisfied".

Highest Rated Items: **Managers**

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	0	0	0	0	1	5.00
Thinking Globally (Boundaryless Inclusion) 52. Help others understand the impact of globalization.	0	0	0	0	1	5.00
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	0	0	0	0	1	5.00
Thinking Globally (Boundaryless Inclusion) 51. Make decisions that incorporate global considerations.	0	0	0	0	1	5.00
Encouraging Constructive Dialogue (Communication) 65. Accept constructive feedback in a positive manner (avoid defensiveness).	0	0	0	0	1	5.00
Developing People (Engage People) 28. Consistently treat people with respect and dignity.	0	0	0	0	1	5.00
Demonstrating Integrity (Communication) 60. Avoid political or self-serving behavior.	0	0	0	0	1	5.00
Demonstrating Integrity (Communication) 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	0	0	0	0	1	5.00
Demonstrating Integrity (Communication) 58. Demonstrate honest, ethical behavior in all interactions.	0	0	0	0	1	5.00

Highest Rated Items: Direct Reports

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	0	0	0	0	5	5.00
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	0	0	0	0	5	5.00
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	0	0	0	0	5	5.00
Demonstrating Integrity (Communication) 60. Avoid political or self-serving behavior.	0	0	0	1	4	4.80
Thinking Globally (Boundaryless Inclusion) 52. Help others understand the impact of globalization.	0	0	0	1	4	4.80
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	0	0	0	1	4	4.80
Sharing Leadership (Engage People) 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	0	0	0	1	4	4.80
Thinking Globally (Boundaryless Inclusion) 48. Recognize the impact of globalization on the business.	0	0	0	1	4	4.80
Sharing Leadership (Engage People) 40. Willingly share leadership with business partners.	0	0	0	1	4	4.80
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	0	0	0	1	4	4.80

Highest Rated Items: Peers

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Demonstrating Integrity (Communication) 58. Demonstrate honest, ethical behavior in all interactions.	0	0	0	2	4	4.67
Demonstrating Integrity (Communication) 61. Courageously "stand up" for what you believe in.	0	0	0	3	3	4.50
Demonstrating Integrity (Communication) 62. Are a role model for living our organization's values (lead by example).	0	0	0	4	2	4.33
Demonstrating Integrity (Communication) 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	0	0	0	4	2	4.33
Demonstrating Integrity (Communication) 60. Avoid political or self-serving behavior.	0	0	0	4	2	4.33
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	0	0	1	3	2	4.17
Appreciating Diversity (Boundaryless Inclusion) 55. Recognize the value of diverse views and opinions.	0	0	1	3	2	4.17

Highest Rated Items: Others

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Appreciating Diversity (Boundaryless Inclusion) 56. Help others appreciate the value of diversity.	0	0	0	0	4	5.00
Building Partnerships (Engage People) 35. Unite your organization into an effective team.	0	0	0	1	3	4.75
Appreciating Diversity (Boundaryless Inclusion) 55. Recognize the value of diverse views and opinions.	0	0	0	1	3	4.75
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	0	0	0	1	3	4.75
Demonstrating Integrity (Communication) 58. Demonstrate honest, ethical behavior in all interactions.	0	0	0	1	3	4.75
Demonstrating Integrity (Communication) 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	0	0	0	1	3	4.75
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	0	0	0	1	3	4.75
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	0	0	0	1	3	4.75
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	0	0	0	1	3	4.75
Demonstrating Integrity (Communication) 62. Are a role model for living our organization's values (lead by example).	0	0	0	1	3	4.75

Highest Rated Items: All Respondents

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Demonstrating Integrity (Communication) 58. Demonstrate honest, ethical behavior in all interactions.	0	0	0	7	9	4.56
Demonstrating Integrity (Communication) 59. Ensure that the highest standards for ethical behavior are practiced throughout the organization.	0	0	0	7	9	4.56
Demonstrating Integrity (Communication) 60. Avoid political or self-serving behavior.	0	0	0	7	9	4.56
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	0	0	2	6	8	4.38
Demonstrating Integrity (Communication) 62. Are a role model for living our organization's values (lead by example).	0	0	0	10	6	4.38
Demonstrating Integrity (Communication) 61. Courageously "stand up" for what you believe in.	0	0	0	10	6	4.38
Leading Change (Continuous Change) 26. Encourage creativity and innovation in others.	0	1	1	6	8	4.31
Appreciating Diversity (Boundaryless Inclusion) 56. Help others appreciate the value of diversity.	0	0	4	3	9	4.31
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	0	0	2	7	7	4.31
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	0	0	2	7	7	4.31

Lowest Rated Items

How to read the graph

The Lowest Rated Items overview summarizes the areas to develop on three levels: Item level behavior, competency, and cluster. This makes it very easy to identify commonalities and themes to summarize areas to develop in leadership across respondent groups.

