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Foundational Business Leader Assessment

Sample Participant

02/15/22

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RATER SUMMARY

The Rater Summary lists, by rater group, the number and percentage of raters that were invited and participated in providing you with feedback.

	PARTICIPATED	INVITED	PERCENT
Self	1	1	100%
Supervisor	1	1	100%
Peer	2	2	100%
Direct Report	2	2	100%
Other	2	2	100%
Total	**8**	**8**	**100%**

The following individuals were invited to participate:

Self
- Sample Participant

Supervisor
- Supervisor 1

Peer
- Peer 1
- Peer 2

Direct Report
- Direct Report 1
- Direct Report 2

Other
- Other 1
- Other 2

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RADAR PLOT

The radar plot shows your competency scores by rater group compared against each other graph for easy comparison. Competencies are shown as points on the graph with the distance from the center showing the score for that competency. The scores for each rater group are linked by a line and color coded.
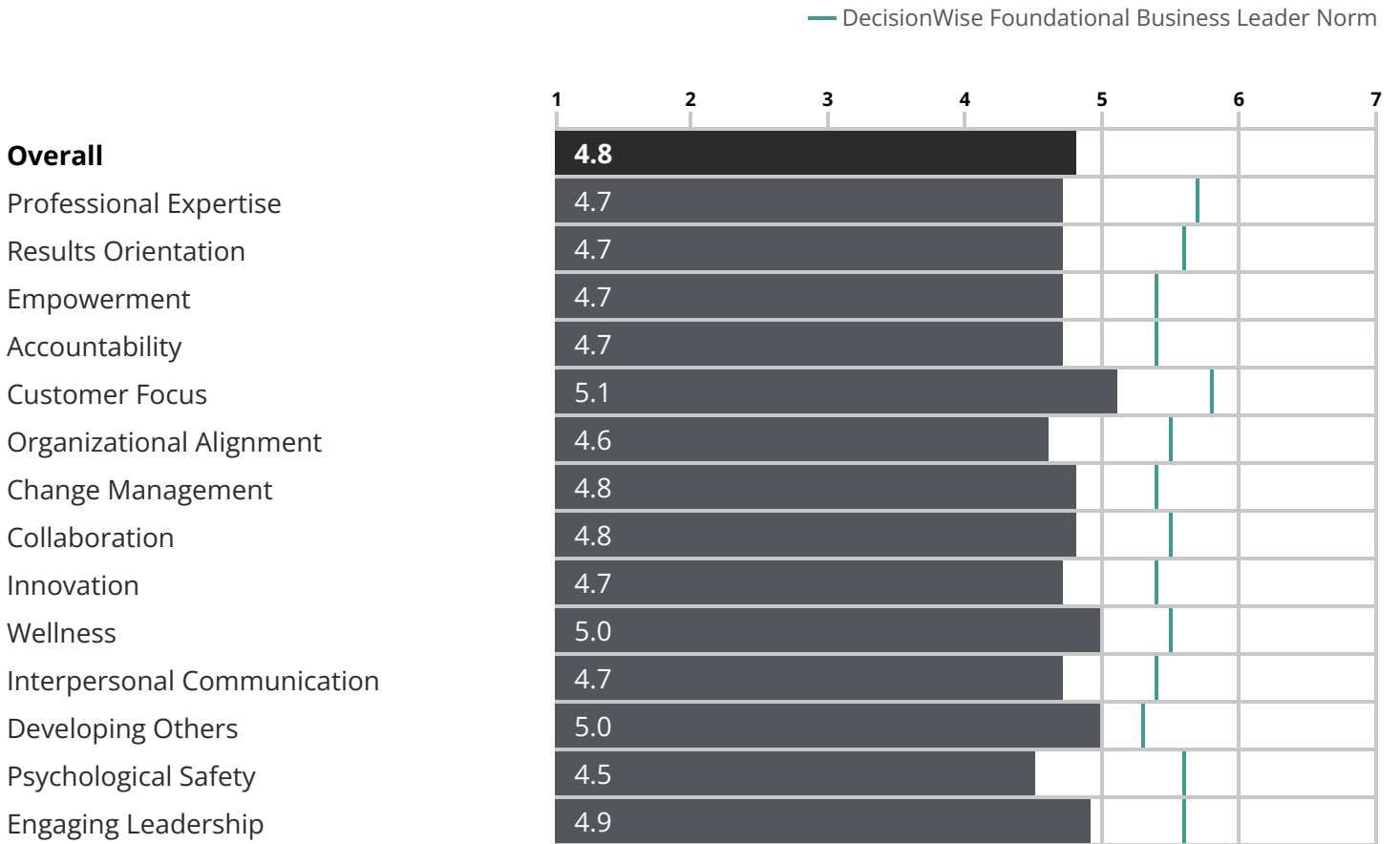

RATER GROUP KEY
- Self
- Supervisor
- Peer
- Direct Report
- Other

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COMPETENCY SUMMARY

This section provides a summary of results for each competency (group of items). The horizontal bars represent the average score from all survey questions under each competency.

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Competency	Score
Overall	4.8
Professional Expertise	4.7
Results Orientation	4.7
Empowerment	4.7
Accountability	4.7
Customer Focus	5.1
Organizational Alignment	4.6
Change Management	4.8
Collaboration	4.8
Innovation	4.7
Wellness	5.0
Interpersonal Communication	4.7
Developing Others	5.0
Psychological Safety	4.5
Engaging Leadership	4.9

BEHAVIORAL ITEM SCALE KEY
1: Very Poor
2: Poor
3: Fair
4: Average
5: Good
6: Excellent
7: Outstanding

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FOCUS AREAS

The Focus Areas identifies your highest and lowest scores across all items in your assessment.

YOUR HIGHEST SCORES

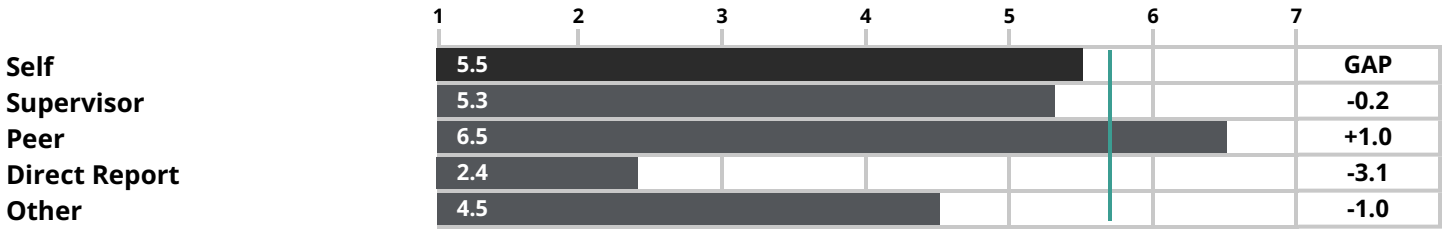| BEHAVIOR	SELF	ALL OTHERS	OVERALL
19. Consistently advocates for superior quality. Customer Focus	7.0	5.1	5.4
4. Demonstrates a clear understanding of the factors that impact our organization's success. Professional Expertise	5.0	5.3	5.3
39. Maintains composure, even in stressful situations. Wellness	6.0	5.1	5.3
45. Provides challenging assignments and opportunities for others to grow. Developing Others	6.0	5.1	5.3
5. Maintains focus and commitment despite challenges or setbacks. Results Orientation	6.0	5.0	5.1

YOUR LOWEST SCORES

BEHAVIOR	SELF	ALL OTHERS	OVERALL
51. Treats people with dignity, fairness, and respect. Psychological Safety	6.0	4.0	4.3
29. Demonstrates appreciation for the unique differences and perspectives of others. Collaboration	4.0	4.3	4.3
1. Demonstrates an awareness of his/her strengths and areas for professional improvement. Professional Expertise	6.0	4.0	4.3
35. Turns ideas into innovative solutions. Innovation	6.0	4.1	4.4
23. Inspires in others a sense of purpose for the work we do. Organizational Alignment	6.0	4.1	4.4

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PROFESSIONAL EXPERTISE

4.7	5.5	4.6
AVERAGE	SELF	ALL OTHERS

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	1	2	3	4	5	6	7	GAP
Self	5.5							**GAP**
Supervisor	5.3							**-0.2**
Peer	6.5							**+1.0**
Direct Report	2.4							**-3.1**
Other	4.5							**-1.0**

5.7

1. Demonstrates an awareness of his/her strengths and areas for professional improvement.

4.3

							GAP
Self (1/1)	6.0						GAP
Supervisor (1/1)	5.0						-1.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)							-5.0
Other (2/2)	4.0						-2.0

5.5

2. Is respected as a skilled and knowledgeable person in his/her area of responsibility.

4.6

							GAP
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	6.0						+1.0
Direct Report (2/2)	2.0						-3.0
Other (2/2)	5.0						0.0

5.9

3. Shows good judgment when making decisions.

4.6

							GAP
Self (1/1)	6.0						GAP
Supervisor (1/1)	4.0						-2.0
Peer (2/2)	6.5						+0.5
Direct Report (2/2)	3.0						-3.0
Other (2/2)	4.0						-2.0

5.6

4. Demonstrates a clear understanding of the factors that impact our organization's success.

5.3

							GAP
Self (1/1)	5.0						GAP
Supervisor (1/1)	6.0						+1.0
Peer (2/2)	7.0						+2.0
Direct Report (2/2)	3.5						-1.5
Other (2/2)	5.0						0.0

5.7

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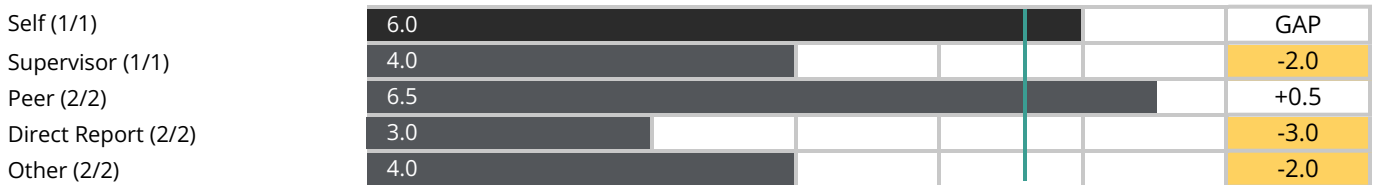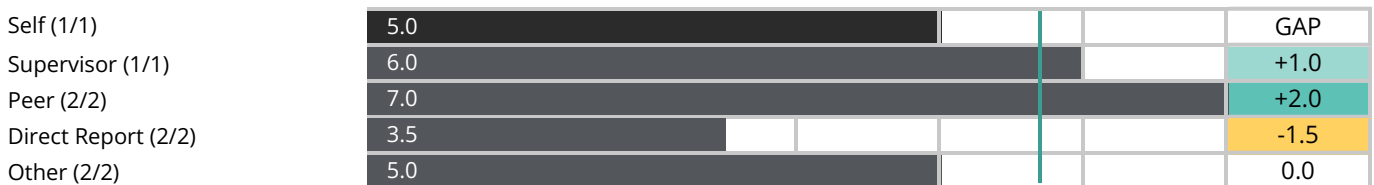
RESULTS ORIENTATION

