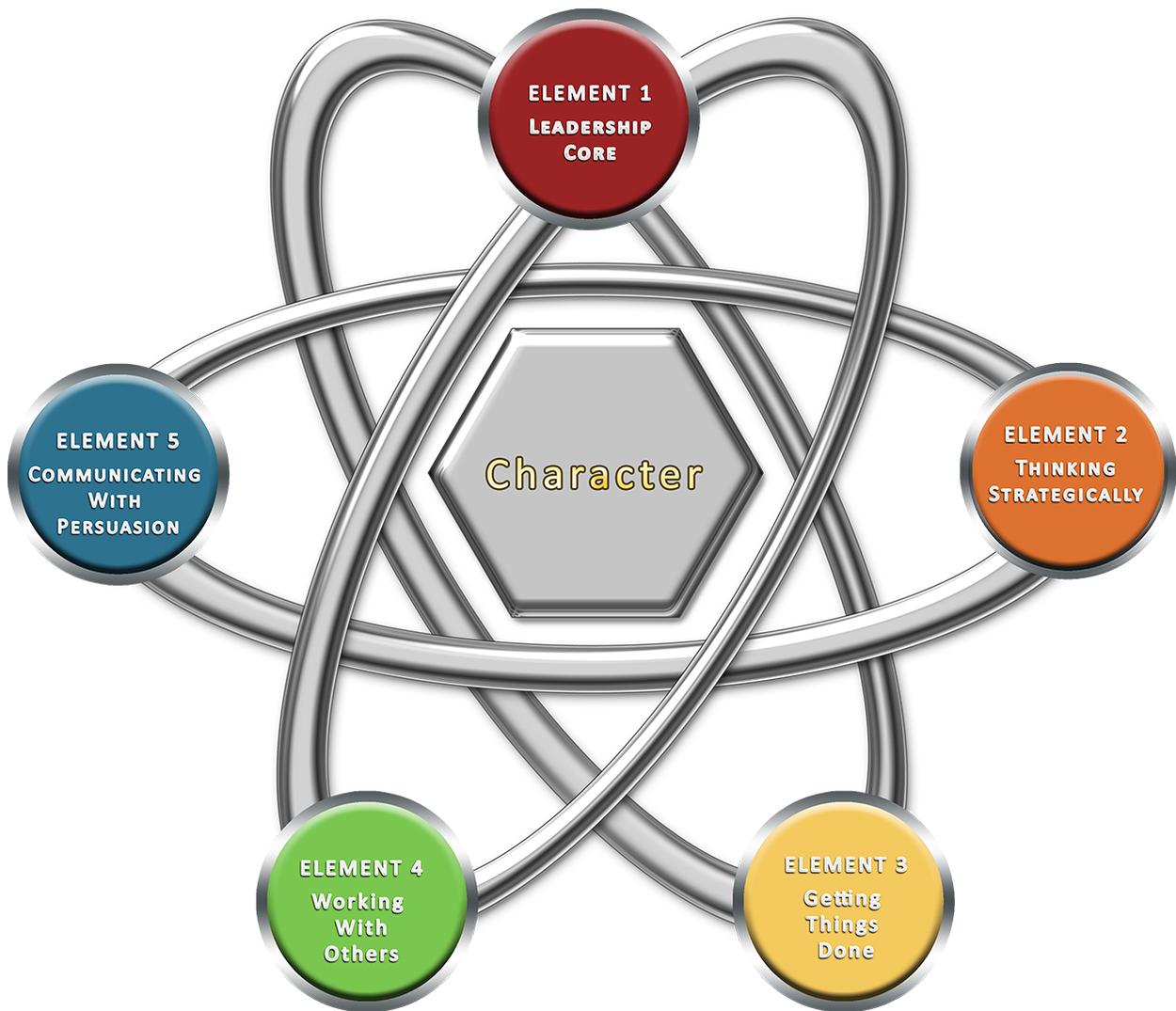


Signature Leaders[®]



Jane Example

March 2017

Introduction

We welcome you to a distinctive and impact filled experience. This report and the discussion of your findings with a certified Lions Lead Leadership Advisor will provide you with powerful insights. Our processes will illuminate how you think, react and make choices so that you can be more intentional and purposeful. We accomplish this, in part, with how we approach the evaluation process. We call it CAB.



Competencies are a specific group of interacting attributes and skills required to be proficient.

For example, if one is considered competent, they are accomplished in several specific skills.

Attributes are concisely stated concepts or qualities measured by behaviors that describe a person.

For example, if someone possesses high *Self-Awareness*, they likely know, discern and lead themselves well.

Behaviors are specific, measurable actions and reactions of how we conduct ourselves.

For example, a behavior of the attribute, *Managing Emotions* is Recognizing Emotions.

All Lions Lead products are comprised of specific, applicable competencies, represented by multiple attributes from uniquely focused instruments (e.g. Leadership Traits, Emotional Intelligence, and Critical Thinking) and measured by respective, associated behaviors.

To provide you with robust, revealing insights, we apply our 5T process to foster the internalization of your findings.

- We Translate content focused competencies into recognizable attributes measured by a series of behaviors. Personality and 360 feedback instruments are helpful, but often miss the mark of critical behaviors that shape performance.
- Our clients report that the discussion of their findings pinpoints insights that are like Truth Telling heat seeking missiles. The value of the findings debrief is its ability to generate powerful, life-changing conversations initiated and stimulated by the client.
- Because of the Truth-Telling, clients Testify that the findings are accurate, equip them to know what to do to improve and are motivated to change.
- Clients also reveal that not only are the findings accurate, but they supply such Timely insights that years of observation and training do not provide. Knowing if people fit, can work together and possess the capabilities and capacity for the future in such a short time frame is timeless.
- The end outcome for anyone who desires to grow is Transformation. We have a proven approach that motivates and equips participants to advance their influence, effectiveness, and performance beyond their current thinking.

We are grateful for the opportunity to serve you on your adventure toward excellence.

Journey with grace, humility, courage, and wisdom,

The Lions Lead Team and its associated partners

Summary

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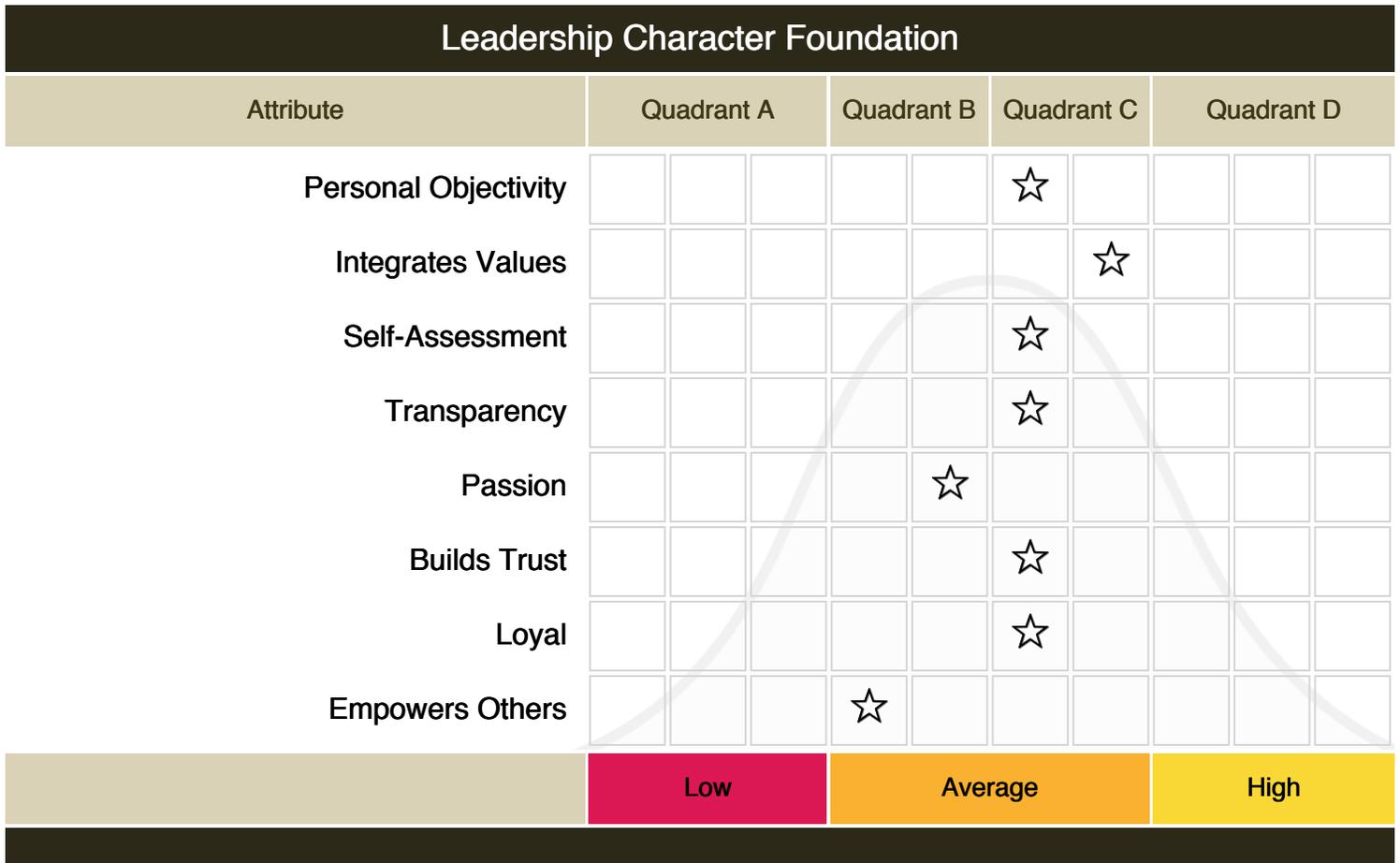
5	Discernment
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Leadership Character Foundation

As the old saying goes, the wise man built his house upon the rock and the foolish man built his house upon the sand. When the storms howled, the house built on the rock stood while the house upon the sand was washed away. Similarly, leaders come and go, but leadership reputations and longevity of influence are built on an enduring foundation of character. Character establishes predictability and reliability about leaders' behaviors that followers and peers can observe. If leaders are emotionally erratic or occasionally unscrupulous, then others are left trying to predict which leader will show up when tensions, crisis or failure occur. In contrast, leaders who consistently demonstrate self-control and moral integrity create a pattern that others can trust when criticism, chaos and catastrophe erupt. Leaders who are authentic and create influence attend to the private, personal dimensions of character before expecting the followership and obedience of others. We invite you to examine your findings below to confirm and explore your leadership foundation and determine efforts you may detect to strengthen your leadership legacy and effectiveness.



Leadership Character Foundation

Attribute: Personal Objectivity (Critical Thinking)

What is it?	This attribute measures a leader's behavior to ensure facts are true and accurate. Presents personal views honestly and objectively. Respects differing views of others.
Why is it important?	Selecting, analyzing and using data can be subjective and manipulated. Exceptional leaders exhibit integrity by discerning the difference between objective facts and subjective opinions.
Desired Behaviors:	<ul style="list-style-type: none"> • Ensures facts are true and decisions are rational • Believes in getting things right • Discloses personal opinions honestly and clearly • Seeks and values ideas and views of others regardless of agreement with their positions • Probes for alternate hypotheses and explanations to be as accurate as possible
Behaviors to Avoid:	<ul style="list-style-type: none"> • Seldom dedicates time to study opposing opinions • Convinced of their position, neglects the beliefs and values of others • Tends to be unaware of or conceals personal opinions • Discounts the views, ideas and values of people they dislike • Digs in on their ideas and can be argumentative with those with whom they disagree
Your Result: 6	Strong, effective leaders achieve this score. They work hard to make sure facts are accurate and are committed to getting things right. Other leaders ensure that their positions and viewpoints are presented impartially and clearly. Your score also similarly demonstrates that you are dedicated to respecting and preserving the dignity of others. Extraordinary leaders believe that their credibility and authority are linked to their character manifested by being genuine, authentic and trustworthy. They would encourage you to strengthen even further your mindfulness and intentionality in practicing personal integrity.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Review and analyze some recent discussions you have had and decisions you have made. Consider your own use of facts and data as well as those with whom you disagreed. Search for any truths you need to consider. Change any ineffective behaviors you may display.
Take Note of These Correlations and Their Implications:	Leaders who practice Personal Objectivity approach and sort data with integrity. They know that if they do not invest the time in Self-Assessment (examining and evaluating their values and motivations), their skill in consistently Integrating Values will be impaired and could lead to partiality in processing data.

