



## **The Strength-Based Leadership Profile Individual Report For: sample person**

**Report Date: September 13, 2012**

This report is provided confidentially to you as part of our executive coaching and development program. Please study it carefully, using the Workbook provided to guide you in your analysis. We will discuss your results and create an action plan that will enable you to become an even greater leader this coming year.

## Introduction

Dear Leader:

As you read your reports, please keep the following guidelines in mind:

- Be open to the feedback you are receiving. Remember "Vision is the Breakfast of Champions, Feedback is the Lunch of Champions and Self-correction is the Dinner of Champions!" Treat this as a nice lunch and we will work on the dinner next.
- Look at the high scores - understand what raters said you do well. We call this a "Strength-based Leadership Profile" because we know your best route to excellence is to build on your already-great strengths while also striving to mitigate the rest.
- Look at the low scores - what group of raters does this information come from? Are low scores for an entire topic area or just for individual questions?
- Look for the gaps, both between your scores and the raters' scores, as well as gaps between different types of raters (manager, peers, direct report and others) and try to understand why there might be different perceptions.
- Look closely at the narrative feedback. Sometimes that feedback sheds considerable light upon the numerical feedback.

Your next step will be to develop an action plan. You will receive a work-packet to guide you in creating this plan. For an action plan, first pick the top 2 - 3 areas of your greatest strengths and determine ways you can use these to even greater effect. Since you already do these well, and are probably naturally passionate about them, they are a natural "freeway" to greatness. Then look at the two or three areas of lower scores where there may be great opportunities for growth. No great leader in history was without weaknesses (except One!) You can become an extraordinary leader and still have some limitations. However, some limitations and weaknesses can become "fatal flaws" that negate your overall effectiveness. These are the ones you need to work on. But remember, you will never please everyone.

Above all, take bite-sized chunks from the data and work on these. You will be most likely to succeed if you focus in a limited number of areas, rather than too many at once.

Once you put the action plan in place, follow-up on your progress. We can run this survey again in 6-12 months to help you assess your progress.

Thanks!

Kevin R. Miller  
President, VisionBound International  
getkevin@jrsmail.com 801-916-7433

## List of Raters

This is the list of raters that were invited to take the assessment for you.

Relationship	First Name	Last Name
Manager	demo1	demo1
Direct Report	demo10	demo10
Direct Report	demo2	demo2
Direct Report	demo6	demo6
Direct Report	demo9	demo9
Peer	demo3	demo3
Peer	demo7	demo7
Peer	demo8	demo8
Other	demo4	demo4
Other	demo5	demo5

## Mean Scores by Competency by Relationship

This report shows the variation in scores by relationship. It also shows how many raters from each type of relationship completed the assessment (e.g., N=2). There is also a graph that reflects these scores.

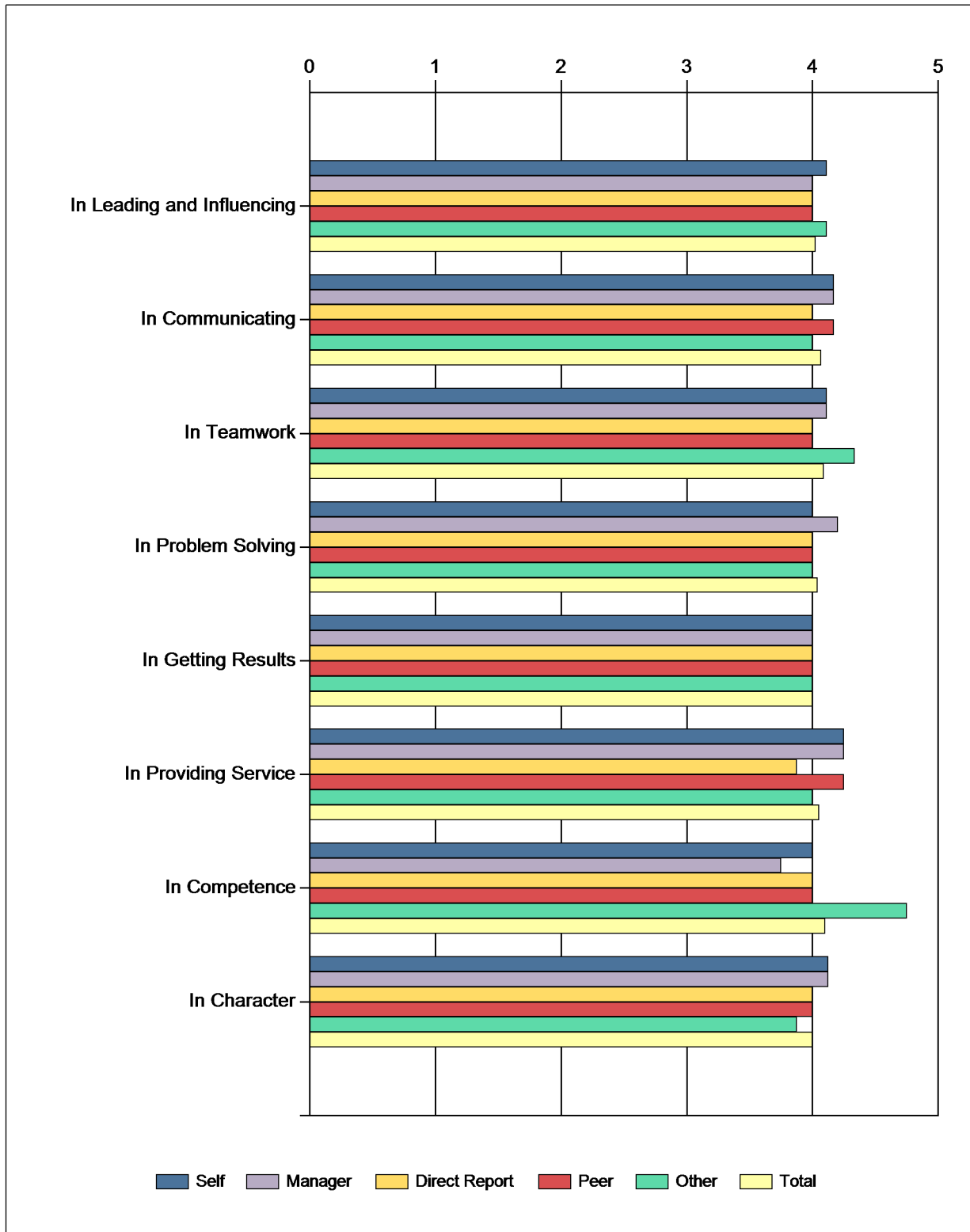
In order to show the scores for each relationship, there are a minimum number of respondents who must have completed the assessment. If you see a column with LR (Limited Responses) scores, this will mean that the minimum number of raters for this relationship was not met, however the scores for all assessments are included in the Total column.