4.7	6.0	4.5
AVERAGE	**SELF**	**ALL OTHERS**
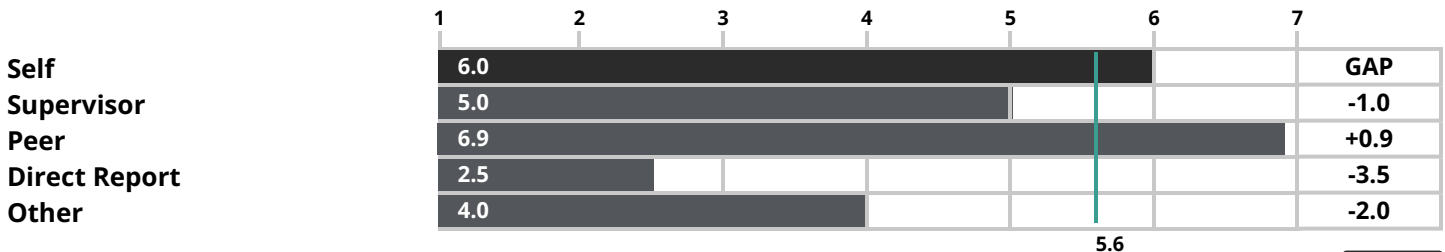
—— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	GAP
Self	6.0							**GAP**
Supervisor	5.0							**-1.0**
Peer	6.9							**+0.9**
Direct Report	2.5							**-3.5**
Other	4.0							**-2.0**

5.6

5. Maintains focus and commitment despite challenges or setbacks.

5.1

	GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	6.0	0.0
Peer (2/2)	7.0	+1.0
Direct Report (2/2)	4.0	-2.0
Other (2/2)	3.5	-2.5

5.7

6. Breaks down larger projects into manageable tasks.

4.9

		GAP
Self (1/1)	7.0	GAP
Supervisor (1/1)	5.0	-2.0
Peer (2/2)	6.5	-0.5
Direct Report (2/2)	3.0	-4.0
Other (2/2)	4.0	-3.0

5.5

7. Delivers solid results, even in challenging situations.

4.4

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	4.0	-2.0
Peer (2/2)	7.0	+1.0
Direct Report (2/2)	2.0	-4.0
Other (2/2)	3.5	-2.5

5.6

8. Sets high performance standards for his/her team.

4.5

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	5.0	0.0
Peer (2/2)	7.0	+2.0
Direct Report (2/2)		-4.0
Other (2/2)	5.0	0.0

5.7

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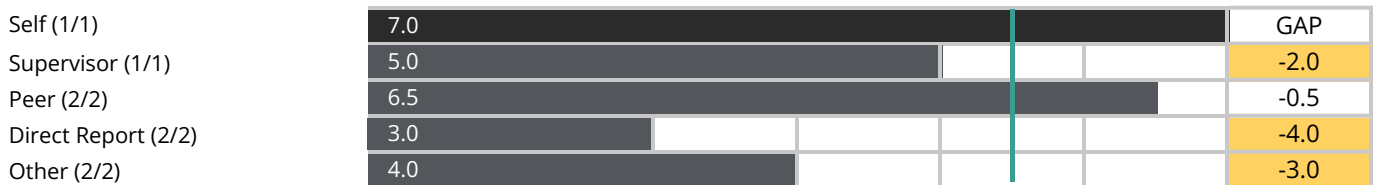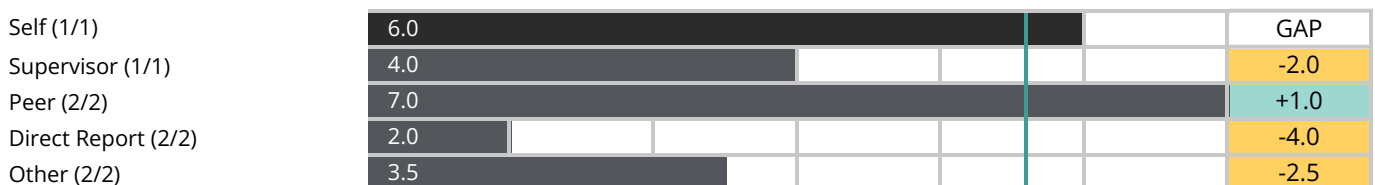
EMPOWERMENT

4.7	5.5	4.6
AVERAGE	**SELF**	**ALL OTHERS**
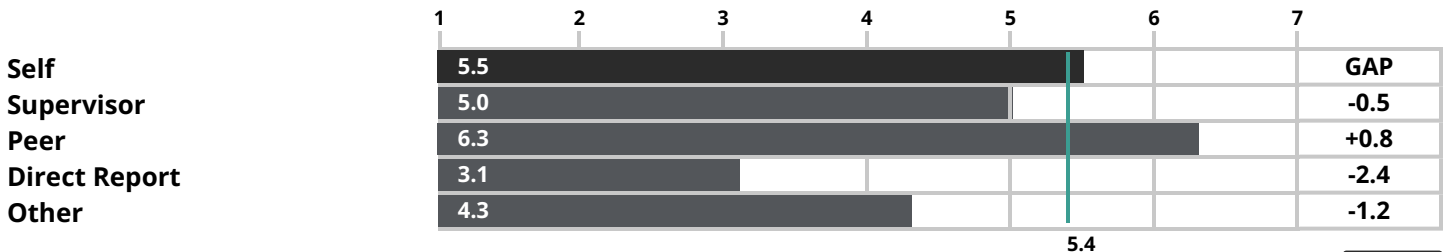
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	1	2	3	4	5	6	7	
Self	5.5							**GAP**
Supervisor	5.0							**-0.5**
Peer	6.3							**+0.8**
Direct Report	3.1							**-2.4**
Other	4.3							**-1.2**

5.4

9. Seeks input of team members when making important decisions.

4.8

Self (1/1)	6.0							GAP
Supervisor (1/1)	6.0							0.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	2.0							-4.0
Other (2/2)	4.5							-1.5

5.4

10. Effectively delegates both routine and critical tasks or responsibilities.

4.5

Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (2/2)	6.0							+1.0
Direct Report (2/2)	3.0							-2.0
Other (2/2)	4.0							-1.0

5.3

11. Empowers others with the resources and authority they need to succeed.

4.9

Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1.0
Peer (2/2)	6.0							+1.0
Direct Report (2/2)	4.0							-1.0
Other (2/2)	5.0							0.0

5.4

12. Trusts team members to perform their jobs well.

4.8

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	3.5							-2.5
Other (2/2)	3.5							-2.5

5.5

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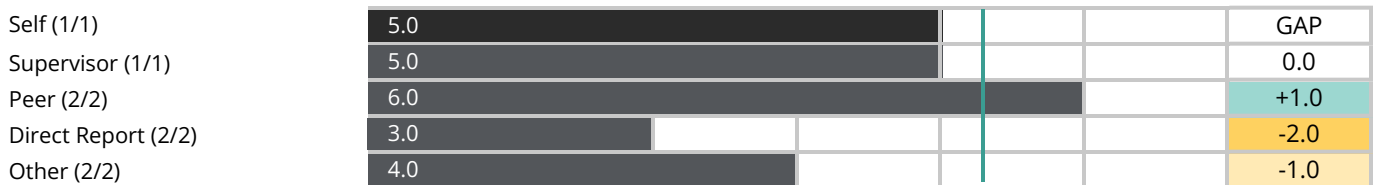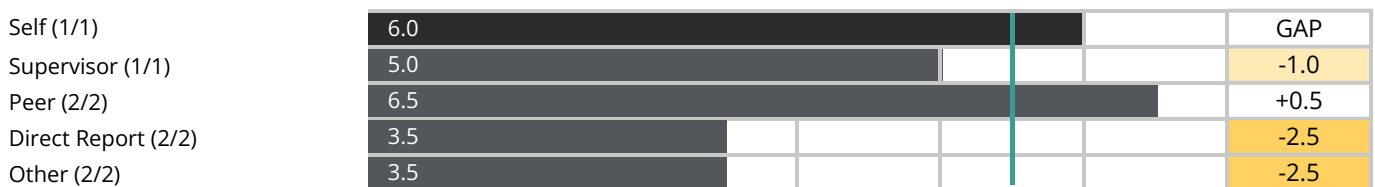
ACCOUNTABILITY

4.7	5.5	4.6
AVERAGE	SELF	ALL OTHERS
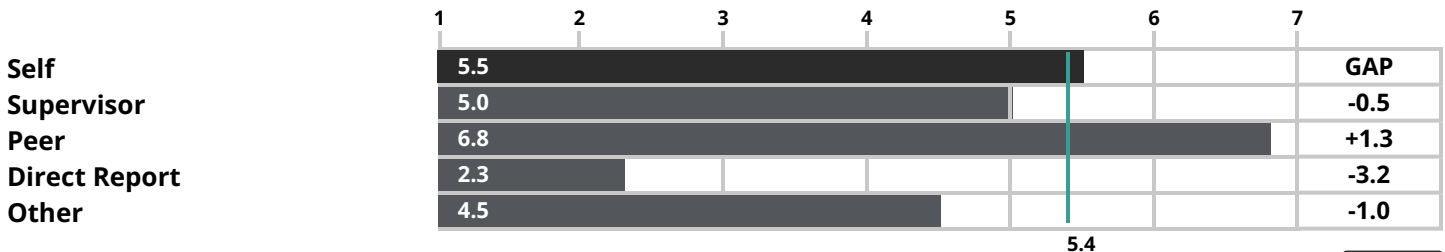
—— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	GAP
Self	5.5							GAP
Supervisor	5.0							-0.5
Peer	6.8							+1.3
Direct Report	2.3							-3.2
Other	4.5							-1.0

5.4

13. Takes responsibility for his/her own actions.

5.0

	1	2	3	4	5	6	7	GAP
Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (2/2)	6.5							+1.5
Direct Report (2/2)	3.0							-2.0
Other (2/2)	5.0							0.0

5.7

14. Provides candid feedback to others in a way that facilitates improvement.

4.6

	1	2	3	4	5	6	7	GAP
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	7.0							+1.0
Direct Report (2/2)	2.0							-4.0
Other (2/2)	4.0							-2.0

5.3

15. Recognizes and rewards people for excellent performance.

4.6

	1	2	3	4	5	6	7	GAP
Self (1/1)	5.0							GAP
Supervisor (1/1)	4.0							-1.0
Peer (2/2)	7.0							+2.0
Direct Report (2/2)	1.5							-3.5
Other (2/2)	5.5							+0.5

5.5

16. Takes timely corrective action for poor performance.

4.5

	1	2	3	4	5	6	7	GAP
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	2.5							-3.5
Other (2/2)	3.5							-2.5