The number of items listed is the bottom 10% of all average scores of each item from the assessment per respondent group. If the same item is rated in the bottom 10% of other respondent groups, it is indicated with a yellow dot (see C). Additionally, if the average of an item is above 4.00 the item will not be listed as a lowest rated item.

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Developing Technological Savvy (Assure Success) ^A ● ^C 48. Effectively manages the use of technology to increase productivity.	2	2	2	0	0	2.00 ^B
Encouraging Constructive Dialogue (Communication) ● 9. Strives to understand the other person's frame of reference.	1	2	2	0	0 ^D	2.20
Developing People (Engaging People) ● 16. Consistently treats people with respect and dignity.	1	2	2	0	0	2.20

A Competency, Cluster, Item: This lists the item and the competency and cluster to which it belongs.

B Respondent Group Average: The average score of the item.

C Repeating Item: This indicates that this item is also reported as lowest item in other respondent groups and highlighted with a yellow dot.

D Distribution: The number in each circle shows how many participants responded in each rating scale. In this example, 1 participant responded "Highly Dissatisfied", 2 participants responded "Dissatisfied" and 2 participants responded "Neither Satisfied nor Dissatisfied".

Lowest Rated Items: **Managers**

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	0	1	0	0	0	2.00
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	0	1	0	0	0	2.00
Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	1	0	0	0	2.00
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	0	1	0	0	0	2.00
Encouraging Constructive Dialogue (Communication) 67. Encourage people to challenge the status quo.	0	1	0	0	0	2.00
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	0	1	0	0	0	2.00
Developing People (Engage People) 30. Ensure that people receive the training they need to succeed.	1	0	0	0	0	1.00
Developing People (Engage People) 33. Provide effective recognition for others' achievements.	1	0	0	0	0	1.00
Developing People (Engage People) 31. Provide effective coaching.	1	0	0	0	0	1.00
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	1	0	0	0	0	1.00

Lowest Rated Items: Direct Reports

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Building Partnerships (Engage People) 39. Create a network of relationships that help to get things done.	0	0	4	0	1	3.40
Anticipating Opportunities (Continuous Change) 22. Develop ideas to meet the needs of the new environment.	0	0	3	2	0	3.40
Maintaining a Competitive Advantage (Assure Success) 11. Successfully eliminate waste and unneeded cost.	0	0	3	2	0	3.40
Ensuring Customer Satisfaction (Assure Success) 8. Understand the competitive options available to your customers.	0	0	3	2	0	3.40
Creating a Shared Vision (Communication) 70. Inspire people to commit to achieving the vision.	0	0	3	2	0	3.40
Developing Technological Savvy (Assure Success) 1. Strive to acquire the technological knowledge needed to succeed in tomorrow's world.	0	1	2	2	0	3.20
Developing Technological Savvy (Assure Success) 2. Successfully recruit people with needed technological expertise.	0	1	3	1	0	3.00
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	0	2	2	0	1	3.00
Creating a Shared Vision (Communication) 71. Develop an effective strategy to achieve the vision.	0	0	5	0	0	3.00

Lowest Rated Items: **Peers**

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Creating a Shared Vision (Communication) 72. Clearly identify priorities.	0	2	4	0	0	2.67
Maintaining a Competitive Advantage (Assure Success) 11. Successfully eliminate waste and unneeded cost.	0	2	4	0	0	2.67
Creating a Shared Vision (Communication) 70. Inspire people to commit to achieving the vision.	0	2	4	0	0	2.67
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the company have a clear competitive advantage.	0	2	4	0	0	2.67
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	0	3	3	0	0	2.50
Creating a Shared Vision (Communication) 71. Develop an effective strategy to achieve the vision.	0	3	3	0	0	2.50
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	0	3	3	0	0	2.50