This report provides an overview of the feedback, organized by competencies (sometimes called topics). These scores are roll-ups of the question scores within each competency (e.g., if there are 3 questions in "Communication," the competency score is a roll-up average of those questions under the "Communication" topic). Understanding this report will allow for a foundation upon which to base the rest of your 360 analysis.

The scale for this survey is: 1=Not Effective, 2=Somewhat Effective, 3=Effective, 4=Very Effective, 5=Extremely Effective

Key  NR no responses  LR limited responses

Competency	Self N=1	Manager N=1	Direct Report N=2	Peer N=1	Other N=1	Total N=5
In Leading and Influencing	4.11	4.00	4.00	4.00	4.11	4.02
In Communicating	4.17	4.17	4.00	4.17	4.00	4.07
In Teamwork	4.11	4.11	4.00	4.00	4.33	4.09
In Problem Solving	4.00	4.20	4.00	4.00	4.00	4.04
In Getting Results	4.00	4.00	4.00	4.00	4.00	4.00
In Providing Service	4.25	4.25	3.88	4.25	4.00	4.05
In Competence	4.00	3.75	4.00	4.00	4.75	4.10
In Character	4.13	4.13	4.00	4.00	3.88	4.00
Summary	4.10	4.07	3.99	4.03	4.12	4.04



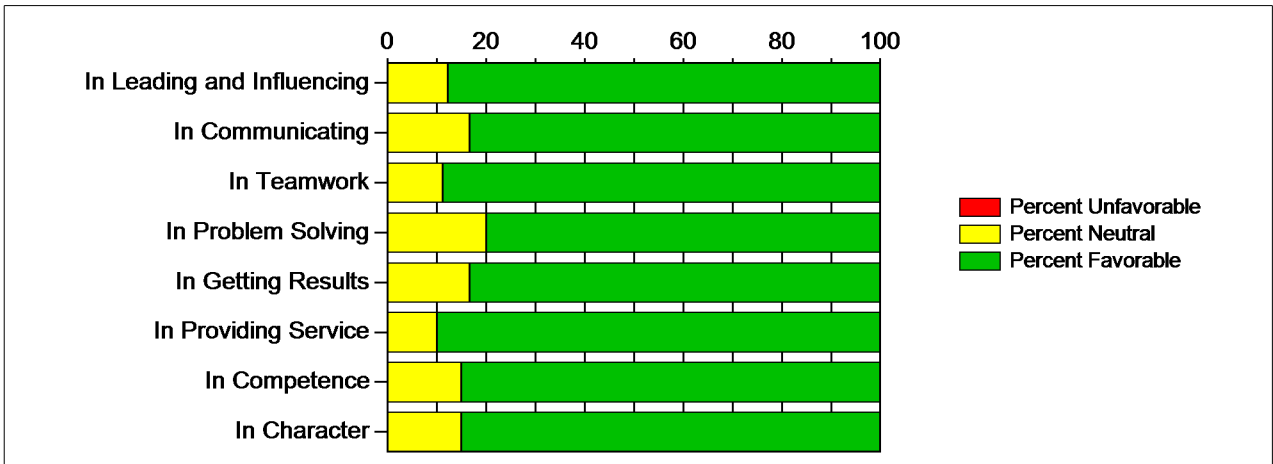
## Unfavorable-Neutral-Favorable by Competency

This report shows the percent of Unfavorable/Neutral/Favorable responses by competency. Red is the Percent Unfavorable responses, yellow is the Percent Neutral responses, and green the Percent Favorable responses.