5.2

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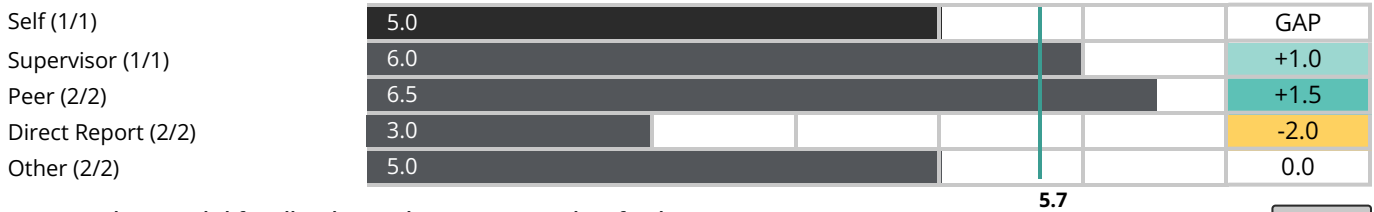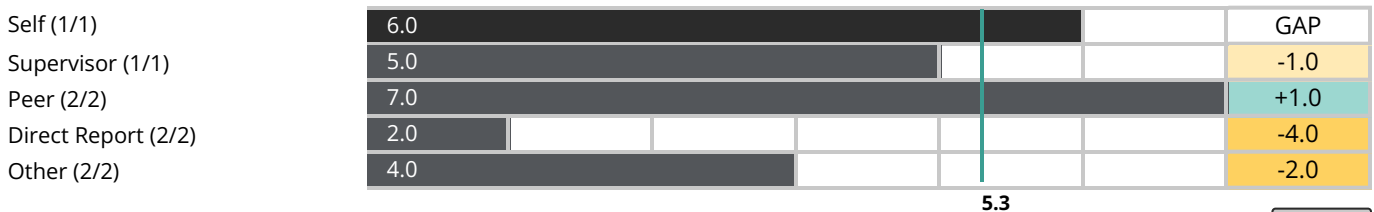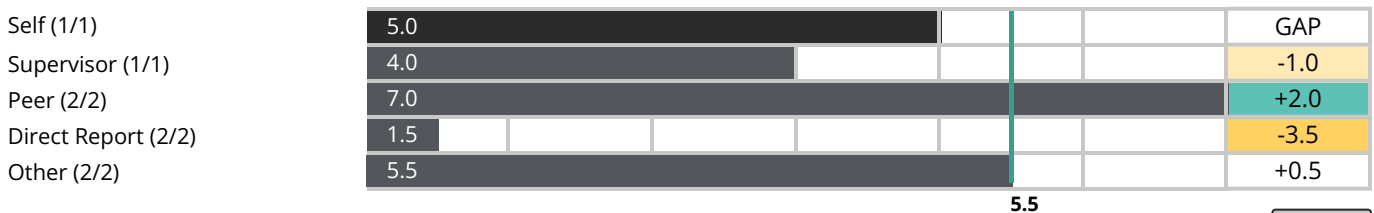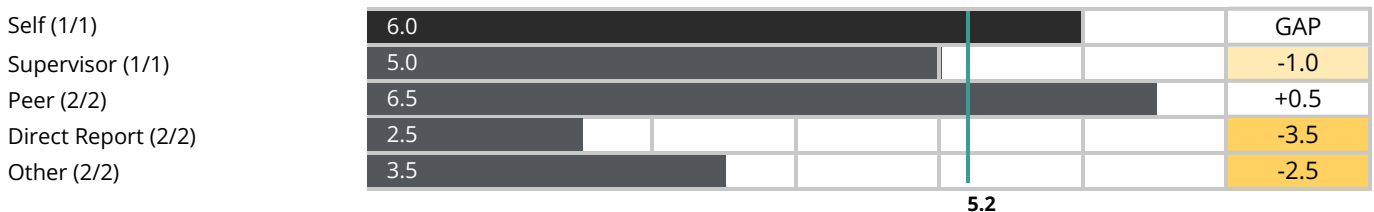
CUSTOMER FOCUS

5.1	6.0	5.0
AVERAGE	**SELF**	**ALL OTHERS**
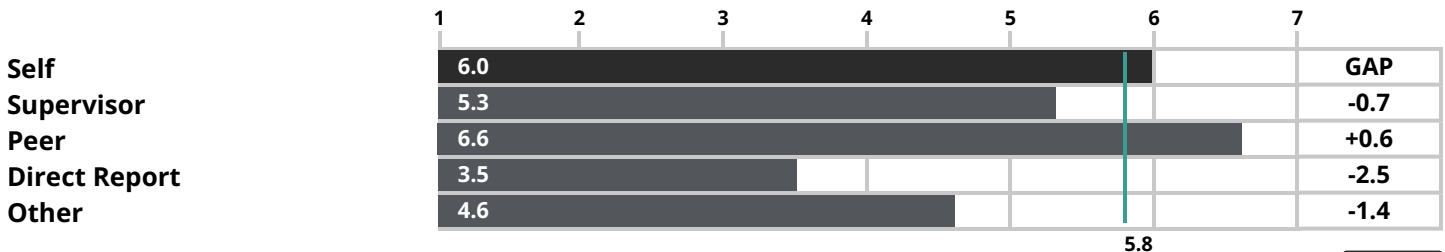
— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	GAP
Self	6.0							**GAP**
Supervisor	5.3							**-0.7**
Peer	6.6							**+0.6**
Direct Report	3.5							**-2.5**
Other	4.6							**-1.4**

5.8

17. Builds and maintains excellent relationships with internal/external customers.　　4.9

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	6.0	+1.0
Peer (2/2)	6.5	+1.5
Direct Report (2/2)	3.0	-2.0
Other (2/2)	4.5	-0.5

5.7

18. Finds solutions with even the most demanding customers.　　5.0

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	6.0	0.0
Peer (2/2)	6.5	+0.5
Direct Report (2/2)	3.5	-2.5
Other (2/2)	4.0	-2.0

5.7

19. Consistently advocates for superior quality.　　5.4

		GAP
Self (1/1)	7.0	GAP
Supervisor (1/1)	5.0	-2.0
Peer (2/2)	6.5	-0.5
Direct Report (2/2)	4.0	-3.0
Other (2/2)	5.0	-2.0

5.8

20. Sets high standards of excellence for serving customers.　　5.1

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	4.0	-2.0
Peer (2/2)	7.0	+1.0
Direct Report (2/2)	3.5	-2.5
Other (2/2)	5.0	-1.0

5.8

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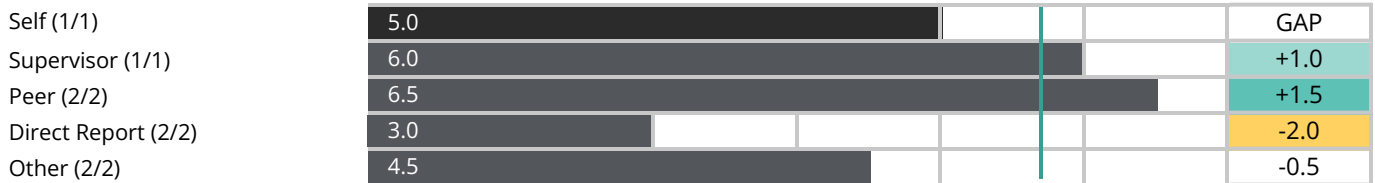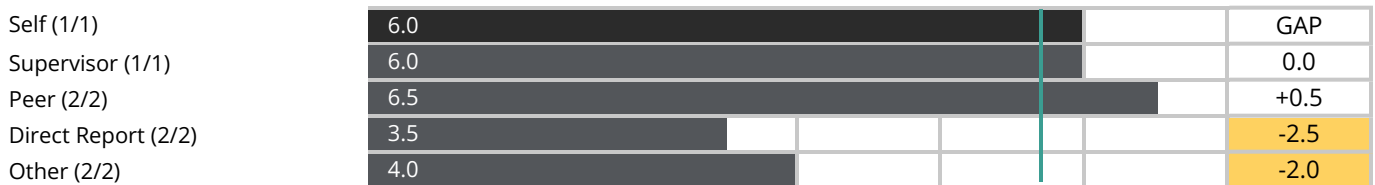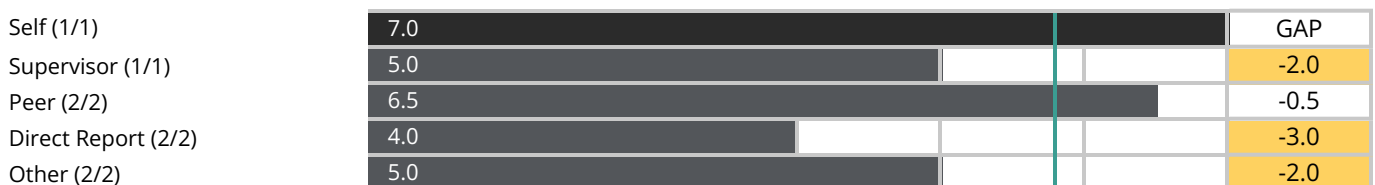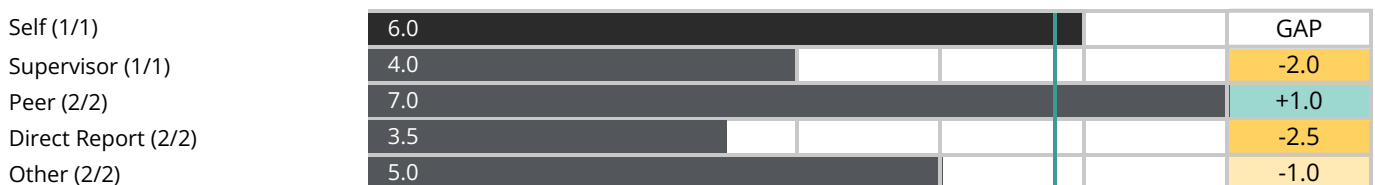
ORGANIZATIONAL ALIGNMENT

4.6	6.3	4.4
AVERAGE	SELF	ALL OTHERS
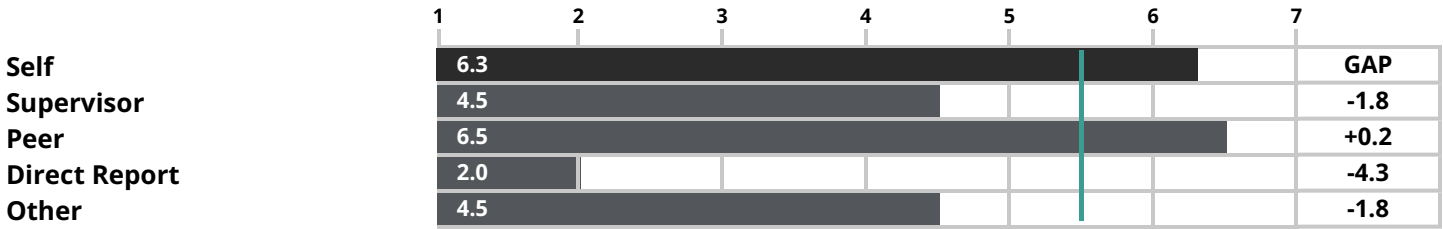
—— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	
Self	6.3							**GAP**
Supervisor	4.5							**-1.8**
Peer	6.5							**+0.2**
Direct Report	2.0							**-4.3**
Other	4.5							**-1.8**