Leadership Character Foundation

Attribute: Integrates Values (Applying Judgment)

<p>What is it?</p>	<p>This attribute measures a leader’s behavior to identify, articulate, internalize and practice personal values and beliefs. Exceptional leaders have values as their primary compass and they do not compromise these in favor of any immediate self-centered needs and wants. Values are primary and needs are secondary. Values inform all decisions and judgments.</p>
<p>Why is it important?</p>	<p>Mastery of integrating values is foundational for leadership influence. Leaders who live by their values are trusted.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Monitors right and wrong actions and makes unpopular decisions in spite of obstacles and opposition • Has courage to make challenging decisions knowing it requires risk • Develops and lives by intentional morals, values and personal standards • Uses their moral compass in making judgment calls • Focuses more on discerning what is right rather than who is right
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Allows obstacles and criticism to influence decisions • Avoids decisions or interaction that require taking risks • May be inconsistent in making decisions connected to their moral code, values and personal standards • Relies on what the majority think is right • Frets more on being right, or placating others rather than discerning what is the right thing
<p>Your Result:</p> <p>7</p>	<p>Your score suggests that you have invested the effort to develop and live by intentional morals, values and personal standards. Strong leaders with this score have understood and underscored the importance of knowing how their personal values and standards shape and influence their decisions and tough judgment calls. Other leaders express their commitment to self-scrutiny and its link to effectively evaluating and making courageous calls in the face of challenge and opposition. You seem to share several of these traits. Extraordinary leaders would encourage you to mindfully and intentionally continue your journey to increase your influence and impact on others.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Dedicate yourself to regular self-examination of your core beliefs and values. Evaluate your consistency in practicing your values. Search for any truths you need to consider. Change any inconsistent behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Integrates Values combines the heart and mind of leaders. Self-Assessment (intentional commitment to seek feedback) combined with Transparency (genuine openness about one’s values and beliefs) provide one to live their life and influence others effectively.</p>

Leadership Character Foundation

Attribute: Self-Assessment (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader’s behavior to continually evaluate one’s strengths and limitations in order to keep growing and developing. Completely receptive to all forms of feedback.</p>
<p>Why is it important?</p>	<p>Without the discipline of Self-Assessment, one is blind at best and arrogant at worst. Exceptional leaders continuously critique themselves and seek the assessment of others to identify new areas that they can develop.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Seeks feedback, guidance, and advice from others regardless of level of expertise or position in the organization • Dedicates time to critique self • Based on feedback improves weaknesses and develops new skills and abilities • Able to laugh at themselves • Asks people to critique their ideas
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Infrequently asks for help, especially when others perceive them as experts or senior leaders in the organization • Struggles to find the time to develop new skills • Neglects to consider their personal and leadership gaps • Becomes upset when others make a joke about them • Reacts negatively to criticism from people they do not value or respect
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Leaders with this score consistently practice self-assessment to examine and increase the awareness of their strengths, gaps and limitations. Your score demonstrates that you are able to laugh and poke fun at yourself and experiment with new ways of leading. Other leaders seek out constructive criticism and feedback from those they trust as well as from those with whom they disagree. Exceptional leaders before you would exhort you to continue your progress and perfect it throughout your leadership journey.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Spend time each day assessing your effectiveness and how actively you seek feedback from others. Evaluate your reactions to seeking and receiving feedback. Search for any truths you need to consider. Change any defensive behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Self-Assessment has a core relationship with Transparency and Integrates Values. If one is not transparent (unwilling to admit faults) and inconsistent in integrating values (monitors right from wrong), it is unlikely that they will exercise self-assessment with any rigor or candor.</p>

Leadership Character Foundation

Attribute: Transparency (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader’s authentic openness with others about their own feelings, beliefs, actions, and values.</p>
<p>Why is it important?</p>	<p>People trust others who are genuine, real and honest. People who exhibit transparency are comfortable in their own skin and live on the outside who they are on the inside. They do not need to try to prove something to others but live by their inner convictions.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Knows and consistently practices their beliefs and values • Quickly and freely acknowledges their faults and actions • Courageously challenges wrong doing and disrespect shown to others • Builds trust by being ready to give honest answers to tough, candid questions • Exercises strong self-control in the face of tension, criticism and stress
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Lacks clarity and consistency in the practice of their beliefs and values • Resists acknowledging their faults and actions • Uncomfortable in challenging wrong doing or speaking up when others are disrespected • Goes along with what others say rather than giving honest answers to tough, candid questions • Overreacts emotionally when faced with tension, criticism and stress
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Leaders with similar scores reveal that they intentionally live out their values with purpose and consistency. They admit mistakes and quickly take responsibility for errors. Others disclose that they confront unethical behavior and initiate difficult conversations even when not expected or directly under their responsibility. Your score also demonstrates your ability to exercise self-control when facing tension, criticism and stress. Highly effective leaders would invite you to explore your transparency skills deeper to increase your consistency and expand your capacity so that you will be equipped to mentor others.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Explore factors (fears and concerns) that may prevent you from being fully transparent. Search for any truths you need to consider. Change any defensive behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>If you don't have clarity on who you are (Self-assessment), it is difficult to be Transparent (because you don't know who you are, and if you are not transparent, you cannot Build Trust).</p>

Leadership Character Foundation

Attribute: Passion (Leadership)

<p>What is it?</p>	<p>This attribute measures a leader’s driving passion to achieve excellence, to accomplish big, bold ideas and goals, and to make a difference that matters. Leaders who excel in Passion have a captivating vision, are determined, and relentlessly pursue their vision and purpose.</p>
<p>Why is it important?</p>	<p>Without passion, mediocrity reigns. Passion is foundational for any big idea, movement or visionary goal to be accomplished. When leaders display heartfelt passion for a meaningful purpose, others feel compelled to follow.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Driven to accomplish something extraordinary or to make a unique, substantive difference • Creates, believes and sees the vision of greatness as being real and achievable • Committed and determined to complete the vision • Has strong mental focus and physical energy • Does not let criticism or doubt from others prevent them from accomplishing their goals
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Sets attainable goals rather than stretch for imaginative goals • Lets people and circumstances prevent them from accomplishing their goals • Loses competitive drive when challenges or setbacks occur • Lose mental focus and energy when criticized • Doubts own ability to accomplish outstanding achievements
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Your score indicates that you occasionally spend energy to think about and develop a big vision, but wrestle with winning the support of others. Similar leaders say that they often lack a consuming drive to accomplish something extraordinary. They reflect that they are inconsistent in their level of intentionality in achieving challenging goals. Additionally, they confess that challenges and setbacks frequently discourage their level of energy and persistence. Highly effective leaders would exhort you to review and renew your passion for leading before you lose your authority and confidence to lead effectively.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Review and renew your passion for what drives you. If you discover that you do not have a personal vision that excites you, deepen your Self-Assessment and ensure clarity of your purpose and values to find something that inspires you.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Passion plays a decisive role among the attributes in Character Foundation. Unless Passion is high, the consistency of the behaviors supporting the other attributes will be mixed despite the strength of the other attributes.</p>

Leadership Character Foundation

Attribute: Builds Trust (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s behavior to build trust and be skilled and intentional about living their values (words and actions are aligned), modeling ethical behavior, considering moral principles in making decisions, confronting unethical conduct, and honoring people of all walks of life.</p>
<p>Why is it important?</p>	<p>Trust is the greatest asset a leader can have. It is the lifeblood of the leader’s reputation and effectiveness. Exceptional leaders always tell the truth and expect to hear the truth. Because they will only participate in the truth, employees trust them.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Lives up to commitments, accepts responsibility for mistakes and gives honest answers • Honors all people • Protects confidential information • Stands up for what is right and for people being mistreated • Evaluates and adjusts their own conduct when not of the highest standard
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Does not live up to commitments, avoids responsibility for mistakes and gives answers that others may want to hear • Selectively respects people based on own needs • Breaches confidential information when there could be personal gain • Lacks the courage to stand up for what is right and for people being mistreated • Does not evaluate conduct – against what is right and wrong
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Your score shows that you live up to commitments, keep promises and accept responsibility for mistakes. Others leaders with this score honor people by respecting them and protecting confidences and sensitive information. They consistently confront unethical behavior and speak up when people behave in inappropriate ways. They also indicate that they consider ethical implications of decisions and raise moral issues in meetings. Your score implies that you may share many of the behaviors that build trust. Extraordinary leaders would counsel you to increase your vigilance and skill in building and sustaining trust as a leader.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Examine relationships in your life that have high trust and those that have low trust. Search for any truths you need to consider. Change any harmful behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Consider the relationship between Builds Trust, Loyal and Empowers Others. If Builds Trust is low, it will impact ALL aspects of your leadership as, without trust, you cannot lead and inspire others.</p>

Leadership Character Foundation

Attribute: Loyal (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's unwavering committed and allegiance to the people, the causes, the organization. Displays resilient support for ideas and people even under duress, stress, disagreement and opposition.</p>
<p>Why is it important?</p>	<p>Loyalty is important because leaders cannot always have exactly what they want. Being part of a team or an organization sometimes requires compromise. Loyalty does not waiver; it is a long-term commitment to something bigger than self.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Takes risks and speaks up clearly and confidently on hard questions and issues • Courageously raises objections despite disagreements • Consistently supports team decisions both publicly and behind the scenes • Remains committed for the long term when decisions don't go as planned • Never hangs onto offenses and fully gets on board with decisions
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Fits in with others and plays it safe in tense situations • Voices public support for decisions, but can be critical behind the scenes • Doesn't raise objections when there are disagreements • Becomes unsupportive and disengages when decisions go wrong or not as planned • Sometimes hangs onto offenses and takes things too personally
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Your score indicates that you tend to support ideas with integrity even when you have disagreements. Other leaders acknowledge that they give honest, direct feedback to demanding questions when others play it safe and conceal real issues. They hold their criticism when ideas have been settled and fully support the team's decision. Additionally, when there is prolonged opposition to resolved ideas or decisions, leaders with this score remain resilient and supportive. Your score infers that you may share some of these traits. Highly effective leaders would encourage you to excel in these behaviors even when others seem to be rewarded when not doing so.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Review some situations where you knew you should have spoken up/where you disengaged or undermined a team decision once made/where you changed your support or loyalty when things did not go as planned. Search for any truths you need to consider. Change any disloyal behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Reflect on the connection and alignment of your scores on Loyal, Transparency, Builds Trust and Empowers Others. If one is not authentic, fails to live up to commitments and infrequently entrusts others with real responsibilities, it is improbable to expect this one to be loyal when disagreements, opposition and criticism prevail.</p>

Leadership Character Foundation

Attribute: Empowers Others (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s ability to delegate and entrust team members with tasks and projects to achieve desired results. Exceptional leaders clearly define work outcomes and performance metrics. They coach and support team members to develop their skills, knowledge, and experience.</p>
<p>Why is it important?</p>	<p>Leaders typically deliver results through others. High performing leaders raise the capabilities of those around them and thereby accelerate the achievement of organizational excellence. Great leaders build the people who will build the organization.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Identifies goals that need to be accomplished; ensures clear performance metrics • Identifies and delegates tasks to the appropriate people • Coaches team members to ensure they have the tools, resources, skills, experience, confidence to do the job • Monitors projects and seeks opportunities to mentor and encourage people • Entrusts others with projects to increase the competencies of their team
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Fails to provide clear direction; delegates work but then claws it back • Does not delegate but does work on own • Tells people what to do and how to do it • Does not follow up on delegated assignments • Does not provide coaching or feedback to develop others
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>Leaders with similar scores reported that they were inconsistent in identifying and prioritizing tasks before delegating them. They occasionally enabled people with knowledge and resources to accomplish assigned work, but often preferred staff to come to them with difficult problems. Other leaders expressed that they monitored assigned tasks, but were infrequent in providing helpful feedback and coaching. They agreed that too frequently they slipped into micro-managing details rather than keeping their eye on objectives and results. You seem to share several of these traits as you lead. Exceptional leaders who overcame similar findings would encourage you to review and own your shortcomings then set a corrective course.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Analyze your thoughts and feelings around delegating and empowering others, particularly your need for control. Search for any truths you need to consider. Change any controlling behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Empowering Others (willing to release control) requires honoring and trusting others (Builds Trust), reviewing and admitting one’s own deficiencies (Self-Assessment) and speaking the truth when others are unwilling to do so (Transparency).</p>

Leadership Core

Talent, giftedness, and personality are important qualities for leaders to possess, but their constitution is what defines them. *Leadership Core* is the essence, heart and even the soul of a leader. Leaders who endure, step up in crisis and inspire followers have a deep reservoir of will, strength and humility. They understand they are of the people, but practice a restraint and a self-control that bridles their thoughts, tongue and actions. Extraordinary leaders who have gone before you would counsel you to fortify your mind, heart and soul so you have a greater capacity for resilience and managing emotions. Seasoned, tested leaders would encourage you that the core of leadership influence is knowing and leading yourself before leading others. Carefully consider your results in the *Element of Leadership Core* and discern your readiness for leading at the next level.

