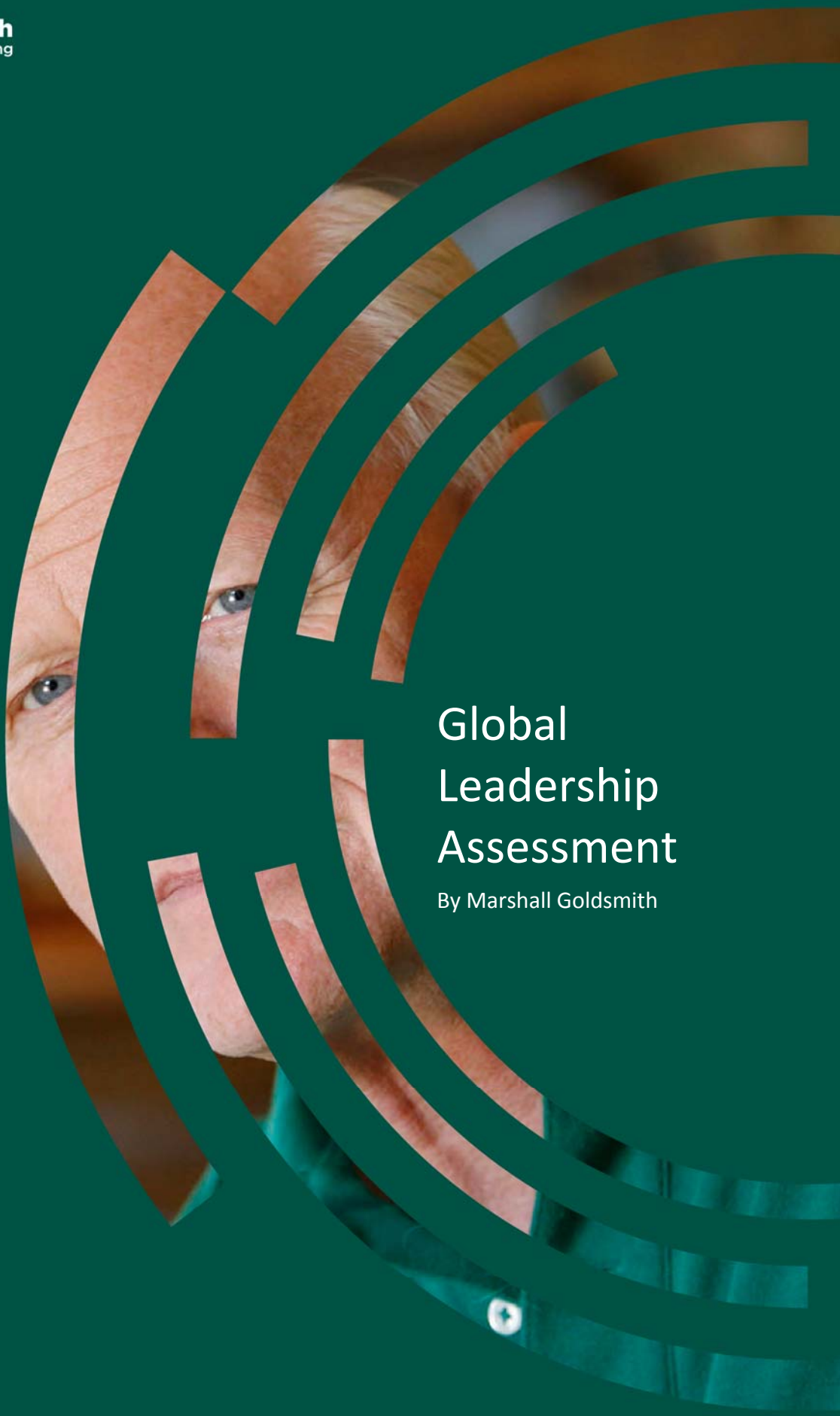
Marshall Goldsmith
Stakeholder Centered Coaching



Global Leadership Assessment

By Marshall Goldsmith

Feedback Report
for **PETER**
APRIL 2020

coach@SCCoaching.com
wwww.SCCoaching.com

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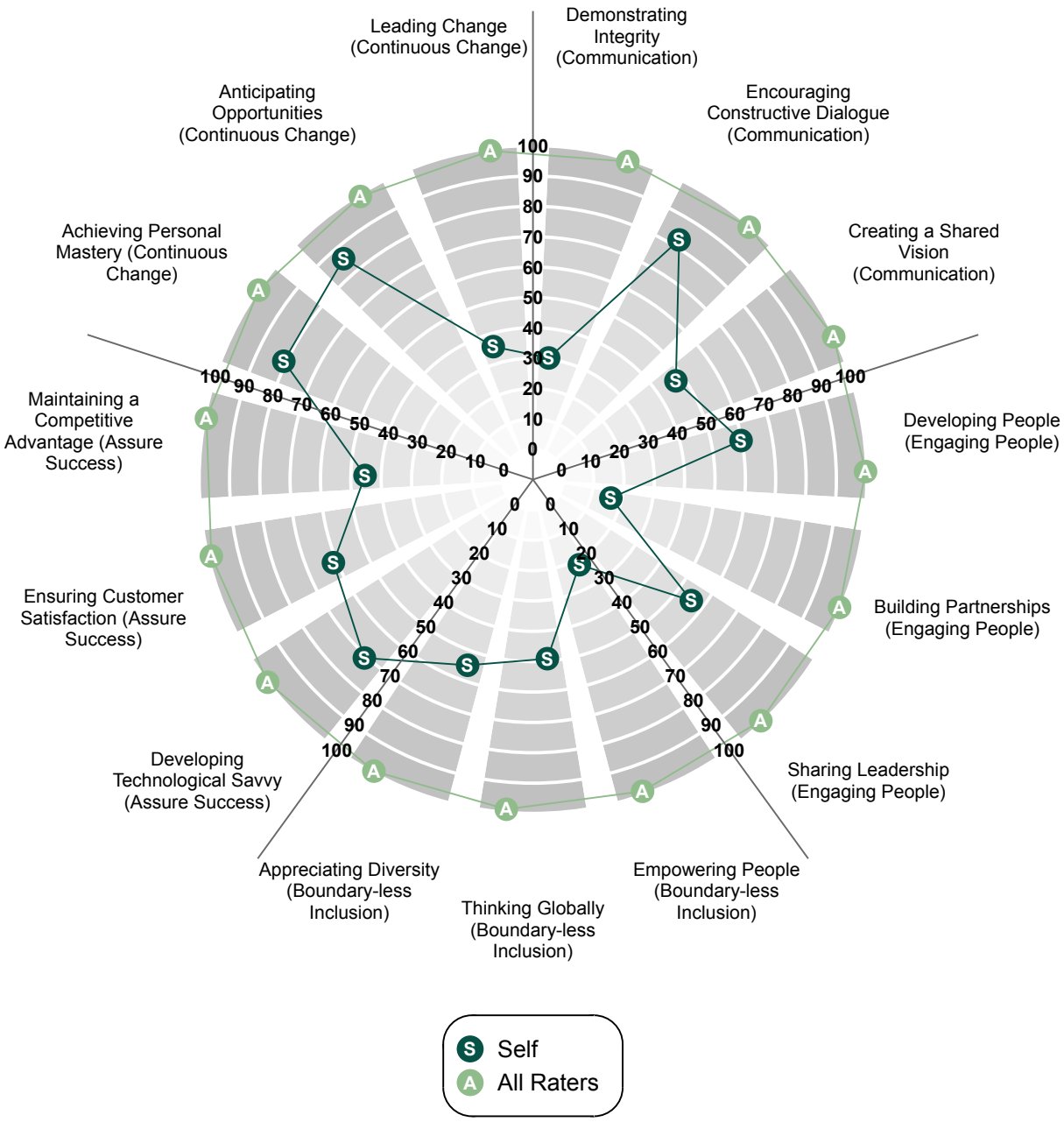
Competency Percentiles Radar Graph



Competency Summary

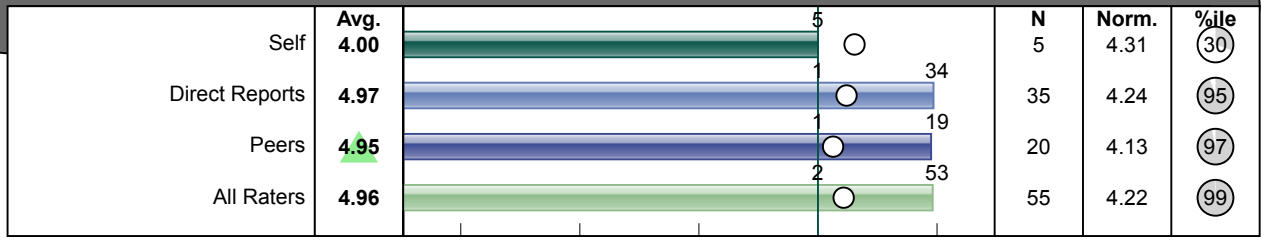
Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⟹ Positive Gap
- ⟸ Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

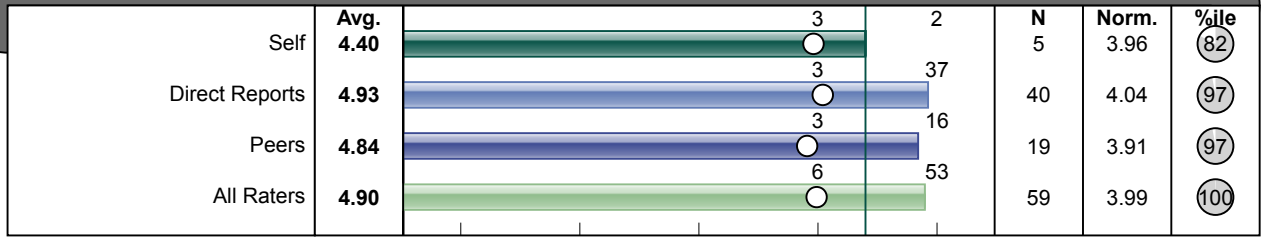
COMMUNICATION

Demonstrating Integrity (Communication)



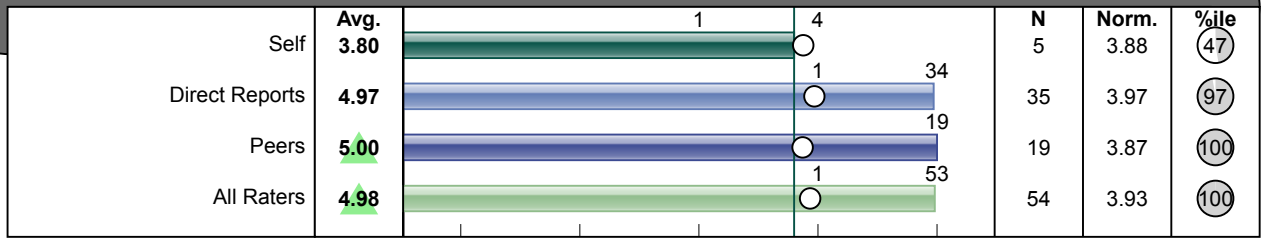
	Avg.	N	Norm.	%ile
Self	4.00	5	4.31	30
Direct Reports	4.97	35	4.24	95
Peers	4.95	20	4.13	97
All Raters	4.96	55	4.22	99

Encouraging Constructive Dialogue (Communication)



	Avg.	N	Norm.	%ile
Self	4.40	5	3.96	82
Direct Reports	4.93	40	4.04	97
Peers	4.84	19	3.91	97
All Raters	4.90	59	3.99	100

Creating a Shared Vision (Communication)



	Avg.	N	Norm.	%ile
Self	3.80	5	3.88	47
Direct Reports	4.97	35	3.97	97
Peers	5.00	19	3.87	100
All Raters	4.98	54	3.93	100

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Competency Summary

Symbol Key

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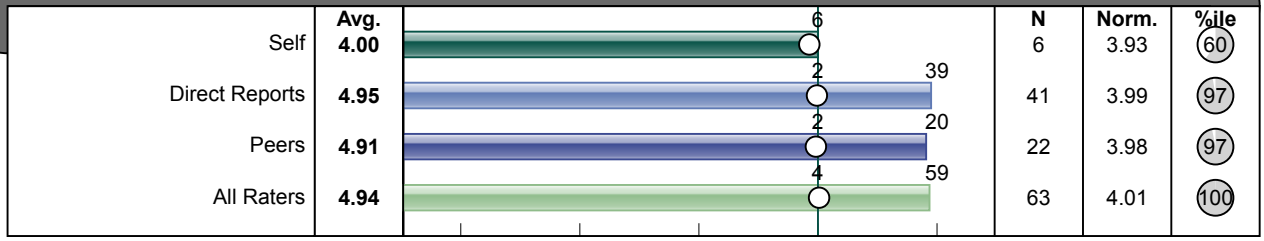
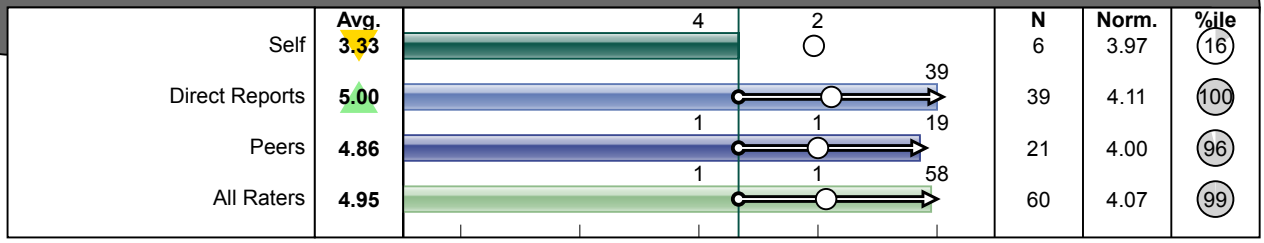
4 Satisfied
5 Highly Satisfied

ENGAGING PEOPLE

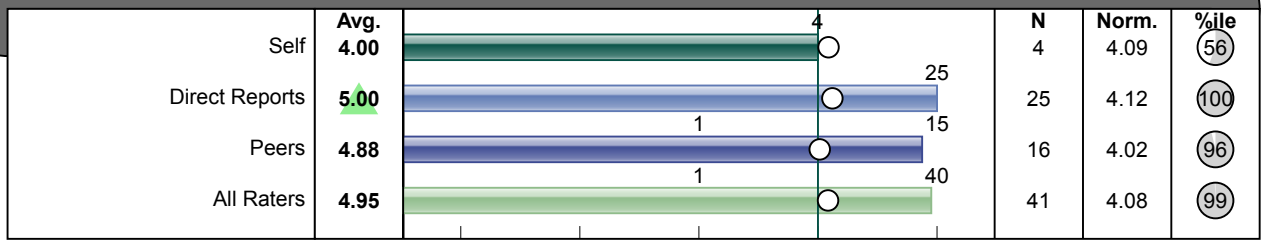
Developing People (Engaging People)



Building Partnerships (Engaging People)



Sharing Leadership (Engaging People)



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Competency Summary

Symbol Key

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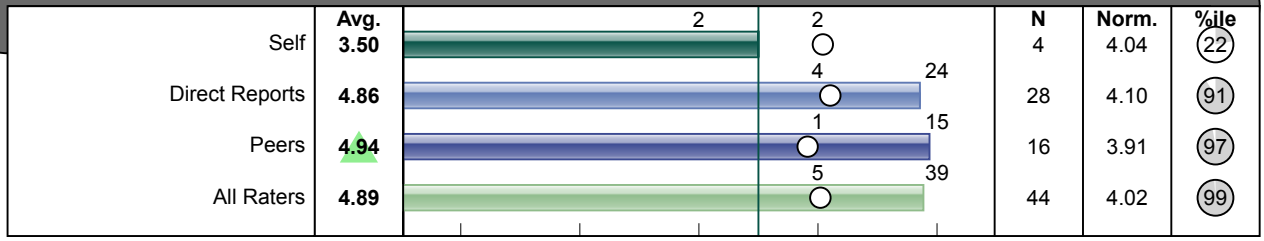
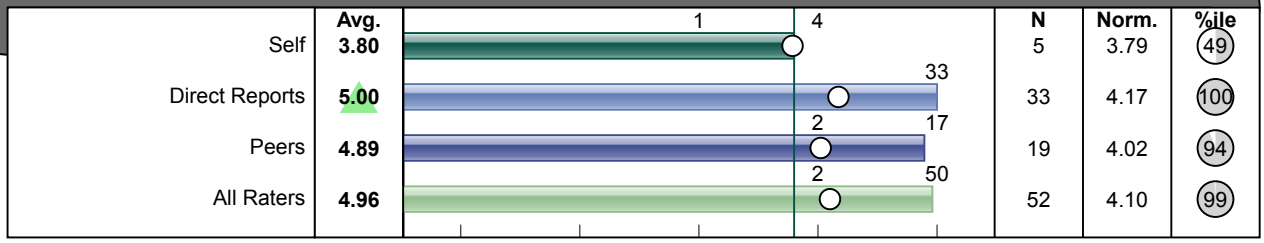
BOUNDARY-LESS INCLUSION

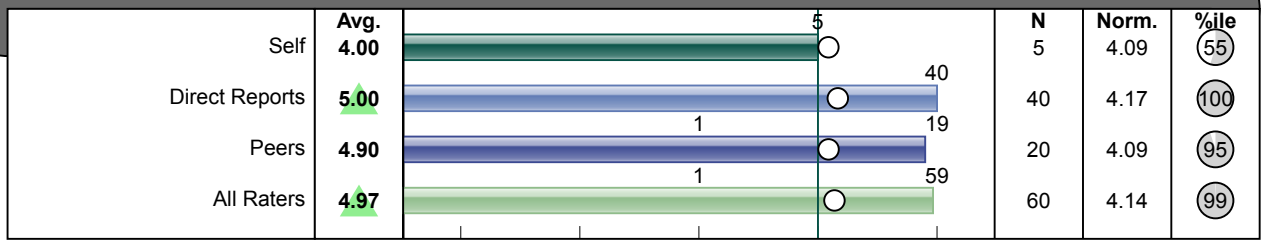
Empowering People (Boundary-less Inclusion)



Thinking Globally (Boundary-less Inclusion)



Appreciating Diversity (Boundary-less Inclusion)



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Competency Summary

Symbol Key

- Item is one of the highest/lowest rated
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- Positive Gap
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1 Highly Dissatisfied
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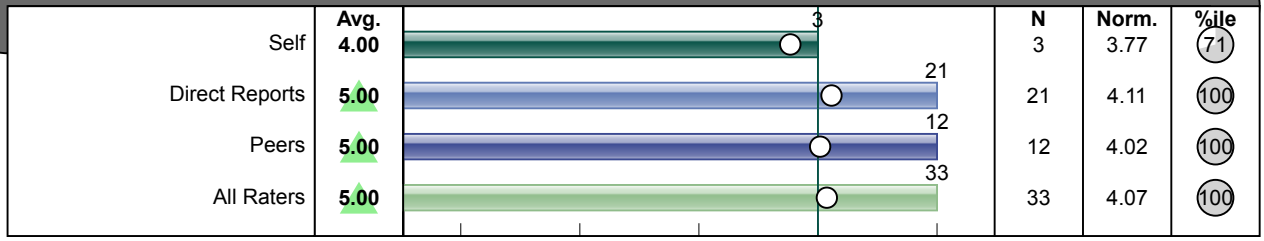
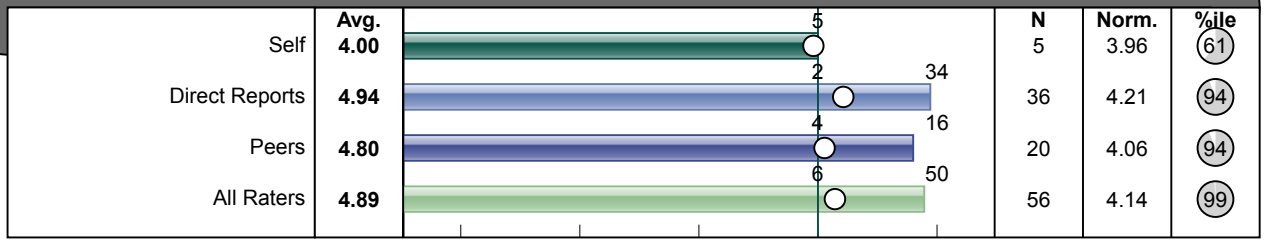
4 Satisfied
5 Highly Satisfied