5.5

21. Makes decisions that reflect a clear understanding of what we do in our organization.

5.0

	1	2	3	4	5	6	7	
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	2.5							-3.5
Other (2/2)	5.5							-0.5

5.6

22. Aligns his/her team with the organization's priorities.

4.5

	1	2	3	4	5	6	7	
Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3.0
Peer (2/2)	6.5							-0.5
Direct Report (2/2)	1.5							-5.5
Other (2/2)	4.5							-2.5

5.6

23. Inspires in others a sense of purpose for the work we do.

4.4

	1	2	3	4	5	6	7	
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	1.5							-4.5
Other (2/2)	4.0							-2.0

5.4

24. Helps others see how their work impacts the success of the organization.

4.5

	1	2	3	4	5	6	7	
Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	2.5							-3.5
Other (2/2)	4.0							-2.0

5.4

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CHANGE MANAGEMENT

4.8	6.8	4.6
AVERAGE	SELF	ALL OTHERS
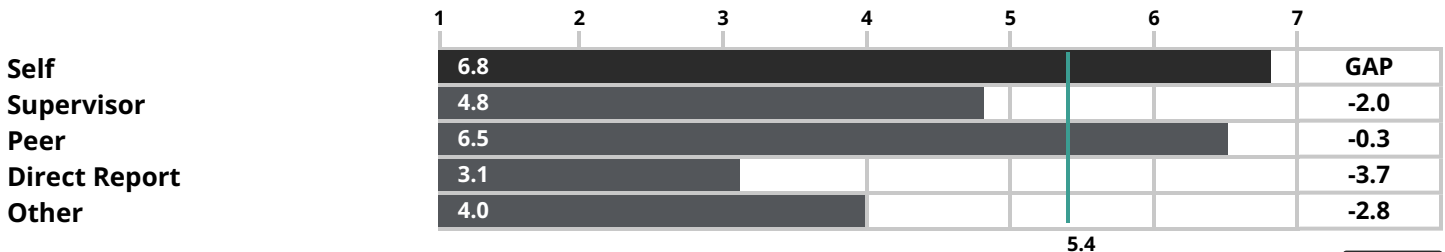
— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	
Self	6.8							**GAP**
Supervisor	4.8							**-2.0**
Peer	6.5							**-0.3**
Direct Report	3.1							**-3.7**
Other	4.0							**-2.8**

5.4

25. Accepts changes and adapts to new situations and responsibilities. — 4.9

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2.0
Peer (2/2)	6.5							-0.5
Direct Report (2/2)	3.5							-3.5
Other (2/2)	3.5							-3.5

5.5

26. Adjusts priorities in order to address changing situations and conditions. — 5.1

Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2.0
Peer (2/2)	7.0							0.0
Direct Report (2/2)	4.0							-3.0
Other (2/2)	3.5							-3.5

5.5

27. Effectively implements change. — 4.8

Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3.0
Peer (2/2)	6.5							-0.5
Direct Report (2/2)	3.0							-4.0
Other (2/2)	4.0							-3.0

5.4

28. Establishes an environment in which others embrace change. — 4.6

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.0							0.0
Direct Report (2/2)	2.0							-4.0
Other (2/2)	5.0							-1.0

5.3

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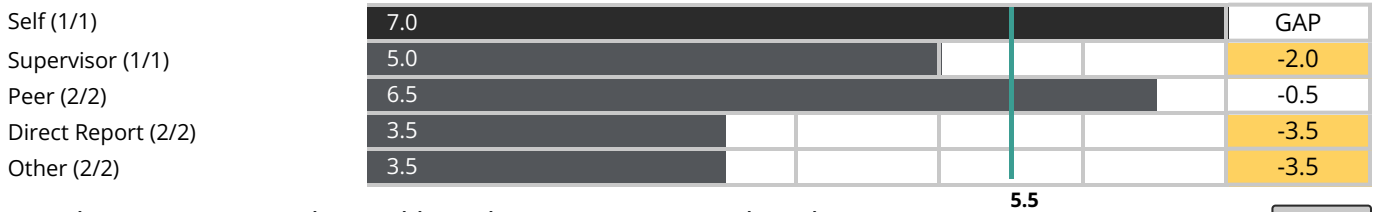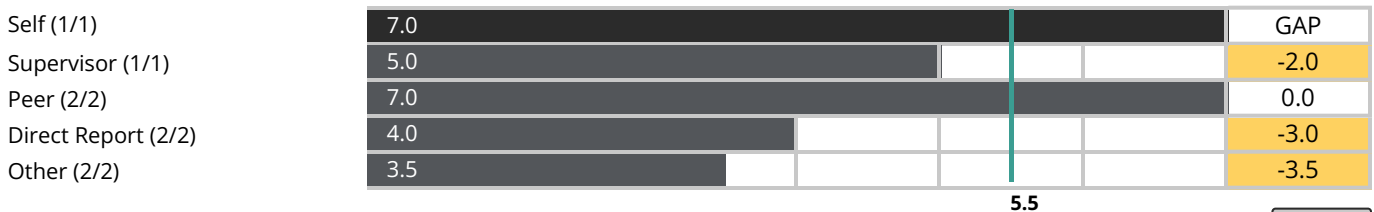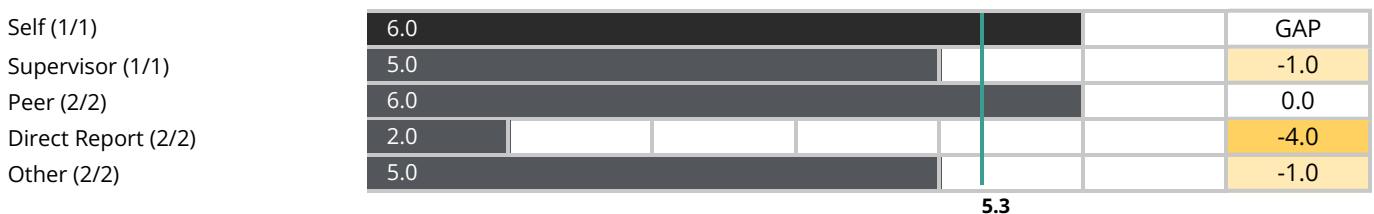
COLLABORATION

4.8	4.5	4.8
AVERAGE	**SELF**	**ALL OTHERS**

— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	GAP
Self	4.5							GAP
Supervisor	6.5							+2.0
Peer	6.6							+2.1
Direct Report	2.4							-2.1
Other	4.6							+0.1

5.5

29. Demonstrates appreciation for the unique differences and perspectives of others.

4.3

	1	2	3	4	5	6	7	GAP
Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3.0
Peer (2/2)	6.5							+2.5
Direct Report (2/2)								-3.0
Other (2/2)	4.0							0.0

5.5

30. Builds and maintains strong working relationships with others.

4.9

	1	2	3	4	5	6	7	GAP
Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (2/2)	7.0							+2.0
Direct Report (2/2)	2.0							-3.0
Other (2/2)	5.0							0.0

5.6

31. Works effectively with individuals at all levels of the organization.

5.0

	1	2	3	4	5	6	7	GAP
Self (1/1)	4.0							GAP
Supervisor (1/1)	7.0							+3.0
Peer (2/2)	7.0							+3.0
Direct Report (2/2)	3.0							-1.0
Other (2/2)	4.5							+0.5

5.6

32. Facilitates teamwork and communication across functions, divisions, and/or departments.

5.0

	1	2	3	4	5	6	7	GAP
Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (2/2)	6.0							+1.0
Direct Report (2/2)	3.5							-1.5
Other (2/2)	5.0							0.0

5.4

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INNOVATION

4.7	6.0	4.5
AVERAGE	**SELF**	**ALL OTHERS**

— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	
Self	6.0							**GAP**
Supervisor	5.0							**-1.0**
Peer	6.6							**+0.6**
Direct Report	2.3							**-3.7**
Other	4.4							**-1.6**

5.4

33. Identifies innovative solutions through "out-of-the-box" thinking.

5.1

	GAP
Self (1/1)	6.0
Supervisor (1/1)	5.0
Peer (2/2)	7.0
Direct Report (2/2)	3.5
Other (2/2)	4.5

Self (1/1) — 6.0	GAP
Supervisor (1/1) — 5.0	-1.0
Peer (2/2) — 7.0	+1.0
Direct Report (2/2) — 3.5	-2.5
Other (2/2) — 4.5	-1.5

5.4

34. Exercises good judgment about which creative ideas and suggestions will work.

4.6

Self (1/1) — 7.0	GAP
Supervisor (1/1) — 4.0	-3.0
Peer (2/2) — 6.5	-0.5
Direct Report (2/2) — 2.5	-4.5
Other (2/2) — 4.0	-3.0

5.5

35. Turns ideas into innovative solutions.

4.4

Self (1/1) — 6.0	GAP
Supervisor (1/1) — 5.0	-1.0
Peer (2/2) — 6.5	+0.5
Direct Report (2/2) — 1.5	-4.5
Other (2/2) — 4.0	-2.0

5.3

36. Creates an environment that encourages innovation, risk taking, and challenge.

4.6

Self (1/1) — 5.0	GAP
Supervisor (1/1) — 6.0	+1.0
Peer (2/2) — 6.5	+1.5
Direct Report (2/2) — 1.5	-3.5
Other (2/2) — 5.0	0.0

5.3

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WELLNESS

5.0	5.5	4.9
AVERAGE	**SELF**	**ALL OTHERS**
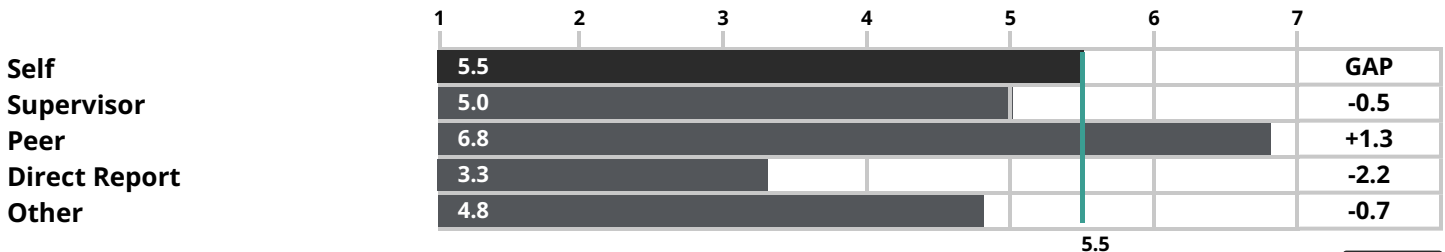
─ DecisionWise Foundational Business Leader Norm

	1 2 3 4 5 6 7	
Self	5.5	**GAP**
Supervisor	5.0	**-0.5**
Peer	6.8	**+1.3**
Direct Report	3.3	**-2.2**
Other	4.8	**-0.7**
	5.5	