The Percent Unfavorable scores represent the percentage of respondents who selected the lowest two score response scale choices (on a 5-point scale). The Percent Neutral score represents the percentage of respondents who selected the middle response scale, and the Percent Favorable scores include the percentage of respondents who selected the highest two response scale choices.

This report is important is for several reasons:

- In prioritizing issues, look for Percent Favorables (greens) that are 80% and above and then look for Percent Unfavorables (reds) that are 10% and above.
- As you are thinking forward to the action-planning phase, there is a strategy in determining what to do about these scores. In other words, do you want to create an action plan that helps you build on clearly defined strengths, or do you want to work on improving your weaknesses? There is no right answer, and scores must be assessed as they relate to the individual participant. The action plan you create may combine some of both of these strategies.



## Mean Scores by Competency by Other and Group Scores

This report shows three columns of ratings on the chart:

- Your Self Mean score averages for each competency (how you scored yourself)
- The Other Mean score averages (these are the averages of all the people who rated you)
- The Group Mean score averages (these are the roll-up averages of all the raters who took the assessments for everyone in this deployment -- benchmark scores so you can see how your scores compare to your peer groups).

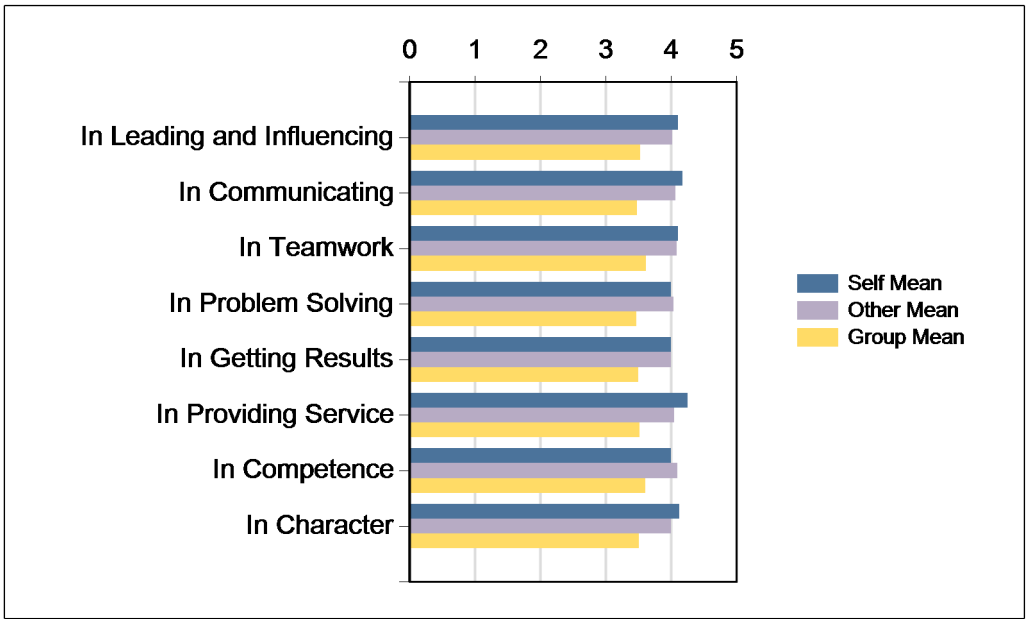
This allows you to see if your scores are in line with the others in your 'peer group'. By looking at your scores alone, it may be difficult to understand if a low competency scores may be low for just you, or is in fact an area that needs to be addressed throughout the organization.

The graph reflects the scores for the Other Means and the Group Means but does not include the Self Mean score.

The scale for this survey is: 1=Not Effective, 2=Somewhat Effective, 3=Effective, 4=Very Effective, 5=Extremely Effective

Key  NR no responses  LR limited responses

Competency	Self Mean	Other Mean	Group Mean
In Leading and Influencing	4.11	4.02	3.53
In Communicating	4.17	4.07	3.48
In Teamwork	4.11	4.09	3.62
In Problem Solving	4.00	4.04	3.47
In Getting Results	4.00	4.00	3.50
In Providing Service	4.25	4.05	3.52
In Competence	4.00	4.10	3.61
In Character	4.13	4.00	3.51



## Mean Scores by Question by Relationship

This report includes all of the rated questions in the assessment. The questions associated with each competency are listed under the competency headers. The different relationships are listed across the top of the chart. This report shows you the variation in scores by relationship within each competency.