Leadership Core									
Attribute	Quadrant A			Quadrant B		Quadrant C		Quadrant D	
Self-Awareness						☆			
Managing Emotions				☆					
Resilience					☆				
Apprehension								☆	
Leadership Presence					☆				
Rationality					☆				
Emotional Intelligence						☆			
	Low			Average			High		

Leadership Core

Attribute: Self-Awareness (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader's behavior to honestly discern one's goals, purpose, strengths, limitations, values, beliefs, emotions, and impulses and then, live and lead with confidence, authenticity and humility.</p>
<p>Why is it important?</p>	<p>An accurate knowledge and understanding of YOURSELF as a leader is the most fundamental cornerstone of Leadership without which almost all other attributes are negated.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Defines goals, life purpose, and values • Clearly understands own strengths and limitations • Knows and understands own thoughts, feelings, impulses • Understands and anticipates likely reactions to situations before they happen • Guides decisions and actions with own values and belief
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Lacks clarity of own strengths and limitations • Unaware of or misinterprets their impact on others • Unaware of own thoughts, feelings, triggers, impulses • Unaware of the effects of external situations on self • Struggles with self-criticism and negative attitudes
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Your score suggests you possess a clear, accurate understanding of who you are and know your beliefs, values and goals. You have a general perception of how people perceive you and at times are good at anticipating how you need to present yourself. Other leaders with your score are adept at discerning real and obtuse situations and reading people. They also have the ability to plan how they want and need to appear and adjust that presence by continually considering the audience and situation.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>As a key leadership attribute, actively seek out opportunities to learn more about yourself and how you show up. Search for any truths you need to consider. Change any self-awareness misunderstandings you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>The most pivotal combination of attributes in the Seven Pillars is between Self-Awareness, Managing Emotions and Rationality. If one's ability to know and understand self is suspect, then the skills of accurately assessing and gauging emotions along with exerting patience before reacting are likely to be impaired or erratic.</p>

Leadership Core

Attribute: Managing Emotions (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader’s understanding of one’s thoughts and emotions and the impact they have on oneself and others. Based on this awareness and understanding, effective leaders choose thoughtfully and deliberately how best to show up in a way that will influence and inspire others.</p>
<p>Why is it important?</p>	<p>Thoughtfully choosing how to show up in every circumstance is critical to a leader’s overall effectiveness. Effective leaders who manage their emotions are stable, predictable, and trusted. Leaders who mismanage their emotions sabotage themselves. Without self-awareness and self-management most other leadership attributes are negated.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Recognizes their moods/emotions and the effects of their behavior on others • Balances positive emotions and controls disruptive reactions • Remains logical and rational even in high stress situations • Recognizes irritations and selects appropriate responses • Juggles the demands of private and public pressures with self-care
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Misunderstands their own moods/emotions and the effects of their behavior on others • Lets their emotions show and creates disruptive reactions • Freely expresses their irritations and frustrations negatively impacting others • Allows personal challenges to spill over into interaction with others • Overreacts under stress and pressure
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>Some setbacks and difficult situations sidetrack many leaders who score in this range. Indecisiveness and excessive worrying about issues they cannot control often derail them from effective leadership. Your score infers that you share some of the effects of being defeated when you experience disappointment and/or criticism. Highly effective leaders feel the pain of leading as you do, but sort through their emotions, improve the things they can and move forward without carrying the weight of past failures.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Consistently review how your emotions are formed and how quickly and accurately you recognize and manage them. Consider a recent situation where you wished you would have managed your emotions better. Search for any truths you need to consider. Learn self-management behaviors you may need to display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Managing Emotions is an integral attribute within the Self-Awareness and Rationality triangle. The skill of understanding and anticipating one’s emotions (Self-Awareness) combined with carefully measuring reactions before expressing them (Rationality) deeply influences how effective one is in accurately discerning and managing their emotions.</p>

Leadership Core

Attribute: Resilience (Practices of Management)

What is it?	Measures one's skills in being highly effective in displaying physical and mental toughness and managing self-control under pressure, stress and difficult situations.
Why is it important?	Leading and serving others is demanding and often full of discouragement. Leadership effectiveness requires inner strength in the face of criticism and setbacks.
Desired Behaviors:	<ul style="list-style-type: none"> • Handles pressure and stress by staying calm and in control • Absorbs personal attacks quietly and thoughtfully • Uses self-talk to counsel themselves during trials and challenges • Deals with difficult, tense situations calmly • Keeps composure in trying, strained situations
Behaviors to Avoid:	<ul style="list-style-type: none"> • Oversensitive to criticism and unsettled by setbacks • Takes destructive criticism personally • Turns challenges into personal negativity during stressful situations • Loses energy and focus when difficult conversations and situations occur • Gives into fear and self-doubt when challenged or criticized
Your Result: 5	Some setbacks and difficult situations sidetrack many leaders who score in this range. Indecisiveness and excessive worrying about issues they cannot control often derail them from effective leadership. Your score infers that you share some of the effects of being defeated when you experience disappointment and/or criticism. Highly effective leaders feel the pain of leading as you do, but sort through their emotions, improve the things they can and move forward without carrying the weight of past failures. As an emerging leader, the great ones who have preceded you would exhort you with tenderness and insight to strengthen your confidence and courage.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Study people who have a great capacity for working under stressful situations and ask them what strategies they employ that enable them to bounce back so quickly. Ensure you keep your Values and Principles top of mind under all circumstances - especially when stressed or pressurized.
Take Note of These Correlations and Their Implications:	Resilience is the ability to handle stress and pressure for long periods of time. When one frets, stewes and worries continuously (Apprehension), it erodes and depletes one's spirit of resolve and stamina to stay the course.

Leadership Core

Attribute: Apprehension (Leadership)

What is it?	This attribute measures a leader's level of internalized angst, worrying and churning.
Why is it important?	Excessive stress and worry seriously disrupts a leader's effectiveness. Effective leaders possess the ability to see issues and challenges in perspective and not to lose too much sleep over things that they cannot control. Worrying consistently about what others think or say is not productive and drains a leader's physical and emotional energy.
Desired Behaviors:	<ul style="list-style-type: none"> • Handles criticism and challenges without becoming defensive or protective • Aware of what others are saying, but, in pursuit of the right decisions, makes deliberate choices to downplay their effect • Focuses energy on achieving goals rather than being distracted by things they cannot control, or slights from others • Exercises transparency rather than defaults to being protective
Behaviors to Avoid:	<ul style="list-style-type: none"> • Depends on the approval of others for feelings of self-worth and confidence • Becomes protective and defensive when criticized • Frets and imagines the worst about what others think / what could happen • Worries about what they are not achieving rather than what they are achieving • Has excessive self-doubt and self-criticism
Your Result: 8	Leaders who score in this range often process the tension and stress of situations and relationships by high levels of angst and anxiety. Your score suggests you intensely discern and feel the strain and tension of people and issues, but often assume too much ownership. Leaders with similar responses, discharge their leadership influence by attempting to appease others and surrendering to their insecurities rather than confronting and resolving the source of anxiety. Extraordinary leaders practice wisdom to discern tensions and strains and to manage their reactions to avoid being overpowered by them.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired and low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Take some time to reflect on tendencies you may have for being overly concerned about how others measure you or the need to control things over which you have no influence. Observe and learn from people who effectively absorb stress and criticism. Search for any truths you need to consider. Learn to strengthen your problem solving and coping skills.
Take Note of These Correlations and Their Implications:	Apprehension is a conditional attribute. When one is dominated by fears, fretting and worrying, it can often override the good behaviors of Managing Emotions (monitoring and governing feelings and emotions) and using internal reserves to remain calm (Resilience).

Leadership Core

Attribute: Leadership Presence (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s level of self-confidence, establishing a presence, inspiring people to follow and leading by example.</p>
<p>Why is it important?</p>	<p>People in positions of leadership need to possess and display a presence of confidence and competence. If other leaders and followers do not discern these traits, mistrust, fear, frustration and confusion can occur. People cannot live in a vacuum.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Possesses and manifests a sense of authority and direction • Attracts and inspires people to follow them • Likes the risks and challenges of leading • Understands and owns the responsibility of leading well • Has a way about them that others recognize as leadership
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Lacks a sense of authority and direction • Fits in with everyone else • Shies away from the risks and challenges of leading • Does not want the encumbrances of leadership • Is not be recognized as an inspiring leader
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">5</p>	<p>A leader’s presence and authority is that elusive quality of self-confidence, enjoying being in charge and serving others by example, which is a critical Element of a leader’s core, one that inspires others to follow. Other leaders with this score admit they think about stepping up more, but still find themselves deferring to stronger leaders and thus succumb to a lower profile than they should. They often feel nervous or insecure when they think about leading and consequently experience mixed success in motivating/inspiring their followers. You seem to share some of the same internal struggles. Your score suggests you want to be more dynamic and show up stronger when you are in charge. To increase your consistency, use your findings to seize opportunities to mature.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Review a recent challenge you faced that produced unsatisfactory results. Examine how you approached it and discern if a stronger presence on your part would have made a decisive difference. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your leadership presence with others.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Displaying confidence and direction (Leadership Presence) are essential for leadership influence. When leaders combine strong Self-Awareness (knowing and understanding one's thoughts, feelings and impulses) with handling criticism without becoming defensive (Apprehension), they increase their effectiveness and inspire others to believe in them.</p>

Leadership Core

Attribute: Rationality (Leadership)

<p>What is it?</p>	<p>This attribute measures how logically and systematically leaders analyze and process information and their emotions, and make logical and thoughtful decisions.</p>
<p>Why is it important?</p>	<p>Under all situations leaders need to process information thoughtfully, reflectively, and logically. This analysis includes processing and understanding their own emotions and the emotions of others. Emotions are a valid source of information. Low Rationality is the “trigger” that releases actions and reactions before being filtered.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Gathers all the necessary facts so as to make well thought out decisions • Tests their ideas and viewpoints for consistency • Ensures the full range of options and actions have been considered before deciding • Checks the logic of their thinking and evaluates if their ideas and viewpoints are believable • Carefully measures their emotions and reactions before expressing them
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Makes impulsive decisions when thoughtful analysis was required • Forgets to test their ideas and viewpoints for consistency • Considers limited options or viewpoints rather than several • Takes opinions as facts without checking them for accuracy • Expresses emotions without processing them carefully
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">5</p>	<p>Leaders with this score are often selective in applying logic and systematic analysis to important issues and their reactions. Your score indicates that when you do not take the extra time to analyze your thoughts and reactions, you are prone to show your emotions. Other leaders with similar scores struggle with being spontaneous and intuitive only to discover their impatience influenced an impetuous choice. Extraordinary leaders balance their desire for action with reflection and logic to weigh options before reacting.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Evaluate some recent reactions and decisions that you wish you could take back. Discern mental steps and actions that if taken, would have produced different results. Ensure, especially under pressure, that you keep your end goals in mind, consider multiple options for achieving them, evaluate your options carefully, take a well considered path to achieving them, and then evaluate the consequences of your actions.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Rationality is the ability to figure out one’s emotions and plan how to handle them before expressing them. It is the third leg of the stool with Self-Awareness and Managing Emotions. If Rationality is deficient, it influences quick emotional responses which impairs effective awareness and self-regulation.</p>

Leadership Core

Attribute: Emotional Intelligence (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader's comprehensive emotional intelligence in understanding and managing their emotions and reactions; discerning situations, moods and cues of others; skilled in navigating diverse environments and serving others with humility, strength and grace.</p>
<p>Why is it important?</p>	<p>Emotional intelligence has emerged as a decisive factor in leading, managing and influencing others in any arena. Leaders can be exceptional in communicating, vision casting and brilliant in problem solving, but will be significantly handicapped without the fundamentals of emotional intelligence. They lay a robust foundation for interpersonal effectiveness.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Able to discern people's emotions and various situations accurately • Assesses personal emotions correctly • Manages external and internal stimuli and reactions effectively • Lives out values transparently and authentically • Adept at understanding and adjusting to the art of playing team roles as needed
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Misunderstands some of the emotional cues of people and situations • Miscalculates personal emotions and perceptions • Misses nuances of various stimuli and can be surprised by personal reactions • Uncertain how to display personal values in different situations and circumstances • Underestimates how to display various inputs to fit the needs of the team
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Your score indicates you have well developed abilities to use your feelings and emotions to get the best from yourself and others. You know what you are feeling and how to recognize, handle and manage your feelings and emotions. Other leaders with this score are well motivated to get the job done, are sensitive to what others are feeling and handle relationships effectively. They tune into and generate creative ideas and solutions; additionally, they are effective at inspiring others to apply their talents to accomplish important tasks and strategies. They are adept at relating to and navigating among a wide range of people at work, in their communities and friendships</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>As you review any competency or attribute for improvement, look to your findings in this score. Develop the discipline to include emotional intelligence factors as you anticipate change, endure current challenges and hardships and evaluate post problem analysis.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>The scope and interrelatedness of the attributes and behaviors of the Emotional Intelligence composite are an extensive and encompassing influence on all the attributes within this Competency. Without it, the attributes fail to function or flourish.</p>

Thinking Strategically

Early signs of leadership often include being restless, creative, dissatisfied with the status quo and thinking of better ways to do things. Young leaders frequently begin as entrepreneurs, inventors and even mavericks. Too often, these emerging leaders overdevelop their creativity/innovation and under-develop or even ignore the disciplines of translating ideas into a plan with achievable actions. History's greatest leaders from military conquests to industrial titans to inspiring social movements all exemplified alignment between vision, plan and execution. It was and is unthinkable to separate their accomplishments from the disciplined paths and processes they used to achieve the great things we admire. If you could query past or current extraordinary leaders, they would stress the importance of balancing innovation and risk taking with wisdom and a teachable spirit. So, as you carefully consider your results in the *Element of Thinking Strategically*, discern your readiness for leading at the next level.