37. Maintains an effective balance between work life and personal life.

4.8

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	5.0	-1.0
Peer (2/2)	6.5	+0.5
Direct Report (2/2)	2.5	-3.5
Other (2/2)	4.5	-1.5
	5.2	

38. Invests in his/her personal well-being.

4.9

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	4.0	-1.0
Peer (2/2)	7.0	+2.0
Direct Report (2/2)	3.0	-2.0
Other (2/2)	5.0	0.0
	5.4	

39. Maintains composure, even in stressful situations.

5.3

		GAP
Self (1/1)	6.0	GAP
Supervisor (1/1)	5.0	-1.0
Peer (2/2)	6.5	+0.5
Direct Report (2/2)	4.0	-2.0
Other (2/2)	5.0	-1.0
	5.5	

40. Encourages the health and well-being of others.

5.1

		GAP
Self (1/1)	5.0	GAP
Supervisor (1/1)	6.0	+1.0
Peer (2/2)	7.0	+2.0
Direct Report (2/2)	3.5	-1.5
Other (2/2)	4.5	-0.5
	5.7	
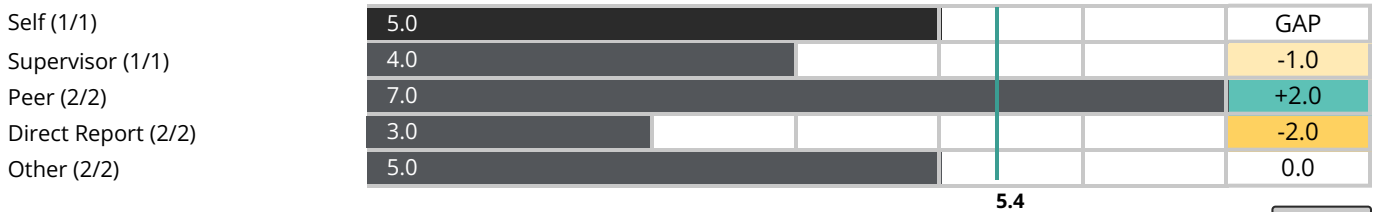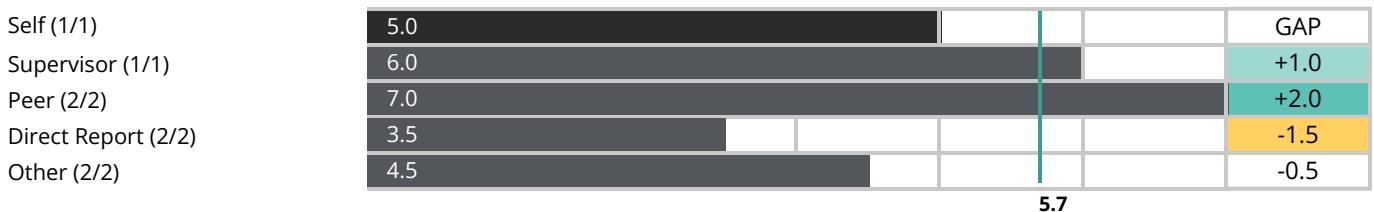
INTERPERSONAL COMMUNICATION

4.7	6.0	4.5
AVERAGE	**SELF**	**ALL OTHERS**

─── DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	
Self	6.0							**GAP**
Supervisor	5.0							**-1.0**
Peer	6.6							**+0.6**
Direct Report	2.3							**-3.7**
Other	4.3							**-1.7**

5.4

41. Establishes effective two-way communication with others.

4.9

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	7.0							+1.0
Direct Report (2/2)	2.5							-3.5
Other (2/2)	4.5							-1.5

5.4

42. Shares information in a clear and concise manner.

4.6

Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3.0
Peer (2/2)	7.0							0.0
Direct Report (2/2)	2.0							-5.0
Other (2/2)	4.0							-3.0

5.4

43. Is open to feedback without becoming defensive.

4.6

Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	2.0							-4.0
Other (2/2)	4.5							-1.5

5.4

44. Shows an understanding of how others feel.

4.5

Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (2/2)	6.0							+1.0
Direct Report (2/2)	2.5							-2.5
Other (2/2)	4.0							-1.0

5.4

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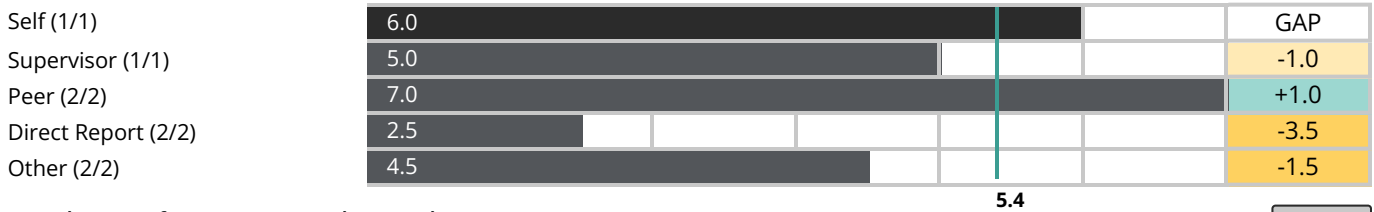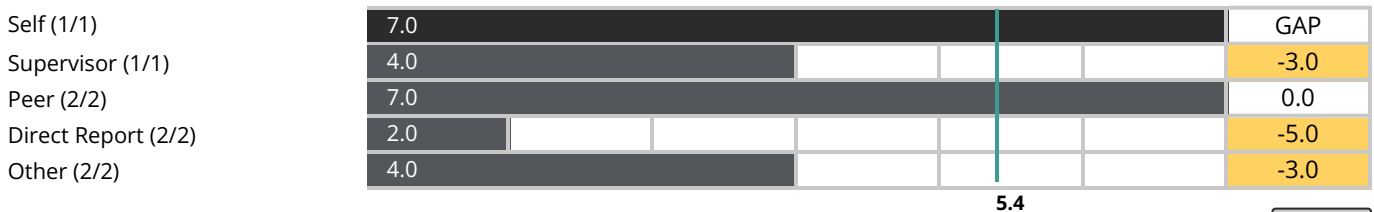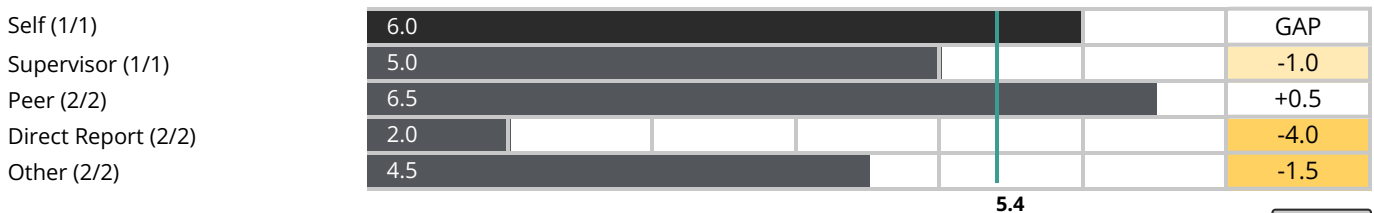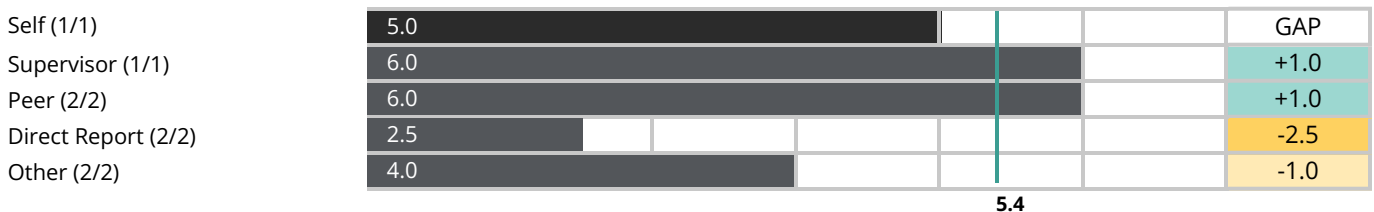
DEVELOPING OTHERS

5.0	6.0	4.8
AVERAGE	SELF	ALL OTHERS
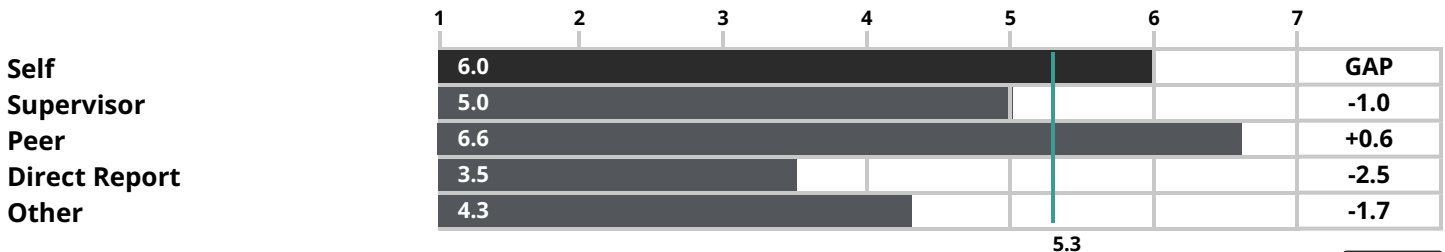
—— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	GAP
Self	6.0							GAP
Supervisor	5.0							-1.0
Peer	6.6							+0.6
Direct Report	3.5							-2.5
Other	4.3							-1.7

5.3

45. Provides challenging assignments and opportunities for others to grow.

5.3

								GAP
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	7.0							+1.0
Direct Report (2/2)	3.5							-2.5
Other (2/2)	5.0							-1.0

5.4

46. Takes the time to coach, mentor, and support others.

5.0

								GAP
Self (1/1)	7.0							GAP
Supervisor (1/1)	4.0							-3.0
Peer (2/2)	6.0							-1.0
Direct Report (2/2)	4.0							-3.0
Other (2/2)	4.5							-2.5

5.3

47. Holds frequent conversations with team members about their development.

4.6

								GAP
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	3.5							-2.5
Other (2/2)	3.0							-3.0

5.2

48. Prepares others to take on more responsibility.

5.0

								GAP
Self (1/1)	5.0							GAP
Supervisor (1/1)	6.0							+1.0
Peer (2/2)	7.0							+2.0
Direct Report (2/2)	3.0							-2.0
Other (2/2)	4.5							-0.5