You should approach this report in the same ways as the competency reports but with more emphasis on very specific areas within each competency. Are you over or under-rating yourself? Is there consistency between the different rater groups? Are there any outliers that you want to call attention to?

This report is particularly useful for identifying specific questions which may have raised or lowered scores within a given competency.

Look for variations in scores by the different relationships. Keep in mind that there might not be a lot of responses for a particular group (for example, if you only have one manager). In the Total column you can also look at the total scores of the raters (not including your self-score) rolled-up.

The scale for this survey is: 1=Not Effective, 2=Somewhat Effective, 3=Effective, 4=Very Effective, 5=Extremely Effective

Key  NR no responses  LR limited responses

### In Leading and Influencing

Question	Self	Manager	Direct Report	Peer	Other	Total
1) Sets the example as a role model for other members of our group.	4.00	4.00	4.00	4.00	4.00	4.00
2) Innovates: frequently encourages other team members to consider new approaches.	4.00	4.00	4.00	4.00	4.00	4.00
3) Establishes and communicates a clear and inspiring vision for our future.	3.00	4.00	4.00	4.00	4.00	4.00
4) Clearly defines the most important goals.	4.00	5.00	4.00	4.00	4.00	4.20
5) Accepts new ideas rather than discouraging them.	4.00	4.00	4.00	5.00	4.00	4.20
6) Holds others accountable for results.	4.00	3.00	4.00	4.00	4.00	3.80
7) Gives people candid and helpful feedback.	4.00	4.00	3.50	4.00	4.00	3.80
8) Creates an atmosphere of continual improvement where he and others push to exceed expected results.	5.00	4.00	4.50	3.00	5.00	4.20
9) Establishes clear measures (scoreboards) to track progress on key goals.	4.00	5.00	4.00	4.00	4.00	4.20
10) Is trusted by all members of the work group.	4.00	4.00	4.00	4.00	4.00	4.00
11) Inspires people to stretch for goals they may have thought unfeasible.	4.00	4.00	4.50	4.00	5.00	4.40
12) Inspires, uplifts and motivates others to do their best.	5.00	3.00	4.00	5.00	4.00	4.00
13) Ensures people are paid fairly and equitably for the work they do.	4.00	4.00	3.50	4.00	4.00	3.80
14) Encourages team members to grow and develop and affords them opportunities.	4.00	5.00	3.50	3.00	4.00	3.80
15) Recognizes and rewards people for performance.	3.00	4.00	4.00	4.00	4.00	4.00
16) Leads meetings effectively.	4.00	4.00	4.00	4.00	4.00	4.00
17) Delegates effectively and distributes the work-load fairly.	5.00	4.00	4.00	4.00	5.00	4.20
18) Addresses poor performance quickly and effectively in the team and others and does not allow things to fester unresolved.	5.00	3.00	4.50	4.00	3.00	3.80
Summary	4.11	4.00	4.00	4.00	4.11	4.02



**In Communicating**

Question	Self	Manager	Direct Report	Peer	Other	Total
19) Communicates clearly and effectively with the staff within our team.	5.00	5.00	4.50	5.00	4.00	4.60
20) Communicates clearly and effectively with others in the company.	4.00	3.00	3.50	5.00	4.00	3.80
21) Communicates well in a team or group setting.	4.00	4.00	4.00	3.00	4.00	3.80
22) Is a skillful and effective writer.	5.00	4.00	4.00	4.00	4.00	4.00
23) Shares knowledge appropriately with the right people and teams.	4.00	4.00	4.50	4.00	3.00	4.00
24) Genuinely listens to others.	3.00	5.00	3.50	4.00	5.00	4.20
Summary	4.17	4.17	4.00	4.17	4.00	4.07

**In Teamwork**

Question	Self	Manager	Direct Report	Peer	Other	Total
25) Is a great team-player: carries his or her load, participates fully in the group, and understands that personal success is linked to team success.	4.00	4.00	4.00	4.00	4.00	4.00
26) Handles conflict effectively: does not get silent or violent and works to solve the conflict in a healthy way.	4.00	4.00	4.00	4.00	4.00	4.00
27) Is easy to work with: I enjoy and benefit from my association with him or her.	4.00	4.00	4.00	4.00	5.00	4.20
28) Involves people in setting work goals--does not mandate them.	5.00	4.00	4.00	5.00	5.00	4.40
29) Helps the team understand how they impact the organization's success.	3.00	5.00	4.00	3.00	4.00	4.00
30) Builds trust by establishing relationships of mutual trust within the group and with other groups.	4.00	3.00	4.50	4.00	4.00	4.00
31) Does not bad-mouth or undermine others behind their backs.	5.00	4.00	4.00	4.00	4.00	4.00
32) Deals with problems directly and does not go around other people's backs.	4.00	4.00	4.00	5.00	5.00	4.40
33) Is seen by others as a source of help and support.	4.00	5.00	3.50	3.00	4.00	3.80
Summary	4.11	4.11	4.00	4.00	4.33	4.09