Lowest Rated Items: **Others**

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Creating a Shared Vision (Communication) 72. Clearly identify priorities.	0	0	2	2	0	3.50
Achieving Personal Mastery (Continuous Change) 17. Demonstrate effective emotional responses in a variety of situations.	0	0	2	2	0	3.50
Achieving Personal Mastery (Continuous Change) 15. Invest in ongoing personal development.	0	0	2	2	0	3.50
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	0	0	2	2	0	3.50
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	0	0	3	0	1	3.50
Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	0	2	2	0	3.50
Creating a Shared Vision (Communication) 69. Effectively involve people in decision-making.	0	0	2	2	0	3.50

Lowest Rated Items: All Respondents

	Highly Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Highly Satisfied	Average
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	0	4	4	8	0	3.25
Creating a Shared Vision (Communication) 72. Clearly identify priorities.	0	2	9	5	0	3.19
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	0	5	5	4	2	3.19
Maintaining a Competitive Advantage (Assure Success) 11. Successfully eliminate waste and unneeded cost.	0	2	9	5	0	3.19
Developing Technological Savvy (Assure Success) 2. Successfully recruit people with needed technological expertise.	0	4	6	5	1	3.19
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the company have a clear competitive advantage.	0	2	10	4	0	3.13
Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	0	5	6	3	2	3.13

Significant Gaps

How to read the graph

The Significant Gaps overview drives a constructive dialogue around self-awareness and perception by others that helps the participant to move effectively from awareness to acceptance / action.

The significant gaps are provided between Self and each respondent group. All items with an average score difference of more than 30% are listed. In the example below, the gap between Self and Peers is shown.

	Peers Avg. ^B	Self Avg. ^C	Gap ^D
Encouraging Constructive Dialogue (Communication) ^A 66. Strives to understand the other person's frame of reference.	▲ 4.67	▼ 3.00	1.67
Ensuring Customer Satisfaction (Assure Success) 5. Views business processes from the ultimate customer perspective (has an "end-to-end" perspective).	▲ 4.67	▼ 3.00	1.67
Sharing Leadership (Engage People) 42. Strives to arrive at an outcome with others (as opposed to for others).	4.50	▼ 3.00	1.50

▲ Item is one of the highest ▼ Item is one of the lowest

- A Competency, Cluster, Item:** This lists the item and the competency and cluster to which it belongs.
- B Respondent Group Average:** This is the average of a specific respondent group for the item. In this case, the respondent group is Peers. The highest rated items and lowest rated items in the respective group are indicated with the green and yellow arrows.
- C Self Average:** This is the average of a specific respondent group for the item. The highest rated items and lowest rated items of Self are also indicated with the green and yellow arrows.
- D Gap:** This is the difference between the respondent group and self average, sorted from the greatest positive gap down to the greatest negative gap.

Significant Gaps: **Managers vs. Self**

	Managers Avg.	Self Avg.	Gap
Developing People (Engage People) 30. Ensure that people receive the training they need to succeed.	▼ 1.00	4.00	3.00
Developing People (Engage People) 31. Provide effective coaching.	▼ 1.00	4.00	3.00
Developing People (Engage People) 33. Provide effective recognition for others' achievements.	▼ 1.00	4.00	3.00
Developing Technological Savvy (Assure Success) 2. Successfully recruit people with needed technological expertise.	2.00	▲ 4.00	2.00
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	2.00	▲ 4.00	2.00
Developing People (Engage People) 32. Provide developmental feedback in a timely manner.	2.00	4.00	2.00
Building Partnerships (Engage People) 34. Treat co-workers as partners, not competitors.	2.00	4.00	2.00
Building Partnerships (Engage People) 39. Create a network of relationships that help to get things done.	2.00	4.00	2.00
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	▼ 1.00	3.00	2.00
Encouraging Constructive Dialogue (Communication) 67. Encourage people to challenge the status quo.	▼ 2.00	4.00	2.00
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	▼ 2.00	4.00	2.00
Creating a Shared Vision (Communication) 69. Effectively involve people in decision-making.	2.00	4.00	2.00
Creating a Shared Vision (Communication) 71. Develop an effective strategy to achieve the vision.	2.00	4.00	2.00
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	▼ 2.00	3.00	1.00
Maintaining a Competitive Advantage (Assure Success)	▼ 2.00	3.00	1.00