5.3

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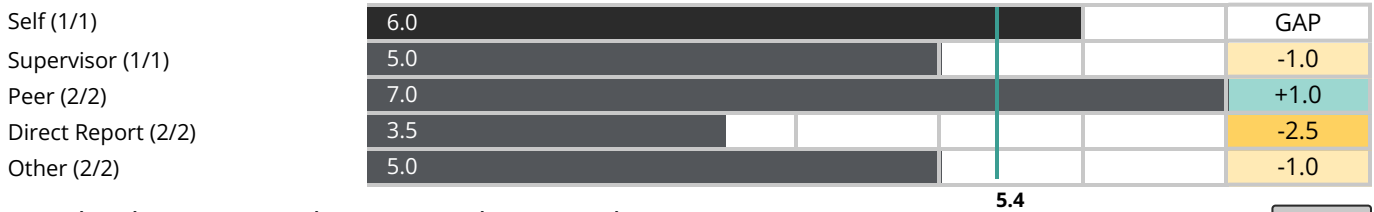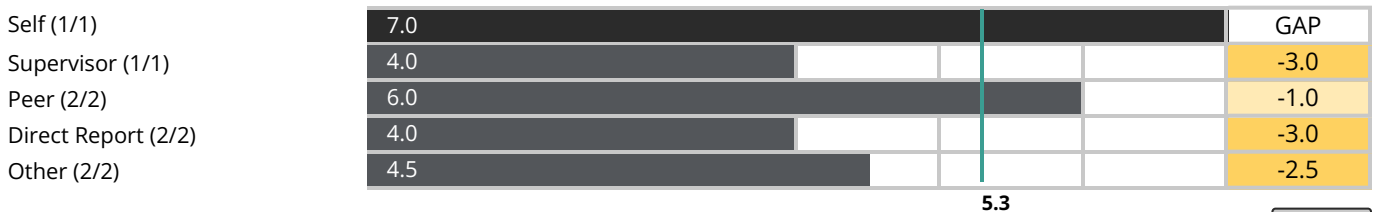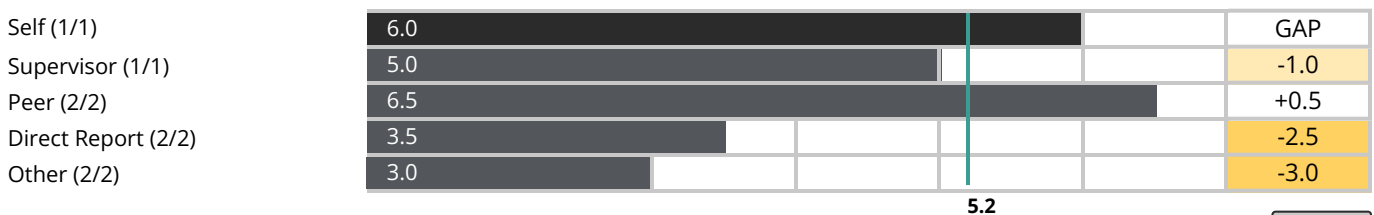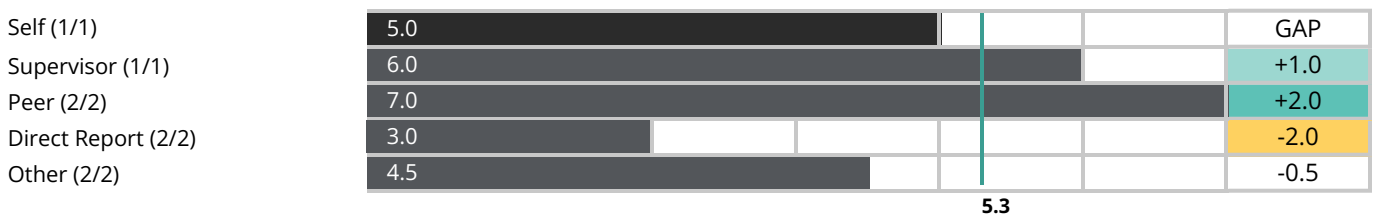
PSYCHOLOGICAL SAFETY

4.5	6.0	4.3
AVERAGE	**SELF**	**ALL OTHERS**
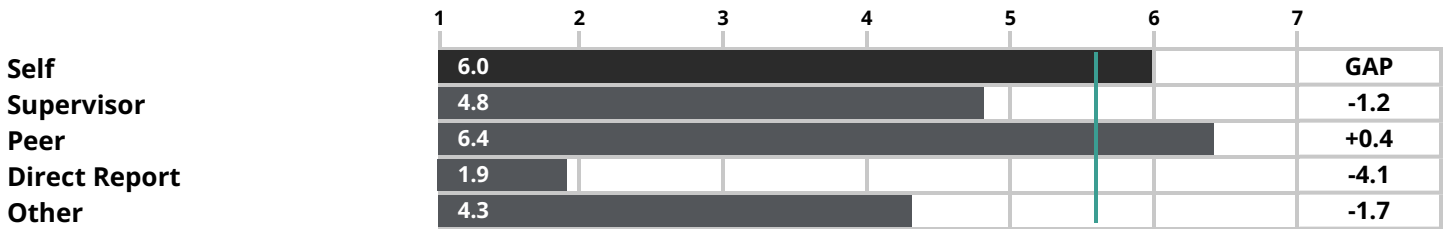
— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	
Self	6.0							**GAP**
Supervisor	4.8							**-1.2**
Peer	6.4							**+0.4**
Direct Report	1.9							**-4.1**
Other	4.3							**-1.7**

5.6

49. I can trust this person to represent my interests, when I am not around.

4.6

	1	2	3	4	5	6	7	
Self (1/1)	6.0							GAP
Supervisor (1/1)	5.0							-1.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	2.0							-4.0
Other (2/2)	4.5							-1.5

5.6

50. Demonstrates an awareness of how his/her behavior affects others.

4.5

	1	2	3	4	5	6	7	
Self (1/1)	7.0							GAP
Supervisor (1/1)	5.0							-2.0
Peer (2/2)	6.5							-0.5
Direct Report (2/2)	1.5							-5.5
Other (2/2)	4.0							-3.0

5.4

51. Treats people with dignity, fairness, and respect.

4.3

	1	2	3	4	5	6	7	
Self (1/1)	6.0							GAP
Supervisor (1/1)	4.0							-2.0
Peer (2/2)	6.5							+0.5
Direct Report (2/2)	1.5							-4.5
Other (2/2)	4.0							-2.0

5.8

52. Promotes a culture where all team members feel safe to express their ideas.

4.5

	1	2	3	4	5	6	7	
Self (1/1)	5.0							GAP
Supervisor (1/1)	5.0							0.0
Peer (2/2)	6.0							+1.0
Direct Report (2/2)	2.5							-2.5
Other (2/2)	4.5							-0.5

5.6

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ENGAGING LEADERSHIP

4.9	5.5	4.8
AVERAGE	**SELF**	**ALL OTHERS**
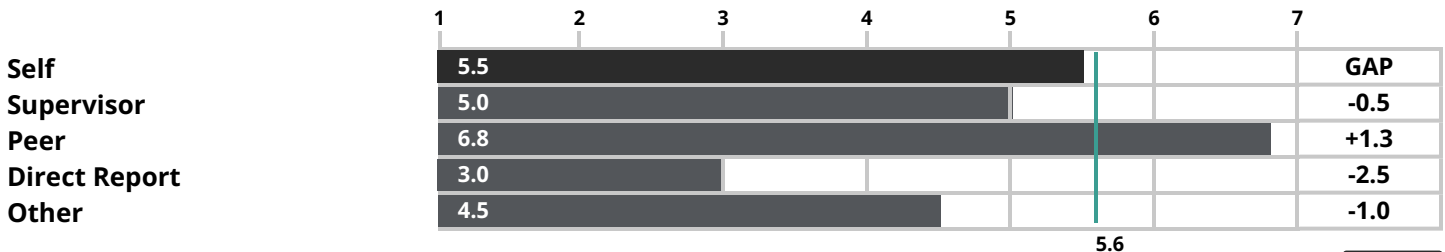
— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	6	7	
Self	5.5							**GAP**
Supervisor	5.0							**-0.5**
Peer	6.8							**+1.3**
Direct Report	3.0							**-2.5**
Other	4.5							**-1.0**

5.6

53. Shows excitement for and engagement in the work that he/she does.

5.0

	GAP
Self (1/1) 6.0	GAP
Supervisor (1/1) 5.0	-1.0
Peer (2/2) 7.0	+1.0
Direct Report (2/2) 3.5	-2.5
Other (2/2) 4.0	-2.0

5.7

54. Fosters energy, enthusiasm, and commitment in others.

4.8

	GAP
Self (1/1) 5.0	GAP
Supervisor (1/1) 4.0	-1.0
Peer (2/2) 6.5	+1.5
Direct Report (2/2) 3.0	-2.0
Other (2/2) 5.0	0.0

5.5

55. Sets a good example of the behavior he/she asks for.

5.0

	GAP
Self (1/1) 6.0	GAP
Supervisor (1/1) 5.0	-1.0
Peer (2/2) 6.5	+0.5
Direct Report (2/2) 3.0	-3.0
Other (2/2) 5.0	-1.0

5.6

56. Creates an environment in which others choose to do their best.

4.8

	GAP
Self (1/1) 5.0	GAP
Supervisor (1/1) 6.0	+1.0
Peer (2/2) 7.0	+2.0
Direct Report (2/2) 2.5	-2.5
Other (2/2) 4.0	-1.0

5.5

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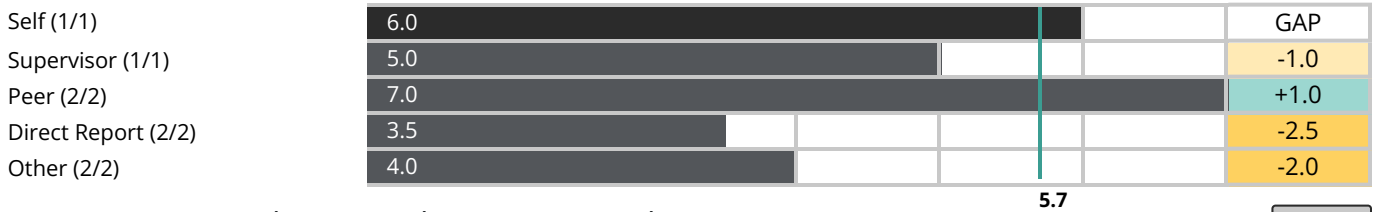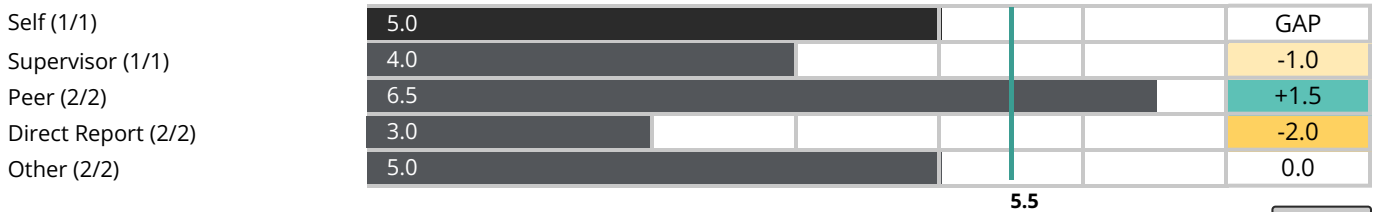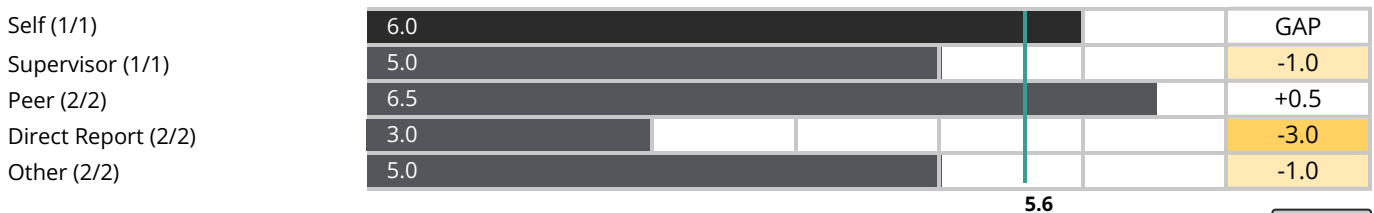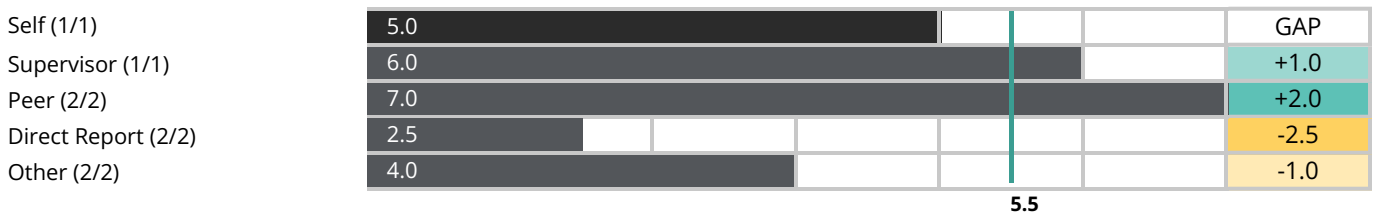
DERAILERS SUMMARY