**In Problem Solving**

Question	Self	Manager	Direct Report	Peer	Other	Total
34) Innovates by finding new and creative solutions to sticky problems.	4.00	5.00	4.00	4.00	4.00	4.20
35) Anticipates and stays on top of problems.	3.00	4.00	4.00	4.00	3.00	3.80
36) Works to improve new ideas rather than discourage them.	5.00	4.00	4.50	5.00	4.00	4.40
37) Involves others in problem solving.	4.00	3.00	4.50	3.00	5.00	4.00
38) Fixes and improves processes so we can get our work done better.	4.00	5.00	3.00	4.00	4.00	3.80
Summary	4.00	4.20	4.00	4.00	4.00	4.04

**In Getting Results**

Question	Self	Manager	Direct Report	Peer	Other	Total
39) Delivers results--has a clear track record of performance.	4.00	4.00	4.00	4.00	4.00	4.00
40) Adjusts willingly to multiple demands, shifting priorities, ambiguity, and rapid change.	4.00	4.00	4.00	4.00	4.00	4.00
41) Builds quality into all processes.	5.00	5.00	5.00	5.00	5.00	5.00
42) Takes action without being prompted and seeks to do more than is required.	4.00	4.00	3.50	3.00	4.00	3.60
43) Gets the job done in a timely manner.	3.00	3.00	3.50	4.00	3.00	3.40
44) Confronts reality--does not hide from unpleasant situations or people.	4.00	4.00	4.00	4.00	4.00	4.00
Summary	4.00	4.00	4.00	4.00	4.00	4.00

**In Providing Service**

Question	Self	Manager	Direct Report	Peer	Other	Total
45) Focuses on the customer and goes the extra mile to exceed expectations.	4.00	4.00	4.00	4.00	4.00	4.00
46) Stays in touch with the needs of customers (external or internal).	4.00	4.00	4.00	4.00	4.00	4.00
47) Innovates new products and services to help us stay competitive.	5.00	4.00	4.50	5.00	4.00	4.40
48) Uses internal and external customer feedback to improve performance.	4.00	5.00	3.00	4.00	4.00	3.80
Summary	4.25	4.25	3.88	4.25	4.00	4.05

**In Competence**

Question	Self	Manager	Direct Report	Peer	Other	Total
49) Is knowledgeable, competent and skilled in all areas of responsibility.	4.00	4.00	4.00	4.00	5.00	4.20
50) Stays current in knowledge and skills.	4.00	3.00	4.00	4.00	5.00	4.00
51) Welcomes and solicits candid feedback from others and acts on it.	3.00	4.00	4.00	3.00	5.00	4.00
52) Shows competence in critical leadership, interpersonal and management skills.	5.00	4.00	4.00	5.00	4.00	4.20
Summary	4.00	3.75	4.00	4.00	4.75	4.10

**In Character**

Question	Self	Manager	Direct Report	Peer	Other	Total
53) Avoids saying one thing and doing another (i.e. walks the talk).	4.00	5.00	4.50	4.00	4.00	4.40
54) Is consistent and reliable: comes to work in accordance with assigned schedule.	4.00	4.00	3.50	4.00	4.00	3.80
55) Tells the truth.	5.00	4.00	3.50	4.00	4.00	3.80
56) Fixes mistakes and doesn't cover things up.	4.00	3.00	4.00	4.00	3.00	3.60
57) Improves based on feedback without getting defensive.	3.00	4.00	4.00	4.00	4.00	4.00
58) Keeps promises and honors commitments.	4.00	4.00	4.00	3.00	4.00	3.80
59) Is emotionally balanced: steady, pleasant under stress.	4.00	5.00	4.50	4.00	4.00	4.40
60) Is patient with others and tries to understand their views and situations.	5.00	4.00	4.00	5.00	4.00	4.20
Summary	4.13	4.13	4.00	4.00	3.88	4.00

### Ranking Report by Question

This report shows question text with the associated competency and the Mean scores given by all your raters. The scores in the chart are arranged from high scores to low scores.