ASSURE SUCCESS

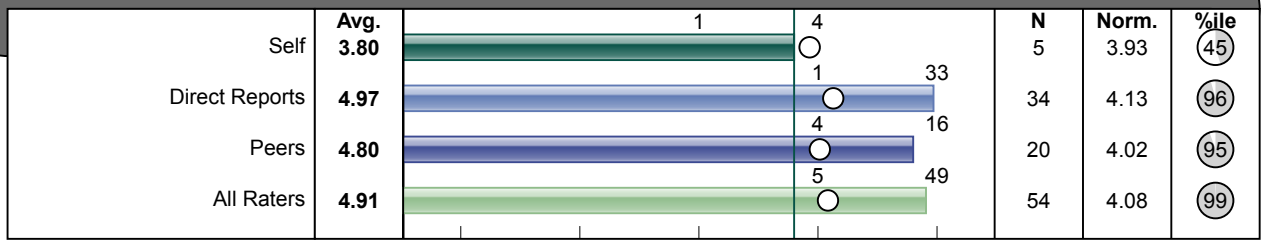
Developing Technological Savvy (Assure Success)



Ensuring Customer Satisfaction (Assure Success)



Maintaining a Competitive Advantage (Assure Success)



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Competency Summary

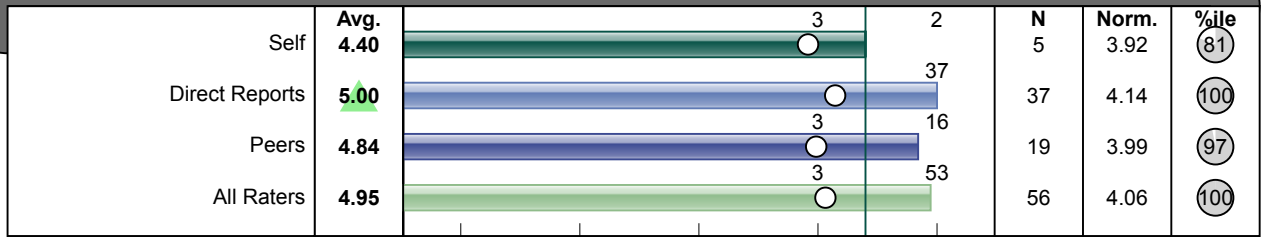
Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⟹ Positive Gap
- ⟸ Negative Gap

1 Highly Dissatisfied · 2 Dissatisfied · 3 Neither Satisfied nor Dissatisfied · 4 Satisfied · 5 Highly Satisfied

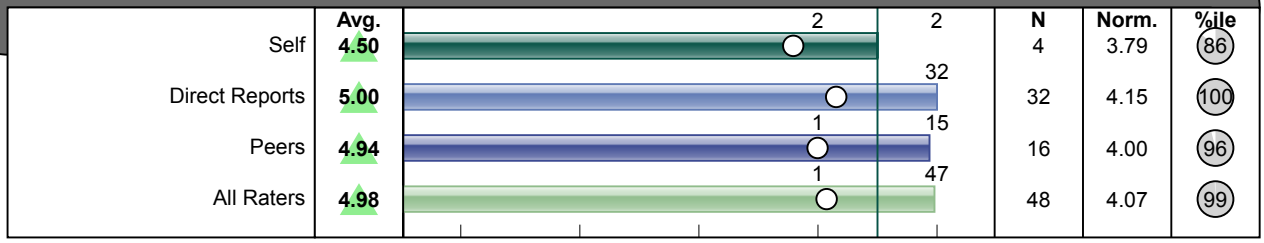
CONTINUOUS CHANGE

Achieving Personal Mastery (Continuous Change)



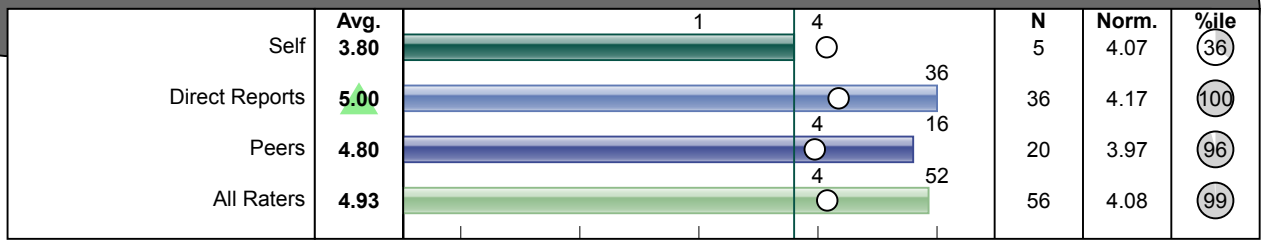
	Avg.	N	Norm.	%ile
Self	4.40	5	3.92	81
Direct Reports	5.00	37	4.14	100
Peers	4.84	19	3.99	97
All Raters	4.95	56	4.06	100

Anticipating Opportunities (Continuous Change)



	Avg.	N	Norm.	%ile
Self	4.50	4	3.79	86
Direct Reports	5.00	32	4.15	100
Peers	4.94	16	4.00	96
All Raters	4.98	48	4.07	99

Leading Change (Continuous Change)



	Avg.	N	Norm.	%ile
Self	3.80	5	4.07	36
Direct Reports	5.00	36	4.17	100
Peers	4.80	20	3.97	96
All Raters	4.93	56	4.08	99

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Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

Demonstrating Integrity (Communication)

		Self	Direct Reports	Peers	All Raters
1	Demonstrates honest, ethical behavior in all interactions.	4.00	4.86	▲ 5.00	4.91
2	Ensures that the highest standards for ethical behavior are practiced throughout the organization.	4.00	▲ 5.00	▲ 5.00	▲ 5.00
3	Avoids political or self-serving behavior.	4.00	▲ 5.00	4.75	4.91
4	Courageously "stands up" for what he/she believes in.	4.00	▲ 5.00	▲ 5.00	▲ 5.00
5	Is a role model for living our organization's values (leads by example).	4.00	▲ 5.00	▲ 5.00	▲ 5.00

Encouraging Constructive Dialogue (Communication)

		Self	Direct Reports	Peers	All Raters
6	Asks people what he/she can do to improve.	4.00	4.88	4.75	4.83
7	Genuinely listens to others.	4.00	4.88	4.75	4.83
8	Accepts constructive feedback in a positive manner (avoids defensiveness).	▲ 5.00	4.88	▲ 5.00	4.92
9	Strives to understand the other person's frame of reference.	4.00	▲ 5.00	4.75	4.92
10	Encourages people to challenge the status quo.	▲ 5.00	▲ 5.00	▲ 5.00	▲ 5.00

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Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

Creating a Shared Vision (Communication)

	Self	Direct Reports	Peers	All Raters
11 Creates and communicates a clear vision for our organization.	**3.00** ▼	**5.00** ▲	**5.00** ▲	**5.00** ▲
12 Effectively involves people in decision-making.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
13 Inspires people to commit to achieving the vision.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
14 Develops an effective strategy to achieve the vision.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
15 Clearly identifies priorities.	**4.00**	**4.86**	**5.00** ▲	**4.91**

Developing People (Engaging People)

16 Consistently treats people with respect and dignity.	**4.00**	**5.00** ▲	**4.75**	**4.91**
17 Asks people what they need to do their work better.	**4.00**	**4.86**	**5.00** ▲	**4.91**
18 Ensures that people receive the training they need to succeed.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
19 Provides effective coaching.	**4.00**	**5.00** ▲	**4.75**	**4.90**
20 Provides developmental feedback in a timely manner.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
21 Provides effective recognition for others' achievements.	**4.00**	**4.86**	**5.00** ▲	**4.90**

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Marshall Goldsmith
Stakeholder Centered Coaching

Guaranteed & Measurable
Leadership Growth

Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

	Self	Direct Reports	Peers	All Raters
Building Partnerships (Engaging People)				
22 Treats co-workers as partners, not competitors.	**3.00** ▼	**5.00** ▲	**4.50**	**4.80**
23 Unites his/her organization into an effective team.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
24 Builds effective partnerships across the company.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
25 Discourages destructive comments about other people or groups.	**3.00** ▼	**5.00** ▲	**4.75**	**4.90**
26 Builds effective alliances with other organizations.	**3.00** ▼	**5.00** ▲	**5.00** ▲	**5.00** ▲
27 Creates a network of relationships that help to get things done.	**3.00** ▼	**5.00** ▲	**5.00** ▲	**5.00** ▲
Sharing Leadership (Engaging People)				
28 Willingly shares leadership with business partners.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
29 Defers to others when they have more expertise.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
30 Strives to arrive at an outcome with others (as opposed to for others).	**4.00**	**5.00** ▲	**4.50**	**4.80**
31 Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism").	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲

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Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

	Self	Direct Reports	Peers	All Raters
Empowering People (Boundary-less Inclusion)				
32 Builds people's confidence.	4.00	4.75	5.00 ▲	4.83
33 Takes risks in letting others make decisions.	3.00 ▼	5.00 ▲	5.00 ▲	5.00 ▲
34 Gives people the freedom they need to do their job well.	3.00 ▼	5.00 ▲	5.00 ▲	5.00 ▲
35 Trusts people enough to let go (avoids micro-management).	4.00	4.71	4.75	4.73
Thinking Globally (Boundary-less Inclusion)				
36 Recognizes the impact of globalization on the business.	4.00	5.00 ▲	5.00 ▲	5.00 ▲
37 Demonstrates the adaptability required to succeed in a global environment.	3.00 ▼	5.00 ▲	5.00 ▲	5.00 ▲
38 Strives to gain the variety of experiences needed to conduct global business.	4.00	5.00 ▲	5.00 ▲	5.00 ▲
39 Makes decisions that incorporate global considerations.	4.00	5.00 ▲	4.75	4.90
40 Helps others understand the impact of globalization.	4.00	5.00 ▲	4.67	4.90

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Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

Appreciating Diversity (Boundary-less Inclusion)

		Self	Direct Reports	Peers	All Raters
41	Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).	4.00	5.00	5.00	5.00
42	Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles.	4.00	5.00	5.00	5.00
43	Recognizes the value of diverse views and opinions.	4.00	5.00	5.00	5.00
44	Helps others appreciate the value of diversity.	4.00	5.00	5.00	5.00
45	Actively expands his/her knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).	4.00	5.00	4.50	4.83

Developing Technological Savvy (Assure Success)

46	Strives to acquire the technological knowledge needed to succeed in tomorrow's world.	4.00	5.00	5.00	5.00
47	Successfully recruits people with needed technological expertise.	4.00	5.00	5.00	5.00
48	Effectively manages the use of technology to increase productivity.	4.00	5.00	5.00	5.00

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Marshall Goldsmith
Stakeholder Centered Coaching

Guaranteed & Measurable
Leadership Growth

Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

		Self	Direct Reports	Peers	All Raters
Ensuring Customer Satisfaction (Assure Success)					
49	Inspires people to achieve high levels of customer satisfaction.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
50	Views business processes from the ultimate customer perspective (has an "end-to-end" perspective).	**4.00**	**5.00** ▲	**4.75**	**4.91**
51	Regularly solicits input from customers.	**4.00**	**4.86**	**4.75**	**4.82**
52	Consistently delivers on commitments to customers.	**4.00**	**5.00** ▲	**4.75**	**4.91**
53	Understands the competitive options available to his/her customers.	**4.00**	**4.88**	**4.75**	**4.83**
Maintaining a Competitive Advantage (Assure Success)					
54	Communicates a positive, can-do sense of urgency toward getting the job done.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
55	Holds people accountable for their results.	**4.00**	**4.86**	**4.75**	**4.82**
56	Successfully eliminates waste and unneeded cost.	**4.00**	**5.00** ▲	**4.75**	**4.91**
57	Provides products/services that help the company have a clear competitive advantage.	**4.00**	**5.00** ▲	**4.75**	**4.91**
58	Achieves results that lead to long-term shareholder value.	**3.00** ▼	**5.00** ▲	**4.75**	**4.90**

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Item Average Matrix

Symbol Key

▲▼ Item is one of the highest/lowest rated

I.R./N.R. Insufficient Responses/No Responses

		Self	Direct Reports	Peers	All Raters
Achieving Personal Mastery (Continuous Change)					
59	Deeply understands his/her own strengths and weaknesses.	**5.00** ▲	**5.00** ▲	**4.75**	**4.92**
60	Invests in ongoing personal development.	**4.00**	**5.00** ▲	**4.75**	**4.92**
61	Involves people who have strengths that he/she does not possess.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
62	Demonstrates effective emotional responses in a variety of situations.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
63	Demonstrates self-confidence as a leader.	**5.00** ▲	**5.00** ▲	**4.75**	**4.91**
Anticipating Opportunities (Continuous Change)					
64	Invests in learning about future trends.	**5.00** ▲	**5.00** ▲	**5.00** ▲	**5.00** ▲
65	Effectively anticipates future opportunities.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
66	Inspires people to focus on future opportunities (not just present objectives).	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
67	Develops ideas to meet the needs of the new environment.	**5.00** ▲	**5.00** ▲	**4.75**	**4.92**

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Item Average Matrix

Symbol Key

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I.R./N.R. Insufficient Responses/No Responses

Leading Change (Continuous Change)

		Self	Direct Reports	Peers	All Raters
68	Sees change as an opportunity, not a problem.	**4.00**	**5.00** ▲	**5.00** ▲	**5.00** ▲
69	Challenges the system when change is needed.	**4.00**	**5.00** ▲	**4.75**	**4.91**
70	Thrives in ambiguous situations (demonstrates flexibility when needed).	**3.00** ▼	**5.00** ▲	**4.75**	**4.91**
71	Encourages creativity and innovation in others.	**4.00**	**5.00** ▲	**4.75**	**4.91**
72	Effectively translates creative ideas into business results.	**4.00**	**5.00** ▲	**4.75**	**4.91**

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Highest Items: Direct Reports

Symbol Key

○ Included in other HIGHEST rated lists in this section

		Avg.
2	Ensures that the highest standards for ethical behavior are practiced throughout the organization. [Demonstrating Integrity (Communication)]	5.00
3	Avoids political or self-serving behavior. [Demonstrating Integrity (Communication)]	5.00
4	Courageously "stands up" for what he/she believes in. [Demonstrating Integrity (Communication)]	5.00
5	Is a role model for living our organization's values (leads by example). [Demonstrating Integrity (Communication)]	5.00
9	Strives to understand the other person's frame of reference. [Encouraging Constructive Dialogue (Communication)]	5.00
10	Encourages people to challenge the status quo. [Encouraging Constructive Dialogue (Communication)]	5.00
11	Creates and communicates a clear vision for our organization. [Creating a Shared Vision (Communication)]	5.00
12	Effectively involves people in decision-making. [Creating a Shared Vision (Communication)]	5.00

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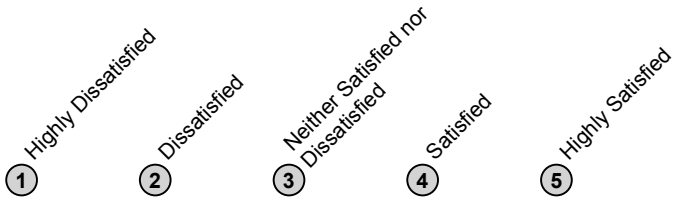
Highest Items: Direct Reports

Symbol Key

○ Included in other HIGHEST rated lists in this section



		Avg.
○ 13	Inspires people to commit to achieving the vision. [Creating a Shared Vision (Communication)]	5.00
○ 14	Develops an effective strategy to achieve the vision. [Creating a Shared Vision (Communication)]	5.00
16	Consistently treats people with respect and dignity. [Developing People (Engaging People)]	5.00
○ 18	Ensures that people receive the training they need to succeed. [Developing People (Engaging People)]	5.00
19	Provides effective coaching. [Developing People (Engaging People)]	5.00
○ 20	Provides developmental feedback in a timely manner. [Developing People (Engaging People)]	5.00
22	Treats co-workers as partners, not competitors. [Building Partnerships (Engaging People)]	5.00
○ 23	Unites his/her organization into an effective team. [Building Partnerships (Engaging People)]	5.00

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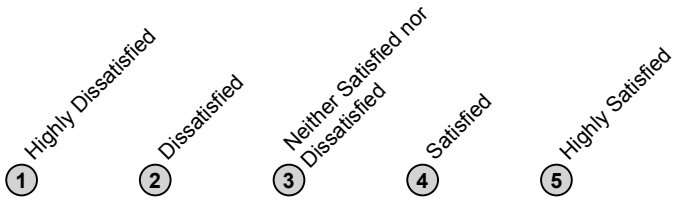
Highest Items: Direct Reports

Symbol Key

○ Included in other HIGHEST rated lists in this section



		Avg.
24	Builds effective partnerships across the company. [Building Partnerships (Engaging People)]	5.00
25	Discourages destructive comments about other people or groups. [Building Partnerships (Engaging People)]	5.00
26	Builds effective alliances with other organizations. [Building Partnerships (Engaging People)]	5.00
27	Creates a network of relationships that help to get things done. [Building Partnerships (Engaging People)]	5.00
28	Willingly shares leadership with business partners. [Sharing Leadership (Engaging People)]	5.00
29	Defers to others when they have more expertise. [Sharing Leadership (Engaging People)]	5.00
30	Strives to arrive at an outcome with others (as opposed to for others). [Sharing Leadership (Engaging People)]	5.00
31	Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism"). [Sharing Leadership (Engaging People)]	5.00

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Highest Items: Direct Reports

Symbol Key

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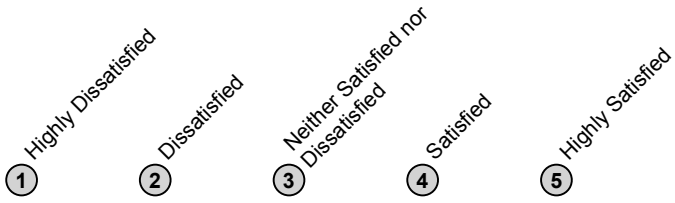

		Avg.
33	Takes risks in letting others make decisions. [Empowering People (Boundary-less Inclusion)]	5.00
34	Gives people the freedom they need to do their job well. [Empowering People (Boundary-less Inclusion)]	5.00
36	Recognizes the impact of globalization on the business. [Thinking Globally (Boundary-less Inclusion)]	5.00
37	Demonstrates the adaptability required to succeed in a global environment. [Thinking Globally (Boundary-less Inclusion)]	5.00
38	Strives to gain the variety of experiences needed to conduct global business. [Thinking Globally (Boundary-less Inclusion)]	5.00
39	Makes decisions that incorporate global considerations. [Thinking Globally (Boundary-less Inclusion)]	5.00
40	Helps others understand the impact of globalization. [Thinking Globally (Boundary-less Inclusion)]	5.00
41	Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles). [Appreciating Diversity (Boundary-less Inclusion)]	5.00

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Highest Items: Direct Reports

Symbol Key

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		Avg.
42	Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
43	Recognizes the value of diverse views and opinions. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
44	Helps others appreciate the value of diversity. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
45	Actively expands his/her knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.). [Appreciating Diversity (Boundary-less Inclusion)]	5.00
46	Strives to acquire the technological knowledge needed to succeed in tomorrow's world. [Developing Technological Savvy (Assure Success)]	5.00
47	Successfully recruits people with needed technological expertise. [Developing Technological Savvy (Assure Success)]	5.00
48	Effectively manages the use of technology to increase productivity. [Developing Technological Savvy (Assure Success)]	5.00
49	Inspires people to achieve high levels of customer satisfaction. [Ensuring Customer Satisfaction (Assure Success)]	5.00