This section provides a summary of results on potential Derailers. The horizontal bars represent the average score from all respondents under each Derailer.

— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5
Overall	**2.0**				
Lacks Focus	2.1				
Not a Team Player	2.1				
Disengaged	1.9				
Not Trusted	1.9				
Micromanages	2.1				
Volatile	2.5				
Lacks Confidence	1.6				
Unapproachable	1.6				
Exclusive	2.3				
Arrogant	2.1				
Closed-Minded	2.1				
Eager to Please	2.4				
Perfectionist	1.9				
Stagnant	1.9				
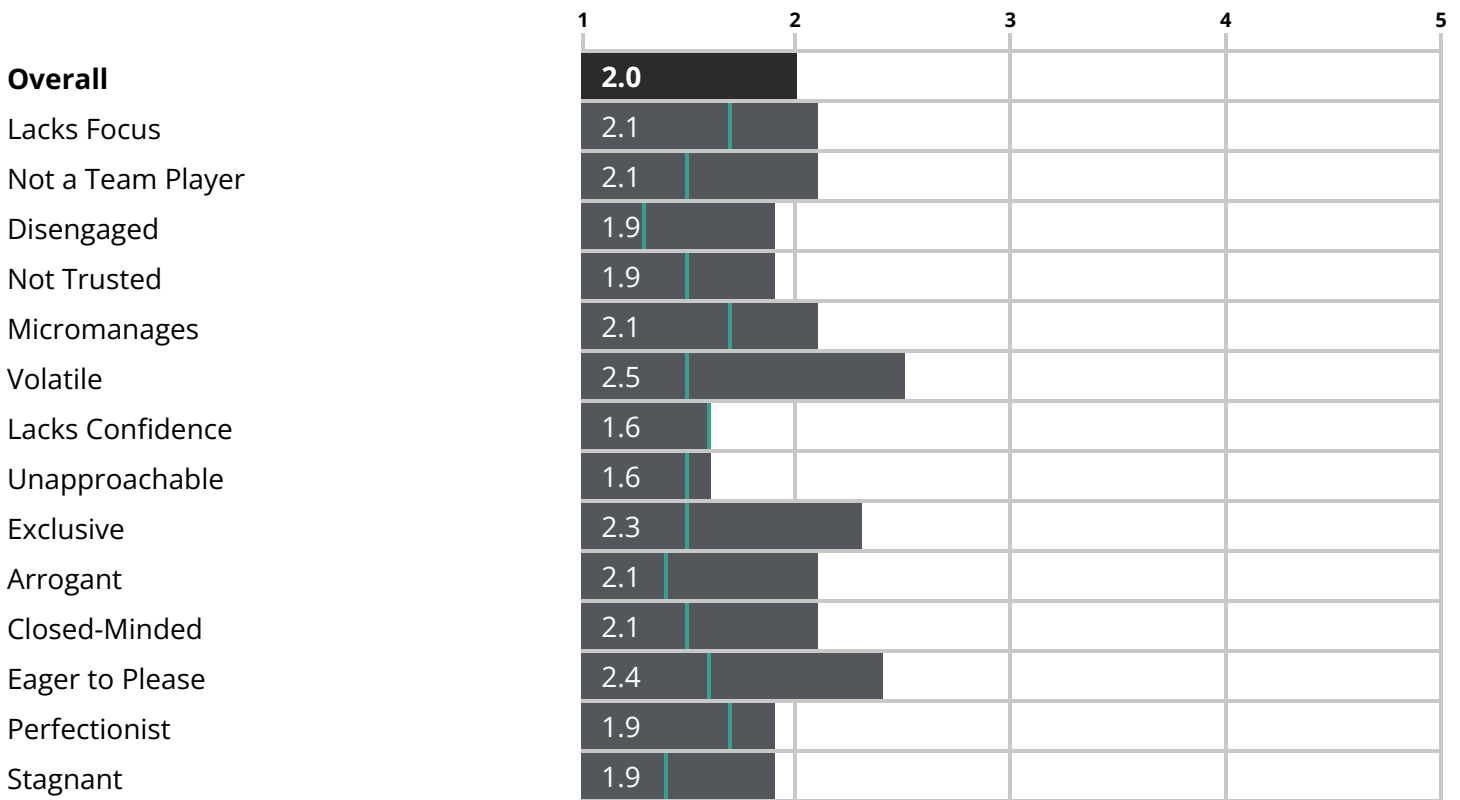
DERAILER ITEM SCALE KEY
1: None
2: Very Little
3: Some
4: Quite a Bit
5: A Great Deal

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DERAILERS

—— DecisionWise Foundational Business Leader Norm

	1	2	3	4	5	GAP
Self	1.1					**GAP**
Supervisor	1.6					**+0.5**
Peer	1.1					**+0.0**
Direct Report	4.0					**+2.9**
Other	1.7					**+0.6**

57. Lacks Focus: Easily distracted; wastes time; fails to get critical things done.

						GAP
Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					0.0
Peer (2/2)	1.0					0.0
Direct Report (2/2)	5.0					+4.0
Other (2/2)	1.5					+0.5

1.7

58. Not a Team Player: Places personal agenda before the good of the team.

						GAP
Self (1/1)	1.0					GAP
Supervisor (1/1)	2.0					+1.0
Peer (2/2)	1.5					+0.5
Direct Report (2/2)	4.0					+3.0
Other (2/2)	1.5					+0.5

1.5

59. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."

						GAP
Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					0.0
Peer (2/2)	1.5					+0.5
Direct Report (2/2)	3.0					+2.0
Other (2/2)	2.0					+1.0

1.3

60. Not Trusted: Violates, compromises, or fails to gain the trust of others.

						GAP
Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					0.0
Peer (2/2)	1.5					+0.5
Direct Report (2/2)	4.0					+3.0
Other (2/2)	1.0					0.0

1.5

61. Micromanages: Overly controlling; does not empower others.

						GAP
Self (1/1)	1.0					GAP
Supervisor (1/1)	1.0					0.0
Peer (2/2)	1.0					0.0
Direct Report (2/2)	4.5					+3.5
Other (2/2)	2.0					+1.0

1.7

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62. Volatile: Loses temper or patience quickly; irritable or lacks composure.

		GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	2.0	+1.0
Peer (2/2)	1.5	+0.5
Direct Report (2/2)	4.0	+3.0
Other (2/2)	3.0	+2.0

1.5

63. Lacks Confidence: Overly concerned with making mistakes; indecisive.

		GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (2/2)	1.0	0.0
Direct Report (2/2)	3.0	+2.0
Other (2/2)	1.5	+0.5

1.6

64. Unapproachable: Distant or isolated; fails to build effective relationships.

		GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (2/2)	1.0	0.0
Direct Report (2/2)	3.5	+2.5
Other (2/2)	1.0	0.0

1.5

65. Exclusive: Excludes others; fails to treat others fairly; shows favoritism.

		GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	1.0	0.0
Peer (2/2)	1.0	0.0
Direct Report (2/2)	4.5	+3.5
Other (2/2)	2.5	+1.5

1.5

66. Arrogant: Egotistical; displays a strong sense of entitlement.

		GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	2.0	+1.0
Peer (2/2)	1.0	0.0
Direct Report (2/2)	4.0	+3.0
Other (2/2)	2.0	+1.0

1.4

67. Closed-Minded: Not open to critical feedback or new ideas; unwilling to consider other viewpoints.

		GAP
Self (1/1)	1.0	GAP
Supervisor (1/1)	3.0	+2.0
Peer (2/2)	1.0	0.0
Direct Report (2/2)	4.0	+3.0
Other (2/2)	1.5	+0.5

1.5

68. Eager to Please: Overly concerned with being accepted and liked; defers to others' opinions.

		GAP
Self (1/1)	2.0	GAP
Supervisor (1/1)	4.0	+2.0
Peer (2/2)	1.0	-1.0
Direct Report (2/2)	4.0	+2.0
Other (2/2)	1.5	-0.5

1.6

69. Perfectionist: Fails to recognize when something is "good enough;" obsessive.

						GAP
Self (1/1)	1.0					
Supervisor (1/1)	1.0					0.0
Peer (2/2)	1.0					0.0
Direct Report (2/2)	4.0					+3.0
Other (2/2)	1.5					+0.5

1.7

70. Stagnant: Avoids opportunities for professional or personal growth and learning.

						GAP
Self (1/1)	1.0					
Supervisor (1/1)	1.0					0.0
Peer (2/2)	1.0					0.0
Direct Report (2/2)	4.0					+3.0
Other (2/2)	1.5					+0.5

1.4

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COMMENTS

Describe specific things this person could do to become a more effective leader.

Be more willing to pivot their strategy if it's not working and make decisions quickly when necessary.

Communicate their vision, goals, and expectations clearly and frequently to their team.

Could provide more feedback and recognition to team members.

Identify strengths and weaknesses of team members and delegate tasks accordingly.

Be a little bit more open to new ideas, taking calculated risks, and being flexible when plans need to change.

Stay positive and focused in the face of challenges and setbacks, and help the team do the same.

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Describe this person's greatest strengths as a leader.

Has a clear and compelling vision of where they want to take their team or organization.