The scale for this survey is: 1=Not Effective, 2=Somewhat Effective, 3=Effective, 4=Very Effective, 5=Extremely Effective

Key  NR no responses  LR limited responses

Question	Competency	Other
41) Builds quality into all processes.	In Getting Results	5.00
19) Communicates clearly and effectively with the staff within our team.	In Communicating	4.60
28) Involves people in setting work goals--does not mandate them.	In Teamwork	4.40
32) Deals with problems directly and does not go around other people's backs.	In Teamwork	4.40
36) Works to improve new ideas rather than discourage them.	In Problem Solving	4.40
11) Inspires people to stretch for goals they may have thought unfeasible.	In Leading and Influencing	4.40
47) Innovates new products and services to help us stay competitive.	In Providing Service	4.40
53) Avoids saying one thing and doing another (i.e. walks the talk).	In Character	4.40
59) Is emotionally balanced: steady, pleasant under stress.	In Character	4.40
60) Is patient with others and tries to understand their views and situations.	In Character	4.20
49) Is knowledgeable, competent and skilled in all areas of responsibility.	In Competence	4.20
27) Is easy to work with: I enjoy and benefit from my association with him or her.	In Teamwork	4.20
52) Shows competence in critical leadership, interpersonal and management skills.	In Competence	4.20
17) Delegates effectively and distributes the work-load fairly.	In Leading and Influencing	4.20
4) Clearly defines the most important goals.	In Leading and Influencing	4.20
5) Accepts new ideas rather than discouraging them.	In Leading and Influencing	4.20
8) Creates an atmosphere of continual improvement where he and others push to exceed expected results.	In Leading and Influencing	4.20
9) Establishes clear measures (scoreboards) to track progress on key goals.	In Leading and Influencing	4.20
34) Innovates by finding new and creative solutions to sticky problems.	In Problem Solving	4.20
24) Genuinely listens to others.	In Communicating	4.20
25) Is a great team-player: carries his or her load, participates fully in the group, and understands that personal success is linked to team success.	In Teamwork	4.00
26) Handles conflict effectively: does not get silent or violent and works to solve the conflict in a healthy way.	In Teamwork	4.00
37) Involves others in problem solving.	In Problem Solving	4.00
29) Helps the team understand how they impact the organization's success.	In Teamwork	4.00
30) Builds trust by establishing relationships of mutual trust within the group and with other groups.	In Teamwork	4.00
31) Does not bad-mouth or undermine others behind their backs.	In Teamwork	4.00
22) Is a skillful and effective writer.	In Communicating	4.00
23) Shares knowledge appropriately with the right people and teams.	In Communicating	4.00
10) Is trusted by all members of the work group.	In Leading and Influencing	4.00
1) Sets the example as a role model for other members of our group.	In Leading and Influencing	4.00
2) Innovates: frequently encourages other team members to consider new approaches.	In Leading and Influencing	4.00
3) Establishes and communicates a clear and inspiring vision for our future.	In Leading and Influencing	4.00
15) Recognizes and rewards people for performance.	In Leading and Influencing	4.00
16) Leads meetings effectively.	In Leading and Influencing	4.00
12) Inspires, uplifts and motivates others to do their best.	In Leading and Influencing	4.00
50) Stays current in knowledge and skills.	In Competence	4.00
51) Welcomes and solicits candid feedback from others and acts on it.	In Competence	4.00
44) Confronts reality--does not hide from unpleasant situations or people.	In Getting Results	4.00
45) Focuses on the customer and goes the extra mile to exceed expectations.	In Providing Service	4.00

Question	Competency	Other
46) Stays in touch with the needs of customers (external or internal).	In Providing Service	4.00
39) Delivers results--has a clear track record of performance.	In Getting Results	4.00
40) Adjusts willingly to multiple demands, shifting priorities, ambiguity, and rapid change.	In Getting Results	4.00
57) Improves based on feedback without getting defensive.	In Character	4.00
58) Keeps promises and honors commitments.	In Character	3.80
48) Uses internal and external customer feedback to improve performance.	In Providing Service	3.80
54) Is consistent and reliable: comes to work in accordance with assigned schedule.	In Character	3.80
55) Tells the truth.	In Character	3.80
13) Ensures people are paid fairly and equitably for the work they do.	In Leading and Influencing	3.80
14) Encourages team members to grow and develop and affords them opportunities.	In Leading and Influencing	3.80
18) Addresses poor performance quickly and effectively in the team and others and does not allow things to fester unresolved.	In Leading and Influencing	3.80
6) Holds others accountable for results.	In Leading and Influencing	3.80
7) Gives people candid and helpful feedback.	In Leading and Influencing	3.80
20) Communicates clearly and effectively with others in the company.	In Communicating	3.80
21) Communicates well in a team or group setting.	In Communicating	3.80
38) Fixes and improves processes so we can get our work done better.	In Problem Solving	3.80
35) Anticipates and stays on top of problems.	In Problem Solving	3.80
33) Is seen by others as a source of help and support.	In Teamwork	3.80
56) Fixes mistakes and doesn't cover things up.	In Character	3.60
42) Takes action without being prompted and seeks to do more than is required.	In Getting Results	3.60
43) Gets the job done in a timely manner.	In Getting Results	3.40

## Gap Report by Question in Order of Gap Value

This report shows each question text with the associated competency, the Self score, the roll-up of all the raters' scores (Other), and the difference between the Self and the Other scores (Gap).

Gap reports measure the difference between the self scores and the combined rater scores. The larger the gap score, the more inconsistent the view of a behavior between you and the other raters. This Gap Report is sorted by the size of the gap score from highest to lowest.