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Highest Items: Direct Reports

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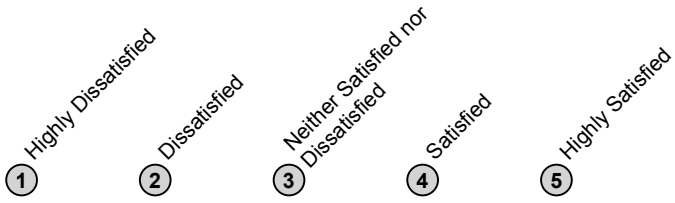

		Avg.
50	Views business processes from the ultimate customer perspective (has an "end-to-end" perspective). [Ensuring Customer Satisfaction (Assure Success)]	5.00
52	Consistently delivers on commitments to customers. [Ensuring Customer Satisfaction (Assure Success)]	5.00
○ 54	Communicates a positive, can-do sense of urgency toward getting the job done. [Maintaining a Competitive Advantage (Assure Success)]	5.00
56	Successfully eliminates waste and unneeded cost. [Maintaining a Competitive Advantage (Assure Success)]	5.00
57	Provides products/services that help the company have a clear competitive advantage. [Maintaining a Competitive Advantage (Assure Success)]	5.00
58	Achieves results that lead to long-term shareholder value. [Maintaining a Competitive Advantage (Assure Success)]	5.00
59	Deeply understands his/her own strengths and weaknesses. [Achieving Personal Mastery (Continuous Change)]	5.00
60	Invests in ongoing personal development. [Achieving Personal Mastery (Continuous Change)]	5.00

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Highest Items: Direct Reports

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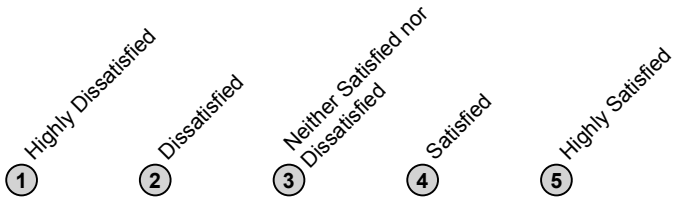

		Avg.
61	Involves people who have strengths that he/she does not possess. [Achieving Personal Mastery (Continuous Change)]	5.00
62	Demonstrates effective emotional responses in a variety of situations. [Achieving Personal Mastery (Continuous Change)]	5.00
63	Demonstrates self-confidence as a leader. [Achieving Personal Mastery (Continuous Change)]	5.00
64	Invests in learning about future trends. [Anticipating Opportunities (Continuous Change)]	5.00
65	Effectively anticipates future opportunities. [Anticipating Opportunities (Continuous Change)]	5.00
66	Inspires people to focus on future opportunities (not just present objectives). [Anticipating Opportunities (Continuous Change)]	5.00
67	Develops ideas to meet the needs of the new environment. [Anticipating Opportunities (Continuous Change)]	5.00
68	Sees change as an opportunity, not a problem. [Leading Change (Continuous Change)]	5.00

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Highest Items: Direct Reports

Symbol Key

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		Avg.
69	Challenges the system when change is needed. [Leading Change (Continuous Change)]	5.00
70	Thrives in ambiguous situations (demonstrates flexibility when needed). [Leading Change (Continuous Change)]	5.00
71	Encourages creativity and innovation in others. [Leading Change (Continuous Change)]	5.00
72	Effectively translates creative ideas into business results. [Leading Change (Continuous Change)]	5.00

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Marshall Goldsmith
Stakeholder Centered Coaching

Guaranteed & Measurable
Leadership Growth

Highest Items: Peers

Symbol Key

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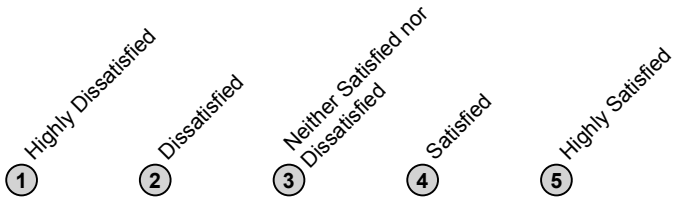

		Avg.
1	Demonstrates honest, ethical behavior in all interactions. [Demonstrating Integrity (Communication)]	5.00
○ 2	Ensures that the highest standards for ethical behavior are practiced throughout the organization. [Demonstrating Integrity (Communication)]	5.00
○ 4	Courageously "stands up" for what he/she believes in. [Demonstrating Integrity (Communication)]	5.00
○ 5	Is a role model for living our organization's values (leads by example). [Demonstrating Integrity (Communication)]	5.00
8	Accepts constructive feedback in a positive manner (avoids defensiveness). [Encouraging Constructive Dialogue (Communication)]	5.00
○ 10	Encourages people to challenge the status quo. [Encouraging Constructive Dialogue (Communication)]	5.00
○ 11	Creates and communicates a clear vision for our organization. [Creating a Shared Vision (Communication)]	5.00
○ 12	Effectively involves people in decision-making. [Creating a Shared Vision (Communication)]	5.00

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Highest Items: Peers

Symbol Key

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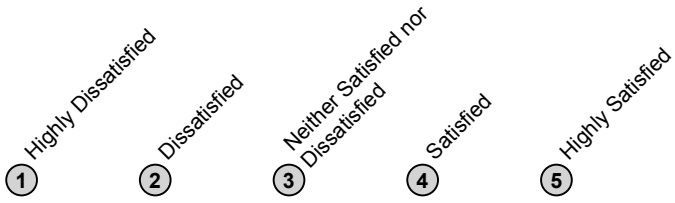

		Avg.
13	Inspires people to commit to achieving the vision. [Creating a Shared Vision (Communication)]	5.00
14	Develops an effective strategy to achieve the vision. [Creating a Shared Vision (Communication)]	5.00
15	Clearly identifies priorities. [Creating a Shared Vision (Communication)]	5.00
17	Asks people what they need to do their work better. [Developing People (Engaging People)]	5.00
18	Ensures that people receive the training they need to succeed. [Developing People (Engaging People)]	5.00
20	Provides developmental feedback in a timely manner. [Developing People (Engaging People)]	5.00
21	Provides effective recognition for others' achievements. [Developing People (Engaging People)]	5.00
23	Unites his/her organization into an effective team. [Building Partnerships (Engaging People)]	5.00

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Highest Items: Peers

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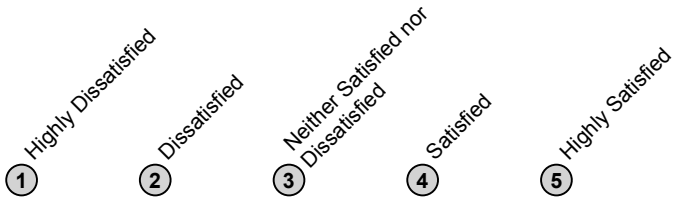

		Avg.
24	Builds effective partnerships across the company. [Building Partnerships (Engaging People)]	5.00
26	Builds effective alliances with other organizations. [Building Partnerships (Engaging People)]	5.00
27	Creates a network of relationships that help to get things done. [Building Partnerships (Engaging People)]	5.00
28	Willingly shares leadership with business partners. [Sharing Leadership (Engaging People)]	5.00
29	Defers to others when they have more expertise. [Sharing Leadership (Engaging People)]	5.00
31	Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism"). [Sharing Leadership (Engaging People)]	5.00
32	Builds people's confidence. [Empowering People (Boundary-less Inclusion)]	5.00
33	Takes risks in letting others make decisions. [Empowering People (Boundary-less Inclusion)]	5.00

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Highest Items: Peers

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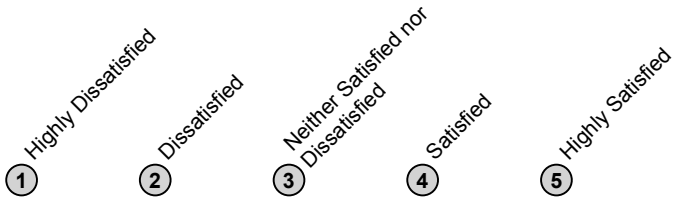

		Avg.
34	Gives people the freedom they need to do their job well. [Empowering People (Boundary-less Inclusion)]	5.00
36	Recognizes the impact of globalization on the business. [Thinking Globally (Boundary-less Inclusion)]	5.00
37	Demonstrates the adaptability required to succeed in a global environment. [Thinking Globally (Boundary-less Inclusion)]	5.00
38	Strives to gain the variety of experiences needed to conduct global business. [Thinking Globally (Boundary-less Inclusion)]	5.00
41	Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles). [Appreciating Diversity (Boundary-less Inclusion)]	5.00
42	Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
43	Recognizes the value of diverse views and opinions. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
44	Helps others appreciate the value of diversity. [Appreciating Diversity (Boundary-less Inclusion)]	5.00

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Highest Items: Peers

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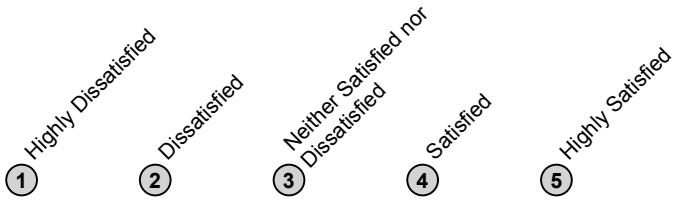

		Avg.
46	Strives to acquire the technological knowledge needed to succeed in tomorrow's world. [Developing Technological Savvy (Assure Success)]	5.00
47	Successfully recruits people with needed technological expertise. [Developing Technological Savvy (Assure Success)]	5.00
48	Effectively manages the use of technology to increase productivity. [Developing Technological Savvy (Assure Success)]	5.00
49	Inspires people to achieve high levels of customer satisfaction. [Ensuring Customer Satisfaction (Assure Success)]	5.00
54	Communicates a positive, can-do sense of urgency toward getting the job done. [Maintaining a Competitive Advantage (Assure Success)]	5.00
61	Involves people who have strengths that he/she does not possess. [Achieving Personal Mastery (Continuous Change)]	5.00
62	Demonstrates effective emotional responses in a variety of situations. [Achieving Personal Mastery (Continuous Change)]	5.00
64	Invests in learning about future trends. [Anticipating Opportunities (Continuous Change)]	5.00

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Highest Items: Peers

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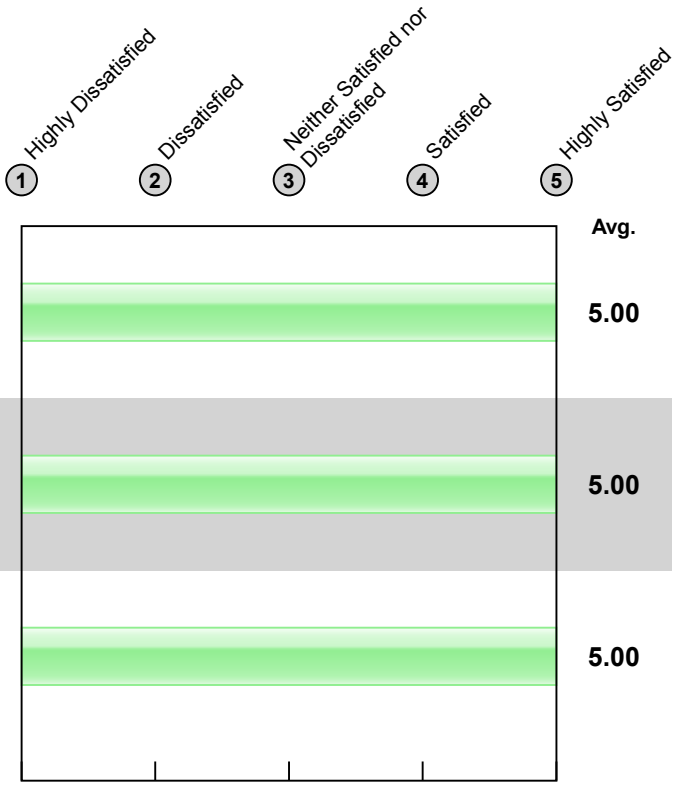

		Avg.
65	Effectively anticipates future opportunities. [Anticipating Opportunities (Continuous Change)]	5.00
66	Inspires people to focus on future opportunities (not just present objectives). [Anticipating Opportunities (Continuous Change)]	5.00
68	Sees change as an opportunity, not a problem. [Leading Change (Continuous Change)]	5.00

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Highest Items: All Raters

Symbol Key

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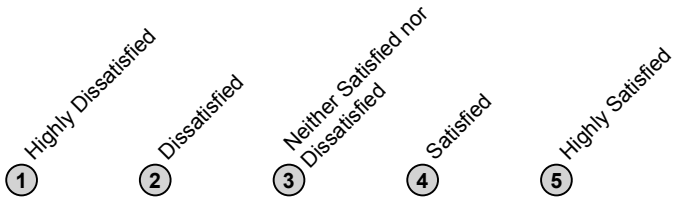

		Avg.
2	Ensures that the highest standards for ethical behavior are practiced throughout the organization. [Demonstrating Integrity (Communication)]	5.00
4	Courageously "stands up" for what he/she believes in. [Demonstrating Integrity (Communication)]	5.00
5	Is a role model for living our organization's values (leads by example). [Demonstrating Integrity (Communication)]	5.00
10	Encourages people to challenge the status quo. [Encouraging Constructive Dialogue (Communication)]	5.00
11	Creates and communicates a clear vision for our organization. [Creating a Shared Vision (Communication)]	5.00
12	Effectively involves people in decision-making. [Creating a Shared Vision (Communication)]	5.00
13	Inspires people to commit to achieving the vision. [Creating a Shared Vision (Communication)]	5.00
14	Develops an effective strategy to achieve the vision. [Creating a Shared Vision (Communication)]	5.00

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Highest Items: All Raters

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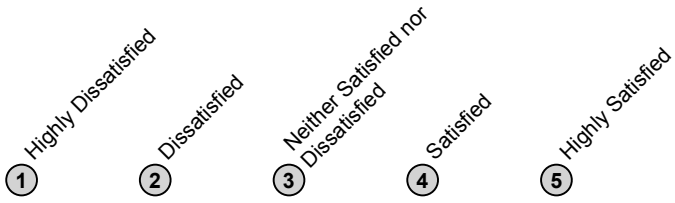

		Avg.
18	Ensures that people receive the training they need to succeed. [Developing People (Engaging People)]	5.00
20	Provides developmental feedback in a timely manner. [Developing People (Engaging People)]	5.00
23	Unites his/her organization into an effective team. [Building Partnerships (Engaging People)]	5.00
24	Builds effective partnerships across the company. [Building Partnerships (Engaging People)]	5.00
26	Builds effective alliances with other organizations. [Building Partnerships (Engaging People)]	5.00
27	Creates a network of relationships that help to get things done. [Building Partnerships (Engaging People)]	5.00
28	Willingly shares leadership with business partners. [Sharing Leadership (Engaging People)]	5.00
29	Defers to others when they have more expertise. [Sharing Leadership (Engaging People)]	5.00

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Highest Items: All Raters

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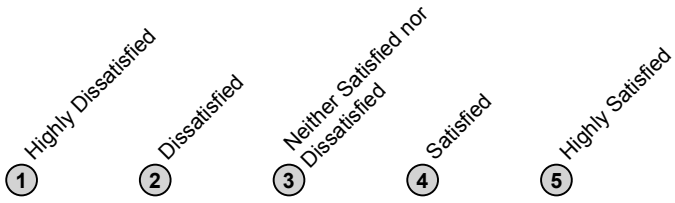

		Avg.
31	Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism"). [Sharing Leadership (Engaging People)]	5.00
33	Takes risks in letting others make decisions. [Empowering People (Boundary-less Inclusion)]	5.00
34	Gives people the freedom they need to do their job well. [Empowering People (Boundary-less Inclusion)]	5.00
36	Recognizes the impact of globalization on the business. [Thinking Globally (Boundary-less Inclusion)]	5.00
37	Demonstrates the adaptability required to succeed in a global environment. [Thinking Globally (Boundary-less Inclusion)]	5.00
38	Strives to gain the variety of experiences needed to conduct global business. [Thinking Globally (Boundary-less Inclusion)]	5.00
41	Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles). [Appreciating Diversity (Boundary-less Inclusion)]	5.00
42	Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles. [Appreciating Diversity (Boundary-less Inclusion)]	5.00

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Highest Items: All Raters

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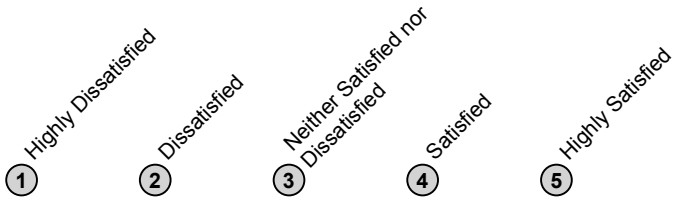

		Avg.
43	Recognizes the value of diverse views and opinions. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
44	Helps others appreciate the value of diversity. [Appreciating Diversity (Boundary-less Inclusion)]	5.00
46	Strives to acquire the technological knowledge needed to succeed in tomorrow's world. [Developing Technological Savvy (Assure Success)]	5.00
47	Successfully recruits people with needed technological expertise. [Developing Technological Savvy (Assure Success)]	5.00
48	Effectively manages the use of technology to increase productivity. [Developing Technological Savvy (Assure Success)]	5.00
49	Inspires people to achieve high levels of customer satisfaction. [Ensuring Customer Satisfaction (Assure Success)]	5.00
54	Communicates a positive, can-do sense of urgency toward getting the job done. [Maintaining a Competitive Advantage (Assure Success)]	5.00
61	Involves people who have strengths that he/she does not possess. [Achieving Personal Mastery (Continuous Change)]	5.00

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Highest Items: All Raters

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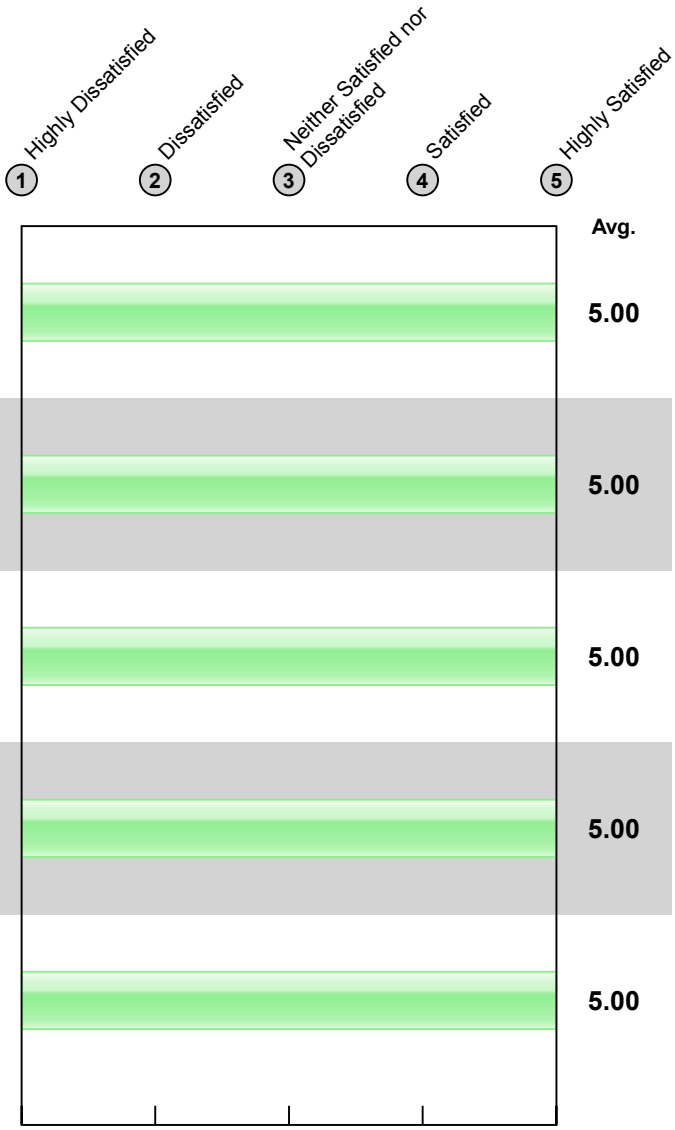