Thinking Strategically										
Attribute	Quadrant A			Quadrant B			Quadrant C		Quadrant D	
Innovation						☆				
Creativity						☆				
Intuition			☆							
Risk Taking						☆				
Flexibility					☆					
Conceptual						☆				
Learning Orientation						☆				
	Low			Average			High			

Thinking Strategically

Attribute: Innovation (Practices of Management)

What is it?	This attribute measures a leader's commitment to imagining and improving things, generating fresh new ideas and putting them into practice.
Why is it important?	The velocity of change intertwined with the hunger of competitors can create overwhelming challenges for leaders. Leaders who innovate (experiment with new ideas and champion continuous improvement) make a distinctive difference.
Desired Behaviors:	<ul style="list-style-type: none"> • Is on the lookout for new trends and experiments with new ideas • Produces quality improvements to existing work strategies • Balances radical visioning ideas by testing them in real conditions • Leads initiatives for change and quick to implement new ideas • Champions continuous quality improvement for serving others
Behaviors to Avoid:	<ul style="list-style-type: none"> • Doubts new trends and shies away from experimenting with new ideas • Appreciates, but does not lead the charge for quality improvements to existing work strategies • Waits and watches what happens when others try new ideas • Follows the initiatives for change by others as they implement new ideas • Observes before being convinced of continuous quality improvement ideas
Your Result: 6	Leaders with your score frequently describe themselves as people who like to try out new ideas, generate fresh approaches and make things happen. They occasionally originate change and sometimes express a need for change as stimulation because they are losing interest in a project. Your score indicates you like to tinker with and make improvements often contemplating about doing things differently. Cautions for leaders with this score include a tendency to create waves, lose interest easily and generate unnecessary change. Exceptional leaders perfect this competency as an integral function of thinking strategically and keeping balance and usefulness in focus.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Describe three recent innovative ideas you developed that helped to improve the performance of the business. If you cannot think of any search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your leadership presence with others.
Take Note of These Correlations and Their Implications:	Innovation (leading initiatives and implementing new solutions) is essential for competitive edge. It is significantly enhanced when leaders cut through red tape (Risk Taking) and challenge status quo and press for ways to increase performance (Conceptual).

Thinking Strategically

Attribute: Creativity (Creativity/Composite - Leadership)

<p>What is it?</p>	<p>This factor measures a leader's skill in discerning the influence of and resistance to change and the ability to persuade others to experiment with new ideas. Leaders also implement ideas to advance the organization and use the tension created by change to tackle unresolved problems.</p>
<p>Why is it important?</p>	<p>Understanding the forces of and resistance to change requires wisdom and decisiveness. Leaders who can navigate these pressures, persuade distractors to consider and try new ideas and confront unsettling problems uncommonly valuable to their organizations.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Is dissatisfied with status quo • Continuously searches for ways to improve and innovates concepts and processes • Presses and persuades for change • Goes against the flow and is not afraid to make waves • Is visionary and generates original ideas
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Doubts new trends and shies away from experimenting with new ideas • Appreciates, but does not lead the charge for quality improvements to existing strategies • Waits and watches what happens when others try new innovations • Follows the initiatives for change by others as they implement new ideas • Observes before being convinced of continuous quality improvement ideas
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Many effective leaders score in this range. Others often describe them as creative people who possess the ability to generate and develop ideas into reality. They portray themselves as individuals willing to push their own ideas and views even when faced with resistance and are quite willing to assume risks and bend rules. Others describe leaders who score in this range as more original, open to change, assertive and achievement oriented than others. Your score indicates you share many of these same attributes. Highly effective leaders continuously develop their creative skills, but exert wisdom lest they push people beyond their capacity to handle change.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Identify and examine a long standing underperforming strategy or process. Develop and evaluate several inventive ways to radically improve it. Stretch your creative skills. Search for any truths you need to consider. Make note of the behaviors you need to strengthen to increase your ability to generate original thinking.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Creativity (willingness to counter conventional thinking) is optimized when leaders can adapt quickly to new and unfamiliar situations (Flexibility) and invite constructive feedback (Learning Orientation). This triad forms a powerful influence that stimulates organizational growth.</p>

Thinking Strategically

Attribute: Intuition (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader’s use of hunches, feelings and insights when considering and making decisions.</p>
<p>Why is it important?</p>	<p>Intuition plays a critical role in how thoughts, feelings and insights intersect and inform decisions. Effective leaders listen to their intuition as much as they listen to facts. No one source of data outweighs the others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Integrates feelings, senses, hunches, and instincts with facts and data to make decisions • Seeks out their gut instincts as part of their decision making process • Tunes into the feelings of others and what is going on around them • Uses technical knowledge and emotional insights to make smart guesses • Trusts their instincts as much as facts when making decisions
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Tends to isolate facts and data as the sole ingredients to find solutions • Considers gut instincts as unreliable when making decisions • Discounts hunches from others • Discounts the use of emotional signals in forecasting outcomes • Disregards hunches in preference for facts in developing solutions
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">3</p>	<p>Leaders who score in this range rely on facts, data and analysis when making decisions. They do not tune into their instincts, hunches and feelings. Consequently, they often miss the valuable cues going on around them. Your score indicates that you consider and make decisions in a similar manner. Effective executives trust their hunches, instincts and feelings along with facts and information in thinking strategically.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Identify an impending (and important) decision that you need to make. If you had to make that decision in less than 5 seconds, what would your decision be? What is your reaction to relying on gut instinct? Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to incorporate intuition into your solution development.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>The art of responsibly integrating one’s hunches, gut-instincts and feelings (Intuition) while continuously searching for ways to improve processes (Creativity) and leading initiatives for change (Innovation) are practices of exceptional leaders.</p>

Thinking Strategically

Attribute: Risk Taking (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's preparedness to challenge existing methods and rules and take risks in order to strengthen their own and other's performance.</p>
<p>Why is it important?</p>	<p>People can become comfortable and even complacent with ideas and processes that seem to work. They think that if it works, why spend time changing it? Effective leaders challenge the status quo, cut through red tape and risk upsetting others to breakthrough to new levels of excellence.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Challenges accepted practices and conventional wisdom • Risks the disapproval of superior to bend rules with reason • Serves as a catalyst for breaking new ground • Cuts through red tape to increase change • Frequently questions customs, procedures and ideas
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Prefers existing processes and ideas • Reluctant to take risks and incur disapproval • Protects the way things are done • Initiates change only when required • Resists challenges to rules and traditions
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">6</p>	<p>Your score indicates you frequently take risks to create strategic business opportunities, interpret rules and procedures flexibly, and challenge the status quo. You also have tendencies to question the way things are done, are willing to take risks and cut through red tape to make things better. Other leaders with your score are good at challenging customs and traditions, thrive on change and are willing to call for changes in rules and procedures as required. Great leaders constantly sharpen their skills without taking unnecessary risks or creating needless problems.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Decide to make a bigger difference in your organization. Critique an issue, procedure or project that needs change. Challenge your own and others' assumptions and think beyond your expertise to develop an out of the ordinary solution. Search for any truths about yourself that you need to consider and note the behaviors you need to strengthen.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Leaders and organizations achieve strategic breakthroughs when experimenting with imaginative solutions (Learning Orientation) is present with negotiating ideas when there are differences (Flexibility) and challenging accepted ideas and processes (Risk Taking).</p>

Thinking Strategically

Attribute: Flexibility (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s capacity to adjust feelings, thoughts and behaviors in working with diverse people groups and changing situations.</p>
<p>Why is it important?</p>	<p>Leaders and organizations face constant challenges and change. Leaders who fear change, or worse, resistant to it will impair their organization’s effectiveness. Those who handle change with an open mind will help their organizations adapt and thrive.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Accepts change as normal and moves forward with confidence • Handles change with an open mind • Adjusts and negotiates agreement when there are differences • Adapts quickly to new and unfamiliar situations • Appreciates the benefits of change
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Sometimes is inflexible when change is initiated • Resists modifying ideas and plans • Becomes frustrated when they have to adjust their ideas to accommodate others • Struggles in anticipating and discerning the reactions others display when stressful change occurs • Becomes defensive when people react negatively to changing situations
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Leaders with this score tend to defend their positions before considering the merits of differing viewpoints. They are selective in adapting to new situations or people and in modifying plans. Your score suggests there are times when you are prepared to give or compromise to obtain agreement and handle change when there are valid justifications. Other leaders with your score occasionally go along with what others want and are primarily perceived as being flexible. Seasoned leaders nurture an ability to stand firm on principles and values, but develop flexibility on approaches, style and in reaching agreements.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Take a different approach to doing a routine task; experiment with new ideas; generate different ways of accomplishing a goal. Discuss these ideas with others and try to influence them to your way of thinking. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to increase your ability to be open to and initiate change.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>The ability to appreciate the benefits of change (Flexibility) is energized when combined with translating ideas into clear goals and metrics (Conceptual) and making a case for strategic innovation (Creativity). These are drivers for continuous improvement.</p>

Thinking Strategically

Attribute: Conceptual (Emotional Intelligence)

What is it?	This attribute measures a leader's skills to conceptualize and design a new future that will lead to long term profit and growth for the organization.
Why is it important?	All organizations need innovation and continuous improvement. This requires leaders who are able to develop breakthrough ideas that disrupt the current trajectory of the business.
Desired Behaviors:	<ul style="list-style-type: none"> • Generates new and creative ideas for the future of the business - even if opposition exists • Challenges the status quo and presses for ways to improve effectiveness • Takes calculated risks to overcome obstacles or achieve new heights in performance • Disrupts the thinking of others by asking deep and uncomfortable questions • Translates ideas into clear goals and measurements
Behaviors to Avoid:	<ul style="list-style-type: none"> • Backs down in the face of challenges to their ideas • Remains satisfied with the status quo • Follows the ideas of others • Becomes discouraged in the face of failure • Does not ask questions to encourage new ways of thinking
Your Result: 6	Many leaders who have a strong strategic orientation score in this range. They look for new ways to grow the vision, prefer change to the status quo and are willing to take risks. Your score suggests you enjoy thinking about breakthrough ideas and have a reputation for challenging the thinking of other leaders. Extraordinary strategic leaders are strong conceptual thinkers and are willing to disrupt the equilibrium in order to overcome obstacles to change.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Critique your current strategy and action steps. Determine if these strategies and goals will achieve long term profit and growth. Generate new, dynamic goals that will energize you, your team and others to accomplish more demanding, on target strategies.
Take Note of These Correlations and Their Implications:	The ability to imagine, fashion and translate innovative ideas into reality (Conceptual) is critical to Thinking Strategically . When Intuition (trusting one's instincts) unites with testing the viability of radical, visionary ideas (Innovation), organizations gain a competitive advantage.

Thinking Strategically

Attribute: Learning Orientation (Practices of Management)

<p>What is it?</p>	<p>This measures a leader's inclination toward self-motivation for personal and professional development, learning from mistakes and level of desire for mentoring and coaching to improve.</p>
<p>Why is it important?</p>	<p>Leaders who learn from their mistakes and invite constructive feedback from all sources deepen their leadership influence and serve as a transparent example for others to follow.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Experiments with new ideas, concepts and creative solutions • Quickly learns from mistakes and does not replicate them • Appreciates and invites constructive feedback • Wants to be challenged to be better • Assumes ownership for their personal and professional development
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Lacks enthusiasm for experimenting with new sales strategies nor develops stronger value propositions • Repeats mistakes • Resists or deflects constructive feedback • Is satisfied with the status quo and defers discussions to improve • Believes their company is responsible for their development
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Researchers have discovered that a leader's learning orientation is key in any leader's ability to acquire the competencies required to be an effective leader. Leaders who score in this range usually identify opportunities for self-development, learn from their mistakes and reach their individual potential. They discern and address their strengths and weaknesses, ask for feedback and set specific learning goals. Your score indicates you incorporate the skills of leaders with these tendencies. Other leaders with similar scores report they enjoy new ways of doing things, learn from their mistakes and seek experiences to test their abilities.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Reexamine a recent important decision that delivered disappointing results. Review your approach, the nature of discussions and how the decision was made. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to increase your ability to use complete critical thinking.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Assuming ownership for personal development and wanting to be challenged (Learning Orientation) combined with Risk Taking (risking disapproval of other leaders for bending rules and using gut instincts in raising issues (Intuition)) increases organizational performance.</p>

Getting Things Done

Execution is the discipline of getting things done. Extraordinary leaders understand that talking about and promising execution is empty. It is achieved through proven, measurable performance. Execution must rely on quality, action and decisiveness. Seasoned leaders combine the disciplines of understanding how businesses and organizations work with managing time, resources and people. They are driven to produce results and motivated to do what it takes to make a difference. Achieving desired results seems to be a growing problem that is challenging the core of leadership. The CEO turnover or failure rate is increasing at alarming levels with the average stay lasting less than two years. Producing results is often cited as the biggest reason for the revolving door in executive leadership. Carefully consider your results in the *Element of Getting Things Done* and discern your readiness for leading at the next level.