7. Inspire people to achieve high levels of customer satisfaction.			
Maintaining a Competitive Advantage (Assure Success) 10. Hold people accountable for their results.	▼ 2.00	3.00	1.00
Maintaining a Competitive Advantage (Assure Success) 13. Achieve results that lead to long-term shareholder value.	▼ 2.00	3.00	1.00
Building Partnerships (Engage People) 36. Build effective partnerships across the company.	2.00	▼ 3.00	1.00
Building Partnerships (Engage People) 38. Build effective alliances with other organizations.	2.00	3.00	1.00
Sharing Leadership (Engage People) 41. Defer to others when they have more expertise.	2.00	3.00	1.00
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	2.00	3.00	1.00
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	▼ 2.00	3.00	1.00
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	▲ 5.00	▼ 3.00	-2.00
Thinking Globally (Boundaryless Inclusion) 51. Make decisions that incorporate global considerations.	▲ 5.00	▼ 3.00	-2.00
Encouraging Constructive Dialogue (Communication) 65. Accept constructive feedback in a positive manner (avoid defensiveness).	▲ 5.00	3.00	-2.00
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	▲ 5.00	▼ 3.00	-2.00

Significant Gaps: **Direct Report vs. Self**

	Direct Report Avg.	Self Avg.	Gap
Developing Technological Savvy (Assure Success) 3. Effectively manage the use of technology to increase productivity.	2.80	▲ 4.00	1.20
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	▲ 5.00	3.00	-2.00
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	▲ 5.00	3.00	-2.00
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	▲ 5.00	▼ 3.00	-2.00
Sharing Leadership (Engage People) 40. Willingly share leadership with business partners.	▲ 4.80	3.00	-1.80
Sharing Leadership (Engage People) 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	▲ 4.80	3.00	-1.80
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	▲ 4.80	3.00	-1.80
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	▲ 4.80	▼ 3.00	-1.80
Leading Change (Continuous Change) 23. See change as an opportunity, not a problem.	4.60	3.00	-1.60
Leading Change (Continuous Change) 27. Effectively translate creative ideas into business results.	4.60	▼ 3.00	-1.60
Sharing Leadership (Engage People) 41. Defer to others when they have more expertise.	4.60	3.00	-1.60
Sharing Leadership (Engage People) 42. Strive to arrive at an outcome with others (as opposed to for others).	4.60	3.00	-1.60
Thinking Globally (Boundaryless Inclusion) 51. Make decisions that incorporate global considerations.	4.60	▼ 3.00	-1.60
Encouraging Constructive Dialogue (Communication) 63. Ask people what you can do to improve.	4.60	3.00	-1.60

Encouraging Constructive Dialogue (Communication) 63. Ask people what you can do to improve.	4.60	3.00	-1.60
Encouraging Constructive Dialogue (Communication) 64. Genuinely listen to others.	4.60	3.00	-1.60
Leading Change (Continuous Change) 25. Thrive in ambiguous situations (demonstrate flexibility when needed).	4.40	3.00	-1.40
Empowering People (Boundaryless Inclusion) 47. Trust people enough to let go (avoid micro-management).	4.40	3.00	-1.40
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	4.20	▼ 3.00	-1.20
Appreciating Diversity (Boundaryless Inclusion) 56. Help others appreciate the value of diversity.	4.20	▼ 3.00	-1.20

Significant Gaps: **Peers vs. Self**

	Peers Avg.	Self Avg.	Gap
Creating a Shared Vision (Communication) 69. Effectively involve people in decision-making.	2.17	4.00	1.83
Maintaining a Competitive Advantage (Assure Success) 9. Communicate a positive, can-do sense of urgency toward getting the job done.	2.33	 4.00	1.67
Creating a Shared Vision (Communication) 68. Create and communicate a clear vision for our organization.	 2.50	4.00	1.50
Creating a Shared Vision (Communication) 71. Develop an effective strategy to achieve the vision.	 2.50	4.00	1.50
Maintaining a Competitive Advantage (Assure Success) 11. Successfully eliminate waste and unneeded cost.	 2.67	 4.00	1.33
Maintaining a Competitive Advantage (Assure Success) 12. Provide products/services that help the company have a clear competitive advantage.	 2.67	 4.00	1.33
Ensuring Customer Satisfaction (Assure Success) 5. View business processes from the ultimate customer perspective (have an "end-to-end" perspective).	2.83	4.00	1.17
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	 4.17	 3.00	-1.17