		Avg.
62	Demonstrates effective emotional responses in a variety of situations. [Achieving Personal Mastery (Continuous Change)]	5.00
64	Invests in learning about future trends. [Anticipating Opportunities (Continuous Change)]	5.00
65	Effectively anticipates future opportunities. [Anticipating Opportunities (Continuous Change)]	5.00
66	Inspires people to focus on future opportunities (not just present objectives). [Anticipating Opportunities (Continuous Change)]	5.00
68	Sees change as an opportunity, not a problem. [Leading Change (Continuous Change)]	5.00

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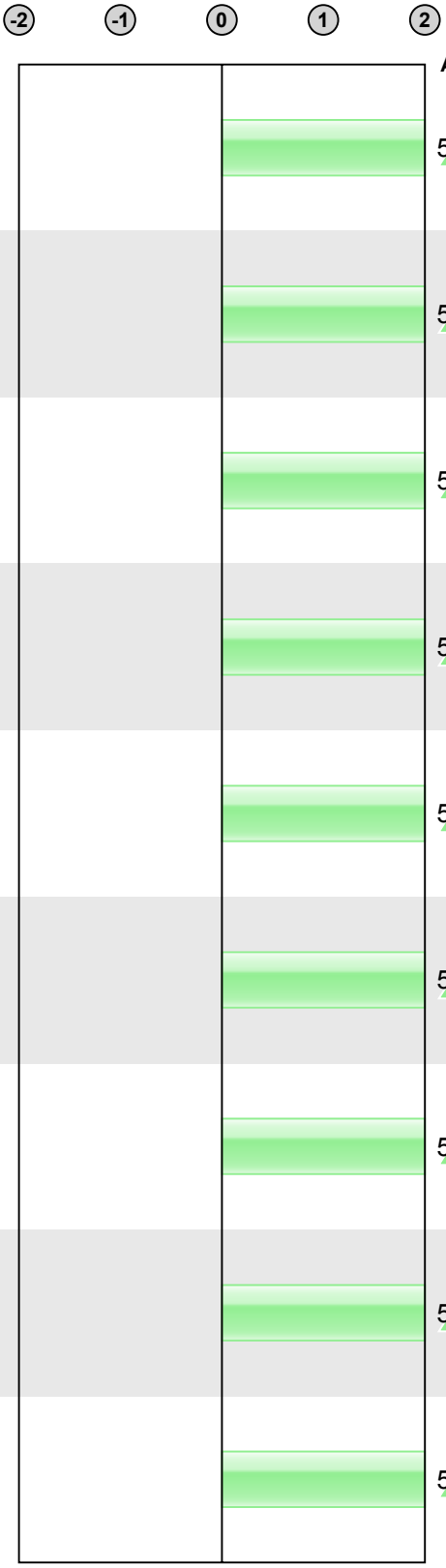
Significant Gaps: Direct Reports vs. Self

Symbol Key

▲▼ Item is one of the highest/lowest rated



		Avg.	Self	Gap
11	Creates and communicates a clear vision for our organization. [Creating a Shared Vision (Communication)]	5.00	3.00	**2.00**
22	Treats co-workers as partners, not competitors. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
25	Discourages destructive comments about other people or groups. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
26	Builds effective alliances with other organizations. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
27	Creates a network of relationships that help to get things done. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
33	Takes risks in letting others make decisions. [Empowering People (Boundary-less Inclusion)]	5.00	3.00	**2.00**
34	Gives people the freedom they need to do their job well. [Empowering People (Boundary-less Inclusion)]	5.00	3.00	**2.00**
37	Demonstrates the adaptability required to succeed in a global environment. [Thinking Globally (Boundary-less Inclusion)]	5.00	3.00	**2.00**
58	Achieves results that lead to long-term shareholder value. [Maintaining a Competitive Advantage (Assure Success)]	5.00	3.00	**2.00**

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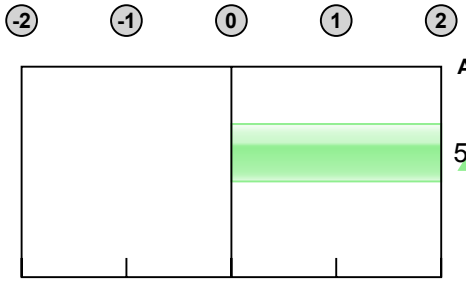
Significant Gaps: Direct Reports vs. Self

Symbol Key

▲▼ Item is one of the highest/lowest rated

		Avg.	Self	Gap
70	Thrives in ambiguous situations (demonstrates flexibility when needed). [Leading Change (Continuous Change)]	5.00	3.00	**2.00**



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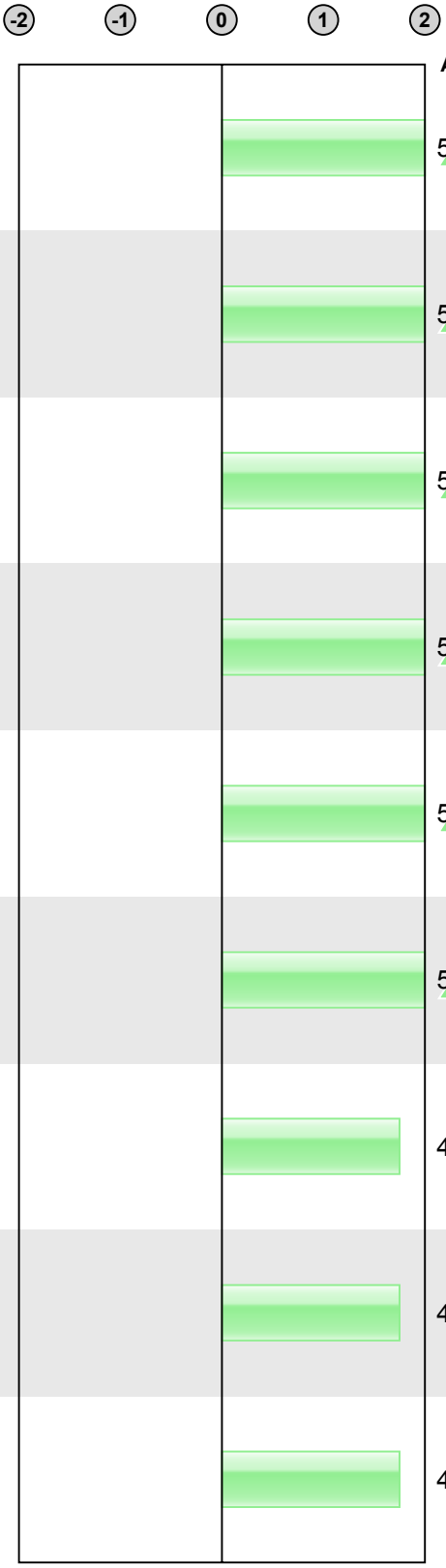
Significant Gaps: Peers vs. Self

Symbol Key

▲▼ Item is one of the highest/lowest rated



		Avg.	Self	Gap
11	Creates and communicates a clear vision for our organization. [Creating a Shared Vision (Communication)]	5.00	3.00	**2.00**
26	Builds effective alliances with other organizations. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
27	Creates a network of relationships that help to get things done. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
33	Takes risks in letting others make decisions. [Empowering People (Boundary-less Inclusion)]	5.00	3.00	**2.00**
34	Gives people the freedom they need to do their job well. [Empowering People (Boundary-less Inclusion)]	5.00	3.00	**2.00**
37	Demonstrates the adaptability required to succeed in a global environment. [Thinking Globally (Boundary-less Inclusion)]	5.00	3.00	**2.00**
25	Discourages destructive comments about other people or groups. [Building Partnerships (Engaging People)]	4.75	3.00	**1.75**
58	Achieves results that lead to long-term shareholder value. [Maintaining a Competitive Advantage (Assure Success)]	4.75	3.00	**1.75**
70	Thrives in ambiguous situations (demonstrates flexibility when needed). [Leading Change (Continuous Change)]	4.75	3.00	**1.75**

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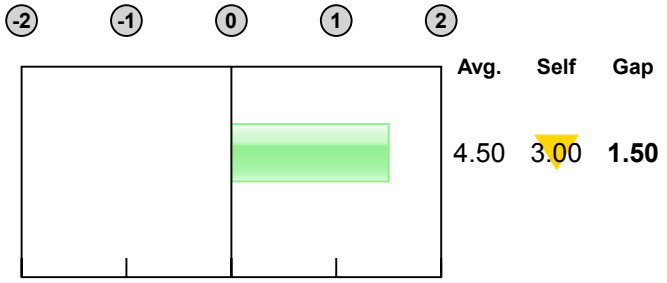
Significant Gaps: Peers vs. Self

Symbol Key

▲▼ Item is one of the highest/lowest rated



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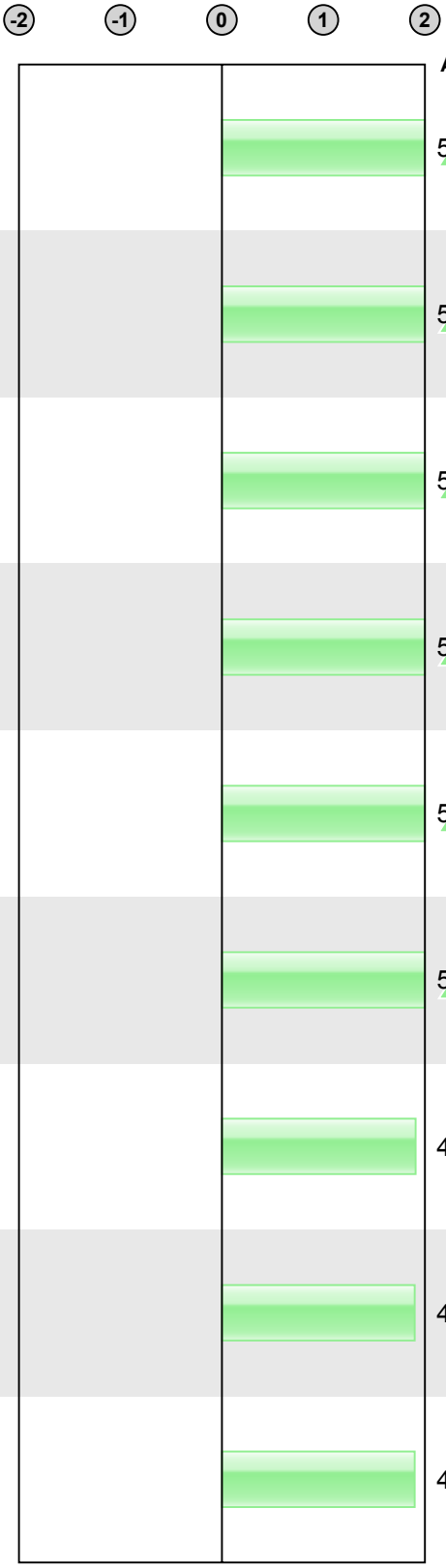
Significant Gaps: All Raters vs. Self

Symbol Key

▲▼ Item is one of the highest/lowest rated



		Avg.	Self	Gap
11	Creates and communicates a clear vision for our organization. [Creating a Shared Vision (Communication)]	5.00	3.00	**2.00**
26	Builds effective alliances with other organizations. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
27	Creates a network of relationships that help to get things done. [Building Partnerships (Engaging People)]	5.00	3.00	**2.00**
33	Takes risks in letting others make decisions. [Empowering People (Boundary-less Inclusion)]	5.00	3.00	**2.00**
34	Gives people the freedom they need to do their job well. [Empowering People (Boundary-less Inclusion)]	5.00	3.00	**2.00**
37	Demonstrates the adaptability required to succeed in a global environment. [Thinking Globally (Boundary-less Inclusion)]	5.00	3.00	**2.00**
70	Thrives in ambiguous situations (demonstrates flexibility when needed). [Leading Change (Continuous Change)]	4.91	3.00	**1.91**
25	Discourages destructive comments about other people or groups. [Building Partnerships (Engaging People)]	4.90	3.00	**1.90**
58	Achieves results that lead to long-term shareholder value. [Maintaining a Competitive Advantage (Assure Success)]	4.90	3.00	**1.90**

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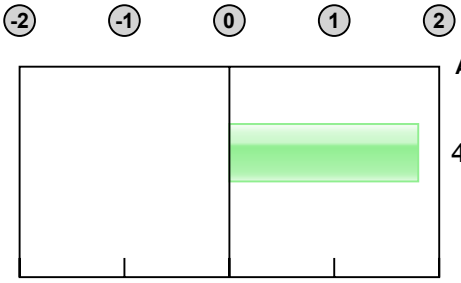
Significant Gaps: All Raters vs. Self

Symbol Key

▲▼ Item is one of the highest/lowest rated

		Avg.	Self	Gap
22	Treats co-workers as partners, not competitors. [Building Partnerships (Engaging People)]	4.80	3.00	**1.80**



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Marshall Goldsmith
Stakeholder Centered Coaching

Guaranteed & Measurable
Leadership Growth

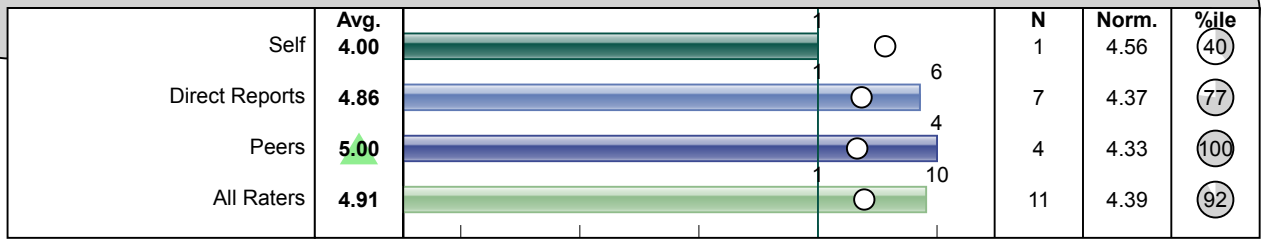
Demonstrating Integrity (Communication)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

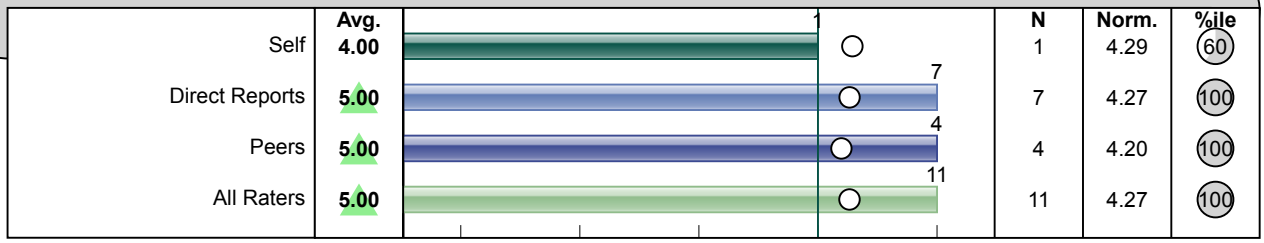
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

1 Demonstrates honest, ethical behavior in all interactions.



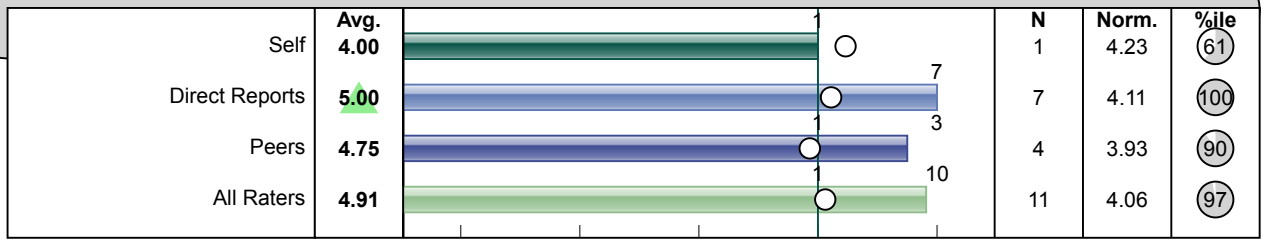
	Avg.	N	Norm.	%ile
Self	4.00	1	4.56	40
Direct Reports	4.86	7	4.37	77
Peers	5.00	4	4.33	100
All Raters	4.91	11	4.39	92

2 Ensures that the highest standards for ethical behavior are practiced throughout the organization.



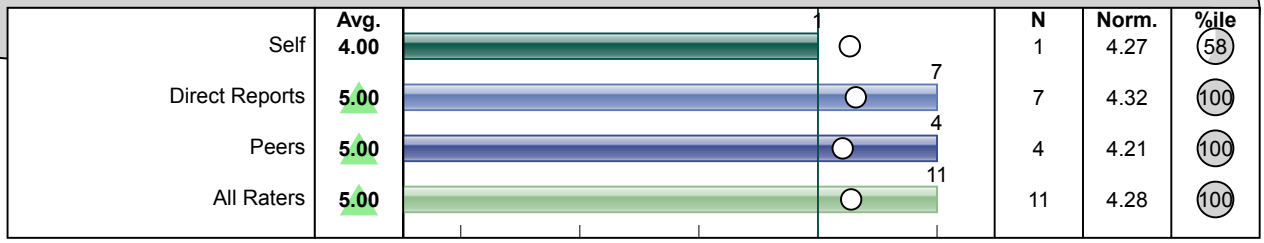
	Avg.	N	Norm.	%ile
Self	4.00	1	4.29	60
Direct Reports	5.00	7	4.27	100
Peers	5.00	4	4.20	100
All Raters	5.00	11	4.27	100

3 Avoids political or self-serving behavior.



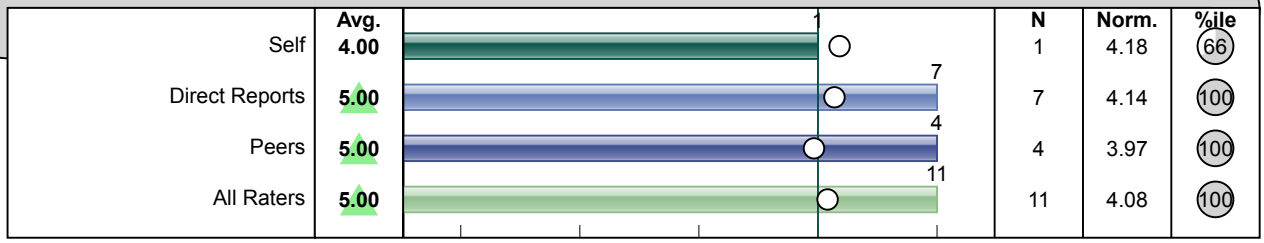
	Avg.	N	Norm.	%ile
Self	4.00	1	4.23	61
Direct Reports	5.00	7	4.11	100
Peers	4.75	4	3.93	90
All Raters	4.91	11	4.06	97

4 Courageously "stands up" for what he/she believes in.



	Avg.	N	Norm.	%ile
Self	4.00	1	4.27	58
Direct Reports	5.00	7	4.32	100
Peers	5.00	4	4.21	100
All Raters	5.00	11	4.28	100

5 Is a role model for living our organization's values (leads by example).



	Avg.	N	Norm.	%ile
Self	4.00	1	4.18	66
Direct Reports	5.00	7	4.14	100
Peers	5.00	4	3.97	100
All Raters	5.00	11	4.08	100