Operates with honesty, transparency, and a strong moral compass. They lead by example and hold themselves and their team to high ethical standards.

Does a good job of putting themselves in their team's shoes and understand their needs, concerns, and motivations.

Is an effective communicator, able to articulate their vision and ideas clearly and concisely, as well as listen actively to their team.

Make tough decisions quickly and confidently, based on a sound understanding of the situation and available information.

Is flexible and able to adapt to changing circumstances, as well as learn from mistakes and failures.

Passionate about their work and inspires their team to share that passion and commitment.

Recognizes the value of teamwork and collaborates effectively with others, including those who may have different perspectives or opinions.

Always seeking to improve themselves and their team, and encourages a culture of learning and continuous improvement.

TRENDING

Overall scores from your current assessment are compared to the scores from your prior assessment on: 09/03/21.

BEHAVIORS

4.8	5.7	-0.9
CURRENT	PRIOR	DELTA

	CURRENT	PRIOR	DELTA
PROFESSIONAL EXPERTISE	4.7	5.6	-0.9
1. Demonstrates an awareness of his/her strengths and areas for professional improvement.	4.3	5.5	-1.2
2. Is respected as a skilled and knowledgeable person in his/her area of responsibility.	4.6	5.8	-1.2
3. Shows good judgment when making decisions.	4.6	5.3	-0.7
4. Demonstrates a clear understanding of the factors that impact our organization's success.	5.3	5.8	-0.5

	CURRENT	PRIOR	DELTA
RESULTS ORIENTATION	4.7	5.7	-1.0
5. Maintains focus and commitment despite challenges or setbacks.	5.1	6.3	-1.2
6. Breaks down larger projects into manageable tasks.	4.9	5.5	-0.6
7. Delivers solid results, even in challenging situations.	4.4	5.5	-1.1
8. Sets high performance standards for his/her team.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
EMPOWERMENT	4.7	5.8	-1.1
9. Seeks input of team members when making important decisions.	4.8	6.3	-1.5
10. Effectively delegates both routine and critical tasks or responsibilities.	4.5	5.8	-1.3
11. Empowers others with the resources and authority they need to succeed.	4.9	5.3	-0.4
12. Trusts team members to perform their jobs well.	4.8	5.8	-1.0

	CURRENT	PRIOR	DELTA
ACCOUNTABILITY	4.7	5.7	-1.0
13. Takes responsibility for his/her own actions.	5.0	6.0	-1.0
14. Provides candid feedback to others in a way that facilitates improvement.	4.6	5.5	-0.9
15. Recognizes and rewards people for excellent performance.	4.6	5.8	-1.2
16. Takes timely corrective action for poor performance.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
CUSTOMER FOCUS	5.1	5.9	-0.8
17. Builds and maintains excellent relationships with internal/external customers.	4.9	6.5	-1.6
18. Finds solutions with even the most demanding customers.	5.0	6.0	-1.0
19. Consistently advocates for superior quality.	5.4	5.5	-0.1
20. Sets high standards of excellence for serving customers.	5.1	5.8	-0.7

	CURRENT	PRIOR	DELTA
ORGANIZATIONAL ALIGNMENT	4.6	5.6	-1.0
21. Makes decisions that reflect a clear understanding of what we do in our organization.	5.0	6.0	-1.0
22. Aligns his/her team with the organization's priorities.	4.5	5.8	-1.3
23. Inspires in others a sense of purpose for the work we do.	4.4	5.3	-0.9
24. Helps others see how their work impacts the success of the organization.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
CHANGE MANAGEMENT	4.8	5.1	-0.3
25. Accepts changes and adapts to new situations and responsibilities.	4.9	5.0	-0.1
26. Adjusts priorities in order to address changing situations and conditions.	5.1	5.3	-0.2
27. Effectively implements change.	4.8	5.3	-0.5
28. Establishes an environment in which others embrace change.	4.6	5.0	-0.4

	CURRENT	PRIOR	DELTA
COLLABORATION	4.8	5.7	-0.9
29. Demonstrates appreciation for the unique differences and perspectives of others.	4.3	6.0	-1.7
30. Builds and maintains strong working relationships with others.	4.9	5.8	-0.9
31. Works effectively with individuals at all levels of the organization.	5.0	5.5	-0.5
32. Facilitates teamwork and communication across functions, divisions, and/or departments.	5.0	5.5	-0.5

	CURRENT	PRIOR	DELTA
INNOVATION	4.7	5.7	-1.0
33. Identifies innovative solutions through "out-of-the-box" thinking.	5.1	6.3	-1.2
34. Exercises good judgment about which creative ideas and suggestions will work.	4.6	5.5	-0.9
35. Turns ideas into innovative solutions.	4.4	5.5	-1.1
36. Creates an environment that encourages innovation, risk taking, and challenge.	4.6	5.5	-0.9

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	CURRENT	PRIOR	DELTA
WELLNESS	5.0	5.6	-0.6
37. Maintains an effective balance between work life and personal life.	4.8	5.8	-1.0
38. Invests in his/her personal well-being.	4.9	5.5	-0.6
39. Maintains composure, even in stressful situations.	5.3	5.3	0.0
40. Encourages the health and well-being of others.	5.1	5.8	-0.7

	CURRENT	PRIOR	DELTA
INTERPERSONAL COMMUNICATION	4.7	5.6	-0.9
41. Establishes effective two-way communication with others.	4.9	6.0	-1.1
42. Shares information in a clear and concise manner.	4.6	5.8	-1.2
43. Is open to feedback without becoming defensive.	4.6	5.3	-0.7
44. Shows an understanding of how others feel.	4.5	5.5	-1.0

	CURRENT	PRIOR	DELTA
DEVELOPING OTHERS	5.0	5.7	-0.7
45. Provides challenging assignments and opportunities for others to grow.	5.3	6.0	-0.7
46. Takes the time to coach, mentor, and support others.	5.0	5.8	-0.8
47. Holds frequent conversations with team members about their development.	4.6	5.8	-1.2
48. Prepares others to take on more responsibility.	5.0	5.3	-0.3

	CURRENT	PRIOR	DELTA
PSYCHOLOGICAL SAFETY	4.5	5.7	-1.2
49. I can trust this person to represent my interests, when I am not around.	4.6	5.8	-1.2
50. Demonstrates an awareness of how his/her behavior affects others.	4.5	6.0	-1.5
51. Treats people with dignity, fairness, and respect.	4.3	5.8	-1.5
52. Promotes a culture where all team members feel safe to express their ideas.	4.5	5.3	-0.8

	CURRENT	PRIOR	DELTA
ENGAGING LEADERSHIP	4.9	5.8	-0.9
53. Shows excitement for and engagement in the work that he/she does.	5.0	6.0	-1.0
54. Fosters energy, enthusiasm, and commitment in others.	4.8	6.0	-1.2
55. Sets a good example of the behavior he/she asks for.	5.0	5.8	-0.8
56. Creates an environment in which others choose to do their best.	4.8	5.5	-0.7

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DERAILERS

	CURRENT	PRIOR	DELTA
	2.0	1.8	0.2
	CURRENT	PRIOR	DELTA

	CURRENT	PRIOR	DELTA
57. Lacks Focus: Easily distracted; wastes time; fails to get critical things done.	2.1	1.8	0.3
58. Not a Team Player: Places personal agenda before the good of the team.	2.1	1.3	0.8
59. Disengaged: Appears bored or dissatisfied with work; does just enough to "get by."	1.9	1.5	0.4
60. Not Trusted: Violates, compromises, or fails to gain the trust of others.	1.9	2.0	-0.1
61. Micromanages: Overly controlling; does not empower others.	2.1	2.8	-0.7
62. Volatile: Loses temper or patience quickly; irritable or lacks composure.	2.5	2.0	0.5
63. Lacks Confidence: Overly concerned with making mistakes; indecisive.	1.6	1.8	-0.2
64. Unapproachable: Distant or isolated; fails to build effective relationships.	1.6	1.3	0.3
65. Exclusive: Excludes others; fails to treat others fairly; shows favoritism.	2.3	1.3	1.0
66. Arrogant: Egotistical; displays a strong sense of entitlement.	2.1	1.3	0.8
67. Closed-Minded: Not open to critical feedback or new ideas; unwilling to consider other viewpoints.	2.1	1.8	0.3
68. Eager to Please: Overly concerned with being accepted and liked; defers to others' opinions.	2.4	2.8	-0.4
69. Perfectionist: Fails to recognize when something is "good enough;" obsessive.	1.9	2.5	-0.6
70. Stagnant: Avoids opportunities for professional or personal growth and learning.	1.9	2.0	-0.1

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ACTION PLANNER

IDENTIFY SIGNIFICANT GAPS

In your 360-degree feedback report, identify significant or consistent differences between the groups of raters (i.e., self, supervisor, peers, direct reports, etc.)

Based on your feedback, briefly list and describe the greatest gaps between rater groups.

Review the gaps you identified to ensure that they represent significant and/or recurring patterns in your feedback. As you review the list, ask yourself the following questions:

- Do people see me in a different light, depending on my working relationship with them? Why?
- Have I seen evidence of the perception gaps? If so, how are they affecting relationships or performance?
- What would happen if I were to fully see myself from their point of view?

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BUILD ON STRENGTHS

Reflect on where you are going. Start by exploring how you got to where you are now. It was through your strengths!

There are things we do so well and effortlessly that we often forget we possess a talent. The 360-degree feedback report identifies your highest scores as seen by others; however, you need to interpret what your real strengths are.

Based on your feedback, briefly list and describe your strengths and talents.

Review the strengths that are apparent in your 360 report. As you review the list, ask yourself the following questions:

- Have these strengths helped me in my career thus far? How?
- Am I continually using these strengths in my career and personal life?
- What would happen if I were to fully utilize these strengths more regularly?

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UNDERSTAND DERAILERS

A personal derailer is a behavior that gets in the way of our progress and requires improvement if we are to realize our potential. A derailer is not just a weakness. We all have many weaknesses that we may never choose to improve or need to master.

A derailer has the potential to limit progress in our careers, as well as other areas of life

Based on your feedback, list and describe potential derailers. Note that these may be clearly spelled out within your report, or you may have to search for these based on themes that may stand out.

Review the list above to ensure that the potential derailer(s) identified in your report are critical to success in your role and position. As you review the list, ask yourself the following questions:

- Is this area critical to my continued growth and development? Future direction? Why?
- Have I been making improvements in this area on a regular basis?
- How would my life be different if I were to significantly improve in this area?

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Sample Participant
Is this area critical to my continued growth and development? Future direction? Why?

Foundational Business Leader Assessment
02/15/22

IS THIS AREA CRITICAL TO MY CONTINUED GROWTH AND DEVELOPMENT? FUTURE DIRECTION? WHY?

Based on my feedback, the greatest gaps between myself and others are:

Based on my feedback, my greatest strengths are:

Based on my feedback, my most significant derailers are:

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LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #1

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

LEADERSHIP INTELLIGENCE ACTION PLAN

Goal #2

Immediate Steps

STEPS	TIMEFRAME

Success & Measurement

Resources & Support

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