Significant Gaps: **Others vs. Self**

	Others Avg.	Self Avg.	Gap
Appreciating Diversity (Boundaryless Inclusion) 56. Help others appreciate the value of diversity.	▲ 5.00	▼ 3.00	-2.00
Ensuring Customer Satisfaction (Assure Success) 4. Inspire people to achieve high levels of customer satisfaction.	▲ 4.75	3.00	-1.75
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	▲ 4.75	3.00	-1.75
Empowering People (Boundaryless Inclusion) 46. Give people the freedom they need to do their job well.	▲ 4.75	3.00	-1.75
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	▲ 4.75	▼ 3.00	-1.75
Anticipating Opportunities (Continuous Change) 20. Effectively anticipate future opportunities.	4.50	3.00	-1.50
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	4.50	3.00	-1.50
Sharing Leadership (Engage People) 40. Willingly share leadership with business partners.	4.50	3.00	-1.50
Sharing Leadership (Engage People) 41. Defer to others when they have more expertise.	4.50	3.00	-1.50
Sharing Leadership (Engage People) 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	4.50	3.00	-1.50
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	4.50	3.00	-1.50
Empowering People (Boundaryless Inclusion) 47. Trust people enough to let go (avoid micro-management).	4.50	3.00	-1.50
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	4.50	▼ 3.00	-1.50
Encouraging Constructive Dialogue (Communication)		—	

environment.			
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	4.50	▼ 3.00	-1.50
Ensuring Customer Satisfaction (Assure Success) 6. Regularly solicit input from customers.	4.25	3.00	-1.25
Leading Change (Continuous Change) 23. See change as an opportunity, not a problem.	4.25	3.00	-1.25
Leading Change (Continuous Change) 25. Thrive in ambiguous situations (demonstrate flexibility when needed).	4.25	3.00	-1.25
Leading Change (Continuous Change) 27. Effectively translate creative ideas into business results.	4.25	▼ 3.00	-1.25
Sharing Leadership (Engage People) 42. Strive to arrive at an outcome with others (as opposed to for others).	4.25	3.00	-1.25
Thinking Globally (Boundaryless Inclusion) 51. Make decisions that incorporate global considerations.	4.25	▼ 3.00	-1.25
Appreciating Diversity (Boundaryless Inclusion) 54. Effectively motivate people from different cultures, ethnicities, genders, generations, personalities and thinking styles.	4.25	▼ 3.00	-1.25
Encouraging Constructive Dialogue (Communication) 65. Accept constructive feedback in a positive manner (avoid defensiveness).	4.25	3.00	-1.25

Significant Gaps: All Respondents vs. Self

	All Respondents Avg.	Self Avg.	Gap
Creating a Shared Vision (Communication) 69. Effectively involve people in decision-making.	2.94	4.00	1.06
Creating a Shared Vision (Communication) 71. Develop an effective strategy to achieve the vision.	2.94	4.00	1.06
Encouraging Constructive Dialogue (Communication) 66. Strive to understand the other person's frame of reference.	▲ 4.38	▼ 3.00	-1.38
Thinking Globally (Boundaryless Inclusion) 49. Demonstrate the adaptability required to succeed in a global environment.	▲ 4.31	▼ 3.00	-1.31
Appreciating Diversity (Boundaryless Inclusion) 53. Embrace the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	▲ 4.31	▼ 3.00	-1.31
Appreciating Diversity (Boundaryless Inclusion) 56. Help others appreciate the value of diversity.	▲ 4.31	▼ 3.00	-1.31
Leading Change (Continuous Change) 27. Effectively translate creative ideas into business results.	4.25	▼ 3.00	-1.25
Empowering People (Boundaryless Inclusion) 44. Build people's confidence.	4.25	3.00	-1.25
Empowering People (Boundaryless Inclusion) 45. Take risks in letting others make decisions.	4.19	3.00	-1.19
Leading Change (Continuous Change) 23. See change as an opportunity, not a problem.	4.13	3.00	-1.13
Anticipating Opportunities (Continuous Change) 21. Inspire people to focus on future opportunities (not just present objectives).	4.06	3.00	-1.06
Sharing Leadership (Engage People) 40. Willingly share leadership with business partners.	4.06	3.00	-1.06
Sharing Leadership (Engage People) 43. Create an environment where people focus on the larger good (avoid sub-optimization or "turfism")	4.06	3.00	-1.06
Empowering People (Boundaryless Inclusion)			

(avoid sub-optimization or "turfism")

Empowering People (Boundaryless Inclusion)
46. Give people the freedom they need to do their job well.

4.06

3.00

-1.06

Written Comments

Comments from your respondents are categorized by each respondents group. We might edit or sanitize comments in order to preserve the anonymity of the respondents. Obvious grammatical and typographical errors might have been corrected, without altering the content of the message. Comments will not appear on aggregate reports.

73. What does this person do that you find particularly effective? (Please list two or three specific items.)

Self

Process thinking. Global picture thinking.

Managers

Always strives for the good of the business, not himself nor his group. Never becomes defensive and never closes his mind to other views. Always looks at the big picture, end-to-end, longer-term perspectives.

Direct Reports

Agrees on objectives and outcomes and then leaves the how to, to others. Does not micromanage. Gets involved only when/as required (however, is always available if needed).

Is very customer focused and has done a great job of managing stakeholders. He has visibly influenced the implementation of process mindset activities. He gives me the room to do my job and supports me in that process. I feel supported and that he has confidence in my abilities. He delegates well and sees the need to give people ownership of areas that they will be successful in.

He communicates in an open and honest way, sharing information in an appropriate way. He cares about his staff, in particular whether they are satisfied in their work, whether they are fully utilised and doing tasks and jobs appropriate for their skill set.

Listens very well and is able to analyze a problem from all angles. He is also good in assessing each issue neutrally, which allows him to gain everyone's trust. He is non-threatening, which makes him very approachable for everyone.

Trusting, delegating and empowering. Supportive, when asked.

Peers

Listens well to issues and concerns. Available, attentive and responsive.

Accepts feedback and is an active listener. He is responsive and looks to collaborate at the team level and with stakeholders. He recognizes what the issues are and has the desire and passion to fix them. He is honest and ethical and works for the good of the organization, not for his own self, department or group. Even under difficult situations, he does not get frustrated or emotional, always staying quite balanced. He is responsive and truly does want to make things better, more efficient and more effective.

Ability to step back and look at the big picture. Assess alternative approaches to something that currently is not working.

Remains very calm; partners well with Informatics; supports others and takes feedback well.

Remains very calm; partners well with Informatics; supports others and takes feedback well.

Has worked to re-organize his group; however, this has led to confusion as it seems to be in constant change.

Seeks to understand issues, collaborates to develop solutions, demonstrates a genuine desire to simplify processes and improve to bring value to the organisation.

Others

Active networking across functions, strives to understand/take into account the specific organizational culture and challenges and challenges the status quo, but is realistic in taking it step-by-step.

Very strong on decision making. Strategic thinking.

He has a clear vision of where he wants to be as an organization to support customers' needs. His focus will help to improve the organization's capabilities to deliver faster and with better quality. He has great analytic skills to understand the root cause of a problem.

Sees connection between initiatives. Understands the importance of business process improvement.

74. What specific suggestions would you have for this person on how he/she could become even more effective? (Please list two or three specific items.)

Self

Better and more targeted communication.

Managers

Find an effective way to ensure that what he hears from his colleagues is what they are actually saying. Gain the trust and confidence of his customers. Find an effective way, or find an effective person to translate technical talk into layman's talk.

Direct Reports

Every once in a while, maybe, engage into a bit more detailed discussion; provide your perspective and consultation as this may foster further creativity, ideas and/or validation of plans, decisions and approaches. Inform reports on your priorities (transparency) so we can better understand your focus of efforts (investments) and also maybe support/consult you.

He has a very challenging set of stakeholders/peers. I believe he would have benefited with escalating some of these issues up sooner and more often, to try and mitigate some of the issues seen and that have trickled down to lower levels of the organization. Some of the behaviors exhibited by his peers are unacceptable and should have been called out as such in a very deliberate manner.

Sometimes he can communicate inconsistently, or leave people with quite different impressions of what he is trying to say. I think this is because he uses conversations to help formulate solutions to problems or come up with decisions. He could clarify by saying in a conversation, "This is brainstorming," or "This decision has been made." I know him quite well as I have regular contact with him, but there are many staff who have no access to him and maybe don't understand his style and manner. I would like to see him connect more with staff at all levels.