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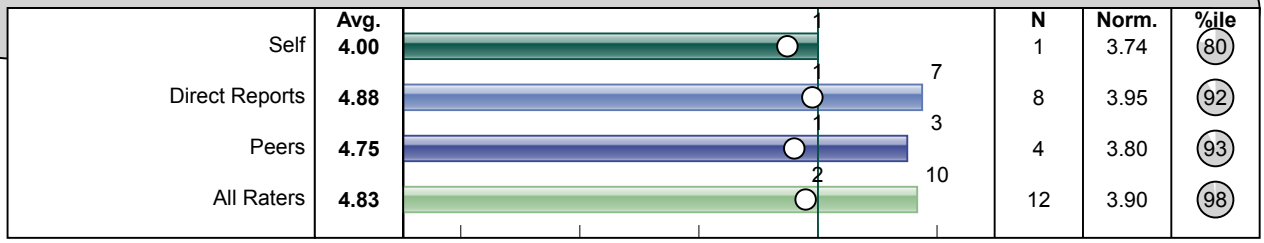
Encouraging Constructive Dialogue (Communication)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

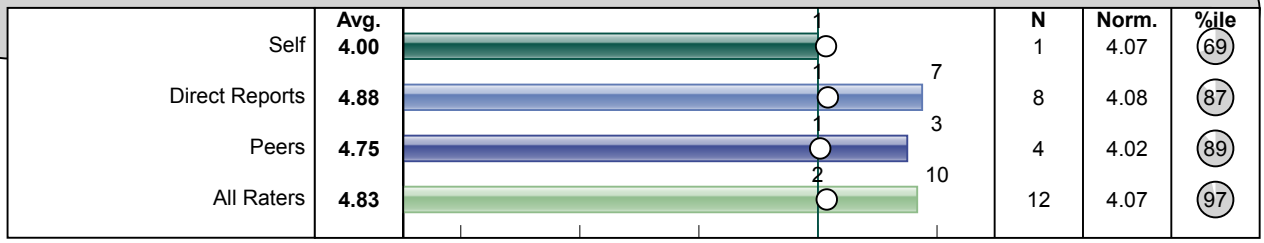
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

6 Asks people what he/she can do to improve.



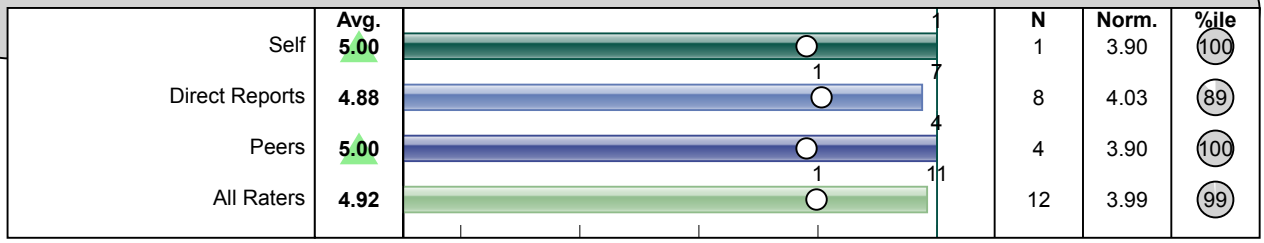
	Avg.	N	Norm.	%ile
Self	4.00	1	3.74	80
Direct Reports	4.88	8	3.95	92
Peers	4.75	4	3.80	93
All Raters	4.83	12	3.90	98

7 Genuinely listens to others.



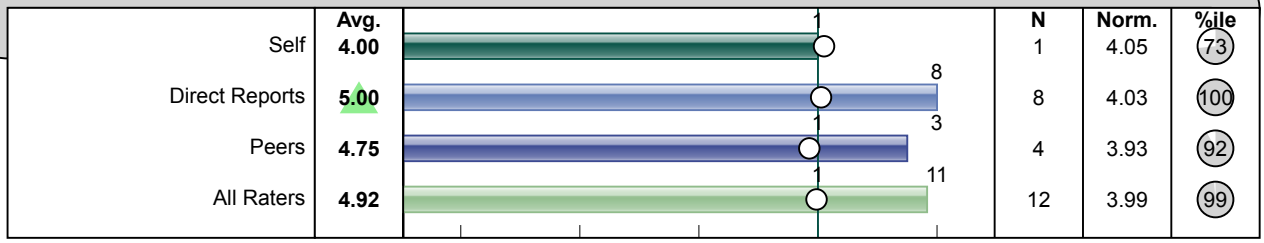
	Avg.	N	Norm.	%ile
Self	4.00	1	4.07	69
Direct Reports	4.88	8	4.08	87
Peers	4.75	4	4.02	89
All Raters	4.83	12	4.07	97

8 Accepts constructive feedback in a positive manner (avoids defensiveness).



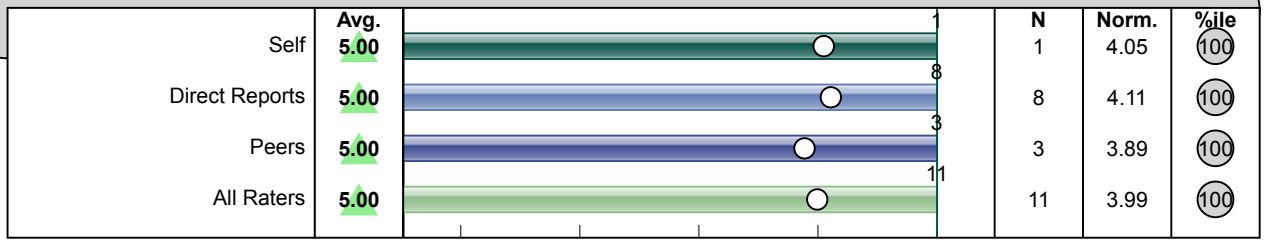
	Avg.	N	Norm.	%ile
Self	5.00	1	3.90	100
Direct Reports	4.88	8	4.03	89
Peers	5.00	4	3.90	100
All Raters	4.92	12	3.99	99

9 Strives to understand the other person's frame of reference.



	Avg.	N	Norm.	%ile
Self	4.00	1	4.05	73
Direct Reports	5.00	8	4.03	100
Peers	4.75	4	3.93	92
All Raters	4.92	12	3.99	99

10 Encourages people to challenge the status quo.



	Avg.	N	Norm.	%ile
Self	5.00	1	4.05	100
Direct Reports	5.00	8	4.11	100
Peers	5.00	3	3.89	100
All Raters	5.00	11	3.99	100

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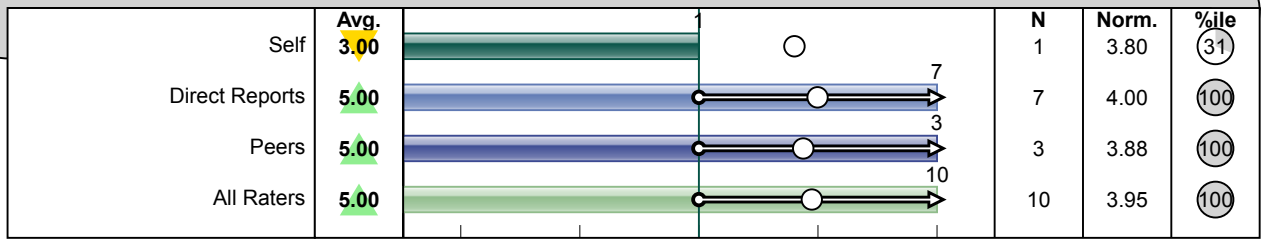
Creating a Shared Vision (Communication)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

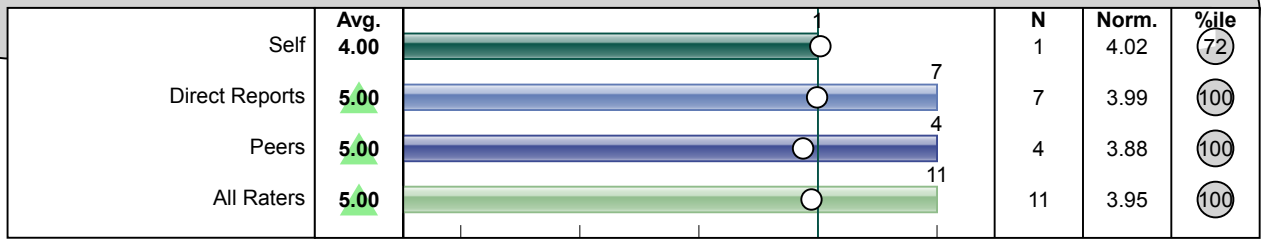
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

11 Creates and communicates a clear vision for our organization.



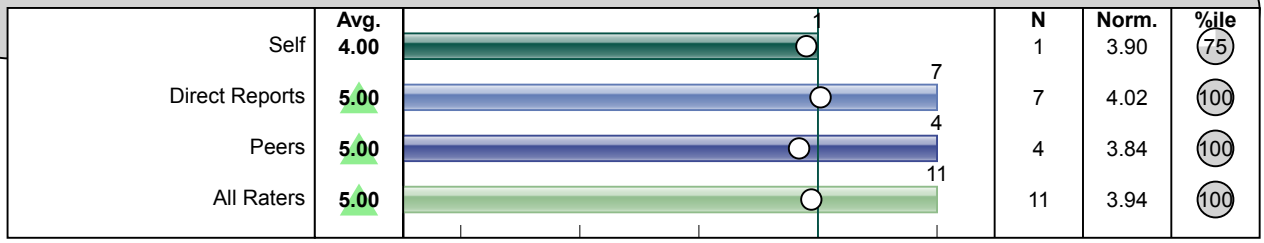
	Avg.	N	Norm.	%ile
Self	3.00	1	3.80	31
Direct Reports	5.00	7	4.00	100
Peers	5.00	3	3.88	100
All Raters	5.00	10	3.95	100

12 Effectively involves people in decision-making.



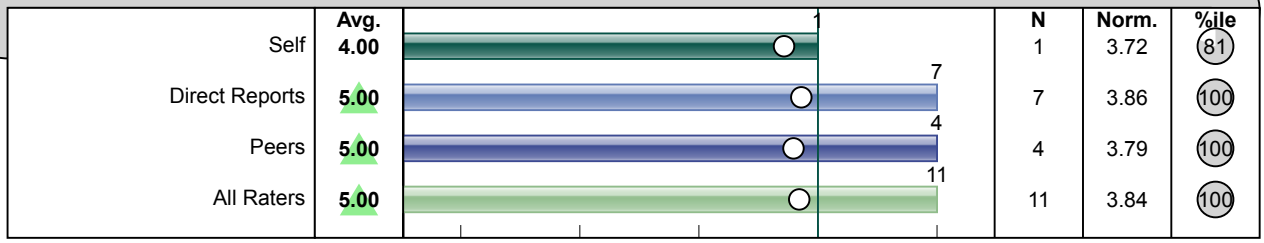
	Avg.	N	Norm.	%ile
Self	4.00	1	4.02	72
Direct Reports	5.00	7	3.99	100
Peers	5.00	4	3.88	100
All Raters	5.00	11	3.95	100

13 Inspires people to commit to achieving the vision.



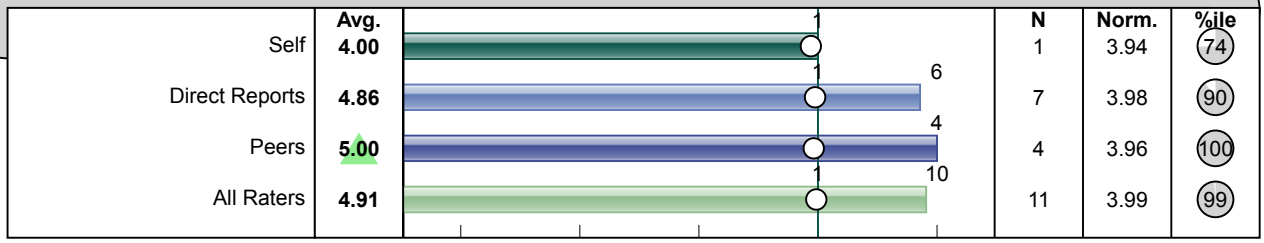
	Avg.	N	Norm.	%ile
Self	4.00	1	3.90	75
Direct Reports	5.00	7	4.02	100
Peers	5.00	4	3.84	100
All Raters	5.00	11	3.94	100

14 Develops an effective strategy to achieve the vision.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.72	81
Direct Reports	5.00	7	3.86	100
Peers	5.00	4	3.79	100
All Raters	5.00	11	3.84	100

15 Clearly identifies priorities.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.94	74
Direct Reports	4.86	7	3.98	90
Peers	5.00	4	3.96	100
All Raters	4.91	11	3.99	99

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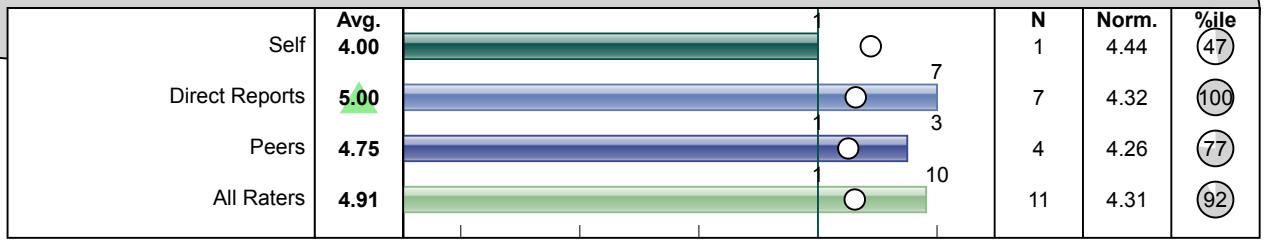
Developing People (Engaging People)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

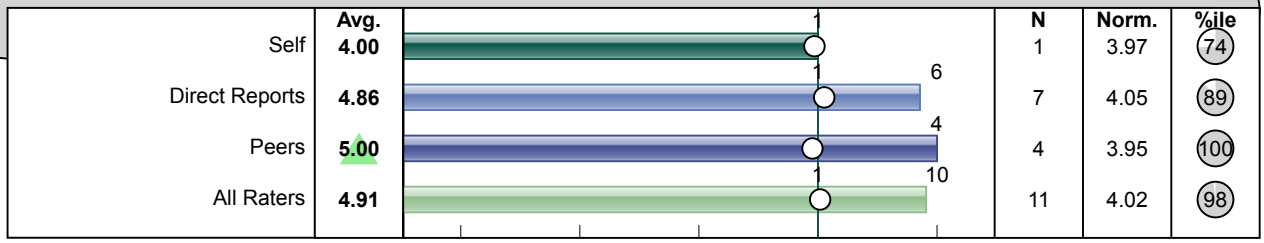
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

16 Consistently treats people with respect and dignity.



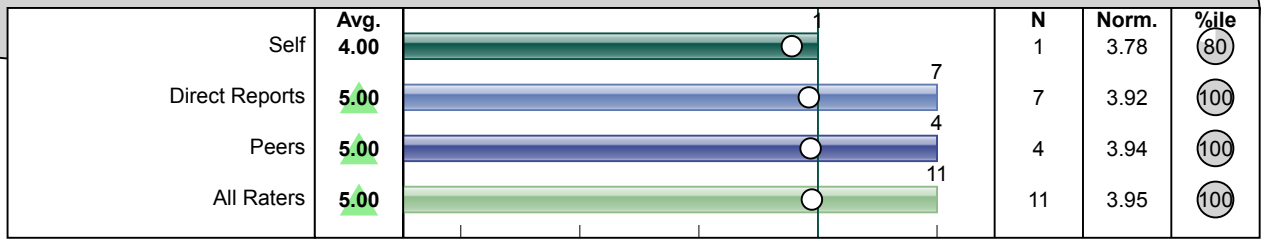
	Avg.	N	Norm.	%ile
Self	4.00	1	4.44	47
Direct Reports	5.00	7	4.32	100
Peers	4.75	4	4.26	77
All Raters	4.91	11	4.31	92

17 Asks people what they need to do their work better.



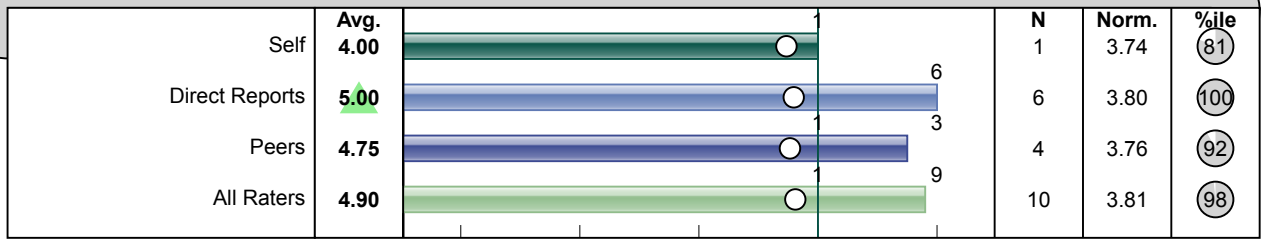
	Avg.	N	Norm.	%ile
Self	4.00	1	3.97	74
Direct Reports	4.86	7	4.05	89
Peers	5.00	4	3.95	100
All Raters	4.91	11	4.02	98

18 Ensures that people receive the training they need to succeed.



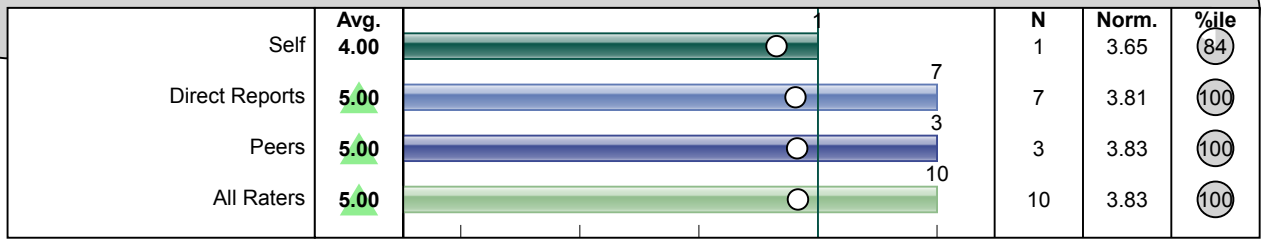
	Avg.	N	Norm.	%ile
Self	4.00	1	3.78	80
Direct Reports	5.00	7	3.92	100
Peers	5.00	4	3.94	100
All Raters	5.00	11	3.95	100

19 Provides effective coaching.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.74	81
Direct Reports	5.00	6	3.80	100
Peers	4.75	4	3.76	92
All Raters	4.90	10	3.81	98

20 Provides developmental feedback in a timely manner.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.65	84
Direct Reports	5.00	7	3.81	100
Peers	5.00	3	3.83	100
All Raters	5.00	10	3.83	100

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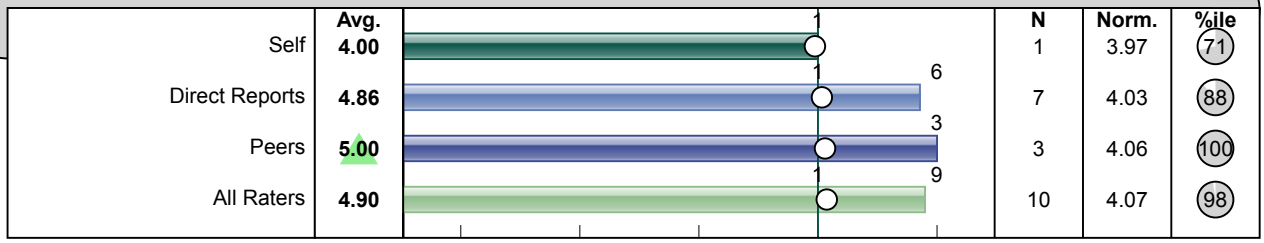
Developing People (Engaging People)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

21 Provides effective recognition for others' achievements.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.97	71
Direct Reports	4.86	7	4.03	88
Peers	5.00	3	4.06	100
All Raters	4.90	10	4.07	98