A positive gap reveals that you have under-valued yourself, while a negative gap reveals where you have over-rated yourself.

It is important to look for gaps of more than 1 (either positive or negative), and discuss why there might be a perception difference.

The scale for this survey is: 1=Not Effective, 2=Somewhat Effective, 3=Effective, 4=Very Effective, 5=Extremely Effective

Key	NR no responses	LR limited responses	NA - cannot evaluate
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Question	Competency	Self	Other	Gap
24) Genuinely listens to others.	In Communicating	3.00	4.20	1.20
3) Establishes and communicates a clear and inspiring vision for our future.	In Leading and Influencing	3.00	4.00	1.00
15) Recognizes and rewards people for performance.	In Leading and Influencing	3.00	4.00	1.00
29) Helps the team understand how they impact the organization's success.	In Teamwork	3.00	4.00	1.00
51) Welcomes and solicits candid feedback from others and acts on it.	In Competence	3.00	4.00	1.00
57) Improves based on feedback without getting defensive.	In Character	3.00	4.00	1.00
35) Anticipates and stays on top of problems.	In Problem Solving	3.00	3.80	0.80
11) Inspires people to stretch for goals they may have thought unfeasible.	In Leading and Influencing	4.00	4.40	0.40
32) Deals with problems directly and does not go around other people's backs.	In Teamwork	4.00	4.40	0.40
53) Avoids saying one thing and doing another (i.e. walks the talk).	In Character	4.00	4.40	0.40
59) Is emotionally balanced: steady, pleasant under stress.	In Character	4.00	4.40	0.40
43) Gets the job done in a timely manner.	In Getting Results	3.00	3.40	0.40
4) Clearly defines the most important goals.	In Leading and Influencing	4.00	4.20	0.20
5) Accepts new ideas rather than discouraging them.	In Leading and Influencing	4.00	4.20	0.20
9) Establishes clear measures (scoreboards) to track progress on key goals.	In Leading and Influencing	4.00	4.20	0.20
27) Is easy to work with: I enjoy and benefit from my association with him or her.	In Teamwork	4.00	4.20	0.20
34) Innovates by finding new and creative solutions to sticky problems.	In Problem Solving	4.00	4.20	0.20
49) Is knowledgeable, competent and skilled in all areas of responsibility.	In Competence	4.00	4.20	0.20
1) Sets the example as a role model for other members of our group.	In Leading and Influencing	4.00	4.00	0.00
2) Innovates: frequently encourages other team members to consider new approaches.	In Leading and Influencing	4.00	4.00	0.00
10) Is trusted by all members of the work group.	In Leading and Influencing	4.00	4.00	0.00
16) Leads meetings effectively.	In Leading and Influencing	4.00	4.00	0.00
23) Shares knowledge appropriately with the right people and teams.	In Communicating	4.00	4.00	0.00
25) Is a great team-player: carries his or her load, participates fully in the group, and understands that personal success is linked to team success.	In Teamwork	4.00	4.00	0.00
26) Handles conflict effectively: does not get silent or violent and works to solve the conflict in a healthy way.	In Teamwork	4.00	4.00	0.00
30) Builds trust by establishing relationships of mutual trust within the group and with other groups.	In Teamwork	4.00	4.00	0.00
37) Involves others in problem solving.	In Problem Solving	4.00	4.00	0.00
39) Delivers results--has a clear track record of performance.	In Getting Results	4.00	4.00	0.00