Getting Things Done									
Attribute	Quadrant A			Quadrant B		Quadrant C		Quadrant D	
Achievement					☆				
Planning				☆					
Quality Orientation			☆						
Business Awareness							☆		
Initiative				☆					
Focus							☆		
Problem Solving					☆				
Decision Making			☆						
	Low			Average			High		

Getting Things Done

Attribute: Achievement (Achievement/Composite - Leadership)

<p>What is it?</p>	<p>This factor measures a leader's motivation to achieve exceptional personal and organizational performance.</p>
<p>Why is it important?</p>	<p>Many organizations accept mediocrity as a given in their business – including internally and customer facing. In the face of competition, these organizations often go out of business. Effective leaders are driven to perform at the highest level of quality, productivity and performance. They build a culture by expecting the same from all those around them.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Desires to rise to their highest level of their capability • Focuses on getting tasks and projects done on time and to the desired quality • Initiates action to resolve or remove obstacles that impair their performance • Strives to accomplish goals even when setbacks seem continuous • Is motivated to achieve exceptional leadership success
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Is satisfied with their current level of leadership performance • Gets distracted by setbacks/obstacles that impair their performance • Displays low levels of motivation and drive • Sets mediocre standards for quality and excellence and getting things right • Becomes discouraged when setbacks seem endless
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Your score suggests you can be inconsistent in your attitude towards excellence and the effort you apply toward detail. Other leaders who score in this range are less exacting, lack a strong work ethic and do not enjoy a strong reputation of excellence. They often are distracted by their choices rather than focusing on leading and setting the pace for execution. Extraordinary leaders drive for quality, check for detail and improve the performance of others around them.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Reflect on a recent project you lead or participated on that met or did not meet the quality expectations and/or timelines. Why did you/did you not achieve the highest levels of excellence? Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your drive and determination.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>A spirit of excellence and tenacity that overcomes continuous setbacks and initiates action to resolve or remove obstacles (Achievement) are pervasive attributes practiced by exceptional leaders who excel in execution.</p>

Getting Things Done

Attribute: Planning (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's strength and follow through in preparing and organizing resources, time and energy efficiently and effectively.</p>
<p>Why is it important?</p>	<p>Effective leaders can be counted upon to deliver results (both for themselves and for their areas of responsibility). Leaders who cannot deliver results are considered weak and ineffective.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Ensures that all plans are in place and snafus anticipated • Consistently prioritizes project and work so that deadlines are met • Purposes to keep work environment and projects organized • Anticipates amount time to allot for projects and plans for it in their calendar • Plans for the time, energy and resources to complete projects
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Confides that they feel unconfident and unprepared with their work and projects • Frequently fails in meeting deadlines and project objectives • Often works in cluttered and disorganized environment • Leaves tasks and assignments to the last minute • Ineffective and inefficient in managing their resources, time and energy
<p>Your Result:</p> <p style="font-size: 2em; text-align: center;">4</p>	<p>Your score indicates that others have identified you as one who leaves too many things to the last minute, tackles some tasks as they come and struggles to organize your time effectively. Other leaders with your score report challenges in the areas of prioritizing projects, planning how to meet deadlines, and preparedness. Leaders who excel commit to and practice the disciplines of careful preparation, prioritizing tasks and planning how to accomplish work and meet deadlines.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Identify an upcoming (large) project. Do you have a detailed project plan that meets all the desired behaviors of this attribute as well as the other behaviors of the other attributes identified in this Competency? Search for any truths about yourself that you need to consider and note the behaviors you need to strengthen to improve your project planning and execution.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Ensuring all projects have goals, timelines, resources and outcomes (Planning) are crucial for execution to occur. However, exceptional results require more. Business Awareness (recognizing profitability and soft spots in budget plans) and pushing through obstacles and resistance (Focus) are required related disciplines.</p>

Getting Things Done

Attribute: Quality Orientation (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s commitment and expertise in giving undivided attention to quality, excellence and detail both in personal leadership and managing others.</p>
<p>Why is it important?</p>	<p>Details, accuracy, and deadlines matter. Commitment to precision and a strong vigilance in monitoring quality sets an example for others to follow. High performers demand excellence of themselves and model it for others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Delivers their work and projects with quality and on schedule • Never leaves problems behind them for others to complete • Gets things right the first time • Sets demanding personal standards • Produces excellence both in personal leadership and managing others
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Is not very systematic or methodical • Sometimes leaves jobs unfinished • Neglects the importance of details • Is satisfied with their current effort • Infrequently sets personal standards of excellence
<p>Your Result:</p> <p style="font-size: 2em; text-align: center;">3</p>	<p>Others describe leaders who share this score as people who are satisfied with “good enough,” seldom finish jobs and consistently miss deadlines. They have a reputation of leaving problems behind them for others to handle and frequently make mistakes on details. The lack of quality in these leaders contributes to major errors in themselves and those they lead that can lead to systemic failure. Observations from leaders who excel in this area report leaders with this score create a work environment that is undemanding and ultimately causes loss of quality people and customers. Use your findings to make a plan to correct behaviors in this attribute.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired and low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Observe others who deliver quality work. Reflect on your consistency to produce superior performance. Search for any truths you need to consider. Make note of the behaviors you need to strengthen to increase your quality.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Leaders who distinguish themselves in Getting Things Done, deliver their work and projects on time and flawless (Quality Orientation). In addition, they are prepared to do whatever it takes (Initiative) and willingly accept responsibility for outcomes and decisions (Decision Making).</p>

Getting Things Done

Attribute: Business Awareness (Practices of Management)	
What is it?	This attribute measures a leader's understanding of how business works, setting challenging goals/targets, awareness of competitors and focusing on performance.
Why is it important?	Excellent business awareness is necessary for leading and managing people in business. Effective leaders contend for profitability and margins, control expenses, and set demanding goals. This understanding also needs to be communicated to others so that they can understand how the business is performing.
Desired Behaviors:	<ul style="list-style-type: none"> • Contends for profitability and margins • Leads and concentrates on reaching and exceeding business goals • Keeps up with market trends and studies competitors • Tracks budgets, costs and resources to eliminate overruns • Sets demanding business goals and strategic targets
Behaviors to Avoid:	<ul style="list-style-type: none"> • Inattentive to management principles and lacks ambition • Relaxed about profitability • Seldom reads business news and industry-related articles • Loses sight of costs and margins • Content when reaching business goals is close •
Your Result: 7	Strong performing leaders score in this range. They report they set stretch goals and targets, manage money effectively and maximize profitability. Other leaders with this score frequently keep under budget and simultaneously create ways to produce more for less. They manage their time, money, people and energy efficiently and successfully. Your score indicates you probably share many of these same traits. If you are like other leaders with this score, you also make it a point to keep up with business news and trends, staying abreast of your competitors.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Examine your commitment to and attitude towards using financial data to understand how your business works. Check the level of your thoroughness and rigor in evaluating financial statements. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your financial acumen.
Take Note of These Correlations and Their Implications:	Skill in understanding financial data and tracking budgets, costs and resources (Business Awareness) is uncommon. When this acumen is applied to using multiple scenarios to evaluate applicable solutions (Problem Solving) and focuses on getting tasks completed on time (Achievement) execution soars to another level.

Getting Things Done

Attribute: Initiative (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's readiness to exercise responsibility and control by originating actions without being told or directed by leaders above them.</p>
<p>Why is it important?</p>	<p>Complacency and mediocrity are contagious in an organization's culture especially when displayed by leaders. Exceptional leaders lead themselves first, then create a culture of excellence that inspires and ignites others to achieve goals they never could have imagined possible.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Is prepared to do whatever it takes • Is willing to act independently when necessary • Takes action quickly when needed • Often takes the first step when something needs to be done • Follows through with actions and tasks
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Hesitates taking the lead • Is inconsistent in doing what they say they will do • Likes approval before they take action • Prefers others show them how to do things before they try new assignments • Defers or slows down making decisions when decisive action is needed
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>Leaders who score in this range are often inconsistent at being ready to do whatever it takes and infrequently take the first step initiating a new action. They take small, measured risks, hesitate to take the lead and prefer to follow the team's collective choices. Other leaders with this score report they often think about stepping out of their safety zone and take charge, but shy away from doing so. Your score suggests your leadership behaviors follow similar patterns. Extraordinary leaders originate tasks and leadership actions and recognize they are responsible for what happens to them. They have developed a disposition to take action and achieve things.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Analyze the extent to which others would see you as one who initiates important objectives and relentlessly pursues goals that make a significant difference. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your internal motivation.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Taking the first step when action is needed (Initiative) and never leaving problems behind for others to complete (Quality Orientation) coupled with maintaining the highest level of quality for self and others (Focus) are interlocking attributes leaders use to assure extraordinary execution.</p>

Getting Things Done

Attribute: Focus (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader’s focus and concentrated commitment to a task at hand even when there are multiple competing forces demanding their physical and mental energies.</p>
<p>Why is it important?</p>	<p>Life is busy and there are many demands on a leader’s time. Effective leaders know what is important and how to maintain a laser focus on these items without becoming distracted by the multitude of other issues wanting their attention.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Sets challenging goals for self and others and remains focused on those despite other pressing demands for their time • Maintains the highest level of quality (for self and others) in the areas of focus • Bounces back after setbacks and discouraging outcomes • Pushes through obstacles and resistance to create new opportunities • Makes time to help others improve and stretch their performance
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Jumps from activity to activity in the midst of competing demands and responsibilities • Gets distracted by shiny new balls • Loses focus when hits an obstacle • Leaves it up to others to initiate new ideas and opportunities • Fails to coach others to ensure focus and commitment
<p>Your Result:</p> <p style="font-size: 2em; color: white; text-align: center;">7</p>	<p>Many leaders score in this range. Leadership behaviors in this range include persisting in the face of adversity, being passionate about getting results and seizing new opportunities. Your score suggests you take on extra responsibilities and hold people accountable for quality and detail. The results also indicate you have a tendency to discipline your mental focus to stay on task even when tension and competing demands are present. Extraordinary leaders are cognizant of what takes them off their game and strengthen their disciplines.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Examine a recent situation when you became distracted and lost focus due to multiple demands on your attention. Examine your mindset and emotional state. What is your reaction when you are facing multiple priorities? Search for any truths you need to consider. Make note of the behaviors you need to strengthen to increase your focus and commitment to what is important.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>People and organizations can be easily distracted by new ideas and competing demands. When Focus (laser attention to important ideas and strategies) influences the development of inventive ideas and challenges the status quo (Conceptual) with generating breakthrough strategies (Originality), personal and organizational performance accelerates.</p>

Getting Things Done

Attribute: Problem Solving (Critical Thinking)

<p>What is it?</p>	<p>This attribute measures a leader’s abilities to identify assumptions, analyze arguments and draw the right conclusions. Effective leaders have exceptional judgment that leads to effective long term decision making.</p>
<p>Why is it important?</p>	<p>Accurate, effective, and timely decisions are the products of what is called comprehensive critical thinking. Due to the speed of change, the growing body of information, and the increasing complexity of issues, this attribute is critical for effective long term problem solving and decision making.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Grasps abstract concepts quickly • Includes facts, emotions and intuition into their decision making • Detects flaws in their own reasoning and the reasoning of others • Generates multiple scenarios and evaluates each for the probable consequences • Slows down decision making when emotions are heightened
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Focuses on one particular fact, idea, or solution • Eliminates emotions and intuition as a critical source of data • Overlooks or misses flaws in their own reasoning or the reasoning of others • Dismisses data that does not seem to fit their desired solution • Develops short term solutions to long term challenges, often just ‘fixing’ a symptom
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Leaders who score in this range generally use quantitative reasoning and sound logic when making decisions, but are inconsistent in understanding and applying knowledge of financial indicators and their implications when executing decisions. Other leaders with this score report they do not discern differences and similarities in situations and events well and desire to be better at conducting broad analysis of relevant information before making decisions. Your score suggests you share some of these same patterns. Similar to other leaders with this score, you may struggle with accurately assessing the financial value of things and people (e.g., worth of assets and human capital) in executing your responsibilities.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Examine how you typically go about solving problems and making decisions (especially when under pressure). Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to increase your ability to use complete critical thinking to lead to the most effective outcomes.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Problem Solving (timely and strategic understanding of multiple frameworks for finding solutions) is foundational for sizing up and making decisions at the speed of business. This skill becomes exponentially increased when creative and ingenious ideas (Innovation) are initiated with thorough scrutiny to ensure credible, adaptable solutions (Analytical Thinking).</p>

Getting Things Done

Attribute: Decision Making (Practices of Management)

What is it?	This attribute measures a leader's inclination to take responsibility for making hard decisions calmly and confidently.
Why is it important?	Effective leaders make great judgment calls that lead to great outcomes. This is a key leadership attribute. Leaders are remembered for the decisions they made or failed to make. Effective leaders gather the information they need to make good decisions and then learn from a disciplined feedback loop.
Desired Behaviors:	<ul style="list-style-type: none"> • Is prepared and ready to make decisions • Willingly accepts responsibility for outcomes of decisions • Steps into situations that require tough judgment calls • Makes accurate decisions with little second guessing themselves • Deals with pressure decisions so that problems don't stack up
Behaviors to Avoid:	<ul style="list-style-type: none"> • Is distracted and hesitant to make decisions • Deflects responsibility for decisions that go awry • Refrains from situations that require tough judgment calls • Waivers making decisions due to frequent second guessing themselves • Lets problems build up before making decisions
Your Result: 3	Executives who score in this range often feel uncomfortable being in charge and find it challenging to make decisions. They are often overly cautious which contributes to their hesitation and second-guessing themselves. Your score suggests you are unlikely to take risks, however, others may perceive you as prudent and careful. Extraordinary leaders have high self-confidence, enjoy being in charge and reach decisions quickly and take action. Many of these leaders recognize and move away from their comfort zones and take calculated risks to help build their confidence and quickness.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Examine a recent decision that did not go as well as you desired. Review how you went about making and implementing the decision. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your abilities to make great judgment calls.
Take Note of These Correlations and Their Implications:	Decision Making (prepared to make decisions and willingly accepts responsibility for outcomes) is foundational for effective execution. Additionally, Problem Solving (includes facts, emotions and intuition into decisions) and follows through with actions and tasks (Initiative) play decisive roles in continuously achieving extraordinary execution.

Working With Others

Many leaders understand that it takes a team to achieve great things. The leader sets the tone and momentum for success. Extraordinary leaders grasp the principle that authority forms the core of their positional leadership; however, it is essential that within the framework of trust and partnership it is delegated and shared with others. Leaders who understand this help their teams recognize they cannot possibly accomplish their goals without each other's talents and viewpoints. Frequently, leaders who do not understand this principle either drift to being autocratic or flounder with conflicted ideas from chaotic teams. Exceptional leaders not only know and manage their own emotions; they study the makeup, skills and quirks of those they lead in order to bring the best out of them. They strike a balance between encouraging and insisting on it and achieving continuous excellence. Other leaders who distinguish themselves in this area develop authentic, strong working relationships. People enjoy being led by leaders strong in this Element because they build trust, empower their staff to lead and diagnose and develop how team members can improve skills and increase their capacity for leadership. Working with people is not a concept to extraordinary leaders; it is how to share leadership and how they lead. Carefully consider your results in this Element and determine where and how you can improve.

Working With Others										
Attribute	Quadrant A			Quadrant B		Quadrant C		Quadrant D		
Empathy					☆					
Agreeableness				☆						
Customer Focus					☆					
Teamwork					☆					
Relationships				☆						
Motivates Others				☆						
Develops People						☆				
	Low			Average			High			

Working With Others

Attribute: Empathy (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader's skills to attend to, value, understand, and work with others by giving others time, showing patience, and being genuinely interested in them.</p>
<p>Why is it important?</p>	<p>Most people can sense if leaders are genuinely interested in them or just going through the motions of interest. If they are genuinely interested in others and not just themselves people tend to regard them as authentic and trustworthy and are willing to work with them. The opposite is true too: leaders who are self-absorbed are not trusted as their interest is typically self-serving. People follow leaders who invest in others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Senses and grasps the emotions of others • Discerns the content and consistency of what others are thinking, saying and feeling • Appreciates and values the diversity of everyone's abilities and backgrounds • Places the needs of others above their own • Genuinely interested in others and gives them time and attention
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Fails to sense and respond to the emotions of others • Lacks skill at discerning the content of what people are thinking, saying and feeling • Devalues the diversity of people's abilities and backgrounds • Puts their own needs before others or at worst at the expense of others • Invests little to nothing in the wellbeing of others
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Leaders with this score vacillate between focusing on their own interests and considering the needs of others. They often appear inattentive when listening to others, infrequently discern the emotional cues and needs of others and sporadically involve others in decisions. Your score indicates you may be inconsistent in promoting team qualities such as respect and cooperation. Other leaders with this score report they are thick-skinned, do not mind making unpopular decisions and do not think they should have to explain themselves to others. In contrast, extraordinary leaders have highly developed skills in understanding other people's perspectives, make a point to involve people in decisions and value what others think.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Select a leader you really admire and respect for their presence with others. Take note of their thoughtful interactions with others and compare their behavior to your own. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your attentiveness to others.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Genuine interest and skill in sensing and grasping emotions of others (Empathy) is essential for collaborative effectiveness. It is amplified when shaping and managing customer expectations (Customer Focus) are combined with being likable and knowing others quickly (Relationships).</p>

Working With Others

Attribute: Agreeableness (Agreeableness/Composite - Leadership)

<p>What is it?</p>	<p>This factor measures a leader's willingness, skill and dedication to seek and genuinely value the views of others, impartially engage all people, and work towards decisions and actions that all people support and will act on with accountability.</p>
<p>Why is it important?</p>	<p>Effective leaders balance their personal preferences with the needs and preferences of others. They find that consensus as a form of decision making is the preferable way to make most decisions - as people support what they help to create. Effective leaders look for ways to agree with others versus oppose others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Solicits other people's views and perspectives • Socially skilled at engaging with others in diverse settings • Demonstrates kindness and fairness without bias • Involves others in key decisions • Ensures full team support for key decisions
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Is overly independent and self-reliant • Avoids others they do not know • Lacks confidence in intervening in challenging situations • Expects others to take care of themselves • Is individualistic and impatient with a team decision making process
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>It is common for leaders to score in this range. They are often socially confident, considerate of people, but have an autonomous streak that often causes them to be individualistic and self-reliant. This can be a strength if leaders discern accurately when to solicit feedback from teams and when to shut the door and complete their work. More often, it can be a weakness when leaders opt to get their work completed independently because they cannot be bothered with working with teams. Evaluate your actions and preferences to determine if you prefer an individualistic approach or desire an intentional balance. Leaders who are effective strike a balance in creating a leadership environment where people want to excel and grow.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Examine your style of making key decisions. To what extent do you use a consensus/participatory style as a key way of working with others to create shared ownership? Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your communicativeness with others</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Agreeableness is a composite of multiple attributes describing an intentional and genuine dedication to pursuing and esteeming the views, ideas and opinions of others impartially. Practiced well, it is an overriding factor that influences and energizes the collaborative processes and accelerates performance.</p>

Working With Others

Attribute: Customer Focus (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s ability and commitment to the delivery of service excellence to internal and external customers, vendors and stakeholders.</p>
<p>Why is it important?</p>	<p>The purpose of all businesses is to create and retain customers. In order to be successful, an organization needs to know their customers, understand their customers and provide products and services that add value to these customers. If they fail to do so, they will lose out to their competitors who show that they do care.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Has a deep understanding and appreciation of current and future customers’ needs • Develops solutions (or products) and delivery channels to satisfy these needs • Ensures the highest level of service at all times • Shapes and manages customer expectations • Monitors service levels and responds quickly to address service flaws
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Has a limited knowledge of what it takes to meet customer needs • Rarely sets and/or drives for high customer service standards • Ignores customer feedback, makes excuses and blames the customer • Lacks focus on customer care to address problems and concerns • Displays little empathy for customers and fails to address their needs
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Many leaders score in this range. They grasp the importance of serving the needs of internal/ external customers, but display erratic or selective behaviors in shaping expectations and getting things right the first time. Your score infers that anticipating customer needs and meeting quality targets may be inconsistent behaviors. Exceptional leaders champion excellent service and build relationships with internal/external customers as key differentiators.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Identify a current situation with internal and/or external customers who are frustrated or confused about a product, service or experience with your organization. Search for any truths you need to consider. Make some adjustments to how you have addressed the problem in the past, then evaluate your effectiveness.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Customer Focus (a thorough understanding of and commitment to providing distinctive service to internal and external customers), Motivates Others (trusts others to do the right thing) and finds things to appreciate in all people (Relationships) are spokes of the wheel of Working With Others.</p>

Working With Others

Attribute: Teamwork (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader’s joy and satisfaction in working with people, value of the productivity of teams and development of strong team relationships throughout the organization.</p>
<p>Why is it important?</p>	<p>Leading has changed from an autocratic style of leading to an inclusive collaborative leadership style. People want to feel included, needed, valued, and appreciated. Engaging others in decision making is more likely to lead to superior performance with people at all levels.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Likes the camaraderie and productivity of teams • Has highly developed team building skills that wins trust and cooperation • Knows how to relate to difficult people • Cultivates relationships with people across their organizations • Establishes personal and professional networks
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Prefers accomplishing their work independently • Builds working relationships with people they like • Is annoyed by difficult people • Infrequently develops relationships with people in different parts of their organization • Seldom establishes personal and professional networks
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>A number of leaders score in this range. The few effective leaders with this score have developed a good balance between leading and working with teams and purposely scheduling time to get large amounts of work done on their own. However, most leaders with this score are inconsistent at getting people to work well together and being helpful and supportive. Other people perceive them as not being strong team players, being overly group oriented or enjoying being part of a team. Dangers of this score include perceptions of acting independently and not consulting with others. Exceptional leaders believe that developing the personal talent of each member of the team produces self-performing teams.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Use the findings of this attribute and others in Working With Others to assess your perspective of leading with a team view. Examine the tension between meeting the demands of your job quickly or involving others, which may be slower in the short term. Search for any truths about yourself that you need to consider and make note behaviors you need to increase.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Knowing how to relate to difficult people (Teamwork) in conjunction with Develops People (observing and developing the potential in others) and demonstrating kindness and fairness without bias (Agreeableness) are highly integrated mindsets and skills extraordinary leaders employ to create distinctive collaborative cultures.</p>

Working With Others

Attribute: Relationships (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's commitment and understanding that proficient interpersonal skills are critical and communicate value and respect to people in the workplace.</p>
<p>Why is it important?</p>	<p>Humans have a primary need for social connectivity in service of individual survival. As a result of this need, leaders initiate and build relationships for friendship, team effectiveness, community involvement, and networking. Without strong trust based interpersonal relationships leaders are inept and incapable of influencing others.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Accepts others as they are and finds things to appreciate in all people • Freely converses with people in any social situation • Is warm, friendly and likable; gets to know others quickly • Develops strong working relationships by confronting and solving issues and problems • Develops a strong social network of friends and business colleagues
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Finds it difficult to accept others as they are • Feels uncomfortable to converse with people at various social events • Is awkward, distant and guarded until people get to know them • Struggles with developing strong relationships with people when they have to confront and solve issues and problems • Prefers to work alone
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>It is common for leaders to score in this range. They have core abilities to develop partnerships, but do so primarily with the people they know. Your score indicates you are probably warm and friendly, but may step back when conflict and disagreement are present. Other leaders with this score develop rapport with people, but do not transform their skills into building strong working partnerships or cultivating informal networks. Exemplary leaders build constructive working relationships, develop alliances and manage organizational politics.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Examine your comfort in social relationships. Ask a few trusted friends to give you feedback on how you come across in a variety of social settings. Observe and record what more socially effective leaders do. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your relationships.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Relationships (strong working alliances forged by solving differences) is foundational for collaboration. When it is coupled with discerning what others are thinking, saying and feeling (Empathy) and cultivates relationships with people across their organizations (Teamwork), a rare collaborative impact is achieved.</p>

Working With Others

Attribute: Motivates Others (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's competency in empowering teams to achieve high performance, delegating and trusting people to embrace increasing responsibilities and encouraging people to act on their own.</p>
<p>Why is it important?</p>	<p>Among the top responsibilities leaders and managers have is to motivate those they lead. They must possess the credibility and skill to inspire others to lead themselves and expect the same from those they lead.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Empowers teams to accomplish the team's vision and objectives • Influences leaders and staff without relying on authority or power • Cares and gives thought to what leaders and staff need • Trusts other leaders and staff to do the right thing • Listens carefully to other leaders' and managers' ideas and encourages them to increase their impact
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Struggles letting other leaders and managers lead • Hesitates trusting the judgment of peers and other staff • Directs all the work of teams they lead • Meddles and deals with minutiae • Relies on their power and authority to influence their teams
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">4</p>	<p>Many leaders score in this range. They want to manage their teams well, delegate effectively and empower their staff to become strong leaders. However, they experience inconsistent results. Your score suggests you have a tendency to meddle and/or interfere with the details because you fear they will not do the right thing and therefore direct too much of the work. Other leaders with this score do not delegate tasks effectively, doubt staff is ready to lead and frequently refer to how things should be done by past stories and their own expertise. Dangers of leading like this include behaviors that cause others to feel unmotivated, uninspired and influences staff to leave or want to leave.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Review some recent situations where you needed to motivate someone or a team. Analyze your thoughts and feelings around delegating and motivating others, particularly your need for control. Search for any truths you need to consider. Change any controlling behaviors you may display.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Influencing leaders and staff without relying on authority or power (Motivating Others) require confidence and humility. When this is joined with creating a challenging and nurturing environment to work in (Develops People) and involves others in key decisions (Agreeableness), powerful and productive cultures are created.</p>

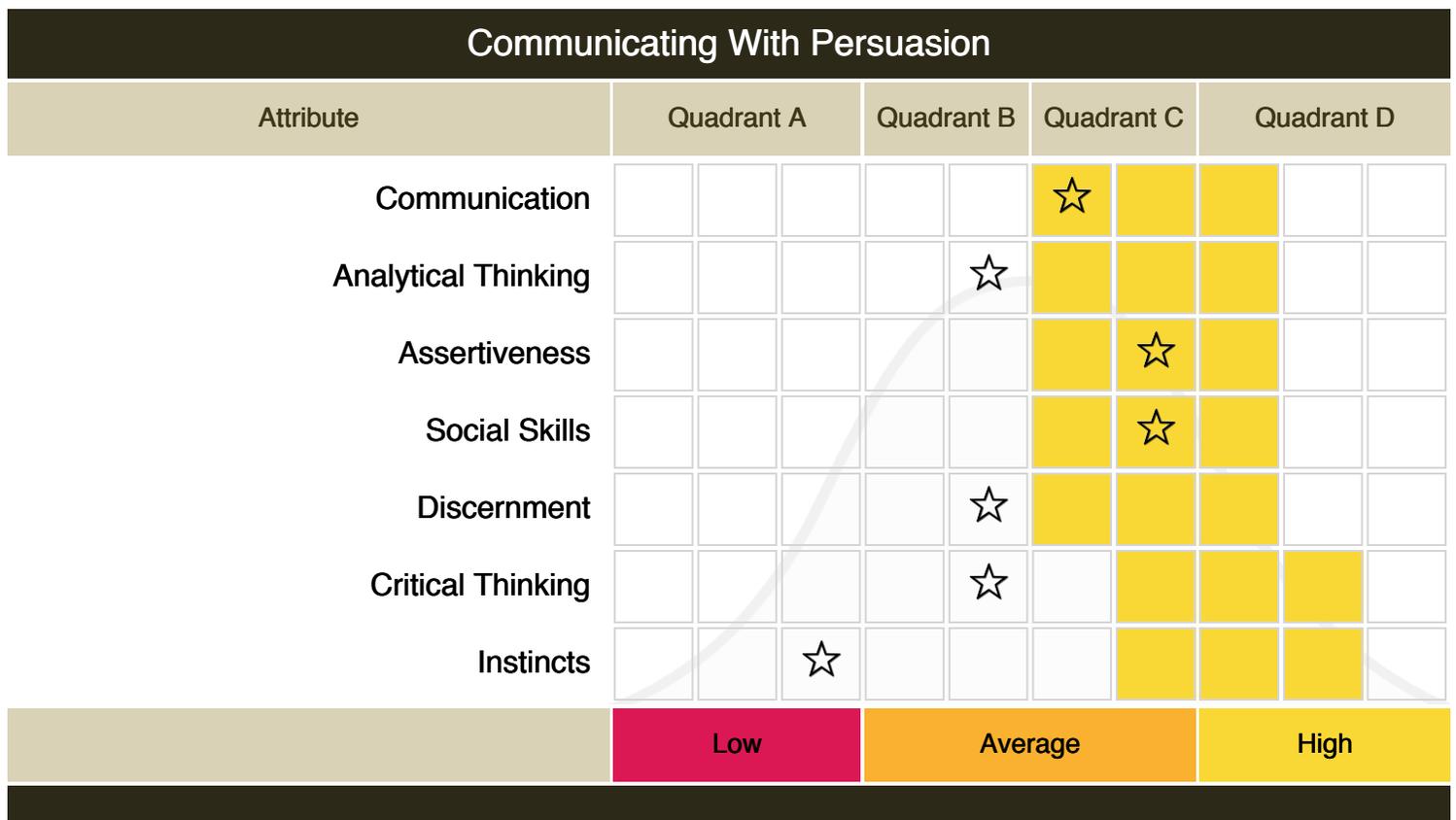
Working With Others

Attribute: Develops People (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's willingness to coach and mentor team members to improve their skills by giving feedback, developing their potential and assigning challenging opportunities.</p>
<p>Why is it important?</p>	<p>Leading people is more than influencing their performance. Exceptional leaders and managers make time to teach, mentor, coach and encourage individuals and teams. They understand that their investment returns short term and long term benefits to the organization.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Creates a challenging and encouraging climate to work in • Sets aside time to coach and mentor people • Helps and equips leaders to learn from their mistakes • Observes the potential in others and encourages them to achieve new heights of achievement • Helps other leaders and managers to find the best methods to learn new skills
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Is too concerned about giving people room to experiment with new skills • Often misses seeing the potential in others • Is inconsistent giving constructive feedback to others • Discourages other leaders and managers from taking risks as a way to develop new skills • Seldom coaches and mentors others or assigns challenging opportunities to help others grow
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Many strong, effective leaders score in this range. They are adept at diagnosing and developing the skills of their staff. They frequently make themselves available to help others, create a learning climate and readily teach people new skills. Other leaders report they recognize their responsibility to be role models and provide opportunities for staff to show what they can do. Your score suggests you share similar traits, are committed to giving regular feedback, coach people and help others learn from their mistakes. Leaders who err in these traits can tolerate poor performance, are often misled or deceived and can be unrealistic about people's ability to develop.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Think of a recent situation when you recognized potential in someone on your team. What was the outcome? Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your listening effectiveness.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Leaders who help others cultivate new skills (Develops People), build personal and team performance. Team performance reaches breakthroughs when leaders place the needs of others above their own (Empathy) and practice team building skills that win trust and cooperation (Teamwork).</p>

Communicating With Persuasion

King Solomon, the wisest man who ever lived, said, “The heart of the wise instructs his mouth and adds persuasiveness to his lips.” We have more forums, venues and mediums to communicate than ever before, yet garbled and disjointed communication seems to mark our business, organizational, and family relationships. Perhaps we need to reset our compass. Extraordinary leaders begin with the premise that truly effective communication has not occurred until others understand what is being said, feel what the leader feels and become persuaded to act in response to what has been communicated. Persuasive communication is attempting to convince others to do what a leader honestly believes is in the best interest of their followers, or the best interest of a team, project, organization, or even a family. Manipulative communication, in contrast, attempts to force or deceive people to act in the leader’s best interests. Wise leaders who have gone before you would challenge you to discern the difference and commit your heart and mind to becoming skilled in honest, persuasive communication. Review your results in the Element below to discern your readiness for leading at the next level.



Communicating With Persuasion

Attribute: Communication (Practices of Management)

<p>What is it?</p>	<p>This attribute measures a leader's skills in communicating ideas, views and issues effectively and convincingly to advance the organization's performance.</p>
<p>Why is it important?</p>	<p>A leader's ability to express perspectives clearly and confidently in order to be understood and influence others to a particular viewpoint is critical to leadership success. One can have all the talent in the world, but without the ability to communicate and relate well to others, this talent will remain latent.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Exhibits presence and credibility • Expresses ideas clearly and confidently • Is prepared to challenge conventional thinking • Contributes positively in meetings and builds on the views from others • Inspires and sparks the interest and enthusiasm from others
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Lacks confidence in speaking in public • Struggles in being persuasive and convincing • Experiences some challenge in using the right words in presentations • Refrains from situations that require debating ideas and issues • Is fearful and timid when in front of people
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">6</p>	<p>Most leaders score in this range. They possess strong competencies in building rapport, conveying their ideas clearly and use their presence to inspire people to follow them. Other leaders with this score persuasively push their views, make an impact with presentations and express themselves clearly, concisely and artfully. Your score infers you participate in meetings, challenge consensual thinking and often take charge of situations. Exceptional communicators continually hone their communication skills and expand their capacity to build on the views and suggestions of others.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Review your communication impact on others. Are you able to read your audience and influence others to understand or at best adopt your perspective? Examine the skills and impacts of a highly effective leader. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your communication effectiveness.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Expressing ideas clearly and confidently (Communication) are part of the skills for Communicating With Persuasion. Effective communication also includes engaging easily with a wide range of people in varied settings (Social Skills) as well as thinking before expressing emotional reactions (Discernment).</p>

Communicating With Persuasion

Attribute: Analytical Thinking (Practices of Management)

What is it?	Adept at thinking through issues, ideas and situations systematically, logically and rationally.
Why is it important?	Effective leaders carefully think through what they want to say and display emotional restraint. They consider the long term implications of their words and actions. Low Analytical Thinking (unplanned) is the “trigger” that can result in reckless conversations and decisions that have adverse consequences.
Desired Behaviors:	<ul style="list-style-type: none"> • Analyzes ideas carefully and makes logical decisions • Examines facts and data from multiple angles to reach sound conclusions • Sorts and prioritizes key issues • Considers ideas and facts carefully before taking action • Identifies and evaluates plausible scenarios in making logical and rational decisions
Behaviors to Avoid:	<ul style="list-style-type: none"> • Spontaneous, draws conclusions quickly • Is satisfied with conclusions drawn from acceptable facts and data • Ineffective in breaking problems down • Overlooks the critical processes of thinking solutions through • Neglects to identify plausible options in framing decisions
Your Result: 5	Leaders who score in this range tend to operate and communicate from instinct and feelings more than carefully thinking things through. Your score indicates you have a tendency to gather facts and weigh some of the options, but often neglect predicting the consequences of your decisions and communication. Other leaders with this score are inconsistent in breaking down problems, making logical and rational decisions and displaying confidence in their own judgment. Effective executives examine the logic and accuracy of their process and carefully discern the effects and outcomes of the various options under consideration before speaking.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Evaluate a recent situation that had an outcome you regret or wish you could re-enact. Analyze what you did, how you did it, why you did it, and the outcomes. If you could do it again, what would you do differently? Search for any truths about yourself that you need to consider. Make note of the behaviors to strengthen to lead to the most effective outcomes.
Take Note of These Correlations and Their Implications:	There is a strong interrelationship between Analytical Thinking , Critical Thinking and Instincts . When skills in examining information systematically (Analytical Thinking) are applied to detecting flaws in the reasoning processes (Critical Thinking) and to tuning into the feelings of others (Instincts), wisdom prevails.

Communicating With Persuasion

Attribute: Assertiveness (Leadership)

<p>What is it?</p>	<p>This attribute measures a leader's confidence to hold their own in a variety of social settings. It includes the abilities to communicate assertively and persuasively so as to be able to influence others to follow.</p>
<p>Why is it important?</p>	<p>People in leadership roles are expected to hold strong (well thought out) ideas, thoughts, needs and expectations, and to be able to confront difficult issues with confidence and respect. Assertiveness and persuasiveness are needed to influence others to follow. Leaders who lack this attribute are regarded as weak and ineffective.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Shares thoughts, needs, ideas, views, expectations clearly and confidently • Persuasively and confidently presents points of view even when opposition arises • Confidently influences and inspires others to follow • Constructively critiques the ideas and viewpoints of others • Stands up for the rights of others if these rights are being threatened
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Seldom speaks up or shares thoughts and needs • Finds it difficult to hold their ground against a group's resistance • Feels threatened by people who do not agree with them or like them • Withdraws viewpoints when there are differences of opinion • Experiences defeat when they have to defend their views
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">7</p>	<p>Many strong communicators score in this range. They are often independent, persuasive and challenging. They are able to push through apprehension and confidently communicate important issues and concerns. Your score suggests you have good ideas and views about how and what is required to accomplish objectives with the ability to effectively express and debate them. Counsel from other effective executives includes strengthening your persuasion skills, examining fallacies and studying and emulating great communicators.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Review a recent situation where you backed down over an issue that was important to you or to others. Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your assertiveness.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Balancing poise, confidence and even perceived outspokenness without arrogance require strength and grace (Assertiveness). Leaders who command the attention and followership of others also practice building trust based relationships (Social Skills) and tuning into the feelings of others and what is going on around them (Instincts).</p>

Communicating With Persuasion

Attribute: Social Skills (Emotional Intelligence)

<p>What is it?</p>	<p>This attribute measures a leader’s confidence to build relationships with a wide range of people in unfamiliar social settings. They possess strong interpersonal communication skills and draw people together.</p>
<p>Why is it important?</p>	<p>Effective leaders, regardless of their personal comfort levels or the diversity of the setting, know how to relate well to others to and build effective working and social relationships. A lack of social connectivity, comfort and ease isolates a leader from those around them.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Engages easily and comfortably with a wide range of personalities in varied social settings • Builds strong trust based relationships with others • Shows respect for others • Reads and respects the social norms • Enjoys working in teams and building new relationships
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Fails to read and understand the social norms • Shows personal discomfort in social settings • Creates social tension/awkwardness • Tends to ignore/avoid people they do not know how to relate to • Prefers working alone to accomplish their goals
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; color: white;">7</p>	<p>Many leaders score in this range. They balance time between getting things done with developing relationships with people. Their scores suggest they work and communicate well with teams, network well with people, both internal and external to their organization and create opportunities for collaboration. Other leaders are skilled at communicating and pulling people together. They display natural leadership qualities, enjoy social situations and having fun. Your score infers you may share many of these traits. Extraordinary leaders understand the importance of social skills and hone these traits as a critical part of their leadership and communication expertise.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Identify and critique your participation in social engagements. What tensions did you sense and how did they interfere with your ability to build relationships, trust, and influence? Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to improve your social effectiveness.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Communication is beyond presiding or a stage presence. It includes engaging easily with diverse groups of people and building trust quickly (Social Skills). Displaying energy and confidence in sharing thoughts and views (Assertiveness) with considering ideas and facts before taking action (Analytical Thinking) equip leaders with a presence that inspires others.</p>

Communicating With Persuasion

Attribute: Discernment (Leadership)

<p>What is it?</p>	<p>This attribute measures a leader’s abilities to logically, methodically, systematically and reflectively process their emotions, decisions and communications BEFORE communicating. As Rationality is required for effective self-management and making good business decisions, so Discernment is required for good social relationship management.</p>
<p>Why is it important?</p>	<p>Leaders need to think before speaking so as to ensure they achieve their desired outcomes. Low Rationality is a “trigger” that releases unfiltered impulses leading to adverse consequences.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Thinks before speaking • Understands and manages their emotional impulses before reacting • Tests their ideas and viewpoints for consistency • Ensures a full range of options and actions have been considered before speaking • Weighs up information carefully to ensure a full and complete understanding
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Speaks before thinking - leading to adverse impacts on others • Acts without gathering all the needed information • Fails to test their ideas and viewpoints for consistency • Considers limited options or viewpoints before reacting • Overlooks evaluating their emotions or reactions before expressing them
<p>Your Result:</p> <p style="font-size: 2em; font-weight: bold; text-align: center;">5</p>	<p>Leaders who score in this range are inconsistent at communicating deliberate ideas and decisions versus those they make spontaneously. Your score indicates you have a tendency to gather facts, weigh some of the options, but often neglect predicting the consequences of your communication decisions. Effective executives examine the logic and accuracy of their communication process and carefully discern the effects and outcomes of what and how they are articulating. Seasoned leaders take time to reflect more on the causes, effects and logic of their choices before speaking and writing.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Ensure, especially under pressure, that BEFORE expressing yourself that you keep your end goals in mind, consider multiple options, evaluate your options carefully, take a well considered path to achieving them, and then evaluate the consequences of your actions. Think and evaluate carefully before speaking.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Discernment (discipline of thinking before speaking and aware of emotions) is crucial for communicating effectively. Communication is enhanced when Instincts (trusting hunches and gut feelings) and Assertiveness (confidently presenting ideas and views to varied audiences) are influenced by Discernment.</p>

Communicating With Persuasion

Attribute: Critical Thinking (Critical Thinking)

<p>What is it?</p>	<p>This attribute measures a leader’s abilities to identify assumptions, analyze arguments, and draw the right conclusions. Effective leaders have exceptional judgment that leads to effective decision making and positive outcomes.</p>
<p>Why is it important?</p>	<p>Accurate, effective, and timely decisions are the products of what is called comprehensive critical thinking. Due to the speed of change, the growing body of information, and the increasing complexity of issues, this attribute is critical for effective long term problem solving and decision making.</p>
<p>Desired Behaviors:</p>	<ul style="list-style-type: none"> • Grasps abstract concepts quickly • Includes facts, emotions, and intuition in their decision making • Slows down decision making when emotions are heightened • Detects flaws in their own reasoning and the reasoning of others • Generates multiple scenarios and evaluates each for the probable consequences
<p>Behaviors to Avoid:</p>	<ul style="list-style-type: none"> • Focuses on one particular fact, idea, or solution • Eliminates emotions and intuition as critical sources of data • Overlooks or misses flaws in their own reasoning or the reasoning of others • Dismisses data that does not seem to fit their desired solution • Develops short term solutions to long term challenges, often just ‘fixing’ a symptom
<p>Your Result:</p> <p>5</p>	<p>Leaders who score in this range often use quantitative reasoning to solve problems, accurately assess the financial value of things and generally communicate them effectively. They report they are inconsistent in recognizing differences and similarities in situations and events, probing for root causes and applying sound reasoning as part of their normal communication preparation. Your score indicates you may share some of these traits. Extraordinary leaders readily integrate new information into their problem solving processes and engage in a broad analysis of relevant information before making and communicating decisions.</p>
<p>Reflections Based on Your Result:</p>	<p>Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?</p>
<p>Recommendations:</p>	<p>Examine how you typically go about solving problems and making decisions (especially when under pressure). Search for any truths about yourself that you need to consider. Make note of the behaviors you need to strengthen to increase your ability to use complete critical thinking to lead to the most effective outcomes.</p>
<p>Take Note of These Correlations and Their Implications:</p>	<p>Skill in identifying hidden assumptions, evaluating arguments and viewpoints and making right judgment calls (Critical Thinking) is a pervasive influence in this competency. Think of it as a wheelhouse where the brain uses its ability to consider social context, timing and appropriate ideas like a ship’s compass and navigation equipment to steer its course.</p>

Communicating With Persuasion

Attribute: Instincts (Emotional Intelligence)

What is it?	This attribute measures a leader's use of hunches, feelings and intuition when interacting socially and considering or making decisions.
Why is it important?	Accessing and listening to one's instincts plays a critical role in how thoughts, feelings and insights intersect and inform decisions. Effective leaders listen to their instincts as much as they listen to facts. They do not allow one source of data to outweigh the others.
Desired Behaviors:	<ul style="list-style-type: none"> • Integrates feelings, senses, hunches, and instincts with facts and data to make decisions • Seeks out their gut instincts as part of their decision making process • Tunes into the feelings of others and what is going on around them • Uses technical knowledge and emotional insights to make smart guesses • Trusts their instincts as much as facts when making decisions
Behaviors to Avoid:	<ul style="list-style-type: none"> • Tends to isolate facts and data as the sole ingredients to understand issues • Considers gut instincts as unreliable when making decisions • Discounts hunches from others • Discounts the use of emotional signals in forecasting outcomes • Disregards hunches in preference for facts in developing solutions
Your Result: 3	Leaders who score in this range routinely rely on facts and data when expressing ideas and viewpoints. They seldom discern their instincts, hunches and feelings. As a result, they often miss valuable cues going on around them. Your score indicates you approach communicating in a similar manner. Effective communicators use hunches, instincts and feelings along with facts and information in preparing what they want to express. They test and expand their communication capacity by learning to trust their instincts and feelings.
Reflections Based on Your Result:	Based on your results and relative to the <i>desired</i> and <i>low performance behaviors</i> what insights do you have about your performance on this leadership attribute?
Recommendations:	Identify a current project you are working on and the people you are working with. Write down some hunches and gut impressions you have about the project and the people. Test these gut impressions. How accurate are they? Search for any truths about your instincts that you need to consider and note the behaviors to strengthen.
Take Note of These Correlations and Their Implications:	Leaders can reap significant benefits in communicating effectively by integrating the skills of expressing views with social confidence and credibility (Communication) with decorum and understanding emotional impulses before reacting (Discernment). When Instincts are intact, (senses and hunches harmonize with facts and data) communication excels.

Team Roles

Three of the instruments in **Signature Leaders**® battery evaluate your team role strengths and capacity derived from the work of Dr. Meredith Belbin. Dr. Belbin has researched, tested and developed the Belbin Team Role Model extensively over the last 40 years.

Your team role feedback is presented in three formats. The first factor is your team role preferences based upon the findings of the personal traits instrument. The chart below identifies your primary team role strength and your secondary team role strength. The second factor is emotional intelligence. The analysis provided by the emotional intelligence instrument reveals your capacity and flexibility to play multiple team roles.

The third factor is critical thinking. Belbin and his research team discovered that critical thinking has a direct impact on team members' interaction and the quality of decisions they reach. The combination of the team role, emotional intelligence and critical thinking factors, provides you with a comprehensive analysis for you to know your functional strength and to identify areas for personal growth.

Team Role Strength

The chart below illustrates your team role analysis according to your primary strength and secondary strength. Review the respective definitions for each team role function and characteristics.

Team Member	Coordinator	Shaper	Plant	Monitor	Resource Investigator	Team Worker	Completer / Implementer
Jane Example	Secondary		Primary				

Plant Plants advance new ideas and strategies with particular focus to major issues and look for possible solutions to the problems confronting the team. Plants are a team's source of original ideas, suggestions and proposals. However, Plants need to be aware that an overuse of their innovation can create an overload of new ideas and even paralyze the discussion and implementation of strategies. They can become bored with tactical discussions and disinterested in the decision making process.

Coordinator Coordinators create the way team effort is applied. They facilitate and direct the setting of objectives and keep the team on course. Great Coordinators draw all team members to participate in order to build shared values and to achieve the desired outcomes. Effective Coordinators build trust in teams through their confidence, humility and maturity.

Team Roles

Team Role Effectiveness									
Factor	Quadrant A			Quadrant B		Quadrant C		Quadrant D	
Emotional Intelligence						☆			
Critical Thinking					☆				

Emotional Intelligence Leaders with your score use their self-awareness to understand their feelings and emotions to get the best from themselves and others. They consistently show strength in most of the qualities of emotionally intelligent leaders. Your score suggests that you are aware of your goals and values and use these insights to assess people, events and situations accurately. Other leaders with this score have a reputation for being positive and optimistic. They reflect confidence in their ability to influence people and events. Your score suggests that you have a strong capacity to play your preferred team roles and with work, you have promising flexibility to play several roles effectively. Leaders with your score often develop personal growth plans to increase their leadership knowledge and expand their emotional intelligence skills. Evaluate these findings, determine to improve and study the leadership behaviors of leaders who demonstrate high competency in emotional intelligence.

Critical Thinking Leaders who score in this range demonstrate some balance between the strengths of low and high critical thinkers. Low critical thinkers tend to focus on facts and data while high crucial thinkers generate multiple scenarios and examine assumptions. Your score suggests that you would engage in discussions with multiple scenarios, but unlikely that you would initiate many of the innovative ideas. Other leaders with your score would be more prone to rely on facts and data with some assistance from their hunches and instincts. Strengthening your crucial thinking skills, analyzing assumptions and initiating at least two innovative possible solutions before attempting to solve the challenge would lift your leadership influence and advance the performance of the team.

Team Roles

Team Role	Definitions
Coordinator	Coordinators create the way team effort is applied. They facilitate and direct the setting of objectives and keep the team on course. Great Coordinators draw all team members to participate in order to build shared values and to achieve the desired outcomes. Effective Coordinators build trust in teams through their confidence, humility and maturity.
Shaper	Shapers influence the way teams function by setting and emphasizing objectives and priorities. Their strong personalities can be sharp and edgy. In their desire for excellence, they can push ideas, discussions and debates so they may achieve the outcomes they desire. Shapers are important to the team's success, but they need to be careful not to overuse or abuse their influence by becoming critical or cynical.
Plant	Plants advance new ideas and strategies with particular focus to major issues and look for possible solutions to the problems confronting the team. Plants are a team's source of original ideas, suggestions and proposals. However, Plants need to be aware that an overuse of their innovation can create an overload of new ideas and even paralyze the discussion and implementation of strategies. They can become bored with tactical discussions and disinterested in the decision making process.
Monitor	Monitors carefully evaluate ideas and suggestions in comparison to desired outcomes to determine accuracy and balance. They are often capable of analyzing large quantities of data and are generally deliberate, stable and introverted. They may not come up with original ideas, but their clear, critical thinking stops teams from heading down misguided discussions and rabbit trails. Monitors are objective and dependable, but can lack warmth and appear hypercritical and overly serious.
Resource Investigator	Resource Investigators tasks are to explore and report on ideas, developments and resources outside the group. They create external contacts and networks that may be useful to the team immediately and/or in future endeavors. Leaders who are identified as Resource Investigators need to be cautious that their discussion of ideas does not become excessive or dominating. Frequently such leaders protract discussion of ideas to the point where critical decisions are delayed and/or deferred.
Team Worker	Team Workers often play a supportive role filling the gaps created by other members' strengths and shortcomings. They communicate well with other team members and foster team spirit. They are good listeners and promote unity in an effort to minimize conflict. The strengths of Team Workers are humility, flexibility, popularity and good listening skills. Their weaknesses are often a lack of decisiveness and discomfort with friction and competition.
Completer / Implementer	Completers/Implementers bring a strong tactical focus to team discussions. In contrast to Plant and Resource Investigators, Completers/Implementers prefer accurate, detailed follow-through to help their teams with timelines and schedules. As committed planners, they translate concepts and ideas into objectives and outcomes in order to achieve quality deliverables. Because of their attention to detail and sense of urgency, others can perceive them as intolerant, overbearing and independent.

Workout Plan

1. Describe the kind of leader and person you would want others to think and share about you.

2. After reviewing my profile, what changes would I like to see one year if I dedicated myself to accomplishing my goals?

3. What is the top improvement I want to accomplish this year to increase my leadership influence?

4. What are the things that could prevent me from reaching the results I want?

5. On a scale of 1 – 10 (1 = I am curious about this process; 10 = I will not let anything stop me from achieving these goals), what is my number and why?



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