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Marshall Goldsmith
Stakeholder Centered Coaching

Guaranteed & Measurable
Leadership Growth

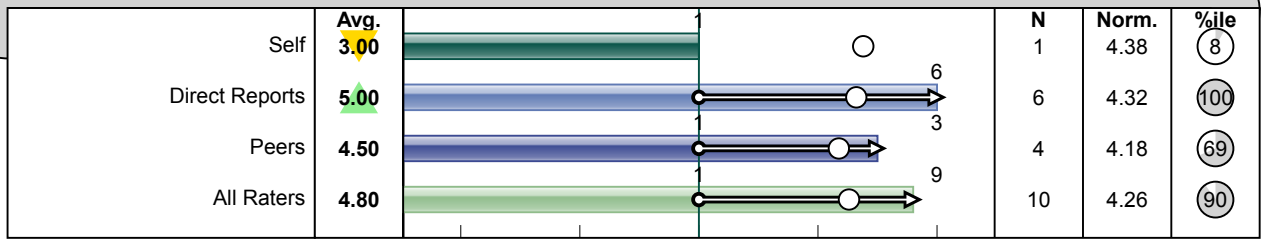
Building Partnerships (Engaging People)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

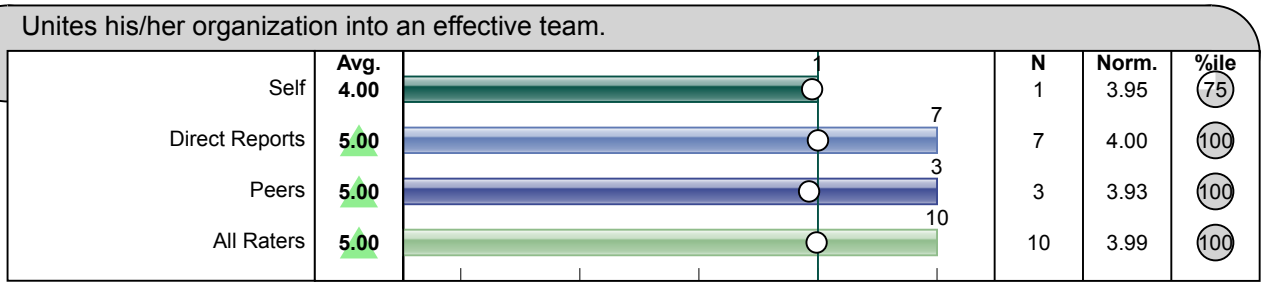
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

22 Treats co-workers as partners, not competitors.



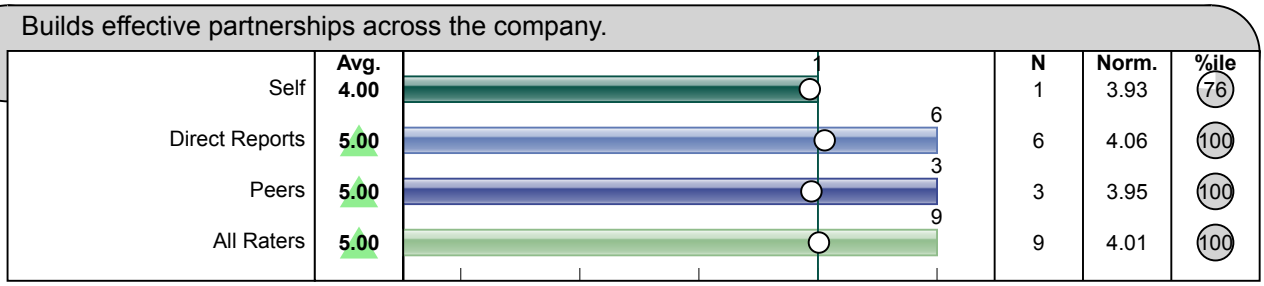
	Avg.	N	Norm.	%ile
Self	3.00	1	4.38	8
Direct Reports	5.00	6	4.32	100
Peers	4.50	4	4.18	69
All Raters	4.80	10	4.26	90

23 Unites his/her organization into an effective team.



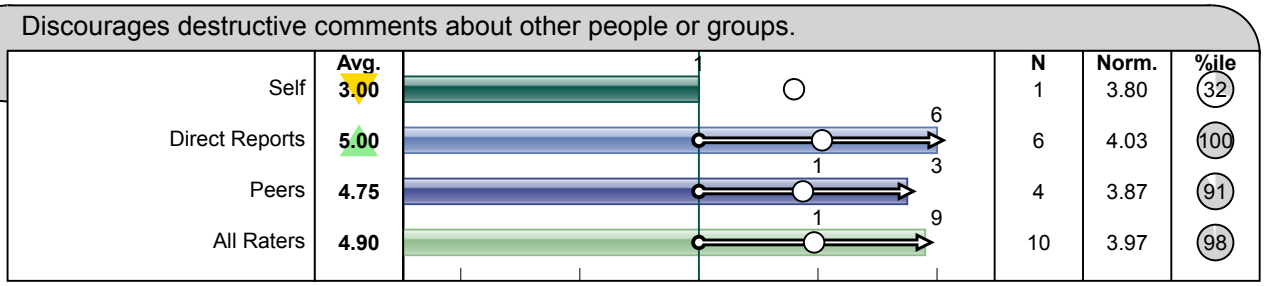
	Avg.	N	Norm.	%ile
Self	4.00	1	3.95	75
Direct Reports	5.00	7	4.00	100
Peers	5.00	3	3.93	100
All Raters	5.00	10	3.99	100

24 Builds effective partnerships across the company.



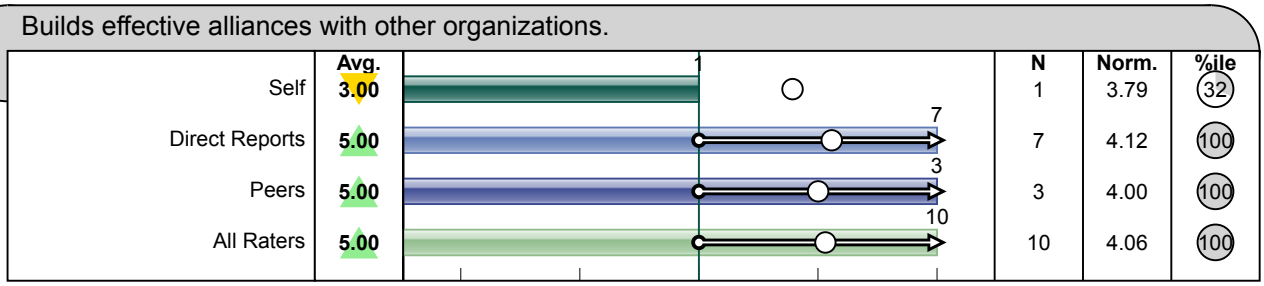
	Avg.	N	Norm.	%ile
Self	4.00	1	3.93	76
Direct Reports	5.00	6	4.06	100
Peers	5.00	3	3.95	100
All Raters	5.00	9	4.01	100

25 Discourages destructive comments about other people or groups.



	Avg.	N	Norm.	%ile
Self	3.00	1	3.80	32
Direct Reports	5.00	6	4.03	100
Peers	4.75	4	3.87	91
All Raters	4.90	10	3.97	98

26 Builds effective alliances with other organizations.



	Avg.	N	Norm.	%ile
Self	3.00	1	3.79	32
Direct Reports	5.00	7	4.12	100
Peers	5.00	3	4.00	100
All Raters	5.00	10	4.06	100

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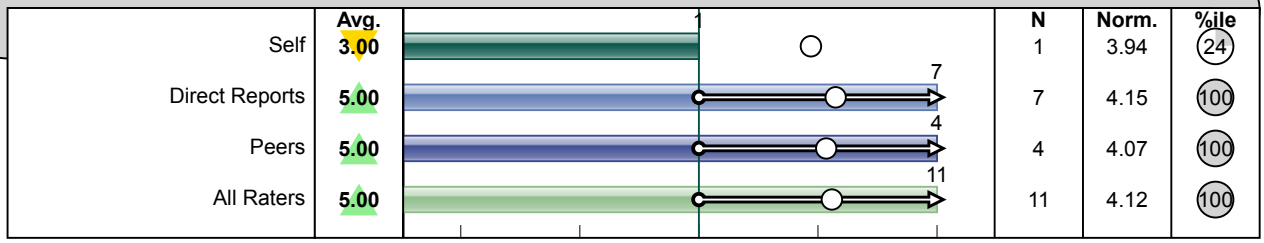
Building Partnerships (Engaging People)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

27 Creates a network of relationships that help to get things done.



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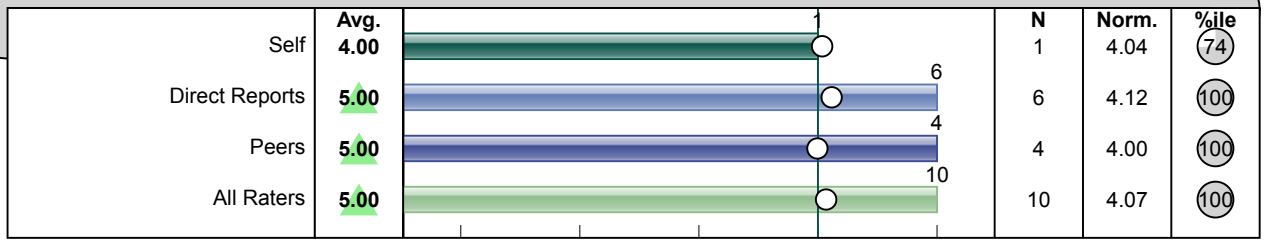
Sharing Leadership (Engaging People)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

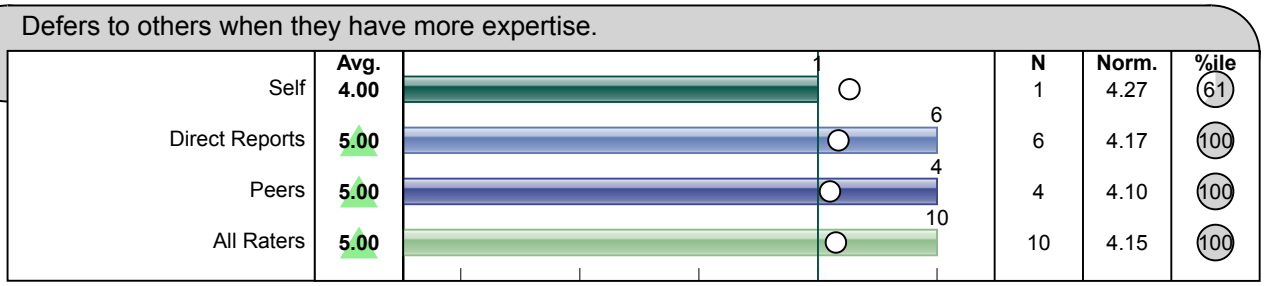
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

28 Willingly shares leadership with business partners.



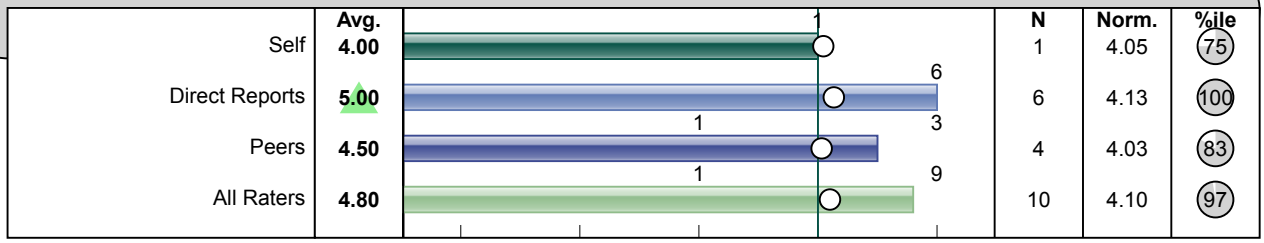
	Avg.	N	Norm.	%ile
Self	4.00	1	4.04	74
Direct Reports	5.00	6	4.12	100
Peers	5.00	4	4.00	100
All Raters	5.00	10	4.07	100

29 Defers to others when they have more expertise.



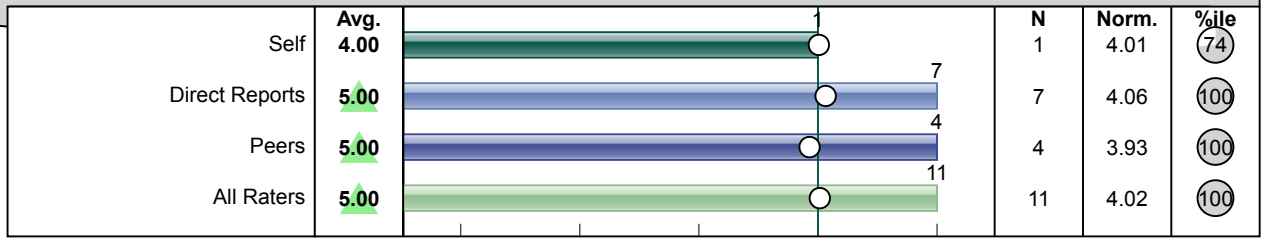
	Avg.	N	Norm.	%ile
Self	4.00	1	4.27	61
Direct Reports	5.00	6	4.17	100
Peers	5.00	4	4.10	100
All Raters	5.00	10	4.15	100

30 Strives to arrive at an outcome with others (as opposed to for others).



	Avg.	N	Norm.	%ile
Self	4.00	1	4.05	75
Direct Reports	5.00	6	4.13	100
Peers	4.50	4	4.03	83
All Raters	4.80	10	4.10	97

31 Creates an environment where people focus on the larger good (avoids sub-optimization or "turfism").



	Avg.	N	Norm.	%ile
Self	4.00	1	4.01	74
Direct Reports	5.00	7	4.06	100
Peers	5.00	4	3.93	100
All Raters	5.00	11	4.02	100

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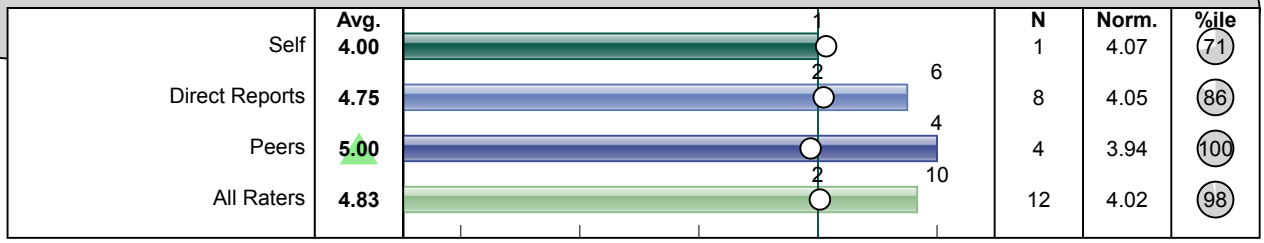
Empowering People (Boundary-less Inclusion)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

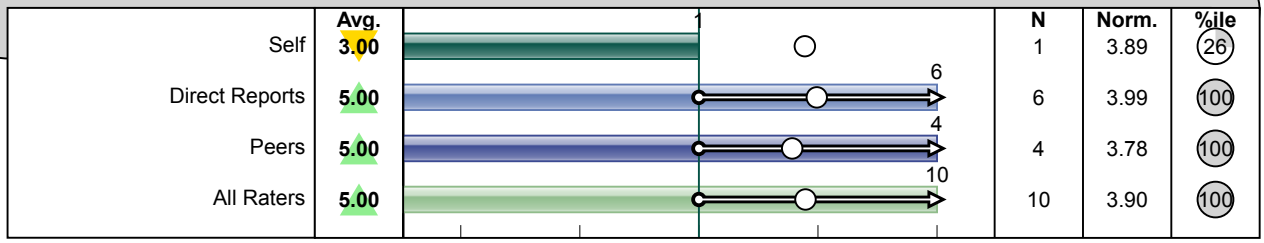
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

32 Builds people's confidence.



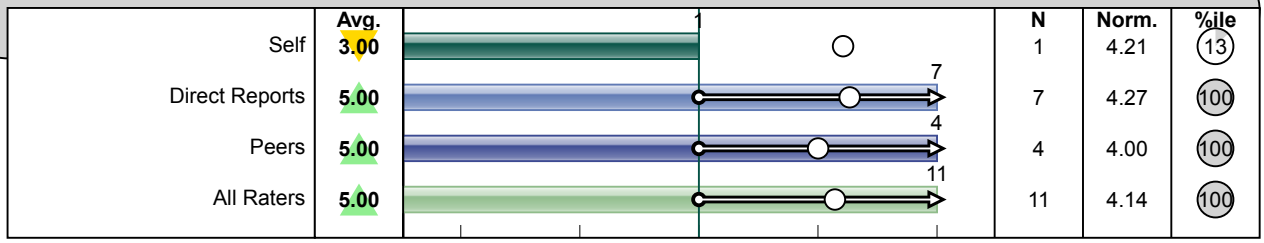
	Avg.	N	Norm.	%ile
Self	4.00	1	4.07	71
Direct Reports	4.75	8	4.05	86
Peers	5.00	4	3.94	100
All Raters	4.83	12	4.02	98

33 Takes risks in letting others make decisions.



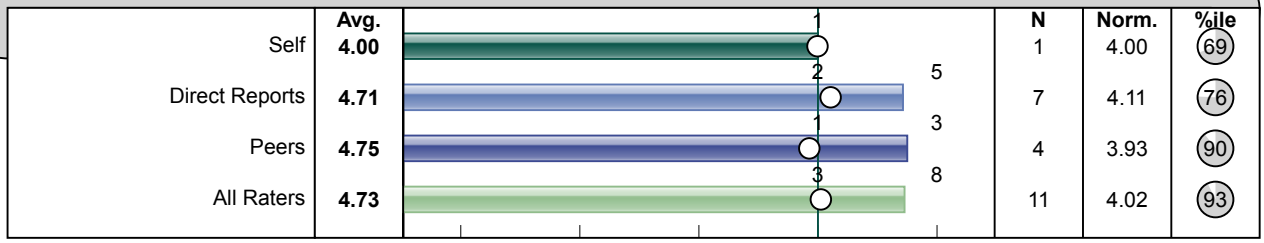
	Avg.	N	Norm.	%ile
Self	3.00	1	3.89	26
Direct Reports	5.00	6	3.99	100
Peers	5.00	4	3.78	100
All Raters	5.00	10	3.90	100

34 Gives people the freedom they need to do their job well.



	Avg.	N	Norm.	%ile
Self	3.00	1	4.21	13
Direct Reports	5.00	7	4.27	100
Peers	5.00	4	4.00	100
All Raters	5.00	11	4.14	100

35 Trusts people enough to let go (avoids micro-management).



	Avg.	N	Norm.	%ile
Self	4.00	1	4.00	69
Direct Reports	4.71	7	4.11	76
Peers	4.75	4	3.93	90
All Raters	4.73	11	4.02	93

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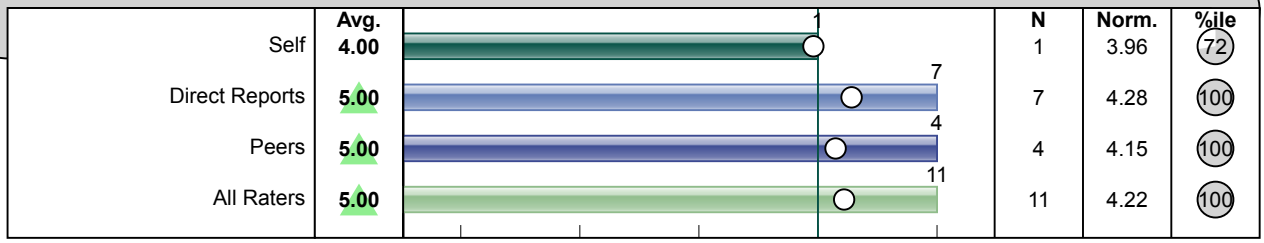
Thinking Globally (Boundary-less Inclusion)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