Is a fast learner and in order to make sure he can have the confidence of his peers, he should continue to learn about the organization's portfolio. He should stand up for himself more and say 'no' to his customers when they are unreasonable.

Be more interested in staff's career development. Have more presence on other sites outside of meetings to better engage staff.

Peers

Communication: It is sometimes difficult to follow his communication style. I think there needs to be a better tie in of strategic vision/agenda with the tactical activities required to get there. Try and tie in what people are doing/should stop doing to future state. Make messages very understandable to the receiver.

While he recognizes what the issues are and does want to inspire change, he struggles with actually driving for results and prioritization or achievement of goals. He hasn't set a clear and compelling vision/strategy for this group, who now feel quite uninspired and not supported. While a good listener and collaborator, he struggles to clearly communicate and lacks the confidence to achieve excellence in performance. There are many issues that he shies away from addressing, not only the performance problems in his group, though perhaps even beyond that with no clear vision and drive for the future. Again, he may understand the environment and that things need to change. I perceive that it is unclear to him how to actually lead his group and drive for the needed results.

Use more of the design thinking philosophy in his approach with his leads.

how to actually lead his group and drive for the needed results.

Use more of the design thinking philosophy in his approach with his leads.

Show his disappointment more; it is difficult to know where he stands in open discussion. He is always willing to help, sometimes I'd like to see him push back more.

Identify the near-term and long-term needs that will lead to success. Create a clear, consistent message that can be easily understood by the broader organization that addresses how current system and process deficiencies are being addressed and what the estimated time frame is to complete or fix these issues or pain points.

Early engagement of stakeholders outside of own function before deciding on/proposing changes.

Others

Sometimes more clear communication, adding the wider context. Continue to think beyond the functional structure and link functional strategy to global strategy.

He has responded to feedback he has received and invested time and effort on improving his communication skills. He has made great progress and can only benefit from continuing to focus on this area, specifically communicating vision/providing clarity of direction towards a common purpose and checking audience understanding of what is needed to achieve the vision. Where appropriate, engage everyone in problem solving and issue resolution for challenges the department is facing (for example: lay an issue on the table and have the team work through the issue together for the greater good.)

Even though he has a clear vision, his customers do not fully see (yet) the benefit of his organization; this is certainly a challenge in general, and he could focus even more on customer relationship management.

Be more bold in supporting what he believes in. Focus more attention on follow through with his goals.

75. Additional comments for this individual:**Self**

No comments submitted.

Managers

He is a pleasure to manage because he looks for ways to develop himself without being defensive. He aims for the good of the group. His major challenge is how to connect with his customers. Ensure that they feel they are heard on time, and correctly. Ensure that they hear him and understand him. Ensure that they know their needs are either going to be met and if not, why.

Direct Reports

I really appreciate the difference which working directly with him has made for me. I feel I am allowed to perform my duties without being under scrutiny, but I always feel he is there to support me if I need him.

He is one of the best managers I have experienced so far. He is friendly, caring, a pleasure to work with, but he also knows what he wants and what is best for the company.

Peers

Pleased to see that the listening to the "Voice of the Customer" is now getting traction; however, it has taken time to establish this and I think an element of credibility may have been lost during the intervening period.

I do enjoy working with him and want to support him though it is unclear really how. He routinely brings up what the issues are, not the solutions; however, other people seem to have found work-arounds for things which he says cannot be done. So, while I do want to collaborate and work together I have now seen people go around him to achieve their own results and needs, to manage the business, which is frustrating to me.

We are in the midst of changing our business; it can be a tough time for all involved. The clearer we are on the future of where we are headed together, the easier it will be to get employees to go with us. Certain projects are good opportunities for those of us working at the strategic level to align and work together. Keep up the perseverance you are heading in the right direction.

I find him as a supportive and kind colleague who I enjoy working with.

Needs to work on his communication style. It is often difficult to understand his key messages or, at times, he may communicate certain things but they do not align with what the group is delivering or how the broader group perceived the initiative.

Others

It is great to work with him. He is open-minded, constantly seeks partnership to achieve results. He treats his colleagues and partners with fairness, even under challenging situations.