Question	Competency	Self	Other	Gap
40) Adjusts willingly to multiple demands, shifting priorities, ambiguity, and rapid change.	In Getting Results	4.00	4.00	0.00
41) Builds quality into all processes.	In Getting Results	5.00	5.00	0.00
44) Confronts reality--does not hide from unpleasant situations or people.	In Getting Results	4.00	4.00	0.00
45) Focuses on the customer and goes the extra mile to exceed expectations.	In Providing Service	4.00	4.00	0.00
46) Stays in touch with the needs of customers (external or internal).	In Providing Service	4.00	4.00	0.00
50) Stays current in knowledge and skills.	In Competence	4.00	4.00	0.00
6) Holds others accountable for results.	In Leading and Influencing	4.00	3.80	-0.20
7) Gives people candid and helpful feedback.	In Leading and Influencing	4.00	3.80	-0.20
13) Ensures people are paid fairly and equitably for the work they do.	In Leading and Influencing	4.00	3.80	-0.20
14) Encourages team members to grow and develop and affords them opportunities.	In Leading and Influencing	4.00	3.80	-0.20
20) Communicates clearly and effectively with others in the company.	In Communicating	4.00	3.80	-0.20
21) Communicates well in a team or group setting.	In Communicating	4.00	3.80	-0.20
33) Is seen by others as a source of help and support.	In Teamwork	4.00	3.80	-0.20
38) Fixes and improves processes so we can get our work done better.	In Problem Solving	4.00	3.80	-0.20
48) Uses internal and external customer feedback to improve performance.	In Providing Service	4.00	3.80	-0.20
54) Is consistent and reliable: comes to work in accordance with assigned schedule.	In Character	4.00	3.80	-0.20
58) Keeps promises and honors commitments.	In Character	4.00	3.80	-0.20
42) Takes action without being prompted and seeks to do more than is required.	In Getting Results	4.00	3.60	-0.40
56) Fixes mistakes and doesn't cover things up.	In Character	4.00	3.60	-0.40
19) Communicates clearly and effectively with the staff within our team.	In Communicating	5.00	4.60	-0.40
28) Involves people in setting work goals--does not mandate them.	In Teamwork	5.00	4.40	-0.60
36) Works to improve new ideas rather than discourage them.	In Problem Solving	5.00	4.40	-0.60
47) Innovates new products and services to help us stay competitive.	In Providing Service	5.00	4.40	-0.60
8) Creates an atmosphere of continual improvement where he and others push to exceed expected results.	In Leading and Influencing	5.00	4.20	-0.80
17) Delegates effectively and distributes the work-load fairly.	In Leading and Influencing	5.00	4.20	-0.80
52) Shows competence in critical leadership, interpersonal and management skills.	In Competence	5.00	4.20	-0.80
60) Is patient with others and tries to understand their views and situations.	In Character	5.00	4.20	-0.80
12) Inspires, uplifts and motivates others to do their best.	In Leading and Influencing	5.00	4.00	-1.00
22) Is a skillful and effective writer.	In Communicating	5.00	4.00	-1.00
31) Does not bad-mouth or undermine others behind their backs.	In Teamwork	5.00	4.00	-1.00
18) Addresses poor performance quickly and effectively in the team and others and does not allow things to fester unresolved.	In Leading and Influencing	5.00	3.80	-1.20
55) Tells the truth.	In Character	5.00	3.80	-1.20

## Net Promoter Score

Understanding your NPS: Your Net Promoter Score gives you an indication of your strength and influence as a leader.

Your respondents were asked the question, "Based on your experiences with this person, how likely is it you would recommend them as a leader to a friend or colleague?" They were given a zero (highly unlikely) to ten (highly likely) scale to select from.

Those who gave you a nine or ten are your "promoters" who would most highly recommend you. Those who gave you six or below are your "detractors" who would not recommend you. Those who gave you a seven or eight are "passives" who don't feel you are either that great or that poor.

Your NPS is calculated by finding the difference between the percentage of Promoters (9-10) from Detractors (6 or less). Passives do not enter into the equation. Thus, a perfect NPS score would be 100 if everyone gave you a nine or ten. The worst would be -100 if everyone gave you six or below.

Truly outstanding leaders tend to have a NPS of over seventy. By analyzing all the other feedback in the report, particularly the open-ended responses, you can determine actions you can take to improve your score this year.

**Your Net Promoter Score is: 80.00**

## Open-Ended Responses by All Respondents

This report lists verbatim all the comments made by you and your raters. This information can sometimes help support or explain the quantitative scores in the report. Open ended comments are often helpful in understanding "why" the scores are what they are.

### 62) Why did you select the number you chose above?

**Other**

Great leadership!

They are a great leader.

She always has the customers best interest at heart.

She is incredibly competent and a strong leader.

Great leader, strong communicator.

**Self**

Strong leadership skills.

### 63) What do you consider to be this person's greatest strengths and assets to the group?

**Other**

Ability to motivate staff.

A very strong role model.

Incredibly goal oriented.

Her ability to help the team set and reach realistic goals.

Very customer service oriented.

**Self**

Communication.

### 64) What would you recommend they do differently that would have the greatest positive impact on the group?

**Other**

Nothing.

There isn't much I can think of.

Create even more goals.

**Self**

Can't think of anything.

### 65) What should she start doing that she is not now doing?

**Other**

She communicates so well, perhaps send even more emails to motivate us.

She is so good at motivating others, perhaps send out inspiration emails.

### 66) What should she stop doing that she is now doing? (something that holds you or the group back)

**Other**

Can't think of anything.

n/a

Can't think of anything. I don't feel as though the group is being held back.

### 67) What should she continue doing that you appreciate and find helpful to yourself and the group?

**Other**

Helping others excel.

Being open and listening well.

Inspiring and motivating.

She should continue motivating and inspiring others.

**Self**

Continue motivating people.



<b>68) What do you like best about working with this person?</b>
<b>Other</b>
Their personality.
I always feel appreciated.
Great customer service.
Very positive and optimistic.
Her ability to motivate.
<b>Self</b>
Very friendly.
<b>69) Is there anything else you'd like to add that would be useful feedback to them as they strive to develop?</b>
<b>Other</b>
I always feel appreciated.
Keep up the good work!
Strong leader.
She always sets realistic goals. Strong leader.