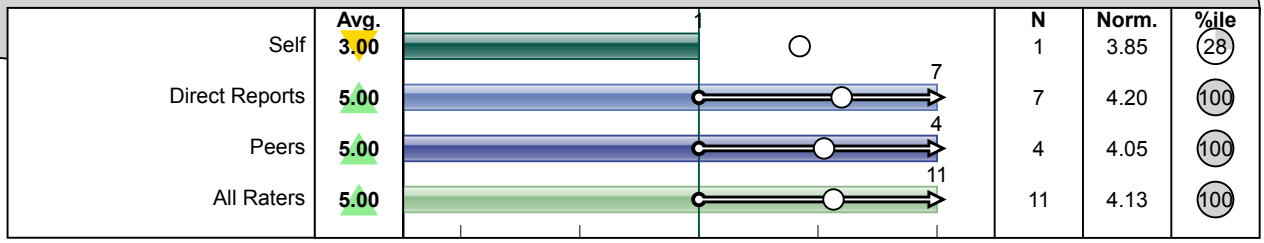
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

36 Recognizes the impact of globalization on the business.



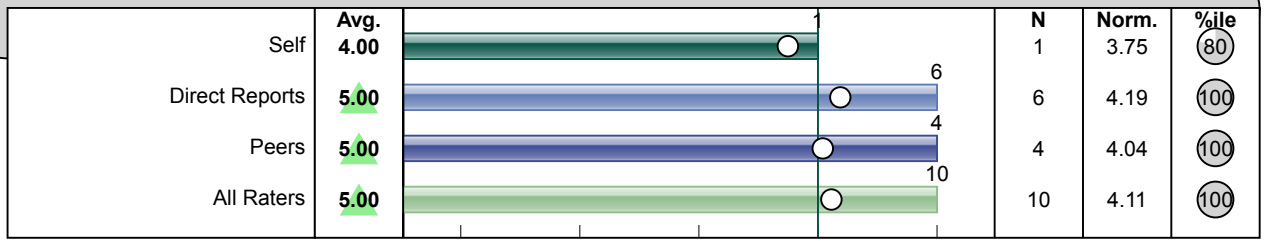
	Avg.	N	Norm.	%ile
Self	4.00	1	3.96	72
Direct Reports	5.00	7	4.28	100
Peers	5.00	4	4.15	100
All Raters	5.00	11	4.22	100

37 Demonstrates the adaptability required to succeed in a global environment.



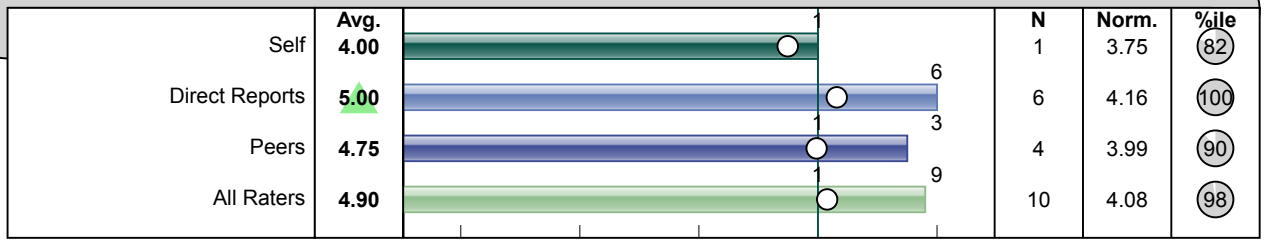
	Avg.	N	Norm.	%ile
Self	3.00	1	3.85	28
Direct Reports	5.00	7	4.20	100
Peers	5.00	4	4.05	100
All Raters	5.00	11	4.13	100

38 Strives to gain the variety of experiences needed to conduct global business.



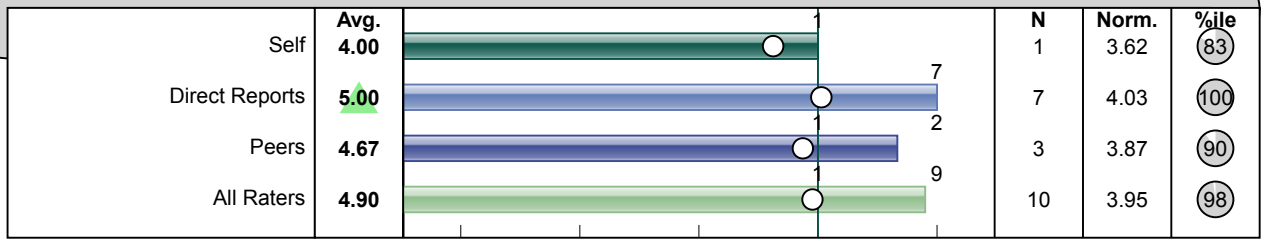
	Avg.	N	Norm.	%ile
Self	4.00	1	3.75	80
Direct Reports	5.00	6	4.19	100
Peers	5.00	4	4.04	100
All Raters	5.00	10	4.11	100

39 Makes decisions that incorporate global considerations.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.75	82
Direct Reports	5.00	6	4.16	100
Peers	4.75	4	3.99	90
All Raters	4.90	10	4.08	98

40 Helps others understand the impact of globalization.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.62	83
Direct Reports	5.00	7	4.03	100
Peers	4.67	3	3.87	90
All Raters	4.90	10	3.95	98

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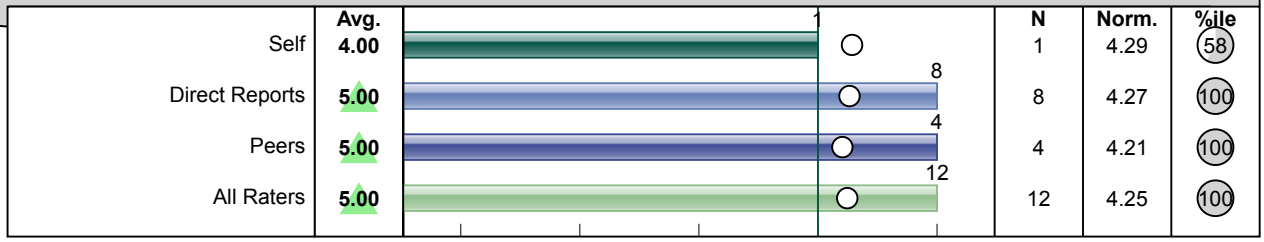
Appreciating Diversity (Boundary-less Inclusion)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⟹ Positive Gap
- ⟸ Negative Gap

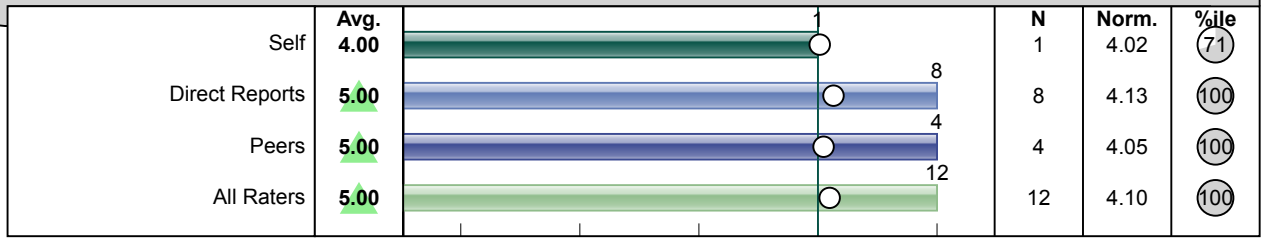
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

41 Embraces the value of diversity in people (including culture, ethnicity, gender, generational, personality and thinking styles).



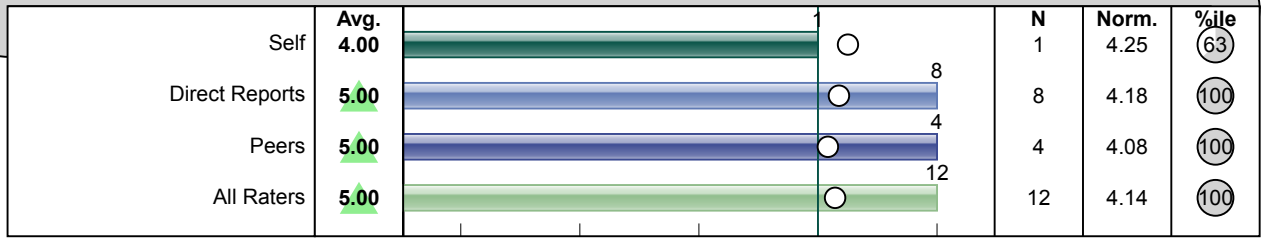
	Avg.	N	Norm.	%ile
Self	4.00	1	4.29	58
Direct Reports	5.00	8	4.27	100
Peers	5.00	4	4.21	100
All Raters	5.00	12	4.25	100

42 Effectively motivates people from different cultures, ethnicities, genders, generations, personalities and thinking styles.



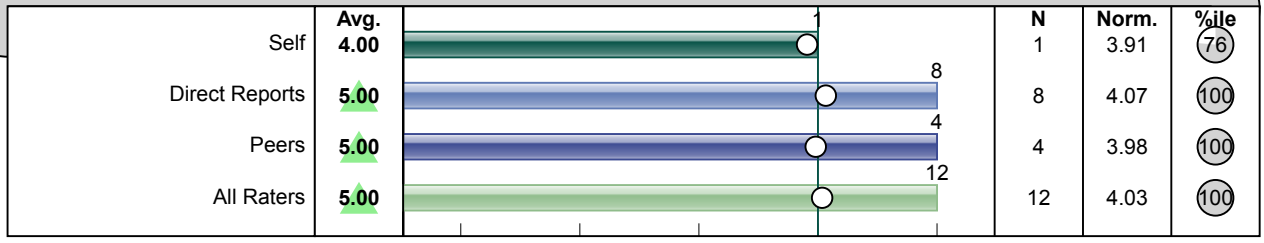
	Avg.	N	Norm.	%ile
Self	4.00	1	4.02	71
Direct Reports	5.00	8	4.13	100
Peers	5.00	4	4.05	100
All Raters	5.00	12	4.10	100

43 Recognizes the value of diverse views and opinions.



	Avg.	N	Norm.	%ile
Self	4.00	1	4.25	63
Direct Reports	5.00	8	4.18	100
Peers	5.00	4	4.08	100
All Raters	5.00	12	4.14	100

44 Helps others appreciate the value of diversity.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.91	76
Direct Reports	5.00	8	4.07	100
Peers	5.00	4	3.98	100
All Raters	5.00	12	4.03	100

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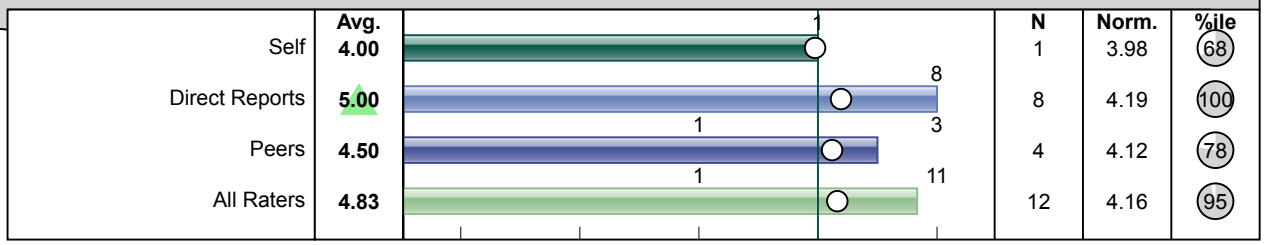
Appreciating Diversity (Boundary-less Inclusion)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

45 Actively expands his/her knowledge of other cultures (through e.g. interactions, study, travel, experiences, etc.).



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Developing Technological Savvy (Assure Success)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

46 Strives to acquire the technological knowledge needed to succeed in tomorrow's world.

	Avg.	N	Norm.	%ile
Self	4.00	1	3.81	75
Direct Reports	5.00	7	4.21	100
Peers	5.00	4	4.10	100
All Raters	5.00	11	4.16	100

47 Successfully recruits people with needed technological expertise.

	Avg.	N	Norm.	%ile
Self	4.00	1	3.78	80
Direct Reports	5.00	7	4.05	100
Peers	5.00	4	3.97	100
All Raters	5.00	11	4.02	100

48 Effectively manages the use of technology to increase productivity.

	Avg.	N	Norm.	%ile
Self	4.00	1	3.72	80
Direct Reports	5.00	7	4.08	100
Peers	5.00	4	3.98	100
All Raters	5.00	11	4.04	100

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Ensuring Customer Satisfaction (Assure Success)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

49 Inspires people to achieve high levels of customer satisfaction.

	Avg.	N	Norm.	%ile
Self	4.00	1	4.08	70
Direct Reports	5.00	7	4.26	100
Peers	5.00	4	4.08	100
All Raters	5.00	11	4.18	100

50 Views business processes from the ultimate customer perspective (has an "end-to-end" perspective).

	Avg.	N	Norm.	%ile
Self	4.00	1	4.09	68
Direct Reports	5.00	7	4.25	100
Peers	4.75	4	4.07	88
All Raters	4.91	11	4.16	98

51 Regularly solicits input from customers.

	Avg.	N	Norm.	%ile
Self	4.00	1	3.65	81
Direct Reports	4.86	7	4.07	88
Peers	4.75	4	3.93	90
All Raters	4.82	11	4.01	97

52 Consistently delivers on commitments to customers.

	Avg.	N	Norm.	%ile
Self	4.00	1	4.03	73
Direct Reports	5.00	7	4.21	100
Peers	4.75	4	4.07	87
All Raters	4.91	11	4.15	98

53 Understands the competitive options available to his/her customers.

	Avg.	N	Norm.	%ile
Self	4.00	1	3.97	74
Direct Reports	4.88	8	4.27	85
Peers	4.75	4	4.12	87
All Raters	4.83	12	4.20	96

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Marshall Goldsmith
Stakeholder Centered Coaching

Guaranteed & Measurable
Leadership Growth

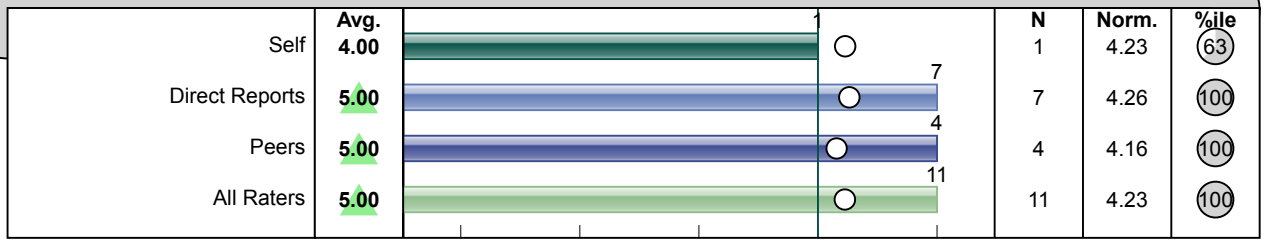
Maintaining a Competitive Advantage (Assure Success)

Symbol Key

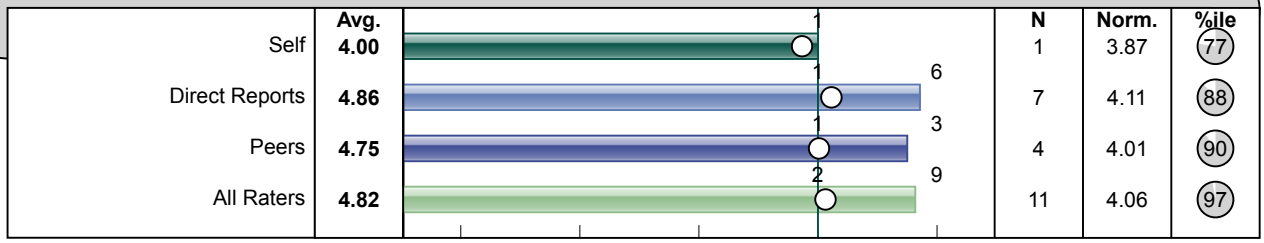
- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

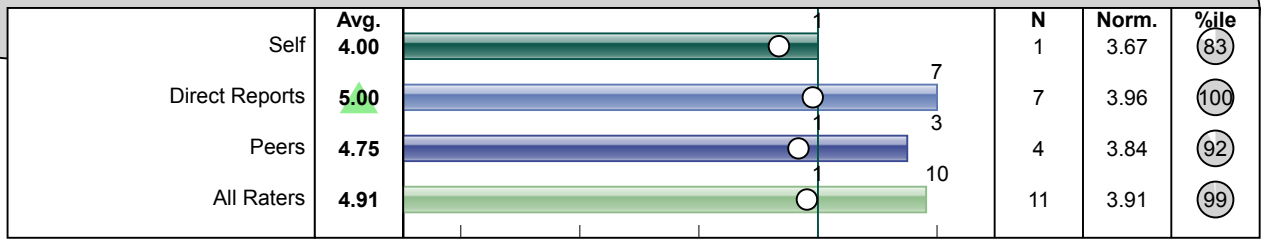
54 Communicates a positive, can-do sense of urgency toward getting the job done.



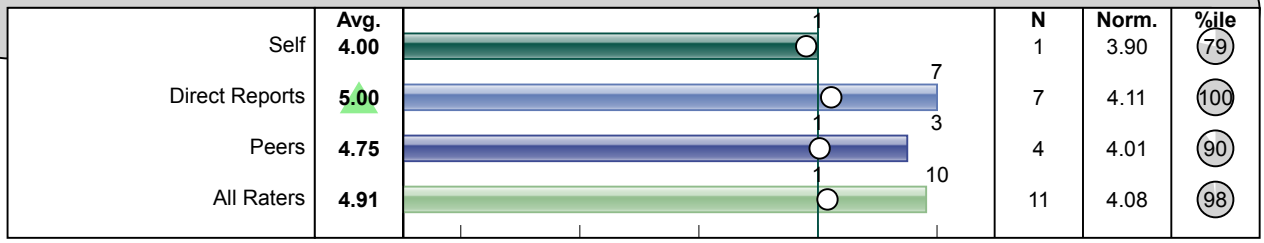
55 Holds people accountable for their results.



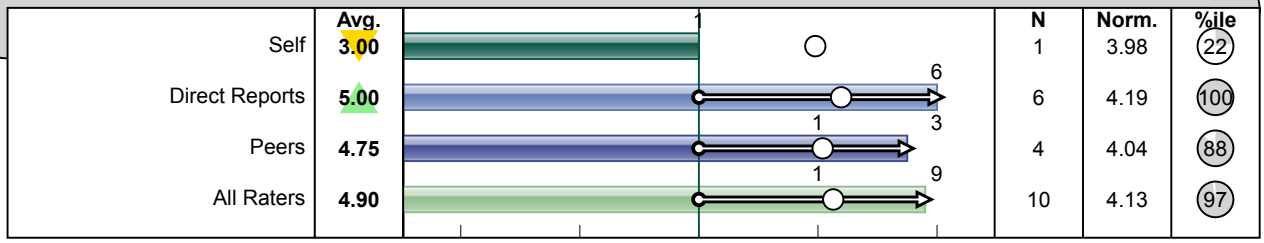
56 Successfully eliminates waste and unneeded cost.



57 Provides products/services that help the company have a clear competitive advantage.



58 Achieves results that lead to long-term shareholder value.



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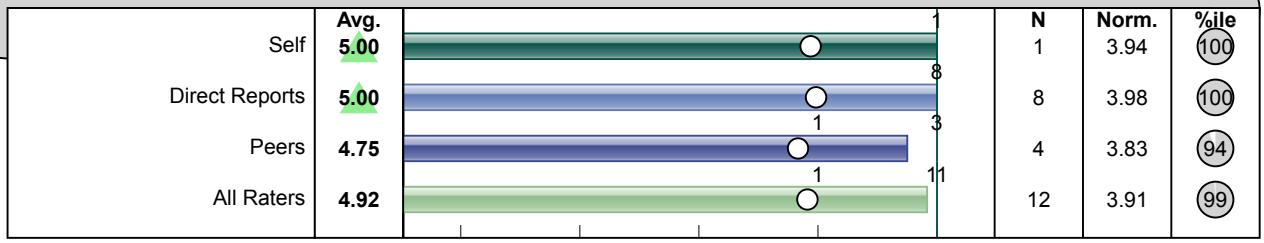
Achieving Personal Mastery (Continuous Change)

Symbol Key

- ▲▼ Item is one of the highest/lowest rated
- ○ Norm. Avg.
- ⇨ Positive Gap
- ⇦ Negative Gap

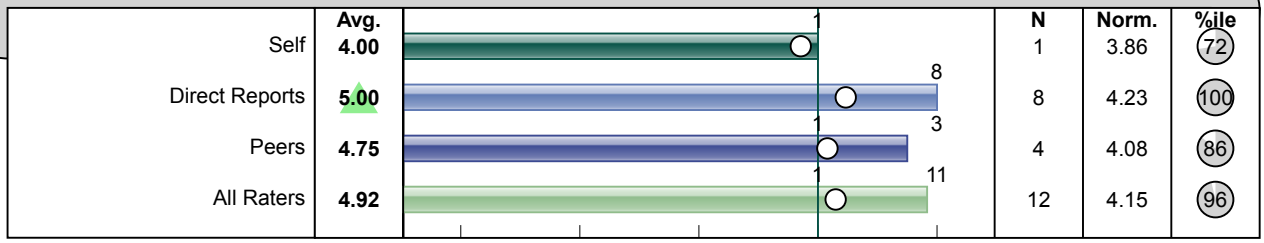
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

59 Deeply understands his/her own strengths and weaknesses.



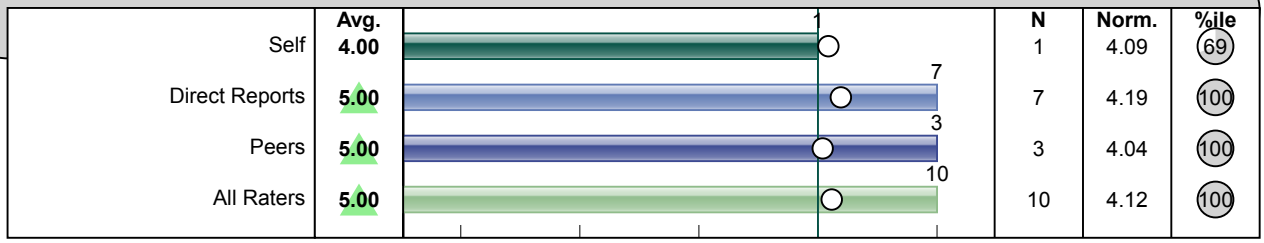
	Avg.	N	Norm.	%ile
Self	5.00	1	3.94	100
Direct Reports	5.00	8	3.98	100
Peers	4.75	4	3.83	94
All Raters	4.92	12	3.91	99

60 Invests in ongoing personal development.



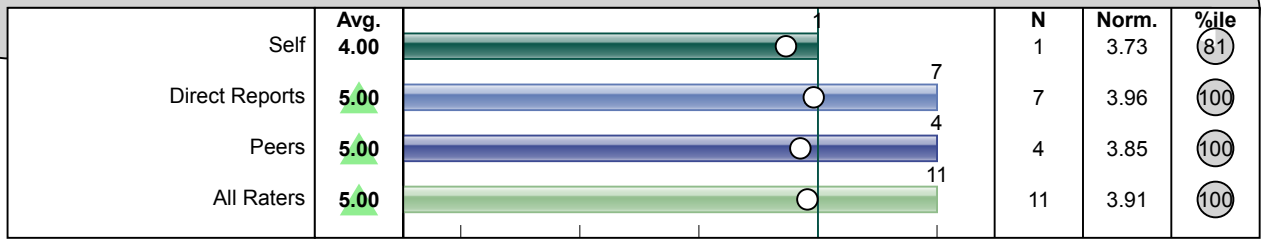
	Avg.	N	Norm.	%ile
Self	4.00	1	3.86	72
Direct Reports	5.00	8	4.23	100
Peers	4.75	4	4.08	86
All Raters	4.92	12	4.15	96

61 Involves people who have strengths that he/she does not possess.



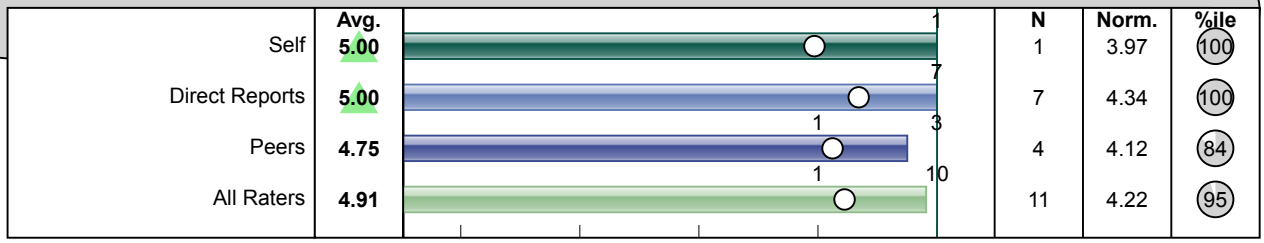
	Avg.	N	Norm.	%ile
Self	4.00	1	4.09	69
Direct Reports	5.00	7	4.19	100
Peers	5.00	3	4.04	100
All Raters	5.00	10	4.12	100

62 Demonstrates effective emotional responses in a variety of situations.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.73	81
Direct Reports	5.00	7	3.96	100
Peers	5.00	4	3.85	100
All Raters	5.00	11	3.91	100

63 Demonstrates self-confidence as a leader.



	Avg.	N	Norm.	%ile
Self	5.00	1	3.97	100
Direct Reports	5.00	7	4.34	100
Peers	4.75	4	4.12	84
All Raters	4.91	11	4.22	95

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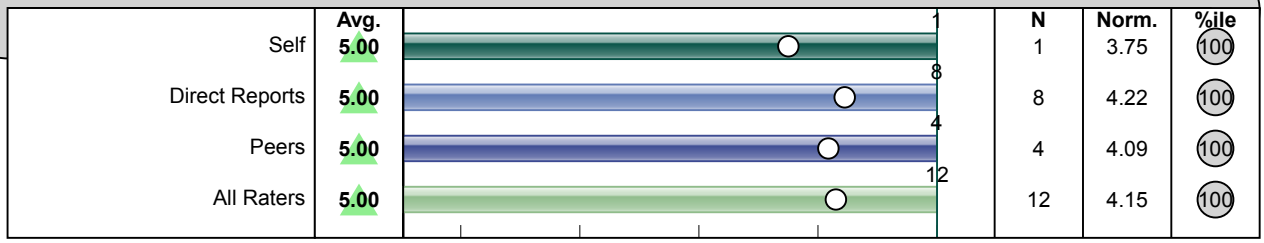
Anticipating Opportunities (Continuous Change)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

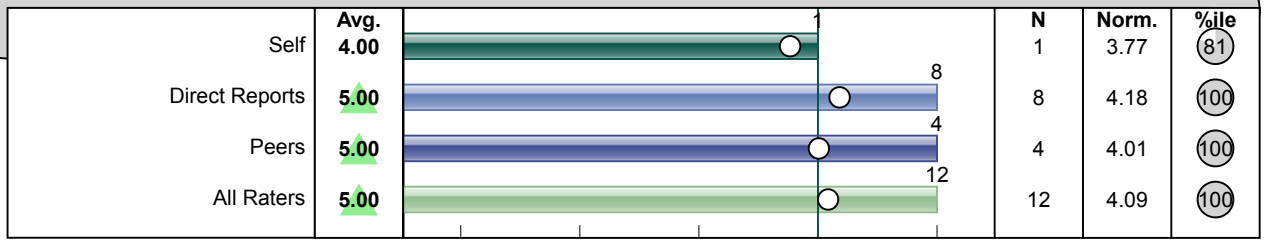
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

64 Invests in learning about future trends.



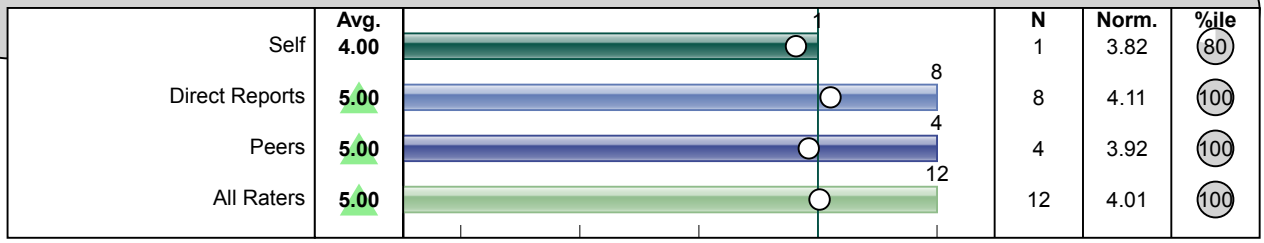
	Avg.	N	Norm.	%ile
Self	5.00	1	3.75	100
Direct Reports	5.00	8	4.22	100
Peers	5.00	4	4.09	100
All Raters	5.00	12	4.15	100

65 Effectively anticipates future opportunities.



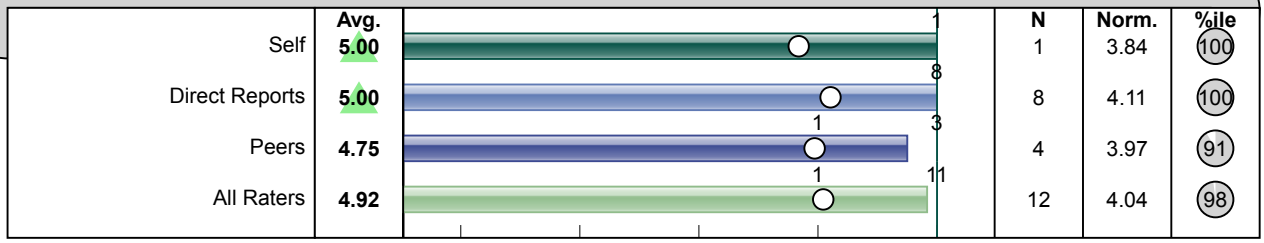
	Avg.	N	Norm.	%ile
Self	4.00	1	3.77	81
Direct Reports	5.00	8	4.18	100
Peers	5.00	4	4.01	100
All Raters	5.00	12	4.09	100

66 Inspires people to focus on future opportunities (not just present objectives).



	Avg.	N	Norm.	%ile
Self	4.00	1	3.82	80
Direct Reports	5.00	8	4.11	100
Peers	5.00	4	3.92	100
All Raters	5.00	12	4.01	100

67 Develops ideas to meet the needs of the new environment.



	Avg.	N	Norm.	%ile
Self	5.00	1	3.84	100
Direct Reports	5.00	8	4.11	100
Peers	4.75	4	3.97	91
All Raters	4.92	12	4.04	98

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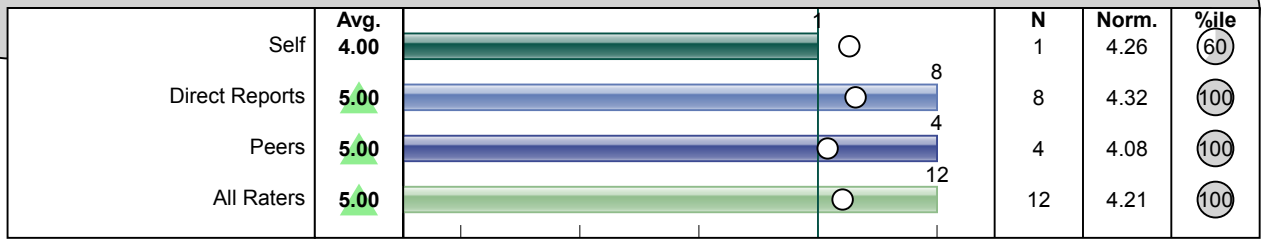
Leading Change (Continuous Change)

Symbol Key

- Item is one of the highest/lowest rated
- Norm. Avg.
- Positive Gap
- Negative Gap

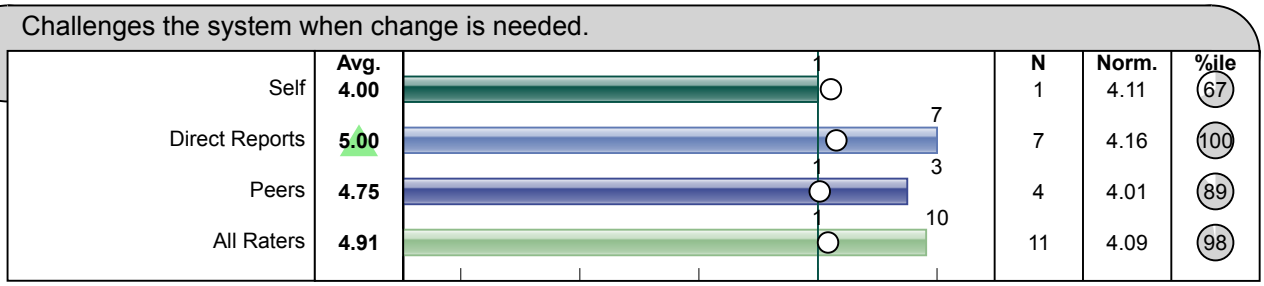
1 Highly Dissatisfied
2 Dissatisfied
3 Neither Satisfied nor Dissatisfied
4 Satisfied
5 Highly Satisfied

68 Sees change as an opportunity, not a problem.



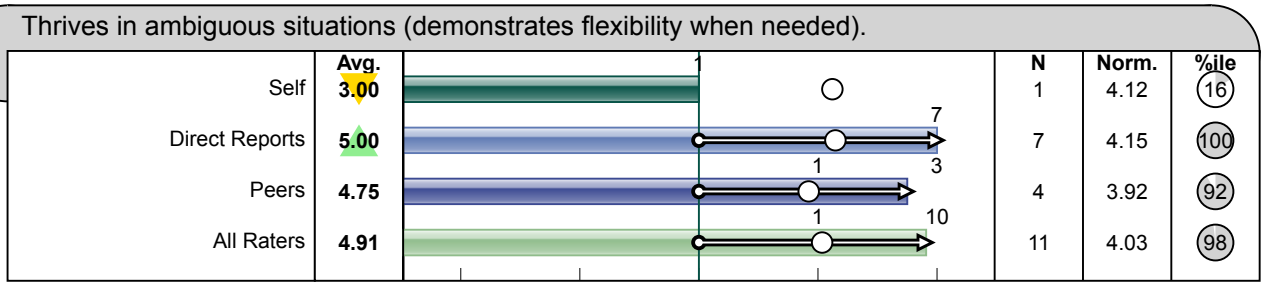
	Avg.	N	Norm.	%ile
Self	4.00	1	4.26	60
Direct Reports	5.00	8	4.32	100
Peers	5.00	4	4.08	100
All Raters	5.00	12	4.21	100

69 Challenges the system when change is needed.



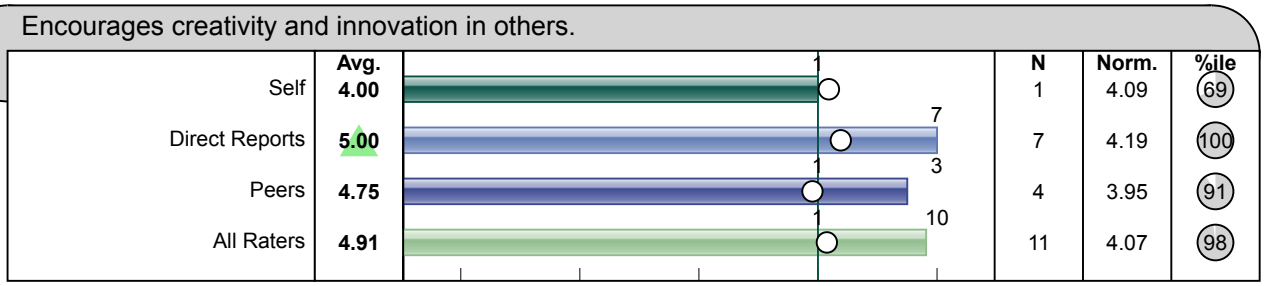
	Avg.	N	Norm.	%ile
Self	4.00	1	4.11	67
Direct Reports	5.00	7	4.16	100
Peers	4.75	4	4.01	89
All Raters	4.91	11	4.09	98

70 Thrives in ambiguous situations (demonstrates flexibility when needed).



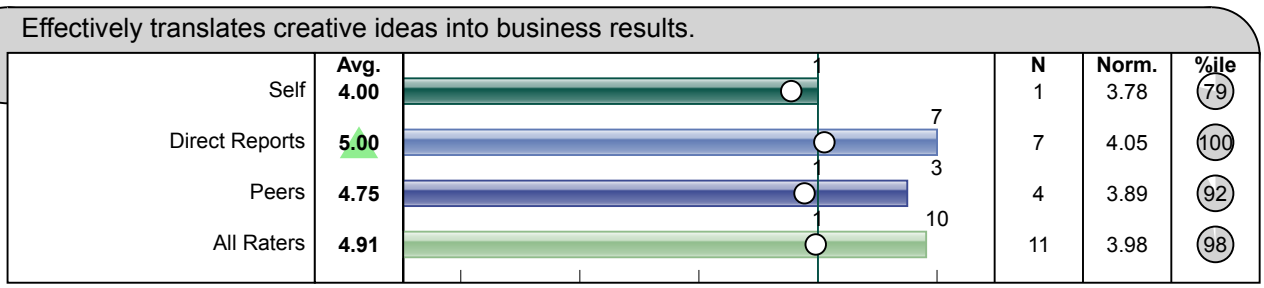
	Avg.	N	Norm.	%ile
Self	3.00	1	4.12	16
Direct Reports	5.00	7	4.15	100
Peers	4.75	4	3.92	92
All Raters	4.91	11	4.03	98

71 Encourages creativity and innovation in others.



	Avg.	N	Norm.	%ile
Self	4.00	1	4.09	69
Direct Reports	5.00	7	4.19	100
Peers	4.75	4	3.95	91
All Raters	4.91	11	4.07	98

72 Effectively translates creative ideas into business results.



	Avg.	N	Norm.	%ile
Self	4.00	1	3.78	79
Direct Reports	5.00	7	4.05	100
Peers	4.75	4	3.89	92
All Raters	4.91	11	3.98	98

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Global Leadership Assessment
Report Analysis for Peter

		R&R	Self	All Raters	Strength	Develop
PEOPLE	**Communication**:					
	➢ Demonstrating Integrity		**B**30	**M**99		
	➢ Encouraging Constructive Dialogue		**T** 82	**T**100	Recognised	
	➢ Creating a Shared Vision		**M**47	**T**100		
	Engaging People					
	➢ Developing People		**M**60	**T**100		
	➢ Building Partnerships		**B**16	B96	Rec to Dev	
	➢ Sharing Leadership		**M**56	B96		
	Boundary-less Inclusion					
	➢ Empowering People		**B**22	**B**99		
	➢ Thinking Globally		**M**49	B94		
	➢ Appreciating Diversity		**M**55	B95		
TASK	**Assure Success**					
	➢ Developing Technological Savvy		**T** 71	**T**100	Recognised	
	➢ Ensuring Customer Satisfaction		**T** 61	B94	Hidd. Dev	
	➢ Maintaining a Competitive Advantage		**B**45	**M**99		
	Continuous Change					
	➢ Achieving Personal Mastery		**T** 81	**T**100	Recognised	
	➢ Anticipating Opportunities		**T** 86	**M**99		
	➢ Leading Change		**B**36	**M**99		

Notes: